

The Hyakugo Bank, Ltd.

First Section of TSE and First Section of NSE (8368)

INFORMATION MEETING

Presentation for FY2020 Interim Financial Results

December 2, 2020



COVID-19

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KAI-KAKU 150 1st STAGE—“Gateway to the Future”

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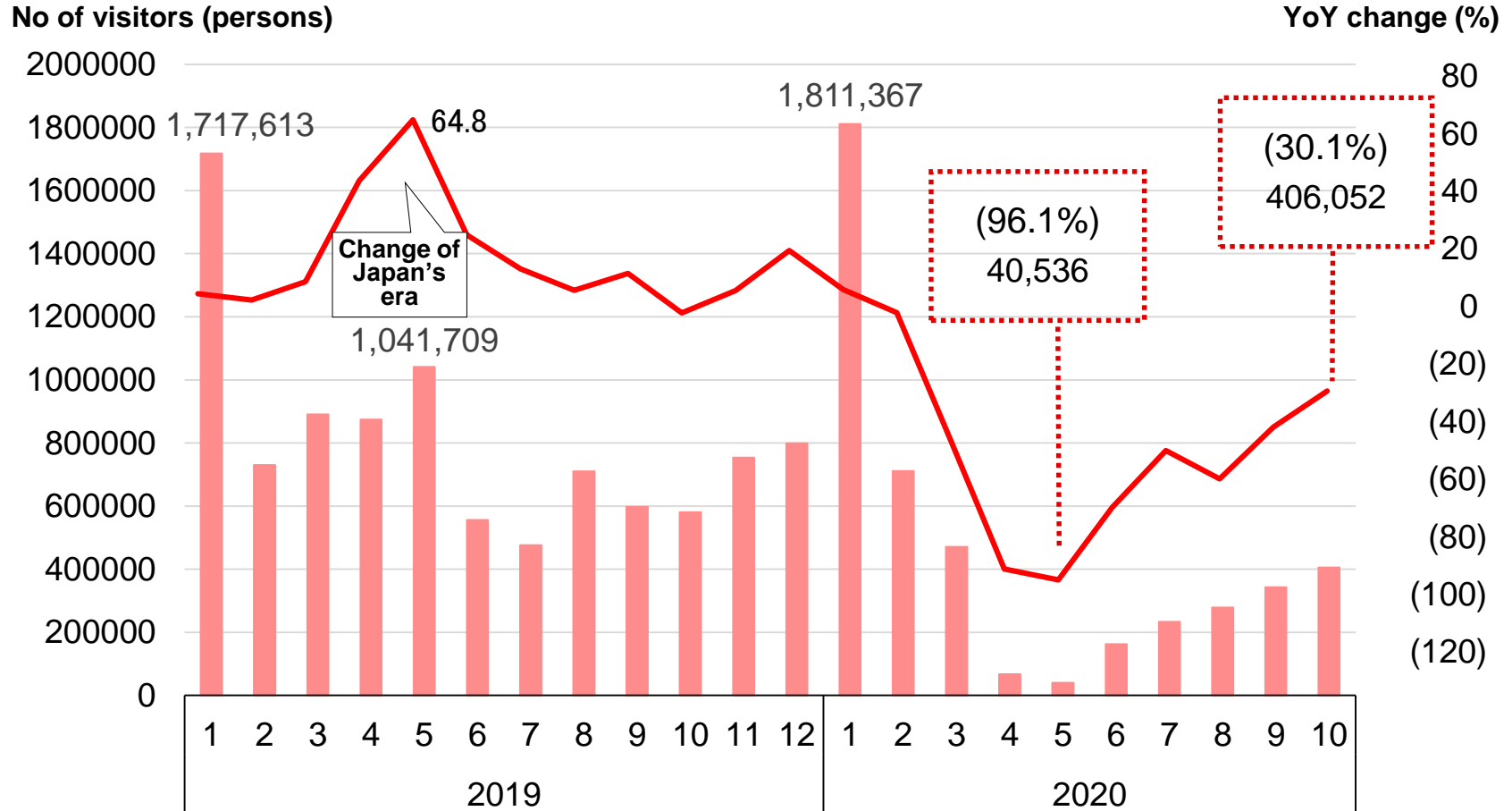
COVID-19

Impact and Responses

Impact of COVID-19: Ise Grand Shrine (Ise jingu)

- The Ise Grand Shrine suffered an impact from the COVID-19 pandemic and saw a substantial decline in visitors. But visitors have been increasing after reaching a bottom in May.

Visitors to Ise Grand Shrine and year-on-year change in visitors

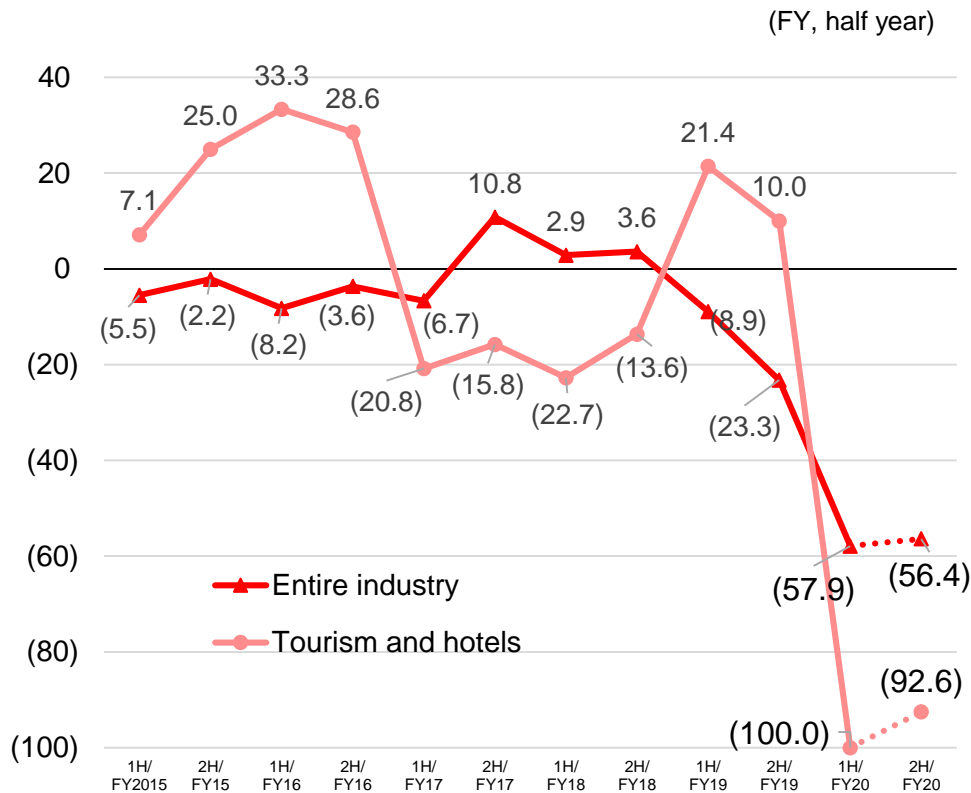


Source: "Monthly Number of Visitors," Ise City (Naiku and Geku)

- Tourism and hotels have been severely affected but their sentiment partially stopped falling.

Business sentiment of tourist and hotel businesses in Mie Prefecture

Business Sentiment Index (BSI) (tourism and hotels, and entire industry)

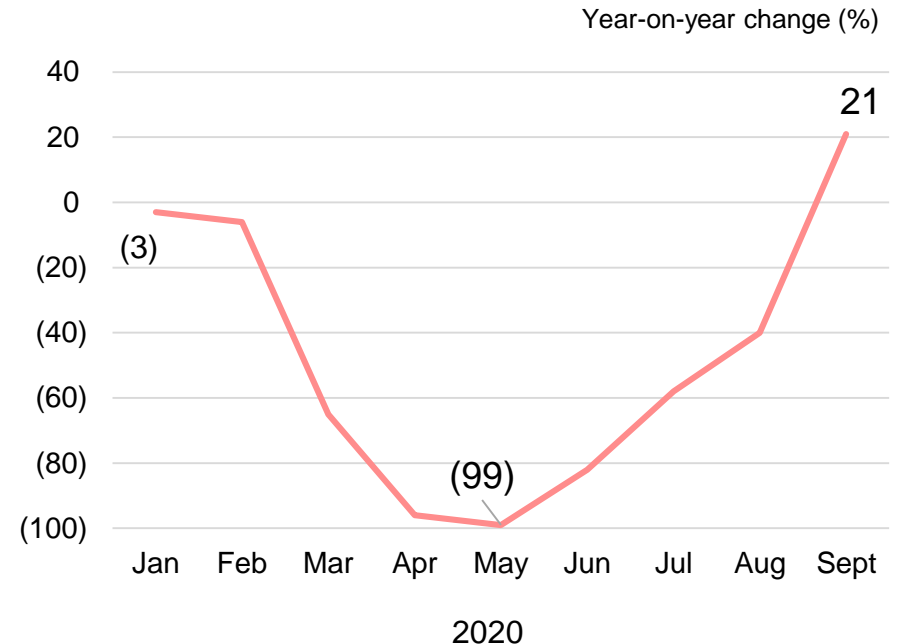


* The figures for the second half of FY2020 are forecasts. The number of respondents for FY2020 (entire industry: 484 businesses, tourism and hotels: 27 businesses)

* Business Sentiment Index (BSI): the index figure is obtained by subtracting the percentage of firms having negative business sentiment in their sectors, compared with the same period in the previous year, from the percentage of those having positive business sentiment.

Source: "Business Sentiment Survey," Hyakug Research Institute

Number of hotel guests in Mie Prefecture



Source: "V-RESAS," Cabinet Office ("Tourism Forecast Platform Promotion Team," Japan Travel and Tourism Association)

Tourism and hotels remain in a severe condition, but are beginning to pick up after bottoming out in May

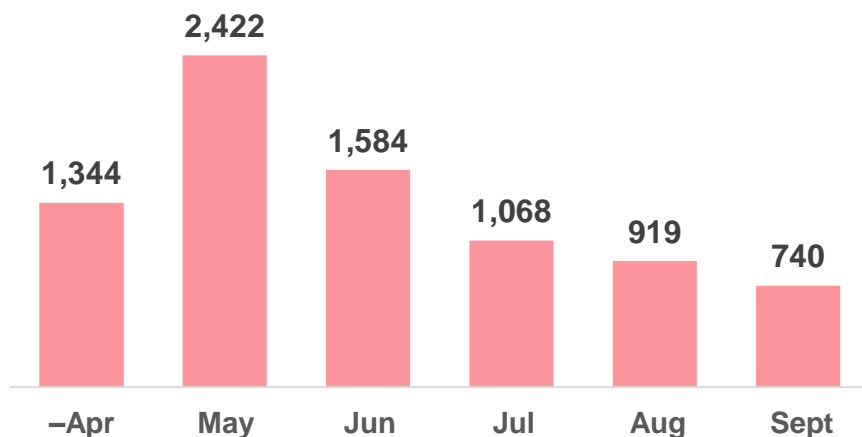
- Serve as a local financial institution and accomplish its missions amid the COVID-19 pandemic

Financing related to COVID-19

Financing related to COVID-19

The COVID-19 pandemic sharply decreased sales and put chiefly small and medium-sized companies in the region **in a difficult financing situation**

Monthly new loan applications
(unit: contracts)



Loan contracts executed:
7,000

Amount of Loans executed: **218 billion yen**

Cumulative total from March to end of September 2020

of which,

for large companies	50 billion yen
for medium-sized companies	10 billion yen
for small and medium-sized companies	158 billion yen

- The loan amount executed for small and medium-sized companies totaled **168 billion yen**, which accounts for some **12%** of the loan balance for small and medium-sized companies, **1.4 trillion yen**.

of which, Credit Guarantee Corporation loans (practically non-interest-bearing, unsecured)

Loan contracts executed:
5,700

Amount executed:
97.6 billion yen

*Cumulative number of loans and amount on an execution basis (approximate)

Fulfill **the role of helping** customers **to raise funds**

- Serve as a local financial institution and accomplish its missions amid the COVID-19 pandemic

Dedicated to supporting local tourist businesses and souvenir shops

Campaigns to support products in Mie Prefecture

Campaign 1

May to Jul 2020

Mie Prefecture and Hyakugo Bank

Promoting products made in Mie on e-commerce website of the Tourism Federation



- Sold 1,100 products in two months of the campaign
- Customers from within the prefecture accounted for 70%, and those from outside for 30%
- Many businesses with no experience in e-commerce participated in the campaign

Campaign 2

Oct to Nov 2020, Jan to Feb 2021

Mie Prefecture and Hyakugo Bank and Mitsubishi UFJ NICOS

Promoting sales of products made in Mie on e-commerce website of the "Mie Treasure Market"



- Solicited local businesses to participate in the Mie Treasure Market
- Helped local businesses to start up e-commerce websites as part of a project of Mie Prefecture
- Promoted the market to 33 million people across the country together with Mitsubishi UFJ NICOS

Fulfill the role of helping customers to expand sales channels

Outline of Financial Position

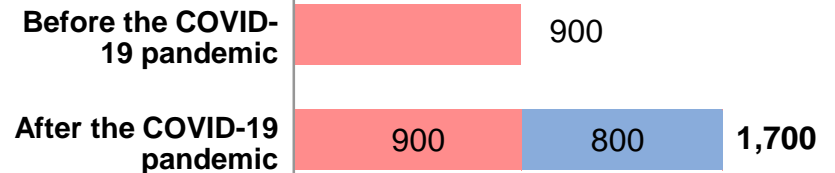
- Gain posted from revising the retirement benefit scheme to extraordinary gains during the same period in the previous fiscal year caused interim net income to decrease 16.1% year-on-year.

	(Million yen)	FY 9/19	FY 9/20	Year-on-year
Gross operating income	(1)	28,953	28,449	(504)
Interest income		24,931	23,992	(938)
Fees and commissions		4,902	4,599	(303)
Other operating income		(880)	(142)	738
Of which, gain and loss from government bonds and other bonds	(2)	1,474	235	(1,238)
Provision of general allowance for loan losses	(3)	35	(56)	(92)
Expenses	(4)	20,909	20,775	(134)
Net operating income	(1) - (3) - (4)	8,009	7,731	(277)
Core net operating income	(1) - (2) - (4)	6,569	7,438	868
Core net operating income (excluding gain and loss from cancellation of Investment trusts)		6,163	6,859	696
Non-recurring gain and loss		(1,060)	272	1,333
Of which, disposal of bad debts	(5)	521	985	463
Gain and loss from stocks and other securities		(752)	1,192	1,945
Ordinary income	B	6,948	8,003	1,055
Extraordinary gain and loss	C	2,311	(167)	(2,479)
Interim net income before income taxes		9,259	7,835	(1,423)
Interim net income		6,863	5,759	(1,104)
Credit costs	(3) + (5)	556	928	371

Forecasts and performance of credit costs

FY 9/20 (forecast)

(Million yen)



FY 9/20 (actual)

actual 928

Year-on-year changes

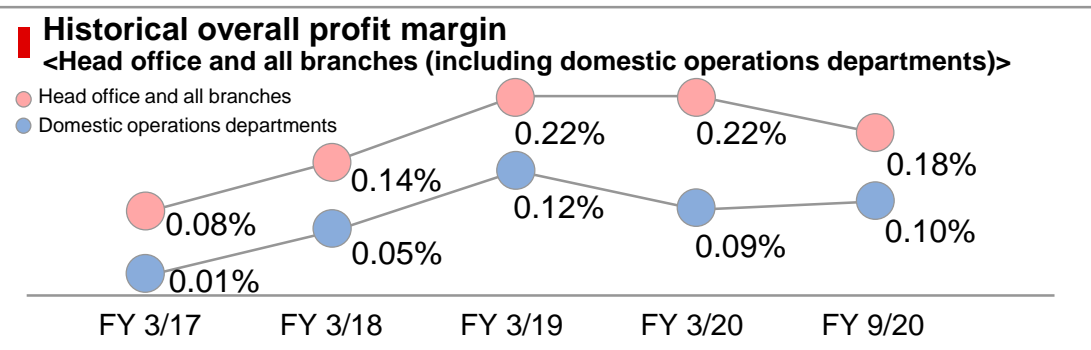
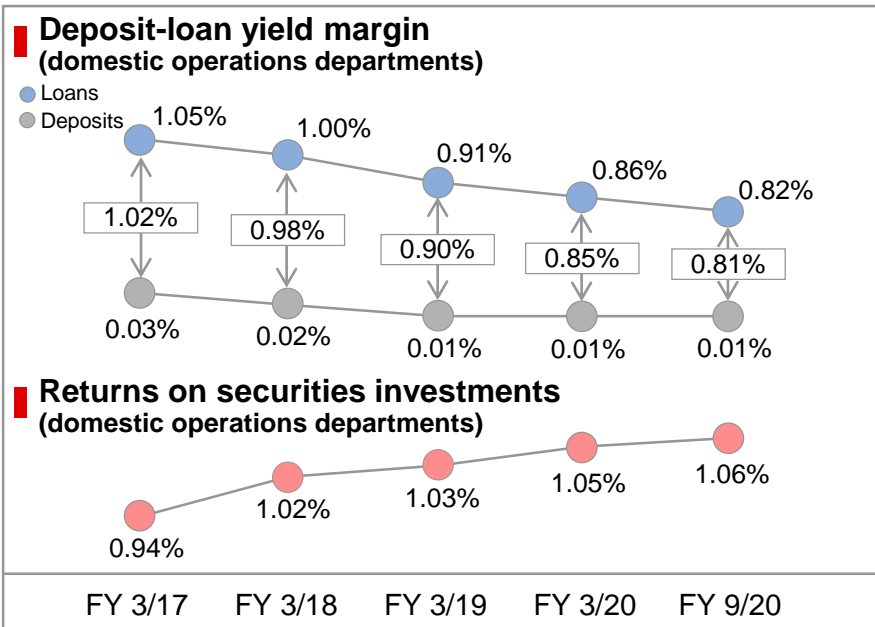
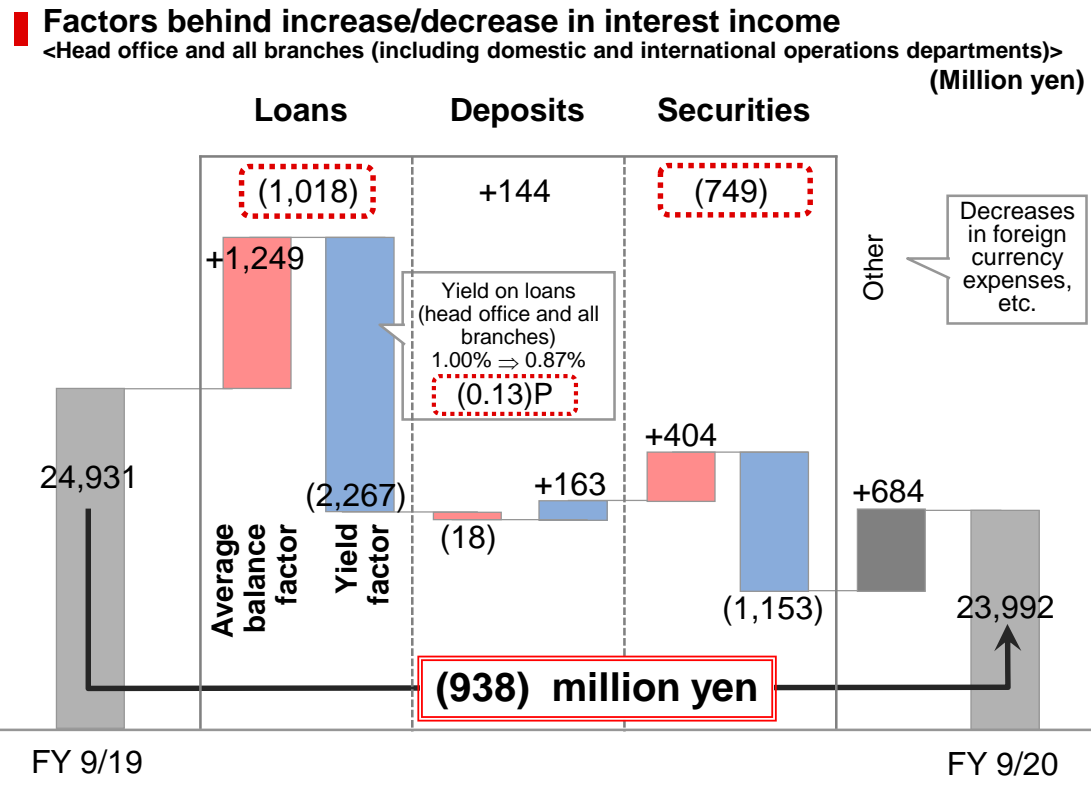
- Core net operating income increased due mainly to increases in other operating income except for gain and loss from government bonds and other bonds, and to a decrease in expenses
- Ordinary income increased due mainly to increases in gain and loss from stocks and other securities
- Gain posted from revising the retirement benefit scheme during the same period in the previous fiscal year caused interim net income to decrease

