

Trajectory of San-in Godo Bank

—Continue walking in step with the region and customers—

To meet the changing needs of the surrounding environment and customers, as well as expectations as the region's leading bank, San-in Godo Bank has worked constantly to strengthen its management base, maintain the financial soundness needed to raise earnings capacity, and continuously provide cutting-edge financial services and expertise. In every era, the Bank's deep-seated commitment to "playing a beneficial role for the region and for customers" has never

changed. And this continued earnestness in promoting the sustainability of the region where it is so deeply embedded will remain unchanged in the years ahead. In passing the Bank's strengths cultivated in the past into the future, while gaining the capability to solve issues and aligning more closely with its management philosophy, we seek to make the sustainable society in the region a reality, where growth for the region and the Bank itself is possible.

Whether in core operations or social contribution activities, continue initiatives that solve regional and customer issues



Value Provided

Solving regional issues from within the region through relationship banking and regional contribution activities

Offering city-level financial services as the region's leading bank

Management direction History of merger/acquisition of banks in Shimane and Tottori prefectures <ul style="list-style-type: none"> San-in Godo Bank established from merger of Shimane prefecture-based Matsue Bank and Tottori prefecture-based Yonago Bank Navigated the chaos of the war and post-war periods, aiming to establish a stronger base and expanded business scope in the economic recovery and high economic growth periods 	Scale expansion against backdrop of financial liberalization, internationalization and economic boom <ul style="list-style-type: none"> Enhance fund levels, earnings capacity and client services in aiming to provide comprehensive financial services as a "representative regional bank" equipped with full banking functions 	Shift to wide-area regional bank spanning San-in, Sanyo and Hyogo-Osaka regions <ul style="list-style-type: none"> Merged with Fuso Bank, setting the cornerstone for a business model leveraging today's wide-ranging branch network Following the collapse of the financial bubble, disposed of non-performing loans and responded to financial liberalization and spread of IT Strived to implement highly transparent management based on the principle of self-responsibility 	Align with needs of the region and customers for deeper relations <ul style="list-style-type: none"> Aiming to be the bank of choice providing products and services based on customers' true needs Develop measures for reform to a low-cost structure and creation of new earnings drivers to cut through an adverse earnings environment Develop a unique regional contribution activities model ahead of others 	Shift to a relationship banking-based business model <ul style="list-style-type: none"> Reallocate management resources to strategic fields through ground-up structural reform Further expand branch network in Hyogo and Osaka, strengthen structure for corporate business Expand career opportunities for women, change persons in charge to take responsibility for individual and corporate businesses 	Transform its business model to one centering on consulting and digitalization <ul style="list-style-type: none"> Address support for clients with worsening performance due to the pandemic putting our highest priority Clarify approach for moving toward regional sustainability given rising interest in SDGs and ESG Greatly accelerate improvement in issue-solving capacity and moves to digitalization Aim to establish new model in regional securities business through alliance with Nomura Securities Co., Ltd. 	
	Topics 1878 <ul style="list-style-type: none"> After establishment of the Tsuwano 53rd National Bank, San-in Godo Bank's earliest forerunner, it has originated from 40 banks 1941 <ul style="list-style-type: none"> San-in Godo Bank established 	1987 <ul style="list-style-type: none"> Stock listed on the First Section of the Tokyo Stock Exchange 	1991 <ul style="list-style-type: none"> Merged with Fuso Bank 1997 Business name changed to "San-in Godo Bank," Head Office established, new CI adopted, and reborn "Gogin" started 	2006 <ul style="list-style-type: none"> Forest conservation activities started Gogin Duo Card transaction launched, growing popularity as a regional card 2007 <ul style="list-style-type: none"> Fee-based business matching started, full-scale promotion of fee business Opened "Gogin Challenged Matsue," a business site employing individuals with intellectual disabilities 	2012 <ul style="list-style-type: none"> Opened new branches in Hyogo-Osaka Opened private school "Shofukan" 2017 <ul style="list-style-type: none"> Opened "Gogin Challenged Tottori," business site employing individuals with disabilities 	2020 <ul style="list-style-type: none"> Launched intermediary services for financial instruments entrusted by Nomura Securities Co., Ltd. 2022 <ul style="list-style-type: none"> Selected the Prime Market on the Tokyo Stock Exchange
	Social and economic backdrop 1941 <ul style="list-style-type: none"> Outbreak of Pacific War 1973 <ul style="list-style-type: none"> Tokyo Foreign Exchange Market shift to floating exchange rate system 	1985 <ul style="list-style-type: none"> G5 countries agreed on coordinated intervention in foreign exchange markets (Plaza Accord) 	1991 <ul style="list-style-type: none"> Bubble economy burst 1996 <ul style="list-style-type: none"> Government announced the financial system reform called the "Japanese Financial Big Bang" 	2005 <ul style="list-style-type: none"> Deposit insurance fully deregulated 2008 <ul style="list-style-type: none"> Lehmann Brothers collapsed 	2016 <ul style="list-style-type: none"> Bank of Japan adopted its first negative interest rate policies 	2020 <ul style="list-style-type: none"> COVID-19 pandemic spreads worldwide 2022 <ul style="list-style-type: none"> Worsening of the situation in Ukraine