

# Investor Relations Meeting for 1H/FY2021

---

December 2, 2021



**SAN-IN GODO BANK**

# Table of Contents

## Summary of Financial Report for 1H/FY2021

|  |    |
|--|----|
| Summary of Earnings for 1H/FY2021  | 3  |
| Interest Income  | 4  |
| Net Core Banking Profit (Excl. Net Gains on Cancellation of Investment Trusts) & Income from Customer Services | 5  |
| Deposits and Loans   | 6  |
| Lending Breakdown  | 7  |
| Securities   | 8  |
| Redemptions of Yen-denominated Bonds/Interest Rate Risk  | 9  |
| Net Fees and Commissions   | 10 |
| Expenses   | 11 |
| Credit Costs and NPLs  | 12 |
| Earnings Forecasts   | 13 |

## Capital Policies and Governance

|                                   |    |
|-----------------------------------|----|
| Enhancing Returns to Shareholders | 15 |
| Cross-Shareholdings               | 16 |
| Governance Initiatives            | 17 |

## Medium-Term Management Plan (FY2021 to FY2023) Progress and Future Policies

|   |    |
|---|----|
| Overview of Medium-Term Management Plan                 | 19 |
| Sustainability Initiatives (1)                          | 20 |
| Sustainability Initiatives (2)                          | 21 |
| Contributing solutions to community and customer issues | 22 |
| (Corporate Consulting)                                  |    |
| Contributing solutions to community and customer issues | 23 |
| (N Alliance)  |    |
| Promoting digital transformation                        | 24 |
| Enhancing Management Foundations (System Revision)      | 25 |
| Enhancing Management Foundations (Personnel Relocation) | 26 |

# **Summary of Financial Report for 1H/FY2021**

# Summary of Earnings for 1H/FY2021

## Summary of earnings

### Consolidated

| (Billion yen)                           | 1 H/FY2020 | 1 H/FY2021 | YoY change | Interim earnings forecasts |
|---|------------|------------|------------|----------------------------|
| Ordinary income                         | 43.0       | 46.1       | 3.0        | 44.1                       |
| Profit attributable to owners of parent | 5.3        | 8.3        | 3.0        | 6.0                        |

### Non-consolidated

| (Billion yen)   | 1 H/FY2020 | 1 H/FY2021 | YoY change | Interim earnings forecasts |
|---|------------|------------|------------|----------------------------|
| Gross banking profit  | 29.4       | 30.7       | 1.2        |                            |
| Net interest income   | 26.6       | 27.8       | 1.2        |                            |
| Interest on loans   | 17.2       | 17.9       | 0.6        |                            |
| Interest and dividends on securities  | 9.7        | 10.2       | 0.4        |                            |
| Net fees and commissions  | 2.4        | 3.7        | 1.3        |                            |
| Gains (losses) related to bond transactions                                       | 0.2        | (1.6)      | (1.8)      |                            |
| Expenses  | 18.6       | 19.0       | 0.3        |                            |
| Transfer to general reserve for possible loan losses                              | (0.4)      | (1.9)      | (1.4)      |                            |
| Net banking profit  | 11.2       | 13.6       | 2.4        | 10.8                       |
| Adjusted net banking profit   | 10.7       | 11.6       | 0.9        |                            |
| Net core banking profit<br>(excl. net gains on cancellation of investment trusts) | 10.4       | 13.2       | 2.8        | 12.3                       |
| Nonrecurring gains (losses)   | (3.2)      | (1.9)      | 1.2        |                            |
| Bad debt disposals  | 3.0        | 2.2        | (0.7)      |                            |
| Ordinary profit   | 8.0        | 11.6       | 3.6        | 8.2                        |
| Extraordinary profit (loss)   | (1.2)      | (0.2)      | 0.9        |                            |
| Net income  | 4.3        | 8.3        | 3.9        | 6.0                        |
| Credit costs  | 2.5        | 0.2        | (2.2)      | 4.0                        |

## Financial highlights

- Both consolidated ordinary income and net profit exceeded the earnings forecasts announced in May.
- Consolidated financial results posted increases in both revenue and profit for the first time in four interim periods, and net income hit a record high for both consolidated and non-consolidated interim periods.

## Financial highlights (non-consolidated)

### Net interest income (+1.2 billion yen YoY)

- Thanks to an increase in loans, interest on loans grew for the fourth consecutive interim period.

### Net fees and commissions (+1.3 billion yen YoY)

- Increased due to growth in business-support-related commission along with fees and commissions for assets under management in the financial instruments brokerage and other businesses driven by a business alliance with Nomura Securities Co., Ltd.

### Expenses (+300 million yen YoY)

- Increased due to strategic expenses and expenses related to financial instruments brokerage business

### Adjusted net banking profit (+900 million yen YoY)

- Increased mainly due to growth in interest income and net fees and commissions

### Net core banking profit (+2.8 billion yen YoY excluding net gains on cancellation of investment trusts)

- Profit accounts representing core business results demonstrated stable performance

| 1H/FY2017        | 1H/FY2018        | 1H/FY2019       | 1H/FY2020        | 1H/FY2021        |
|------------------|------------------|-----------------|------------------|------------------|
| 11.0 billion yen | 10.5 billion yen | 8.6 billion yen | 10.4 billion yen | 13.2 billion yen |

### Credit costs (-2.2 billion yen YoY)

- Decreased mainly due to little deterioration in business conditions of borrowers

vs. 1H/FY2020  
+27.0%

### Extraordinary profit (loss) (+900 million yen YoY)

- Increased due to the absence of a non-recurring loss on valuation of shares of subsidiaries of 900 million yen recorded in the previous year

### Net income (+3.9 billion yen YoY)

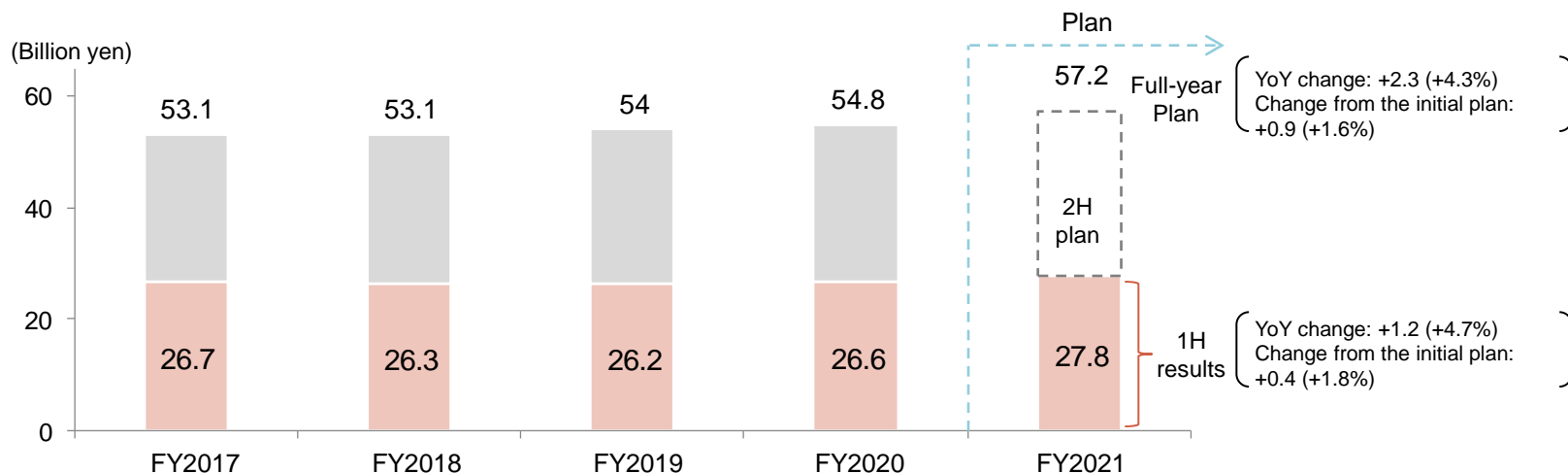
- Increased 3.9 billion yen from the same period of the previous year, exceeding earnings forecasts announced on May 13, 2021



