

28th Results Briefing

The Juroku Bank

[First half of the year ending
March 2017 (FY3/17 1H)]



(TSE code: 8356)

November 24, 2016



Photo credit: Gifu City



Photo credit: Gifu City



Photo credit: Takayama City



Photo credit: Gifu City



Photo credit: Gifu Prefecture



Photo credit: Gifu Prefecture



◆ Overview of Results for FY3/17 1H

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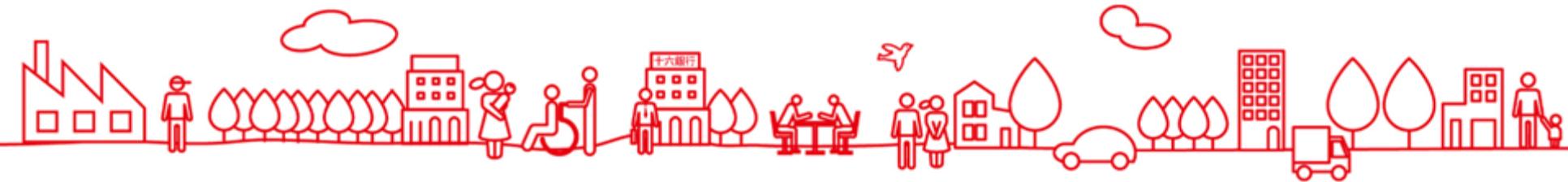
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◆ Earnings forecasts and other forward-looking statements in this document are based on management's assumptions and beliefs in light of information available at the time of publication. Actual results may differ materially from forward-looking statements due to a wide range of factors.

Overview of Results for FY3/17 1H



Overview of results for FY3/17 1H

– Consolidated and Non-consolidated –



▼ Non-consolidated

(Billion yen)

No	Calc. formula	FY3/16 1H	FY3/17 1H	Change
1	Gross operating profit [3+4+5]	36.5	34.4	-2.1
2	(Core gross operating profit) [1-6]	(33.4)	(31.7)	(-1.7)
3	Net interest income	28.9	28.0	-0.9
4	Fees and commissions	3.7	2.5	-1.2
5	Other operating profit	3.7	3.8	0.1
6	Gains/losses on JGBs and other debt securities	3.0	2.6	-0.4
7	Expenses	26.3	25.9	-0.4
8	Personnel expenses	14.6	14.4	-0.2
9	Non-personnel expenses	10.0	9.8	-0.2
10	Taxes	1.6	1.6	0.0
11	Net business profit [1-7]	10.1	8.4	-1.7
12	Net core operating profit [2-7]	7.1	5.7	-1.4
13	Net operating profit [11-15]	10.1	8.5	-1.6
14	Credit costs [15+16-17-18-19]	-0.8	0.9	1.7
15	Provision of general loan-loss reserves	-	-0.0	-0.0
16	Write-downs of nonperforming loans	0.1	1.0	0.9
17	Gain on reversal of loan loss reserves	0.9	-	-0.9
18	Gain on collection of written-off loans	0.0	0.0	-0.0
19	Gain on reversal of contingent loss	-	-	-
20	Gains/losses on equities	0.5	-0.0	-0.5
21	Other extraordinary gains/losses	1.7	1.2	-0.5
22	Investment trust financing expenses	0.0	0.0	-0.0
23	Ordinary profit [11-14+20+21-22]	13.3	8.6	-4.7
24	Extraordinary gains/losses	-0.1	-0.1	0.0
25	Interim net income before taxes [23+24]	13.1	8.5	-4.6
26	Total income taxes	3.5	2.3	-1.2
27	Interim net income [25-26]	9.5	6.1	-3.4

▼ Consolidated

Forecasts for FY3/17 1H	FY3/17 1H
	37.7
	(35.0)
	28.0
	4.6
	4.9
	2.6
	27.7
8.0	9.9
6.4	7.2
7.7	9.9
1.8	1.4
	-0.0
	1.5
	-
	0.0
	-
	-0.0
	1.2
	0.0
7.5	9.7
	-0.1
	9.5
	2.7
5.5	* 6.4

Overviews of non-consolidated results

Gross operating profit

- Gross operating profit fell ¥2.1 billion YoY to ¥34.4 billion, due mainly to a decline in fees and commissions.

Net business profit

- Personnel expenses and non-personnel expenses declined, but net business profit fell ¥1.7 billion YoY to ¥8.4 billion due to the drop in gross operating profit.

Ordinary profit

- Ordinary profit declined ¥4.7 billion YoY to ¥8.6 billion, primarily reflecting an increase in credit costs.

Interim net income

- Interim net income declined ¥3.4 billion YoY to ¥6.1 billion due to the drop in ordinary profit.

* Interim net income attributable to shareholders of the parent company

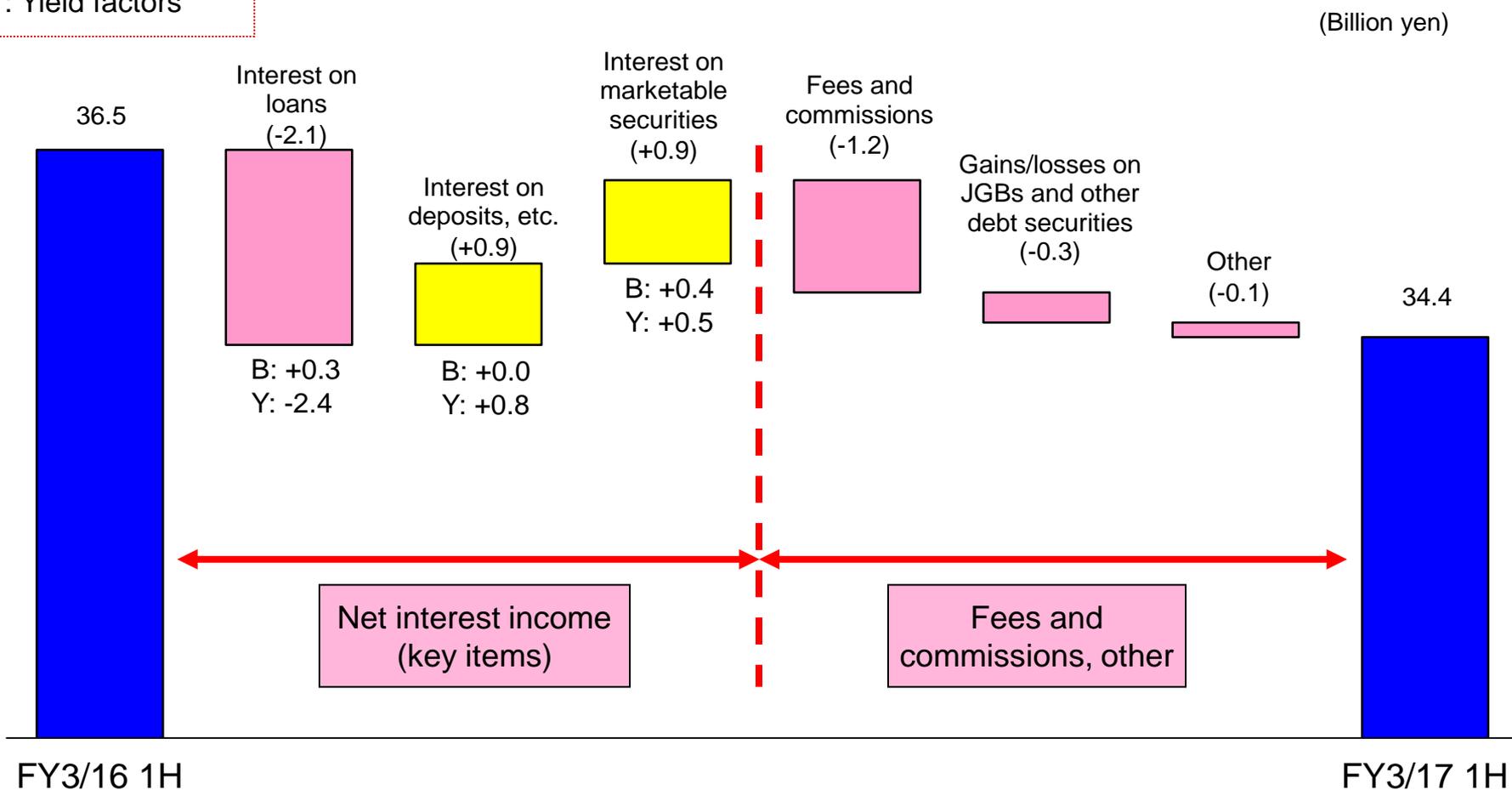
Factors affecting gross operating profit – Non-consolidated –



Interest on loans and fees and commissions declined, but an improvement for interest on deposits and for interest on marketable securities limited the drop in gross operating profit to ¥2.1 billion YoY

B: Balance factors

Y: Yield factors

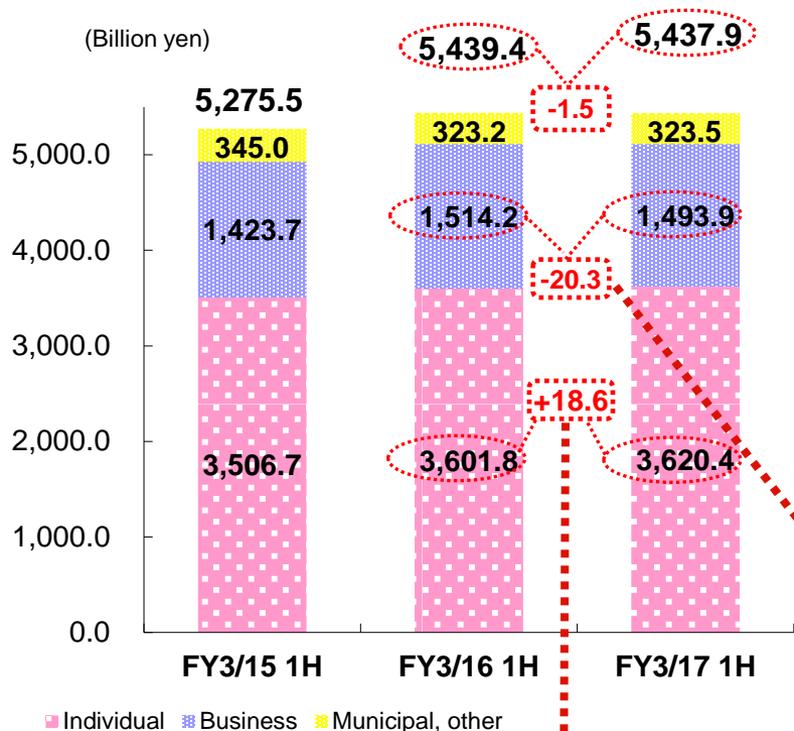


Key data (deposits)



