

JUROKU Financial Group

FY2022 Interim Financial Results September 2022

December 6, 2022



Connecting people, local communities and future

JUROKU Financial Group

TSE 1st Section and NSE 1st Section (7380)

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※ The Juroku Financial Group was established on October 1, 2021. Consolidated figures prior to the September 2021 term are associated with the Juroku Bank Group, the parent company of which is Juroku Bank.

※ Descriptions of business projections and other future developments provided in this document are based on information currently available to Juroku Financial Group and some assumptions considered to be rational. Actual business performance, etc., could be significantly different due to a variety of factors.

Section I: Interim Results for FY2022

- ◆ The consolidated core net operating profit reached 18.2 billion yen, up 3.6 billion yen year-on-year, as a result of an increase in consolidated core gross operating profit and a decline in expenses. The ordinary profit and interim net profit attributable to owners of the parent company **both increased for the fifth consecutive fiscal term.**
- ◆ The adjusted OHR for both Juroku Financial Group (FG) consolidated results and Juroku Bank non-consolidated results reached **the lower 50% range.**
- ◆ The **total payout ratio for the March 2023 term** based on the official business projection (consolidated net income of 17.5 billion yen) **is expected to reach 33.6%**, given the increased interim dividend (commemorative dividend of 10 yen) and acquisition of own shares in November.

Section II: Initiatives for Sustainability

- ◆ The **Group established 4 new working groups as subsidiaries of the Sustainability Council for an advanced sustainability management structure.**
- ◆ Group companies are collaborating to roll out sustainability initiatives. **Each Sustainability KPI set in May 2022 shows steady progress.**

Section III: Progress in the First Management Plan

- ◆ The Group has taken various measures by setting the final fiscal year under the first Management Plan as **a period to convert the Group's business model and build a foundation for sustainable growth.**
- ◆ Various numerical targets have been achieved ahead of schedule in the March 2022 term. The September 2022 term **has seen further enhancements in profitability, fiscal integrity, and efficiency.**

Section IV: Future Direction of Management

- ◆ In addition to **developing the Long-Term Vision**--a blueprint of where the Juroku Financial Group wants to be in a decade from now--the Group will **draw up the 5-year Medium-Term Management Plan** eyeing the Juroku Bank's 150th anniversary.
- ◆ April 2023 will see the **introduction of a new HR system and a transition to a holding company system** to reform the actions and mentality of the Group in its entirety, as well as to grow through the empowerment of diverse human resources and proactive action.
- ◆ The Group will also **consolidate its emblem with that of the Juroku Bank**, which has been in use for over half a century, in turn further enhancing the sense of solidarity among all Group directors and employees and strengthening inter-Group coordination.

Section I: Interim Results for FY2022

Section II: Initiatives for Sustainability

Section III: Progress in the First Management Plan

Section IV: Future Direction of Management

Summary of consolidated results

Juroku FG
consolidated
results

- ◆ The consolidated core net operating profit reached 18.2 billion yen, up 3.6 billion yen year-on-year. This was a result of an increase in fees and commissions and other operating profit (excluding profit/loss on JGBs and other debt securities) boosting the consolidated core gross operating profit and reducing expenses.
- ◆ [Consolidated results] The ordinary profit and interim net income attributable to owners of the parent company both increased for the fifth consecutive fiscal term (including the Juroku Bank's consolidated results prior to the transition to a holding company).

(Unit: 100 million yen)

Juroku FG consolidated results	2020/9	2021/9 A	2022/9 B	Year-on-Year B-A
Consolidated core gross operating profit	345	378	403	① 25
Net interest income	252	266	266	0
Fees and commissions	72	84	92	8
Other operating profit (Excluding profit on JGBs and other debt securities)	20	26	45	19
Expenses	240	231	220	② -11
Personnel expenses	129	124	120	-4
Non-personnel expenses	95	90	85	-5
Consolidated core net operating profit	104	146	182	③ 36
Profit on JGBs and other debt securities	14	3	-48	-51
Consolidated net business profit	118	150	134	-16
Credit costs	28	21	5	-16
Profit on equities	25	11	14	3
Ordinary profit	118	150	155	④ 5
Interim net income attributable to owners of the parent company	75	103	103	⑤ 0

① Consolidated core gross operating profit

Greater fees and commissions, and other operating profit (excluding profit/loss on JGBs and other debt securities), have resulted in a 2.5 billion yen year-on-year increase

② Expenses

A drop in personnel and non-personnel expenses has resulted in a 1.1 billion yen year-on-year decline

③ Consolidated core net operating profit

Higher consolidated core gross operating profit and lower expenses have resulted in a 3.6 billion yen year-on-year increase

④ [Consolidated results] Ordinary profit

⑤ Interim net income attributable to owners of the parent company

The [consolidated results] of ordinary profit increased by 0.5 billion yen year-on-year and the interim net income attributable to owners of the parent company jumped by 7 million yen year-on-year, both rising for the fifth consecutive term. This was a result of a decline in credit costs and an increase in stock-related profit/loss, despite a 4.8 billion yen loss of JGBs and other debt securities.

*The Juroku Financial Group was established on October 1, 2021. Consolidated figures prior to the September 2021 term are associated with the Juroku Bank Group, the parent company of which is Juroku Bank.

Summary of non-consolidated results of Juroku Bank

Juroku Bank non-consolidated results

- ◆ The core net operating profit reached an interim-record 16.7 billion yen, up 3.6 billion yen year-on-year. This was a result of an increase in fees and commissions and other operating profit (excluding profit/loss on JGBs and other debt securities) boosting the core gross operating profit and reducing expenses.
- ◆ The ordinary profit increased for the fifth consecutive fiscal term.

(Unit: 100 million yen)

Juroku Bank non-consolidated results

	2020/9	2021/9 A	2022/9 B	Year-on-Year B-A
Core gross operating profit	304	329	354	① 25
Net interest income	255	268	265	-3
Fees and commissions	45	55	62	7
Other operating profit (Excluding profit on JGBs and other debt securities)	4	5	26	21
Expenses	207	197	187	② -10
Personnel expenses	105	100	92	-8
Non-personnel expenses	85	80	79	-1
Core net operating profit	97	131	167	③ 36
Profit on JGBs and other debt securities	14	3	-48	-51
Net business income	111	135	119	-16
Credit costs	27	19	5	-14
Profit on equities	25	10	14	4
Ordinary profit	112	138	142	④ 4
Interim net income	75	100	95	⑤ -5

① Core gross operating profit

Greater fees and commissions, and other operating profit (excluding profit/loss on JGBs and other debt securities), have resulted in a 2.5 billion yen year-on-year increase

② Expenses

Personnel expenses have dropped in particular, resulting in a 1 billion yen year-on-year decline

③ Core net operating profit

An interim-record 16.7 billion yen has been achieved from an increase in core gross operating profit and a decline in expenses

④ Ordinary profit

The ordinary profit increased for the fifth consecutive term despite a 4.8 billion yen loss of JGBs and other debt securities, as a result of a decline in credit costs and an increase in stock-related profit/loss, which resulted in a year-on-year increase of 0.4 billion yen

⑤ Interim net income

The interim net income marked a 0.5 billion yen decline year-on-year resulting from increased income taxes-deferred

Business performance of Group companies

Juroku FG
consolidated
results

- ◆ The Group companies' total (excluding Juroku Bank) contribution to the interim net income attributable to owners of the parent company reached 807 million yen, up 79 million yen year-on-year, as a result of setting Group companies (excluding joint ventures) as wholly-owned subsidiaries of the Juroku FG or Juroku Bank.

Business performance of Group companies

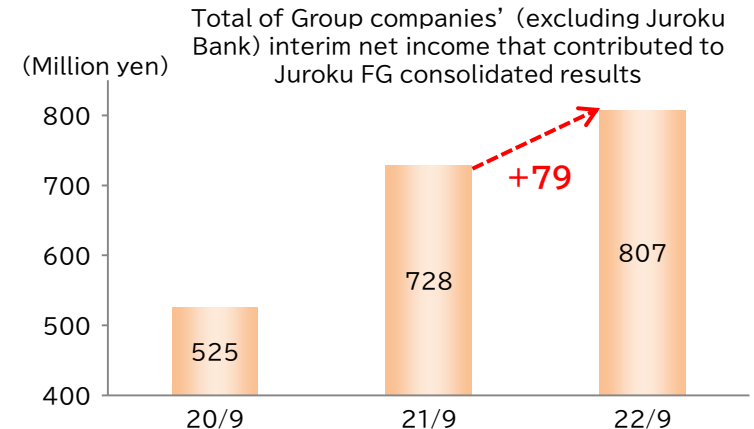
(Unit: 100 million yen)

	Juroku Bank		Total of Group companies (excl. Juroku Bank)		Juroku TT Securities	Juroku Lease	Juroku Card	Juroku Credit Guarantee	Others*	Offsetting, etc.	Juroku FG consolidated results	
	22/9	Year-on-Year	22/9	Year-on-Year	22/9	22/9	22/9	22/9	22/9		22/9	Year-on-Year
Core gross operating profit	354	25	54	-3	13	10	10	13	6	-5	403	25
Expenses	187	-10	40	2	9	8	9	5	7	-6	220	-11
Core net operating profit	167	36	14	-4	4	2	1	7	-0	0	182	36
Ordinary profit	142	4	13	-3	4	2	0	7	-0	-0	155	5

*Other Group companies: Juroku Research Institute, Juroku Densan Digital Service, NOBUNAGA Capital Village, Kanda Machiokoshi, Juroku Business Service

Results of September 2022 term (vs. late March 2022)

Juroku TT Securities	No. of securities accounts	20,679 accounts (+1,023)
Juroku Lease	No. of clients	5,944 clients (+112)
Juroku Card	No. of merchant agreements	18,003 agreements (+253)
Juroku Credit Guarantee	Cautionary balance	1,709.8 billion yen (+40.2 billion yen)



Progress in non-interest profit of Group companies

Juroku FG consolidated results

◆ Maximizing Group synergy to achieve top-line growth (core gross operating profit), particularly non-interest profit.

Top-line by Group company and non-interest profit

(Unit: million yen)

Juroku Densan Digital Service 263
Juroku Business Service 224
Juroku Research Institute 142
NOBUNAGA Capital Village 32
Kanda Machiokoshi 0

Juroku Card 1,032

Juroku Lease 1,078

Juroku Credit Guarantee 1,322

Juroku TT Securities 1,380

Juroku Bank 35,461

Juroku FG 2,721

+2,519 year-on-year

<Reference>
September 2022 term
Juroku Bank consolidated results 37,831

September 2022 term
Juroku FG consolidated results 40,350
(After offsetting)

Non-interest profit 13,739

+2,600 year-on-year

Non-interest profit 11,139

Non-interest profit ratio 34.05%

- Maximizing Group synergy under the new Group structure to achieve top-line growth, particularly the non-interest profit
- Achieving the non-interest profit rate of 30%, the numerical target for FY2022 stipulated in the First Management Plan ahead of schedule

Consolidated core net operating profit

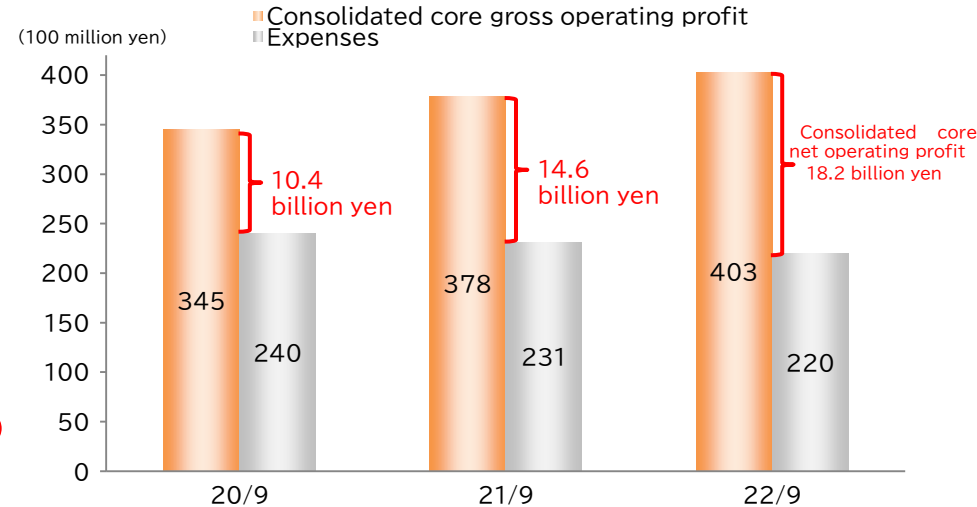
Juroku FG
consolidated
results

- ◆ The consolidated core gross operating profit jumped by 3.6 billion yen year-on-year to 18.2 billion yen thanks to higher consolidated core gross operating profit and lower expenses.

■ Transition of core gross operating profit and expenses

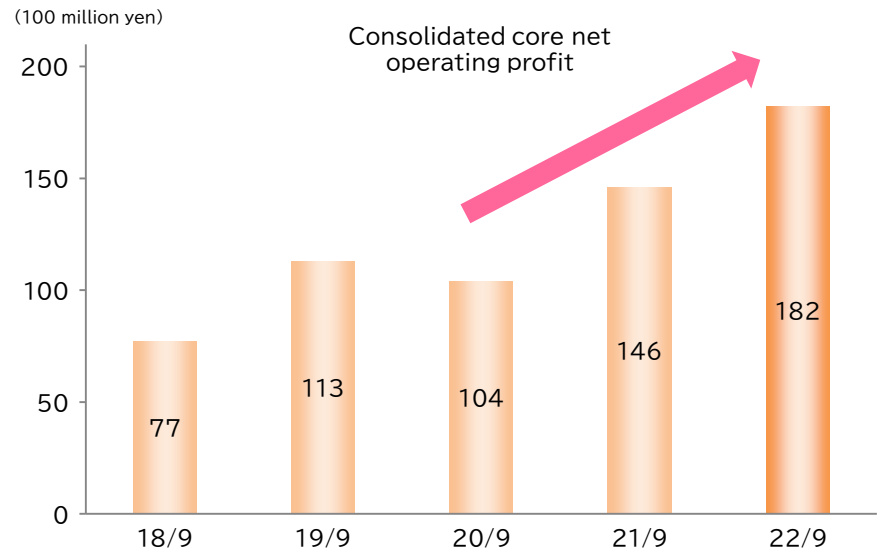
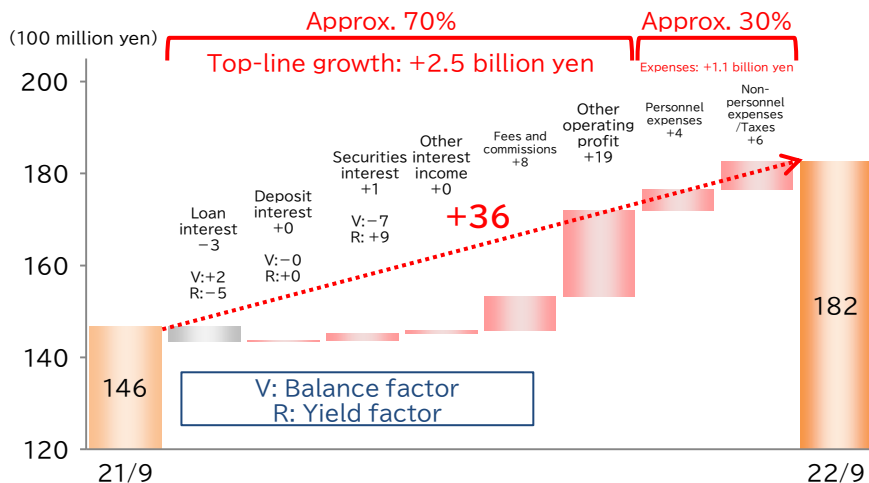
(Unit: 100 million yen)

Juroku FG consolidated results	20/9	21/9 A	22/9 B	Difference B-A
Consolidated core gross operating profit	345	378	403	25
Net interest income	252	266	266	0
Fees and commissions	72	84	92	8
Other operating profit (*)	20	26	45	19
Expenses	240	231	220	-11
Consolidated core net operating profit	104	146	182	36



*Excluding profit/loss on JBGs and other debt securities

■ Fluctuation factors and transition of the consolidated core net operating profit



Expenses and adjusted OHR

Juroku FG
consolidated
results

Juroku Bank non-
consolidated
results

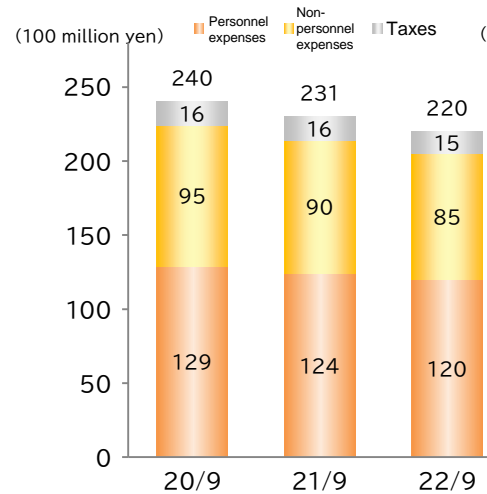
- Adjusted OHR improved by 6.44 percentage points year-on-year to 54.76% in Juroku FG consolidated results, and by 7.15 percentage points year-on-year to 52.75% in Juroku Bank non-consolidated results.

