



The Juroku Bank, Ltd.

Financial Results Briefing

[First half of the fiscal year ending March 2021]

December 3, 2020



十六銀行

Tokyo Stock Exchange First Section,
Nagoya Stock Exchange First Section (8356)



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Description of earnings forecasts and other future developments is based on information currently held by the Bank and a certain level of assumption that is considered to be rational. Actual business performance, etc., could be significantly different due to a variety of factors.

Section I

Overview of results for 2020/9



Overview of results for 2020/9



(Unit: 100 million yen)

Non-consolidated		2018/9	2019/9 A	2020/9 B	B - A
Core gross operating profit		296	321	304	△ 17
Net interest income		250	267	255	△ 12
Fees and commissions		47	53	45	△ 8
Other operating profit (excluding gains / losses on JGBs and other debt securities)		△ 1	0	4	4
Expenses		226	214	207	△ 7
Personnel expenses		123	114	105	△ 9
Non-personnel expenses		88	85	85	0
Net core operating profit		69	106	97	△ 9
Net core operating profit (excluding loss on investment trust cancellation profit)		71	105	94	△ 11
Net business profit		66	105	111	6
Securities-related gains / losses		10	△ 1	39	40
Gains / losses on JGBs and other debt securities		△ 2	△ 1	14	15
Gains / losses on equities, etc.		13	0	25	25
Credit costs		8	17	27	10
Ordinary profit		72	91	112	21
Interim net income		52	65	75	10

Increased profits for third consecutive year on both a non-consolidated and consolidated basis

- Net business profit
- Ordinary profit ● Interim net income

Overview of the non-consolidated settlement of accounts

- **Core gross operating profit**
(Decreased by 1.7 billion yen compared with the same period of the previous year)
 - Net interest income decreased by 1.2 billion yen, mainly due to decreased interest and dividends on securities.
 - Fees and commissions decreased by 800 million yen due to voluntary restraints on visits to prevent the spread of COVID-19 infections.
- **Expenses**
(Decreased by 700 million yen compared with the same period of the previous year)
 - The effects of sales and business reforms continued to decrease.
- **Net business profit**
(Increased by 600 million yen compared with the same period of the previous year)
 - Gains / losses on JGBs and other debt securities increased
- **Profit**
(Compared with the same period of the previous year)
 - Ordinary profit increased by 2.1 billion yen
 - Interim net income increased by 1 billion yen

Overview of the consolidated settlement of accounts

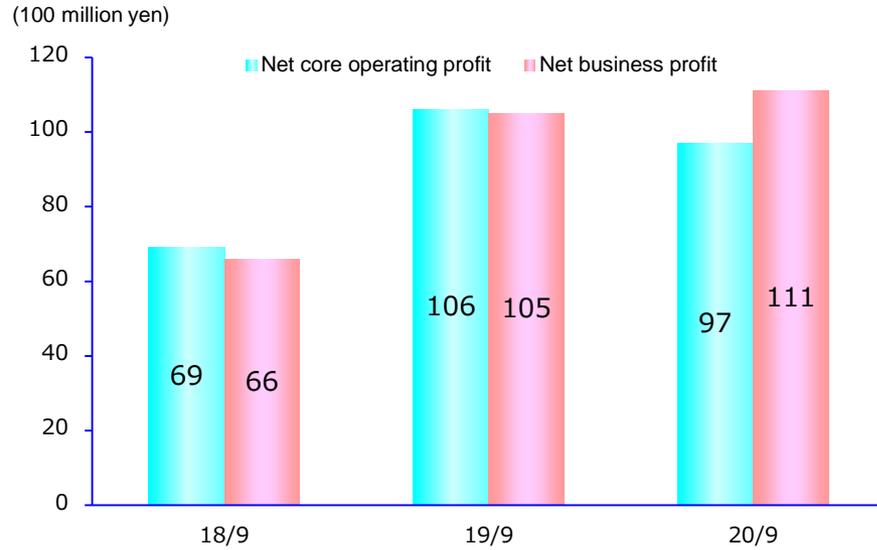
- **Profit**
(Compared with the same period of the previous year)
 - Ordinary profit increased by 2.2 billion yen
 - Interim net income attributable to owners of the parent company increased by 1 billion yen

Consolidated		2018/9	2019/9 A	2020/9 B	B - A
Core gross operating profit		329	356	345	△ 11
Expenses		252	243	240	△ 3
Net core operating profit		77	113	104	△ 9
Ordinary profit		79	96	118	22
Interim net income attributable to owners of the parent company		54	65	75	10

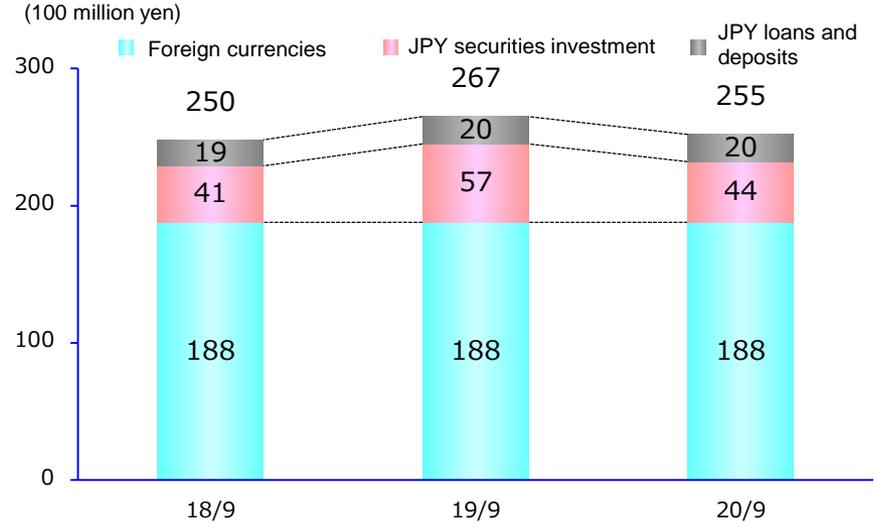
Overview of results for 2020/9



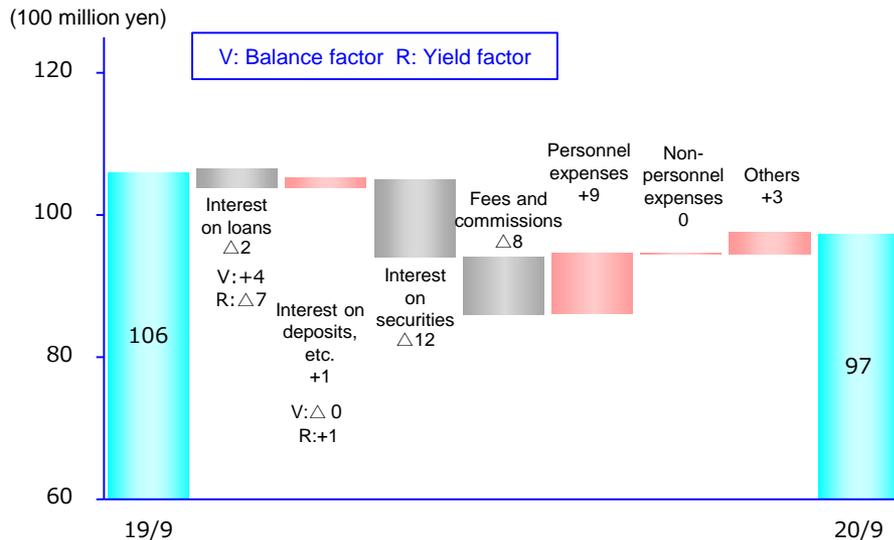
Trends in net core operating profit / net business profit