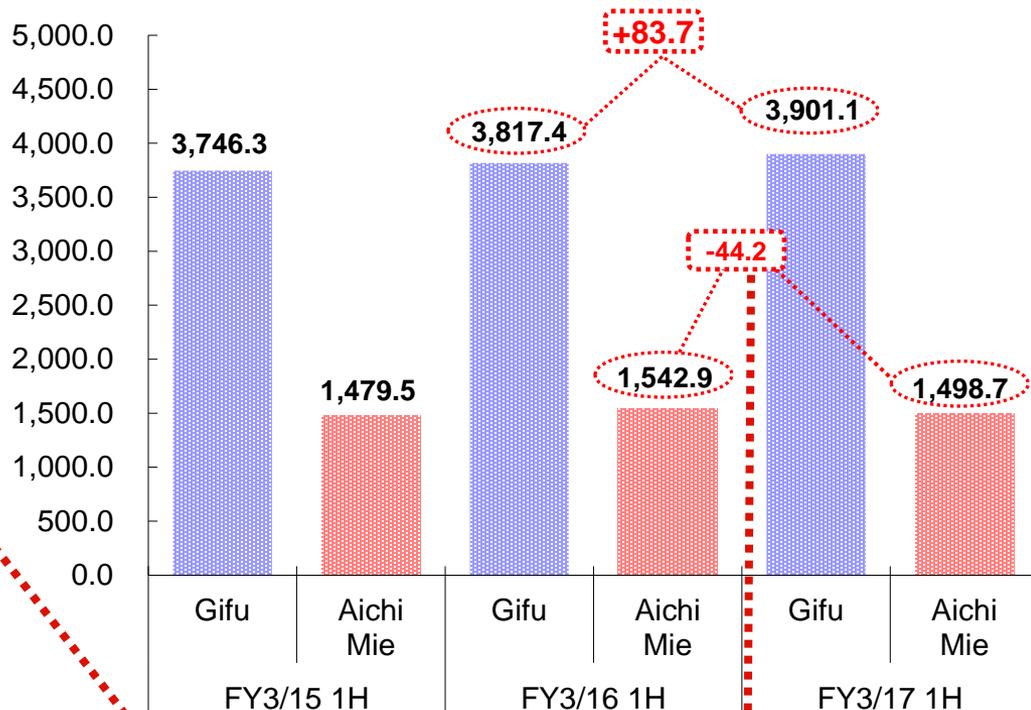
▼ Deposits

(Billion yen)



▼ Deposits by region

(Billion yen)



Deposits from individuals increased, despite a lower promotional interest rate for deposits

Decline in deposits from businesses main reason for ¥56 billion drop in negotiable certificates of deposit



Summer promotional interest rates on time deposits (1 year) in Juroku Bank's sales area	
Juroku Bank	0.05%
Bank A	0.10%
Bank B	0.12%
Shinkin Bank C	0.15%
Shinkin Bank D	0.20%
Agricultural Cooperative E	0.27%

Average contracted interest rate on deposits down 0.037%

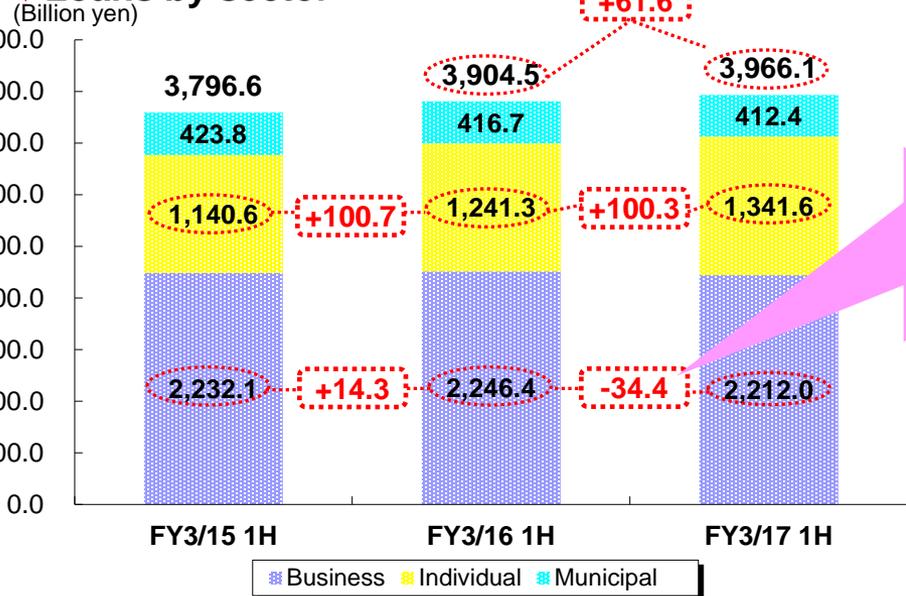
Decline in fund procurement costs

Key data (loans)

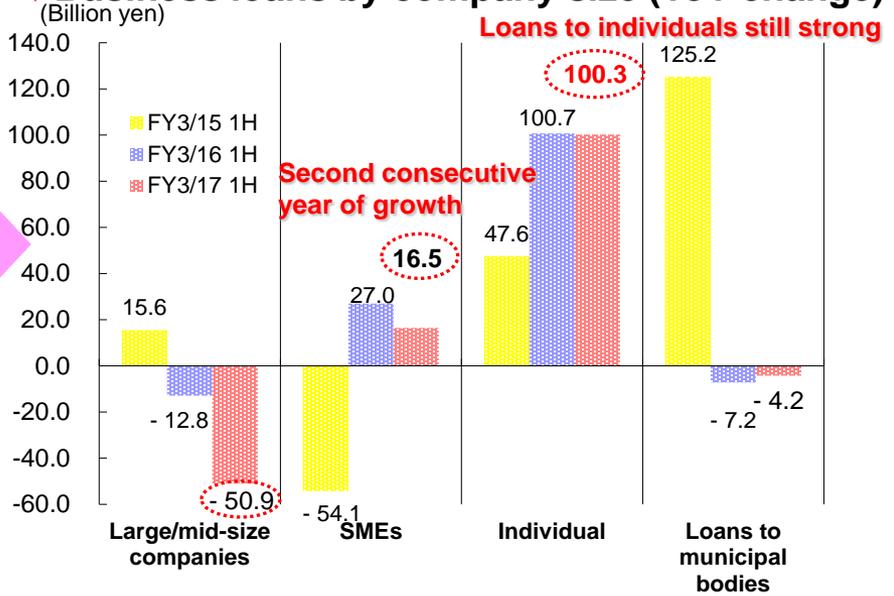


Loans to individuals strong, low interest rate loans to large companies decline, loans to SMEs continue to grow

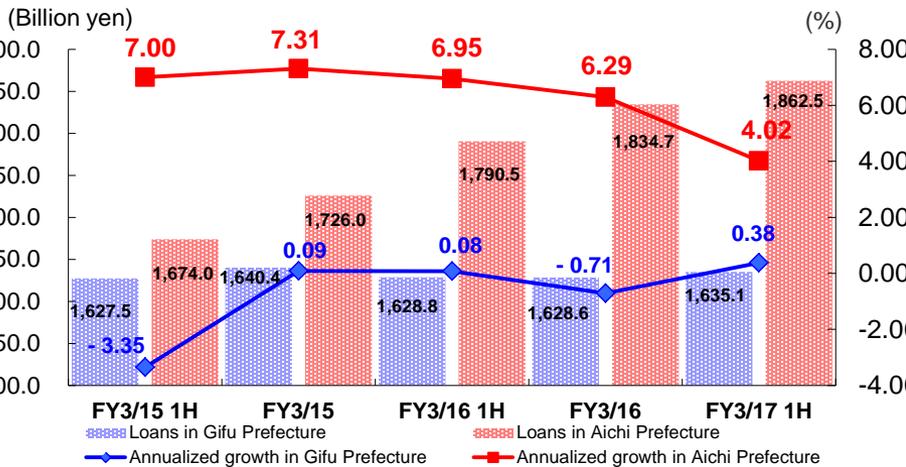
Loans by sector



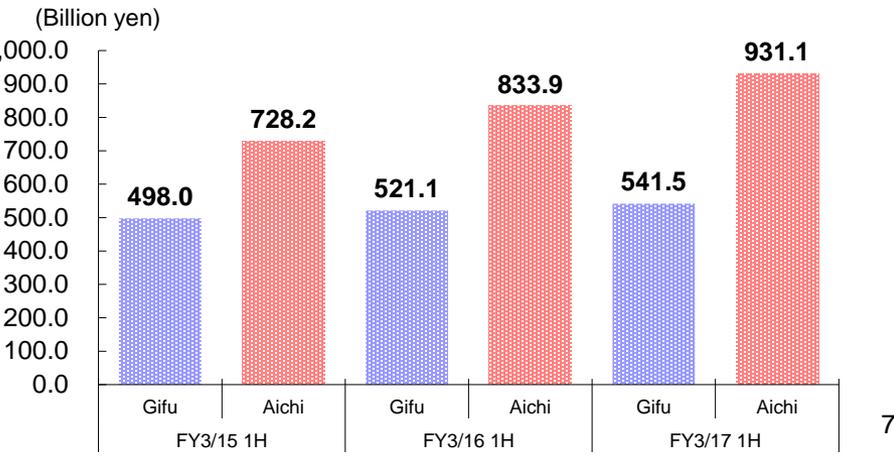
Business loans by company size (YoY change)



Loan balance and annualized growth by region



Housing loans by region

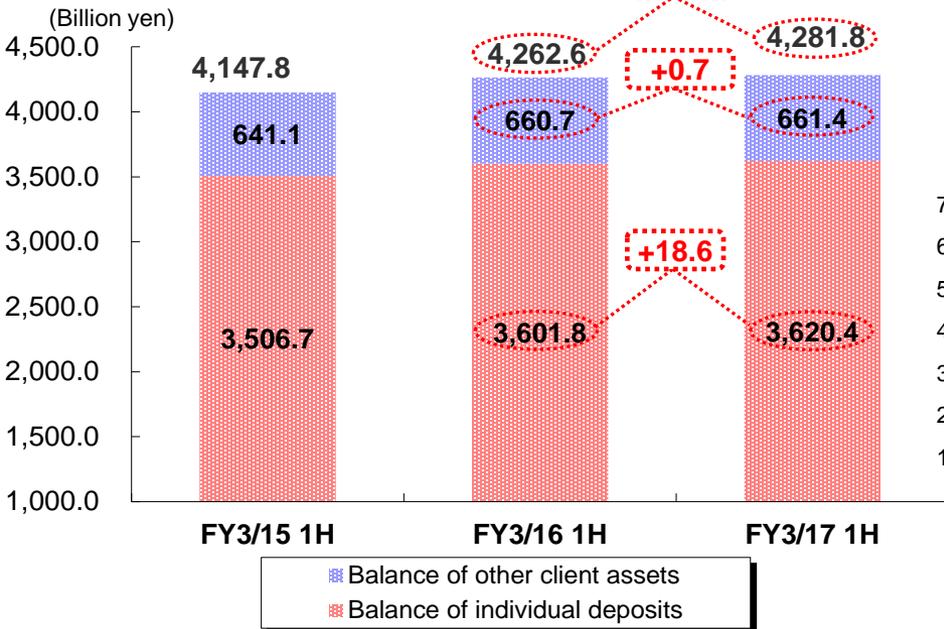


Key data (fees and commissions)