Forecast changes in credit costs

- A substantial increase in credit costs were posted at the time of announcing the forecast interim financial results in May in response to the COVID-19 pandemic
- The impact of COVID-19 was less than expected thanks to government support including no interest-bearing and unsecured loans and subsidies. In the current interim period, the actual credit costs were 771 million yen lower than the forecast

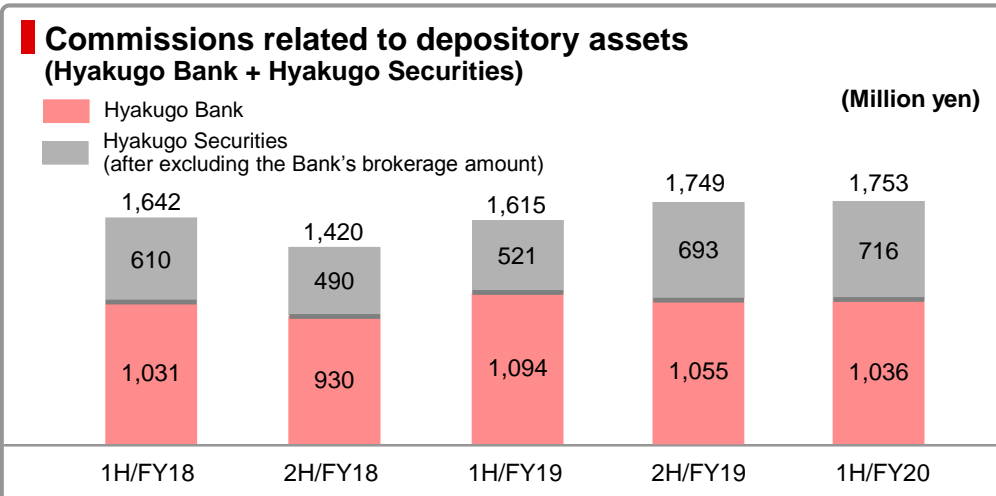
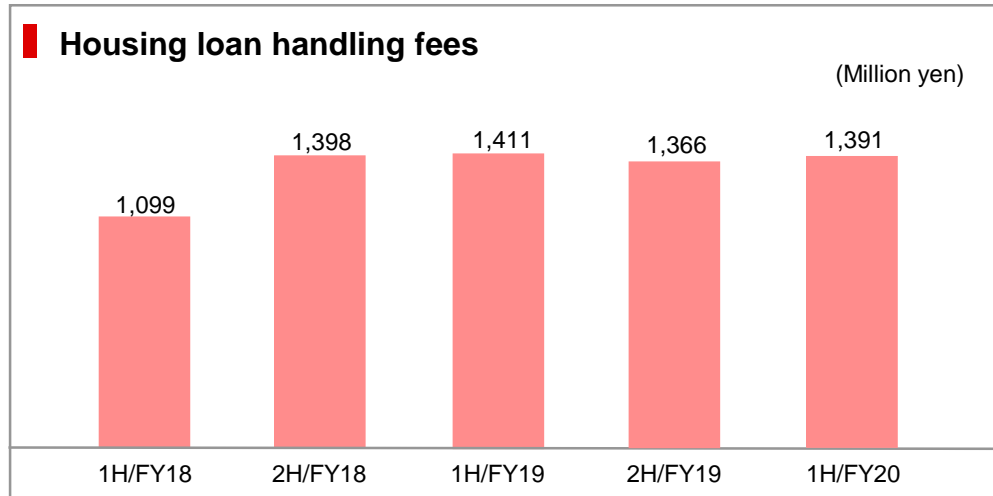
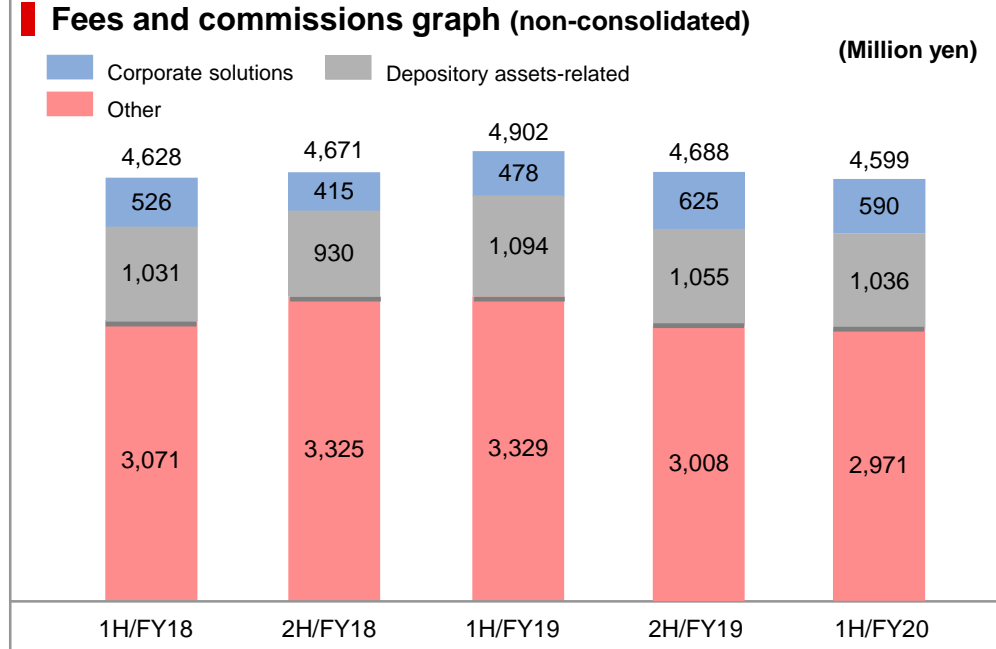
● A decrease in loan and securities interest contributed to a decrease in interest income of 3.8% year-on-year.

(Million yen)	FY 9/19	FY 9/20	Year-on-year
Interest income	24,931	23,992	(938)
Total interest income	27,676	25,768	(1,907)
Loan interest	17,493	16,475	(1,018)
Interest and dividends on securities	9,844	9,095	(749)
Other	337	198	(139)
Interest expenses	2,745	1,776	(968)
Interest on deposits	496	351	(144)
Other	2,248	1,425	(823)



- An increase in payment of housing loan guarantee and insurance premium, etc. and a decrease in insurance sales commissions contributed to a decrease in fees and commissions of 6.2% year-on-year

	(Million yen)		
	FY 9/19	FY 9/20	Year-on-year
Fees and commissions	4,902	4,599	(303)
Fees and commissions	7,244	7,099	(144)
Commissions related to depository assets A	1,094	1,036	(57)
Investment trust commissions	405	452	47
Insurance sales commissions	573	375	(197)
Financial instruments brokerage commissions	65	151	85
Defined contribution pension commissions	50	57	6
Corporate solutions fees B	478	590	112
Housing loan handling fees	1,411	1,391	(20)
Fees and commissions expenses (expenses)	2,341	2,500	158
Of which, payment of housing loan guarantee and insurance premium, etc. (expenses) C	1,546	1,786	240



● Expenses decreased 0.6% year-on-year due to decreases in personnel and non-personnel expenses

(Million yen)

	FY 9/19	FY 9/20	Year-on-year
Expenses	20,909	20,775	(134)
Personnel expenses	11,191	11,081	(110)
Non-personnel expenses	8,641	8,608	(32)
Taxes	1,076	1,085	8

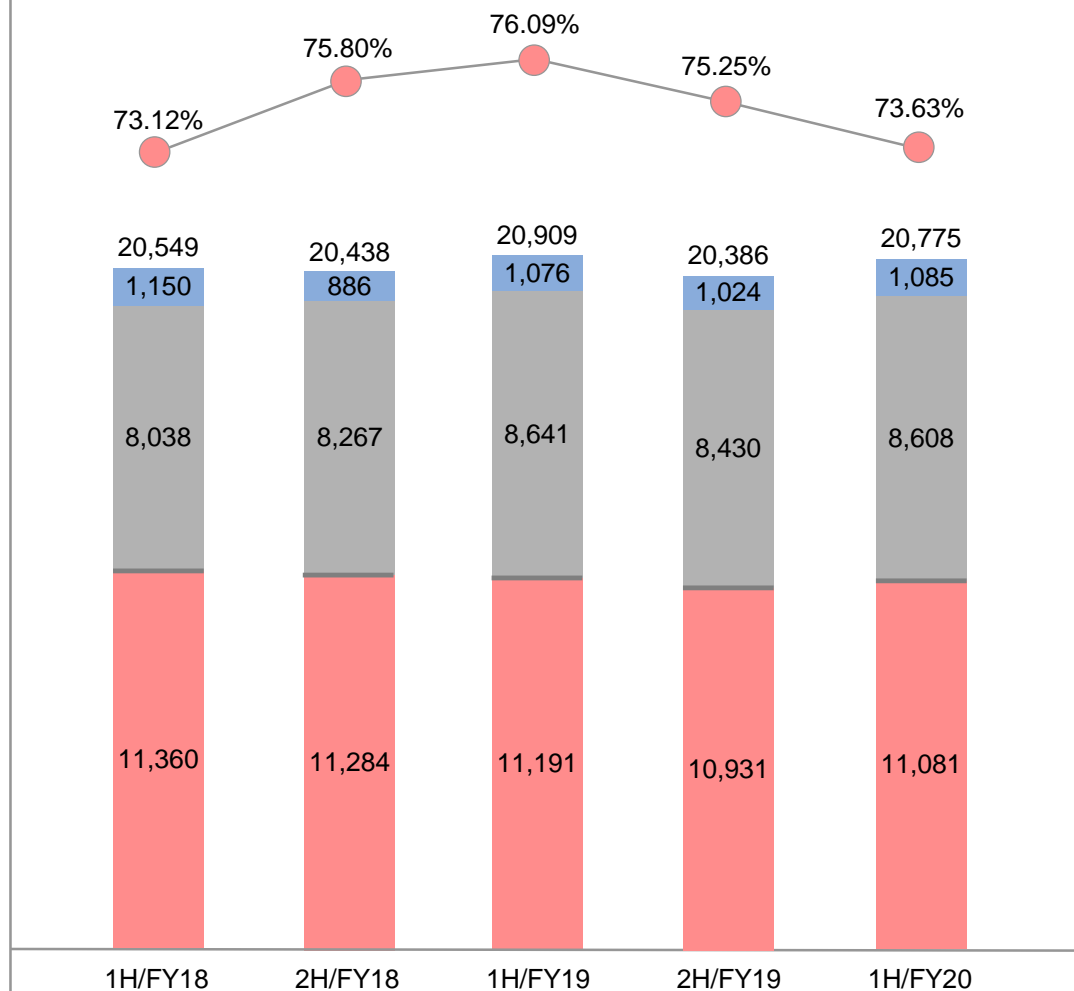
Major factors underlying changes in expenses

- **Personnel expenses**
Salaries, etc. fell due to a decrease in personnel
- **Non-personnel expenses**
Supplies expenses decreased as a result of efforts to cut expenses
- **Core OHR**
Core OHR increased 2.46 points year-on-year due to an increase in core gross operating profit and a decrease in expenses.
Efforts will be continuously made to reduce expenses

Expenses and core OHR

(Million yen)

■ Taxes ■ Non-personnel expenses ■ Personnel expenses
● OHR (core gross operating profit basis)



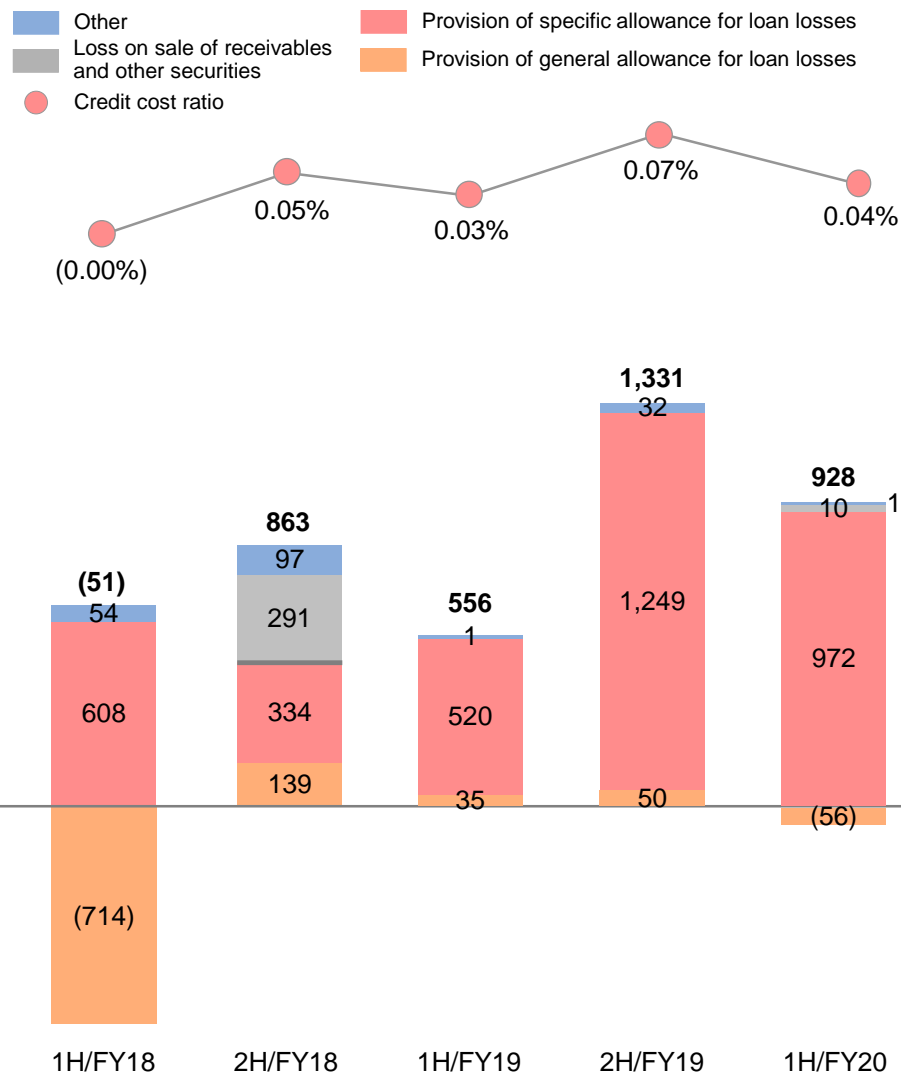
- An increase in the provision of allowance for specific loan losses caused a year-on-year increase in credit costs. Credit costs related to COVID-19 were limited

(Million yen)

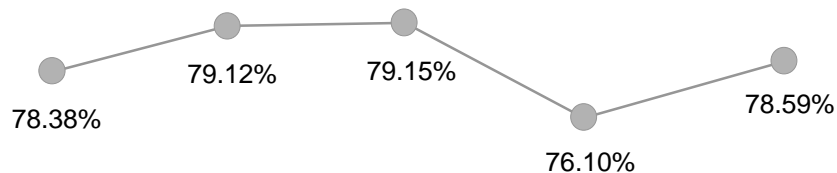
	FY 9/19	FY 9/20	Year-on-year
Credit costs	556	928	371
Of which, provision of general allowance for loan losses	35	(56)	(92)
Of which, provision of specific allowance for loan losses	520	972	452
Of which, loss on sale of receivables and other securities	—	10	10
Credit cost ratio	0.03%	0.04%	0.01P

	FY 3/20	FY 9/20	Year-on-year
Nonperforming loans	54,706	54,051	(654)

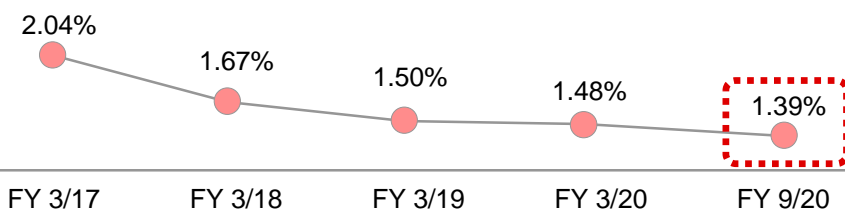
Credit costs (non-consolidated) (Million yen)



Nonperforming loans coverage ratio



Nonperforming loans ratio



● Individual deposits and corporate deposits both remained strong, increasing total deposits 4.4% year-on-year

(100 million yen)

	FY 3/20	FY 9/20	Year-on-year
Total deposits (average balance)	51,023	53,275	2,251
Mie Prefecture	45,740	47,958	2,218
Aichi Prefecture	4,982	4,957	(25)
Tokyo and Osaka	300	359	58

(100 million yen)

	FY 3/20	FY 9/20	Year-on-year
Individual deposits (average balance)	37,846	39,260	1,413
Mie Prefecture	34,989	36,286	1,297
Aichi Prefecture	2,835	2,951	115
Tokyo and Osaka	21	22	0

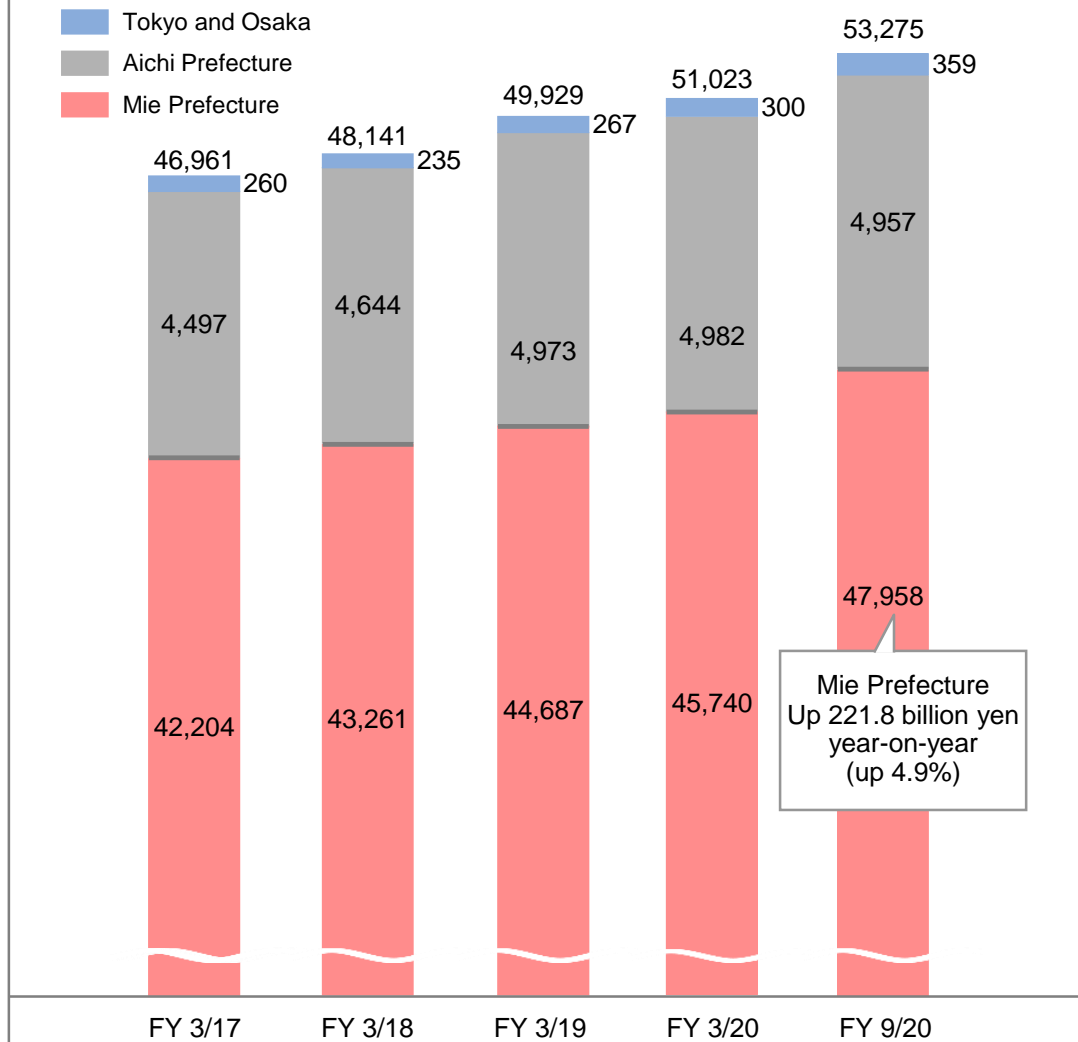
(100 million yen)

	FY 3/20	FY 9/20	Year-on-year
Corporate deposits (average balance)	10,539	11,363	824
Mie Prefecture	8,220	9,046	826
Aichi Prefecture	2,043	1,988	(54)
Tokyo and Osaka	275	328	52

* Mie Prefecture includes Shingu and Internet branches.