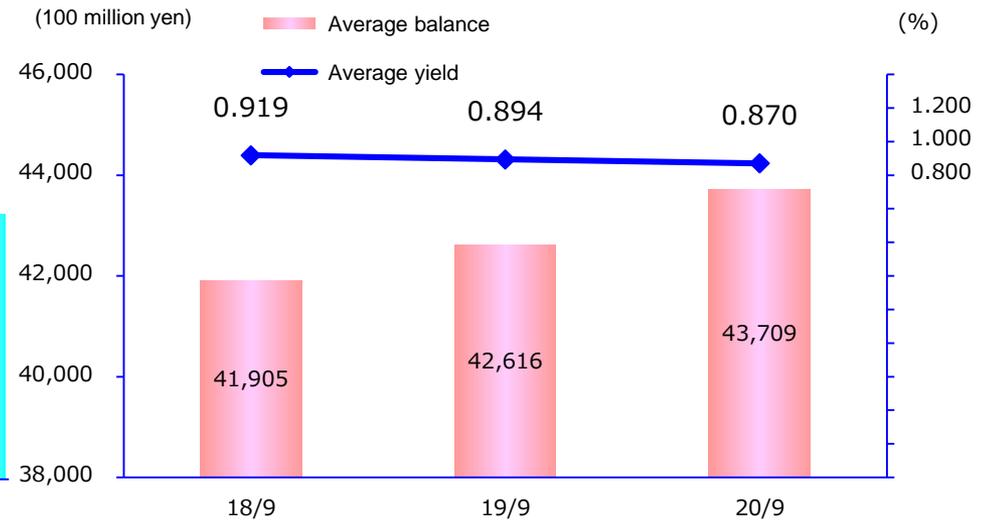
Breakdown of net interest income



Factors behind changes in net core operating profit



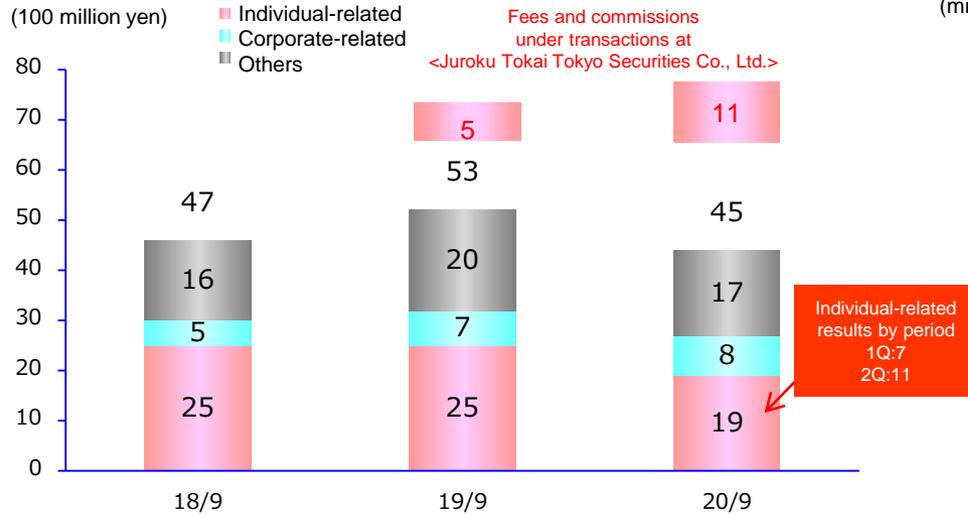
Average balance and yield of JPY loans



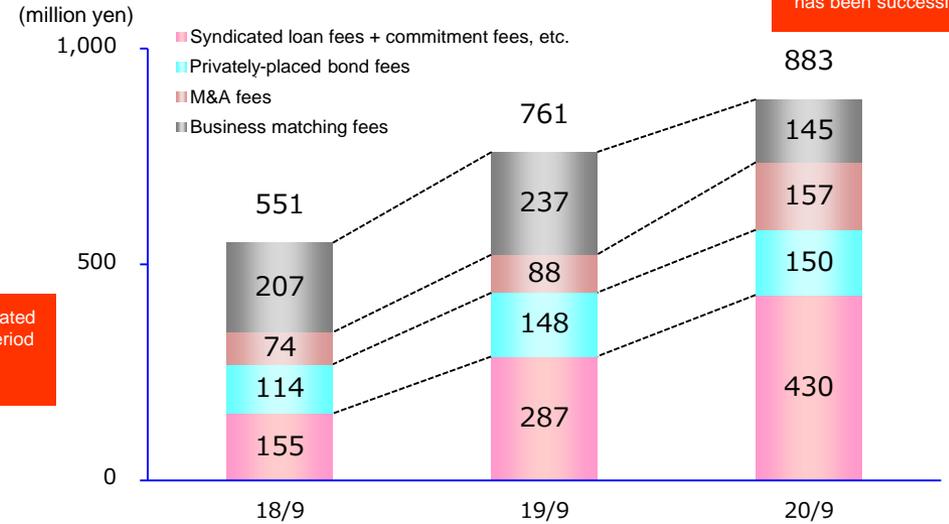
Overview of results for 2020/9



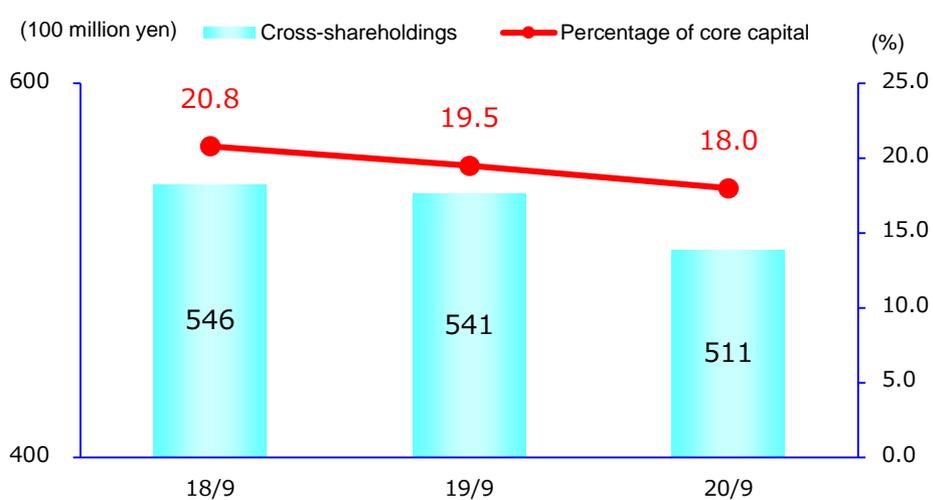
Breakdown of fees and commissions



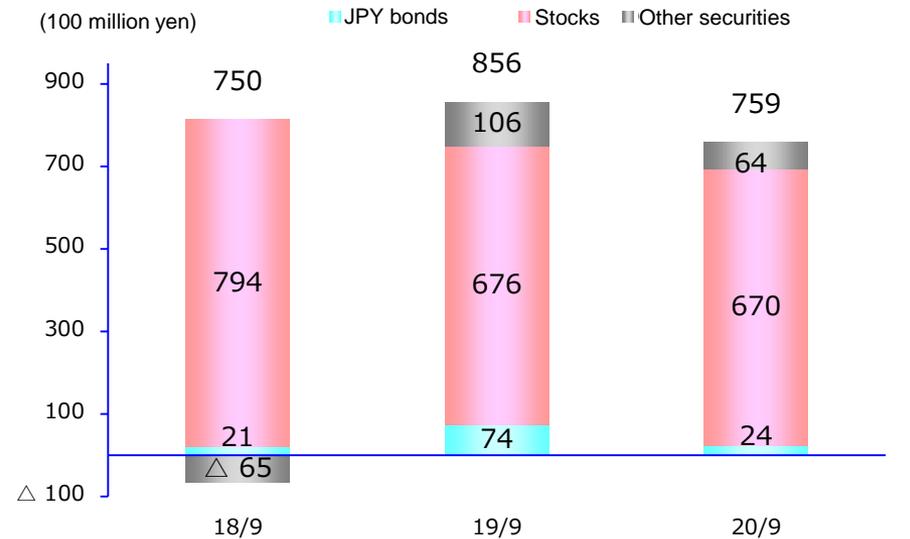
Corporate solution-related revenue



Cross-shareholdings (book value base)