Expenses

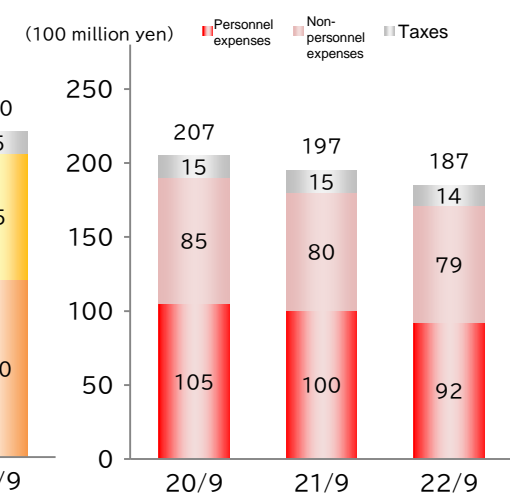
(Unit: 100 million yen)

		20/9	21/9 A	22/9 B	Difference B-A
Juroku FG consolidated results	Expenses	240	231	220	-11
	Personnel expenses	129	124	120	-4
	Non-personnel expenses	95	90	85	-5
	Taxes	16	16	15	-1
Juroku Bank non- consolidated results	Expenses	207	197	187	-10
	Personnel expenses	105	100	92	-8
	Non-personnel expenses	85	80	79	-1
	Taxes	15	15	14	-1

Juroku FG consolidated results



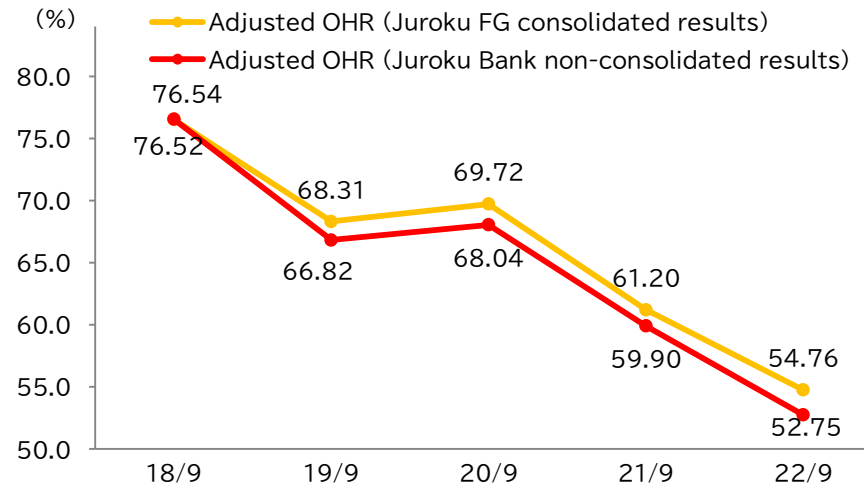
Juroku Bank non-consolidated results



Adjusted OHR

(Unit: 100 million yen, %)

		20/9	21/9 A	22/9 B	Difference B-A
Juroku FG consolidated results	Core gross operating profit	345	378	403	25
	Expenses	240	231	220	-11
	Adjusted OHR	69.72	61.20	54.76	-6.44
Juroku Bank non- consolidated results	Core gross operating profit	304	329	354	25
	Expenses	207	197	187	-10
	Adjusted OHR	68.04	59.90	52.75	-7.15



Net interest income and loans

Juroku Bank non-consolidated results

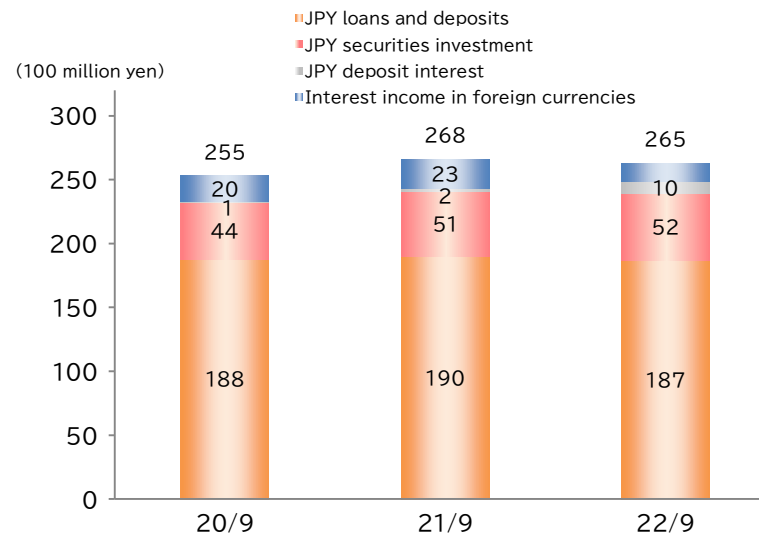
- ◆ The net interest income dropped by 3 billion yen year-on-year to 26.5 billion yen, resulting from a decline in the interest income in foreign currencies.
- ◆ The average balance of JPY loans showed a solid result of 4,538.7 billion yen, up 57.5 billion yen year-on-year.

Breakdown of net interest income

(Unit: 100 million yen)

Juroku Bank non-consolidated results

	20/9	21/9 A	22/9 B	Difference B-A
Net interest income	255	268	265	-3
Interest income in JPY	234	245	250	5
JPY loans and deposits	188	190	187	-3
JPY securities investment	44	51	52	1
JPY deposit interest	1	2	10	8
Interest income in foreign currencies	20	23	14	-9

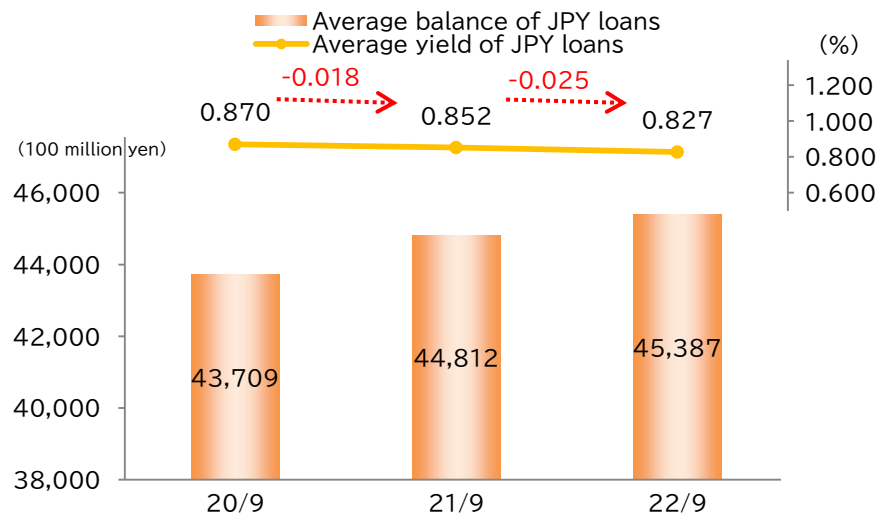


Average balance and yield of JPY loans

(Unit: 100 million yen, %)

Juroku Bank non-consolidated results

	20/9	21/9 A	22/9 B	Difference B-A
Average balance of JPY loans	43,709	44,812	45,387	575
Average yield of JPY loans	0.870	0.852	0.827	-0.025



Fees and commissions

Juroku Bank non-consolidated results

- ◆ Fees and commissions grew by 0.7 billion yen year-on-year to 6.2 billion yen.
- ◆ Individual-related and corporate solution-related revenues both reached interim-record levels.

■ Breakdown of fees and commissions

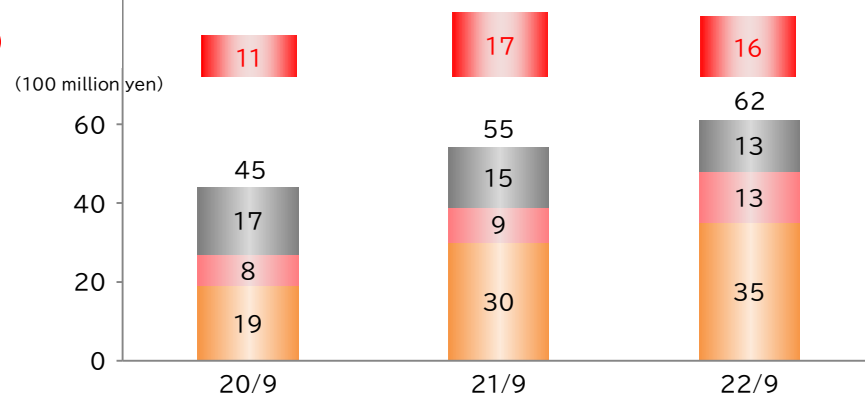
(Unit: 100 million yen)

Juroku Bank non-consolidated results

	20/9	21/9 A	22/9 B	Difference B-A
Juroku Bank	45	55	62	7
Individual-related	19	30	35	5
Corporate-related	8	9	13	4
Others	17	15	13	-2
Juroku TT Securities	11	17	16	-1
Juroku Bank + Juroku TT Securities	56	72	78	6

■ Individual-related ■ Corporate-related ■ Others

<Juroku TT Securities> Individual-related revenues



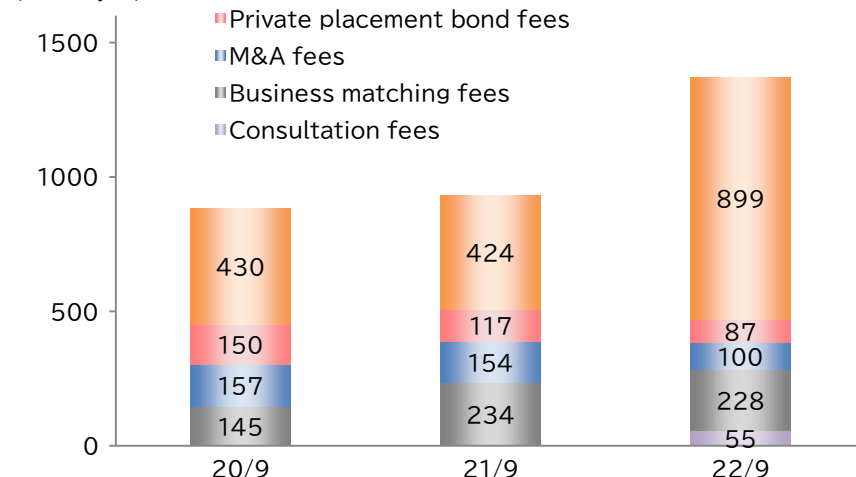
■ Corporate solution-related revenues

(Unit: Million yen)

Juroku Bank non-consolidated results

	20/9	21/9 A	22/9 B	Difference B-A
Corporate solution-related revenues	883	930	1,370	440
Syndicated loans and commitment fees	430	424	899	475
Private placement bond fees	150	117	87	-30
M&A fees	157	154	100	-54
Business matching fees	145	234	228	-6
Consultation fees	-	-	55	55

■ Syndicated loans and commitment fees ■ Private placement bond fees ■ M&A fees ■ Business matching fees ■ Consultation fees



Securities investment

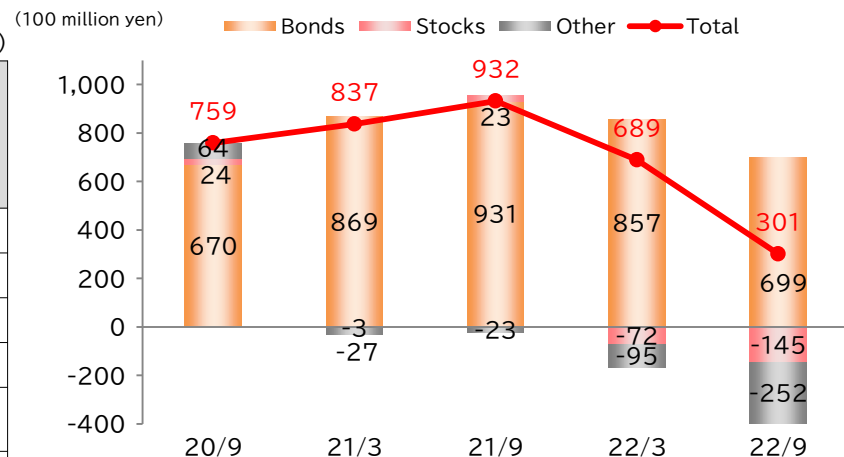
Juroku Bank non-consolidated results

- Security valuation gains reached 30.1 billion yen overall.
- Cross-shareholdings declined by 1.5 billion yen from the preceding term to 46.3 billion yen as a result of continuous reduction efforts.

Valuation gains and losses of securities

(Unit: 100 million yen)

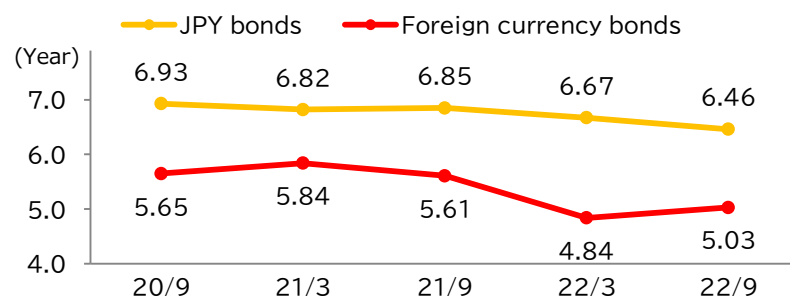
Juroku Bank non-consolidated results	20/9	21/3	21/9	22/3 A	22/9 B	Difference B-A
Bonds	670	869	931	857	699	-158
Stocks	24	-3	23	-72	-145	-73
Other securities	64	-27	-23	-95	-252	-157
Foreign bonds	62	-28	-23	-64	-160	-96
Investment trusts	1	0	-0	-31	-91	-60
Total	759	837	932	689	301	-388



Bond duration

(Unit: Year)

Juroku Bank non-consolidated results	20/9	21/3	21/9	22/3 A	22/9 B	Difference B-A
JPY bonds	6.93	6.82	6.85	6.67	6.46	-0.21
Foreign currency bonds	5.65	5.84	5.61	4.84	5.03	0.19

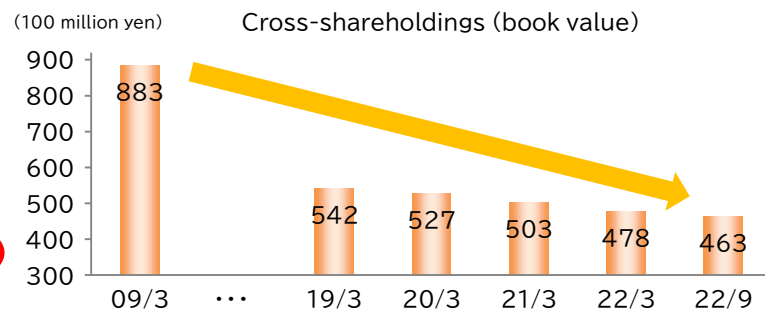


*Excluding derivatives, and including JPY bonds for held-to-maturity purposes and for other retaining purposes

Cross-shareholdings

(Unit: 100 million yen)

Juroku Bank non-consolidated results	19/3	20/3	21/3	22/3 A	22/9 B	Difference B-A
Cross-shareholdings (book value)	542	527	503	478	463	-15



Credit costs and bad debt balance

Juroku Bank non-consolidated results

- ◆ Credit costs declined 1.4 billion yen year-on-year to 0.5 billion yen, in response to a change in the year-on-year allowance for loan loss calculation standards and a decline in the allowance rate.
- ◆ The ratio of non-performing loans improved by 0.07 percentage points year-on-year to 1.43%.

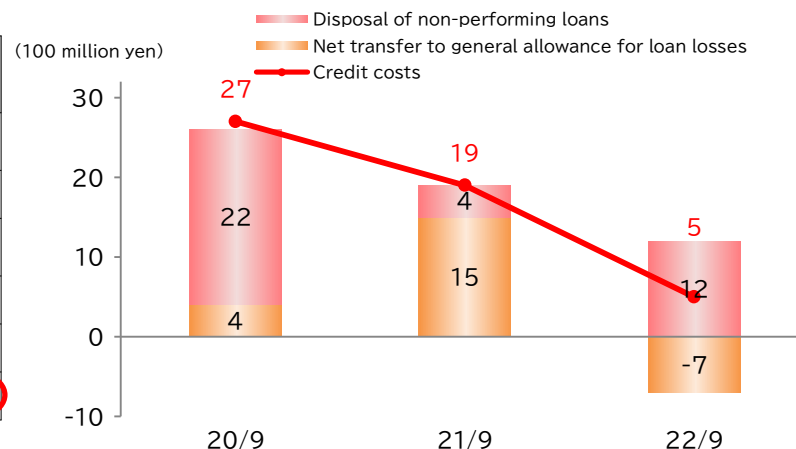
Credit costs

(Unit: 100 million yen)

Juroku Bank non-consolidated results

	20/9	21/9 A	22/9 B	Difference B-A
① Net transfer to general allowance for loan losses	4	15	-7	-22
② Disposal of non-performing loans	22	4	12	8
Transfer to individual allowance for loan losses	21	3	12	9
③ Reversal of allowance for loan losses	-	-	-	-
④ Recoveries of written-off claims	0	-	-	-
Credit costs ①+②-③-④	27	19	5	-14

*The September 2021 term saw a 1.1 billion yen increase in general allowance for loan losses, due to a change in the standards for calculating the allowance for loan losses.

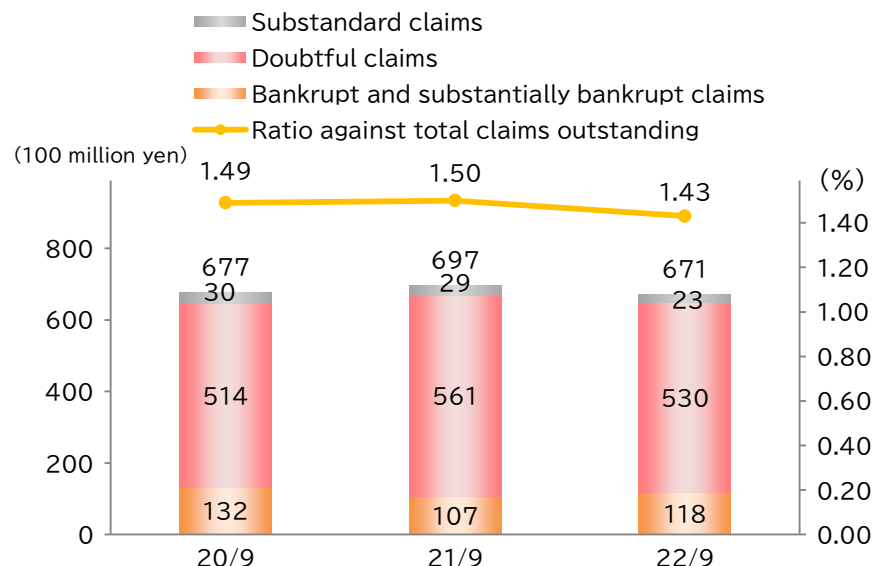


Outstanding non-performing loans

(Unit: 100 million yen, %)

Juroku Bank non-consolidated results

	20/9	21/9 A	22/9 B	Difference B-A
Bankrupt and substantially bankrupt claims	132	107	118	11
Doubtful claims	514	561	530	-31
Substandard claims	30	29	23	-6
Total	677	697	671	-26
Ratio against total claims outstanding	1.49	1.50	1.43	-0.07



- ◆ The consolidated non-interest profit ratio increased by 4.61 percentage points year-on-year to 34.05%, exceeding the 30% target set in the first Management Plan.
- ◆ The income from customer services grew by 1.5 billion yen year-on-year to 7.4 billion yen.