Total deposits (average balance)

(100 million yen)



- Individual loans such as housing loans and corporate loans increased, resulting in a 6.3% increase year-on-year in total loans

(100 million yen)

	FY 3/20	FY 9/20	Year-on-year
Total loans (average balance)	35,297	37,534	2,237
Mie Prefecture	17,052	17,724	672
Aichi Prefecture	10,987	12,537	1,550
Tokyo and Osaka	7,257	7,272	14

up
6.3%

up
14.1%

(100 million yen)

	FY 3/20	FY 9/20	Year-on-year
Loans to SMEs (average balance)	12,474	13,002	528
Mie Prefecture	7,172	7,592	420
Aichi Prefecture	3,324	3,506	182
Tokyo and Osaka	1,977	1,903	(73)

(100 million yen)

	FY 3/20	FY 9/20	Year-on-year
Housing loans (average balance)	12,164	13,555	1,390
Mie Prefecture	6,252	6,623	371
Aichi Prefecture	5,912	6,931	1,019

up
11.4%

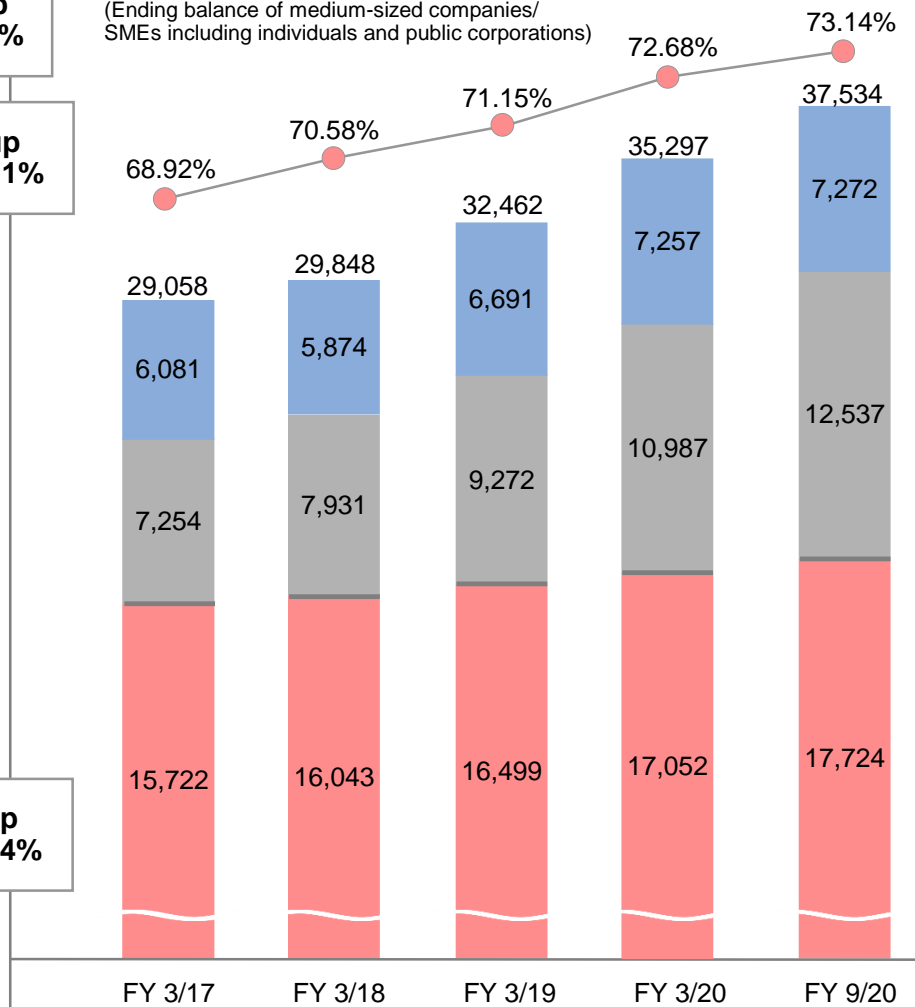
Total loans (average balance)

(100 million yen)

■ Tokyo and Osaka ■ Aichi Prefecture ■ Mie Prefecture

Share of loans to medium-sized companies/SMEs in total loans

(Ending balance of medium-sized companies/SMEs including individuals and public corporations)

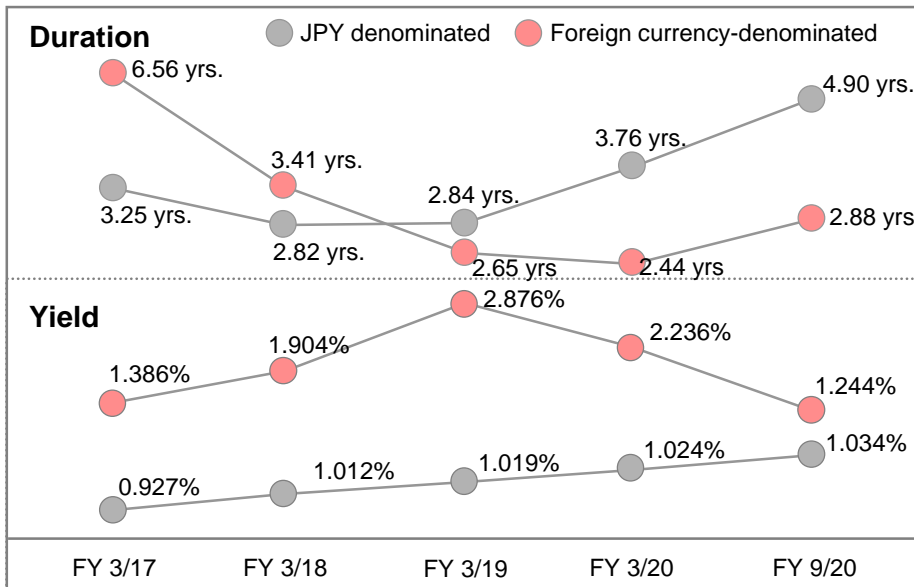


* Mie Prefecture includes Shingu and Internet branches.

● Valuation gains (losses) on securities increased 36.2% from the end of the previous fiscal year due mainly to increases in share prices and investment trusts.

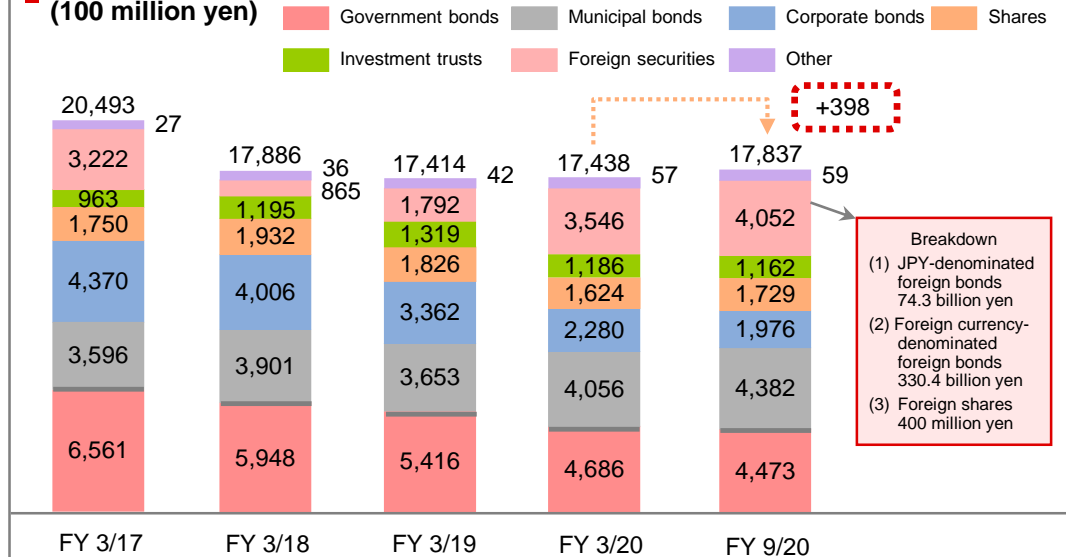
(100 million yen)	FY 3/20	FY 9/20	Year-on-year
Securities balance	17,438	17,837	398
Government bonds	4,686	4,473	(212)
Municipal bonds	4,056	4,382	325
Corporate bonds	2,280	1,976	(304)
Shares	1,624	1,729	105
Investment trusts	1,186	1,162	(23)
Foreign securities	3,546	4,052	506
Other	57	59	1
JPY-denominated average balance*	14,127	13,889	(237)
Foreign currency-denominated average balance*	2,319	3,062	742

Duration, yield*

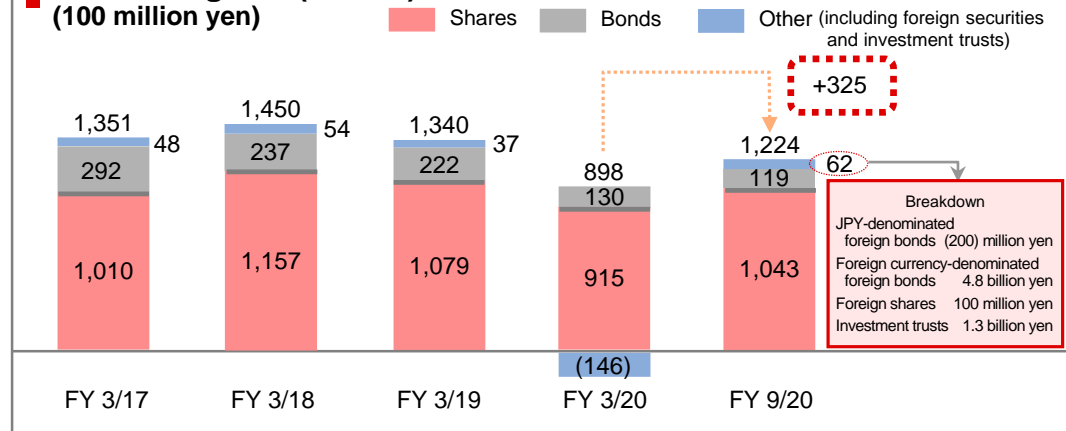


* Including trust beneficiary rights

Securities balance (100 million yen)



Valuation gains (losses) on securities (100 million yen)



- An increase in equity capital, resulting from income recognition, caused the equity ratio to increase 0.15 percentage points year-on-year

(100 million yen)

Computation method of credit risk asset value	Fundamental internal ratings-based approach			
	As of	FY 3/19	FY 3/20	FY 9/20
Equity capital (For equity ratio calculation purposes)		2,285	2,338	2,397
Risk Assets		23,458	23,200	23,456
Equity Ratio		9.74%	10.07%	10.22%
Shareholders' equity		2,530	2,621	2,668

Method of computing value-at-credit-risk asset value:

Fundamental internal ratings-based approach

Method of computing value-at-operational risk:

The Standardized Approach (TSA)

Benefits of introducing FIRB

Sophisticated management of risk and equity capital

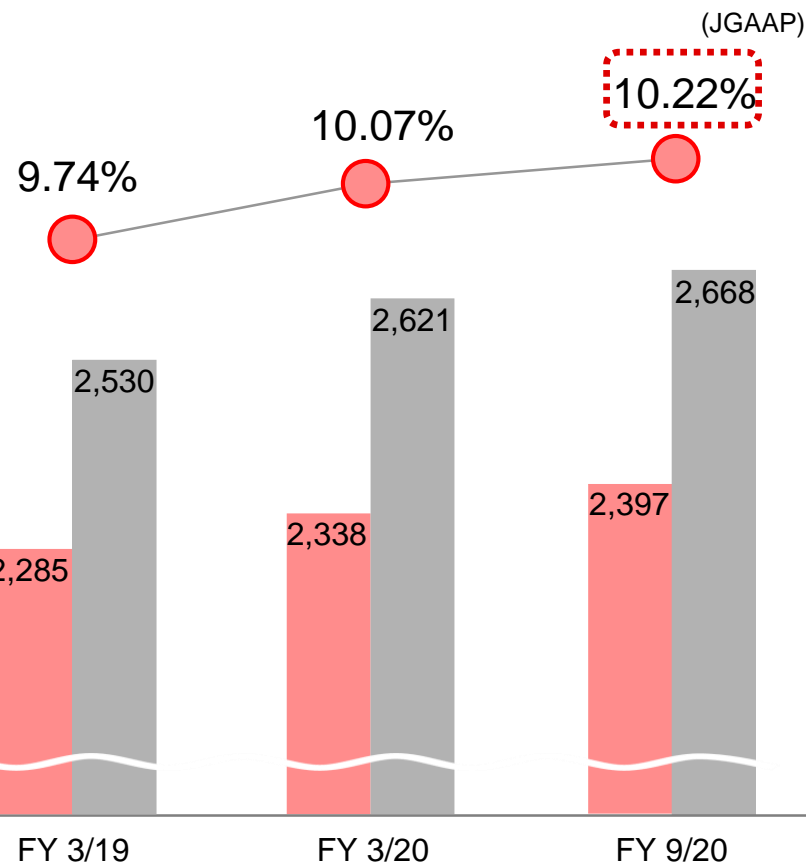
Achieves financial health

Enhances financial intermediary capability

Equity capital, shareholders' equity, and equity ratio (100 million yen)

Equity capital (Red bar) Shareholders' equity (Grey bar) Equity Ratio (Red circle)

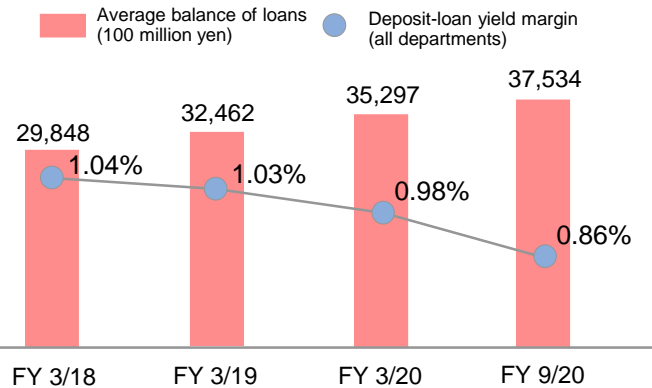
Fundamental internal ratings-based approach (FIRB)



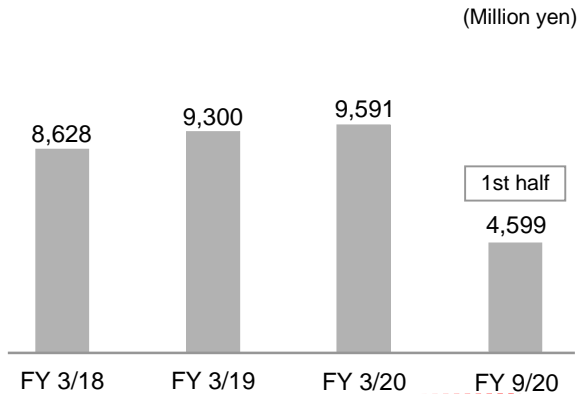
- Negative operating income from services to customers was posted in the first half, but the Bank seeks to increase fees and commission and reduce expenses to achieve positive operating income on a full-year basis for three consecutive fiscal years.

Maintained operating income from services to customers

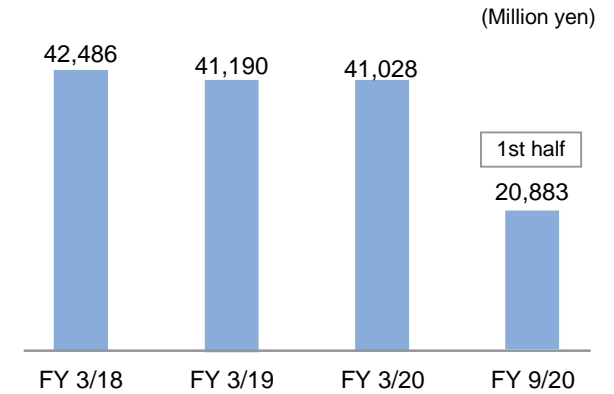
Change in average balance of loans and deposit-loan yield margin



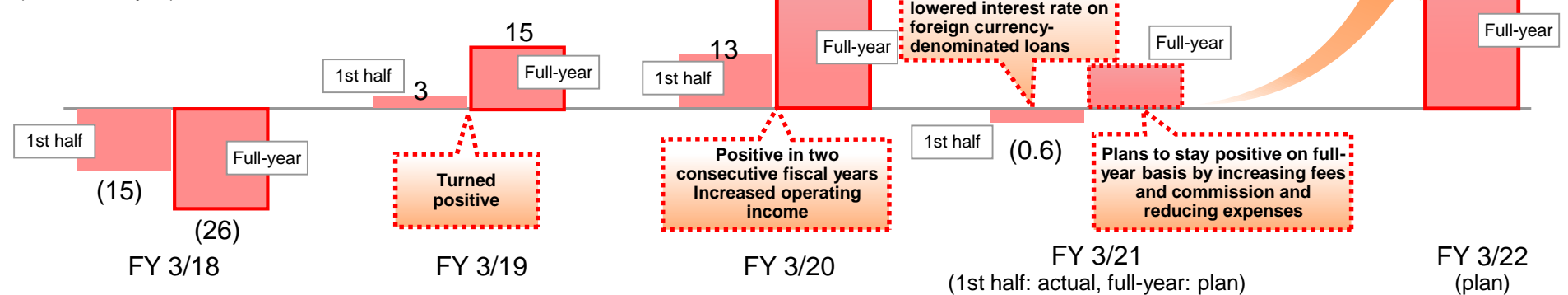
Change in fees and commission



Change in operating expenses



Changes in operating income from services to customers



Operating income from services to customers

Average balance of loans x (interest rate on loans – interest on deposits, etc.) + fees and commissions – operating expenses (including retirement benefit expenses in extraordinary gain and loss, etc.)

- Full-year net income forecast for FY2020 was revised upward in light of the actual figure in the first half. Increased dividends to enhance the shareholder return

Forecast (non-consolidated)

(Million yen)

	FY 3/21 (Initially published)	FY 3/21 (Revised upward)
Gross operating income	54,400	55,900
Interest income	47,500	45,800
Fees and commissions	9,700	10,100
Other operating income	(2,800)	—
Net operating income	12,300	14,800
Ordinary income	12,400	14,200
Net income	9,000	10,000
Credit costs	3,300	2,500
Consolidated net income attributable to shareholders of the parent (consolidated)	9,100	10,500

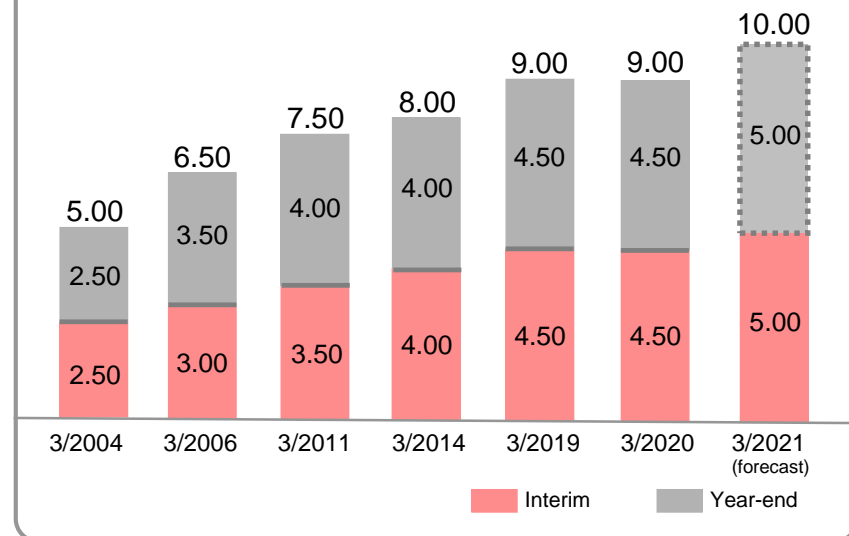
Full-year net income (non-consolidated) is forecast to be 10 billion yen as an increase in credit costs resulting from the impact of COVID-19 is incorporated to some extent in the second half.