Valuation gains / losses on securities

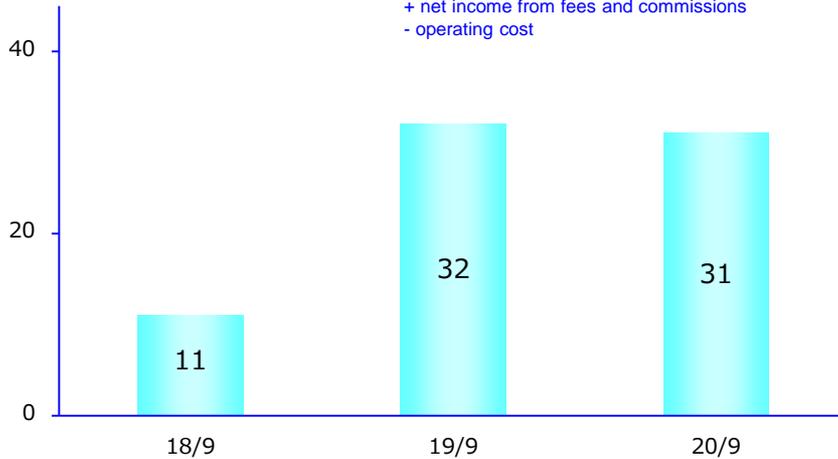


Overview of results for 2020/9

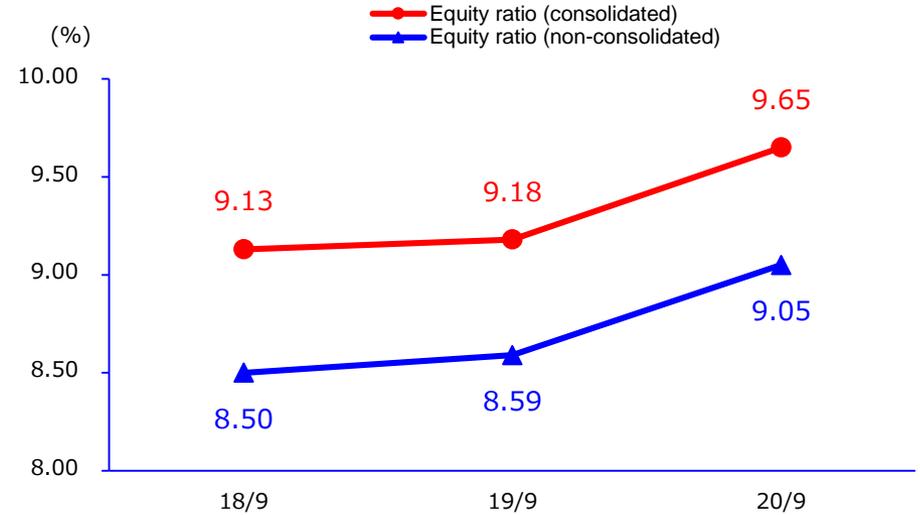


Profit of customer services

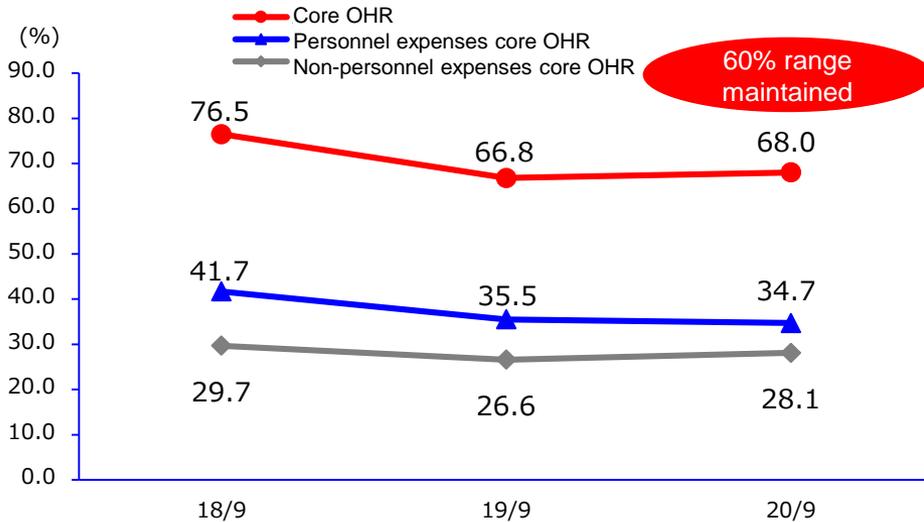
(100 million yen) Profit of customer services = loan average balance × difference in interest rates for depositors and borrowers + net income from fees and commissions - operating cost



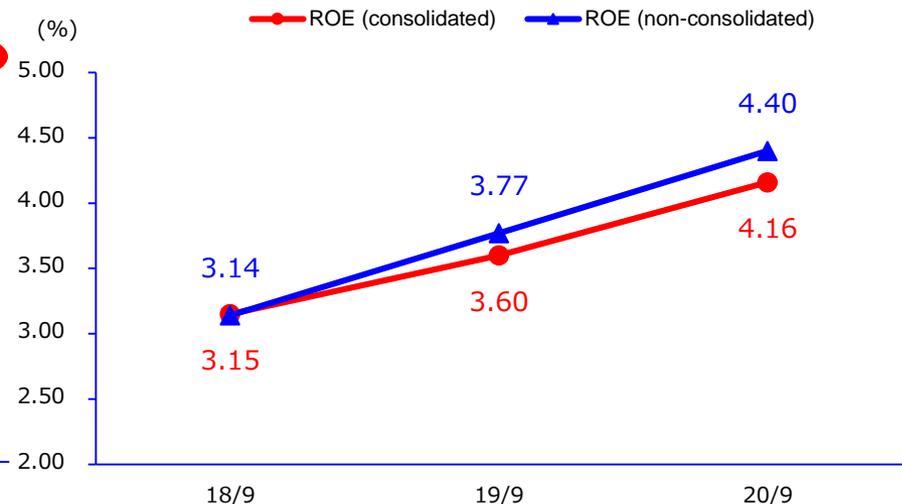
Equity ratio (consolidated / non-consolidated)



Core OHR



ROE (consolidated / non-consolidated)



2021/3 business forecasts



(Unit: 100 million yen)

Non-consolidated

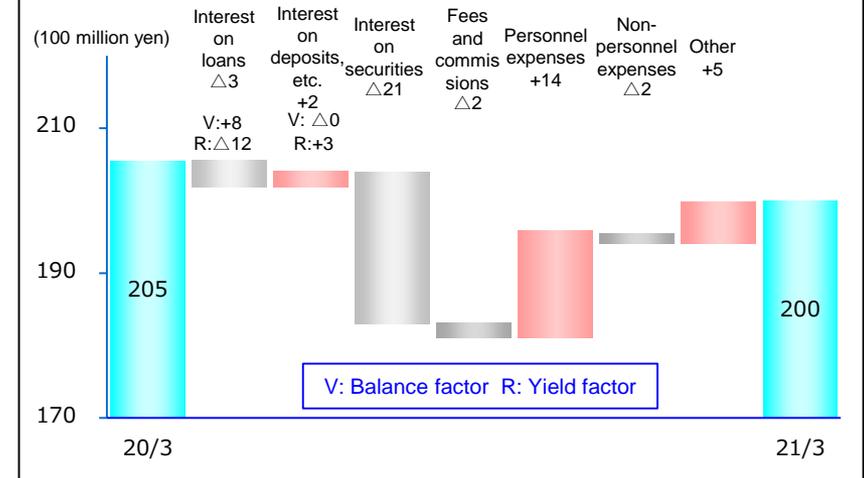
	2020/3 (Result)	2021/3 (Forecast)	Compared to previous fiscal year
Core gross operating profit	626	610	△ 16
Net interest income	519	497	△ 22
Fees and commissions	106	104	△ 2
Other operating profit (excluding gains / losses on JGBs and other debt securities)	1	9	8
Expenses	421	410	△ 11
Personnel expenses	223	209	△ 14
Non-personnel expenses	170	172	2
Net core operating profit	205	200	△ 5
Securities-related gains / losses	9	48	39
Gains / losses on JGBs and other debt securities	8	15	7
Gains / losses on equities, etc.	1	33	32
Ordinary profit	185	195	10
Net income	127	130	3

(Unit: 100 million yen)

Consolidated

	2020/3 (Result)	2021/3 (Forecast)	Compared to previous fiscal year
Ordinary profit	194	205	11
Net income from attributable to owners of the parent company	128	132	4

Factors behind changes in net core operating profit



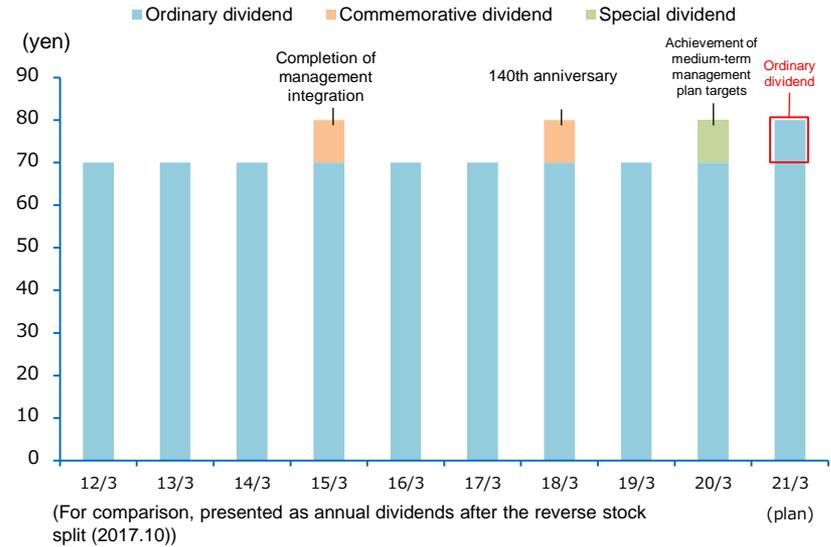
- Ordinary profit / net income Prospect of increased profits [non-consolidated] for 4 consecutive years [consolidated] for 3 consecutive years
- Non-consolidated core OHR Prospect of 60% range maintain