SAN-IN GODO BANK

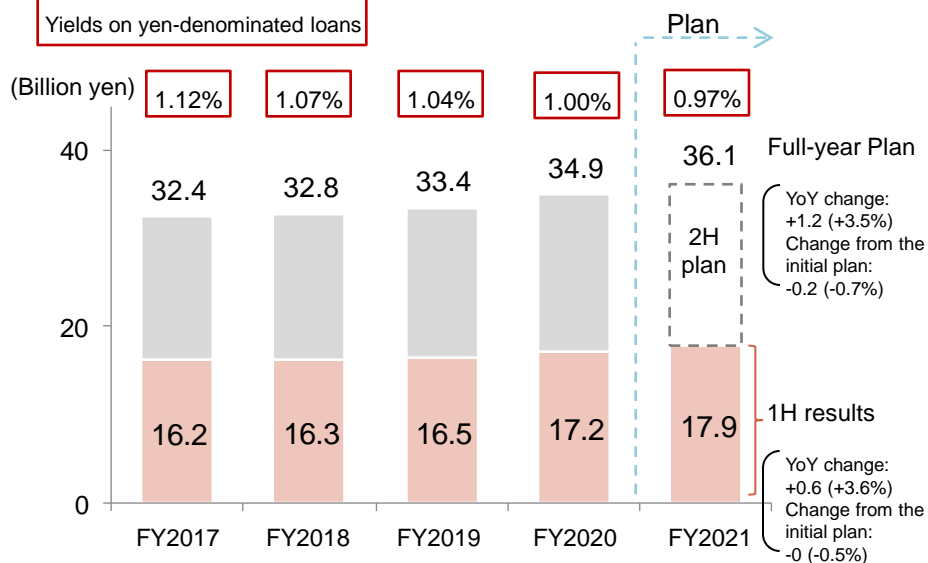
# Interest Income

## Trends in interest income



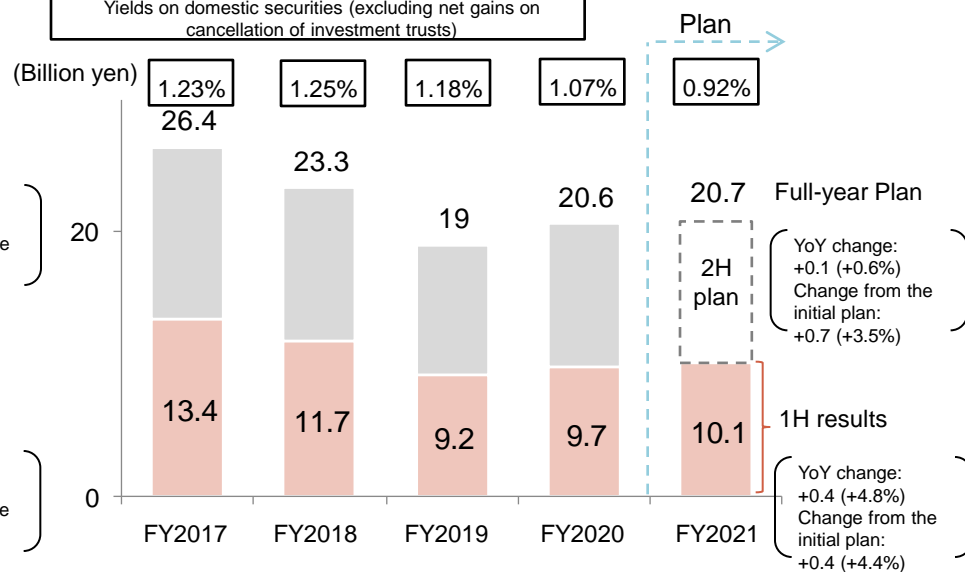
## Trends in interest on loans

Yields on yen-denominated loans



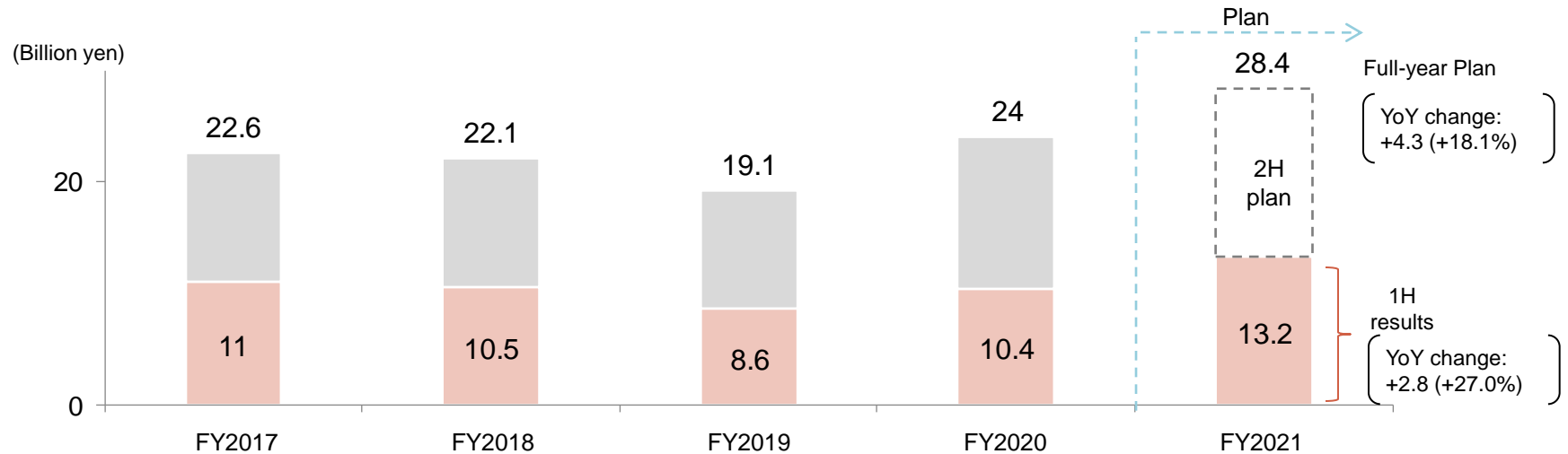
## Trends in interest on securities

Yields on domestic securities (excluding net gains on cancellation of investment trusts)