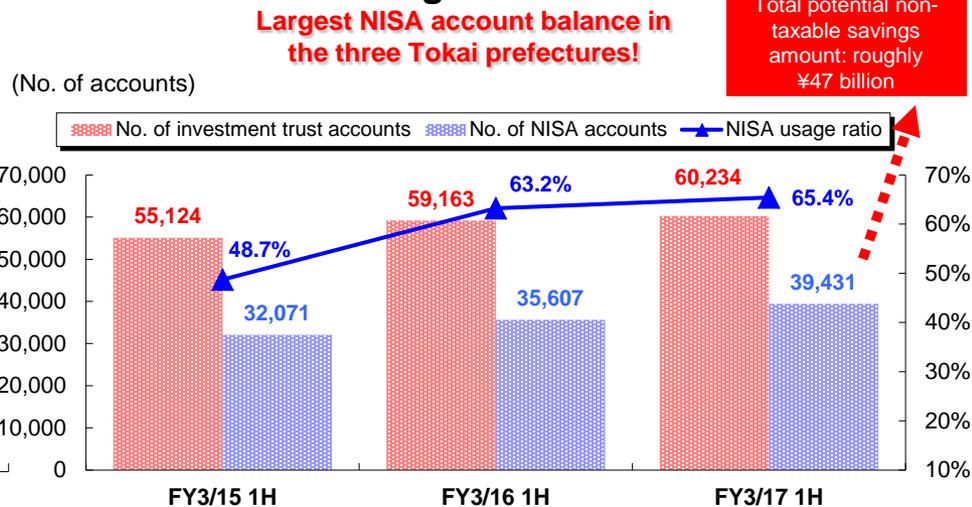


Individual client assets up ¥19.2 billion YoY to ¥4,281.8 billion, balance of other client assets also higher YoY

▼ Individual client assets



▼ No. of investment trust accounts and NISA accounts / NISA usage ratio

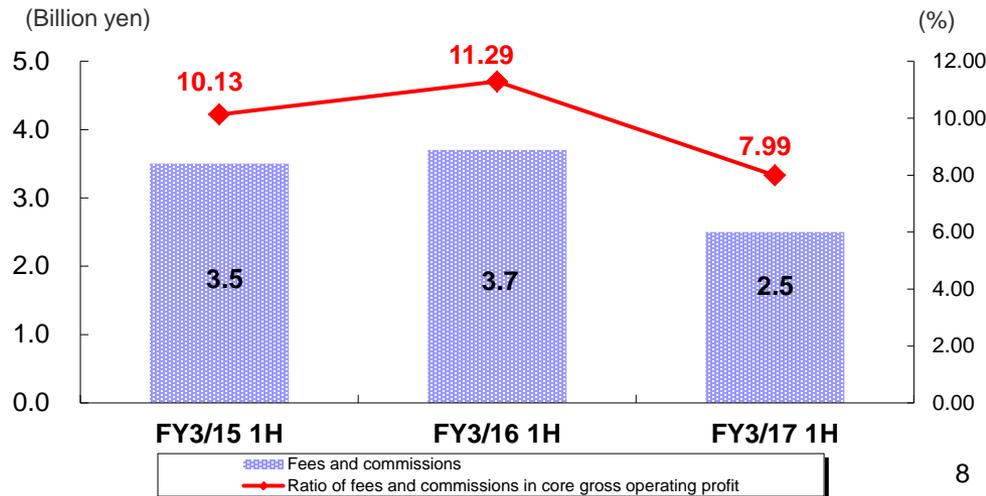


▼ Other client assets

(Billion yen)

	FY3/15 1H	FY3/16 1H	FY3/17 1H	YoY15	YoY
	(A)	(B)	(C)	(C)-(A)	(C)-(B)
Mutual fund	165.8	174.5	167.2	1.4	-7.3
Individual annuity insurance	396.0	454.2	477.4	81.4	23.2
Public bond	79.2	31.9	16.6	-62.6	-15.3
Total	641.1	660.7	661.4	20.3	0.7

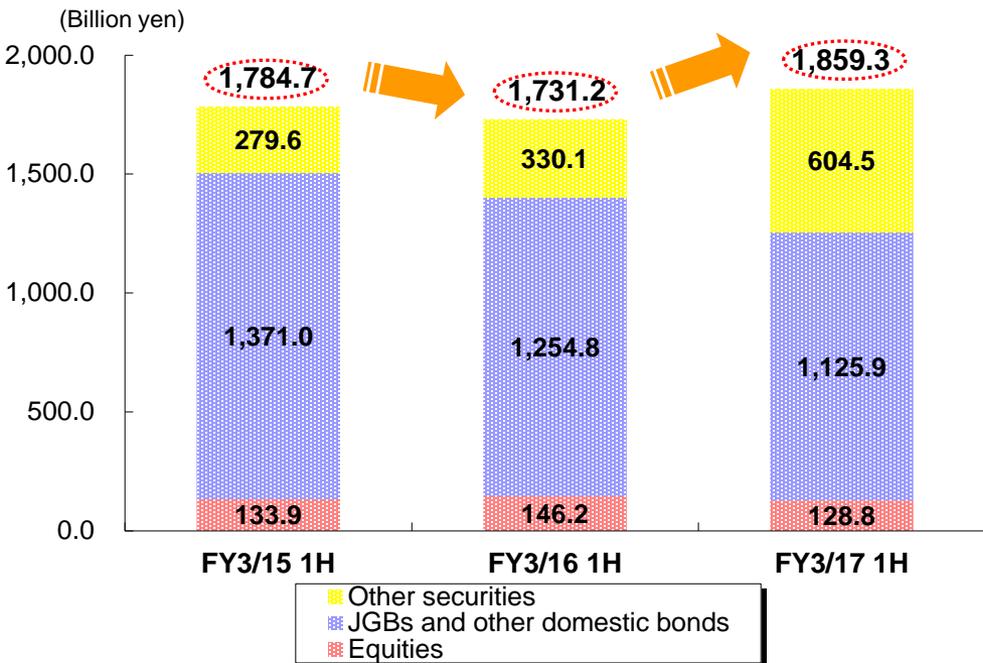
▼ Fees and commissions



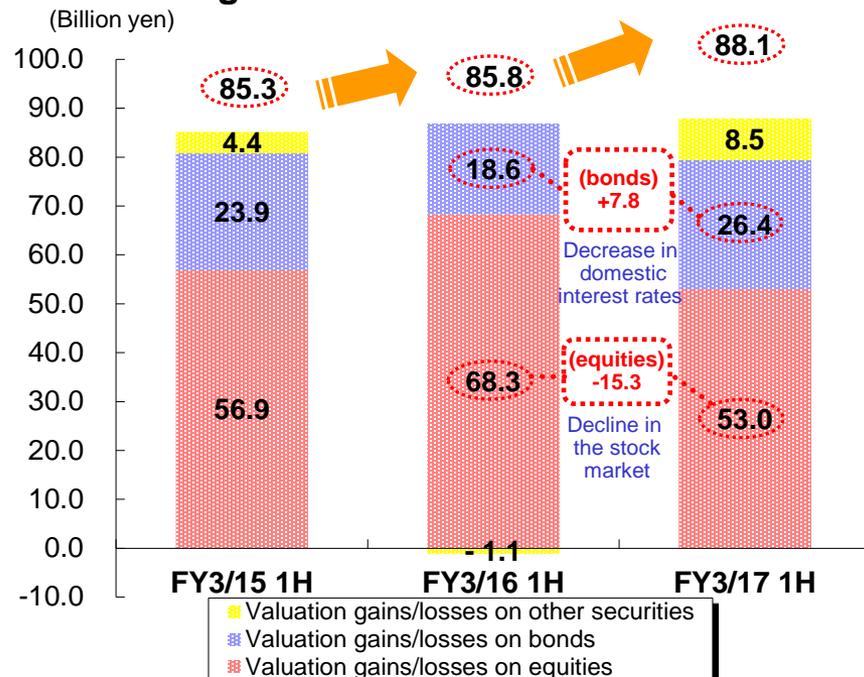
Key data (marketable securities)

Flexibly adjusting asset class allocations in response to market trends

▼ Balance of marketable securities



▼ Valuation gains/losses

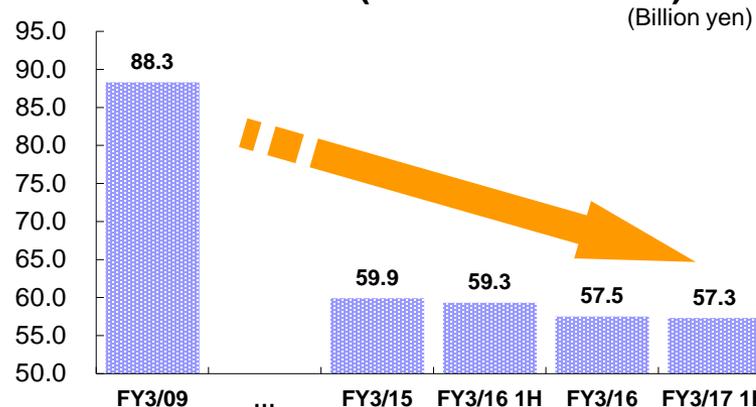


▼ Related gains/losses

(Million yen)

	FY3/16 1H	FY3/17 1H	Change
Gains/losses on JGBs and other debt securities	3,014	2,679	-335
Gains on sale	4,238	2,848	-1,390
Gains on redemption	-	6	6
Losses on sale	1,224	171	-1,053
Amortization	-	4	4
Gains/losses on equities	537	-10	-547
Gains on sale	686	790	104
Losses on sale	90	752	662
Amortization	58	47	-11

▼ Cross-held shares (book value basis)



Credit costs and nonperforming loans



▼ Credit costs

(Billion yen)

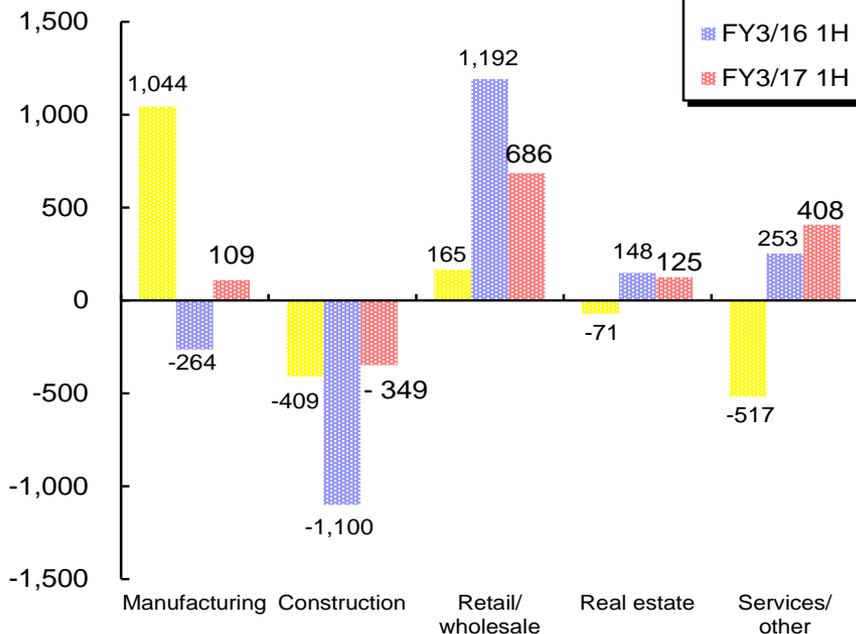
	FY3/15 1H	FY3/16 1H	FY3/17 1H
Credit costs (1+2-3-4-5)	-0.2	-0.8	0.9
(1) Provision of general loan-loss reserves (gain on reversal)	-	-	-0.0
(2) Write-downs of nonperforming loans	0.4	0.1	1.0
Loans written off	-	-	-
Provisions for specific loan-loss reserves	-	-	0.6
Losses on bulk sales	0.1	0.1	0.3
Other	0.2	0.0	0.0
(3) Gain on reversal of loan loss reserves	0.6	0.9	-
(4) Gain on collection of written-off loans	0.0	0.0	0.0
(5) Gain on reversal of contingent loss	-	-	-