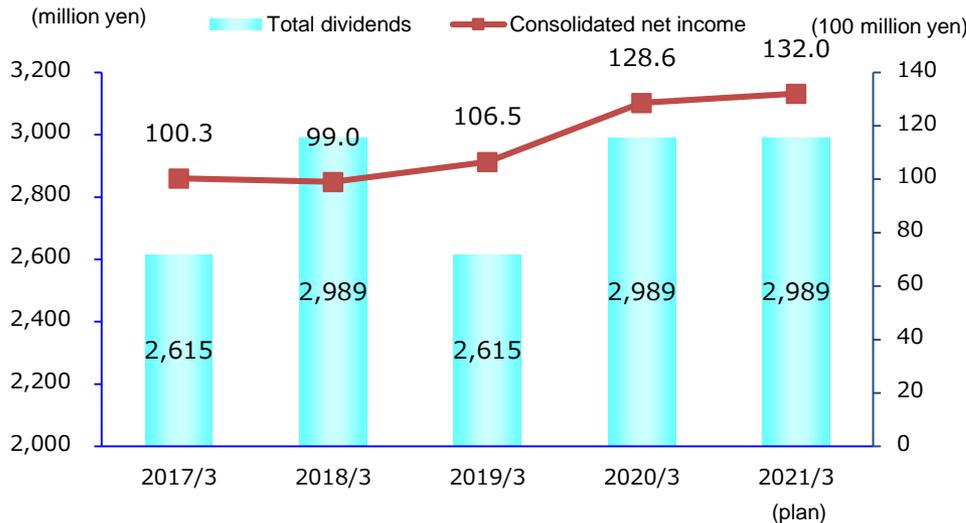
Dividends (annual dividend per share)

	Annual dividend	Interim dividend	Term-end dividend		
				Ordinary dividend	Increase
2019/3	70 yen	35 yen	35 yen	35 yen	-
2020/3	80 yen	35 yen	45 yen	35 yen	Special dividend 10 yen
2021/3	80 yen (plan)	35 yen	45 yen	35 yen	Ordinary dividend 10 yen (plan)

(Transition over the last 10 years)



Transition in total dividends



● **Shareholder return policy**
 We will continue to pay stable dividends while paying attention to the further improvement of our financial structure.
 We have increased dividend payments in accordance with improved profit levels in recent years.

Overview of the 15th medium-term management plan



FY2022 targets

These targets are based on the assumption that the impacts of COVID-19 infections will subside at an early stage.

Item		At the start of the plan (FY3/2020 results)	Term to September 2020 Result	FY2022 Target
Earning capability	Net income (consolidated)	12.8 billion yen	7.5 billion yen	12 billion yen
Efficiency	Core OHR (non-consolidated)	67.18%	68.04%	Around 67%

Long-term targets

Item		At the start of the plan (FY3/2020 results)	Term to September 2020 Result	Target
Earning capability	ROE (consolidated)	3.65%	4.16%	5% or more
Financial soundness	Equity ratio (consolidated)	9.27%	9.65%	10% or more

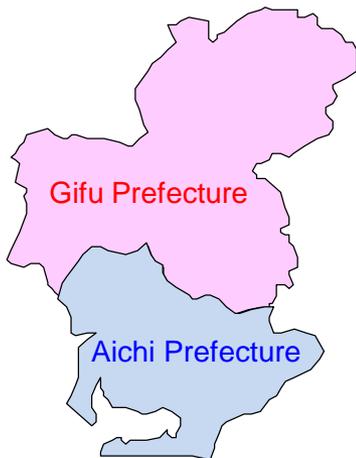
Section II

Consideration of the transformation to a holding company structure

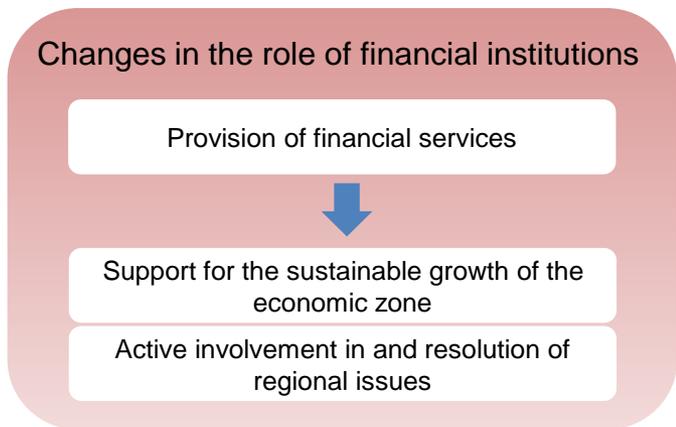


Background to the commencement of consideration of the transformation to a holding company structure

We will respond to changes in the environment surrounding regional financial institutions and fulfill our responsibilities towards sustainable regional growth.



The bank's operating base (potential of the region)		
Population of each prefecture Gifu Prefecture: 1.99 million people Aichi Prefecture: 7.55 million people Total 9.54 million people 7.6% of total population (Source: Ministry of Internal Affairs and Communications "Population Estimates" October 1, 2019)	Gross prefectural product (nominal) Gifu Prefecture: 7,768.9 billion yen Aichi Prefecture: 40,299.8 billion yen Total 48,068.7 billion yen 8.6% of national total (Source: Cabinet Office FY2017 "Annual Report on Prefectural Accounts")	Shipments of manufactured goods (Business establishments with four or more employees) Gifu Prefecture: 5,889.7 billion yen Aichi Prefecture: 48,722.0 billion yen Total 54,611.7 billion yen 16.5% of national total (Source: Ministry of Economy, Trade and Industry 2019 Confirmed Report of Statistics by Industry)



➤ Comparing the potential of the region to the world

	Population	GDP	World Level of happiness Ranking
Total for Gifu Prefecture and Aichi Prefecture	9.54 million people	48 trillion yen	(Japan) 62nd
Sweden	10 million people	61 trillion yen	7th
Norway	5.4 million people	48 trillion yen	5th
Finland	5.5 million people	30 trillion yen	1st

The population and gross prefectural product of the economic zone, which are at levels comparable to a country, are major strengths for building a sustainable society under future environmental changes.

Background to the commencement of consideration of the transformation to a holding company structure