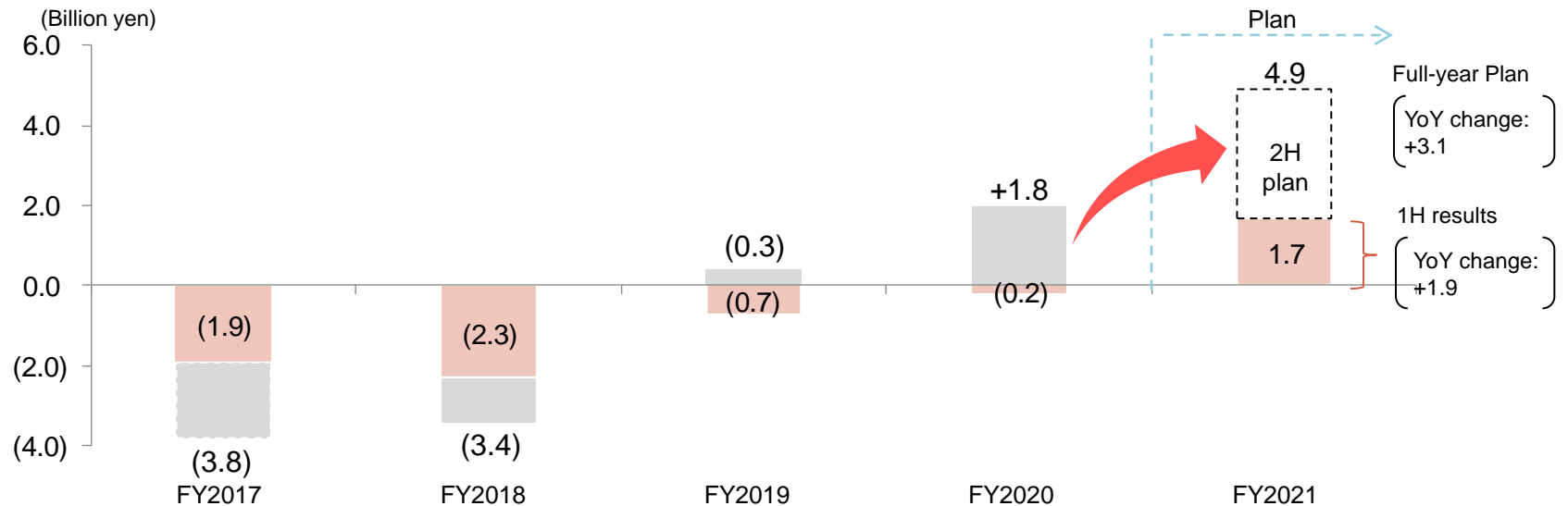


# Net Core Banking Profit (Excl. Net Gains on Cancellation of Investment Trusts) & Income from Customer Services

## Trends in net core banking profit (excl. net gains on cancellation of investment trusts)

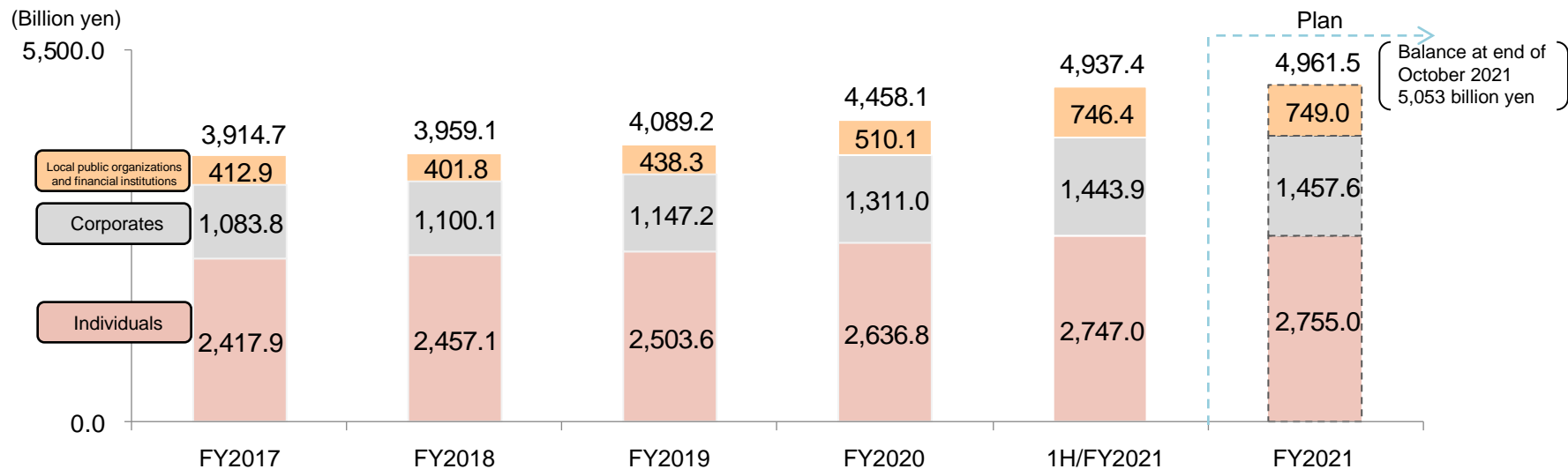


## Income from Customer Services

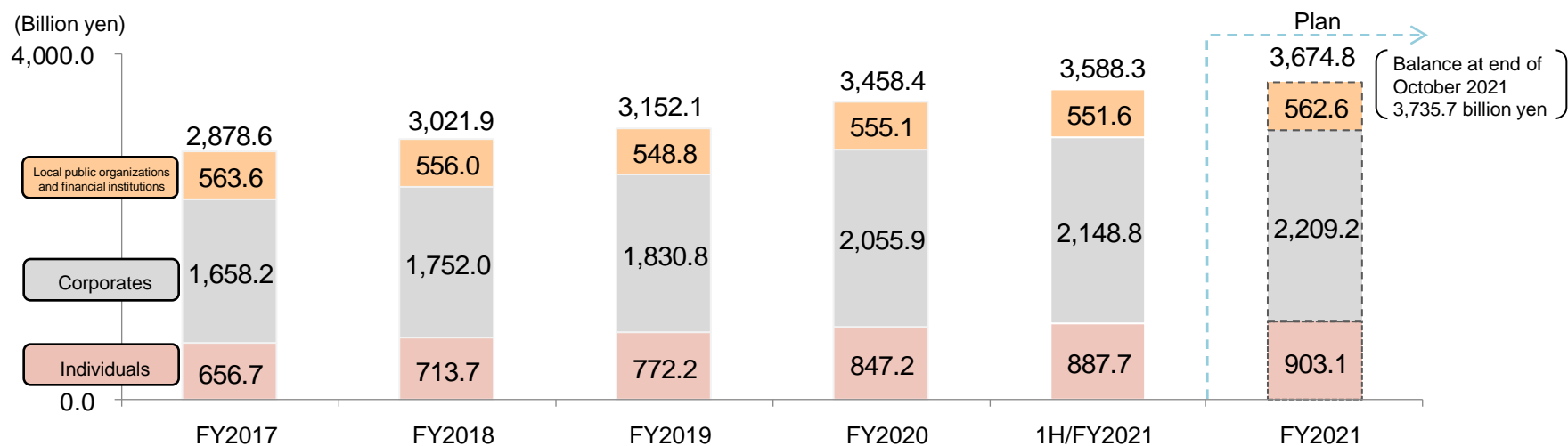


# Deposits and Loans

## Deposits and NCDs (average balance)

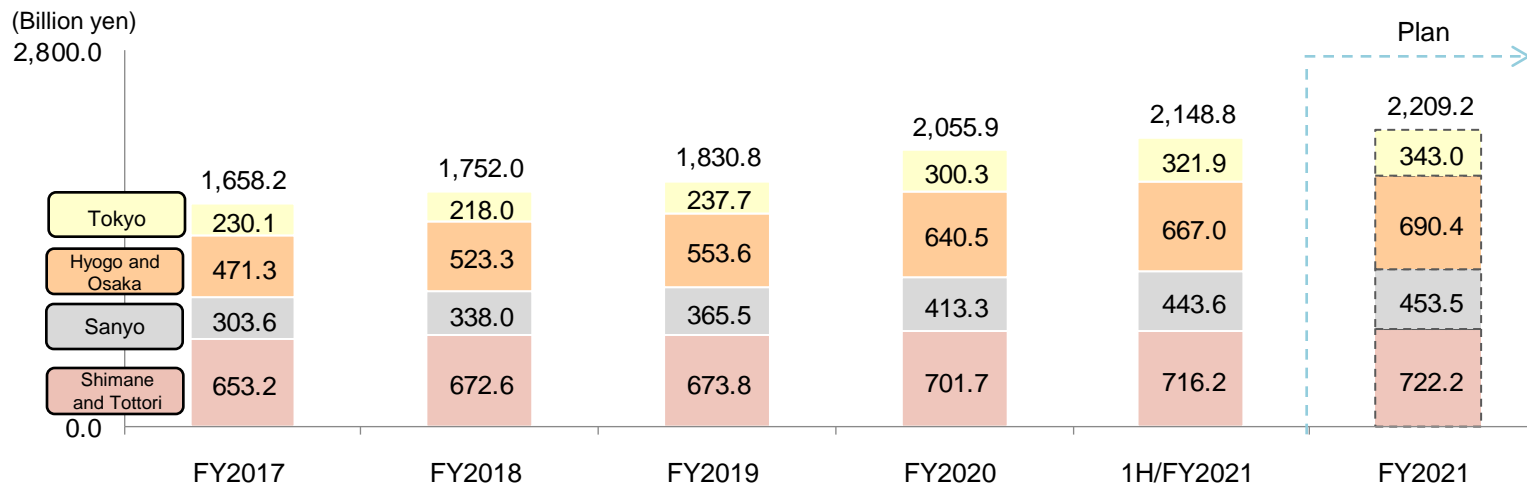


## Total loans (average balance)

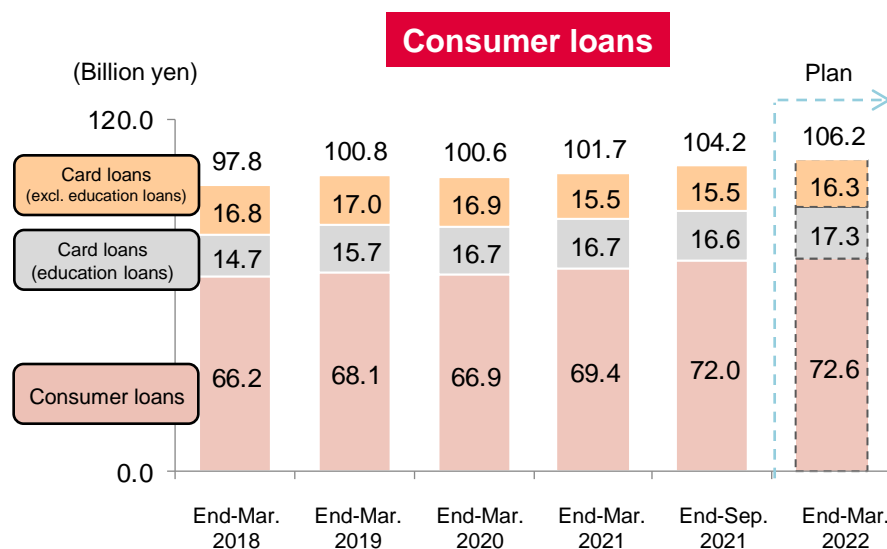
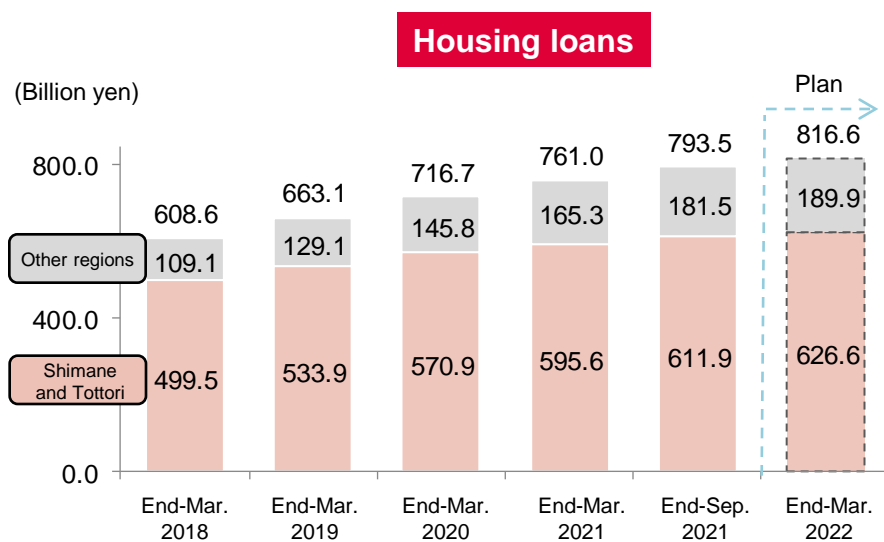