Non-interest profit ratio*

(Unit: 100 million yen, %)

		20/9	21/9 A	22/9 B	Difference B-A
Juroku FG consolidated results	Non-interest profit	92	111	137	26
	Non-interest profit ratio	26.88	29.44	34.05	4.61
Juroku Bank non- consolidated results	Non-interest profit	49	60	88	28
	Non-interest profit ratio	16.14	18.41	25.04	6.63

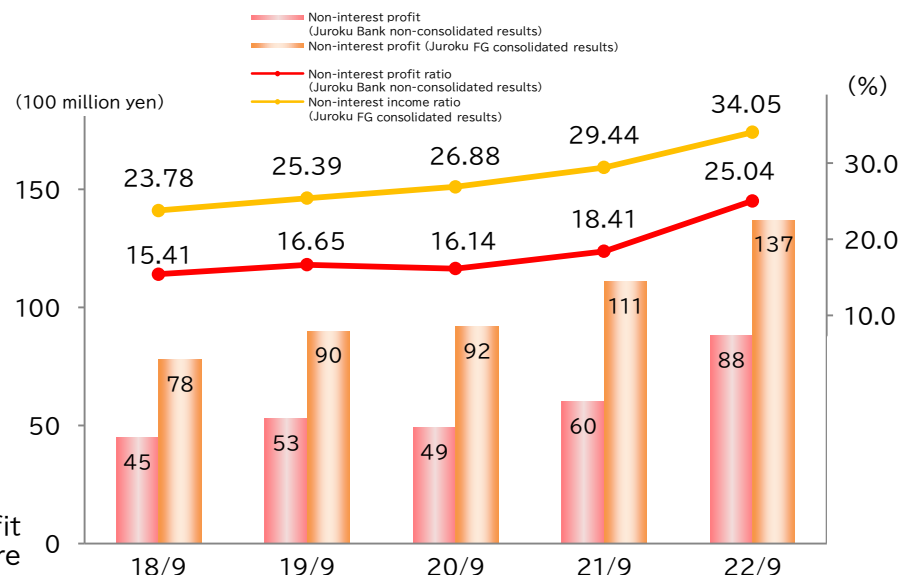
*The ratio of “fees and commissions” and “other operating profit excluding profit/loss on JBGs and other debt securities” in the core gross operating profit

Income from customer services

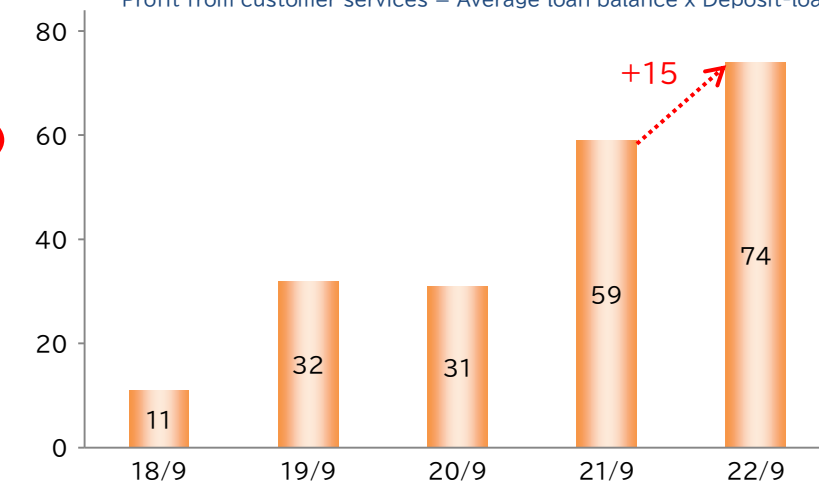
(Unit: 100 million yen, %)

Juroku Bank non- consolidated results

	20/9	21/9 A	22/9 B	Difference B-A
Profit from customer services	31	59	74	15
Average loan balance × Deposit-loan interest rate difference	191	192	189	-3
Deposit-loan interest rate difference	0.868	0.850	0.828	-0.022
Fees and commissions	45	55	62	7
Operating expenses	205	188	177	-11



(100 million yen) Profit from customer services = Average loan balance × Deposit-loan



Capital adequacy ratio and owner return

Juroku FG
consolidated
results

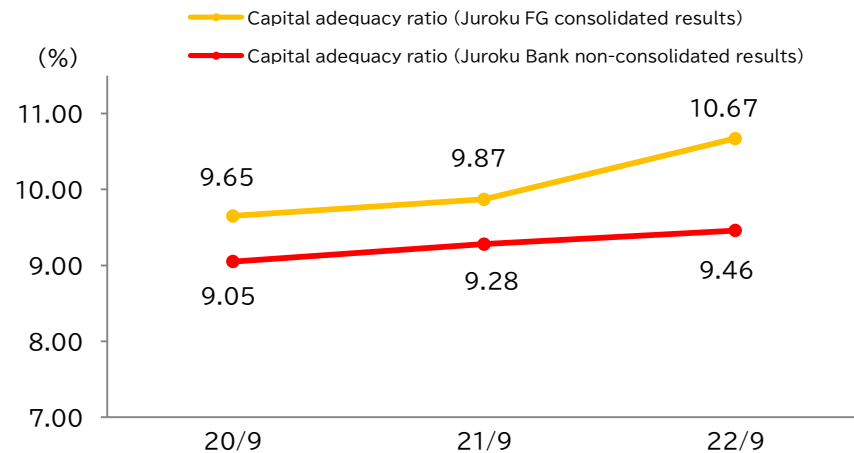
Juroku Bank non-
consolidated
results

- ◆ The consolidated capital adequacy ratio marked 10.67%, while the non-consolidated capital adequacy rate stood at 9.46%.
- ◆ The total payout ratio based on the official business projection (i.e., consolidated net income of 17.5 billion yen) is expected to reach 33.6%.

Capital adequacy ratio

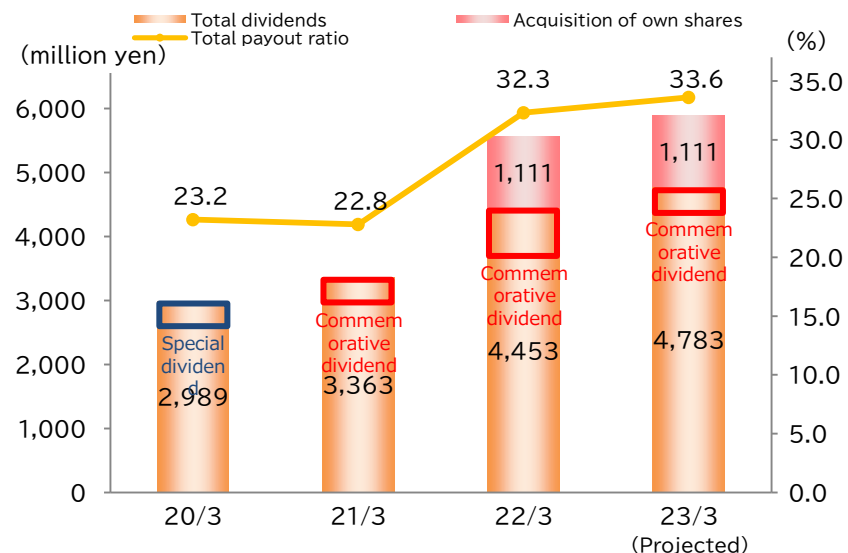
(Unit: %)

	20/9	21/9 A	22/9 B	Difference B-A
Juroku FG consolidated results	9.65	9.87	10.67	0.80
Juroku Bank non-consolidated results	9.05	9.28	9.46	0.18



Dividends

	20/3	21/3	22/3	23/3
Dividends per share (Parenthesis indicate interim dividends)	80 yen (35 yen)	90 yen (35 yen)	120 yen (50 yen)	130 yen (60 yen)
Total dividends	2,989 million yen	3,363 million yen	4,453 million yen	4,783 million yen
Acquisition of own shares	-	-	1,111 million yen	1,111 million yen
Total payout ratio	23.2%	22.8%	32.3%	33.6%



*The interim dividends before 3/2022 were issued by the Juroku Financial Group

*Red indicates projections

Business projection and dividend forecast

Juroku FG
consolidated
results

Juroku Bank non-
consolidated
results

- ◆ The net profit attributable to owners of the parent company for the March 2023 term is expected to reach 17.5 billion yen, up 400 million yen year-on-year.
- ◆ Owners are expected to receive 130 yen in annual dividend, consisting of 60 yen as an interim dividend and 70 yen as an end-of-year dividend.

Business projection

(Unit: 100 million yen)

Juroku FG consolidated results	2022/3 (Actual)	2023/3 (Projection)	Difference
Consolidated core gross operating profit	782	746	-36
Net interest income	543	500	-43
Fees and commissions	171	186	15
Other operating profit (Excluding profit on JBGs and other debt securities)	67	60	-7
Expenses	460	445	-15
Personnel expenses	247	238	-9
Non-personnel expenses	183	178	-5
Consolidated core net operating profit	321	301	-20
Ordinary profit	267	255	-12
Interim net income attributable to owners of the parent company	171	175	4

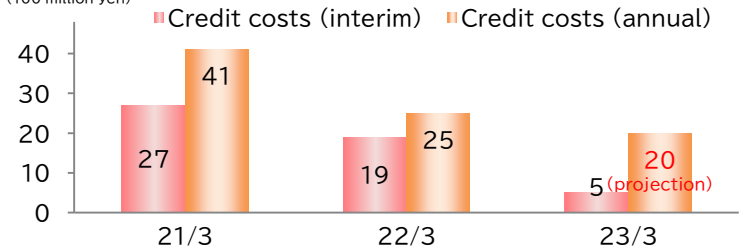
[Reference]

(Unit: 100 million yen)

Juroku Bank non-consolidated results	2022/3 (Actual)	2023/3 (Projection)	Difference
Core gross operating profit	289	275	-14
Actual operating income	180	202	22
Net business income	25	20	-5
Ordinary profit	245	232	-13
Net profit	173	165	-8

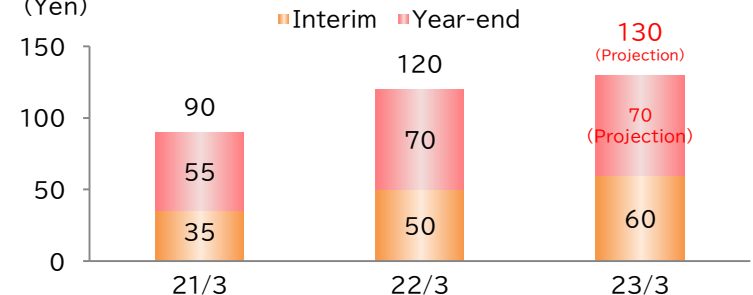
Juroku Bank non-consolidated results

(100 million yen)



*The Juroku Bank changed the standards for calculating the allowance for loan losses. This has increased credit costs of the March 2022 term by 1 billion yen compared to the equivalent amount without the change.

(Yen)



Dividend forecast

	21/3	22/3	23/3
Annual dividend	90 yen (including ordinary dividend increase of 10 yen) (including 10 yen in commemorative dividend)	120 yen (including 20 yen in commemorative dividend)	[Projection] 130 yen (including 10 yen in commemorative dividend)
Interim	35 yen	50 yen	60 yen (including 10 yen in commemorative dividend)
Year-end	55 yen (including the ordinary dividend increase of 10 yen) (including 10 yen in commemorative dividend)	70 yen (including 20 yen in commemorative dividend)	[Projection] 70 yen

Section I: Interim Results for FY2022

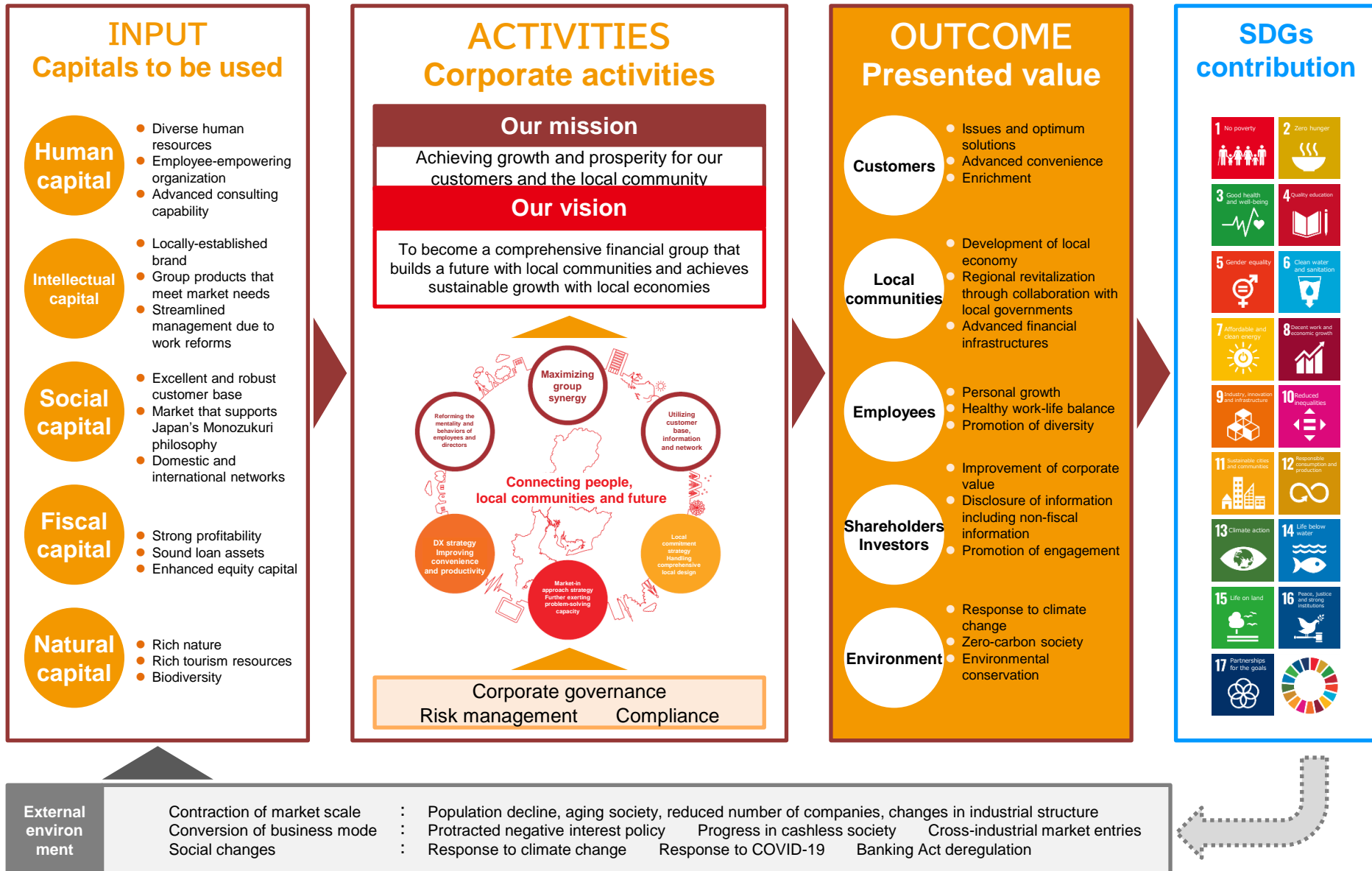
Section II: Initiatives for Sustainability

Section III: Progress in the First Management Plan

Section IV: Future Direction of Management

Value creation process

◆ Delivering value to all stakeholders through corporate activities in order to contribute to achieving SDGs



Transition in initiatives for sustainability

- ◆ The Group has undertaken diverse initiatives for sustainability upon issuing the Juroku Financial Group SDGs Declaration in February 2020.
- ◆ The Group has endeavored over the past few years to establish a system for achieving sustainability and rolled out various measures to internally instill this system.

February 2020
Issued the Juroku Financial Group SDGs Declaration

April 2022
The Group newly established the Sustainability Management Office
The Juroku Bank upgraded the SDGs Promotion Office to the Sustainability Promotion Department
Newly established the Sustainability Council

June 2021
The Juroku Bank expressed support for the TCFD recommendations
Established the Investment and Lending Policy for Creation of a Sustainable Society

May 2022
Developed the Sustainability Policy
Set Sustainability KPIs

April 2021
The Juroku Bank newly established the SDGs Promotion Office

May 2022
The Group expressed support for the TCFD recommendations

October 2021
The Juroku Financial Group launched
Issued the Juroku Financial Group SDGs Declaration

July 2022
Newly established 4 working groups under the Sustainability Council

August 2022
Held the Sustainability Meeting
Launched the Sustainability Forum
Started Sustainability News

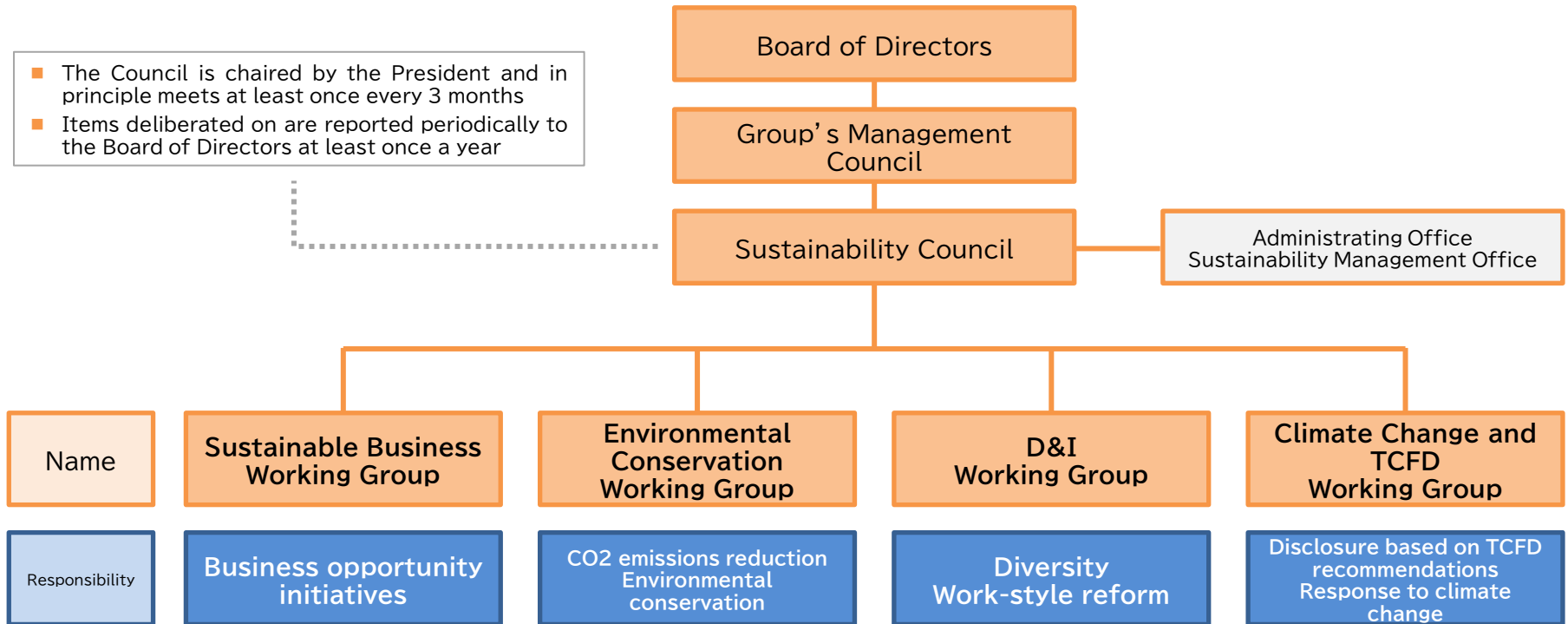


Development of a system for achieving sustainability

- ◆ To advance its sustainability management structure, the Group has established 4 new working groups.
- ◆ Every month, each group discusses challenges that line up with their responsibilities and reports details to the Sustainability Council.

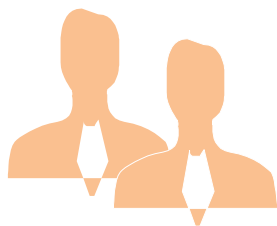
Advancing the sustainability management structure

- New establishment of 4 working groups as subsidiaries of the Sustainability Council
- Each working group consists of Group-wide members: the managing director who serves as the officer, and others including General Managers from the FG and Juroku Bank's divisions, and Group companies
- Every month, each group discusses challenges that line up with their responsibilities and reports details to the Sustainability Council



Rollout of measures for instilling sustainability concept

- ◆ To promote better understanding of the sustainability concept, the Sustainability Meeting takes place periodically in which the FG President, the Juroku Bank President, and employees exchange opinions.
- ◆ Efforts are made to spread good practices and instill measures by holding the Sustainability Forum and sharing the Sustainability News through the intranet.



FG President/Juroku Bank President

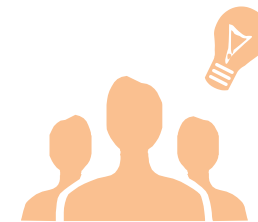
□ Sustainability Meeting

- The FG President, the Juroku Bank President, and FG Group employees exchange opinions about sustainability-related themes
- Held around twice a month from August 2022

Promoting better understanding of sustainability concept

Creating opportunities for direct dialog with top management

Enhancing participants' motivation



FG employees

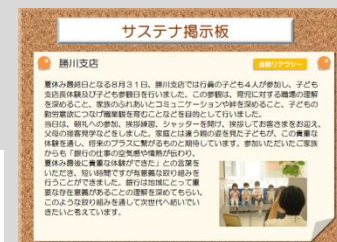
□ Sustainability Forum

- Each workplace posts about their sustainability-related initiatives and periodically shares them via the intranet

Enhancing motivation

Sharing information about and instilling good practices

Understanding and collecting information about the situation of operational frontlines



Post

Spreading good practices

Instilling measures

Empathizing and understanding



Sustainability Management Office

□ Sustainability News

- The Sustainability Working Group provides information it wants to notify all employees to the Sustainability Management Office, and the information is accordingly shared periodically through the intranet

Notifying initiatives

Developing empathy and understanding

Introducing specific initiatives



Bank branches/Head office Group companies

Share

Addressing key challenges (Materiality)

- ◆ The Juroku Financial Group is promoting various initiatives in line with the SDGs Declaration to address five key challenges (Materiality).