Breaking away from Tokyo centralization



Jobs and salaries comparable to Tokyo



A level of education comparable to Tokyo and you can raise children



Culture and art comparable to that of Tokyo is available



Unlike Tokyo, there is a comfortable living and commuting environment



Go back and forth to Tokyo and the world, and create new exchanges

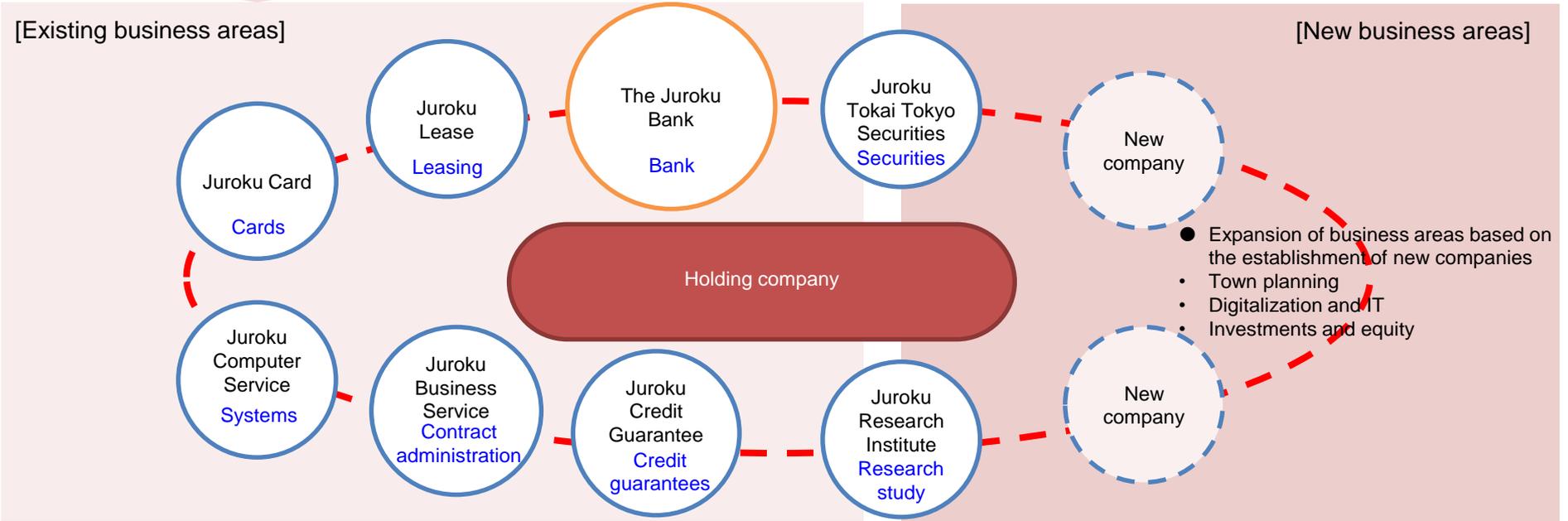


You can live among parents, siblings and many old friends

State of consideration of the transformation to a holding company structure

We launched 3 working groups for The Juroku Bank Group to realize its ideal form through a holding

<ul style="list-style-type: none"> ● Expansion of business areas rooted in the region and in line with the times <ul style="list-style-type: none"> ➢ Establishment of new companies utilizing deregulation ➢ Alliances within and outside the Group ➢ Reduction of risk spillover between group companies 	<ul style="list-style-type: none"> ● Strengthening of Group cooperation based on reform of the awareness and actions of officers and employees <ul style="list-style-type: none"> ➢ Optimal allocation of management resources within the Group ➢ Strengthening of cooperation on a Group basis ➢ Maximization of Group profits based on the improvement of Group companies' productivity 	<ul style="list-style-type: none"> ● Strengthening of Group auditing and supervisory functions and speeding up of business execution <ul style="list-style-type: none"> ➢ Strengthening of management control functions based on reorganization of the Group format ➢ Strengthening of the governance system led by the parent company ➢ Review of institutional design and organizational format
New Business Working Group	Management Resource Working Group	Internal Control and Auditing Working Group



Section III

Recent business initiatives



State of initiatives aimed at COVID-19 infections



While the impact of COVID-19 infections was expanding, we provided prompt support mainly for cash flow handling.

State of handling of business loans

We are handling about 8,000 related loans, mainly interest-free and unsecured.

Number of consultations on COVID-19 related loans	17,270
Number of requests for changes to loan conditions related to COVID-19	531
Number of COVID-19 related loans executed	8,168
Amount of COVID-19 related loans executed	About 240.0 billion yen
(of which, amount of interest-free loans executed)	About 110.0 billion yen

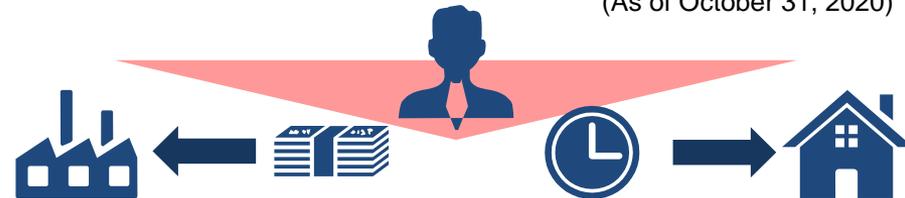
(As of October 31, 2020)

State of handling of personal loan customers

The handling of changes to loan conditions has passed its peak and the situation has recently settled down.

Number of changes to loan conditions (residential loans) due to the impact of COVID-19	243
Amount of claims for which conditions were changed (residential loans)	Cumulative About 4.1 billion yen

(As of October 31, 2020)



Demonstration of financial intermediary function

Consultation on holidays

- We established “Help Desks for Anything” at a total of 24 offices on holidays from March to July (47 days). During Golden Week, we established a “Management Help Desk” run by experienced branch managers and implemented a total of 52 consultations.

Cash flow-related support

- We understand the urgency of customers’ financial needs, and built a system for cooperation with bodies such as the “Municipal Societies of Commerce and Industry that are the accreditation organizations” and the “Guarantee Associations that are the examining organizations” to provide funds smoothly through a one-stop financial institution.
- Provision of information on “employment adjustment subsidies” and “sustainability benefits” based on web seminars.

Equity support

- Based on long-term business plans, we released “equity loans” and the “Together with Juroku Future Fund” in May, which will provide support through simulated capital or equity investments for companies that need more capital.

The first stage of cash flow support in response to the impact of COVID-19 infections has generally come to an end. We will continue to build support systems in line with customer needs and demonstrate our financial intermediary function.

State of initiatives aimed at COVID-19 infections



Contributions to local communities

We will overcome the Difficulties of COVID-19 infections together with everybody in the region through social contributions on various projects.

“Beat COVID-19!! Juroku Prefectural Product Support Project”

We established a special page on the Bank’s website to introduce Gifu Prefecture products (first regional bank to do so in the Tokai region) to support local customers.



Support for local industry

“55 (GoGo) campaign” ~ Support for hometown Gifu ~

Ahead of the government’s Go To campaign, we implemented a campaign to promote the use of inns and hotels in Gifu Prefecture.



Cooperation with local governments

Promotion of “buy local” activities

With the prolongation of the COVID-19 pandemic, we are calling for consumption in Gifu City to support city businesses by shopping at local stores, like the local production, local consumption campaign. We are promoting the “buy local activities.”



Efforts within the Bank to prevent the spread of infections

For customers

In addition to face-to-face contact with customers, we have established a sales structure based on non-face-to-face contact with customers

- Voluntary restraints on external visits (about 2 months < April to May >)
- Restrictions on the number of contacts, recommendation of the use of non-face-to-face channels
- Suspension of holiday consultation services at offices open on holidays
- Use of web seminars

For officers and employees

Remote work has spread and the workstyles of officers and employees have changed greatly.

- Taking of temperatures every morning and wearing a mask when working or going out
- Expansion of work at home, distributed work and staggered work hours
- Use of web conferencing (seminars for managers, etc.)
- Review of office attendance system at sales branches (roughly 20% reduction)

Engagement with executives and employees

In the midst of the COVID-19 pandemic, the Bank issued a “Special Juroku Bank Group Engagement Benefit” (total of 360 million yen) to all frontline employees, along with a message from the President of the Bank, imbued with gratitude for daily activities and the expectation of future success. This contributed indirectly to the region through effective use by employees for the region and their families.

- Benefit amounts ● Bank employees 100,000 yen
● Part-time employees 50,000 yen

Message card written by the President

頭取メッセージ

貴方の日頃の頑張りに対して、心より感謝いたします。
今、世界は新型コロナウイルス感染症の猛威にさらされ、私たちの国もそして地域もその感染に多くの人が苦しんでいます。
このように、「ともに地域の未来を創造し、ともに持続的な成長を遂げる総合金融グループ」を長期ビジョンとして掲げた当行グループの第1.5次中期経営計画は、かつてない試練のスタートとなりました。
私にとって最も大切なことは、貴方とご家族の安心と安全とともに、私たちが生まれ育ったこの地域を、この地域で暮らす人々を、心を合わせて守ることです。
今こそ当行グループで働くすべてのメンバーが知恵と力を結集して、地域金融機関としての真価を発揮したいと思います。
貴方への感謝と、これからのいっそうの活躍に対する心からの期待を込めて、ここに「中六銀行グループ エンゲージメント特別給付金」をお渡しします。
貴方の更なる頑張りが、ご自身の成長につながり、ひいては中六銀行グループの原動力となって、必ずやこの困難を乗り越え「輝かしい地域の未来をともに創ることになる」と私は確信しています。

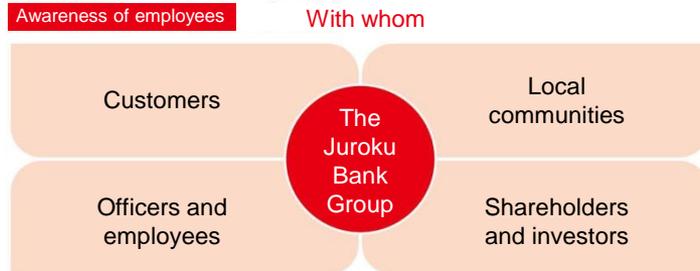
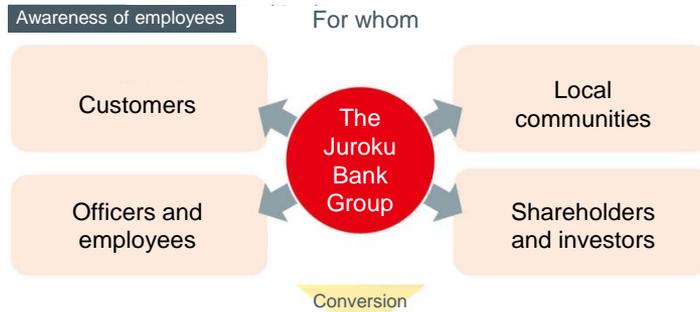
令和2年5月15日