Dividend forecast

Interim	Year-end	Full year
5.0 yen (Figure initially published + 0.5 yen)	5.0 yen (Figure initially published + 0.5 yen)	10.0 yen (Figure initially published + 1.0 yen)

Dividends

(Yen)



Medium-term Management Plan

“KAI-KAKU 150 1st STAGE—Gateway to the Future”

Aiming to Transform into a Digital & Consulting Bank

Progress Review

- The indicators demonstrated steady performance towards the final goals of the Medium-term Management Plan. Operating income from services to customers was negative in the interim period, but is expected to remain positive on a full-year basis

Numerical Targets of the Medium-term Management Plan

	Item	FY 3/20 (actual)	FY 9/20 (actual)	Progress in the Plan	FY 3/22 (Final goal of the Plan)
Profitability indicator	Net income	11.3 billion yen	5.7 billion yen	○	10.0 billion yen
Capital efficiency indicator	ROE (shareholders' equity basis)	4.41%	4.34%	○	3.7% or more
Efficiency indicator	OHR (core gross operating profit basis)	75.67%	73.63%	○	Less than 79%
Soundness indicator	Equity Ratio	10.07%	10.22%	◎	9.5% or more
Growth indicators	Average balance of total deposits (including negotiable certificates of deposit)	5,102.3 billion yen	5,327.5 billion yen	◎	5,230 billion yen or more
	Average balance of total loans	3,529.7 billion yen	3,753.4 billion yen	◎	3,700 billion yen or more
	Loan-to-deposit ratio (average balance basis)	69.2%	70.5%	○	70.8% or more
Profit indicators	Operating income from services to customers	2.9 billion yen	(60) million yen	△	3.7 billion yen
	Corporate solutions fees	1,103 million yen	590 million yen	△	2,000 million yen
Human resources development indicator	Number of personnel with professional qualifications	221 persons	217 persons	○	300 persons

No. 1 among regional banks in Japan

The number of staff members who passed the knowledge-based exam of the 1st Grade Financial Planning Qualifications

(two consecutive examinations held in Sept 2019 and Jan 2020)

- An issue is “many redemptions of relatively high-yield JPY-denominated bonds.” A solution is to increase the volume of loans to local companies and housing loans

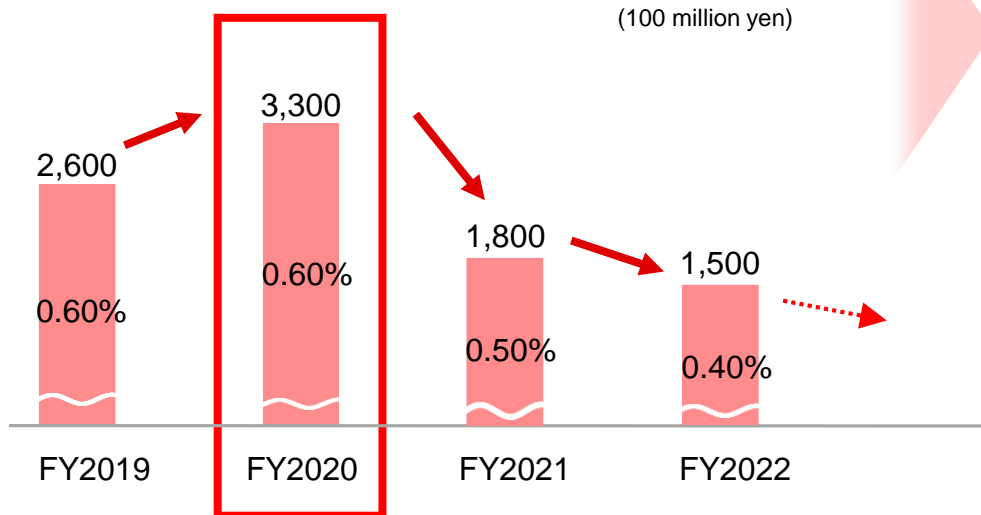
Maturity of many JPY-denominated bonds will peak in FY2020

As fewer JPY-denominated bonds mature in FY2021 onward, **FY2020 is the crucial point.**

Solution

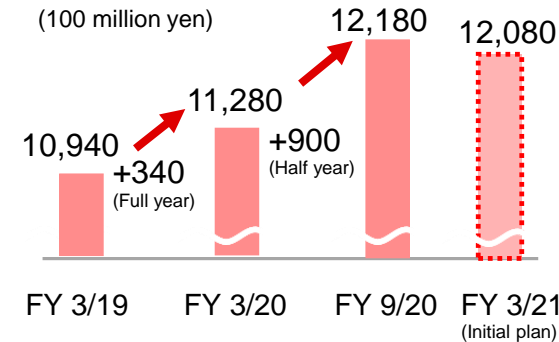
Focus on increasing the volume of loans to medium-sized companies/SMEs in the region, and housing loans

Trends in redemption amount of JPY-denominated bonds and average yield



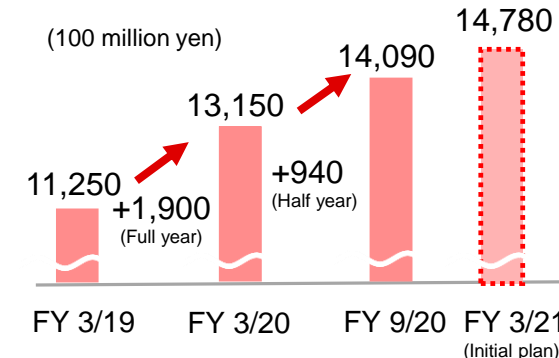
The first half of FY2020 saw a steady increase in “loans to medium-sized companies/SMEs in the region” and “housing loans”

Increase the volume of loans to medium-sized companies/SMEs in the region



1st half of FY2020
Execution of new non-interest-bearing, unsecured loans guaranteed by Credit Guarantee Corporation
97.6 billion yen

Increase the volume of housing loans



1st half of FY2020
Execution of new housing loans
130.6 billion yen

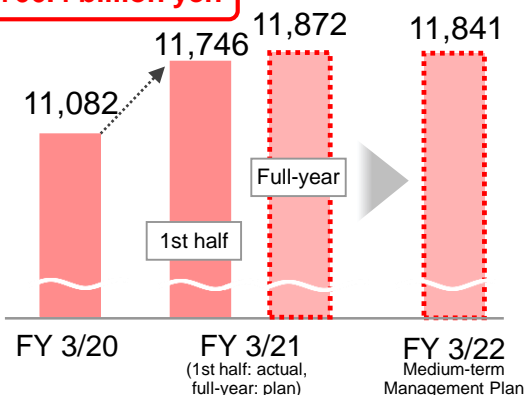
- Increase average balance of loans, such as loans to local medium-sized companies/SMEs and consumer loans, by approx. 500 billion yen.

JPY-denominated loans Average balance plan

Loans to medium-sized companies and SMEs in the region

+66.4 billion yen

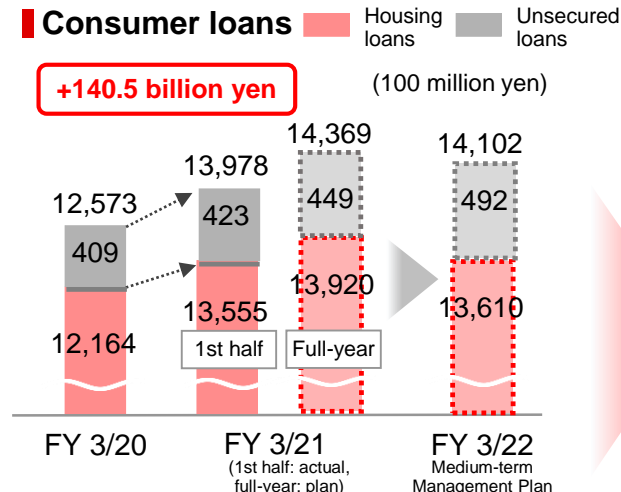
(100 million yen)



Consumer loans

+140.5 billion yen

(100 million yen)



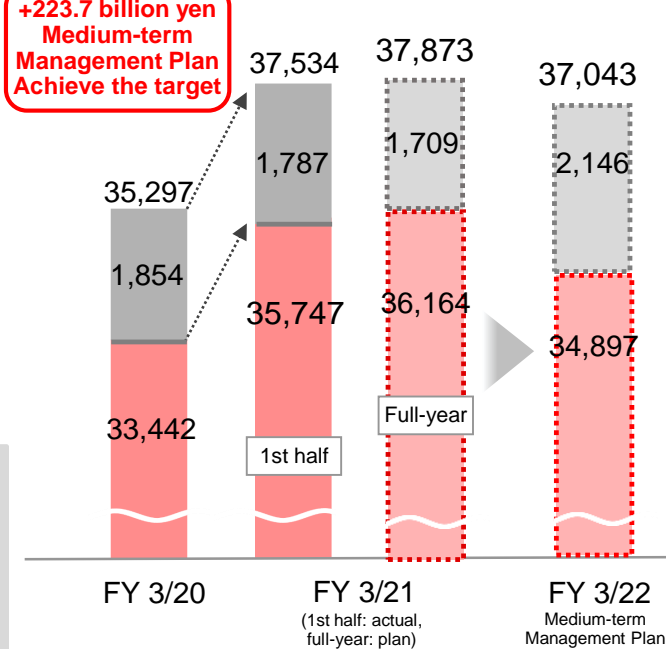
Total loans Average balance plan

JPY-denominated loans

Foreign currency-denominated loans

+223.7 billion yen
Medium-term Management Plan Achieve the target

(100 million yen)



Foreign currency-denominated loans Average balance plan

Acquire prime borrowers while enhancing the operating scheme and performing careful risk analysis

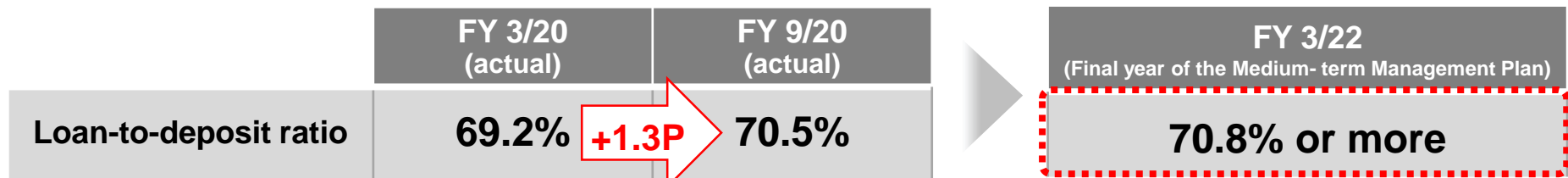
For companies operating overseas business	Increase the volume of loans for higher portfolio diversification
For companies operating domestic business	Ensure to acquire fund needs of overseas subsidiaries
Aircraft finance	Fulfill aircraft demand while carefully examining the industry trends

During the term of the Medium-term Management Plan
50.0 billion yen up

Control

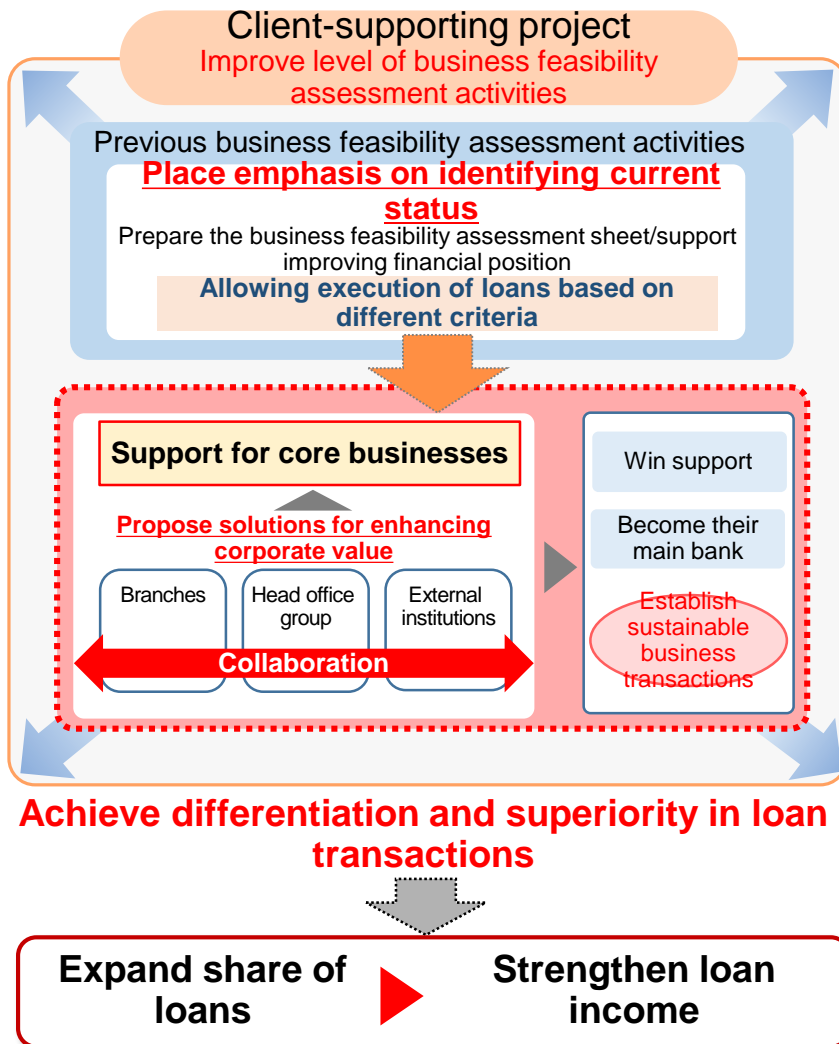
Initial plan

Loan-to-deposit ratio

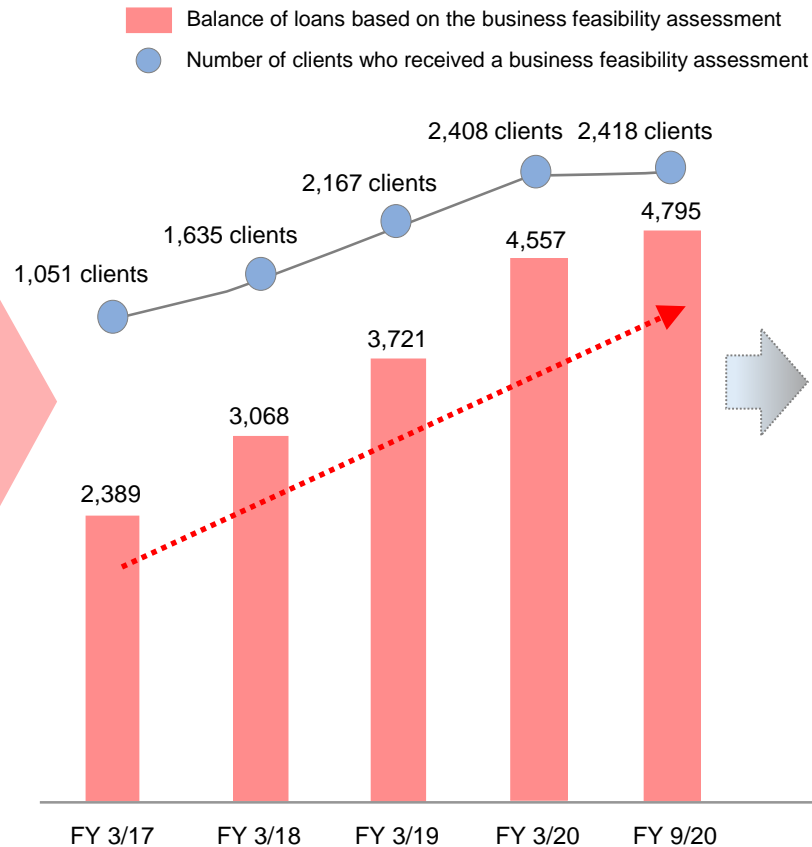


- Deepen business feasibility assessment to further strengthen financial intermediary capability and increase market share for loans.

Toward More Sophisticated Business Feasibility Assessments



Change in the loan balance based on business feasibility assessment and the number of clients who received a business feasibility assessment
 (100 million yen)



FY 9/20
 Average yield on loans based on business feasibility assessment
1.06%
 JPY-denominated loans (average yield) 0.82 %

● Attract more borrowers of housing loans in Aichi Prefecture

Housing loan promotion measures

Launched Toyohashi Personal Plaza
on June 29, 2020

Started offering housing loans in Toyohashi City,
Aichi Prefecture

and...

Enhanced the sales power of housing loans
in Aichi Prefecture



Aichi
Prefecture

Mie
Prefecture

Increased sales
personnel in Aichi
Prefecture

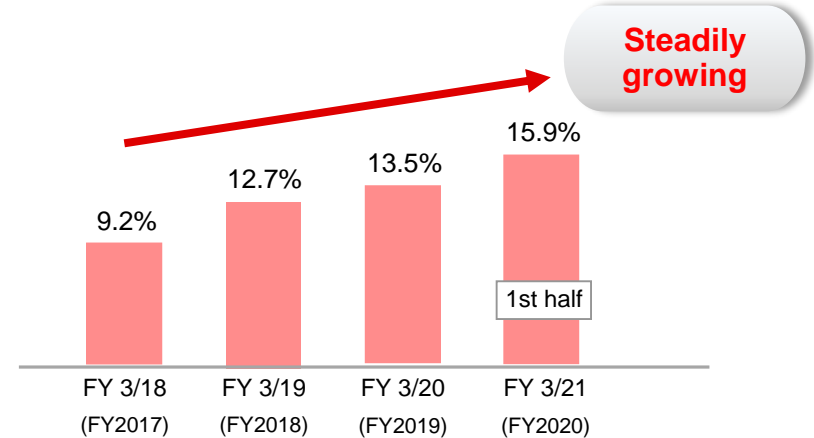


Performance of Toyohashi Personal Plaza

Loans executed worth
over **1.5 billion yen**

* since the launch
until end of Sept

Share of housing loans in Aichi Prefecture
(%)



Steadily
growing

* The share is obtained by dividing the number of the Bank's housing loans executed by the number of housing starts

Attract more housing loan borrowers in Aichi Prefecture
and expand the share of Hyakugo Bank

- Streamline business negotiations and enhance contactless transactions during COVID-19 The average balance is increasing at a faster pace than stated in the Medium-term Management Plan

Streamlining operations and numerical targets

Streamlining operations

More customers prefer contactless contracting in the face of COVID-19

Enhance contactless transactions

Make more use of postal service for contracting

Use postal service for loan agreements, and meet customers less frequently and reduce travel hours

and...