	Key challenges (materiality)	Initiatives	
Business	Revitalization of the local economy	<ul style="list-style-type: none"> Supporting business foundation and new business operations to foster future leaders of local economy Supporting local companies' main business operations and management succession to contribute to their growth Supporting asset formation to achieve enriched living 	 
	Sustainable development of the local community	<ul style="list-style-type: none"> Creating comfortable and appealing communities Using local resources to create value that will benefit future generations Promoting digital transformation of local companies and local governments 	   
	Environmental conservation and climate change actions	<ul style="list-style-type: none"> Supporting local companies' carbon neutral business management Implementing initiatives for environmental conservation and environmental impact mitigation Responding to climate change and disclosing information in line with TCFD 	   
Management	Empowerment of diverse human resources	<ul style="list-style-type: none"> Building a corporate culture that boasts diversity as strength Implementing work style reform to provide a good work-life balance Creating workplaces that facilitate growth of diverse human resources and empower them 	 
	Advanced governance	<ul style="list-style-type: none"> Advancing corporate governance Strengthening risk management and compliance Achieving stakeholder engagement 	

Progress in Sustainability KPIs

◆ To reinforce initiatives for sustainability, the Group has set (Materiality) Sustainability KPIs in its 5 key challenges.

Targets by FY2030

Key challenges	Item	Quantitative target	September 2022 results (progress rate)	
Revitalization of the local economy	Sustainable finances provided (including environment-related finances)	2 trillion yen (800 billion yen)	(*) 91.6 billion yen (32.2 billion yen)	4.6% (4.0%)
	Balance of Group assets on deposit	550 billion yen	344.5 billion yen	62.6%
Sustainable development of the local community	Social impact investments	2 billion yen	0 billion yen	0.0%
	DX-support consultation cases	3,000 cases	(*) 48 cases	1.6%
Environmental conservation and climate change actions	CO2 emissions (vs. FY2013 level)	50% reduction	39.1% reduction (Provisional figure)	78.2%
	Paper use (vs. FY2019 level)	50% reduction	17.9% reduction (Provisional figure)	35.8%
Empowerment of diverse human resources	Ratio of female managers	20%	7.4%	37.0%
	Ratio of paid leave claimed	80%	27.4%	34.3%

(*)Cumulative total from April 2022

On-going targets

Advanced governance	Initial response training for emergency preparedness	No less than twice a year	3 times	150.0%
	Dialog with investors	No less than 10 times a year	8 times	80.0%

Revitalization of the local economy

Vision

Providing a wide range of financial services to grow local companies and contribute to the revitalization of local economy

Action

Supporting business foundation and new business operations to foster future leaders of local economy

- NOBUNAGA21(※) ※ Venture support network led by the private sector
- Open innovation
- Startup and venture investments

⇒ **Establishing the NOBUNAGA Capital Village**

Expanding business range

Supporting local companies' main business operations and management succession to contribute to their growth

- Arranging business meetings and business matching to help local companies expand sales channels
- Supporting initiatives for solving social and environmental issues
- Management succession, M&A support
- Human resource referencing, HR system consultation

Supporting asset formation to achieve enriched living

- Supporting asset formation in line with major life events
- Offering asset management consultation with extensive service lineup
- Supporting inheritance and asset succession, using trust products
- Providing financial and economic education

Key items

- Local VC・CVC investment
- Sustainable finance
- Management succession consultation
- Human resource reference
- Asset formation support
- Balance of Group assets on deposit

Sustainability KPIs

■ Targets by FY2030

Sustainable finances provided (including environment-related finances)	2 trillion yen (800 billion yen)
Balance of Group assets on deposit	550 billion yen

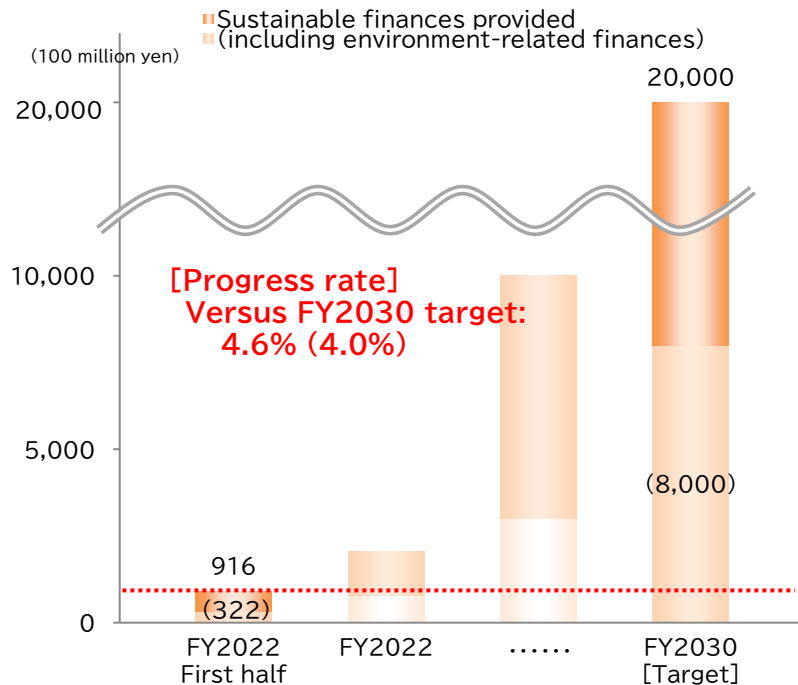
Materiality ~Revitalization of the local economy~

- ◆ Sustainable finances totaled 91.6 billion yen (including 32.2 billion yen of environment-related finances) in the first half of FY2022, achieving 4.6% (environment-related: 4.0%) of the FY2030 target.

Sustainable finances provided

KPI

- Sustainable finances totaled 91.6 billion yen in the first half of FY2022, including 32.2 billion yen of environment-related finances
- The Group aims for further growth by enhancing its product lineup across the board



[Definition]

Sustainable finances: Investment and lending for SDGs and ESG initiatives that contribute to building a sustainable society

Environmental field: Investment and lending for environmental impact-reducing initiatives

[Juroku Bank/Juroku Research Institute] Offering Positive Impact Finance (PIF) product

- In March 2022, Juroku Bank started to offer PIF, an SDGs-related lending product
- Juroku Research Institute develops an assessment based on the impact corporate activities have on the external environment
- Rating and Investment Information, Inc. has offered a second opinion that the PIF-offering system complies with the principles for PIF set forth by the United Nations Environment Program Finance Initiative

Result of offering in
FY2022 first half

14 cases: 1,740
million yen

[Juroku Lease] Offering SDGs lease (Donation)

- Juroku Lease started to offer SDGs Lease (Donation) from June 2022
- If customers agree upon their introduction of energy-saving and decarbonizing equipment through leasing, Juroku Lease donates 0.1% of the non-personnel price from the contract sum to local governments and educational and medical organizations alike



Result of offering in
FY2022 first half

6 cases: 105
million yen

[Juroku Bank] Offering SDGs housing loans

- Starting August 2022, the Juroku Bank has started to offer "Juroku SDGs Housing Loan: Heading Together to the Future" for the acquisition of environmental-conscious and energy-saving zero energy house certifications
- A donation is made to environment-related funds of Gifu and Aichi based on the amount of products offered, with the aim of contributing to development programs of local housing environments

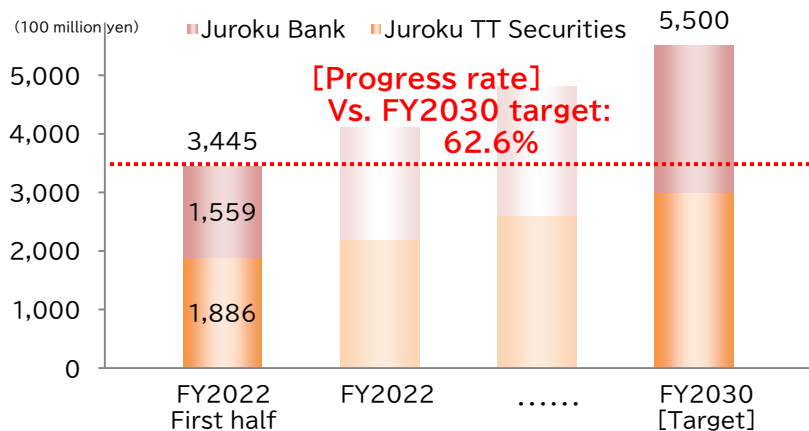
Materiality ~Revitalization of the local economy~

- ◆ The balance of Group assets in custody as of late September 2022 reached 344.5 billion yen, achieving 62.6% of the FY2030 target.
- ◆ The Group has focused on expanding regular investment trusts to stably form customer assets. The amount of monthly contribution and the number of contracts continued to show solid increase.

Balance of Group assets on deposit

KPI

- The balance of Group assets in custody reached 344.5 billion yen as of late September 2022, achieving 62.6% of the FY2030 target
- Juroku Bank accounted for 155.9 billion yen (approximately 45%) and Juroku TT Securities 188.6 billion yen (approximately 55%)



[Definition]
Juroku Bank: Investment trust
Juroku TT Securities: Stocks, bonds, investment trusts, fund wraps, etc.

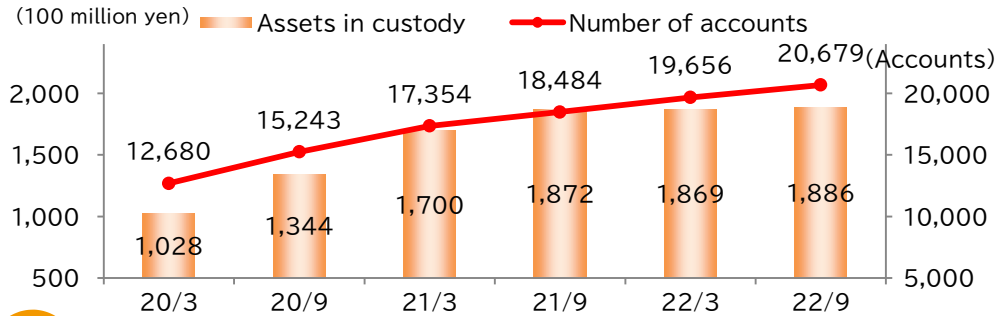
Asset formation support

- The amount of monthly contribution to investment trust and the number of contracts continued to show steady increase
- To cater to the diverse needs of customers, November 2022 saw the launch of WealthNavi for Juroku Bank, an automated asset management service

WealthNavi for 十六銀行

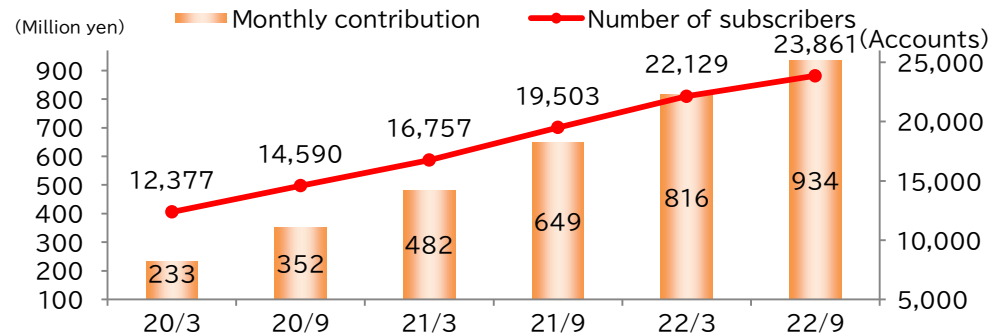
[Juroku TT Securities] Offering value-added solutions through bank-securities partnership

- Juroku TT Securities has offered value-added solutions through bank-securities partnership, thereby seeing a solid increase in its number of accounts amid a sluggish stock market
- The Nagoya Sales Office was promoted to the Nagoya Branch in April 2022 to become a more local community-based securities company.



[Juroku Bank] Expanding regular investment trust

- For customers' stable asset formation, efforts have been focused on expanding regular investment trusts optimized to long-term, regular, and diversified investments

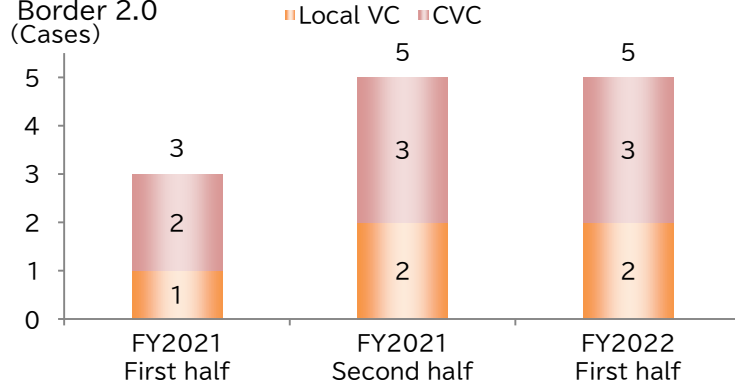


Materiality ~Revitalization of the local economy~

◆ NOBUNAGA Capital Village Co., Ltd., an investment company that launched in April 2021, is proactively working on local VC and CVC investment.

Local VC and CVC investment

- NOBUNAGA Capital Village Co., Ltd., an investment company that launched in April 2021, is rolling out local VC and CVC investment
- Building an investment environment by, for instance, joining as an associate organization in Chubu STARTUP RUNWAY and the Central Japan Innovation Initiative's human resources development program Beyond the Border 2.0



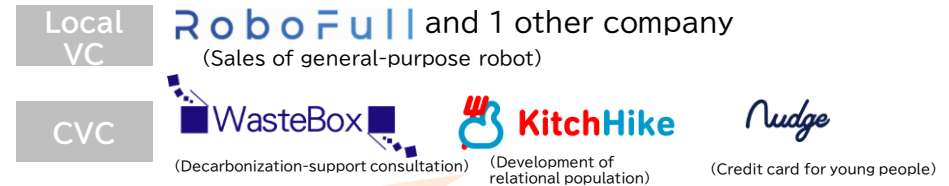
Management succession consultation

- Realizing the best matching based on a deep understanding of customers' business
- Raising needs based on various seminars and individual company consultation

Human resource referencing

- Holding periodic workshops and sending news about examples to spread human resource referencing jobs to the sales frontlines and further enhance the quality of cases

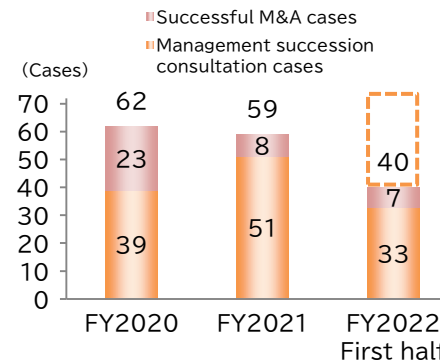
[NOBUNAGA Capital Village] Investment in FY2022 first half



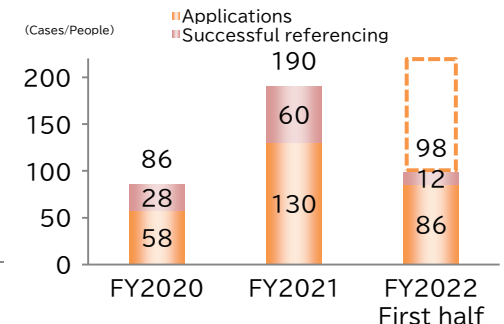
NOBUNAGA Capital Village provided information about "Hoikuen Ryugaku®" (lit. "nursery school study trip")--a study trip program offered by KitchHike, Inc.--to Mino City, Gifu, which supports regional vitalization efforts. KitchHike and Mino City accordingly partnered to start a demonstration experiment on the program in October 2022. This is a case in which the Group's internal collaboration went beyond investments and had a synergistic effect on the revitalization of local communities



[Juroku Bank] Management succession consultation



[Juroku Research Institute] Human resource referencing



Sustainable development of the local community

Vision

Using local resources to create comfortable and appealing communities, and promote digital transformation of local communities

Action

Creating comfortable and appealing communities

- Community development fund / PFI initiatives
- Renovation / redevelopment support
- Area design management for tourism destinations, shopping malls, etc.
⇒ Establishing Kanda Machiokoshi Co., Ltd. **Expanding business range**

Using local resources to create value that will benefit future generations

- Industrial – Bureaucratic – Academic partnership using extensive networks
- Branding local resources
- Supporting tourism marketing
- Social impact investment

Promoting digital transformation of local companies and local governments

- Offering solutions based on IT consultation
- Supporting cashless transactions with new payment-clearing services
- Supporting digital transformation of local governments
⇒ Establishing Juroku Densan Digital Service Co., Ltd. **Expanding business range**

Key items

- Local revitalization initiatives
- Sustainable tourism development
- Social impact investments
- DX-support consultation
- Payment-clearing solutions
- Cashless transactions

Sustainability KPIs

■ Targets by FY2030

Social impact investments	2 billion yen
DX-support consultation cases	3,000 cases

Materiality ~Sustainable development of the local community~

- ◆ Kanda Machiokoshi Co., Ltd., which launched in April 2022, started its local crowdfunding program OCOS.
- ◆ Juroku Densan Digital Service Co., Ltd., which started operating in March 2022, saw a solid increase in its number of orders.

Social impact investments

KPI

- Kanda Machiokoshi Co., Ltd., which launched in April 2022, started its local crowdfunding program OCOS, the first initiative of its kind as a financial institution in the Tokai region
- Kanda Machiokoshi was registered as a type II financial instruments business required in investment-type crowdfunding, in addition to purchase- and donation-type crowdfunding
- A total of 4 projects have been set as of late October 2022, earning a total of 5.8 million yen

[Kanda Machiokoshi] Local crowdfunding OCOS

- The first project, which involved developing a hands-on Mino traditional Japanese paper-making and accommodation facility at a Mino City community whose number of traditional paper craftsmen has declined, exceeded its 4 million yen target and earned 4.5 million yen

Cumulative total (as of late October 2022)	
No. of posts started	4
No. of purchased applications	350
Amount of purchased applications	5,801 thousand yen
Membership	334



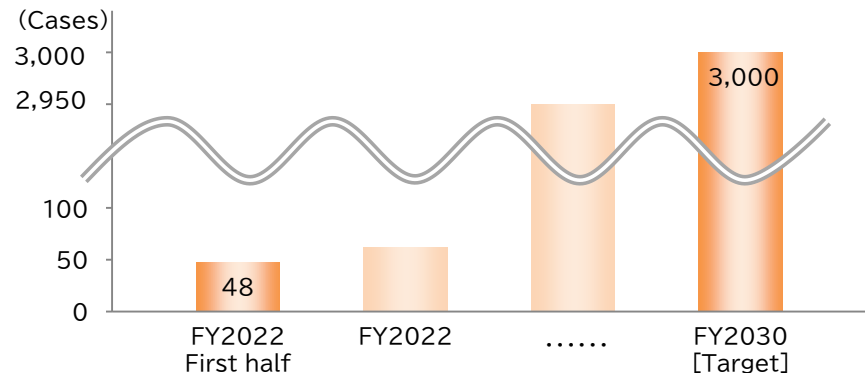
DX-support consultation cases

KPI

- Juroku Densan Digital Service Co., Ltd., which started operating in March 2022, provides IT consulting that closely supports customers--particularly those introduced by Group companies--and proposes optimal solutions
- The first half of FY2022 saw 48 orders
- Efforts are being focused on DX-support by holding preliminary case consultations and workshops among other steps to strengthen information-sharing with Juroku Bank branches
- Opportunities to obtain findings are provided by periodically holding seminars to support local DX initiatives

[Juroku Densan Digital Service] DX-support consultation

- Expanding available solutions as necessary under partnership with various IT vendors to cater to customers' diversifying challenges
- Particularly receiving cases on job-streamlining (e.g., remote maintenance, information sharing) and security measures to respond to an increase in global cyberattacks



Materiality ~Sustainable development of the local community~

- ◆ Kanda Machiokoshi Co., Ltd. became involved in supporting 4 local communities by, for instance, contracting public services and providing consulting for governmental subsidies.
- ◆ Juroku Card Co., Ltd. proactively supports private firms and local governments in their transition to cashless transactions.