■ Credit costs remain low
 ■ Nonperforming loan ratio was 2.45% as of end-FY3/17 1H

▼ Nonperforming loans (Financial Revitalization Law basis)

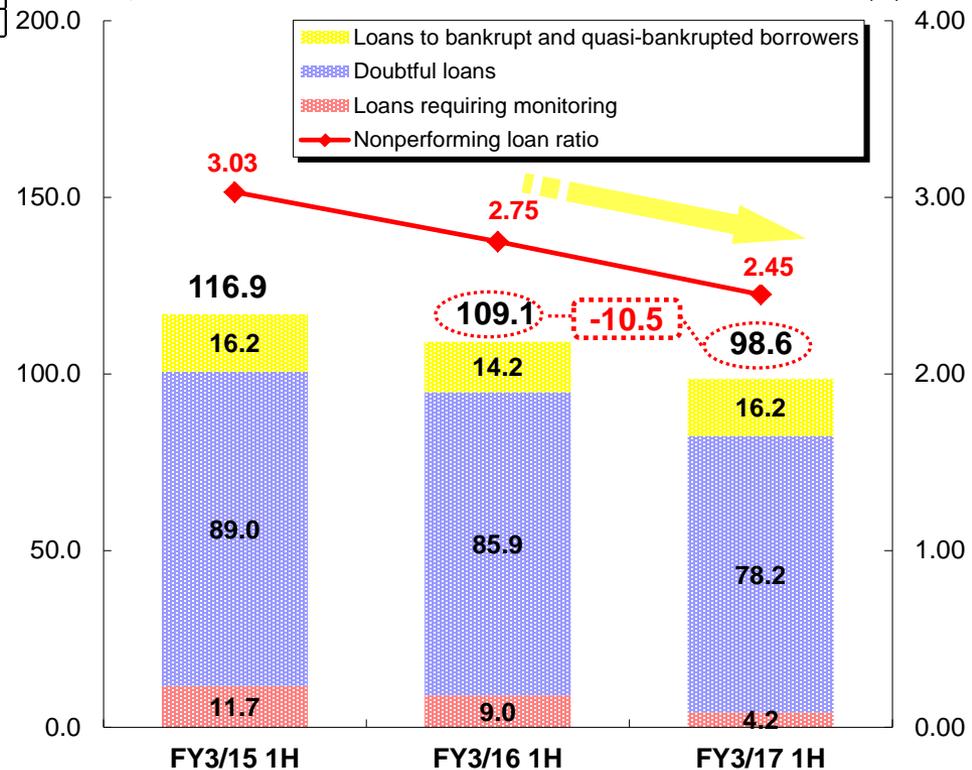
▼ Write-downs of nonperforming loans by sector

(Million yen)



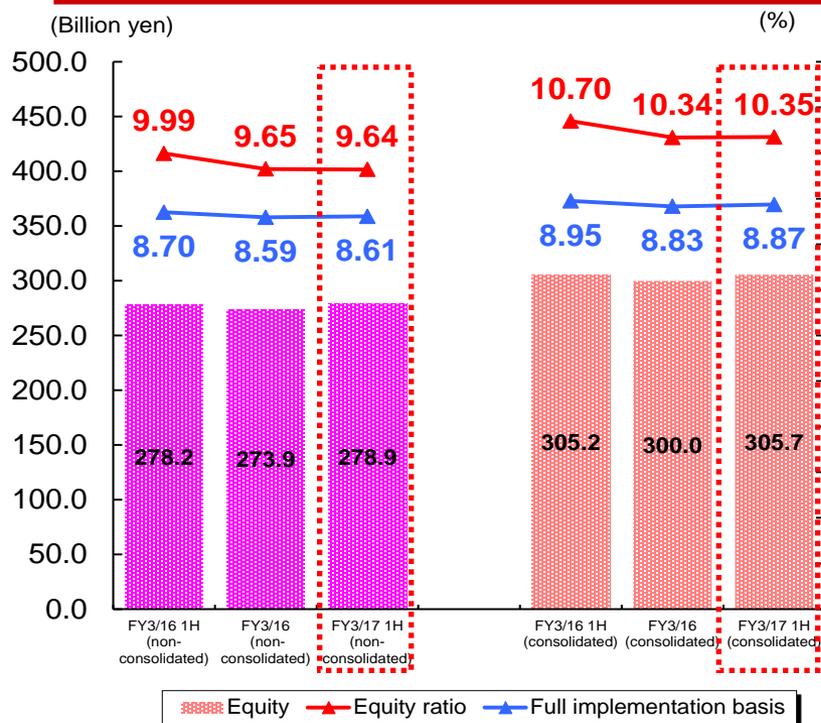
(Billion yen)

(%)



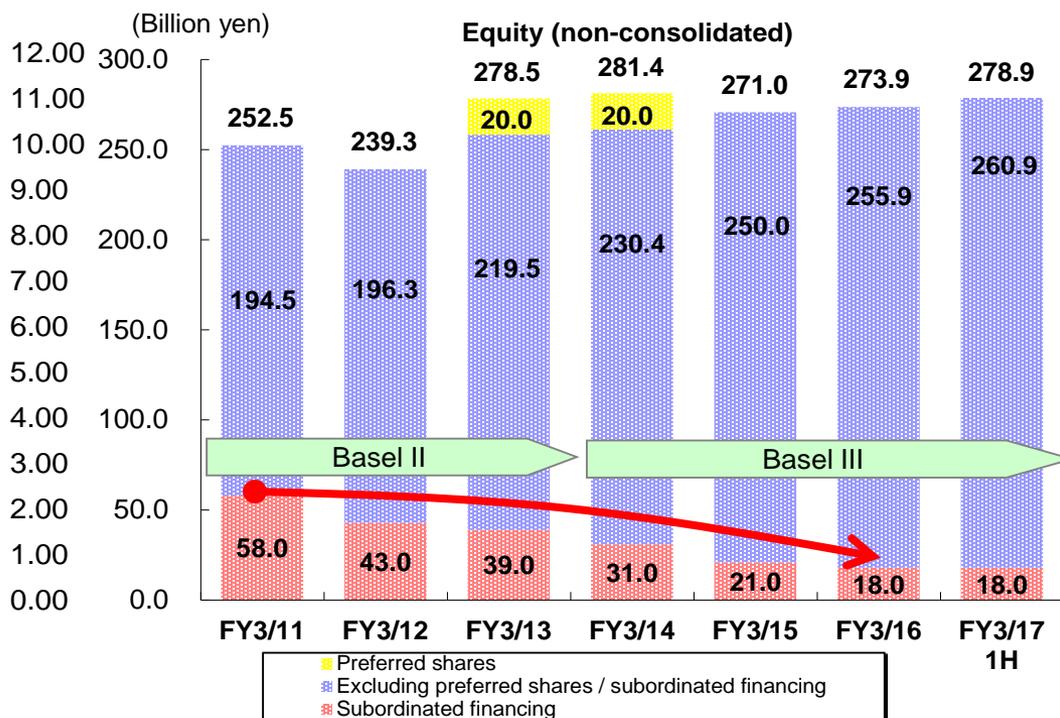
▼ Equity

- Equity ratio (consolidated) was 10.35% as of end-FY3/17 1H, or 8.87% on a full implementation basis



▼ Improvement in quality of capital

- Subordinated financing reduced by ¥40 billion (from end-FY3/11 to end-FY3/17 1H)
Purchased and retired ¥20 billion of Class 1 preferred shares (March 10, 2015)



▼ Dividends

	FY3/15	FY3/16	FY3/17 (forecast)
Dividend per share (full year)	¥8.0 (including ¥1.0 commemorative dividend)	¥7.00	¥7.00

Dividend to commemorate completion of merger

FY3/17 Earnings Forecasts



FY3/17 earnings forecasts – Consolidated and Non-consolidated –



▼ Non-consolidated

(Billion yen)

▼ Consolidated

No	Calc. formula	FY3/16 (Results)	FY3/17 (Forecast)	Change (YoY)	FY3/17 (Forecast)
1	Gross operating profit [3+4+5]	71.1	68.9	-2.2	
2	(Core gross operating profit) [1-6]	(65.1)	(63.2)	(-1.9)	
3	Net interest income	57.2	55.4	-1.8	
4	Fees and commissions	6.8	6.1	-0.7	
5	Other operating profit	6.9	7.4	0.5	
6	Gains/losses on JGBs and other debt securities	5.9	5.7	-0.2	
7	Expenses	51.6	51.1	-0.5	
8	Personnel expenses	29.0	28.6	-0.4	
9	Non-personnel expenses	19.8	19.5	-0.3	
10	Taxes	2.7	3.0	0.3	
11	Net business profit [1-7]	19.4	17.8	-1.6	
12	Net core operating profit [2-7]	13.5	12.1	-1.4	
13	Net operating profit [11-15]	20.5	17.3	-3.2	
14	Credit costs [15+16-17-18-19]	2.8	3.4	0.6	
15	Provision of general loan-loss reserves	-1.1	0.5	1.6	
16	Write-downs of nonperforming loans	3.9	2.9	-1.0	
17	Gain on reversal of loan loss reserves	-	-	-	
18	Gain on collection of written-off loans	0.0	0.0	0.0	
19	Gain on reversal of contingent loss	-	-	-	
20	Gains/losses on equities	0.1	0.1	0.0	
21	Other extraordinary gains/losses	2.3	1.0	-1.3	
22	Investment trust financing expenses	0.0	0.0	0.0	
23	Ordinary profit [11-14+20+21-22]	19.0	15.5	-3.5	18.0
24	Extraordinary gains/losses	-0.4	-0.2	0.2	
25	Net income before taxes [23+24]	18.6	15.3	-3.3	
26	Total income taxes	6.3	4.8	-1.5	
27	Net income [25-26]	12.2	10.5	-1.7	* 11.3

Forecasts for FY3/17

▼ Non-consolidated

Ordinary profit	¥15.5 billion
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Net income	¥10.5 billion
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▼ Consolidated