# Lending Breakdown

## Lending to corporates by region (average balance)

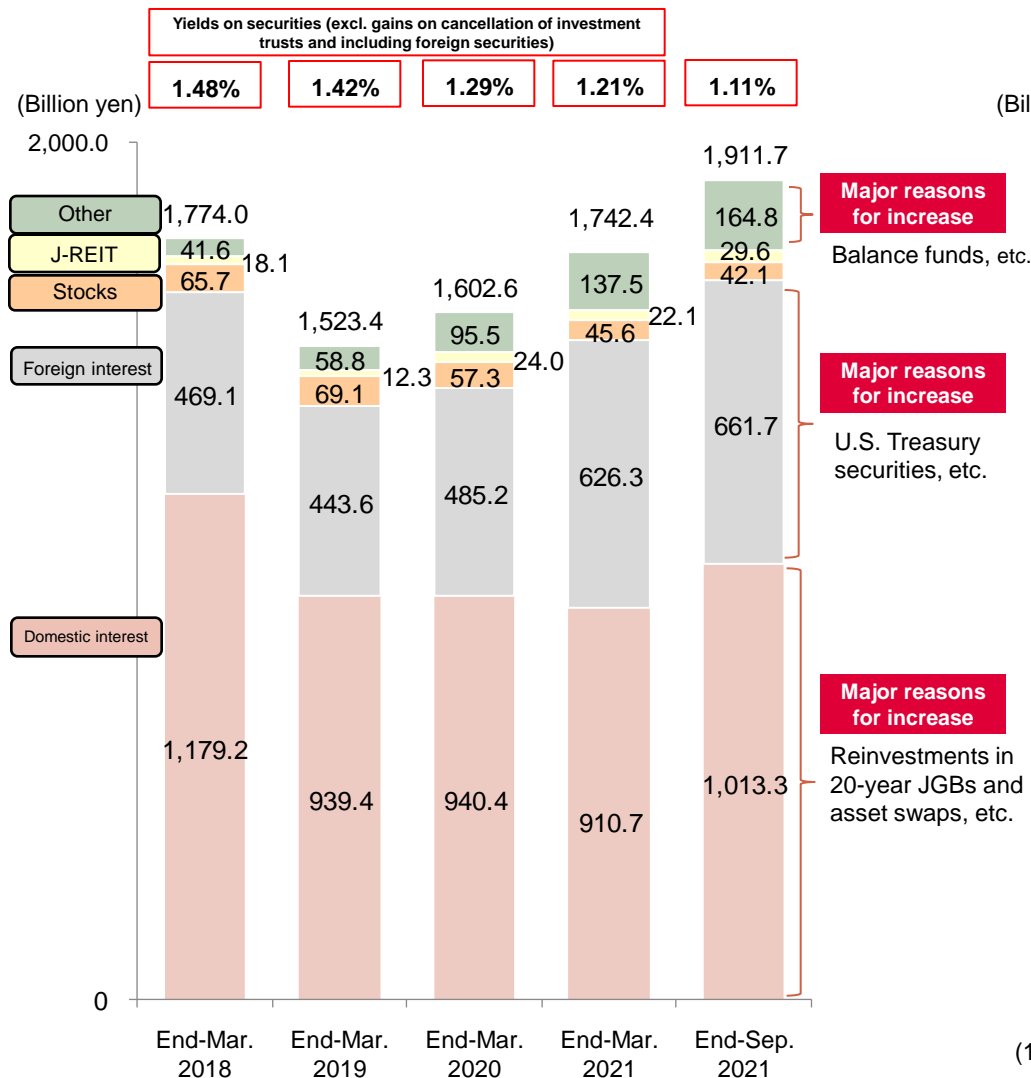


## Individual loans (ending balances)



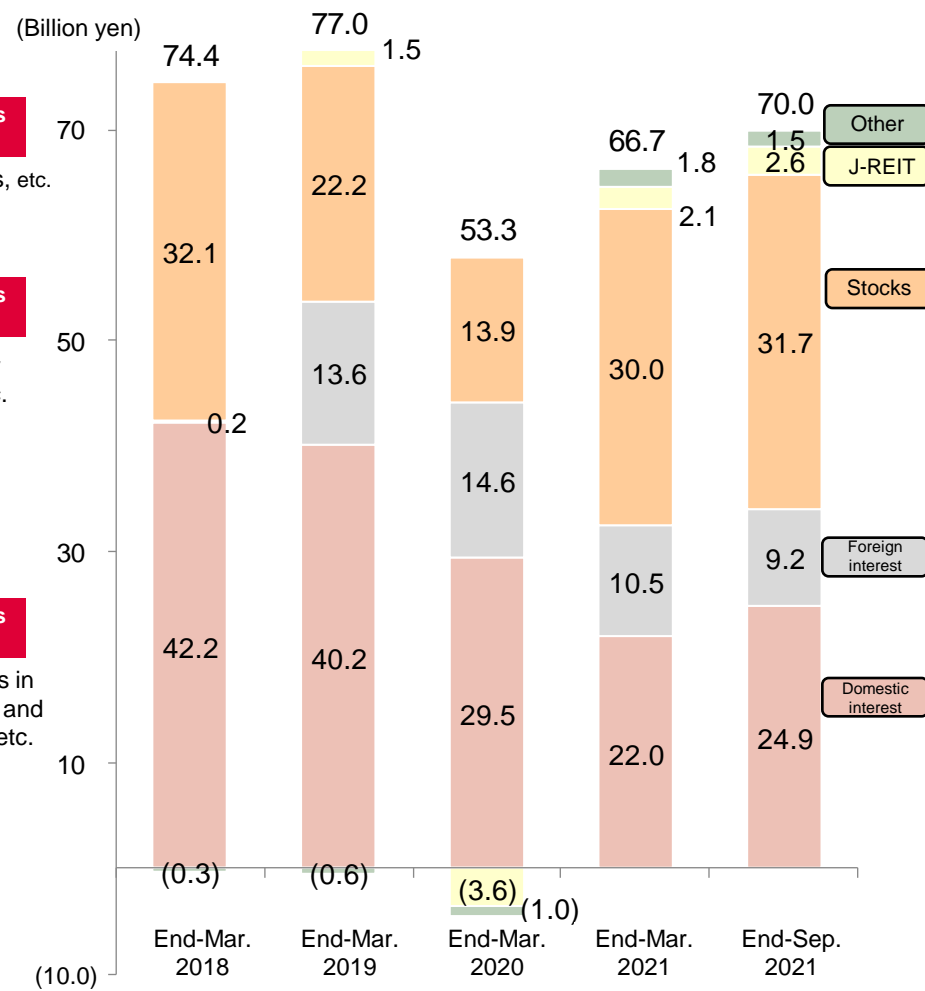


## Securities balances and yields (risk basis)



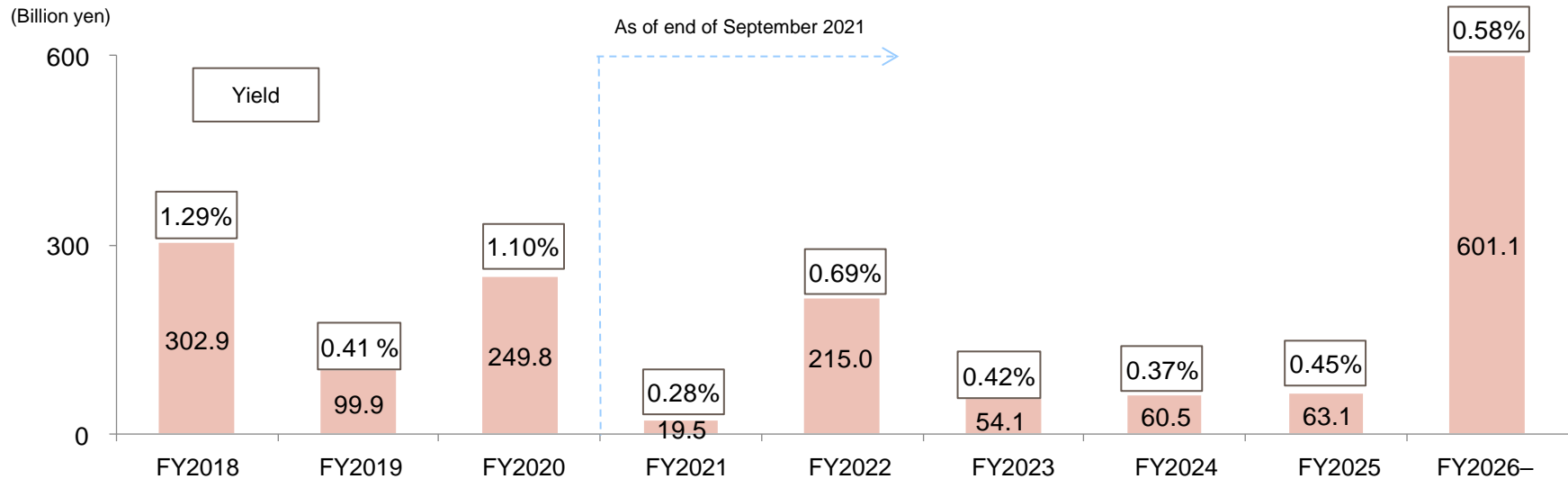
## Revaluation gains/losses on securities

(incl. revaluation gains/losses on asset swaps)