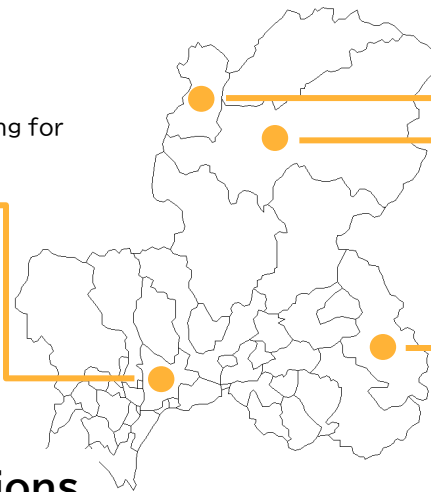
Sustainable tourism development

- Providing solutions considered necessary in advancing the sustainability of Gifu's tourist destinations and commerce districts
- Becoming involved in supporting 4 local communities by, for instance, contracting public services and providing consulting for governmental subsidies

Gifu City

- Nagaragawa hot springs and Gifu's castle town: JTA's subsidy on united local community initiatives Developing a regional plan (partnering with ORGAN, a non-profit)
- Gifu City: Supporting renovation project of old private houses
- Gifu City: Serving as a member of a working group on strategies for Japan's heritage

[Kanda Machiokoshi] Tourism marketing DMO support



Shirakawa Village

- Japan Tourism Agency's (JTA) project to demonstrate sustainable tourism Study on earning structure for local communities (Collaboration with Juroku Research Institute)

Takayama City

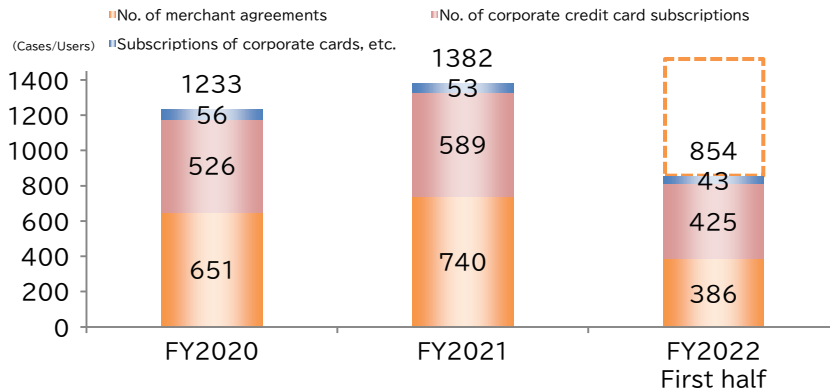
- Commissioned study on introduction of local discretionary tax (accommodation tax) (Collaboration with Juroku Research Institute)
- Appointment as economic policy advisor

Nakatsugawa City

- Contracted job as CFO of Nakatsugawa Tourism Bureau
- JTA's project on sustainable tourist destination model -> Demonstration experiment for parking lot use in Naegi Castle (November)

Transitioning to cashless transactions

- Juroku Card collaborated with Group companies to make proposals to entities with which agreements that have yet to be made
- Informing customers about responding to the Law Concerning Preservation of National Tax Records in Electronic Form, enforced in January 2022, and suggesting corporate cards



[Juroku Card] Supporting the introduction of cashless payment terminals for local governments

- Supporting the introduction of cashless payment terminals in Kasamatsu City, Gifu
- Supporting not only private firms but also local governments in their transition to cashless transactions, and thereby contributing to DX in local communities



[Juroku Card] Holding a seminar on responding to the revised Law Concerning Preservation of National Tax Records in Electronic Form

- Hosting a seminar on responding to the revised Law Concerning Preservation of National Tax Records in Electronic Form to promote local operators' understanding
- Contributing to local communities' further transition to cashless transactions by sharing streamlined accounting treatments with corporate credit cards, amid rising expectations for better productivity through digitized accounting

Environmental conservation and climate change actions

Vision

Working on reducing the environmental impact and helping local companies achieve carbon neutrality in order to build a decarbonized society

Action

Supporting local companies' carbon neutral business management

- Offering decarbonization consultation services
- Providing environment-related finances (investments, loans, leasing)
- Supporting renewable energy business
- Providing a wide range of solutions involving external business partners

Implementing initiatives for environmental conservation and environmental impact mitigation

- Updating air conditioners and introducing LEDs to stores to reduce power consumption
- Expanding areas for introducing CO2-free electricity
- Promoting paperless operations to reduce the use of paper
- Adopting HVs / EVs for sales fleet

Responding to climate change and disclosing information in line with TCFD

- Building a governance structure for climate change
- Advancing scenario analysis
- Measuring SCOPE3 and setting reduction targets
- Enhancing the quality and quantity of information disclosure

Key items

- Decarbonization support for local companies
- CO2 emission reduction
- Paper use reduction
- Use of HVs and EVs for sales fleet

Sustainability KPIs

■ Targets by FY2030

CO2 emission (vs. FY2013 level)	50% reduction
Paper use (vs. FY2019 level)	50% reduction

Materiality ~Environmental conservation and climate change actions~

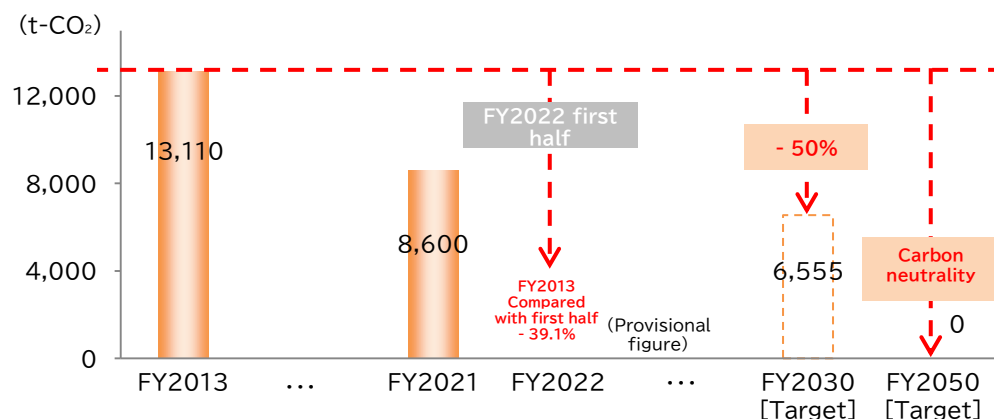
- ◆ The Group aims to reduce 50% of its CO2 emissions generated from energy use (Scopes 1 and 2) by FY2030 versus FY2013 levels.
- ◆ The Group also aims to promote paperless operations and halve paper use by FY2030 versus FY2019 levels.

CO2 emissions (vs. FY2013 level)

KPI

- The first half of FY2022 saw a smooth drop in CO2 emissions (Scopes 1 and 2) versus the baseline FY2013 first half
- In November 2021, the Group saw the introduction of Gifu Prefecture-generated, CO2-free electricity for use at Juroku Bank's head office building
- The Group gradually updated air conditioners and introduced LEDs to stores
- Calculations for the categories in the table below have started as to Scope 3, and considerations are underway to disclose other categories down the line

Scope 3 items	FY2021
[Category 6] Business trips	49
[Category 7] Employee commuting	3,135



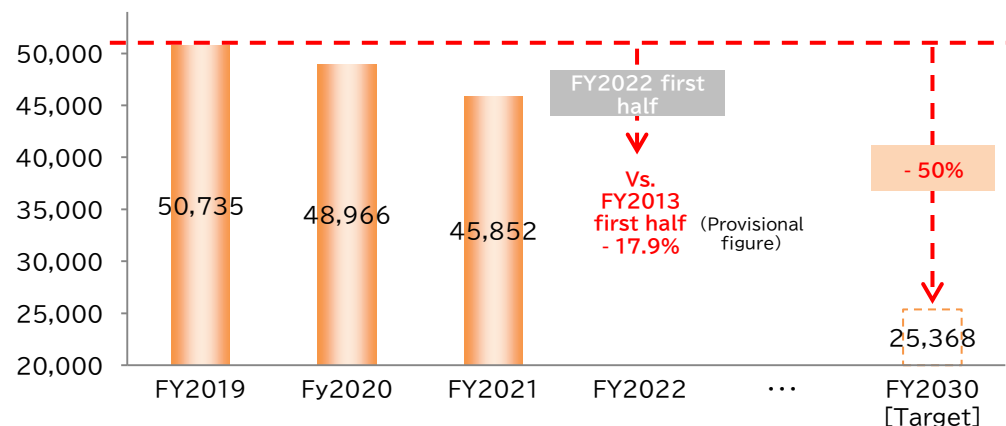
Paper use (vs. FY2019 level)

KPI

- The first half of FY2022 saw a smooth decline in paper use versus the baseline FY2019 first half
- The Head Office building underwent a change in its layout with the introduction of monitors, abolishment of trash cans, and reductions in storage space, copy machines, and printers alike
- Efforts will gradually be made to promote electronic contracts, introduce RPA to reduce paper-printing, and introduce lot scanners



Photo of office after change in its layout

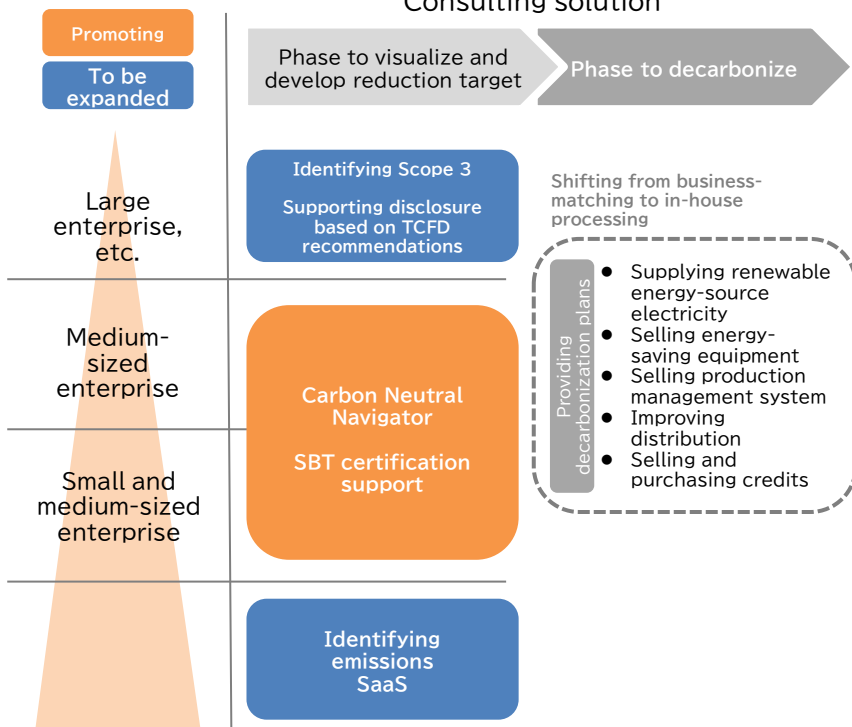


Materiality ~Environmental conservation and climate change actions~

- ◆ The Group provides a decarbonization-support consultation service to assist the decarbonization efforts of local companies.
- ◆ The Group has been selected for the financial institution portfolio carbon analysis pilot program assistance project, sponsored by Japan's Ministry of Environment (MOEJ) and for which applications were called in September 2022.

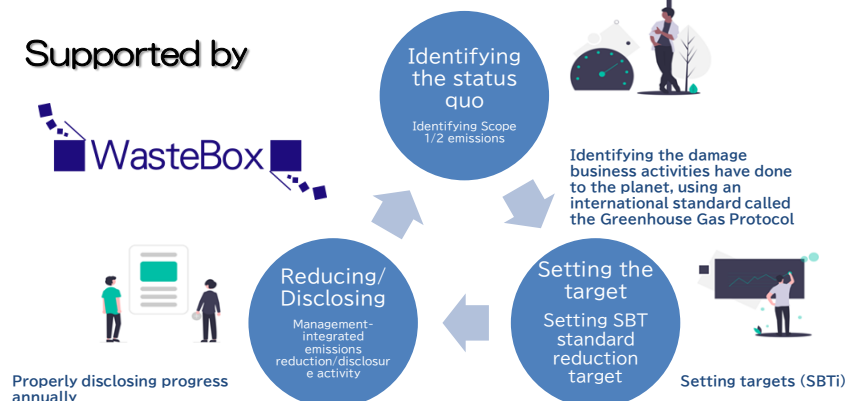
Decarbonization support for local companies

- The transportation equipment industry which serves a key part of the Group's sales territories is increasingly developing plans for the achievement of decarbonization, the importance of which is particularly rising among automotive-related firms
 - The Juroku Bank has started a collaboration with WasteBox Co., Ltd. and provides a wide range of solutions by working in concert with external business partners
- Consulting solution



[Juroku Bank] Carbon Neutral Navigator (August 2021)

- Juroku Bank offers consulting services for the visualization and reduction targets of customers' greenhouse gas emissions, thereby supporting the carbon management of customers



Offering	FY2021	FY2022 first half
Carbon Neutral Navigator	47 cases	32 cases
SBT certification support	2 cases	13 cases

Selected for the MOEJ-sponsored financial institution portfolio carbon analysis pilot program assistance project

- The Group has been selected for the MOEJ-sponsored financial institution portfolio carbon analysis pilot program assistance project
- By participating in this project, the Group will accumulate portfolio and carbon analysis know-how for identifying and calculating customers' greenhouse gas emissions, and utilize the obtained insight and analysis results in supporting customers' decarbonization down the road

Empowerment of diverse human resources

Vision

Promoting diversity and work style reform to create a workplace that empowers diverse human resources

Action

Building a corporate culture that boasts diversity as strength

- Offering re-skilling training for work conversion and work scope expansion
- Actively appointing women to managerial positions
- Abolishing uniforms and insignias for mentality reform
- Employing seniors, the disabled and those making a career change

Implementing work style reform to provide a good work-life balance

- Obtaining healthy management certification
- Encouraging workers to claim paid leave
- Encouraging male employees to claim parental leave / spouse maternal leave
- Promoting diverse work styles involving remote work and staggered commuting

Creating workplaces that facilitate growth of diverse human resources and empower them

- Expanding investment in human capital by increasing opportunities to participate in trainings
- Developing specialized human resources and helping them attain qualifications
- Developing human resources capable of building trusting relations with customers
- Utilizing a career-challenge system

Key items

- Development of female managers
- Encouragement to claim paid leave
- Promotion of parenting leave for men
- Development of IT / DX human resources

Sustainability KPIs

■ Targets by FY2030

Ratio of female managers	20%
Ratio of paid leave claimed	80%

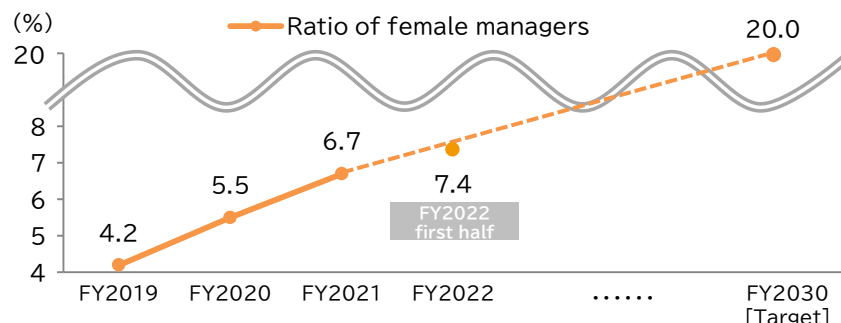
Materiality ~Empowerment of diverse human resources~

- ◆ The ratio of female managers in the first half of FY2022 reached 7.4%, up 0.7 percentage points from the preceding term.
- ◆ The ratio of paid leave claimed in the first half of FY2022 was 27.4%, and is expected to reach at least 50% on a full-year basis.

Ratio of female managers

KPI

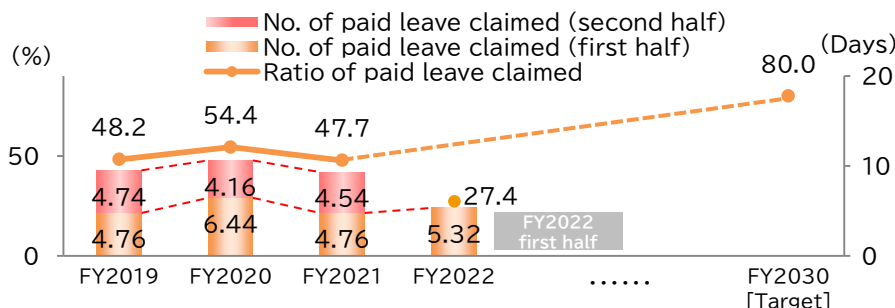
- The Group appointed 4 women to managerial positions in the first half of FY2022 to build a corporate culture that boasts diversity, thereby improving the ratio of female managers to 7.4%
- The Group has focused efforts on enhancing a support structure by, for instance, drawing up a plan to train and empower female personnel and providing the training in a phased manner



Ratio of paid leave claimed

KPI

- The Group aims to reach an 80% ratio of paid leave claimed as part of a work style reform initiative to achieve a good work-life balance
- The ratio reached 27.4% in the first half of FY2022, and is expected to reach at least 50% on a full-year basis



Promotion of parenting leave for men

- April 2017 saw the introduction of a spouse maternal leave system to encourage male employees to participate in childcare, and a claim rate of 90% or higher has been maintained since the introduction of the system
- HR systems underwent a partial change in response to the enforcement of the amended Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members on October 1, 2022

Development of IT/DX human resources

- The Group supports initiatives for empowering each employee to develop IT/DX human resources and create a digital-literate organizational climate by, for instance, recommending employees to take programming courses and setting a premium for earning digital-related public qualifications
- The Group recommends all employees take the IT Passport Examination to acquire basic IT knowledge, and successful examinees to obtain advanced digital-related qualifications

Advanced governance

Vision

Advancing governance and disclosing information appropriately to establish a transparent management structure

Action

Advancing corporate governance

- Assessing the effectiveness of the Board of Directors
- Advancing the internal auditing structure
- Building a sustainability management structure
- Introducing sustainability elements to directors' remunerations

Strengthening risk management and compliance

- Risk management stance
- Compliance stance
- Preventing money laundering
- Information security

Achieving stakeholder engagement

- Engagement with customers
- Engagement with managers
- Engagement with local communities
- Engagement with shareholders and investors

Key items

- Third-party involvement in assessing the effectiveness of the board
- Third-party involvement in assessing the advancement of the internal auditing system
- Initial response training for emergency preparedness
- Dialog with investors

Sustainability KPIs

■ On-going targets

Initial response training for emergency preparedness	No less than twice a year
Dialog with investors	No less than 10 times a year

Materiality ~Advanced governance~

- ◆ As on-going targets, the first half of FY2022 saw 3 sessions of the initial response training for emergency preparedness (progress rate: 150%) and 8 dialog sessions with investors (progress rate: 80%).