Ordinary profit	¥18.0 billion
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Net income attributable to shareholders of the parent company	¥11.3 billion
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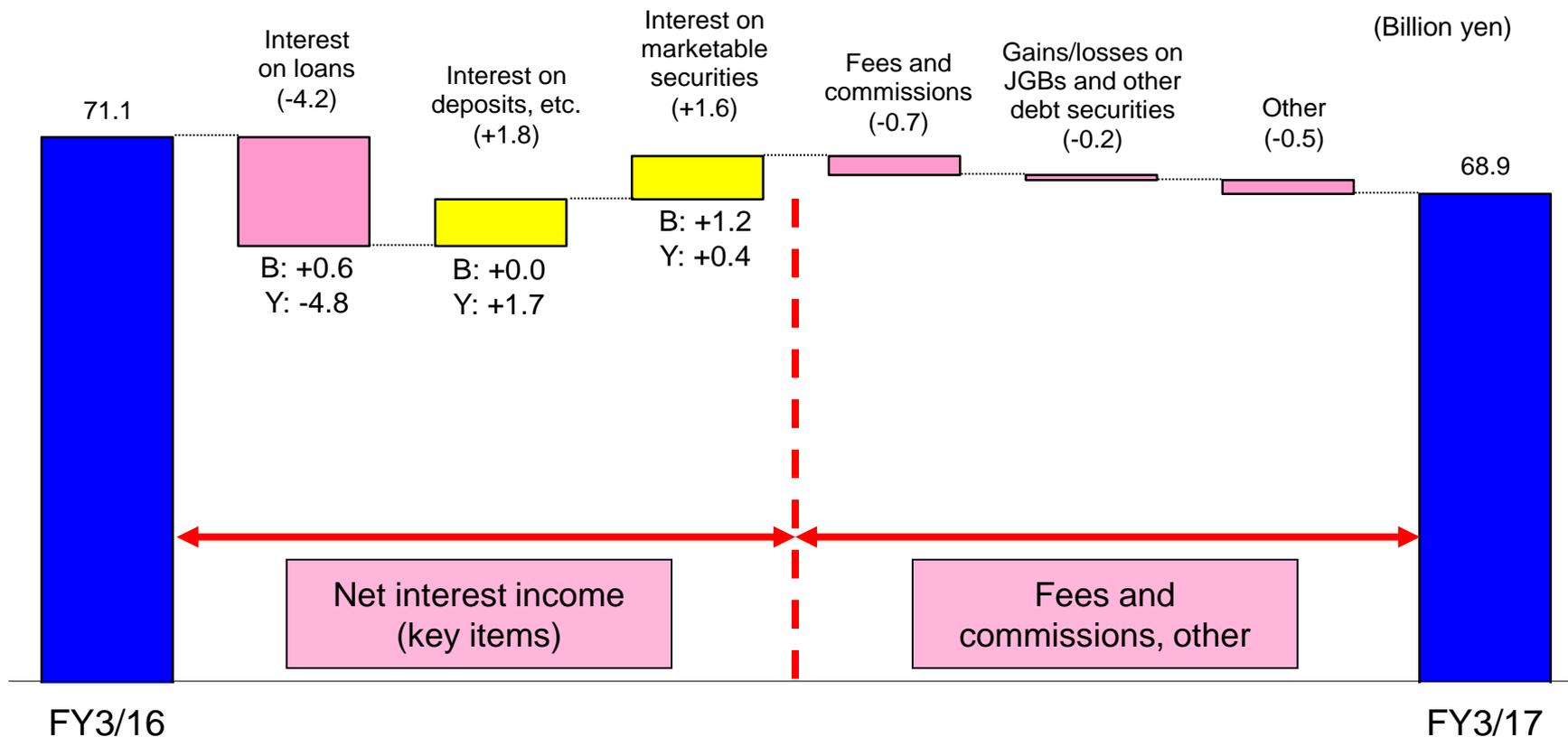
* Net income attributable to shareholders of the parent company

Forecasts of factors affecting gross operating profit – Non-consolidated profit/loss –

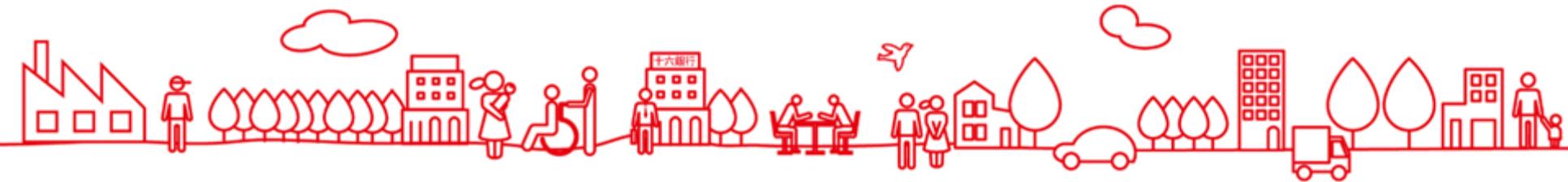


B: Balance factors

Y: Yield factors



13th Medium-term Management Plan: Progress



13th Medium-term Management Plan: current position



▼ Numerical targets

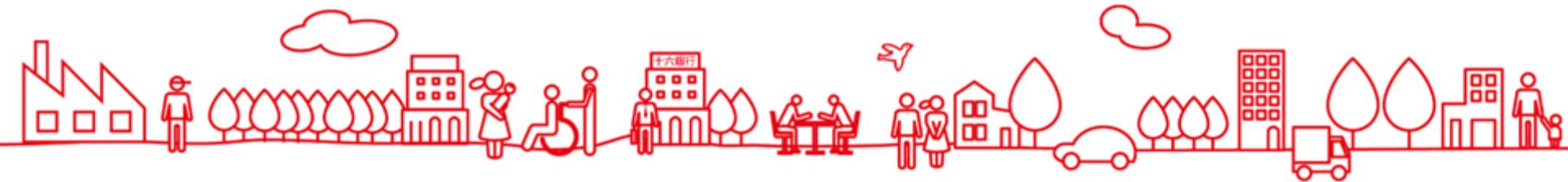
Targets		Start of plan	FY3/17 1H Results	Final year (end-Mar 2017)
Growth potential (customer base)	Deposit balance	¥5,155.4bn	¥5,437.9bn	¥5,600.0bn
	Number of retail borrowers	97,780	109,765	100,000 or more
Earning capability	Net income	¥12.3bn	Interim ¥6.1bn	¥10.0bn
Financial soundness	Core equity ratio (Full-implementation basis)	8.66%	8.61%	8.8% or more
	Ratio of credit cost to total loans	0.09%	0.05%	Less than 0.2%

■ Number of retail borrowers = SME borrowers (including proprietors) + Number of housing loans and apartment loans (based on the Bank's standards)

■ Core capital ratio (full implementation basis) = $\frac{\text{Core capital (before transitional arrangement)}}{\text{Risk assets (before transitional arrangement)}}$

■ Ratio of credit cost to total loans = $\frac{\text{Credit costs}}{\text{Average loan balance}}$

Basic Strategies

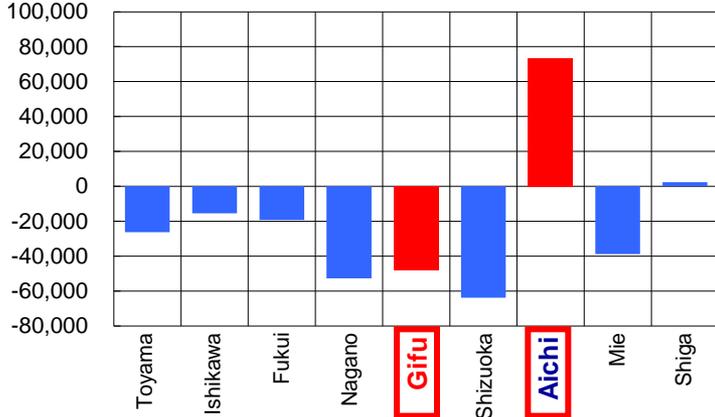




▼ National population census 2015: population by prefecture (Confirmed data)

Japan's population fell for the first time since the census began in 1920, however, Aichi Prefecture's population continued to increase

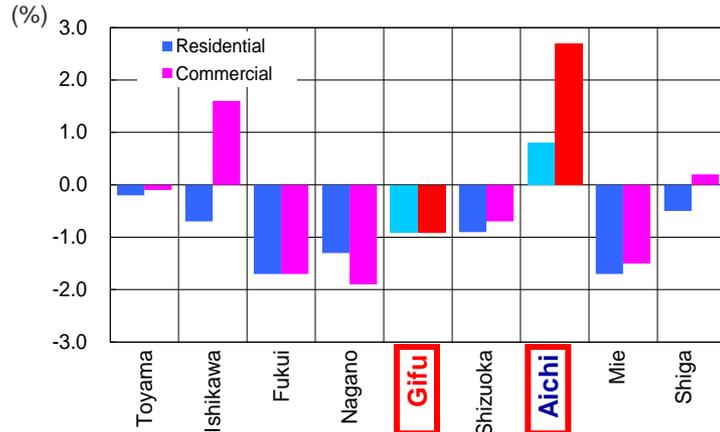
(No. of people)



Source: Juroku Bank, based on data from Statistics Bureau, Ministry of Internal Affairs and Communications

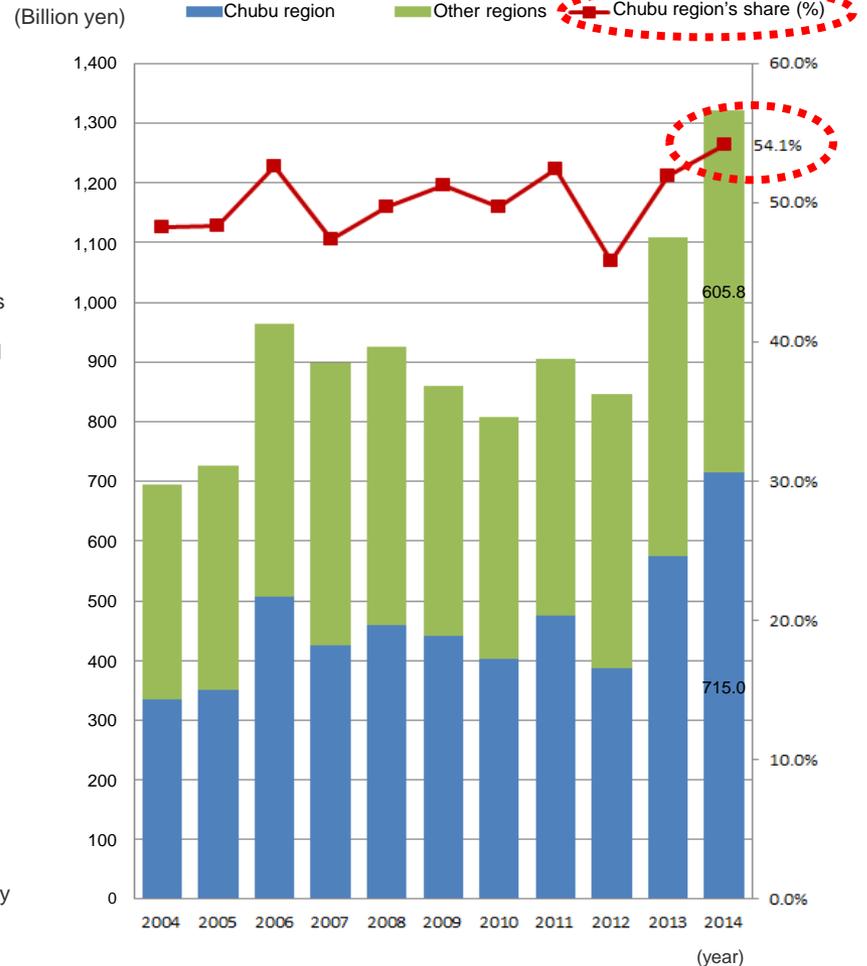
▼ Change in official land prices in 2016 by prefecture