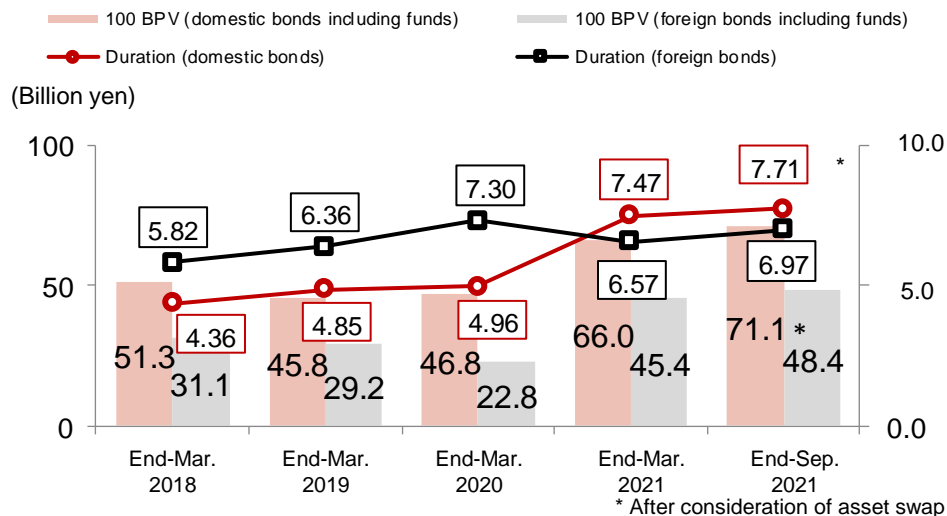


# Redemptions of Yen-denominated Bonds/Interest Rate Risk

## Composition of redemptions of yen-denominated bonds



## Interest rate risk / duration



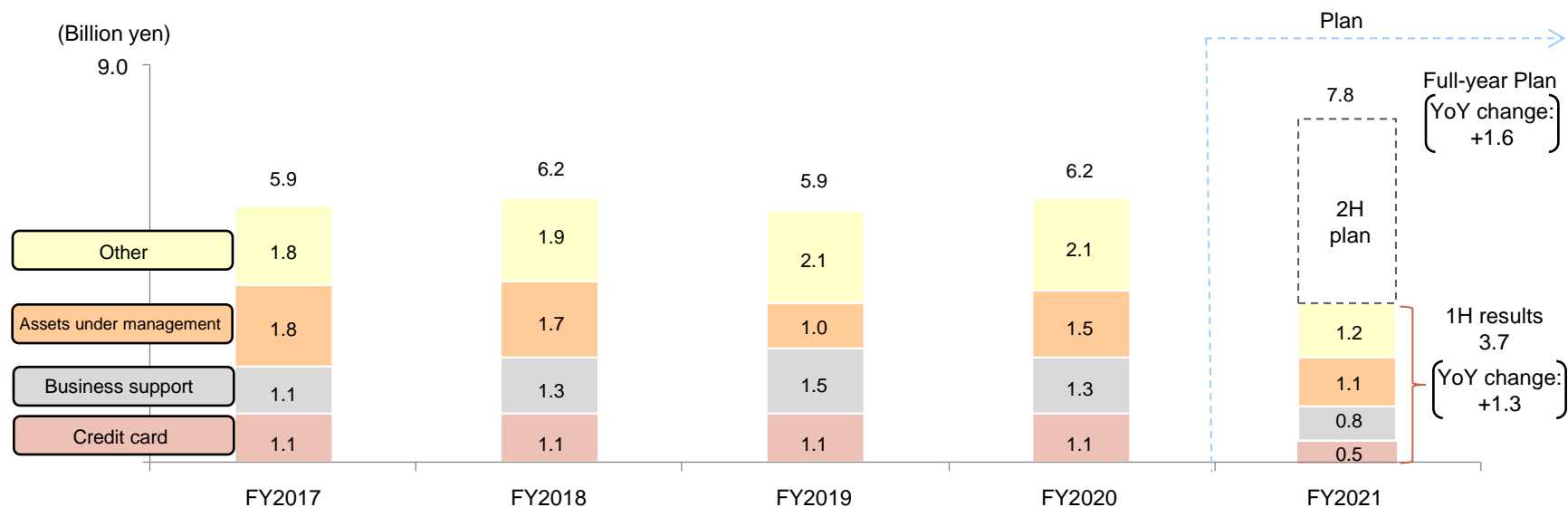
## Interest rate risk in the banking book (IRRBB)

|   |                   |
|---|-------------------|
| ΔEVE (Economic Value of Equity) Maximum       | 39.8 billion yen  |
| Equity capital                                | 322.0 billion yen |
| Materiality test (Max. ΔEVE ÷ equity capital) | 12.3% < 20%       |



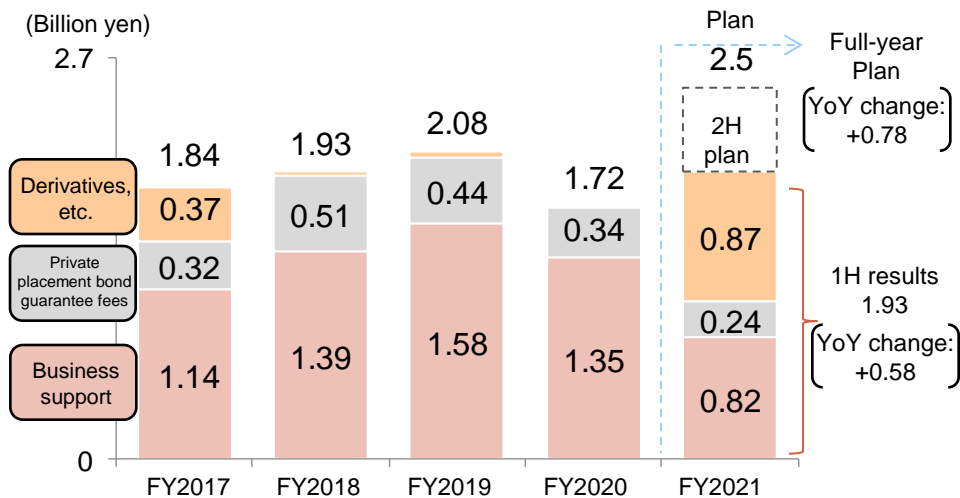
# Net Fees and Commissions

## Fees and commissions



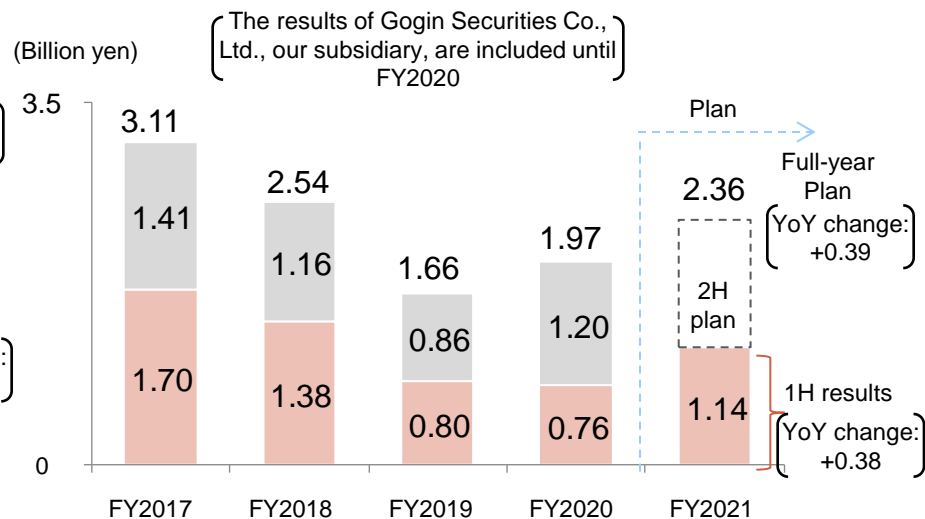
\* Credit card and other fees are net of commissions and expenses.

## Business support fees and commissions



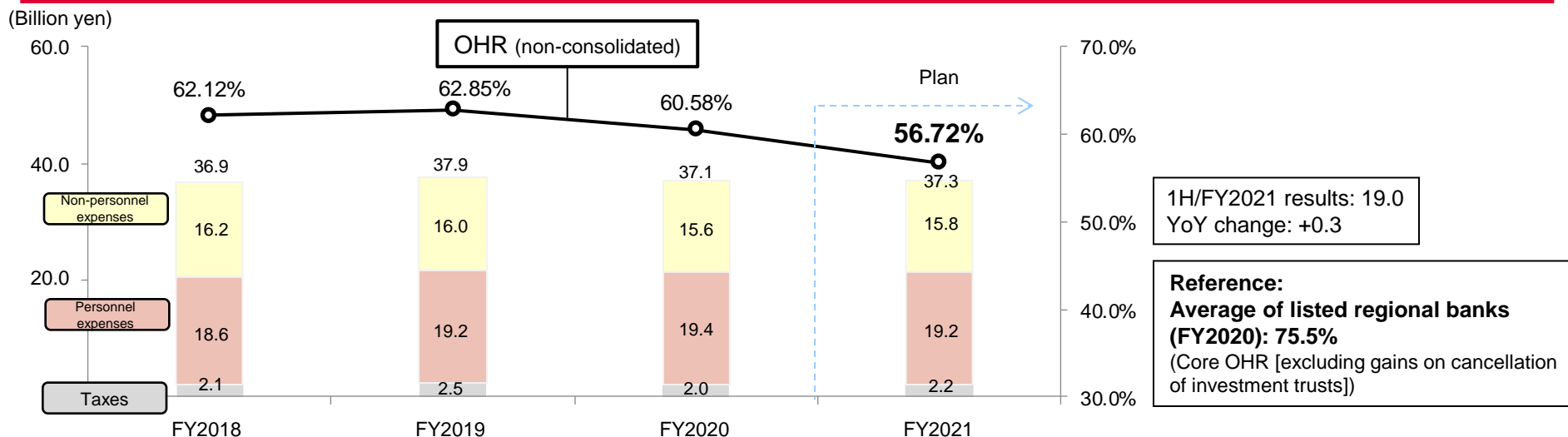
\* Expected profits for the entire period for private placement bond guarantee fees and derivatives are included.