Engagement to the future
利根 幸雄



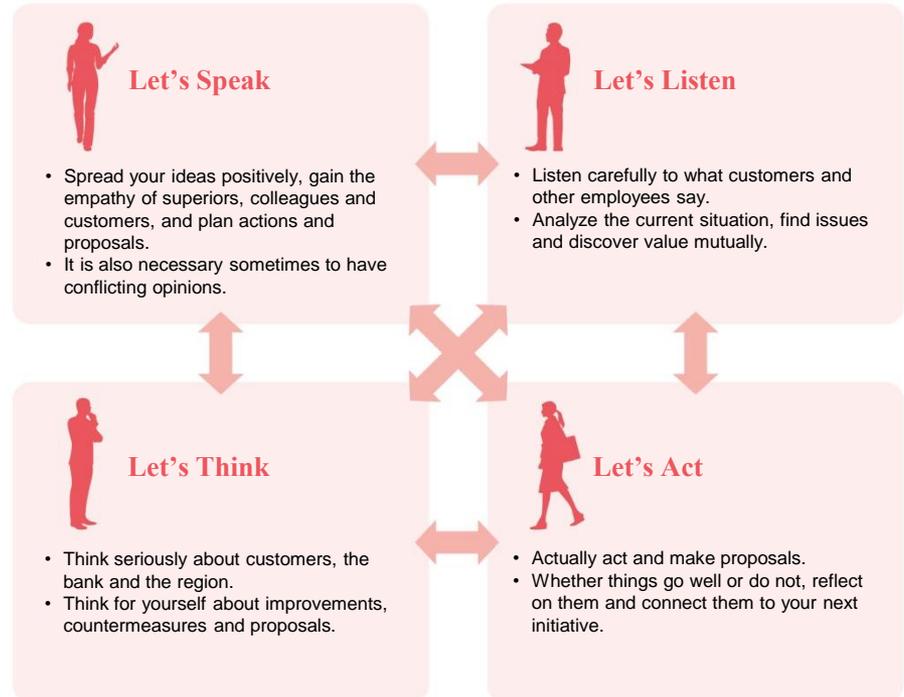
Engagement at The Juroku Bank means creating the future together with stakeholders.

● Conceptual diagram



From the provision of unilateral value at the bank-level, we will strengthen the image of close mutual engagement. Each of us is responsible for the future of the region.

● The engagement cycle



* Continuing this engagement cycle is the core of action for Juroku Bank officers and employees in relation to stakeholders.

We will foster awareness of new challenges throughout the organization with each employee implementing an engagement cycle.

Implementation of the engagement cycle



Penetration of the engagement philosophy - Engagement news -

~ Each sales branch facing a local community is acting independently in accordance with its actual situation ~

Nagara Team (Nagara, Kitanagara, Takami)

As the annual large-scale fireworks display on the banks of the Nagara River was canceled, the team responded to the wishes of local community members that the “tradition of the Nagara River Fireworks Display” must not die out and contributed to the community by cooperating with cleaning volunteers, contributing funds, staying at local hotels, etc.



Masago-cho Team (Honjo)

The team is providing financial support to individual customers running restaurants whose businesses are suspended because of the COVID-19 pandemic and gathering the opinions of Bank employees on the “content, prices and quantities” of box lunches purchased to propose improvements from a consumer perspective to support customers.



Ogaki Branch

Thinking that we wanted to provide something to customers while activities are limited due to the COVID-19 pandemic, the branch recorded a “Web Seminar on Subsidies and Grants During the COVID-19 Pandemic” and distributed it to them as a DVD.

The branch supported customers with timely information provision based on current conditions.



Sakurayama Branch

The branch learned through newspaper reports that the local government is implementing a “blue handkerchief movement” to convey gratitude to people involved in medical care.

The branch enlivened local activities and expressed its gratitude to healthcare professionals by setting up a planter of hydrangeas decorated with blue ribbons.



Engagement Star Award

We established a new award system for outstanding cases where ties and relationships with local communities and customers were deepened.

Awards are determined following a vote at head office and sales branches from among award candidates selected by the division in charge.

Awareness of engagement is spreading further among officers and employees.

Activities in the first half of 2020
Number of activity stores 514 stores in total
Number of activity reports 391 reports in total

Award examples

Masita Branch, Gero Branch

~ Support in the wake of a heavy rain disaster with the sales branch and head office working together ~

A heavy rain disaster hit Gifu Prefecture in July, 2020.

While the disaster was becoming enormous, Masita Branch provided relief goods including “water and preserved food” from the stockpiles at the branch to support evacuees and firefighters helping the area without sleep or rest.

In addition, the branch asked head office to dispatch emergency disaster response vehicles and provide additional support, so additional support materials including power supplies, bread and drinking water were sent.

Moreover, after the disaster, the branch joined volunteers from the first day to remove soil and sand that had flowed into houses due to land collapses in various parts of Gero City.



Ties with local communities are made stronger by employees implementing the “think and act” engagement cycle for themselves

Three strategies ~ Support for main business ~



Support for customers' main business worked on with a market-in approach

Finance

Cash flow support
(short-term and long-term)

- Fund procurement
- Cash flow stability
 - Restructuring of debt to repayment amounts matched to cash flow
- Investments and loans in cooperation with public institutions, etc.

Equity support

- Equity loans
 - Supply of long-term stable funds using simulated capital based on business evaluations
- Together with Juroku Future Fund

Consulting

Sales recovery support

- Sales channel expansion
 - Business matching
- New business development
 - Re-education of human resources
 - Use of subsidy systems, etc.

Other support

- Consulting
 - Introductions to management human resources
 - Support for the formulation of business improvement plans
- Business transfers, M&A support, etc.

During the COVID-19 pandemic, customer needs shifted from immediate cash flow to support for their main businesses aimed at long-term business restructuring. We are developing products and services to meet the various needs anticipated such as “sales recovery,” “capital enhancement,” “long-term business plans” and “business transfers,” and will provide optimized tailored services to customers to support their main businesses.

[Recent initiatives to support main businesses]

- Establishment of the Business Succession Office (March 2019)
- Commenced human resource introduction business at Juroku Research Institute (April 2019)
- Release of cash-flow finance (CFF) (August 2019)
- Release of “Together with Juroku Future Fund” and “Equity loans” (May 2020)
- Upgrading of business matching (Introduction of Linkers for Bank) (June 2020), etc.

Cumulative CFF
Result: 250 cases

Doubling of the number of M&A contracts in the first half of FY2020 compared with the same period of the previous year

Revenue from human resource introduction business in the first half of FY2020 increased by 40% compared to the previous fiscal year

Equity loans
Result: 2 cases

Improvement of matching accuracy and range

We are increasing corporate solutions revenue by facing customers and providing added value in line with their needs

Three strategies ~ Implementation of deep consulting ~

We are implementing a market-in approach in line with each customer's generation, family situation, asset status, etc.

Raise a family and enjoy life

[Interests]
 Asset formation, security and marriage
 Childbirth and childcare, cars and leisure

Grow and prepare

[Interests]
 Housing and education funds
 Retirement funds and parental care

Protect and prepare

[Interests]
 Asset succession (inheritance) and retirement
 Own care and dementia

Leave

[Interests]
 Asset (money, home) management and end of life planning
 Future life and health of children and grandchildren

Young generation

Elderly generation

We have developed a system that accurately segments customers and provides them with the services they need.

Wealth managers

New

We redefined the wealthy segment and newly established a specialist system. (9 specialists appointed)
 We will use a wide range of knowledge, from asset management methods to the interests and preferences of customers and their families, to revitalize business.