Initial response training for emergency preparedness

KPI

- The first half of FY2022 saw 3 initial response training sessions versus the on-going target to implement at least 2 sessions a year
 - ✓ BCP training simulating wind and flood damage
 - ✓ BCP training simulating earthquake
 - ✓ Initial response training for ATM malfunction
- The Group will continue to develop potentially important themes based on environmental changes and needs surrounding the Group, and conduct initial response training for emergency preparedness accordingly

On-going targets	No less than twice a year
Result of FY2022 first half	3 sessions (progress rate: 150%)

Dialog with investors

KPI

- The first half of FY2022 saw 8 dialog sessions versus the on-going target to implement at least 10 sessions a year
- The Group will continue to reinforce initiatives aimed at proactive dialog and dialog content enhancement

On-going targets	No less than 10 times a year
Result of FY2022 first half	8 sessions (progress rate: 80%)

Third-party involvement in assessing the effectiveness of the Board

- Selection processes are underway for an assessment organization in response to propositions from several outside organizations
- The Group will continue its efforts to conduct an assessment in or beyond the next fiscal year

Third-party involvement in assessing the advancement of the internal auditing system

- The Group decided on a third-party assessment organization in response to presentations from several groups
- The Group will perform third-party-involved assessments to widely share the status quo of the Group's stance on internal auditing and further advance auditing

Corporate governance

Composition of the Board

- The Group strives to ensure that the Board has a well-balanced structure with diverse knowledge or expertise
- To enhance not only management supervision but also the Board's objectivity and rationality in decision-making, at least one-third of the total number of Directors consist of Independent Outside Directors

Internal Directors (7 members)	Outside Directors (4 members)
	

Establishment of Management Advisory Board

- To further ensure transparency and fairness of the Board's decision-making, the Group has established the Management Advisory Board, which consists of two committees, the Personnel Affairs Committee and the Compensation Committee, as an advisory body to the Board of Directors
- Each committee is chaired by an Outside Director, and the majority of the members are Outside Directors

Disclosure based on TCFD recommendations

Governance

Sustainability management structure

As stated in the Sustainability Policy, the Juroku Financial Group recognizes sustainability initiatives (e.g. on climate change) as an important management challenge. “The Juroku Financial Group SDGs Declaration” lists “environmental conservation and climate change response” as one of key challenges.

In order to address this challenge appropriately, the Group has set up the Sustainability Council, which is chaired by the President and consisting of Group Management Council members, Division General Managers and the head of the Sustainability Management Office. The Council meets at least once every 3 months in principle to deliberate on key challenges such as drawing up a policy for implementing initiatives for climate change and other sustainability issues, setting targets and checking progress, and reflecting results to management strategies and risk management. Items deliberated on at this Council are reported periodically to the Board of Directors at least once a year for appropriate supervision.

Strategy

Opportunities and risks brought by climate change

The Juroku Financial Group analyses risks and opportunities associated with climate change in the timeframes of “short term,” “mid term” and “long term.” The results of analyzing scenarios are used to organize active dialog (engagement) for supporting customers who are working toward a decarbonized society, and reinforce financial support in the forms of sustainable financing and transition financing to create business opportunities and reduce risks.

Assessment item			Main opportunities and risks	Timeframe
Opportunities	Resource efficiency		<ul style="list-style-type: none">● Increasing business opportunities, e.g. offering investments, loans and consultation services to help customers' transition to a decarbonized society● Reducing business costs through resource saving and energy saving● Boosting corporate value by implementing appropriate initiatives on climate change and disclosing information about them● Increasing public works projects for disaster management the demand for customers' capital investment fund	Short- to long-term Short- to long-term Short- to long-term Mid- to long-term
	Energy sources			
	Products and services			
	Robustness			
Risks	Physical risks	Acute risks	<ul style="list-style-type: none">● Deterioration in customers' business performance and damage to collateral value due to the increase in frequency and severity of abnormal climate patterns, causing a decline in loan asset value● Business disruption at Group sites affected by a disaster	Short- to long-term Short- to long-term
		Chronic risks	<ul style="list-style-type: none">● Deterioration in customers' business performance and damage to collateral value due to higher average temperature and higher sea level, causing a decline in loan asset value	Mid- to long-term
	Transitional risks	Policies / laws	<ul style="list-style-type: none">● Deterioration in customers' business performance due to climate-related regulation tightening, failed investment in low-carbon technology and changes in consumer behaviors, causing a decline in loan asset value● Slower implementation of appropriate climate-related initiatives and disclosure of information about them than competitors, lowering corporate value	Mid- to long-term Short- to long-term
		Technologies		
		Market		
		Reputation		

※ Short-term = Around 5 years; Mid-term = Around 10 years; Long-term = Around 30 years

Information disclosure based on TCFD recommendations

Scenario analysis

The Juroku Financial Group conducts scenario analysis on physical risks and transitional risks in order to identify how climate-related risks would affect the Group.

Physical risks

Rain-prone Japan experiences heavy precipitations each year, causing rivers to swell and triggering flooding. In recent years, the number of heavy localized rainstorms have become more common, causing significant damage to many areas including our sales territories.

In terms of physical risks, we have anticipated an increase in the frequency of large-scale flooding due to climate change, and calculated the impact of climate-attributable large flooding in Gifu Prefecture on the Group's credit-related expenses on the premise of the RCP8.5 scenario (4°C scenario). The result points to the cost increase of approx. 3.1 billion yen.

Transitional risks

Following qualitative analysis on sectors with large credit exposure and sectors referred to in TCFD recommendations, we have identified “electric power sector” and “automotive sector” as sectors of significant transitional risks for the Group.

In terms of transitional risks, on the premise of the RCP2.6 scenario (2°C scenario) and NZE scenario (1.5°C scenario), we calculated the impact on the Group's credit-related expenses in view of the increased cost of transition into a decarbonized society (e.g. introduction of the carbon tax), decline of net sales and future market trends. The result points to the cost increase of approx. 2.2 billion yen.

	Physical risks	Transitional risks
Scenario	IPCC/RCP8.5 scenario (4°C scenario)	IPCC/RCP2.6 scenario (2°C scenario) IEA/NZE scenario (1.5°C scenario)
Risk event	Large-scale flooding	Transition to a decarbonized society
Analysis target	Borrowers in Gifu Prefecture Collateral of real estate (buildings) in Gifu Prefecture (excluding secured home loans)	Electric power sector Automotive sector
Analysis content	Deterioration of business performance due to customers' business suspension / stagnation Damage to the Group's real estate (buildings) collateral	Deterioration of customers' business performance due to cost increase and sales decline
Analysis period	Up to 2050	Up to 2050
Analysis results	Increase of credit-related expenses: Up to 3.1 billion yen	Increase of credit-related expenses: Cumulative total of approx. 2.2 billion yen

※ IPCC (Intergovernmental Panel on Climate Change)

※ IEA (International Energy Agency)

Analysis results are calculated under specific preconditions.

The impact on the Group's finances has been found to be limited within the scope of this analysis, but we will continue to enhance the scenario analysis.

Information disclosure based on TCFD recommendations

Carbon-related assets

Of carbon-related assets defined in the TCFD recommendations, loan balance to energy and utilities sectors accounts for 1.4% of the total loan balance. We will examine target sectors for other carbon-related assets for future information disclosure.

Ratio of carbon-related assets against Juroku Bank's loan balance (as of the end of March 2022)

(Unit: million
yen)

Utilities	Energy	Total
1.0%	0.4%	1.4%

※ Loan balance = Total of loans, foreign exchange, acceptance and guarantee, etc.

※ Utilities include electric power and gas supply sectors and exclude water and renewable energy power sectors

Risk management

Approach to risk management

The Group has an integrated risk management framework in place, managing its overall financial risks in the categories of “credit risk,” “market risk,” “liquidity risk” and “operational risk.”

Climate change risk is recognized as one of the top risks and a driver of financial risk, and is controlled with the risk management framework for credit risk and operational risk.

Formulating an investment and lending policy

The Group has the Investment and Lending Policy for Creation of a Sustainable Society.

Basic policy

The Group strives to contribute to medium- to long-term enhancement of corporate value and sustainable growth of customers by vigorously supporting initiatives to resolve environmental and social issues through investment and lending. Moreover, the Group strives to mitigate or avert the impact of investment and lending that may pose a significant risk or have a negative impact on the environment and society by subjecting any such investment and lending to meticulous consideration.

Sector-specific policies

Coal-fired thermal power generation	Juroku FG will not invest in or extend loans to projects that involve building new coal-fired thermal power stations or expanding existing power generation facilities, while taking a prudent approach in considering exceptional cases in response to emergencies or in projects in line with the Japanese government's energy policy.
W e a p o n s	Juroku FG will not invest in or extend loans to companies that manufacture weapons, regardless of fund usage, in view of the inhumane nature of cluster bombs, anti-personnel landmines and biological / chemical weapons.
D e f o r e s t a t i o n	Juroku FG will not invest in or extend loans to projects that involve illegal logging or forest incineration. Investment in / loan to projects whereby the fund is used for operations that involve deforestation will be considered carefully in view of their impact on the local economy and the environment.

Information disclosure based on TCFD recommendations

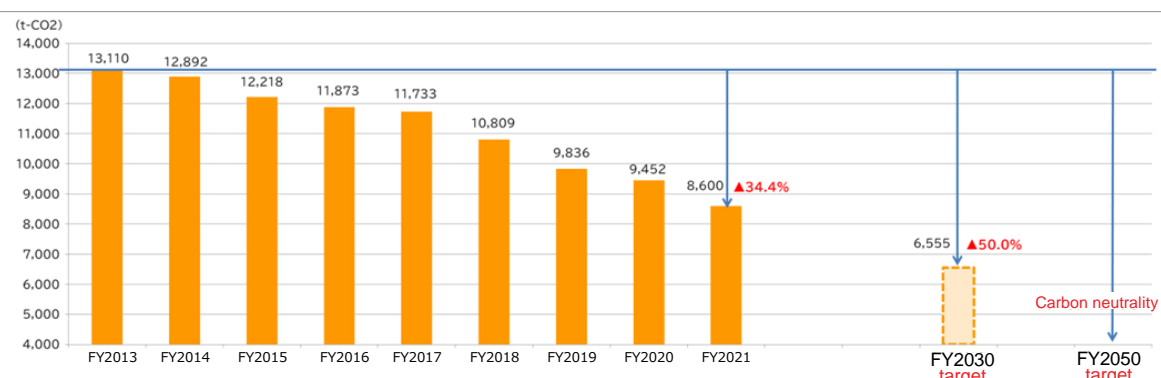
Indicators and targets

CO2 emission reduction targets

The following reduction targets are set on CO2 emission generated by the Group's energy use in our efforts to establish a decarbonized society.

Target	Halve CO2 emission by FY2030 from the FY2013 level and achieve carbon neutrality by FY2050
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CO2 emission(SCOPE1、2)



In FY2021, the Group reduced CO2 emission by 852 tons from the previous year, due partly to the introduction of CO2-free electricity generated in Gifu Prefecture for use at Juroku Bank's head office building, which began in November.

This has reduced our CO2 emission by 34.4% in FY2021 compared to the FY2013 level.

CO2 emission(SCOPE3)

(Unit:t-CO2)

FY2021 results	【Category 6】 Business trips	49
	【Category 7】 Employee commuting	3,135

Calculation methods for other categories will be explored for future information disclosure.

Sustainable finance targets

The following targets are set on sustainable finances in order to support, through out business, customers' initiatives for solving environmental issues and to contribute to establishing a decarbonized society.

T a r g e t s	2 trillion yen (including 800 billion yen in the environmental field)
P e r i o d	9 years (FY2022 – FY2030)
T a r g e t investment and lending, etc.	<ul style="list-style-type: none">• Sustainable finances : Investment and lending for SDGs / ESG initiatives that contribute to building a sustainable society• Environmental field : Investment and lending for initiatives to reduce environmental impact

Section I: Interim Results for FY2022

Section II: Initiatives for Sustainability

Section III: Progress in the First Management Plan

Section IV: Future Direction of Management

Overview of the First Management Plan

- ◆ The Group has taken various measures by setting the final fiscal year under the first Management Plan as a period to convert the Group's business model and build a foundation for sustainable growth.

First Management Plan

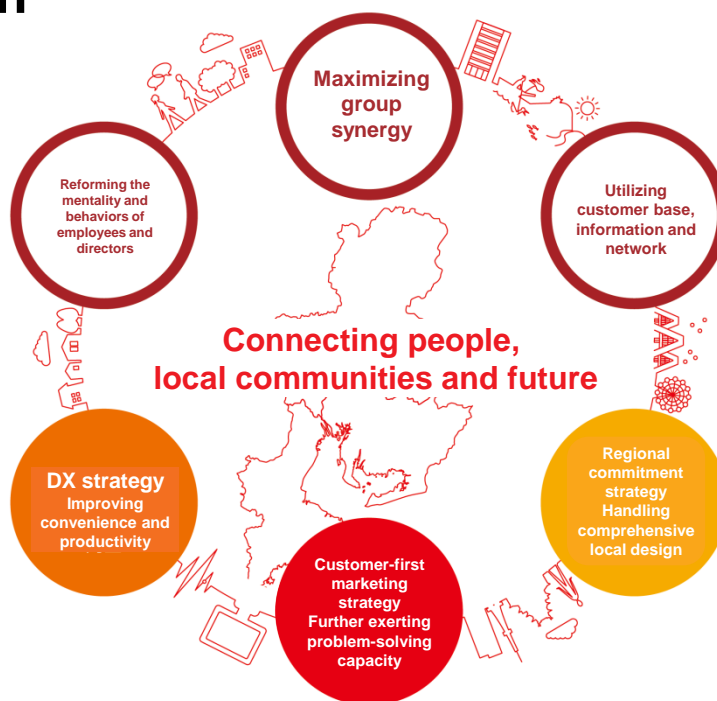
Period: October 2021–March 2023

Numerical targets for FY2022

Consolidated net income:	16 billion yen and above
Consolidated capital adequacy ratio:	10% and above
Consolidated adjusted OHR:	65% and above
Consolidated non-interest income ratio:	30% and above

Long-term indicator

Consolidated ROE	5% and above
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Our vision

To become a comprehensive financial group that builds a future with local communities and achieves sustainable growth with local economies

October 2021–March 2022

Period to put the Group structure on track

- Results
 - Consolidated core net operating profit
More than 30 billion yen
 - Consolidated net income
Fourth consecutive increase

April 2022–March 2023

Period to convert the business model and build a foundation for sustainable growth

By further promoting the 3 strategies—the growth drivers of which involve expanding business range and responding to diversifying needs—the Group seeks to accomplish its first Management Plan while also converting its business model and building a foundation for sustainable growth

As an important phase through which to advance from the first Management Plan toward the next growth stage, the Group aims to unite its efforts to accomplish the Plan

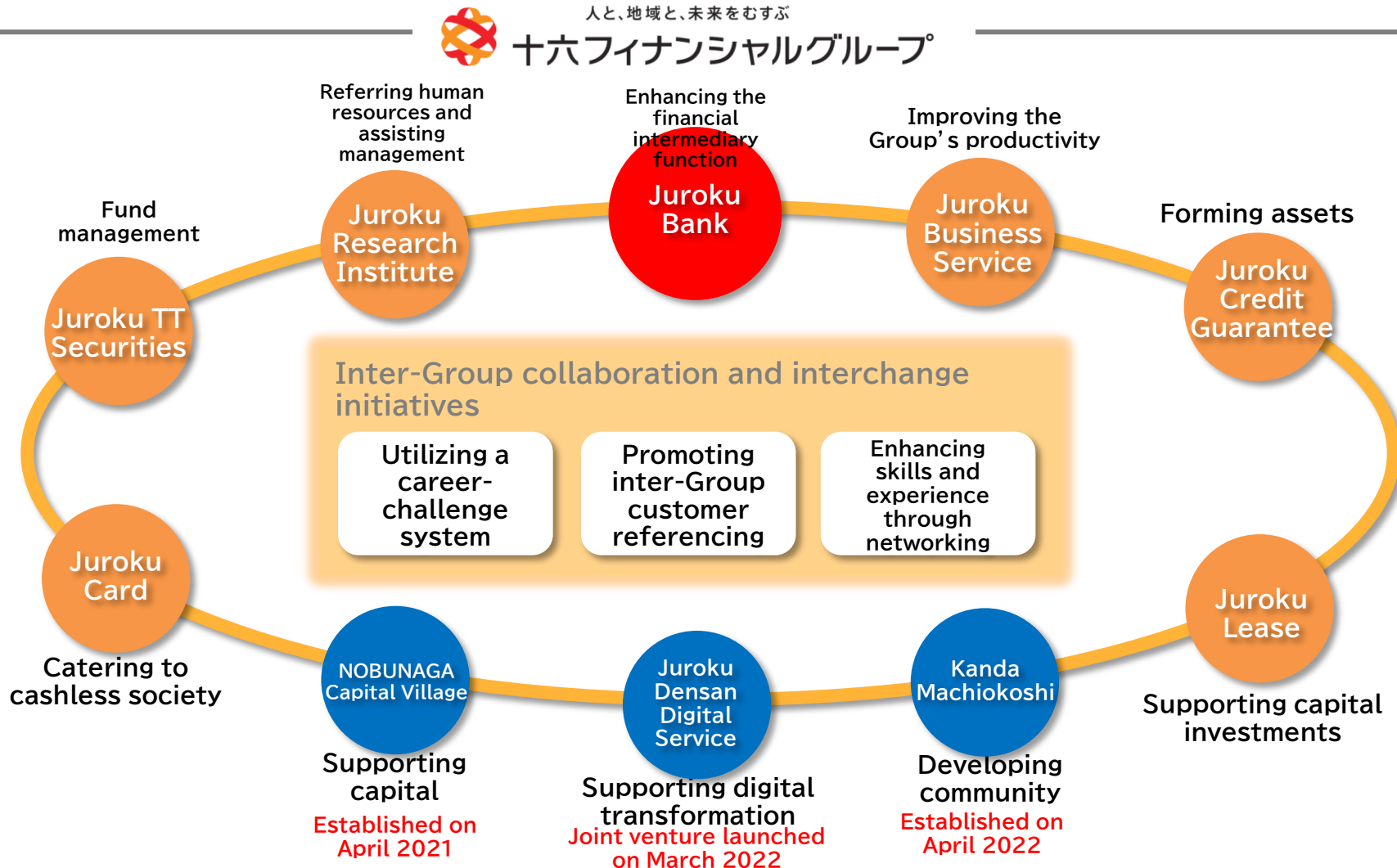
April 2023–

Second Medium-Term Management Plan

The Group seeks to accurately respond to changes in the business environment and achieve further growth while wielding, to the maximum, the combined strength the Group enhanced with the first Management Plan