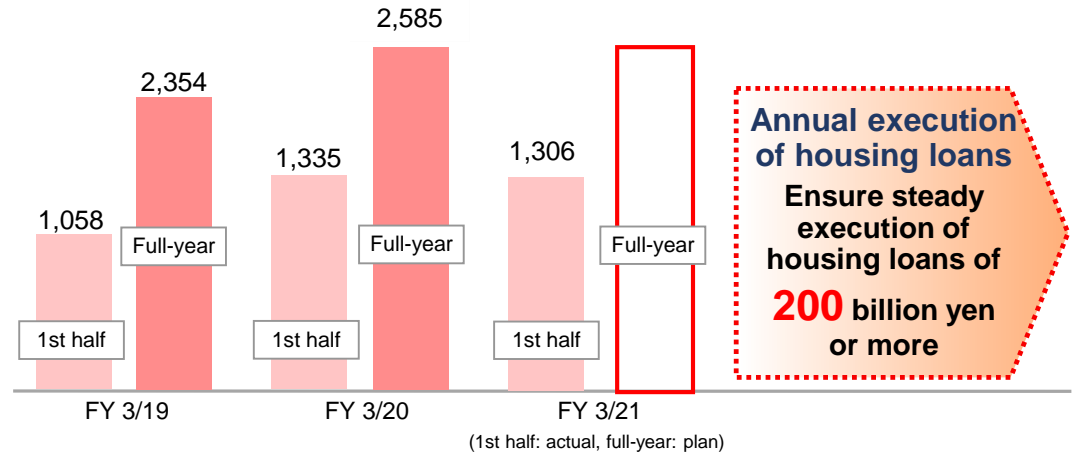
Consider introducing E-contracts



Simplify loan contract procedures for higher operational efficiency

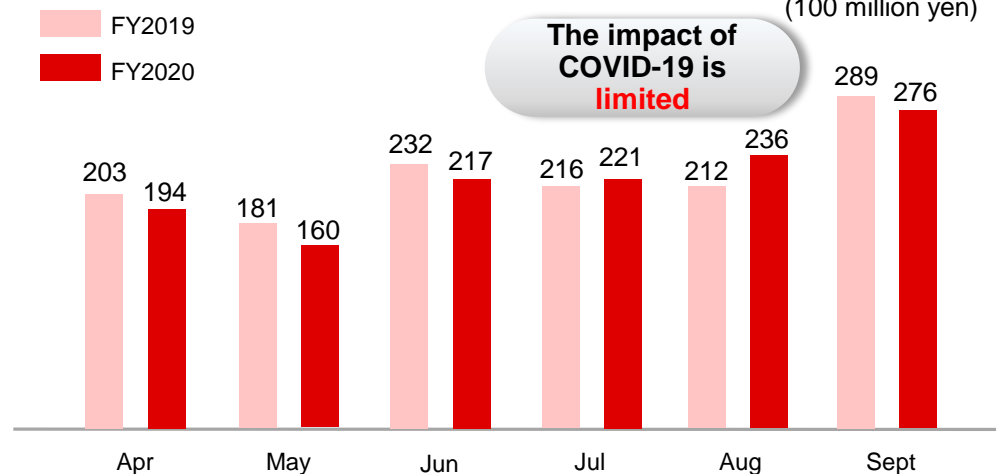
Single-year execution of housing loans

(100 million yen)



Monthly execution of housing loans (year-on-year change)

(100 million yen)



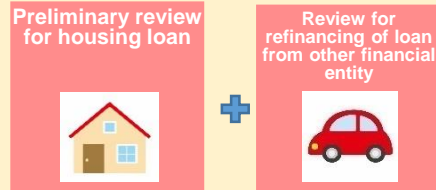
● Capture potential fund needs for housing loans, and increase contactless transactions through online contracting

Trend in balance of unsecured loans, and promotion measures

Enhance customer loyalty of those with a housing loan

Products exclusively for housing loan users Value Plan

(1) Propose refinancing when customers are applying for a housing loan



(2) One Writing

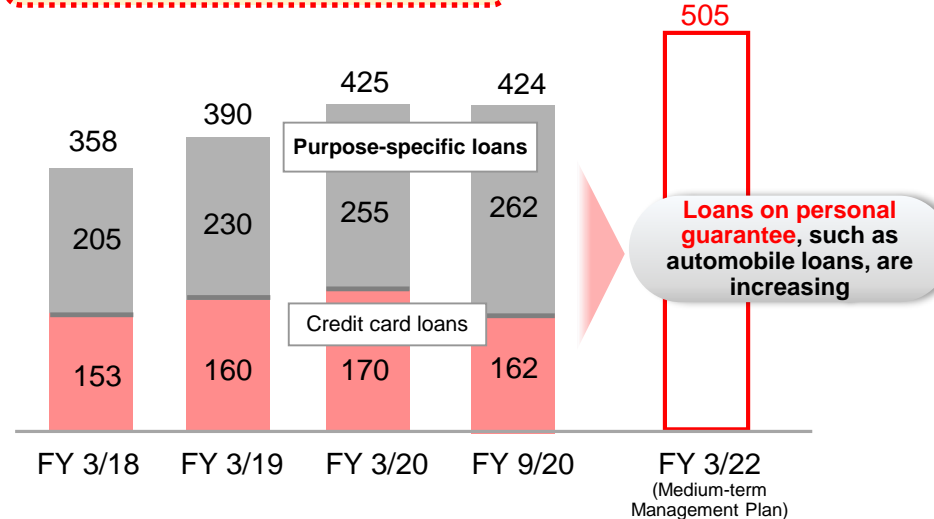


(3) Apply preferential interest rates to housing loan users

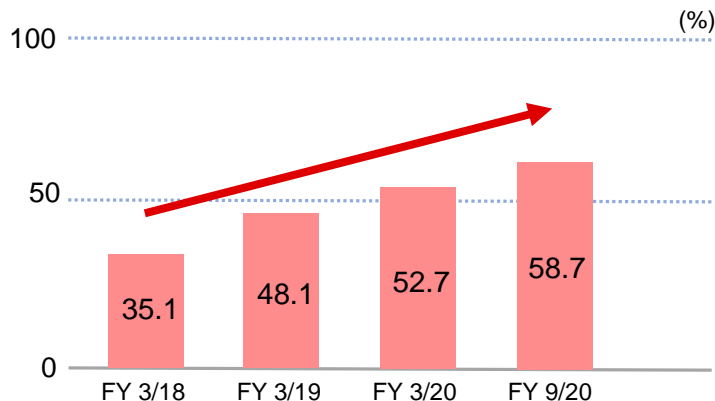
Balance of unsecured loans (100 million yen)

No. 1 among regional banks in three prefectures in Tokai Region

* Prompt report of Nikkin (the Japan Financial News), Sept 2020



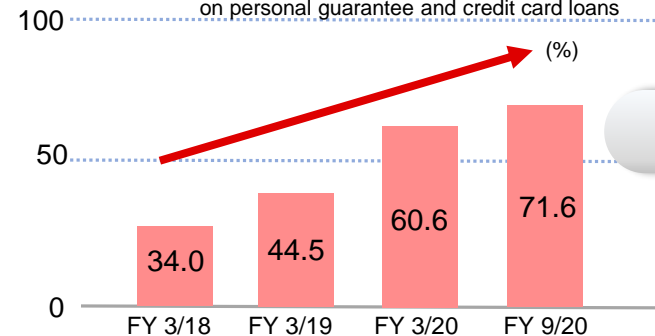
Ratio of housing loan users to all unsecured loan users (%)



Ratio of loan users online and by mail

Ratio of loan users (online and by mail)

* Percentage of the application channel for loans on personal guarantee and credit card loans



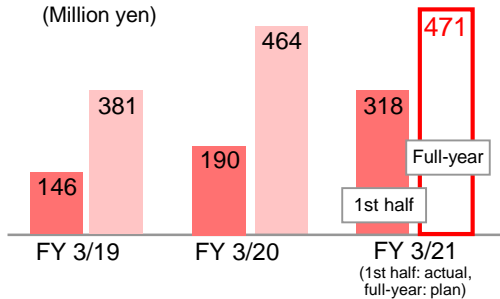
Steadily growing

- Enhance offerings of solutions and support system to address customers' management issues and strengthen non-interest income

Strengthening corporate solutions fees

Structured finance-related fees

(Million yen)



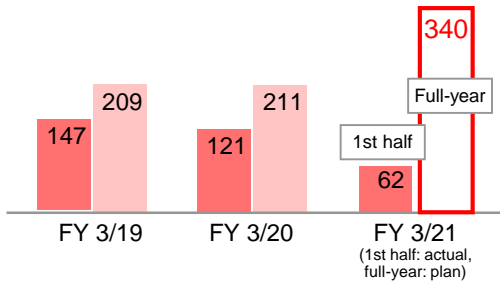
318 million yen

(Results as of end of Sept 2020)

- Offer loan methods satisfying customer needs and financing for PPP/PFI operations

M&A, etc.

(Million yen)



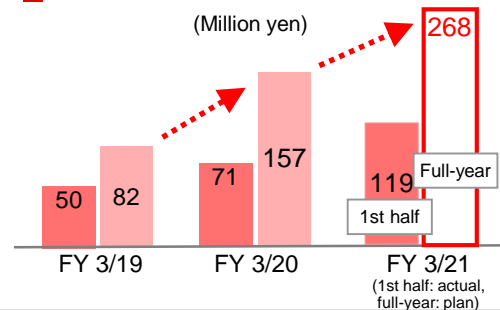
62 million yen

(Results as of end of Sept 2020)

- Focus more on some 1,500 target customers with net assets of 300 million yen or more

Business matching fees

(Million yen)

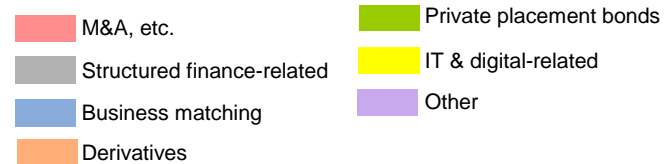


119 million yen

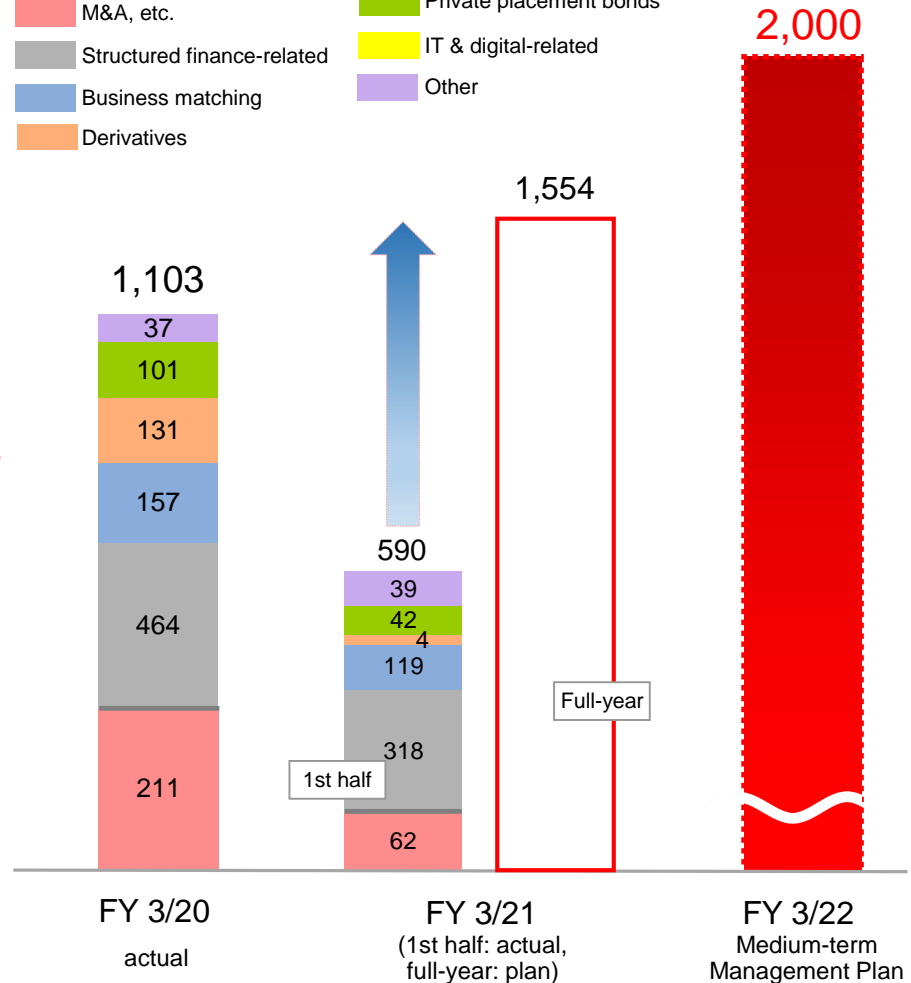
(Results as of end of Sept 2020)

- Start full-scale operations of real estate business matching by enhancing partnership with constructors, and newly start business matching in areas related to artificial intelligence and the IoT

Corporate solutions fees: actual and plan



(Million yen)



- Enhance the scheme to support business succession as part of the Bank's commitment to sustainable community development, and increase earnings also

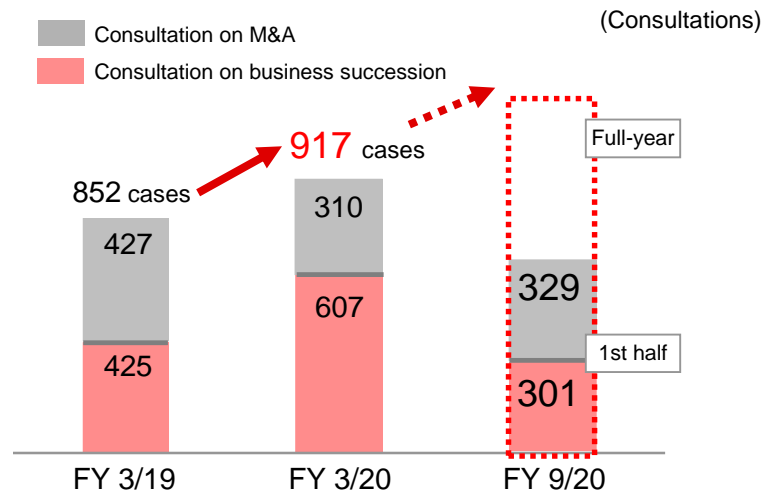
Enhance the scheme to support business succession

Heightened needs for business succession

In April 2019, established a Business Succession and M&A Support Service Department

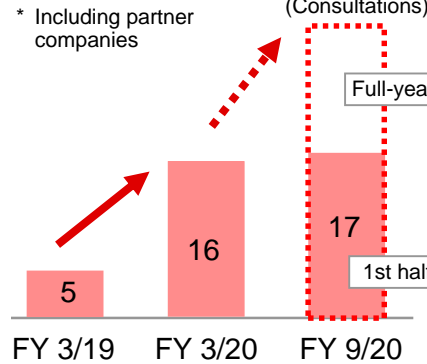
Full-time staff 10 members

Number of consultations on business succession and M&A

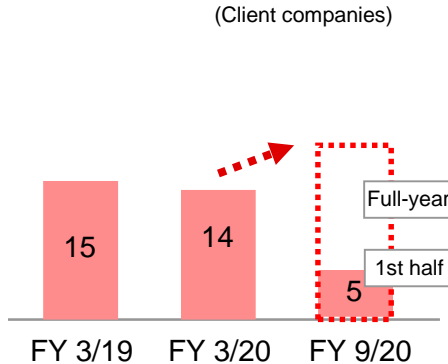


Enhance the scheme to support business succession

Number of consultations on business succession



Number of client companies for M&A



Offer solutions to business succession issues of clients and increase earnings also

Online seminar on M&A

held Sept 2020

Theme: Business succession and M&A in the Next Normal era

Amid COVID-19 pandemic, the capacity was initially set at 100, but **400** persons attended the seminar

参加費 無料

主催 百五銀行 × 共催 日本MsAセンター

百五銀行お取引先様100名限定

ネクストノーマル時代の事業承継とM&A
～経営者が今やるべきこと～

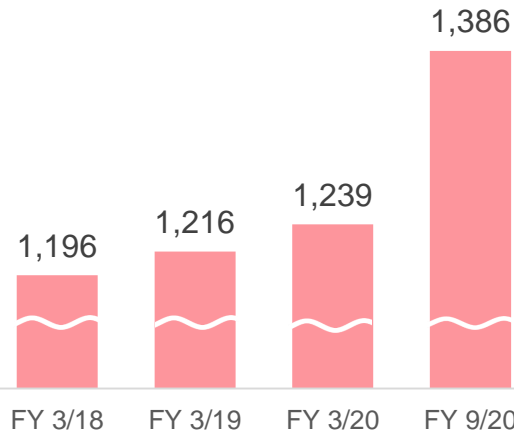
An opportunity to be updated with the latest news about M&A as a solution to business succession and corporate growth

- Enhance the scheme to support medical and welfare businesses to steadily increase loan offering. Also support regional medical institutions that are part of social infrastructure

Loan offering to medical and welfare businesses

Balance of loans to medical and welfare businesses

(100 million yen)



No. 1 among regional banks in three prefectures in Tokai Region

* Ranking among regional banks publishing the balance in their flash earnings, TANSHIN, for the term ended Sept 2020

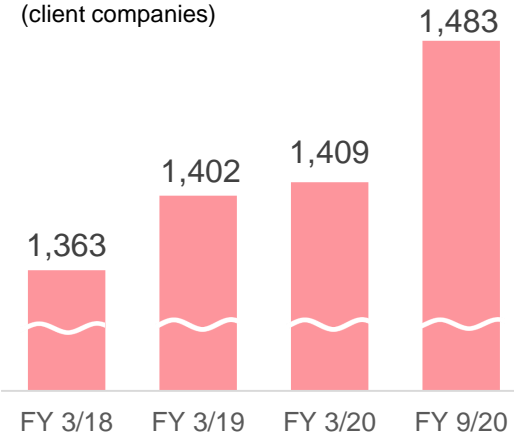
138.6 billion yen

(Results as of end of Sept 2020)

- ◇ Enhance commitment to funds to deal with COVID-19 and construct new hospital buildings

Number of medical and welfare businesses financed with the Bank's loans

(client companies)



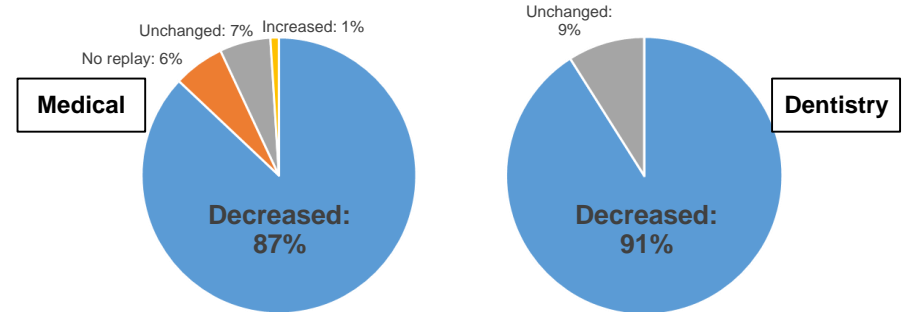
1,483 clients

(Results as of end of Sept 2020)

- ◇ Help new medical practitioners to open a clinic
- ◇ Enhance support for nursing care, welfare, and child care

Impact of COVID-19 on medical institutions

Revenues from healthcare services on health insurance in April 2020 (year-on-year change)

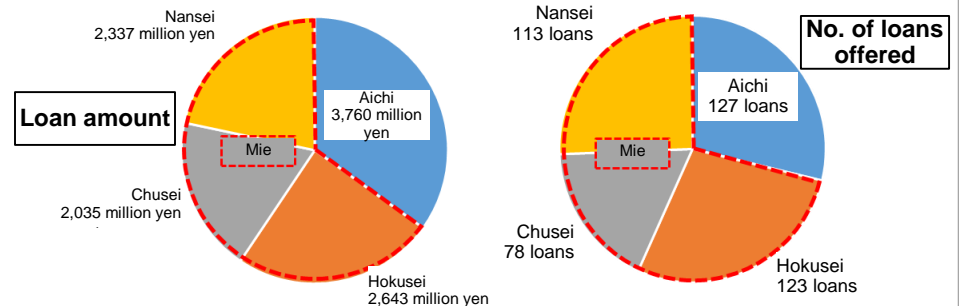


Source: Mie Medical Practitioners Association, "Emergency Questionnaire on the Outbreak of COVID-19 Infections," conducted in May 2020

Some 90% of medical institutions in Mie Prefecture replied that their revenue from medical services on health insurance dropped

The Bank's loan offering in relation to COVID-19

* Total from February to end of September 2020



Loans to medical and welfare businesses to fight against COVID-19: 10.7 billion yen

Fulfilled the role of supporting regional medical institutions that are a crucial part of social infrastructure

● Case where the Bank demonstrates its consulting function: promotion of project finance

Promoting project finance for PPP/PFI

Participated in project finance for PPP/PFI for the first time

April 2002, project for Kuwana-city composite facilities including library

* Recent commitments to PPP/PFI

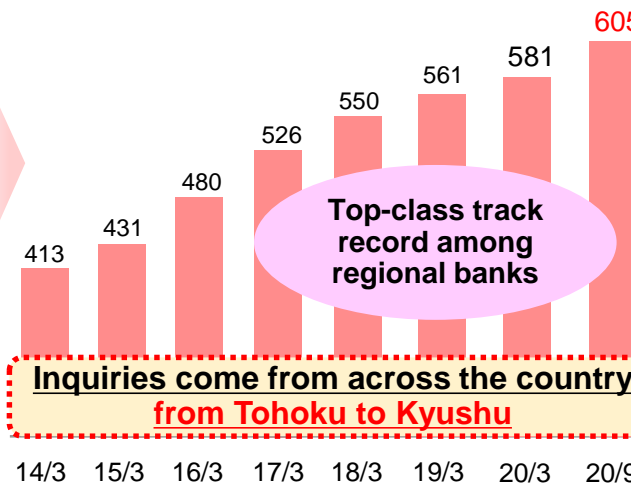


School catering center, northern part of Toyota-shi



Excellent rental housing in Oyama-cho, Shizuoka Prefecture

Cumulative amount of PFI loan undertaking (100 million yen)