Residential and commercial land prices have risen in Aichi Prefecture for three consecutive years and the rate of decline has slowed in Gifu Prefecture



Source: Juroku Bank, based on data from Ministry of Land, Infrastructure, Transport and Tourism

▼ Chubu region's share of aircraft and related parts production (value basis)



Source: Chubu Economy Highlights 2015, Chubu Bureau of Economy, Trade and Industry

< Enhancing communication with customers > Branch and ATM networks

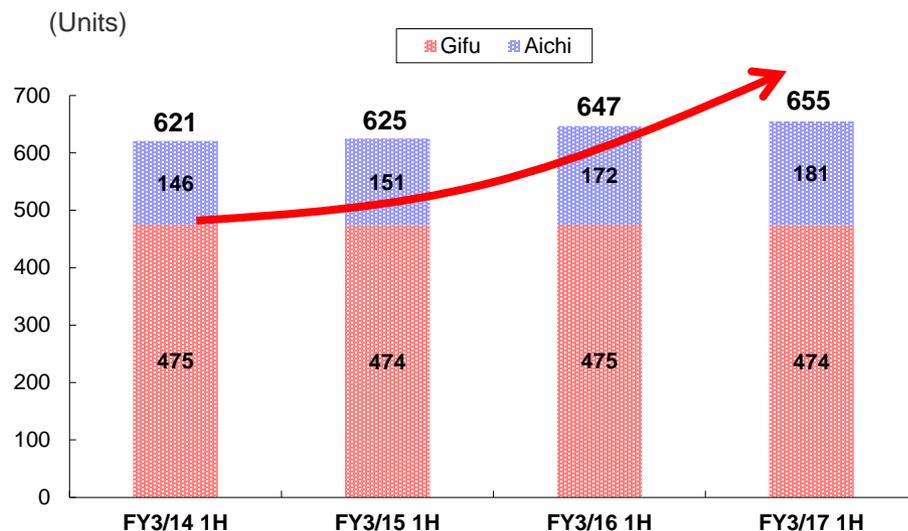


▼ Reinforcing our branch network

Hongo branch relocated and opened in new building on October 17, 2016



▼ No. of our ATMs in Gifu and Aichi Prefectures

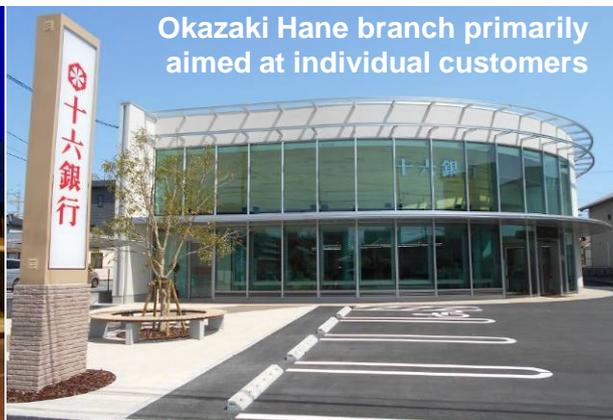


– Creating a branch network tailored to local needs –

Takayama branch/Takayama Ekimae branch



Okazaki Hane branch primarily aimed at individual customers



< Individual customer strategy >

Open branches on holidays: "Holiday Juroku"

< Enhancing communication with customers >



▼ High-quality **Holiday Juroku services** will be available to individual customers across all our branches

Holiday Juroku Masaki

Located in a large shopping mall in Gifu

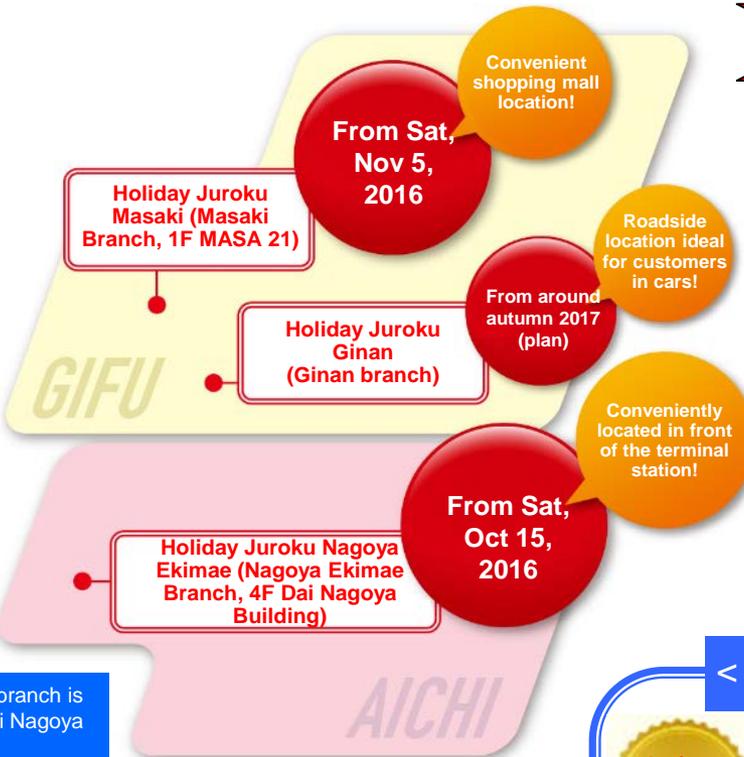


Holiday Juroku Nagoya Ekimae

JR Nagoya Station is the largest terminal station in the three Tokai prefectures



Nagoya Ekimae branch is located in the Dai Nagoya Building



Open Saturdays, Sundays and public holidays!

Holiday Juroku target customers

- People unable to visit branches on weekdays
- People who want more time for financial advice

Average daily number of visitors per branch: **18 groups** (as of November 13, 2016)

< Branch visit booking service >



Free online booking service available all year round!

< Services > Available at 54 branches!

- Inheritance advice
- Asset management advice
- Loan advice
- Banking admin procedures

< Individual customer strategy > Using Fintech to eliminate need for passbooks, cash, personal seals and cash cards



▼ Ending use of physical passbooks

Started August 2016

年月日	摘要	取引金額	差引残高	メモ
2016/07/01	カード 出	15,000	485,000円	
2016/07/02	口座振替 出	7,000	478,000円	
2016/07/03	他行利用 出	15,000	463,000円	
2016/07/04	振込 出	50,000	413,000円	家賃
2016/07/05	手数料 出	216	412,784円	
2016/07/06	給料 入	250,000	662,784円	初給料!

< Smartphone passbooks >

New smartphone app allows users to check deposits, withdrawals and balances!
Users can choose own passbook cover design!

▼ Ending use of personal seals

Targeting launch in 2017



Users will be able to set up online banking and bank accounts on the internet without the need for personal seals!

▼ Cashless transactions

Rolled out from July 2016

Users can debit cash from accounts immediately using smartphone and web-based apps

Partners

LINE Pay

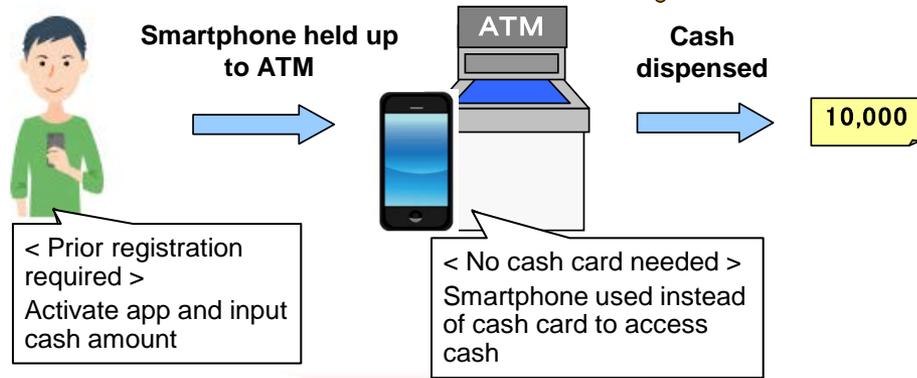


YAHOO! JAPAN ウォレット

Online and in-store payments!
Transfers between users also possible!

▼ Ending use of cash cards

Targeting launch in 2018



Users can withdraw cash simply by holding up their smartphone to the ATM; cash cards not needed!

< Individual customer strategy > Enhancing unsecured loan services with launch of online loan approval service



Virtual, low-cost channel increasingly important in high-margin unsecured loan business

Two products now approved online

- Started May 2016
- Started October 2016

Easy General Purpose Loans
Q-loans

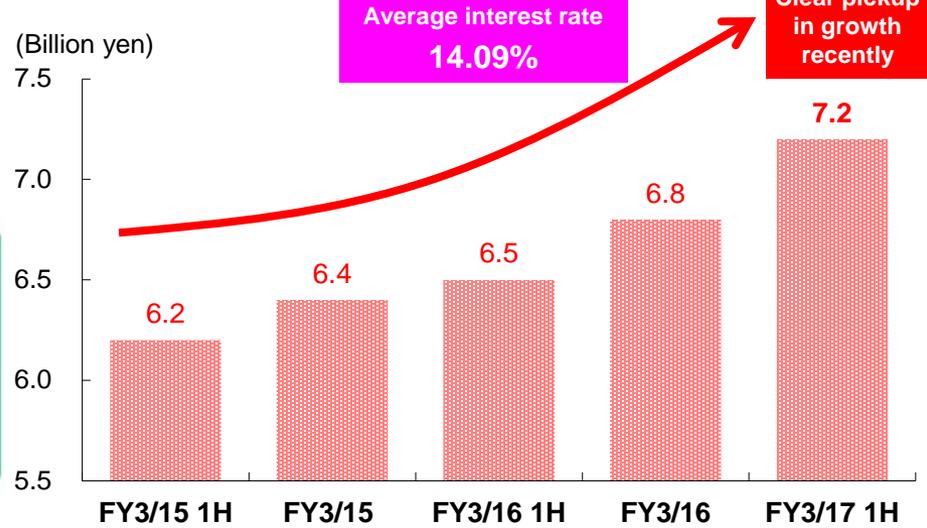
Online loan approvals!
No branch visits

You can apply for a loan
any time 24/7!

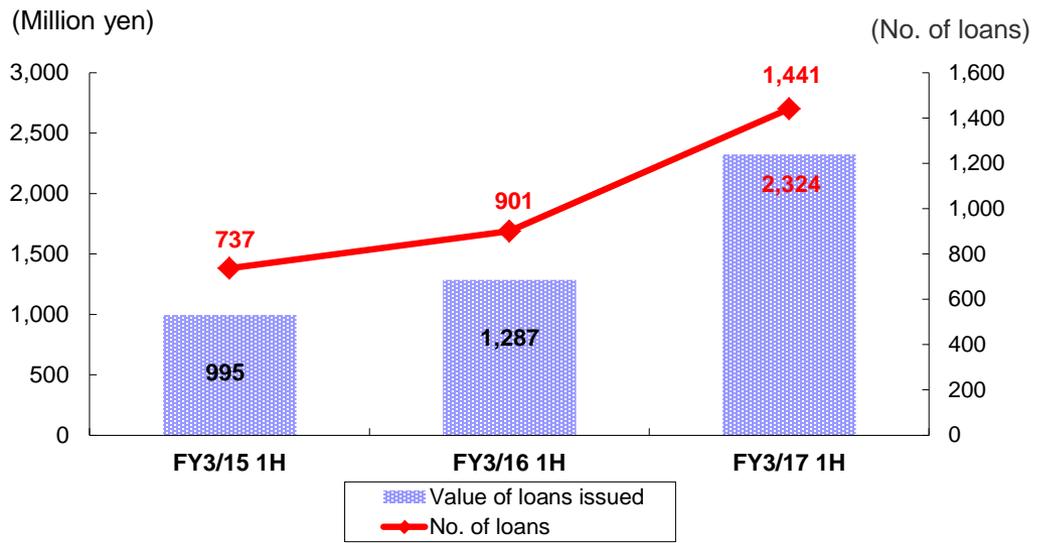
I've no time to go to the bank!