Maximizing group synergy

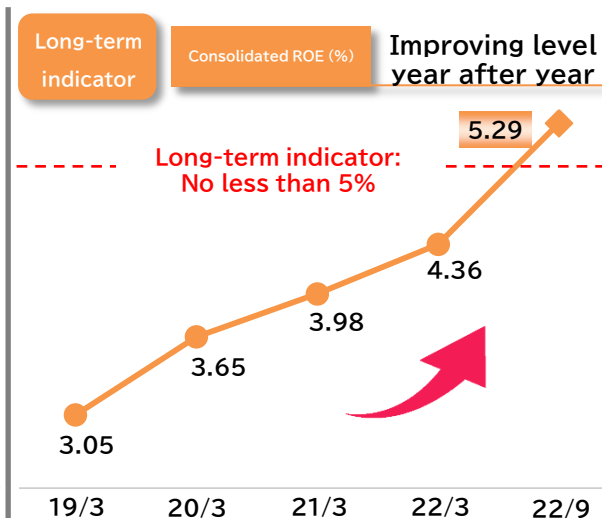
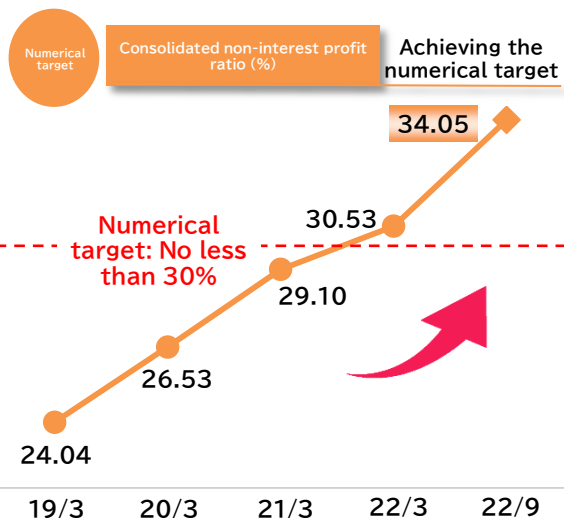
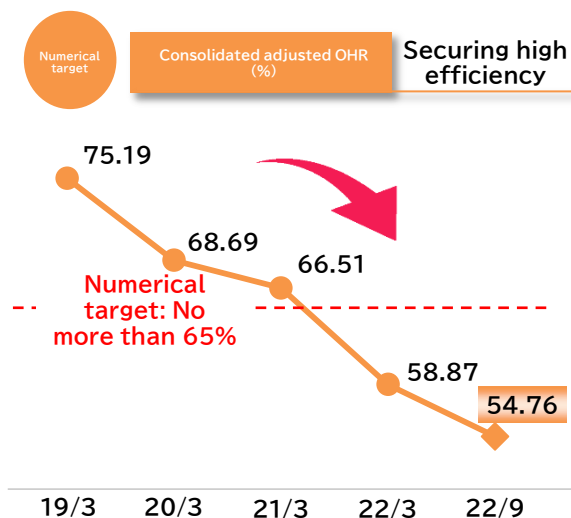
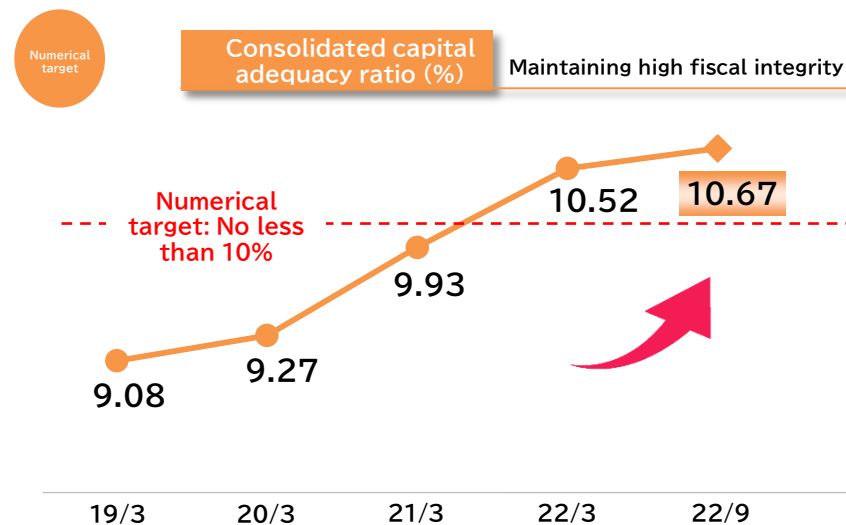
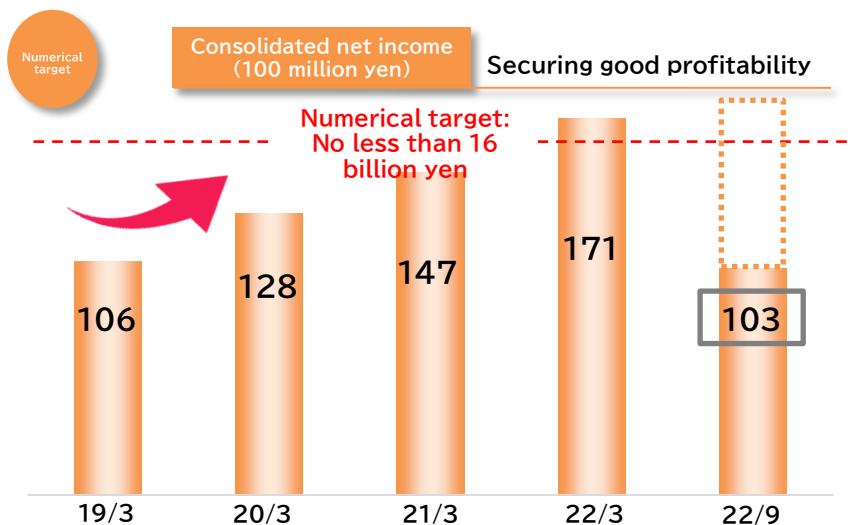
- ◆ By expanding the Group's business range and further collaborating with Group companies, the Group strives to achieve the growth and prosperity of local communities as a comprehensive regional financial service provider.



Juroku Densan Digital Service and Kanda Machiokoshi are licensed as non-bank banking-service enhancement companies.

Progress against numerical targets

- ◆ Various numerical targets have been achieved ahead of schedule in the March 2022 term. The September 2022 term has seen further enhancements in profitability, fiscal integrity, and efficiency.



Management strategy ~Customer-first marketing strategy~

- ◆ Amassing the Group's management resources to fulfill the consulting function.
- ◆ Offering diverse solutions for various issues.



Market-in approach strategy – Further exerting problem-solving capacity –

- Develop human resources for boosting the Group's solution-presenting capability for corporate clients, use the Bank's customer base, information and network, and collaborate with Group companies to offer diverse solutions to issues at each of corporate clients' life stages.

Priority measure

Offering diverse solutions to issues at each of the corporate clients' life stages

- Reinforcing solution-presenting capability



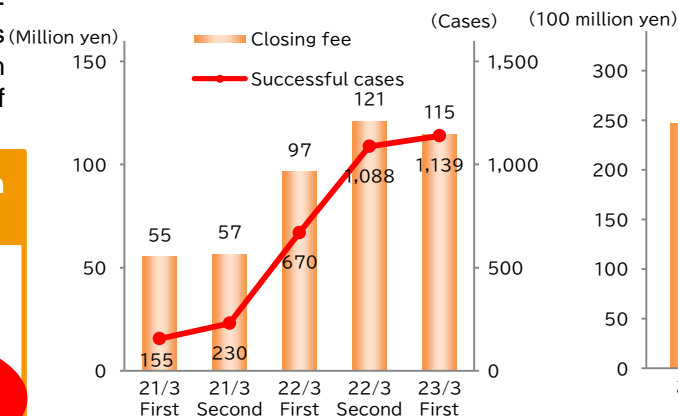
Developing human resources capable of building strong ties with customers

- Initiatives in the foundation and growth stages
 - ▶ Supporting fundraising through equity investment, and assisting the expansion of sales channels through business matching, etc.
- Initiatives in the stability stage
 - ▶ Facilitating leasing, diversification of the means of capital fund-raising, human resource reference, cashless adaptation, digital transformation, etc.
- Initiatives in the maturity / regeneration stages
 - ▶ Assisting project handling by bank branches / management succession support office, collaboration with specialized consultants, and hands-on help

Business matching

Foundation/
Growth stages

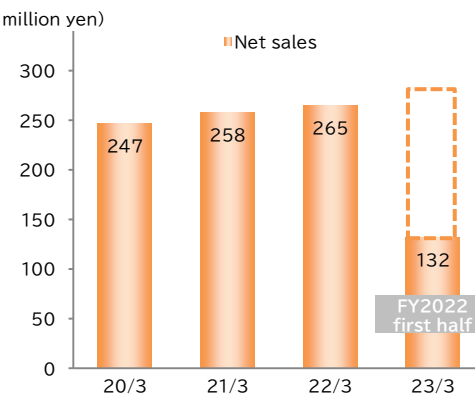
- Successful cases showed a solid increase resulting from repeated dialog with customers and the provision of appropriate solutions for needs and challenges



Lease sales

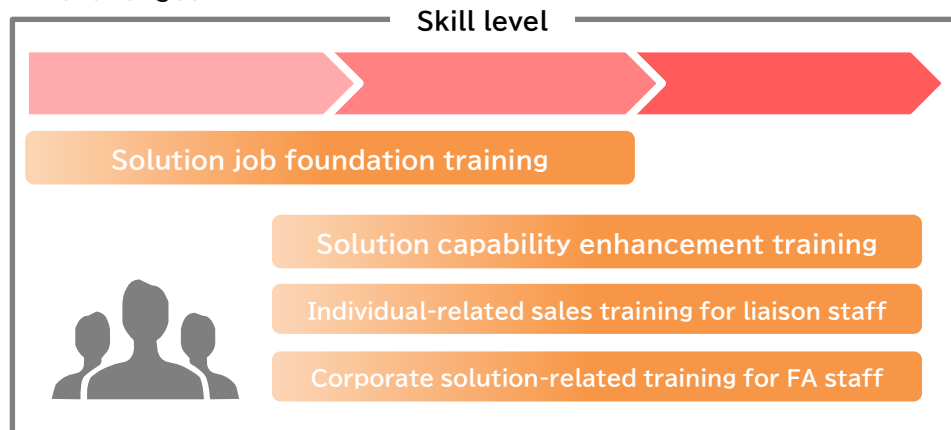
Stability stage

- Sales increased steadily with stronger collaboration between Juroku Bank and Juroku Lease



Developing human resources to strengthen sales capabilities

- Enhancing skill level-based training curricula to develop human resources that can provide diverse solutions to resolve customers' challenges



Management strategy ~Customer-first marketing strategy~

- ◆ Amassing the Group's management resources to fulfill the consulting function.
- ◆ Offering diverse solutions for various issues.



Market-in approach strategy – Further exerting problem-solving capacity –

- Expand Group collaboration / alliance, and offer channels optimized to the needs of customers to build a consultation system toward establishing lifelong trading relations

Priority measure

Building a consultation system toward establishing lifelong trading relations

● Enhancing face-to-face channels

- ▶ Offering value-added solutions through bank-securities partnership
- ▶ Offering long-term perspectives in line with customers' life plan

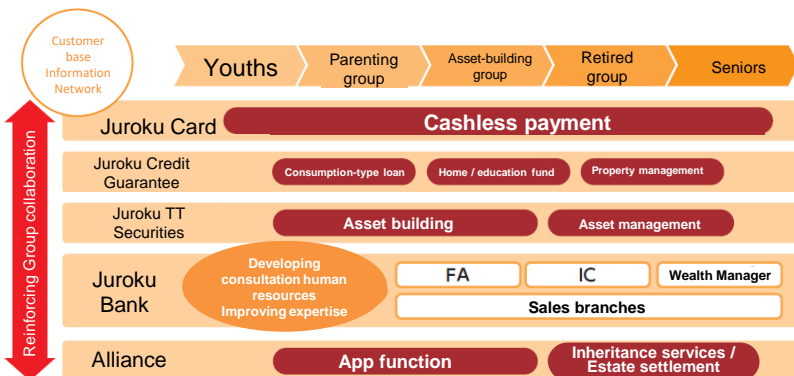
● Addressing the needs for non-face-to-face transactions

- ▶ Developing smartphone-based systems for building assets and raising loan needs
- ▶ Adopting cashless transactions for improved convenience

● Strengthening alliance

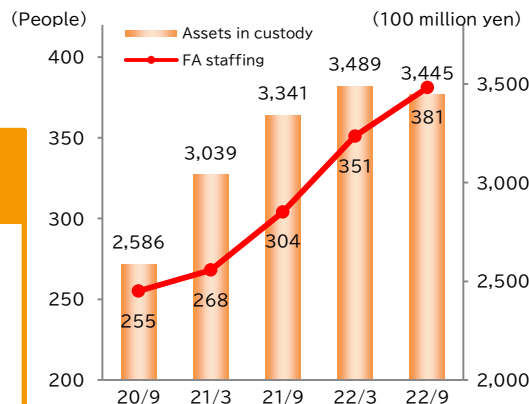
- ▶ Expanding trust and insurance services to cater to customer needs

Group-based consultation system toward establishing lifelong trading relations



FA staffing and balance of assets in custody

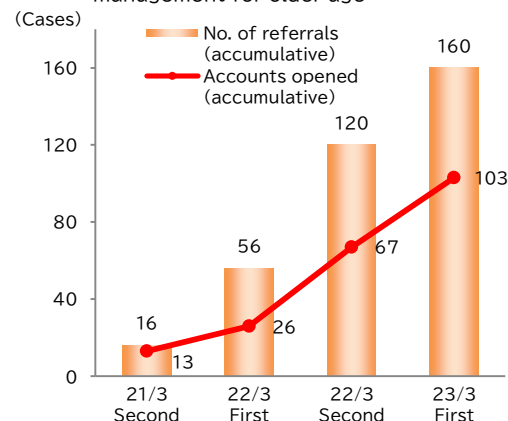
- Making long-term proposals that are in synch with customers' life plans while increasing FA staffing



[Definition]
Juroku Bank: Investment trust + Juroku TT Securities: Bonds, stocks, investment trusts, fund wraps, etc.

Referral of private trust experts

- The number of consultation cases rose as a way of smooth asset succession and property management for older age

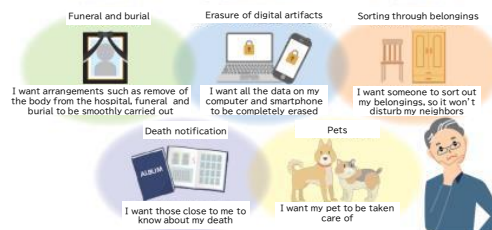


The Juroku Bank's entry into trust services and release of first-ever trust product in Japan

- The Juroku Bank obtained a license on September 27 to operate as a universal banking entity, and started to offer a trust service accordingly
- The Bank started offering "Juroku Ohitorisama Trust <Mirai Yoroshintaku>," the first-ever product in Japan to cover affairs subsequent to a customer's death and money trust concerning relevant costs in a single package



A single package to address issues and concerns as to end-of-life planning



Management strategy ~DX strategy~

- ◆ Enhancing non-face-to-face channels to improve product / service convenience and expand general transactions.



DX strategy - Improving convenience -

- Enhancing non-face-to-face channels to improve product / service convenience and expand general transactions
- Adopting advanced marketing based on data to address diversifying needs

Priority measure

① Enhancing non-face-to-face channels

- Expanding transactions that are completed online
 - ▶ Expanding the functions of personal apps for improved convenience
 - ▶ Building a platform as the gateway to corporate customers
 - ▶ Using a common platform for procedures to eliminate the use of seal and hardcopy forms in transactions
- Offering friction-less functions and services
 - ▶ Using tablet devices and AI in-store
 - ▶ Enhancing online functions and contents to broaden the scope of general transactions

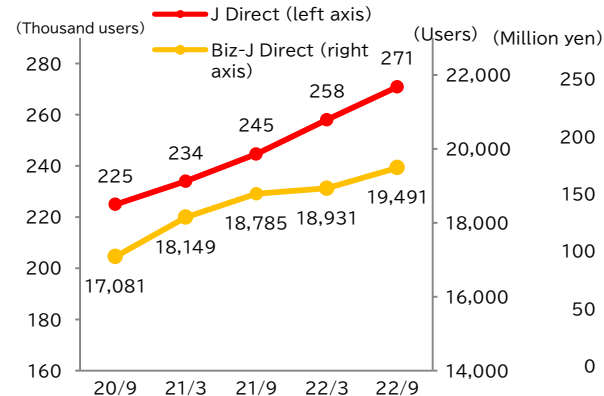
Priority measure

② Data use and mass marketing

- Sharing and utilizing information internally and externally
 - ▶ Offering new financial services based on open API
 - ▶ Offering timely information services based on data analysis
 - ▶ Forming alliance to deliver IT consulting

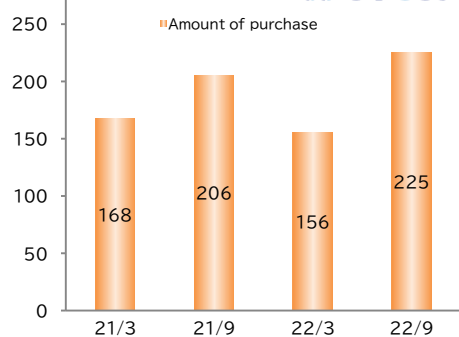
J Direct/Biz-J Direct

- Enhancing non-face-to-face channels, with growth observed in J Direct (personal customers) and Biz-J Direct (business customers)

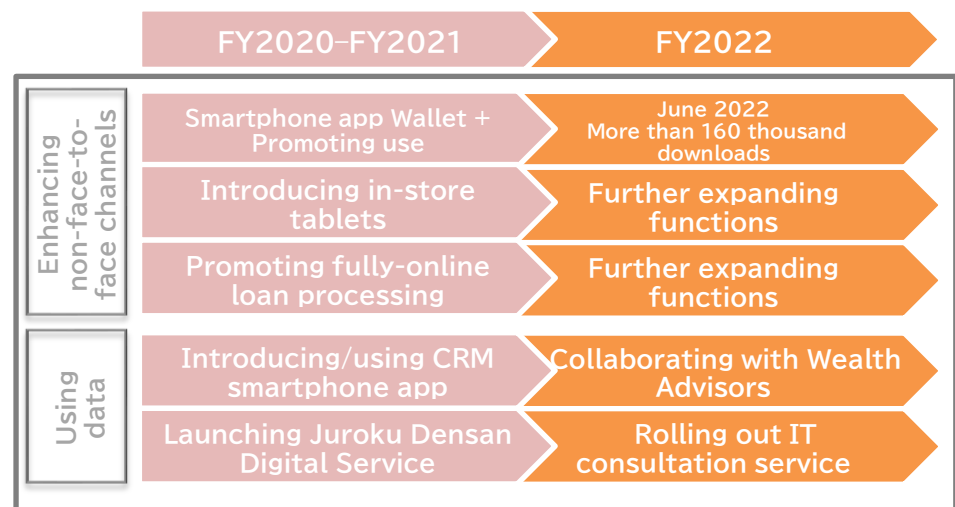


Juroku Cloud Factoring

- Under partnership with OLTA, short-term small funding is offered to cater to customers' diversifying fundraising needs.



DX initiatives: Improving convenience



Management strategy ~DX strategy~

- ◆ Streamlining business with digital technology to optimize the distribution of management assets.