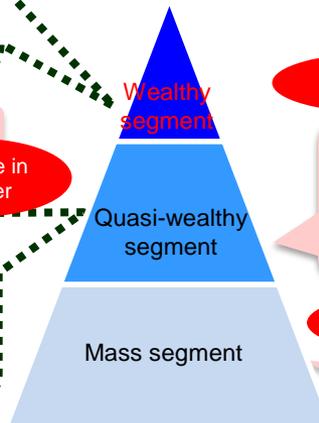
Growing need for self-help efforts in association with the declining birthrate and aging population

Consulting for customer asset formation and succession

Insurance consultants

Increase in number

We increased the number of insurance product specialists significantly. (from 1 person to 7 people)
 We will respond to customer needs by providing guidance to a wide range of customers on the use of insurance functions in cooperation with FA, etc.



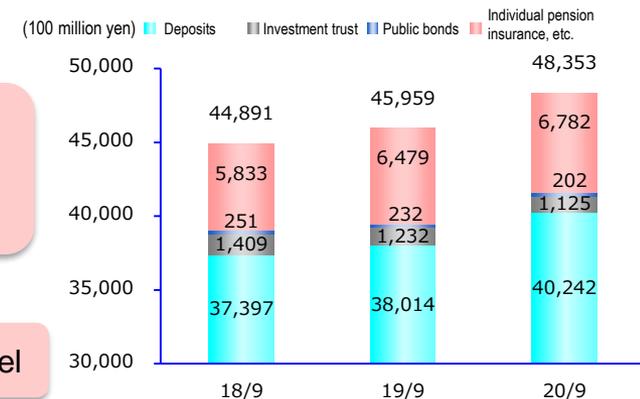
About 270 people

Senior FA leaders
 FA leaders
 General FA
 (FA: financial advisor)

About 180 people

Savings personnel

Personal assets on deposit (non-consolidated)



We are optimizing contact points with customers to meet a wide range of needs, from expansion of the investment base to the demonstration of expertise

Three strategies

~ Operation process reform based on digitalization ~



We are improving productivity by reviewing business processes using digitalization.

We are aggregating and using customer data based on new business processes to provide accurate, comfortable services.

Distribution of smartphones to all officers and employees

~ Abolition of fixed telephones ~

We are reducing the handling of incoming calls at sales branches by concentrating telephone calls to sales branches at head office.

Total investment
72 million yen
Reduction in business time
-50,000 hours per year

[Preparation of interview records using voice input]

By utilizing the voice input function and inputting voice during in work, interview records are prepared on the linked CRM. This reduces desk work related to interview records.

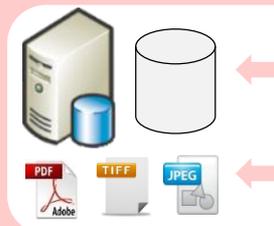


Digitalization of data

Conversion of documents collected from customers into data.

We will convert to paperless business and reduce space costs by conducting centralized management.

Total investment
116 million yen
Reduction in business time
-20,000 hours per year



[Information gathering in CRM]

Paper-based information is converted into data and stored on a server. We are expanding the information held in CRM and using the aggregated information.

Computerization of sales activities

Streamlining of external visit activities in cooperation with CRM

[Computerization of transactions]

Tablet PCs are linked with CRM to computerize various transactions related to investment trusts, insurance, etc., and the transfer of property with customers. This realizes smooth transactions and reduces administrative work.



Total investment
600 million yen
Reduction in business time
-80,000 hours per year

Digitalization

Aggregation of customer information

Realization of greater operational efficiency

Data-based measures

We are increasing the productivity of officers and employees through the creation of time based on the streamlining of work and a market-in approach based on accumulated information.

Work streamlining target for the final year of the 15th medium-term management plan: **Reduction of 800,000 hours per year**

We will accelerate changes to business based on digitalization and enhance customer awareness and the quality of work.

Three strategies

~ Construction of the optimal channel system ~



Contributions to regional revitalization based on the optimization of branch and ATM networks, and effective use of assets

Streamlining of channel management

➤ Branch relocation and consolidation (branch-in-branch method)

Expenses down by about 156 million yen per year

- By the end of FY 2020, 3 branches will be consolidated using the branch-in-branch method.
 - Ikeshita Branch
 - Seihon-machi Sub-Branch
 - Softopia Japan Sub-Branch
- We will continue in future to analyze the market and consider the consolidation of branches based on profitability.

➤ Optimization of the ATM network

Improvement of income and expenditure of about 55 million yen / year

- Commenced joint operation of ATMs (4 locations) with Gifu Shinkin Bank, an ATM partner financial institution (from November)
- Revision of the Bank's ATM fees outside of business hours (from October)

Reviewing the branch and ATM networks will

- Realize efficient personnel placement and allow us to provide more detailed, higher quality financial services
- Maintain their role as regional information gathering channels

Balancing the maintenance of customer contact and the optimization of asset holding costs

Effective use of branches

By reconstructing branches when they are due to be rebuilt as complexes combined with housing, we will contribute to the creation of local prosperity. (Scheduled for completion in spring 2022)



Sakurayama Branch
(Showa-ku, Nagoya City)

< Outline of land and building >
1-minute walk from Sakurayama
Subway Station

1st and 2nd floors:

To be used as a bank office

3rd to 14th floors:

Condominiums (84)

< Developer >

Kyoei Life Partners Co., Ltd.

Providing a residential function within walking distance of a metro station will

- Contribute to “the station vicinity living area,” which is recommended in Nagoya City's town planning measures
- Further enhance the regional medical care system centered on nearby university hospitals

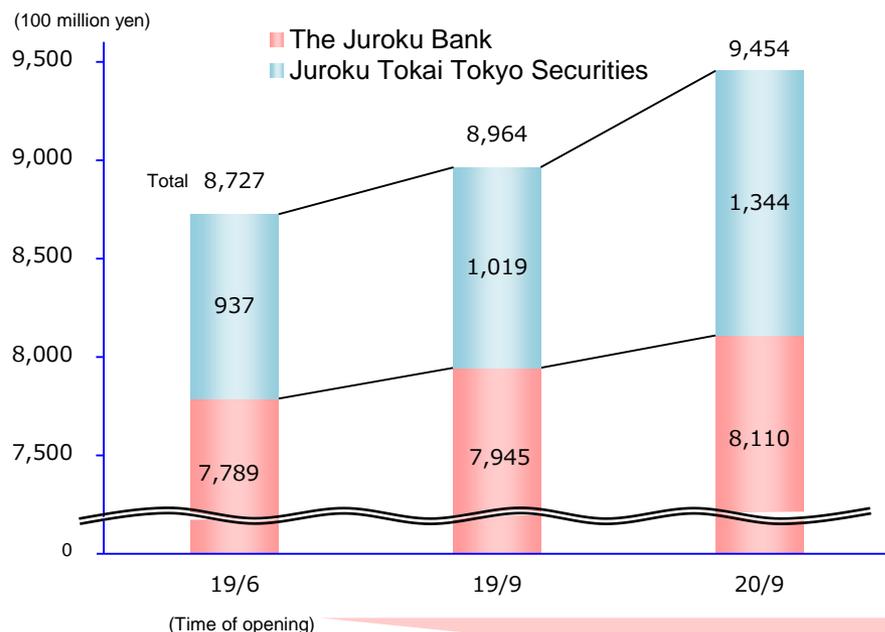
Resolving regional issues by providing residential functions

Initiatives after the opening of Juroku Tokai Tokyo Securities Co., Ltd.



Juroku Tokai Tokyo Securities, which opened in June 2019, is growing at a faster pace than planned.

Group assets deposited (excluding personal deposits)



Assets deposited with Juroku Tokai Tokyo Securities have increased by 40.7 billion yen (+43%) compared to the start of business.

★ Improvement in awareness of cooperation at sales branches

Awareness of proposals by the Group as a whole in a prolonged low interest rate environment.

★ Improvement in employee skills

Improvements in employees' abilities to respond to customer needs in line with market trends based on an alliance with Tokai Tokyo FH.

★ Opening of Nagoya Sales Office

Juroku Tokai Tokyo Securities opened its first sales office in Aichi Prefecture in April 2020. It is now realizing wide-ranging customer support with a total of five bases, four in Gifu Prefecture and one in Aichi Prefecture.

Virtuous cycle

Profitability in the first half of the fiscal year ending March 2021

Great contribution to consolidated revenue

Prospect of eliminating cumulative losses 1 year ahead of the plan
(Elimination of first year's carried-over loss of 240 million yen)

The proposal and provision of wide ranging asset management services to customers in Gifu Prefecture and Aichi Prefecture is a great strength of the Bank group.



We have started new collaboration in various fields to meet diversifying needs.

Expansion of sales channels in EC malls

~ Collaboration with local co-creation-type online stores ~



We are working with “Ennichi,” a regional EC mall offering attractive regional products and services to users, in “Wallet+,” a smartphone app handled by the Bank.

