

We will further strengthen our “**engagement first**” initiatives, with the aim of becoming “a financial group that is needed by customers and grows with customers.”

Looking at the operating environment for regional financial institutions, the business environment is becoming increasingly harsh, including reductions in margins due mainly to the low interest rate policy, in addition to increasingly fierce competition beyond business categories. In addition, local economies face structural challenges, such as population decline and acceleration of aging society with a declining birthrate, and there are concerns that the size of the market will shrink in the future. With these circumstances as the backdrop, regional financial institutions are greatly needed to contribute to the growth and development of customers and local economies by providing high-quality “customer-first” services.

To meet this challenge, we commenced “‘The 14th Medium-Term Management Plan’ All for Your Smile: Providing Wholehearted Services ~ 2nd Stage ~” in April of this year. In this plan, we aim to be “a financial group that is needed by customers and grows with customers,” and will transform our business model with “engagement first” continuing to be our cornerstone activity.

With the celebration of the 140th anniversary of our founding this October as a milestone, we are committed to striving to further improve our corporate value through these initiatives in order to continue to be a bank that customers can rely on into the future.

I look forward to receiving the continued support and encouragement of all of our stakeholders.

July 2017  
Yukio Murase  
President and CEO