Participating in PPP/PFI projects nationwide

Location	No. of projects	Cumulative number of projects
Aichi	17 projects	50 projects 60.5 billion yen
Tokyo	8 projects	
Osaka	6 projects	of which, Projects where the Bank served as arranger 23 projects Approx. 21.4 billion yen
Mie	5 projects	
Kanagawa	4 projects	
Shizuoka and elsewhere	10 projects	

Promoting project finance for renewable energy

JRE Takashima Solar Power Plant
(Power generation capacity of 13.8 MW)
Project finance

The Bank served as the arranger of the project

Commercial operations launched in May 2020



Total electric power generation can supply about 3,230 households each year

The plant has CO₂ reduction effect of some 6,180 t (equivalent to some 440,000 cedar trees) per year

* From press release of Japan Renewable Energy Corp (JRE)

One of the largest solar power plants in Shiga Prefecture

- Make customer-oriented proposals for depository assets according to their needs in order to increase the penetration ratio of depository assets and strengthen depository assets-related fees

Depository assets sales strategy to increase penetration ratio

Depository assets penetration ratio

Depository assets penetration ratio (%)

||

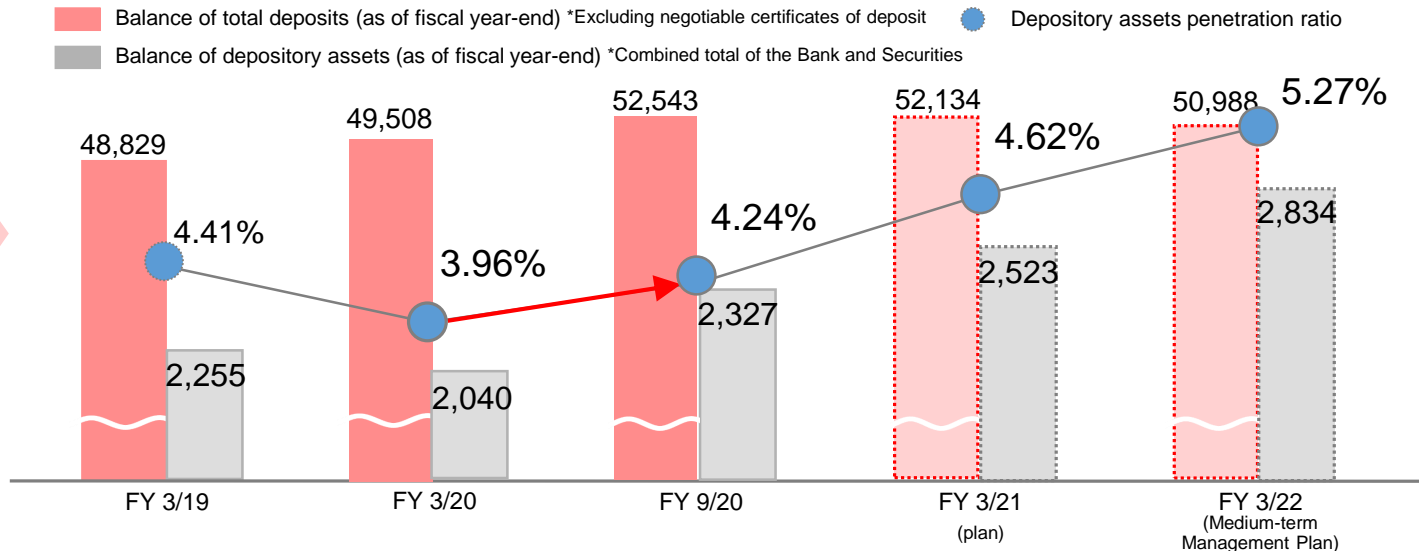
Balance of depository assets

Total deposits + Balance of depository assets



Integrated management of deposits and depository assets with Hyakugo Securities

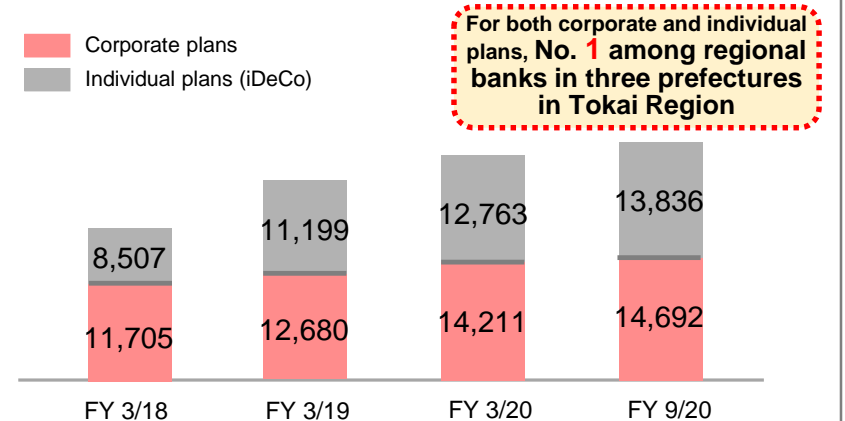
Trend of depository assets penetration ratio (combined total of the Bank and Securities) and plan



Commissions related to depository assets

	FY 3/20 (actual)	FY 9/20 (actual)	FY 3/21 (plan)	FY 3/22 (Medium-term Management Plan)
Investment trusts	892	452	1,021	1,176
Insurance	990	375	1,255	1,396
Financial instruments brokerage	172	151	225	225
Defined contribution pension	95	57	100	100
Total	2,150	1,036	2,601	2,897

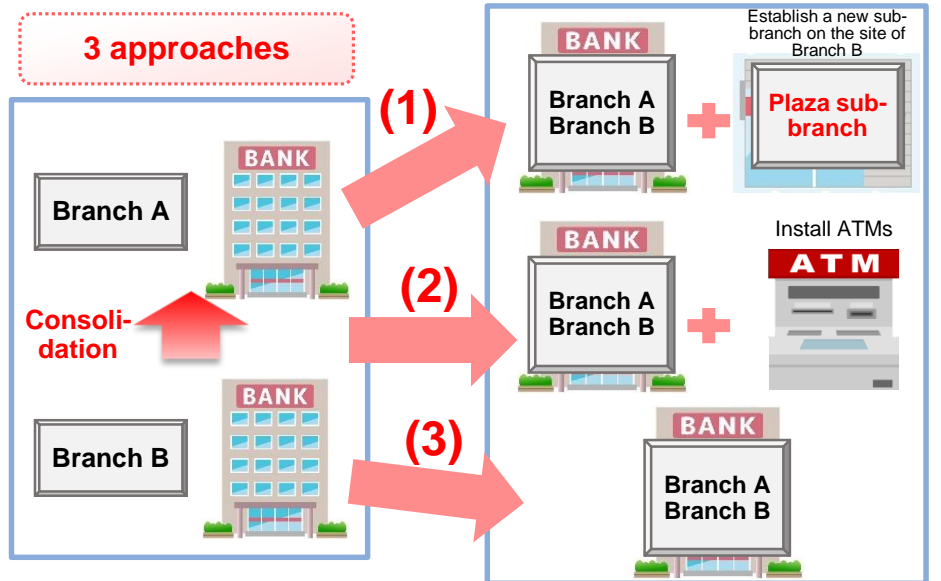
Subscribers to defined contribution pension plans (persons)



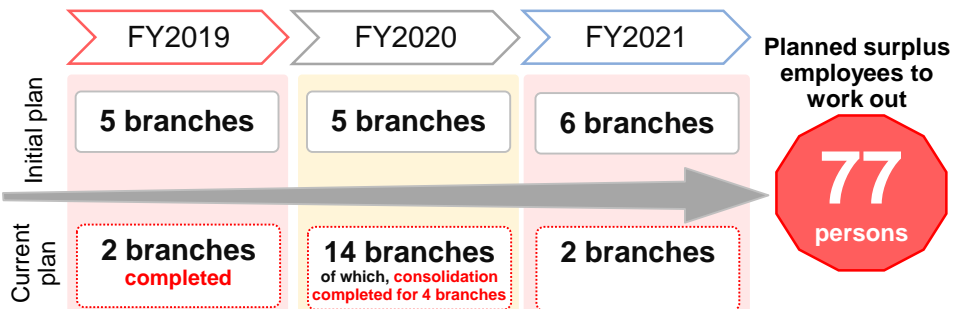
For both corporate and individual plans, **No. 1** among regional banks in three prefectures in Tokai Region

- Accelerate improved efficiency of branch network by eliminating inefficient overlapping of sales areas, while maintaining branch network and convenience for customers

Consolidate functions by adopting branch-in-branch method



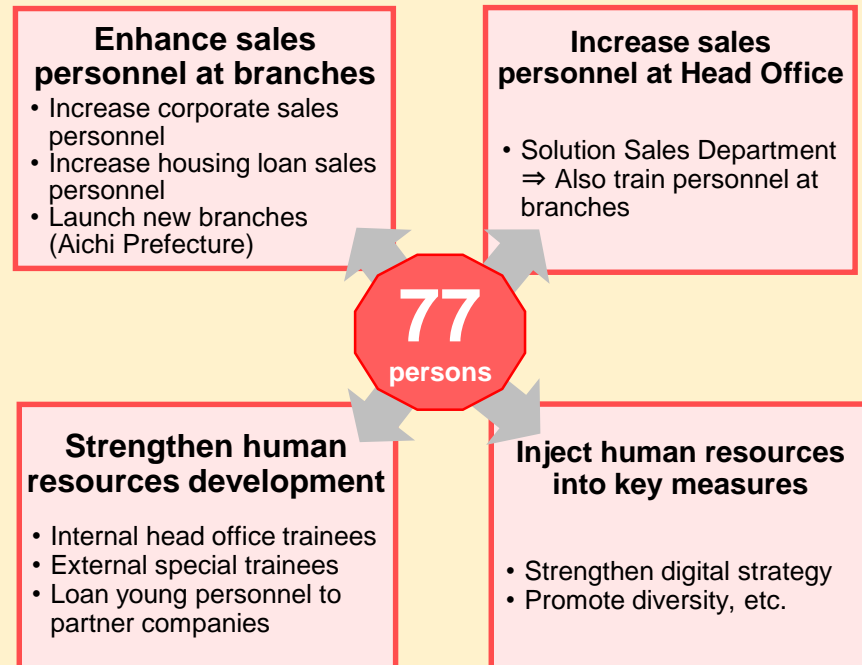
Plan 16 branches over three years, and more



* Planned surplus employees to work out include those resulting from downsizing of branches

Reallocate personnel

Destination of surplus employees worked out through optimizing the branch network



Focus human resources in strategic areas for higher profitability

- For a more accessible and flexible bank with smartphone banking. No time-consuming application and approval process is needed. Easy to start with a cash card

Towards the rollout of smartphone banking

Towards services, where banking transactions are completed only on a smartphone

Phases 1 and 2 completed
from a mere “online-only” service to a “comprehensive banking app”

Passbook functions

- Passbook-less
- Account statements in the previous 10 years
- Memo function
- Monthly balance presentation

Alert and notification services

- **Push notification**
Deposit/withdrawal
Advice on direct debit
Insufficient funds



Transaction functions

- Transfer
- Account opening **eKYC**
- Regular receipt of money in deposit account
- Internal transfer
- Credit card loans
Loan and repayment
- Inquiry about loan balance
- Surrender of time deposits in deposit account

• Card lock **New**

- Adding accounts at other branches
- PDF output of account statements
- PDF output of account information

To Phase 3, the final phase (Dec 2020 – Mar 2021)

Procedures and notifications

- Notifications of change (address, telephone number)
- Notification of loss of bank card and request for reissuance
- * Personal verification with eKYC or My Number card

New services

- Tagging bank accounts of family members
- Simplify the procedure to send cash cards by mail with eKYC
- Linkage to other services (including credit cards)

Enhanced transaction functions

- Forward loan repayment (partial and whole)
- Asset management deals (investment trusts and foreign currency)
- Enhance security monitoring

● Digital transformation of operations and branches with smartphone banking

Smartphone banking to start digital transformation of operations and branches

Smartphone banking to rationalize and streamline every step of banking services

Smartphone banking

- Passbook-less accounts to total 300,000 (currently 40,000 accounts)
- Continuously upgrade services
- Achieve a good balance between security and convenience
- Increase customer contact points

- Streamline sales operations
- Raise the topline
- Compete with mega banks and Internet banks

Vitalize contactless channels

- Realize sales operations to meet in customer attributes (Leverage push notifications)
⇒ To reduce advertisement costs
- Expand sales areas of the retail segment



Branches and counters



ATMs



Passbooks



Seal impression

Branch facilities

- Increase branches in branches
- Reduce ATMs
⇒ To reduce cost and effectively reallocate management resources

Cost reduction

Services

- Integrate Internet banking services
- Reduce costs of account passbooks
⇒ To reduce the cost of over 120M per year

Bank counter

- Use tablets with smartphone banking API at branches (procedures and notifications)
⇒ To promote paperless banking
⇒ To operate branches at lower costs



Initiatives for ESG/SDGs

- The Bank will implement the 13 management strategies set out in the Medium-term Management Plan as initiatives for ESG/SDGs and practice sustainable management.

The Bank's basic stance towards SDGs



The Hyakugo Bank Group SDGs Policy

(Hyakugo Bank Group Sustainability Policy)

The Hyakugo Bank Group will contribute to the achievement of a sustainable society by setting the SDGs as important indicators for both the resolution of regional social challenges and achievement of economic development, and linking these SDGs to the Group's corporate activities.



As a regional financial institution

























Achieving a sustainable regional society

Playing a role to promote SDGs in the region

Organization to promote SDGs

Establish the SDGs Promotion Committee as a meeting structure

Relationship between Priority Issues, Action Policy and SDG targets

Priority issues	Action policy	SDGs
Protecting global and regional environments	<ul style="list-style-type: none"> Contribute to realization of a sustainable global environment by supporting businesses leading to environmental preservation and a reduction in environmental burdens Undertake forest preservation and energy-saving activities to help preserve the regional environment and raise awareness 	     
Creating regional economy	<ul style="list-style-type: none"> Offer financial services meeting varied challenges and issues of customers, and contribute to creating regional economy Offer advanced financial services, support local companies to enhance value-added and help customers to accumulate quality wealth 	    
Sustainably developing regional societies	<ul style="list-style-type: none"> Sensitively clarify issues and needs of regional societies, and contribute to their sustainable development through business and community activities Actively committed to education of children that will be responsible for the next generation, and contribute to the achievement of vital regional societies 	      
Promoting Diversity	<ul style="list-style-type: none"> Maximize personnel potential based on a work environment having diversity and inclusion, and seek to improve employment satisfaction Contribute to creating a society allowing diversified career formations 	  
Strengthening business management systems	<ul style="list-style-type: none"> Constantly review and enhance the risk management and compliance systems for higher transparency of corporate management 	



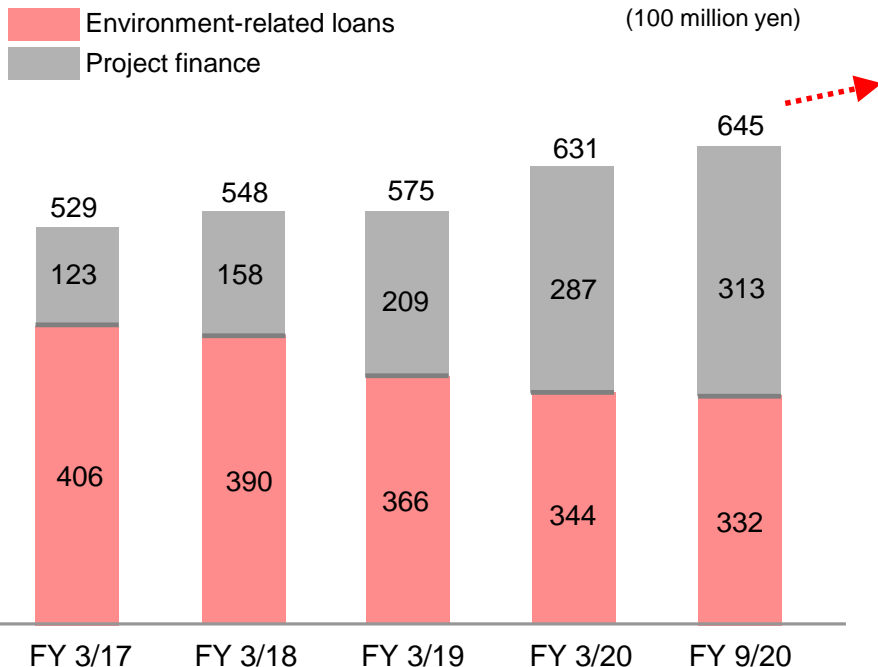
● Environment: Initiatives with higher environmental awareness



Initiatives from the perspective of fund supply (loans)

Trends in balance of renewable energy-related loans

Heightened awareness of environment consideration among companies



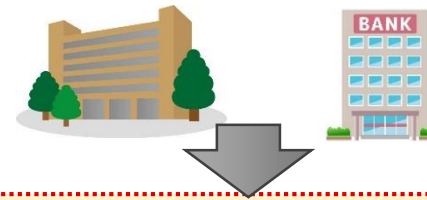
* Renewable energy-related loans are a sum of those for solar power, biomass, and wind power generation

Initiatives for outside parties for environment preservation

Seminar speaker at Mie Prefectural Environmental Learning and Information Centre

Mie Prefecture × Hyakugo Bank

Theme
SDGs for financial institutions



Work together with local public bodies to help people in the region deepen their understanding of commitments to SDGs

Internal environmental initiatives

Promoting forestation activities “Hyakugo Forest”

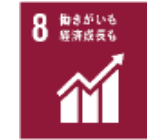
“Hyakugo Forest” started in 2006

The bank is engaged in forestation activities in Mie Prefecture





● Social: Initiatives for sustainable development of regional societies



Promoting Diversity

Creating workplaces of diversity and building an organization where workers are motivated and feel a sense of unity

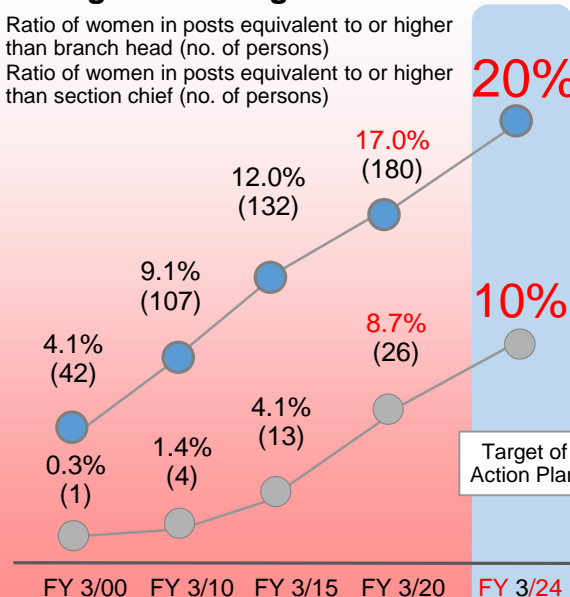
Launched training programs for female managers to gain management viewpoints

To promote female employees to management decision-making positions, launched **programs for female managers.**

Initiatives for women's empowerment

Trends in the number of female managers and targets

- Ratio of women in posts equivalent to or higher than branch head (no. of persons)
- Ratio of women in posts equivalent to or higher than section chief (no. of persons)



Website introducing the Bank's commitments



- Featuring:
- Women's empowerment, support for work-life balance
 - Employment of disabled persons
 - Support to balance work and nursing care/medical treatment
 - Work style reform

Develop a workplace climate that helps create new value added

Make the most of diversity for better management results

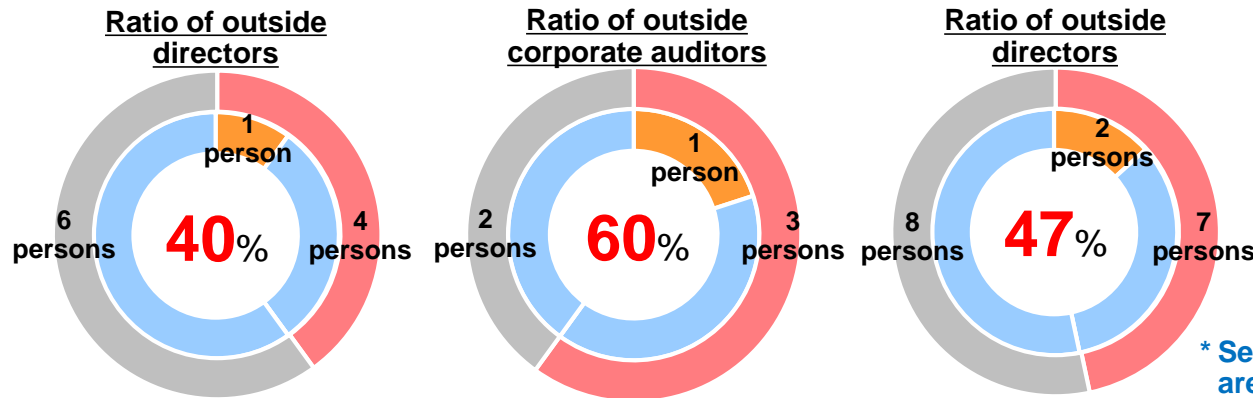
Send out information about the initiatives for women's empowerment to within and outside the bank



● **Governance: Strengthening corporate governance**

Strengthen corporate governance with selective and diversified outside directors and corporate auditors

Ratio of outside directors * As of Sept 2020 Outside Inside Female Male



[Future policy]
A female outside director joined in June 2020. Seek further selection and diversification of outside directors and corporate auditors

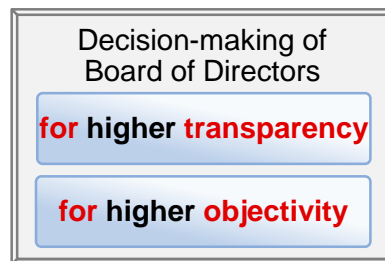
* Seven outside directors and corporate auditors are all independent.