DX strategy - Improving productivity -

- Enhancing non-face-to-face channels to improve product / service convenience and expand general transactions
- Adopting advanced marketing based on data to address diversifying needs

Priority measure

① Creating human resources in high-growth areas through work streamlining

- **Improving work processes and optimizing the distribution of management resources**
 - ▶ Utilizing workflow systems, teleconferencing, digital forms, etc. to create extra time for business activities
 - ▶ Using in-store tablet devices to shorten time for administration
 - ▶ Using digital technology to reduce back-office work and centralize it to the head office
 - ▶ Deploying human resources strategically from administration to high-growth areas such as FA and Group companies

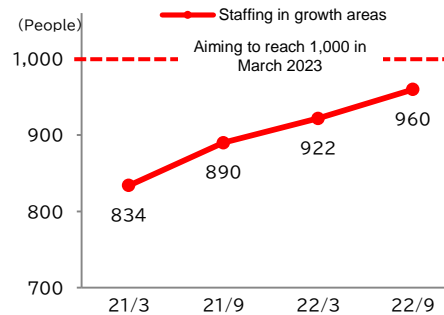
Priority measure

② Work-style reform and digital transformation support

- **Work style reform and HR development**
 - ▶ Expanding remote work to facilitate diverse work styles
 - ▶ Using IT tools to expand remote sales activities
 - ▶ Developing human resources in digital technology through alliance and ICT solutions
- **Work Facilitating digital transformation of customers and local communities**
 - ▶ Using alliance to promote customers' digital transformation
 - ▶ Utilizing Group companies' functions to facilitate cashless transactions by businesses and local communities
 - ▶ Building up digital transformation know-how such as teleworking, paperless transactions and table-based sales

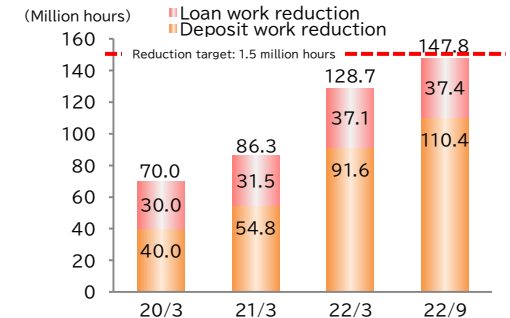
Redeployment of staff to growth areas

- Redeploying human resources to growth areas across the Group to further boost the consulting service function and Group synergy

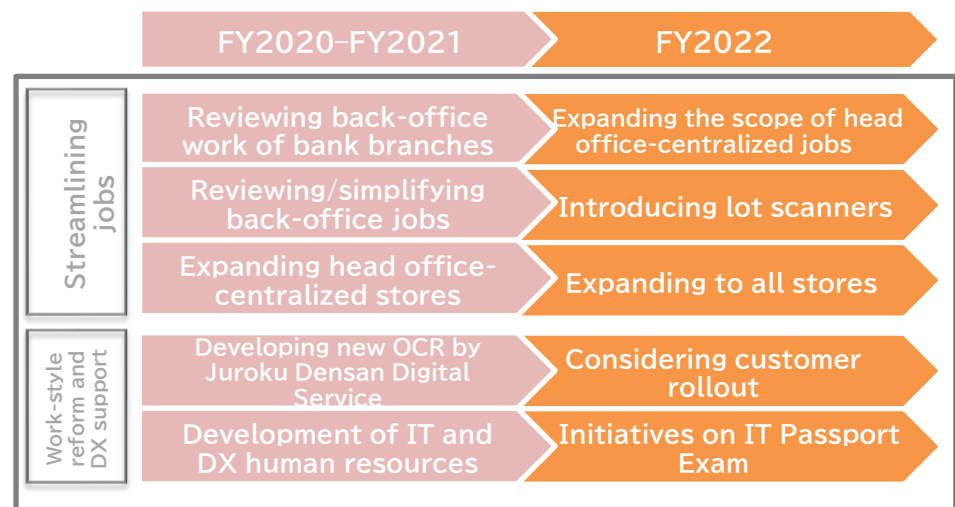


Reducing job volume

- Promoting the elimination of back-office administration at Juroku Bank's sales offices with plans to reduce administration work worth 1.5 million hours in the March 2023 term versus the level recorded in the March 2017 term



DX initiatives: Improving productivity



Management strategy ~Regional commitment strategy~

- ◆ Playing a central role in revitalizing local communities through expansion of business categories.



Local commitment strategy – Comprehensive local design –

- Establishing solid relations with local stakeholders and further expanding business categories as a general financial group to deploy financial services that contribute to the development of the local economy, thereby contributing to local revitalization

Priority measure

① Boosting the appeal of local communities

- **Creating local brands**
 - ▶ Branding local delicacies and disseminating their information in large cities for PR
- **Utilizing local resources**
 - ▶ Rediscovering local resources and implementing measures to boost local appeal to promote tourism
 - ▶ Coordinating industrial – bureaucratic – academic partnership to assist the development of new products
- **Creating new business**
 - ▶ Assisting business creation and forming local communities
 - ▶ Expanding alliance and considering to establish community-development companies

Priority measure

② Providing assistance in solving local issues

- **Revitalizing central business districts**
 - ▶ Facilitating urban redevelopment projects, PPP / PFI projects and funds to revitalize local cities and encourage people to move in
- **Assisting local government bodies' work streamlining**
 - ▶ Facilitating cashless transaction response and contracting public services (policy adviser), etc.

Creating local brands

- The Gifu Brand Metropolitan Dissemination Project business sessions have been held since September 2018 as the venue for business negotiations between Gifu-based vendors and prominent buyers in the Tokyo metropolitan area
- The target areas have been expanded to Nagoya and Kansai regions in FY2020 to operate as the Gifu Brand Metropolis Dissemination Project, thereby facilitating Gifu-based vendors' entry into major cities and the creation of the Gifu brand

Project name	Period	Number of sessions	Total business cases
*Includes figures from the former Gifu Brand Metropolitan Dissemination Project	March 2021 term (interim)	3 times	34 cases
	Cumulative total*	43 times	613 cases

Utilizing local resources/Supporting local governments

- After being selected as a consignee of Ena City, Gifu's premium e-gift voucher service, the Juroku Bank started providing a digital wallet service for local government-issued merchandise coupons jointly with NTT DATA Corporation and Infcurion, Inc.
- With the ability to charge via credit cards and directly from bank accounts, the service can offer enhanced convenience based on local governments' incorporation of monetary functions



Creating new business

- Collaborating with local companies, NOBUNAGA Capital Village has held a meet-up with local university and high school students under the theme of "resolving local challenges"
- Participants extensively exchanged opinions on the day of the event about the standout features of their local community and Gifu's future



Management strategy ~Regional commitment strategy~

- ◆ Deepening initiatives for SDGs and local revitalization by Group directors and employees.



Local commitment strategy – Comprehensive local design –

- Deploying suitable human resources to optimum positions and streamlining work processes to create extra time for business activities, while boosting awareness on SDGs and community revitalization to deepen initiatives
- Working with local businesses, business associates and local communities to take on local and environmental issues in order to establish a sustainable society

Priority measure

① Deepening Group's initiatives for SDGs and local revitalization

- **Environment**
 - ▶ Initiatives for decarbonization and CO2 reduction
 - ▶ Disclosure of climate change impact
- **Society**
 - ▶ Connection with customers and local communities at Group sites
 - ▶ Diversity promotion, women's empowerment and HR development that takes advantage of diverse capabilities
- **Governance**
 - ▶ Business management that makes use of external knowledge and insight
 - ▶ Enhanced compliance system

Priority measure

② Assisting SDGs initiatives by customers and local communities

- **Support for SDGs initiatives by corporate clients**
 - ▶ Support for the introduction of SDGs-based management
- **Support for SDGs initiatives by local communities**
 - ▶ Educational and cultural activities, emergency preparedness

Hosting a top management gathering

- To express gratitude to customers upon marking a 1-year anniversary in October 2022, the Group held a Juroku Financial Group Top Management Gathering in Gifu and Aichi prefectures
- As a comprehensive regional financial service provider, the Group expressed its commitment to further reinforcing Group-wide collaboration and becoming a frontrunner that can prove valuable to customers and local communities



Publishing the Juroku Research Institute Recommendations 2022 “Regions Popular among Women”

- Setting major gender gaps in local communities as a fundamental issue for the revitalization of the communities, the Juroku Research Institute published “Regions Popular among Women”: recommendations that present analysis results, good practices, and solutions
- Studies and other particulars by 3 female researchers of Juroku Research Institute reassessed the status quo and examined analysis results as well as solutions for the potential of solving gender gaps



Offering SDGs Navigator and SDGs Challenge Assist

- Offering SDGs Navigator that supports customers upon the introduction of SDGs in their management, which involves interviewing the extent to which they have undertaken SDGs initiatives, developing a diagnosis report for feedback, and thereby assisting the development of a Declaration of Commitment to SDGs
- Offering also SDGs Challenge Assist which, in a one-stop manner, provides funds required when customers work on SDGs, as well as offering an SDGs Challenge Certificate to customers who used the service and listing their names on Juroku Bank's website

Hosting Juroku Disaster Preparedness Day 2022

- Hosting Juroku Disaster Preparedness Day 2022, an educational event held on the occasion of Japan's September 1 Disaster Drill Day
- Raising local community members' awareness of disaster preparedness by offering tremor-experiencing opportunities with earthquake simulation vehicles through the cooperation of the City of Nagoya Fire Department, and showcasing emergency disaster response vehicles owned by the Group



Section I: Interim Results for FY2022

Section II: Initiatives for Sustainability

Section III: Progress in the First Management Plan

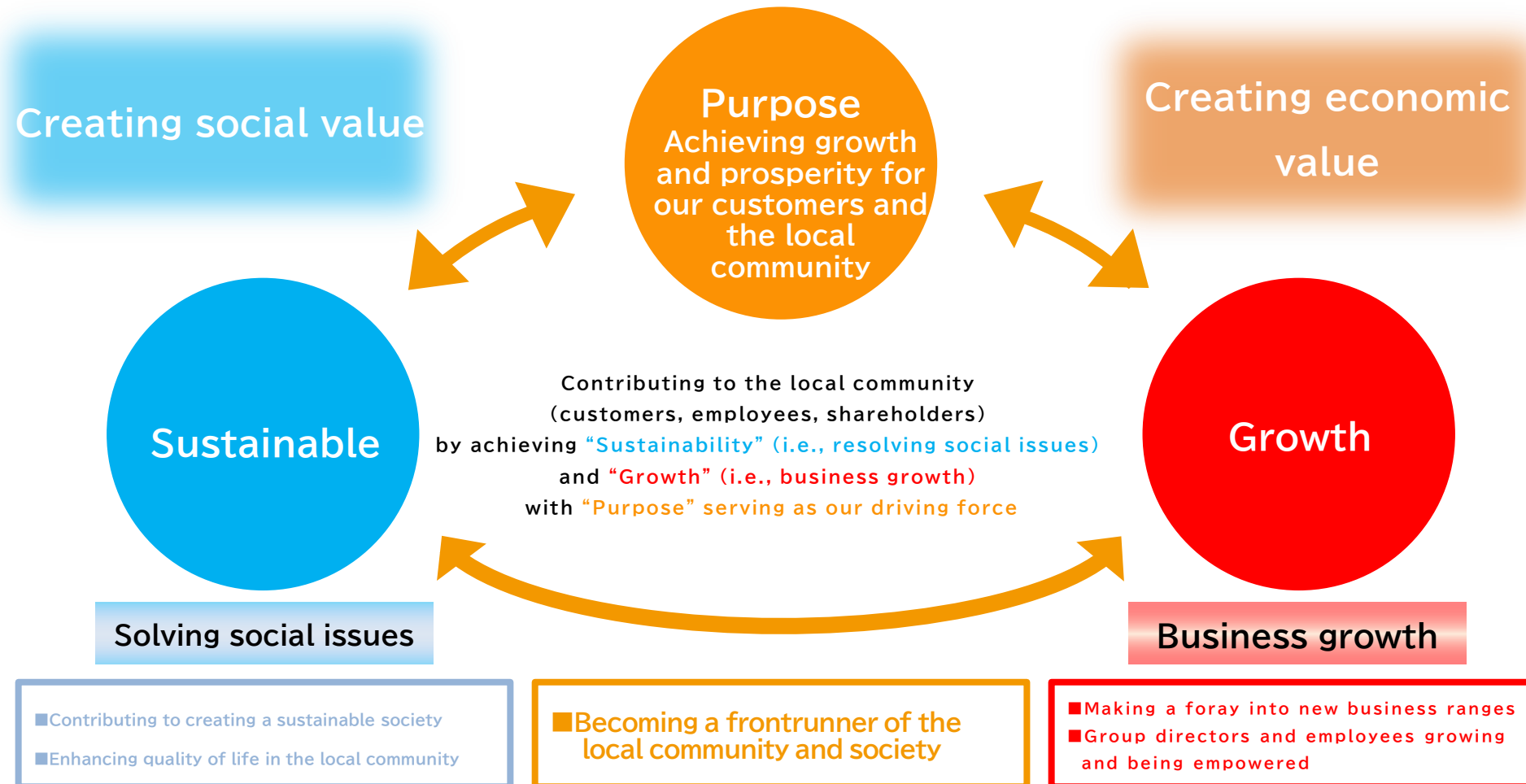
Section IV: Future Direction of Management

16 Group Energy

- ◆ Under 16 Group Energy and as a frontrunner of the local community and society, the Group seeks to be a constantly relied upon and needed entity.

Being relied upon by customers and the local community as a provider of comprehensive financial services

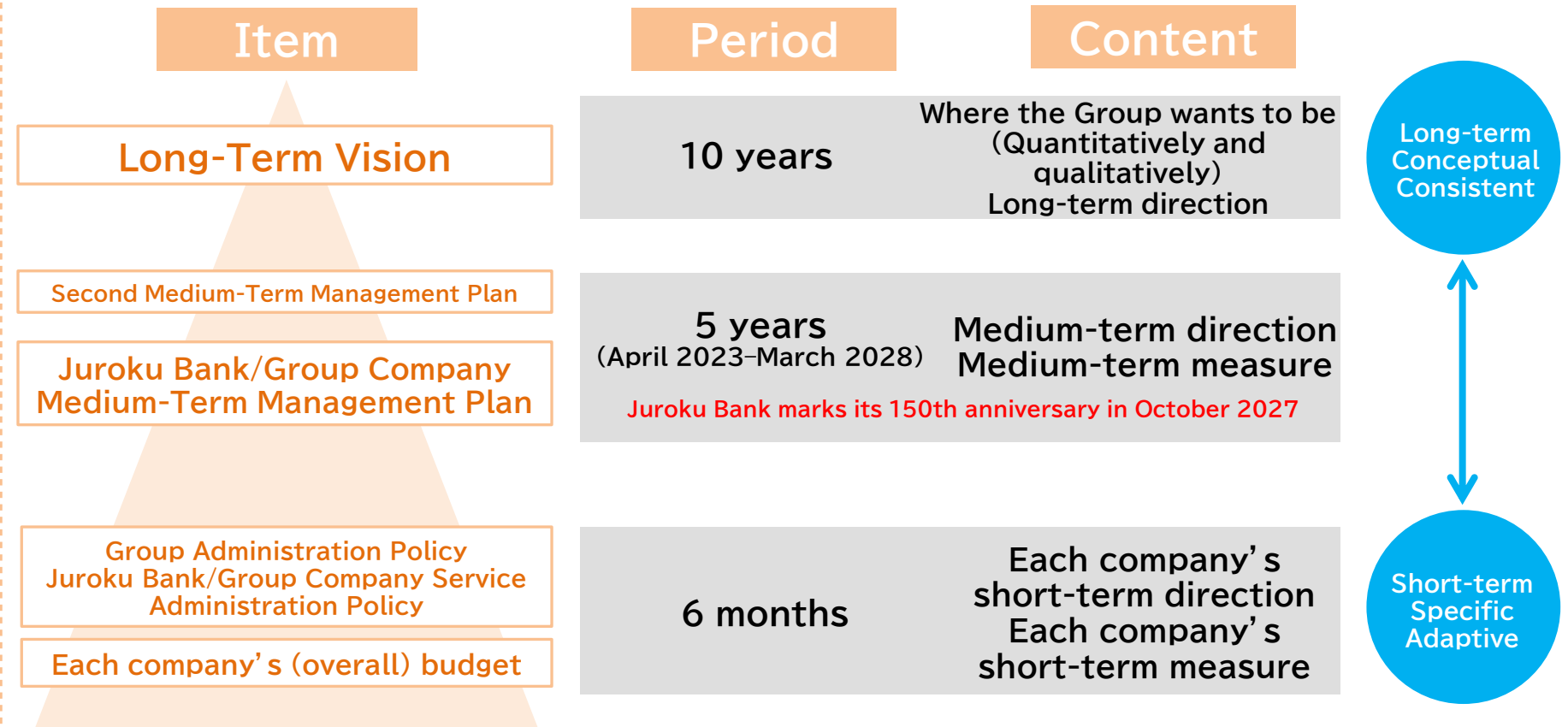
16 Group Energy



Direction of the Second Medium-Term Management Plan

- ◆ The Group will develop the Long-Term Vision, a blueprint of where the Juroku Financial Group wants to be in a decade from now, and thereby draw up the 5-year Medium-Term Management Plan eyeing the Juroku Bank's 150th anniversary.

Details of Management Plan and other particulars



Direction of the Second Medium-Term Management Plan

- ◆ To reach where the Group wants to be, the next Management Plan will roll out 4 strategies derived from the 3 strategies that are pursued under the first Management Plan.

Long-Term Vision

Staying ahead of the curve to constantly serve the local community

Second Medium-Term Management Plan

Creating new value by taking on fast-paced reform initiatives during the Plan's 5-year period



Introduction of new HR system and transition to holding company system

- ◆ April 2023 will see the first shake-up in the HR system in 22 years. The Group's transition to a holding company system will be a first among regional financial institutions in the 3 Tokai area prefectures.

Introducing a new HR system

Concept

1

Revitalizing the organization and developing active human resources

- Each employee expressing what they aim to be
- Growing as human resources that the local community needs

Concept

2

Clarifying the mission and reforming behavior

- Promoting behavioral reform by clarifying the mission
- Encouraging growth of employees who are enthusiastic and willing to take on challenges

Concept

3

Developing a corporate culture that draws on individuality and diversity

- Developing an organization that fosters individuality and diversity, and in which individuals respect one another
- Channeling the capability of diverse human resources into the Group's momentum

1. Newly establishing "My Vision" and "Commitment"

- Employees expressing their "My Vision" (what they aim to be)
- Setting commitments (targets) of what employees want to achieve and take on through their repeated efforts toward realizing the Group Management Philosophy



Committing to the organization's purpose while valuing personal purposes

2. Developing new assessment and compensation systems

- New HR review system to foster individuality and diversity to encourage growth
- Compensating enthusiasm and attitude to take on challenges instead of seniority



Abolishing minimum promotion age, allowing for employees to serve as General Managers at the age of 35

3. Empowerment of diverse human resources

- Newly establishing retention system (enhancing childcare system)
- Newly establishing expert system (developing specialists)
- Newly establishing return-to-work system (re-hiring former employees)

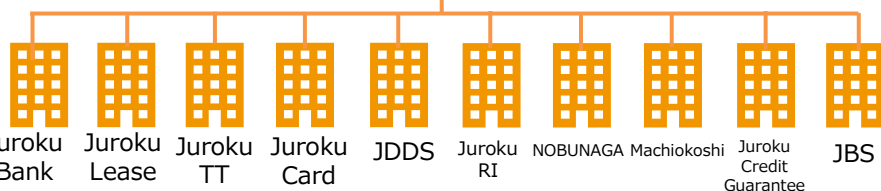


Maximizing the value of diverse human resources

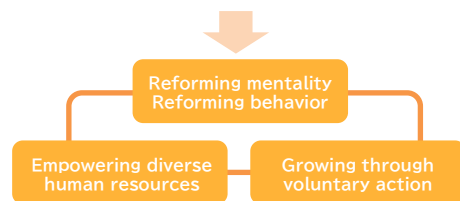
Transitioning to a holding company system

Juroku Financial Group

Employees (on loan to Group companies)



Thriving at each company as an employee on loan from the Juroku Financial Group



Juroku TT: Juroku TT Securities; JDDS: Juroku Densan Digital Service; Juroku RI: Juroku Research Institute; NOBUNAGA: NOBUNAGA Capital Village; Machiokoshi: Kanda Machiokoshi; Juroku Credit: Juroku Credit Guarantee; JBS: Juroku Business Service

Consolidation of our emblem

- ◆ The Juroku Financial Group will consolidate its emblem with that of the Juroku Bank, which has been in use for over half a century (this includes subsidiaries of the Bank).

Transition of Juroku Bank's emblem

Meiji era
(1868–1912)



1972–
(Started using the emblem)



十六銀行

2023–



16FG

人と、地域と、未来をむすぶ

十六銀行

- Juroku Bank and its 2 subsidiaries (Juroku Business Service and Juroku Credit Guarantee) currently use an emblem that was designed in 1967--the Bank's 90th anniversary--as a mark for employees to wear, and which signifies advancement toward the organization's centennial milestone
- Branches started to widely use the emblem in signboards and other locations 50 years ago in September 1972

The emblem will be consolidated in step with when the Second Medium-Term Management Plan starts as well as when the Group introduces a new HR system and transitions to a holding company system in April 2023. With this move, the Group intends to develop a united brand image, reform the mentality of Group directors and employees, and reinforce inter-Group coordination.



Conceptual image of store after consolidation of emblem