Use this service while commuting, on weekends, or during any other spare moment!

▼ Q-loans



▼ Unsecured term loan book



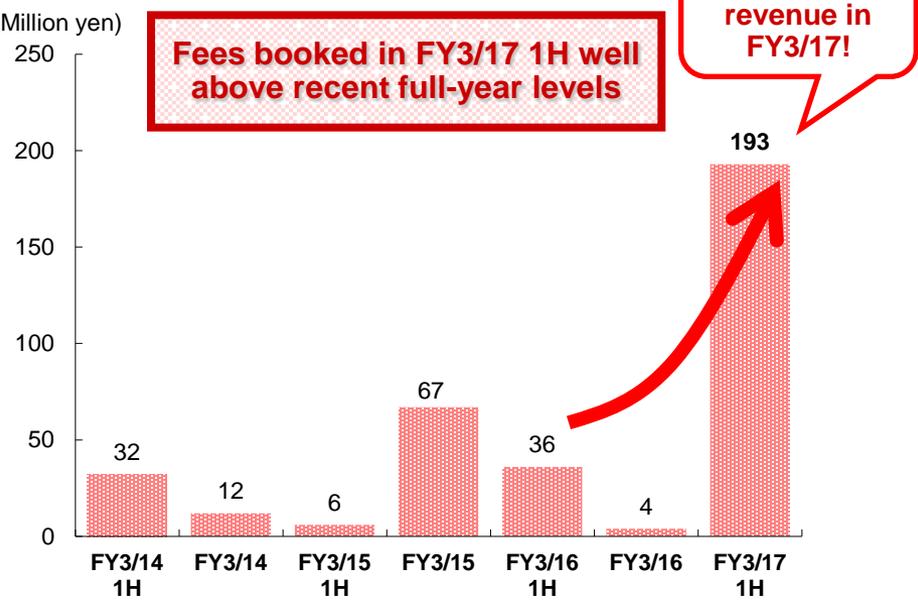
Strong demand for loan products with online application and online approval options driving growth!

Reinforce virtual channel for loan products

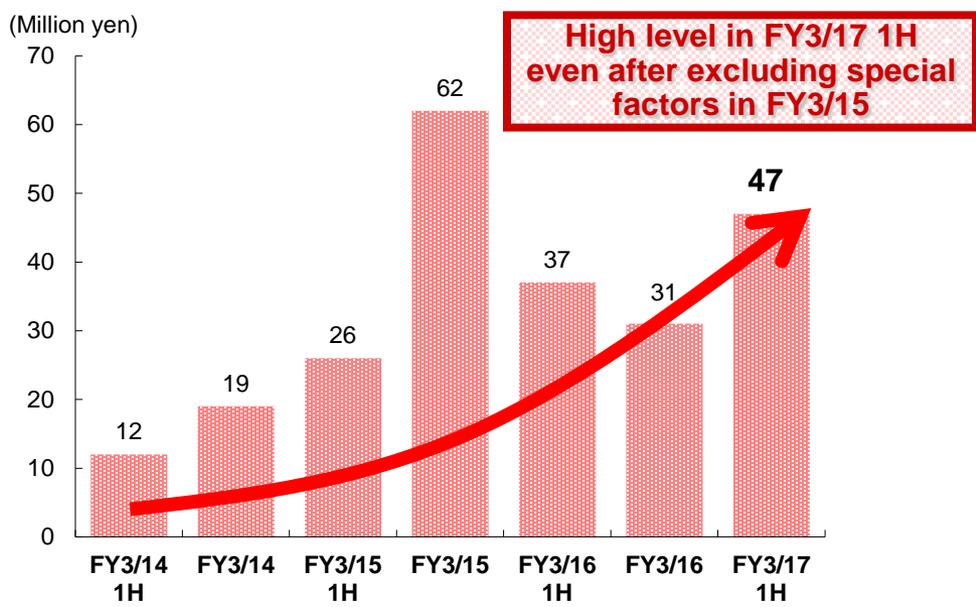
< Business client strategy > Enhancing comprehensive banking services with better business client solutions



▼ M&A fees

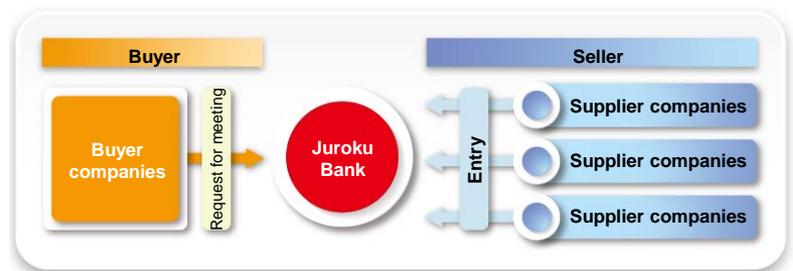


▼ Business matching fees

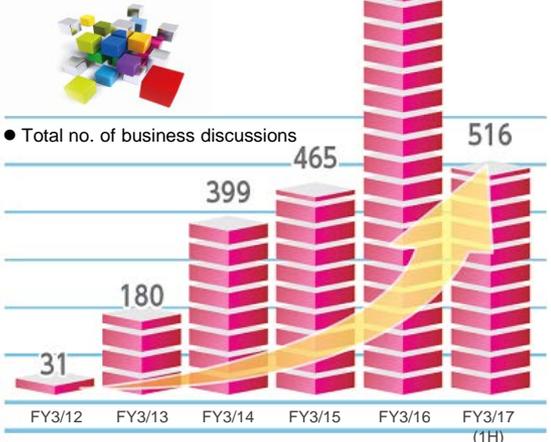


▼ Supplier search service proving popular

Meeting success rate 27% (based on requests for quotes)!
High success rate in business matching gives Juroku Bank advantage over competitors



● Achievements



Recent major buyers
Aircraft engine maker, University hospital, Aircraft equipment maker, Traditional Japanese inn, Leading sports goods retailer etc.

Negotiation between supplier and aircraft engine maker

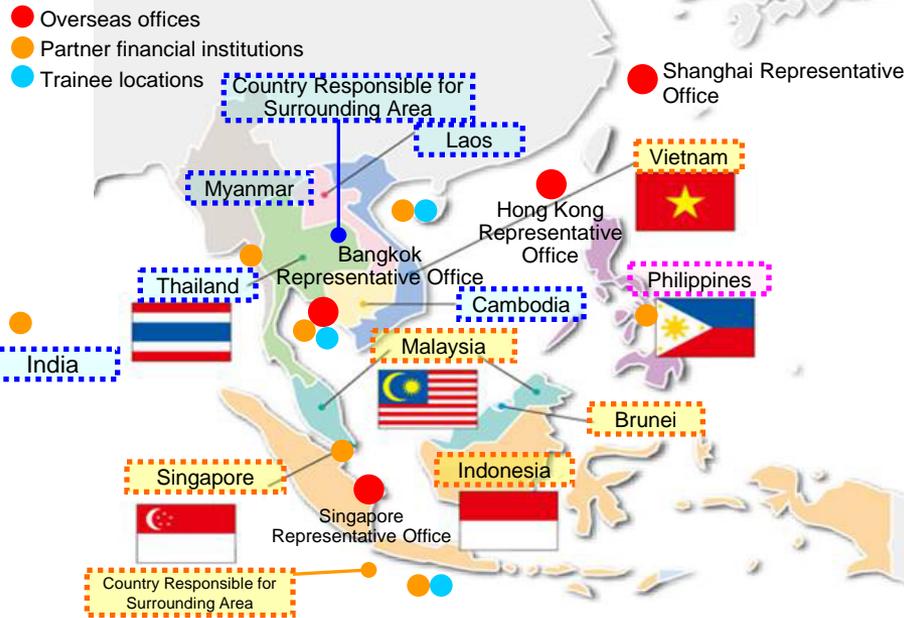


< Business client strategy > Overseas operations



▼ Strengthening our presence in ASEAN

< ASEAN countries >



Thailand Plus One! Stepping up support for companies moving into Vietnam

< Vietnam investment promotion seminar and tour hosted by Juroku Bank >

In November 2015, Gifu Prefecture and Vietnam's Nghe An province signed a memorandum to promote cooperation between their regions. As part of that process, Juroku Bank hosted an investment promotion seminar in August 2016 for companies interested in moving into the Vietnam market. We also worked with Gifu Prefecture and other partners to plan and run a Vietnam investment promotion tour in November 2016. Two of Juroku Bank's client companies have already set up operations in Nghe An province and another client company has decided to move into the province.



Ref: Juroku Bank press release, August 29, 2016

Ref: Juroku Bank press release, November 7, 2016

Meeting with the People's Committee of Nghe An province

Providing full support for business clients moving into overseas markets

< Hong Kong Food Expo 2016: Helping clients secure overseas sales channels >

1st for a regional bank in 3 Tokai pref!

Juroku Bank secured exhibition booths and provided support for exhibitors at Hong Kong Food Expo, one of Asia's largest food exhibitions – a first for a regional bank in the three Tokai prefectures. Client support officers from bank branches were matching happi coats and helped exhibitors' PR efforts, including handing out English language pamphlets and attracting visitors to booths, getting hands-on experience in overseas sales channel development. Demand for overseas sales channel development is growing. To address those needs, we plan to offer comprehensive support, such as training personnel who can provide that kind of support.

