

Corporate Strategy

For the Development of Regional Business

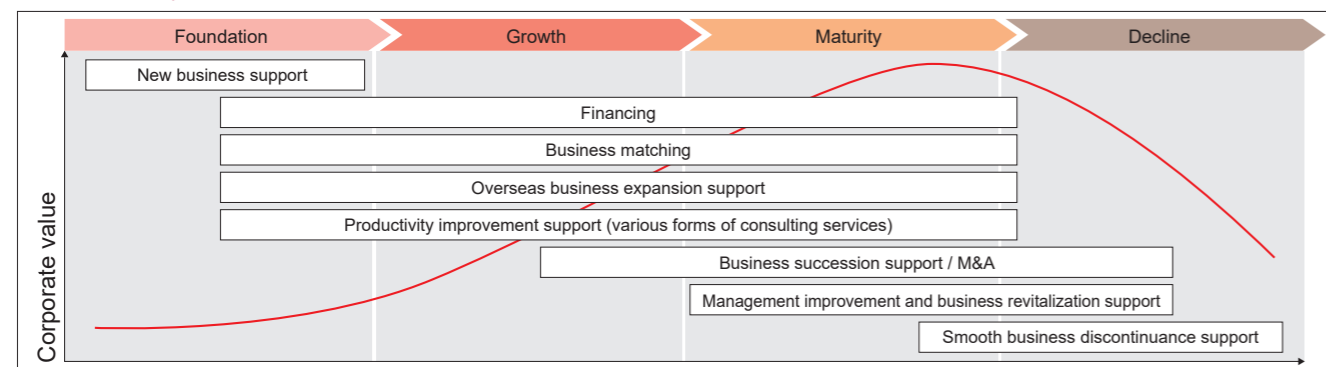
As a reliable partner rooted in the region, we offer consulting services according to the management issues of our customers. We provide consultations tailored to the life stage of each customer, including business incorporation and new business support and financing based on business feasibility assessments, business succession and M&A support, and more.

Exhibiting Consulting Capabilities

Management support matched with life cycles

Companies generally move along a life cycle from the inception phase to the decline phase. The Bank identifies customers' management challenges that will change according to each life cycle, and engages in providing solution services that propose concrete action plans to support customers.

Business life cycle



Promotion of business feasibility assessment activities

The Bank has positioned business feasibility assessment activities as a central pillar of its corporate business strategy.

Through business feasibility assessment activities, we contribute to the continued operation and growth of customers' businesses. We aim to increase the number of customers who want to be engaged in transactions with us over a long period of time as their main bank.

Through proactive partnership among branches, headquarters, group companies, and external institutions, we will respond to diverse needs of our customers and strive to improve our representatives' capabilities to provide consulting and propose solutions through involvement in many projects.

Consultation through Client-Supporting Project

In order to instill and ingrain business feasibility assessment activities, since the second half of FY2017, the Bank has implemented the "One Person, One Company Customer Support Campaign," whereby one sales representative is assigned to one company for support activities every half year. This movement involves ascertaining a broad range of management issues and needs through repeated dialogue with customers, and working with them to consider and execute solutions to resolve them. The Bank believes that repetition of these activities strengthens relations with customers, resulting in the continuation and growth of customers' businesses.

Since FY2020, under the "Client-supporting project" targeting all customers, we have been utilizing the information accumulated and the relations built to date to provide proposals that meet customer needs in specific fields such as business succession and M&A, support for management improvement and business succession, and defined contribution pension plans.

"One Person One Company Customer Support Campaign" and "Client-supporting project" target numbers

	FY 2017	FY 2018	FY 2019		FY 2020
One Person One Company Customer Support Campaign	622	2,448	3,872	Strengthening relations with customers	Client-Supporting Project
	Number of targets				

Solution business support system

By strengthening relationship with customers on a daily basis, the Bank is making efforts to understand their management issues, which are becoming more diverse and serious. The Solution Business Division was established in April 2019. By consolidating sales departments in the Bank's headquarters and deepening mutual collaboration, the division provides integrated solutions addressing both corporate and individual needs.

In addition, we are always making efforts to expand the solutions menu to resolve management issues and also strengthening our support system so that we can offer proposals according to the trends of the times.



Our solution lineup

Below are some of the corporate solutions we offer.

Support for healthcare and welfare

In order to meet the diverse needs of customers in the region related to the medical and nursing care business, the Bank has assigned dedicated personnel with qualifications as medical managers and nursing care managers to provide comprehensive business support. We provide specific consulting such as market analysis and simulated income and expenditure plans for customers considering opening clinics or entry into the nursing and welfare sector.

Private placement bonds

In addition to responding to financing needs to ensure long-term stable finance and stabilize cashflow, we are working to expand private placement bonds, which will help improve external creditworthiness since they are limited to good-standing companies that fulfill eligibility criteria.

We also offer Hyakugo SDGs Private Placement Bonds (corporate support-type), which give a preferred coupon rate to companies engaged in SDGs initiatives, and Hyakugo SDGs Private Placement Bonds (donation-type), which donate books, equipment and other materials to the customer's designated educational institution, welfare institution, municipal government, or public-service corporation.

Structured finance

Rather than conventional financing, we are offering tailor-made financing that meets the demands of our customers. Specifically, we are taking initiatives for PFI projects, project financing for power businesses, financing for acquisitions (LBO loans, etc.), syndicate loans, securitized loans, loan covenants, and more.

M&A

The Bank considers that its M&A support business is conducive to maintaining the regional industry base and revitalizing the communities. Eight specialized staff members are actively offering consultation services. In FY2020, we supported 11 cases of M&A, involving 15 companies.

Risk Consulting

Three dedicated personnel have been assigned to conduct optimal planning and support stable business succession by meeting the needs of corporate managers such as addressing management risks including temporary reductions in sales and deterioration of cash flow caused by the health of corporate managers and the handling of retirement benefits for officers and business succession.