## Assets under management commissions

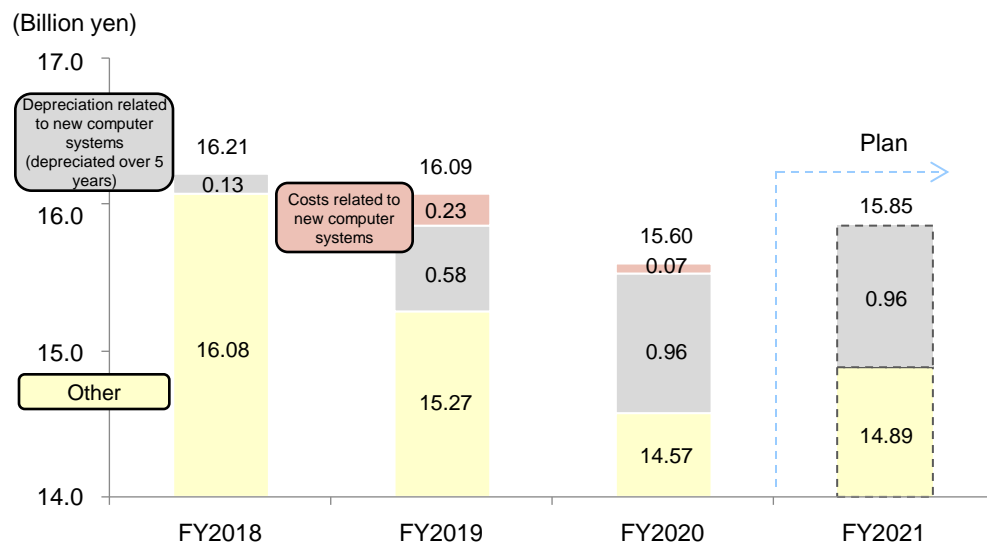


# Expenses

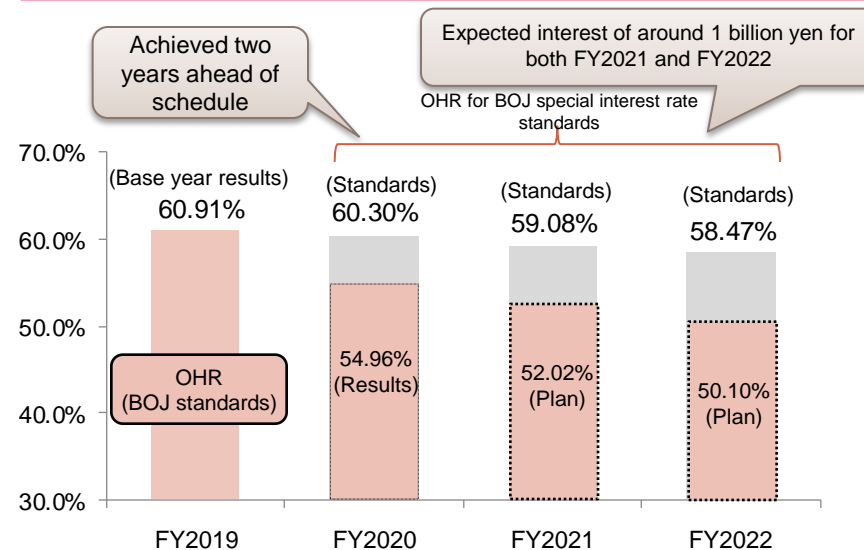
## Operating expenses



## Non-personnel expenses



## Expected to qualify for BOJ special interest rates



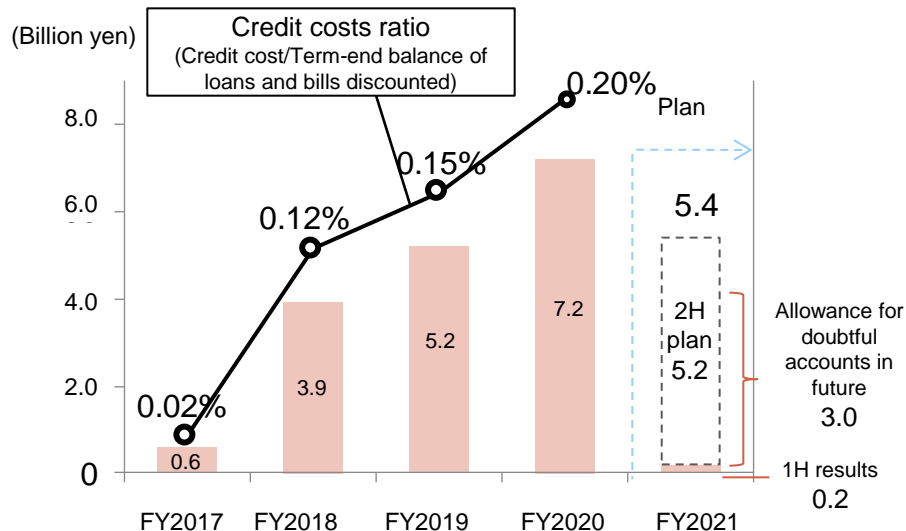
\* Special interest rate (0.1%) applies if OHR is less than standards



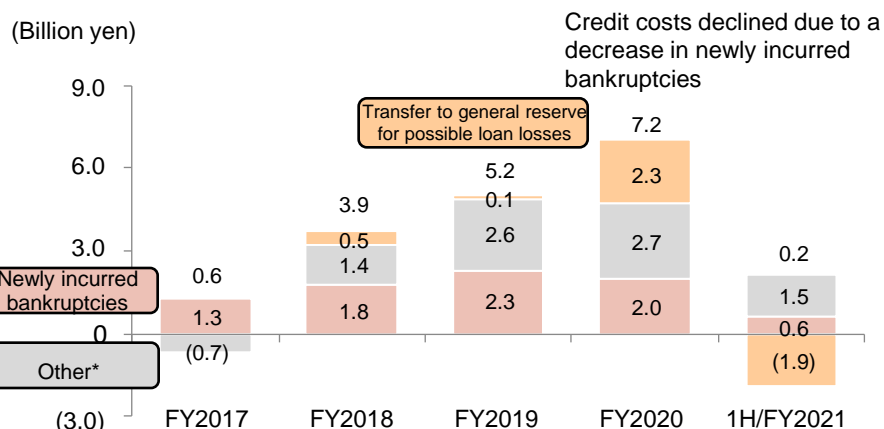
**SAN-IN GODO BANK**

# Credit Costs and NPLs

## Credit costs

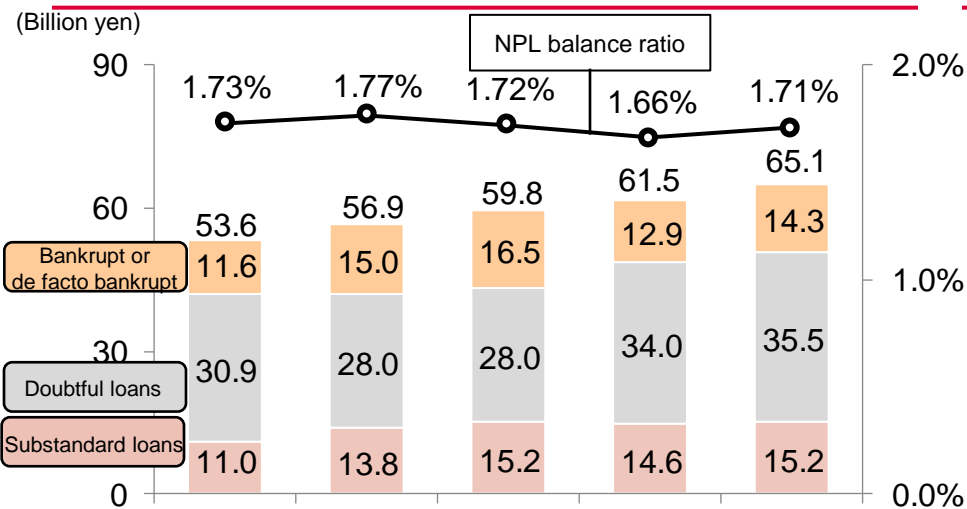


## Trends in credit costs by funding source



\* Changes to obligor categories, fluctuations in security value and reserve rates, individual assessment, etc.