Strengthen governance with appropriate commitment and advice of outside directors and corporate auditors

Corporate governance meeting (non-mandatory nomination/remuneration committee)

Chairperson is elected from among **outside directors**

Title	No. of persons
Outside directors	4
Inside directors (representative director)	2
Total	6



[Functions]
Providing advice on the following matters to Board of Directors

- **Matters concerning candidates for directors and auditors**
- **Matters concerning remunerations, etc. to directors**
- **Other significant matters concerning management**

* The figures are as of September 2020.

Appendix

Deposits (ending balance)

(Million yen)

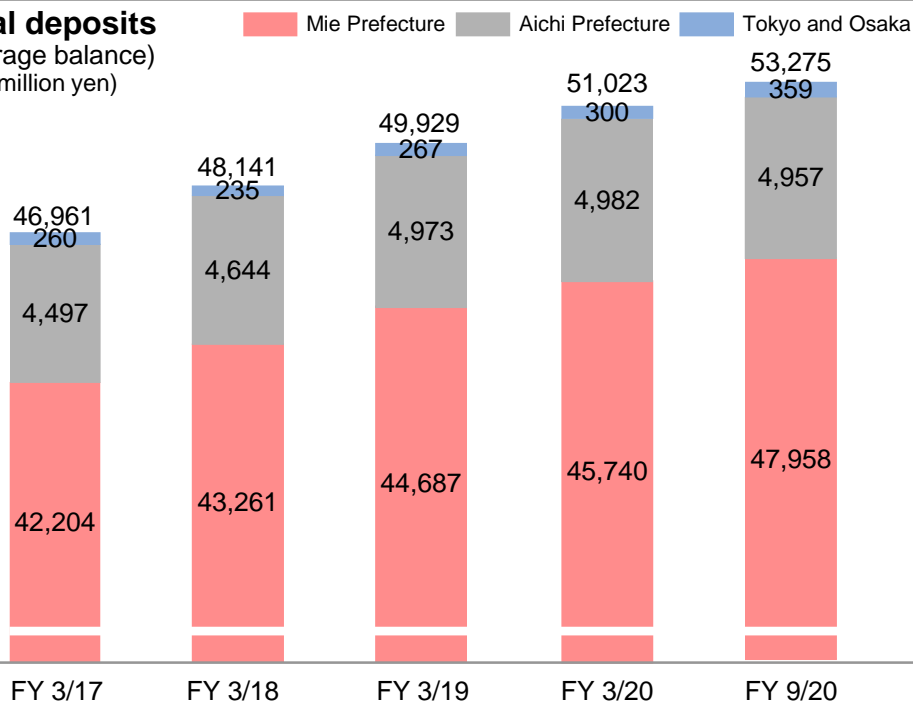
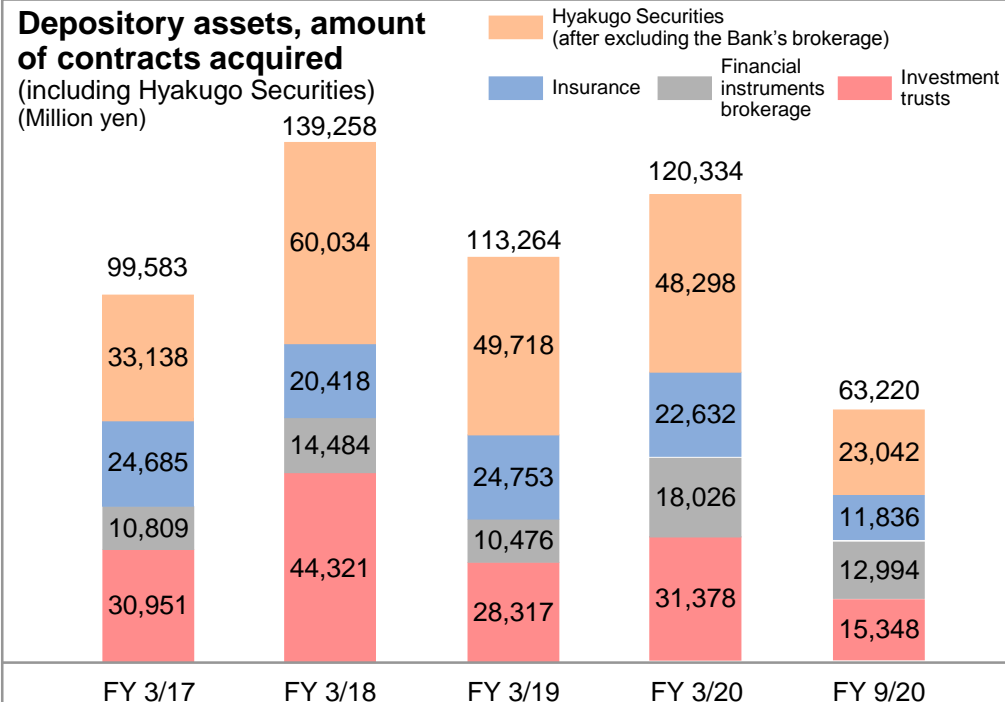
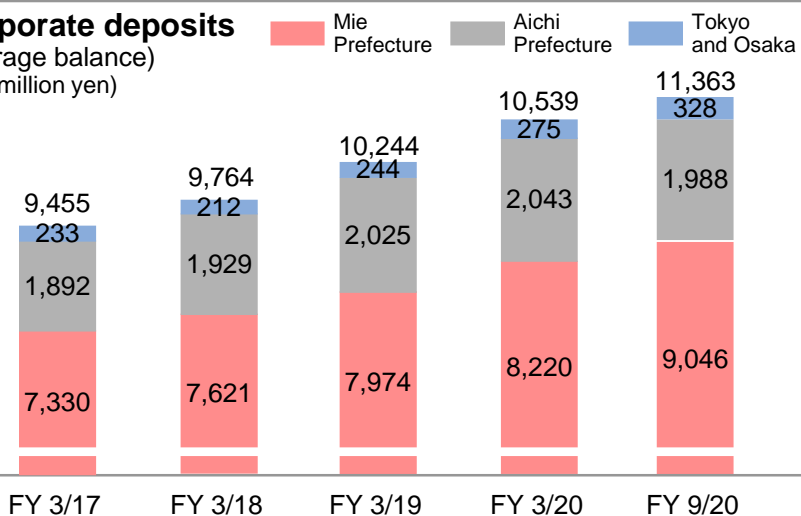
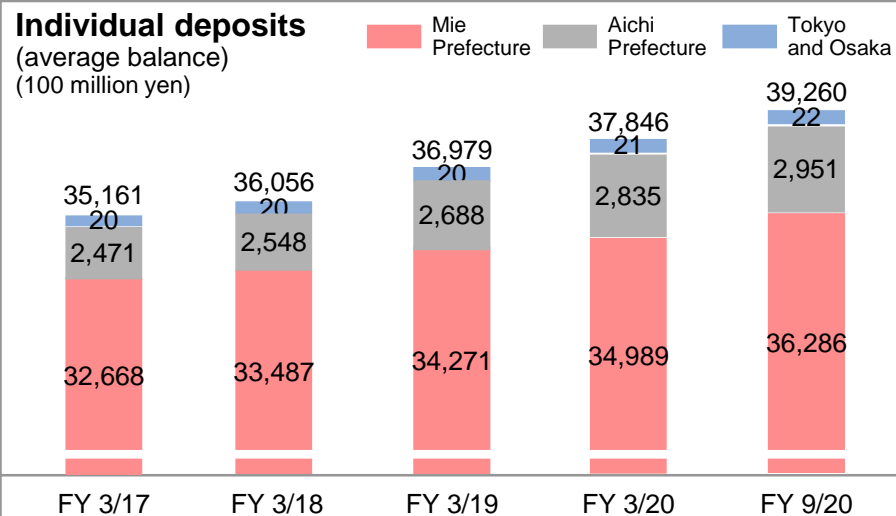
	FY 3/17	FY 3/18	FY 3/19	FY 3/20	FY 9/20
Corporate deposits	852,381	897,550	940,577	957,260	1,104,161
JPY liquid	559,677	607,132	637,719	652,847	793,552
JPY time	286,610	284,375	296,595	296,535	305,153
Foreign currency	6,093	6,043	6,261	7,877	5,454
Individual deposits	3,551,239	3,647,772	3,741,707	3,821,661	3,986,776
JPY liquid	1,798,213	1,900,053	2,000,289	2,122,226	2,300,190
JPY time	1,736,663	1,728,979	1,720,154	1,680,890	1,668,638
Foreign currency	16,362	18,739	21,263	18,544	17,946
Public funds deposits	112,305	145,611	165,245	129,009	129,098
JPY liquid	81,376	110,241	126,707	104,235	82,384
JPY time	30,928	35,370	38,537	24,774	46,713
Foreign currency	0	0	0	0	0
Other	36,054	31,961	35,456	42,955	34,340
Total deposits	4,551,980	4,722,896	4,882,986	4,950,887	5,254,376
Deposits in Mie Prefecture*	4,133,334	4,298,018	4,427,746	4,485,538	4,750,663
Deposits outside Mie Prefecture	418,645	424,877	455,239	465,348	503,712
Tokyo and Osaka	13,276	9,518	11,169	18,396	15,552
Aichi	405,368	415,358	444,069	446,952	488,159
Negotiable certificates of deposit	179,465	187,500	182,115	160,490	152,587

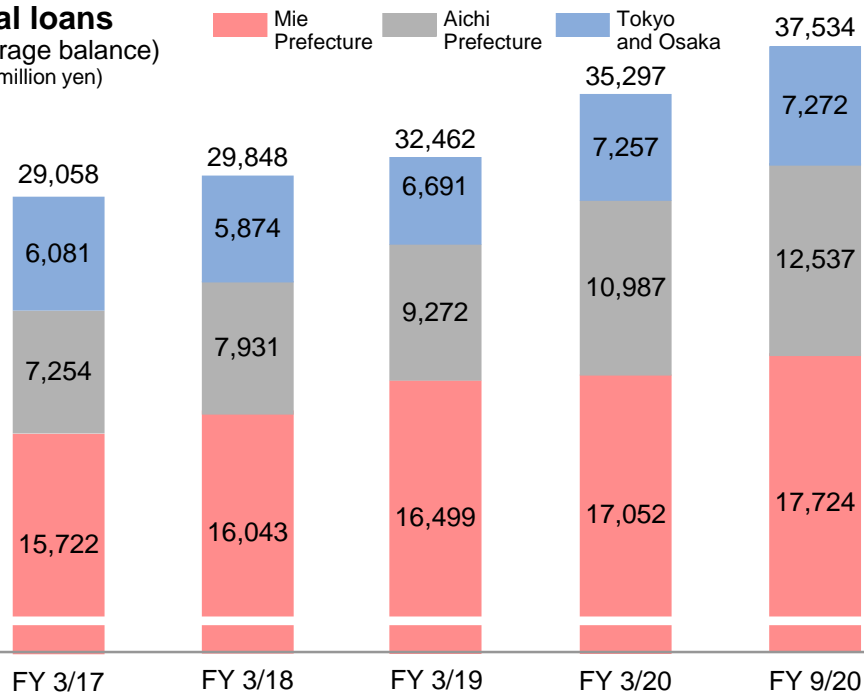
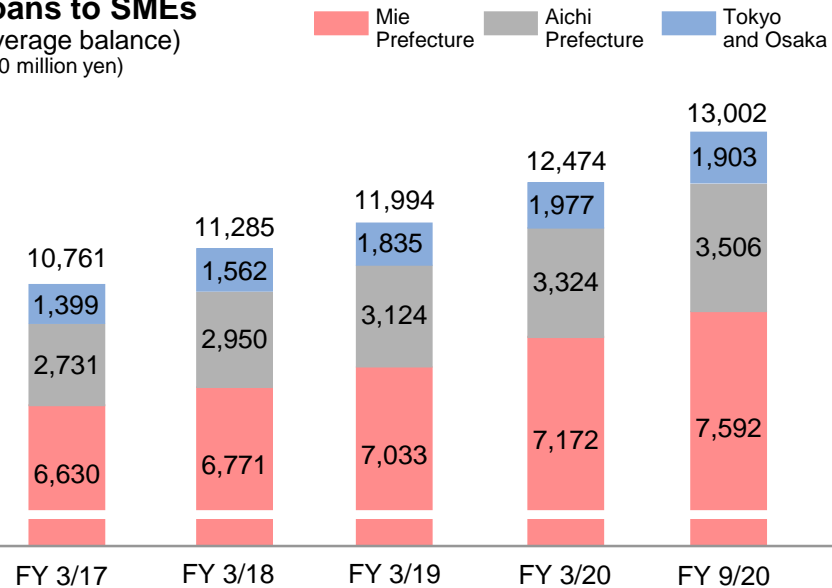
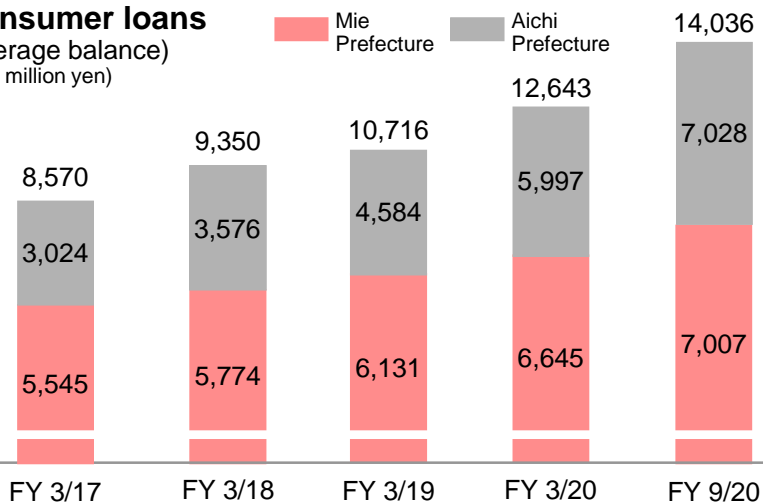
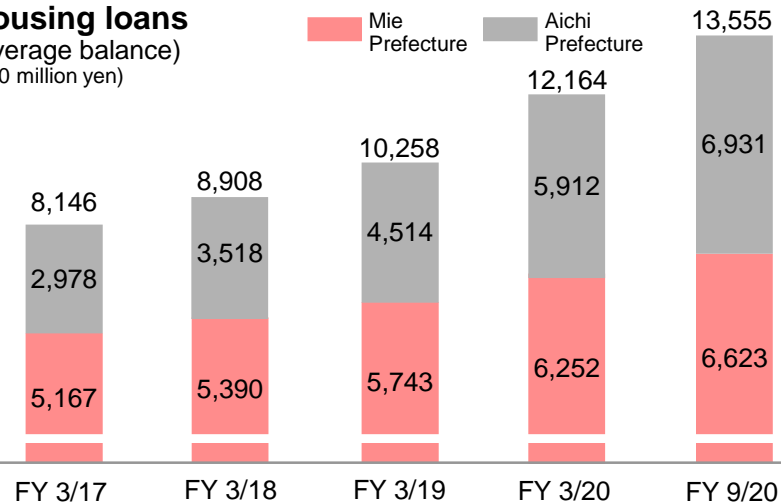
Loans (ending balance)

(Million yen)

	FY 3/17	FY 3/18	FY 3/19	FY 3/20	FY 9/20
Corporate sector	1,793,112	1,837,194	2,023,492	2,038,320	2,170,100
Large companies	615,873	597,913	701,520	706,445	758,647
Medium-sized companies	65,736	70,576	68,607	76,523	75,695
Small and medium-sized companies	1,111,502	1,168,705	1,253,364	1,255,350	1,335,757
Individual sector	909,265	1,014,861	1,188,146	1,378,725	1,471,097
Public corporations	238,333	249,991	230,114	214,004	200,901
Governments	1,491	120	0	0	0
Other	236,841	249,870	230,114	214,004	200,901
Total loans	2,940,712	3,102,047	3,441,753	3,631,051	3,842,099
(except those for governments)	2,939,220	3,101,926	3,441,753	3,631,051	3,842,099
(Offshore account)	0	0	0	0	0
Consumer loans	891,264	997,845	1,172,255	1,363,812	1,457,618
Housing loans	848,167	952,761	1,125,634	1,315,068	1,409,661
Other loans	43,097	45,084	46,621	48,744	47,957
Loans in Mie Prefecture*	1,590,550	1,647,928	1,688,946	1,732,337	1,817,254
Loans outside Mie Prefecture	1,350,161	1,454,118	1,752,807	1,898,713	2,024,845
Tokyo and Osaka	590,938	606,232	733,660	710,896	718,338
Aichi	759,223	847,885	1,019,146	1,187,816	1,306,506

* Deposits in Mie Prefecture and Loans in Mie Prefecture include Shingu.