Our client support officers traveled with their clients to Hong Kong, where they helped to hand out English PR pamphlets

< Hong Kong Food Expo 2016 >
Ref: Juroku Bank press release, August 12, 2016



English PR pamphlets prepared by Juroku Bank

OHASHI
OHASHI RYOKI Co., Ltd.
Matsui has played an important role in Japanese tourism since 1300s. It was used as a measuring container for foods and ingredients such as soy beans, oil, salt and vinegar etc. in medieval times, when it was a common form of currency, people used Matsui to measure it. The appearance today, Matsui was an accident and important in the time it came and the tradition still remains an essential part of the lives of people in Japan today. Over the years, it has gradually become accustomed to use Matsui as a measuring cup, but it is still familiar to use it as a vessel for serving sake. The term Matsui translates to "joyful" in appearance, to that of a happy property, success, and great happiness. Today, it is largely used in ceremonial occasions such as wedding, birthdays and celebrations. Some of all Matsui boxes produced in Japan are made here in Ogaki. Ogaki is located in the environment since it is close to the waterfalls (springs producing drinks such as Ito-En and Tottori area, where it is available for great appearance. Oigaki, Chai & instant noodle boxes are produced and distributed from Oigaki to not only domestic customers but also customers in abroad.
However the Matsui industry has been declining currently since the tradition needs to be kept away. While keeping its traditional appearance and utility, we redesigned Matsui in such ways that it can meet the needs of daily life of the new generation while maintaining as much as possible its traditional appearance. We have been working on the project with not only experienced, professional and foreign designers but also new style of Matsui boxes. Together with the designer, creativity and our own customers in creating more beautiful products. The result of our work today is embracing a modern design combined with design and tradition. We will continue to promote one of the most precious traditions in Japan and offer beautiful high quality products and traditional Matsui boxes to be purchased by many customers.
Products
Matsui Wooden Box
Nature of Business
Woodworking industry

Address: 551-0802, 2-8 Nishiyama-cho Ogaki city, Gifu, Japan
Telephone: +81-561-25-3100
Fax: +81-561-25-3124
E-mail: ohashi@ogaki.co.jp
Website: www.ogaki.co.jp
Contact Person: Mr. Kenji Kubota



COMO CO., LTD.
We have a wide variety of pastries that last to long without preservation added. We have a wide variety of pastries that constant, sweet and fun and imported based goods that guarantee, success in response to customer request.
Products
Agave
Nature of Business
Bakery

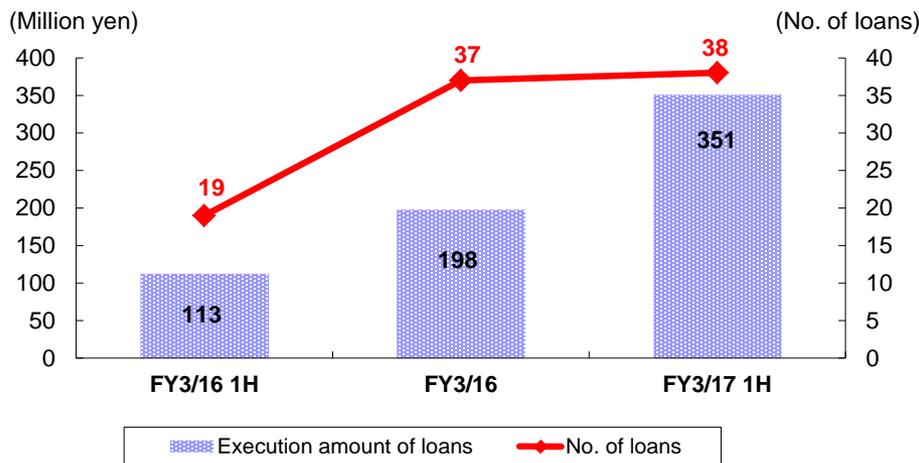
Address: 305-1 Shirokubocho, Matsuyama, Ehime, 791-0802, Japan
Telephone: +81-876-71-7000
Fax: +81-876-71-0485
E-mail: info@comoco.jp
Website: www.comoco.jp
Contact Person: Mr. Yusaku Aoki

< Strengthening the regional economy > Promoting our main financing bank role by providing support for business startups and IPOs



▼ Support loans for business startups

● Number of loans has risen steadily since a startup support desk was established in February 2015



▼ IPO support funding (Juroku Frontier No. 3 Fund)

Invests in companies aiming for IPOs

Until recently, only ¥30 million invested in one project since fund was established in December 2013

Two more investments worth ¥40 million in 1H FY3/17

*Investees are in the service sector and chemical manufacturing sector

Fund invests in promising small-scale businesses

▼ Funds to support business startups and new business plans

Attracting business startup for support funds

New business plan award ceremony



Support for startups and new business creation is a duty for regional banks, potentially leading to main financing bank relationships

▼ First stock market listing in six years for a Juroku main financing bank client from Gifu Prefecture

Gifu Prefecture landscaping company lists on stock market – first IPO by a Juroku main financing bank client in six years!



< Strengthening the regional economy > Six Star Tourism Project: Promoting tourism across a wide area



▼ Six regional banks from the Tokai and Hokuriku regions have teamed up to pursue synergies in stimulating tourism markets across their respective prefectures.



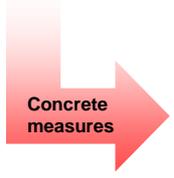
< Press conference >



All partners committed to stimulating tourism!

< Six regional banks sign Six Star Tourism Project agreement to cooperate on tourism across a wide area >

In June 2016, Juroku Bank and five other regional banks in the Tokai and Hokuriku area – Hokkoku Bank, Fukui Bank, First Bank of Toyama, Hyakugo Bank and Bank of Nagoya – signed an agreement to use their extensive regional networks and business skills to identify and focus on areas of regional interest that municipal governments and travel agencies might neglect. Ref: Juroku Bank press release, June 13, 2016



- Draw up and promote tourist routes that connect prefectures
- Publish and promote a tourist guidebook for six prefectures
- Develop Six Star Tourism information sites and apps
- Provide syndicated loan for major tourism projects

< Strengthening the regional economy > Multiple Strategic Alliances



Bank of Nagoya
Hyakugo Bank

Tie-ups with neighboring banks in three Tokai prefectures

- Joint M&A seminars held by three banks
- Joint corporate briefing session held by three banks
- Joint business trade fairs held by three banks

Joyo Bank
Hyakujushi Bank
Nanto Bank
Yamaguchi FG

Cooperation with regional banks on Chance project (regional bank integrated services)

- Tie-up in IT field, focusing on IT systems
- Regional infrastructure body established, joint financing
- Mutual assistance during major natural disasters
- Chance FinTech Lab established, etc.

Multiple Strategic Alliances



Deloitte Tohmatsu
Nomura Securities

Tie-ups with firms in other sectors to cultivate venture businesses

- Venture business support organization NOBUNAGA21 established
- Seminars about stimulating the regional economy
- New business plan support fund established
- First Stage grants established for business entrepreneurs

Tie-ups with partners in other areas of the financial sector

- Tie-up with Tono Shinkin Bank to revitalize local communities
- Tie-up with Japan Agricultural Cooperative MEGUMINO to promote local agriculture
- Supporting the project Gifu: Seiryu no Kuni (The Land of Clear Water) Food and Agriculture Trade Fair
- Personnel exchange, etc.

< Business reform measures > Radically overhauling business operations



▼ Juroku Bank will mark its 140th anniversary in October 2017

Founded as the 16th National Bank in October, 1877

Jinkichi Watanabe,
first president of the bank



30th anniversary of Juroku Bank

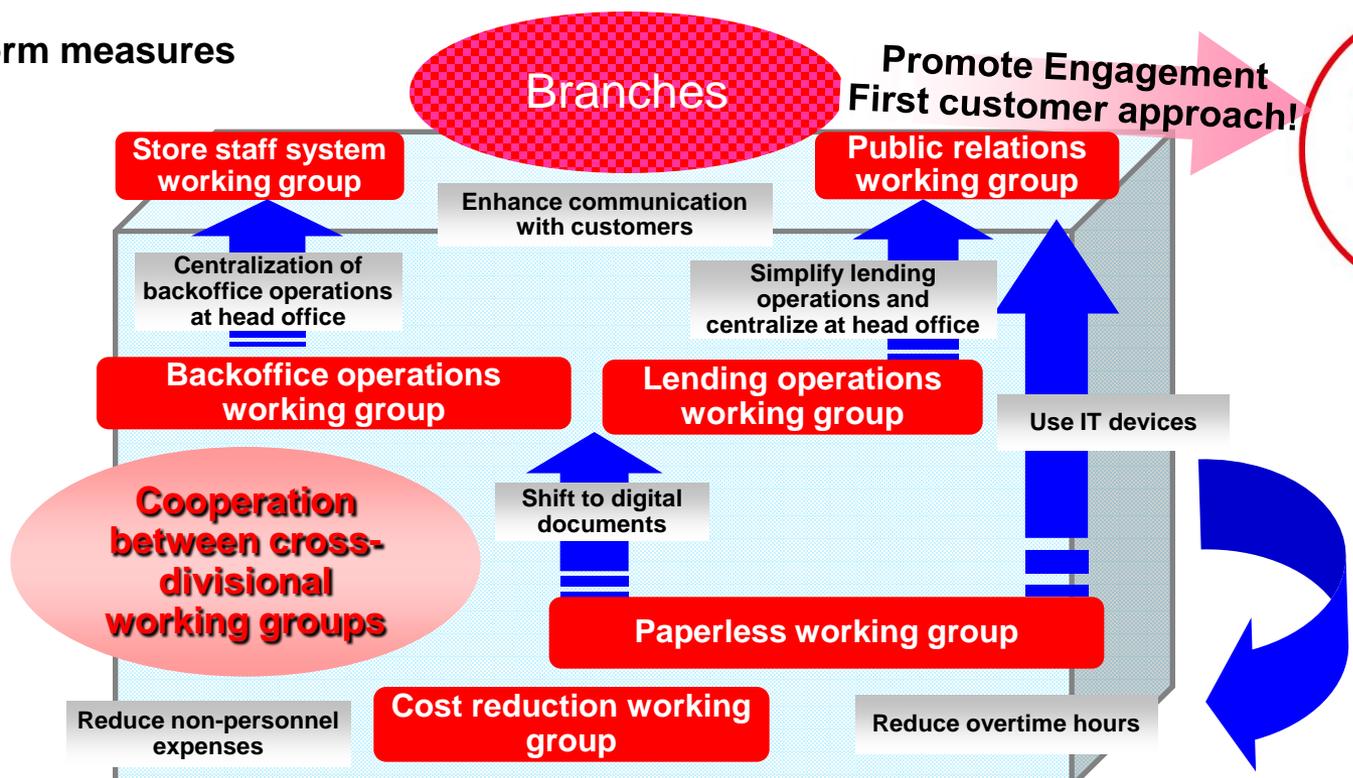


Adapt to Japan's declining population, changing business conditions
Rebuild business model

140th anniversary of Juroku Bank (October 1, 2017)

▼ Business reform measures

Business reforms



< Enhancing the skills of our personnel > Reinforcing our organization through strategic training of new employees, active participation of women



▼ Major reforms to training system for new employees

1st for a regional bank in 3 Tokai pref!

Training program extended from 2 weeks to 3 months

- Address increasingly diverse nature of bank work
- Lift ability and readiness of employees when assigned to first post
- Reduce burden on branches and increase efficiency of branch operations
- Use trial & error approach to help employees handle stress better



< New employee training >

▼ Targets for participation and progress of female employees

Targets and promotion

- (1) Double the number of women in assistant managers and higher posts, targeting 174 by end-FY3/21
⇒107 as of end-FY3/17 1H (increase of 20 women in 18 months / 23.0% achievement rate)
- (2) Increase the ratio of women in leader positions and higher posts to 20% by end-FY3/21
⇒14.7% as of end-FY3/17 1H (233 women vs. 1,347 men)

* Leader positions include office leaders and FA leaders, in addition to assistant managers and higher posts.

▼ Supporting participation of women in the workplace

1st for a regional bank in 3 Tokai pref!

On-site childcare center opened April 2016



< Reference data >

Position	No. of women
Branch manager or branch manager equivalent	3
Deputy director or deputy director equivalent	22

< As of September 30, 2016 >



We would like to thank you all
for your attention.

All For Your Smile

140th
Anniversary