This supports the EC business of customer companies targeting about 1.1 million app users nationwide.

As the first step, it supported sales of bread and baked sweets made using Lithuanian dried fruit. The limited batch of 240 sets sold out quickly.

As its second initiative, it supported a first-time exhibition of Mino-ware (about 100 items) made by about 20 potters.

Support for food exports

~ Provision of opportunities for business discussions with buyers worldwide ~

We are cooperating with “umamill Corp.,” which has a platform for business discussions with buyers around the world.

By posting products on the umamill website, which operates under the concept of “creating a place where all Japanese food manufacturers can take on the challenge of exporting,” business discussions with buyers around the world can start.

Since umamill acts as agent for overseas business procedures, overseas transactions are possible in the same way as business with domestic buyers.



Open innovation program

~ Support for the creation of new businesses ~

We are working with “Creww, Inc.,” which runs a platform for challenges under the vision “creating an era of great challenges.”

Startups with creative ideas and technology registered on the community managed by Creww are introduced to the Bank’s corporate network.

We are co-creating innovative businesses and services by allowing management resources and technologies to link up with external ideas.

This is contributing to the revitalization of the regional economy through the creation of new business.



Cloud factoring

~ Completely online finance ~

We have been working with “OLTA Co., Ltd.,” which developed AI (a scoring model) based on the corporate data of about 200,000 companies and provides a completely online factoring service from Japan, since 2017.

OLTA provides a quick fund procurement method using accounts receivable for businesses with many credits and little means of procuring small amounts of short-term working capital.

This is promoting the digitalization of transactions and providing seamless financial services.



SDGs and ESG

~ Regional revitalization ~



Social Contributions to the regional economy

Coordinating the “# Hida Beef at Home” project

Coordinating the “# Hida Beef at Home” project

All of Hida is cooperating with local governments, businesses, and other financial institutions to support Hida beef, which was hit hard by sluggish consumption due to the spread of COVID-19 infections. In just 12 days, the project recorded the 2nd* largest number of supporters ever in crowdfunding.

(* CAMPFIRE statistics as of May 13)

- Recruitment period April 29 to May 10
- Number of supporters 10,002 people
- Total amount of support 114 million yen



Social Contributions to regional society - human resource development

Cooperation with the Shirakawa-Go “Yuinowa” snack development project

“Resolving issues at the Shirakawa-Go world heritage site”

Shirakawa is a famous village at the Shirakawa-Go world heritage site.

While the number of tourists has increased year by year, on the other hand, this has not been linked to an increase in tourism consumption or improvements in the economic cycle. In response to this issue, souvenir confectionery was developed at Shirakawa-Go Gakuen, a combined elementary and junior high school, and large economic effects are expected.

This is not just an approach to a regional issue from an economic perspective, the project will also play a role in educating the children who will lead Shirakawa in the future.



Social Human resource support

Launch of the Jewelia project to develop services for women by women

The first “Skill matching” by the Glass Shoes Project

This is a project that uses the unique perspectives of women who play various roles in the home, at companies and in the region to solve regional issues with free thinking not bound by existing frameworks.

In the first “Glass Shoes Project,” members matched women unable to demonstrate their abilities in full due to family circumstances, etc., despite having skills and techniques that would enable them to play active roles in society, with local firms aimed at providing places of activity connected with society.



Social Regional contributions

Introduction of regional support vehicles and disaster response vehicles

Providing constant services even at times of disaster

In recent years, natural disasters such as typhoons and heavy rain have occurred frequently throughout Japan, so both regional support vehicles and disaster response vehicles were introduced to assist people in trouble at times of disaster.

When a torrential rain disaster occurred in Gifu Prefecture in July 2020, we dispatched “community support vehicles” equipped with ATMs and “disaster response vehicles” equipped with power generators and other equipment to the area. The vehicles were used to supply power to areas hit by power outages and otherwise to support local residents.



Users of a vehicle equipped with an ATM

Installed power generator and power outlets

SDGs and ESG

~ Regional contributions ~



Social Contributions to regional society

Spreading the beauty of the sightseeing spots of Gifu Prefecture

Cooperation with the PR of the Sekigahara Memorial Museum

We cooperated with the PR for the general opening of this sightseeing base in Gifu Prefecture.

Four male employees from the nearby Sekigahara Branch worked all day in armor borrowed from the Sekigahara Tourism Association. In addition, the installation of banners and hanging curtains helped to liven up the opening of the Sekigahara Memorial Museum by the whole Seino block.



A branch employee in armor talks with a customer

Social Partnership

Cooperation with the development of the “Gifu Mokuyukan,” the Gifu Prefecture forest education center

Cooperation with the 30-year vision for Gifu forest education

In order to pass on to the next generation the culture of coexistence with trees that Gifu Prefecture is proud of, the prefecture established Gifu Mokuyukan as a comprehensive base where people of all ages can become familiar with forests and trees and experience a connection with them.

The Bank cooperated with the development of the facility based on the “Comprehensive Agreement on Creation of Forest Resources and Gifu’s Education for Forest” concluded with Gifu Prefecture.

This facility is being used widely by the region as a base for promoting “Gifu’s forest education” that supports the child-rearing generation.



A forest education space at Gifu Mokuyukan

Social Contributions to regional society

Activities of the Juroku Foundation for Regional Promotion

Supporting the region with three projects

- Financial aid for regional revitalization activities
 - Scholarship program for students from Gifu Prefecture
 - Arts and culture support project
- We started the scholarship program in 2008 and implemented it for the 13th time this fiscal year.
 - We recruited 10 new scholars this year.

The total number of scholarship recipients has reached 194 people.



Scholarship program - 2020 scholarship recipients

Social Partnership

Participation in demonstration testing of a ridesharing service

Cooperation with a new transportation system developed by local government

While the aging of society is advancing, increases in “shopping refugees” and “medical refugees” who find it difficult to attend hospital by themselves are concerning.

In order to solve such social issues using CASE and MaaS, we co-sponsored as an area sponsor the “Choisoko Kagamihara,” a new transportation system developed by the local government.

This is contributing to the creation of a sustainable society by creating new value through CASE and MaaS.



A stop has been established at Higashi Kakamigahara Branch.

SDGs and ESG

~ Environment and governance ~



Environment Environmental conservation activities

Participation in regional environmental activities and business activities

Participation in regional volunteer activities

Environmental beautification activities around Hill of Humanity Park (The Chiune Sugihara Memorial Hall)



Forest conservation activities in cooperation with prefectures and towns

Forest conservation activities in the Juroku Bank's Forest "Mitake"



Environment Environmental conservation activities

Investment in ESG bonds

We are supporting efforts for a sustainable society through investments in ESG bonds

We are investing positively in corporate bonds limited to projects that are expected to contribute to a sustainable society, such as renewable energy business and social infrastructure development. We will continue our efforts aimed at the realization of a sustainable society.

[Recent investments in ESG bonds]

Investment fiscal year	Number of cases	Total amount
FY2018	2	900 million yen
FY2019	3	1.9 billion yen
FY2020	10	10 billion yen

Governance Strengthening of corporate governance

We established a Management Advisory Council (2 committees) as an advisory body to the Board of Directors

We are ensuring transparency and fairness in the decision-making of the Board of Directors.

Each committee is chaired by an outside director, and a majority of their 5 members are outside members. Each committee provides advice on the following matters for consultation.

Human Resources Advisory Committee

Chair Outside director
Members Outside director 1 person
 Inside directors 2 people
 External expert 1 person

Details of consultation

- Matters concerning the determination of candidates for director
- Matters concerning the determination of candidates for auditor
- Matters concerning the selection and removal of executive directors, etc.

Compensation and Others Advisory Committee

Chair Outside director
Members Outside director 1 person
 Inside directors 2 people
 External expert 1 person

Details of consultation

- Matters concerning the compensation etc., of directors
- Matters concerning the evaluation of the effectiveness of the Board of Directors
- Other important management matters

Governance Ensuring diversity in the composition of the Board of Directors

Initiatives such as a ratio of outside directors of one-third or more and the appointment of female directors

Ensuring the diversity of the Board of Directors and realizing its optimal scale

Following the General Meeting of Shareholders of June 2020, the Bank welcomed its first female director and made 3 of its 9 directors outside directors. This will further strengthen governance and ensure diversity, including the promotion of female advancement.

Outside directors



Prior to the General Meeting of Shareholders (9 people) Internal 7 : Outside 2	
Following the General Meeting of Shareholders (9 people) Internal 6 : Outside 3	

未来へつなぐ
エンゲージメント