## Loans based on the Financial Reconstruction Act



## Comparison with other regional banks

|   | FY2020 results |                     | Average of 62 regional banks |
|---|----------------|---------------------|------------------------------|
|   | Rank           | San-in Godo         |                              |
| Loan balance  | 32             | 3,583.9 billion yen | 3,725.2 billion yen          |
| Allowance for doubtful accounts   | 11             | 42.1 billion yen    | 26.3 billion yen             |
| Reserve ratio<br>(Allowance for doubtful accounts/Term-end balance of loans and bills discounted) | 5              | 1.17%               | 0.70%                        |

\* Prepared by the Bank based on financial results announced for FY2020, by 62 regional banks

# Earnings Forecasts

## Consolidated

| (Billion yen)                           | FY2020 | 1H/FY2021 | FY2021<br>Forecast | vs. FY2020 |
|---|--------|-----------|--------------------|------------|
| Ordinary income                         | 89.1   | 46.1      | 90.8               | 1.6        |
| Ordinary profit                         | 14.4   | 11.7      | 20.6               | 6.1        |
| Profit attributable to owners of parent | 9.6    | 8.3       | 14.3               | 4.6        |

## Non-consolidated

| (Billion yen)  | FY2020 | 1H/FY2021 | FY2021<br>Forecast | vs. FY2020 |
|--|--------|-----------|--------------------|------------|
| Gross core banking profit  | 61.2   | 32.3      | 65.8               | 4.5        |
| Net interest income  | 54.8   | 27.8      | 57.2               | 2.3        |
| Net fees and commissions   | 6.2    | 3.7       | 7.8                | 1.6        |
| Expenses   | 37.1   | 19.0      | 37.3               | 0.2        |
| Personnel expenses   | 19.4   | 9.7       | 19.2               | (0.1)      |
| Non-personnel expenses   | 15.6   | 7.8       | 15.8               | 0.2        |
| Net core banking profit (excl. net gains on cancellation of investment trusts) | 24.0   | 13.2      | 28.4               | 4.3        |
| Gains (losses) on securities   | (1.7)  | (1.5)     | (2.7)              | (1.0)      |
| Credit costs   | 7.2    | 0.2       | 5.4                | (1.7)      |
| Net income   | 8.3    | 8.3       | 14.0               | 5.7        |
| OHR  | 60.58% | 58.89%    | 56.72%             | (3.86%)    |

# Capital Policies and Governance

# Enhancing Returns to Shareholders

- The dividends table was revised in May 2021 in order to further enhance returns to shareholders and the target dividend payout ratio was increased to roughly 35% from roughly 30%
- The full-year dividend forecast has increased significantly from the previous fiscal year due to the revision of the dividend table and upward revision to the earnings forecast

## Revision of dividends table

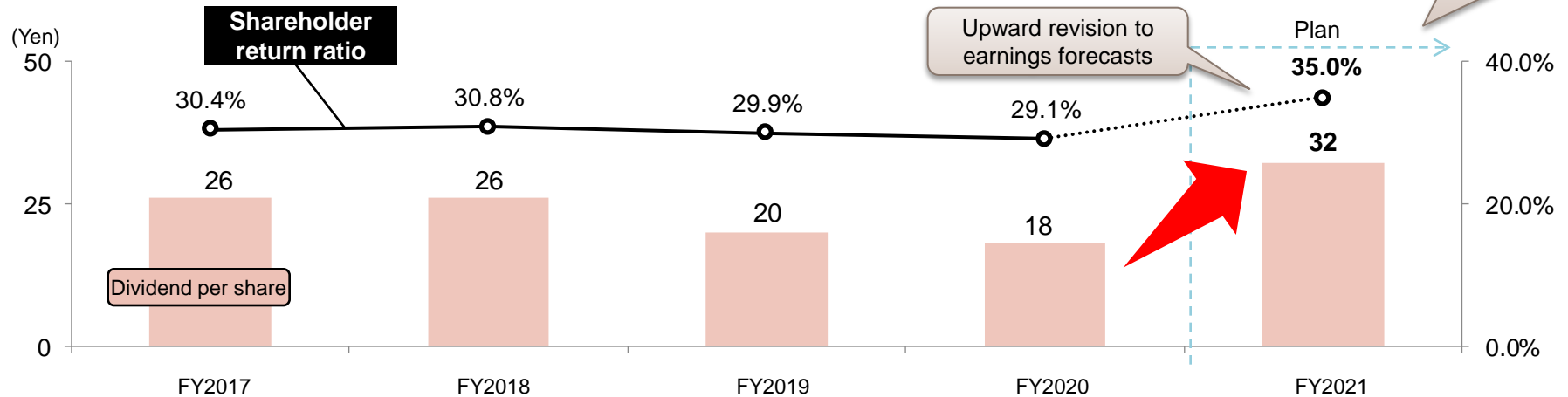
| Net income attributable to owners of parent (consolidated)<br>(billion yen) | Annual dividends | Before       |         |        |
|---|------------------|--------------|---------|--------|
|   |                  | Payout ratio |         |        |
|   |                  | Range        |         | Median |
| Over 18.0   |                  |              |         |        |
| More than 17.0 to 18.0  |                  |              |         |        |
| More than 16.0 to 17.0  |                  |              |         |        |
| More than 15.0 to 16.0  | 30 yen           | -            | 31.3%   | -      |
| More than 14.0 to 15.0  | 28 yen           | 29.2%        | - 31.3% | 30.3%  |
| More than 13.0 to 14.0  | 26 yen           | 29.1%        | - 31.3% | 30.2%  |
| More than 12.0 to 13.0  | 24 yen           | 28.9%        | - 31.3% | 30.1%  |
| More than 11.0 to 12.0  | 22 yen           | 28.7%        | - 31.3% | 30.0%  |
| More than 10.0 to 11.0  | 20 yen           | 28.4%        | - 31.3% | 29.9%  |
| More than 9.0 to 10.0   | 18 yen           | 28.2%        | - 31.3% | 29.7%  |
| More than 8.0 to 9.0  | 16 yen           | 27.8%        | - 31.3% | 29.6%  |
| 8.0 or less   | 14 yen           | 27.4%        | -       | -      |



| Annual dividends | After        |         |        |
|------------------|--------------|---------|--------|
|                  | Payout ratio |         |        |
|                  | Range        |         | Median |
| 40 yen           | -            | 34.8%   | -      |
| 38 yen           | 33.0%        | - 35.0% | 34.0%  |
| 36 yen           | 33.1%        | - 35.2% | 34.2%  |
| 34 yen           | 33.3%        | - 35.5% | 34.4%  |
| 32 yen           | 33.4%        | - 35.8% | 34.6%  |
| 30 yen           | 33.5%        | - 36.1% | 34.8%  |
| 28 yen           | 33.7%        | - 36.5% | 35.1%  |
| 26 yen           | 33.9%        | - 37.0% | 35.5%  |
| 24 yen           | 34.1%        | - 37.6% | 35.9%  |
| 22 yen           | 34.4%        | -       | -      |