Total deposits
 (average balance)
 (100 million yen)

Depository assets, amount of contracts acquired
 (including Hyakugo Securities)
 (Million yen)

Corporate deposits
 (average balance)
 (100 million yen)

Individual deposits
 (average balance)
 (100 million yen)


Total loans
 (average balance)
 (100 million yen)

Loans to SMEs
 (average balance)
 (100 million yen)

Consumer loans
 (average balance)
 (100 million yen)

Housing loans
 (average balance)
 (100 million yen)


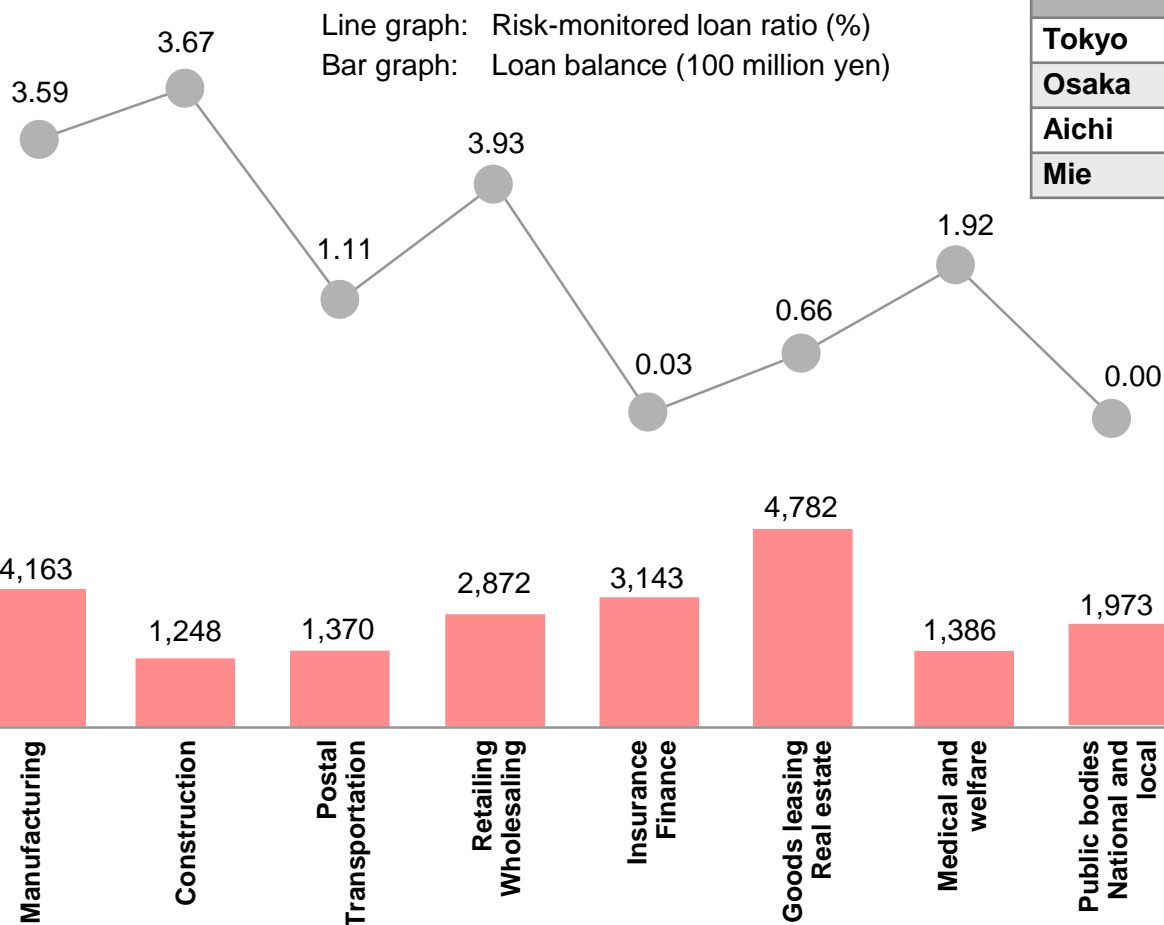
Change in risk-monitored loans

(100 million yen)

	FY 3/17	FY 3/18	FY 3/19	FY 3/20	FY 9/20	Year-on-year
Risk-monitored loans balance (total)	602	518	517	541	535	(6)
Risk-monitored loan ratio	2.05%	1.67%	1.50%	1.49%	1.39%	(0.1)P

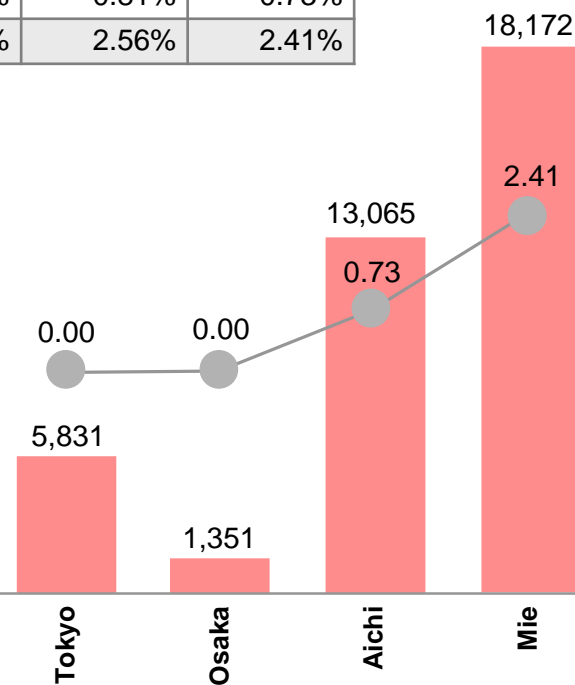
Reference
 End of September 2020
 Nonperforming loan ratio:
 1.39%

Loan balance and risk-monitored loan ratio by major industry

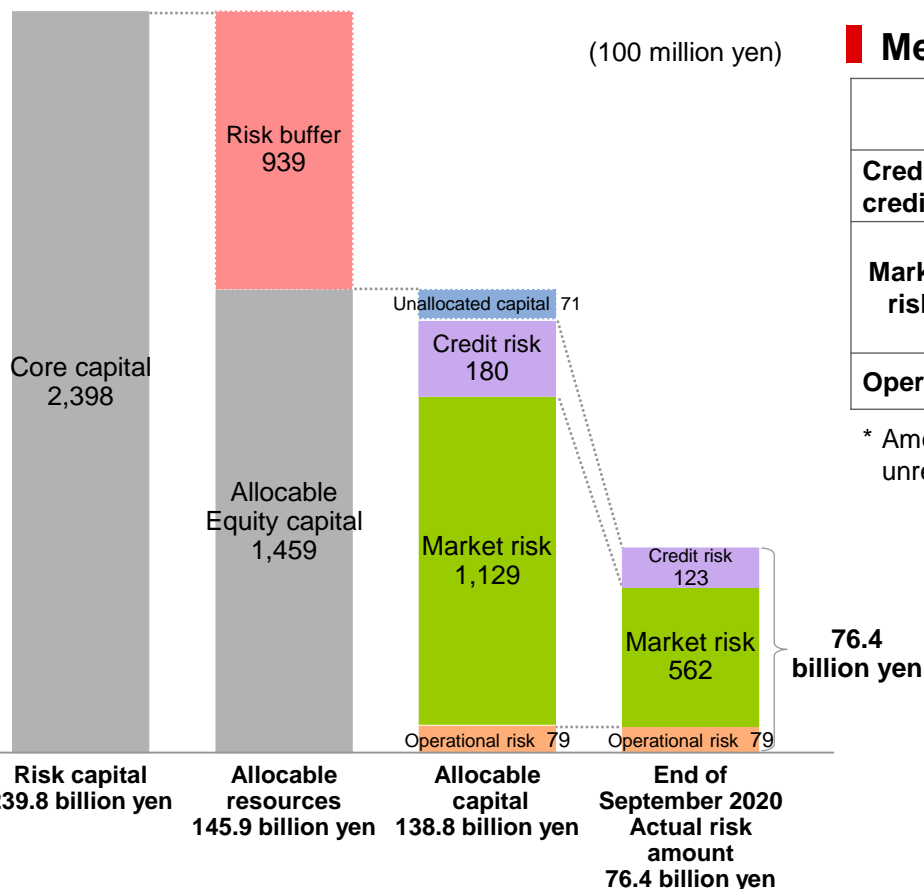


Risk-monitored loan ratio by region

	FY 3/19	FY 3/20	FY 9/20
Tokyo	0.00%	0.00%	0.00%
Osaka	0.00%	0.00%	0.00%
Aichi	0.80%	0.81%	0.73%
Mie	2.57%	2.56%	2.41%



- Risk is kept within an appropriate range according to the Bank's operating capabilities based on integrated risk management.
- Compared with core capital of 239.8 billion yen and allocable capital of 145.9 billion yen, actual amount of risk is 76.4 billion yen.



Method of measuring risk

	Method of measurement	Confidence interval	Holding period
Credit risk (including market-related credit exposure)	VaR	99%	One year
Market risk	Cross-shareholdings	VaR*	99%
	Investment rates, portfolio investment, investment trusts	VaR	99%
Operational risk	The Standardized Approach (TSA)		

* Amount of risk of cross-shareholdings is measured after taking into consideration unrealized gains or losses (valuation gains (losses) minus the VaR-equivalent value)

* Risk buffer: Capital not allocated to risk limits in the case of emergencies (equivalent to 4% of equity ratio)

* Unallocated capital: Unused portion of allocable capital

Outstanding Nonperforming Loans by Disclosure Standard and Coverage

Nonperforming Loans under Internal Assessment Standard (target: total credit exposure)						Loans disclosed under the Financial Reconstruction Act (target: total credit exposure) * For substandard loans, only loans are included.					Risk-monitored Loans (target: loans)	
Classification	Credit outstanding	Category				Classification	Credit outstanding	Amount covered by collateral and guarantee	Reserve for possible loan losses	Coverage ratio	Classification	Balance
		Non-categorized	Category II	Category III	Category IV							
Failure	10 <4>	7	2	— (1)	— (5)	Bankrupt and quasi-bankrupt assets	68 <42>	37	31	100.00%	Loans to borrowers in legal bankruptcy	9 <4>
Substantial failure	58 <38>	44	14	— (3)	— (20)						Past due loans	452 <433>
Possible failure	398	251	65	81 (82)	Doubtful assets	398	234	82	79.62%	Debts past due by three months or more		
Watch list	Under control	121	35	85							Substandard loans	73
					Others	862	344	517	Sub-total	540 <514>		
Normal	37,402	37,402			Normal assets	38,312	Ratio of loans disclosed under the Financial Reconstruction Act (sub-total) over total credit exposure: 1.39%				Ratio of risk-monitored loans over total loans: 1.39%	
Total	38,852 <38,826>	38,085	686	81 (87)			— (26)	Total	38,852 <38,826>	Reference Ratio of loans disclosed under the Financial Reconstruction Act over total credit exposure if partial direct write-offs were carried out: 1.32%		Reference Ratio of risk-monitored loans over total loans if partial direct write-offs were carried out: 1.33%

(100 million yen)

* Amounts less than stated units are rounded down.

* Total credit exposure: Loans, customers' liabilities for acceptances and guarantees, the Bank's guaranteed private placements, foreign exchange, and suspense payments and accrued interest, which are equivalent to loans

* Values shown in the section "Nonperforming Loans" under "Internal Assessment Standard" are after loan losses reserves, with the value indicated in parentheses representing amounts of reserves corresponding to the respective sections.

* The Bank does not carry out partial direct write-offs, but the amounts that would be derived if a partial direct write-off were carried out is shown in angled brackets

Trends of Loans disclosed under the Financial Reconstruction Act

(100 million yen)

	FY 3/17	FY 3/18	FY 3/19	FY 3/20	FY 9/20	Year-on-year
Bankrupt and quasi-bankrupt assets	79	64	73	66	68	1
Doubtful assets	445	393	379	387	398	10
Substandard loans	84	67	68	92	73	(19)
Total	609	524	522	547	540	(6)
Nonperforming loans ratio	2.04%	1.67%	1.50%	1.48%	1.39%	(0.09)P

Upper: Number of debtors / Lower: credit exposure

(Million yen)

			Debtor Classification as of the end of September 2020								Ratio of downgrading to possible failure or lower	Upgrade	Downgrade
			Normal	Other under close observation	Under control	Possible failure	Substantial failure	Failure	Other	Bulk, etc.			
as of 3/31/2020 Credit exposure by debtor classification	Normal	195,021	170,318	426	12	34	84	1	24,146	1	0.06%	—	557
		3,502,419	3,287,546	9,375	511	169	902	36	203,876	0	0.03%	—	10,995
	Other under close observation	2,038	272	1,499	5	25	15	2	220	1	2.06%	272	47
		81,656	8,089	67,852	222	634	136	11	4,709	4	0.96%	8,089	1,005
	Under control	215	9	17	175	8	1	—	5	—	4.19%	26	9
		14,081	222	686	10,615	1,560	0	—	995	—	11.09%	909	1,561
	Possible failure	1,251	16	31	2	1,088	13	1	100	2		49	14
		38,768	108	467	91	35,677	335	93	1,995	104		667	428
	Substantial failure	509	9	3	—	3	366	10	118	10		15	10
		5,625	4	26	—	8	4,321	176	1,088	256		38	176
	Failure	35	—	1	—	—	5	22	7	1		6	—
		1,063	—	35	—	—	162	694	170	0		198	—
	Total	199,069	170,624	1,977	194	1,158	484	36	24,596	15		368	637
		3,643,614	3,295,972	78,443	11,441	38,050	5,858	1,012	212,835	367		9,903	14,167

Number of debtors

	2nd Half of 2014	1st Half of 2015	2nd Half of 2015	1st Half of 2016	2nd Half of 2016	1st Half of 2017	2nd Half of 2017	1st Half of 2018	2nd Half of 2018	1st Half of 2019	2nd Half of 2019	1st Half of 2020
Subject to Head Office support	64	59	56	45	44	40	46	48	53	62	58	64
Subject to branch support	320	315	352	361	343	308	293	271	259	202	217	212
Number of instances of upgrading	23	23	25	21	21	28	25	32	25	22	18	15
Number of instances of downgrading	26	16	19	28	19	11	12	14	15	14	15	7
Change in nonperforming loans of branches subject to support	(700) million yen	(600) million yen	(2.5) billion yen	1.2 billion yen	(4) million yen	(2.4) billion yen	80 million yen	(800) million yen	100 million yen	300 million yen	2.1 billion yen	60 million yen

Compliance with Hyakugo Bank's credit policies (as of end of September 2020)

(100 million yen)

Classification	Content	Limit	Compliance	
Loans for individuals engaging in housing leasing business	7% or less of total loans	2,689	1,895	4.93%
Loans for other real estate industry	7% or less of total loans	2,689	2,062	5.37%
Loans for non-banks	10% or less of total loans	3,842	1,808	4.71%
Loans for large companies	Total loans for large companies by Tokyo and Osaka sales departments should be 20% or less of the Bank's total loans	7,684	4,467	11.63%
Loan balance per borrower	Credit for a borrower should be 10% or less of the Bank's equity capital	239	220	9.17%
Loan balance per corporate group	Credit per corporate group should be 25% or less of the Bank's equity capital	599	455	18.99%

Changes in loans by industry

(100 million yen)

Industry	FY 3/17	FY 3/18	FY 3/19	FY 3/20	FY 9/20	Share by industry
Manufacturing	3,455	3,349	3,627	3,758	4,163	10.83%
of which, transportation equipment manufacturing	621	676	795	865	877	2.28%
Agriculture, Forestry, Fishery, Mining, Quarrying and Gravel quarrying	207	209	241	239	235	0.61%
Construction	1,026	1,034	1,057	1,099	1,248	3.24%
Utilities	700	761	900	977	1,008	2.62%
Telecommunication	174	106	123	123	133	0.34%
Transport and Post	1,004	1,170	1,231	1,237	1,370	3.56%
Wholesale and Retail	2,564	2,508	2,678	2,718	2,872	7.47%
Finance and Insurance	2,738	2,560	3,440	3,049	3,143	8.18%
Real estate and Rental	3,880	4,377	4,619	4,780	4,782	12.44%
of which, Real estate	3,003	3,307	3,399	3,524	3,502	9.11%
Academic research, Specialist and Technical services	129	137	136	147	168	0.43%
Accommodation and Food and beverage	295	294	315	316	398	1.03%
Lifestyle-related services and Entertainment	228	242	245	263	292	0.76%
Education and Learning support	72	74	76	76	88	0.22%
Medical and Social welfare	1,128	1,196	1,216	1,239	1,386	3.60%
Other services	388	407	399	407	446	1.16%
National and local governments	2,321	2,440	2,227	2,088	1,973	5.13%
Other	9,092	10,148	11,881	13,787	14,710	38.28%
Total by industry	29,407	31,020	34,417	36,310	38,420	100.00%

Deposits

Loans

Including megabanks

Mega	Other	Shinkin	Bank B	Bank A	Hyakugo Bank	Mie Prefecture	Hyakugo Bank	Bank A	Bank B	Shinkin	Other	Mega
8.8	9.4	12.3	12.1	12.8	44.6		37.9	14.3	14.3	11.2	17.2	5.1

* Excludes Agricultural Cooperative, Fisheries Cooperative, JP Bank, and Hyakugo Bank's Shingu Branch

(% (as of end of March, 2020))

Excluding megabanks

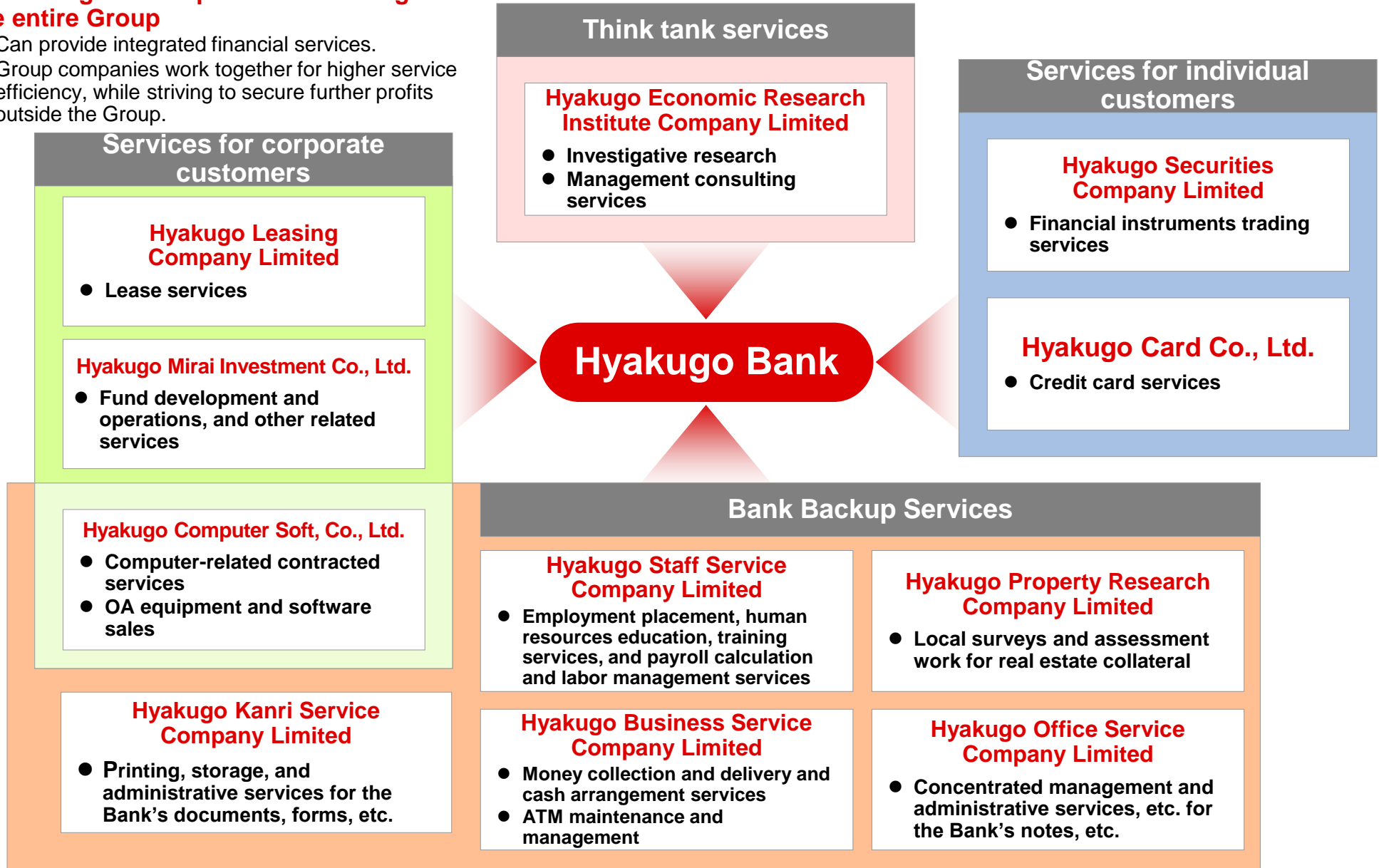
Other	Shinkin	Bank B	Bank A	Hyakugo Bank	Mie Prefecture	Hyakugo Bank	Bank A	Bank B	Shinkin	Other
10.2	13.5	13.3	14.1	48.9		39.9	15.1	15.0	11.8	18.2
19.1	23.8	6.9	9.6	40.6	Kuwana District	29.7	9.6	9.9	18.2	32.6
8.5	12.4	7.0	34.1	38.0	Yokkaichi District	31.1	28.3	9.1	13.5	18.0
8.0	6.7	14.0	23.9	47.4	Suzuka District	34.0	22.7	18.9	7.1	17.3
21.0	23.5	9.3	7.1	39.1	Iga District	35.4	4.5	11.1	23.8	25.2
7.8	7.6	11.7	7.0	65.9	Tsu district	59.3	12.3	13.0	4.5	10.9
5.6	16.6	27.3	2.3	48.2	Matsusaka District	36.3	4.8	31.8	13.8	13.3
10.5	6.9	16.6	2.9	63.1	Ise District	52.2	6.3	17.9	5.4	18.2
2.6	1.6	24.2	5.0	66.6	Toba Shima District	61.8	2.2	29.3	1.6	5.1
5.7	34.4	27.7		32.2	Kishu District	29.0	29.3	29.6		12.1

* Excludes megabanks, Agricultural Cooperative, Fisheries Cooperative, JP Bank, and Hyakugo Bank's Shingu Branch

(% (as of end of March, 2020))

Enhancing the comprehensive strength of the entire Group

Can provide integrated financial services.
Group companies work together for higher service efficiency, while striving to secure further profits outside the Group.



Please direct inquiries concerning this document to:
The Hyakugo Bank, Ltd. Corporate Planning Division,
Nishiura/Iwasaki at Public Relations CSR Section
TEL (059) 223-2326
FAX (059) 223-2384
<https://www.hyakugo.co.jp/>

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