Increase in the target dividend payout to roughly 35%

## Trends of shareholder returns



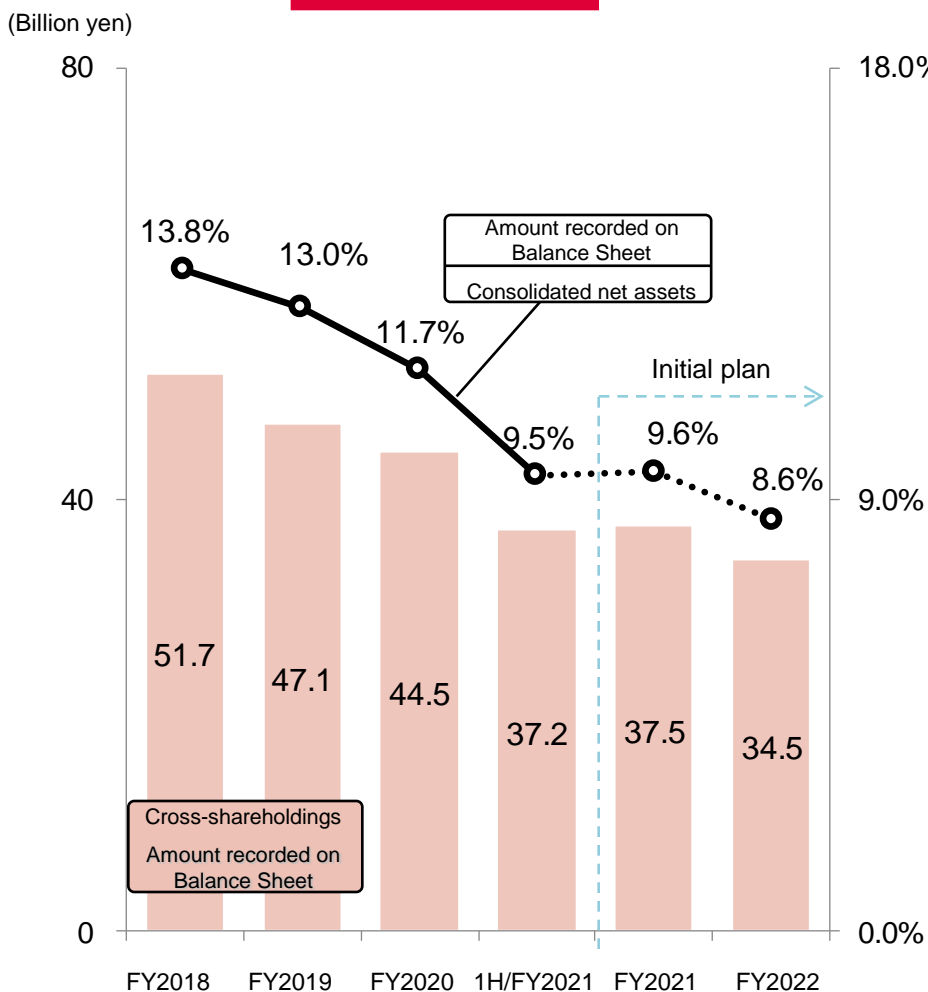


# Cross-Shareholdings

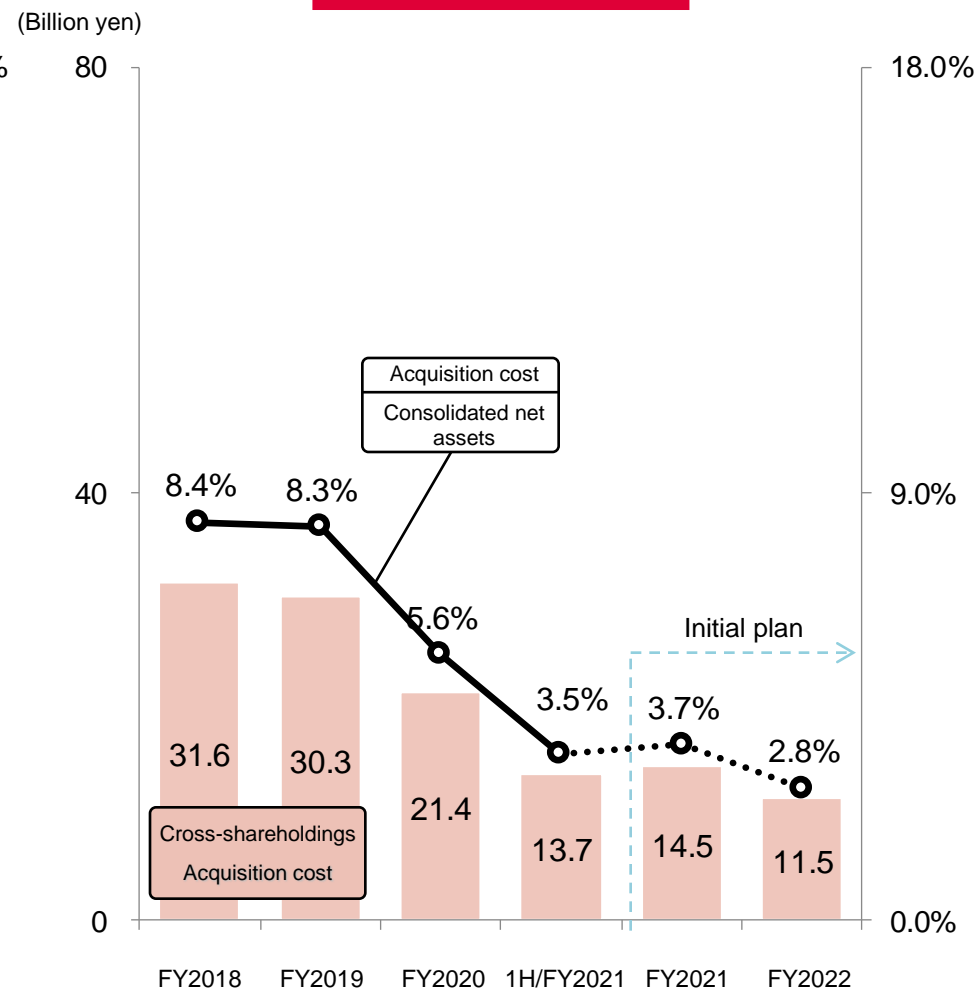
- Achieved the FY3/2022 reduction target of less than 10% during the first half

## Trends in cross-shareholdings

### MTM basis



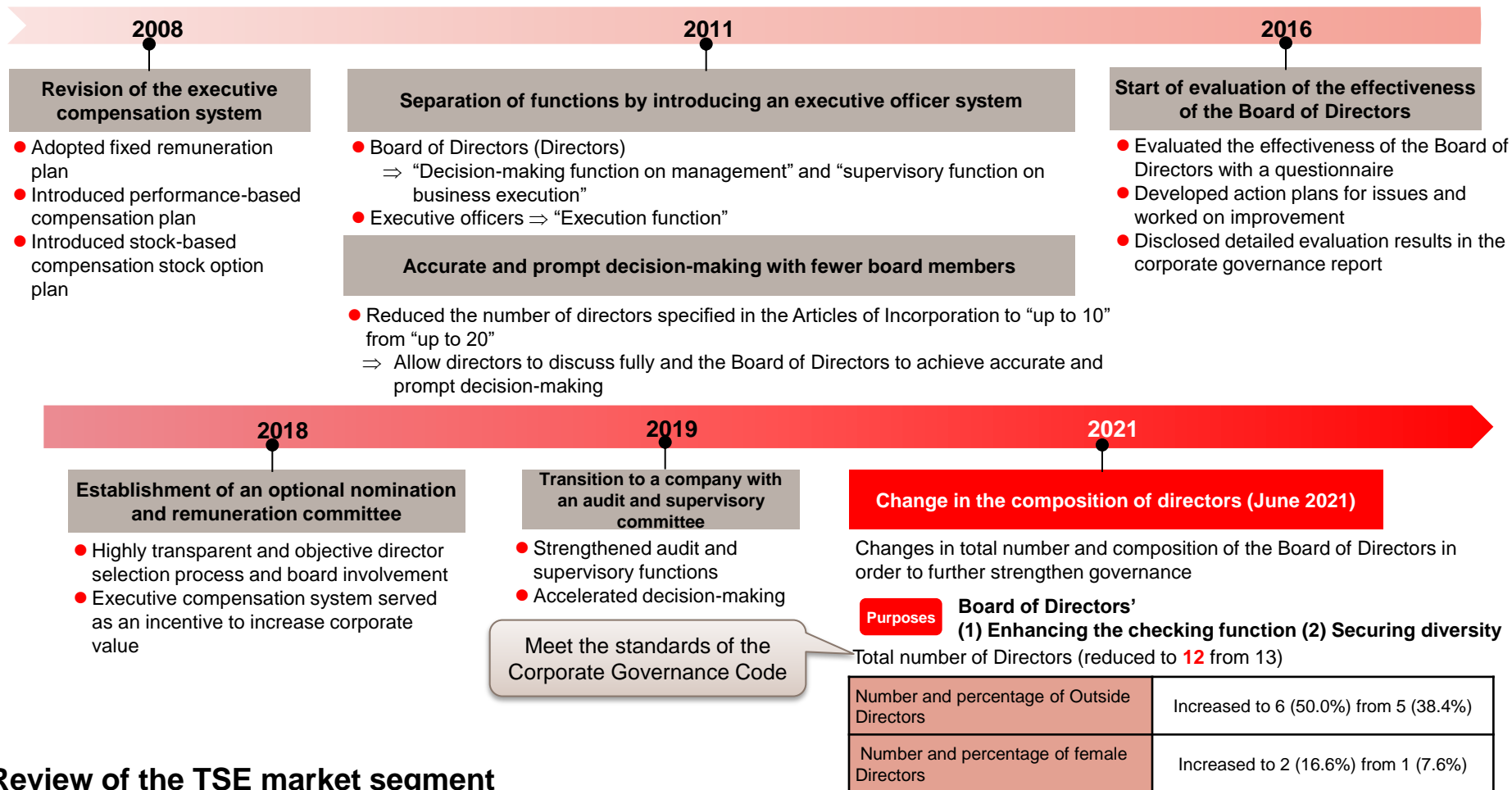
### Acquisition cost basis



# Governance Initiatives

- Promote governance reforms, including institutional design, changes in the composition of the board of directors, and improvement of the executive compensation system

## Corporate governance reform



## Review of the TSE market segment

The Bank has selected the Prime Market in the New TSE Market Segment (scheduled for April 2022)

# **Medium-Term Management Plan**

(FY2021 to FY2023)

## **Progress and Future Policies**

# Overview of Medium-Term Management Plan

- In order to realize the management philosophy, the Bank has established a Long-Term Vision targeting growth by providing solutions to community and customer issues and a Medium-Term Management Plan to accelerate the transformation of its business model (released in March 2021)

## Management philosophy

**The creative bank that best fulfills the dreams of the region and customers it serves**

## Long-Term Vision

**A regional bank serving a wide area pursuing sustained growth based on industry-leading solutions**

## Medium-Term Management Plan (FY2021–FY2023)

**Providing comprehensive support for local industries and business as the regional leading bank**

### Contributing solutions to community and customer issues

- ✓ Accelerating customers' problem-solving activities by providing effective consulting solutions in partnership with our clients
  - ✓ Enhancing consulting functions through business alliance with Nomura Securities
- (→ P22, 23)

### Promoting digital transformation

- ✓ Raising the digital level of “Five Elements” to the top class in regional banks
- (→ P24)

### Enhancing management foundations

- ✓ Cultivating a corporate climate that promotes independent growth of individuals
  - ✓ Building an HR portfolio for a business model transformation
- (→ P25, 26)

# Sustainability Initiatives (1)

## Enhancing the promotion structure

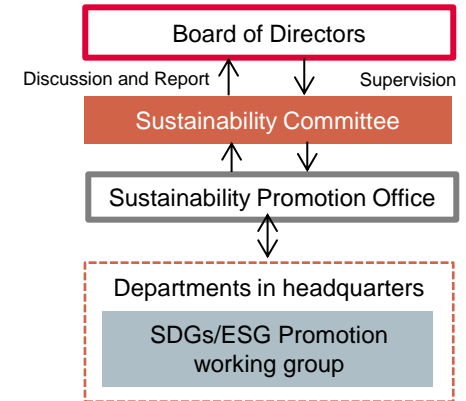
### Establishment of the Sustainability Committee

A system in place to discuss and make decisions on important medium- to long-term issues and initiatives related to sustainability

#### Matters to be discussed by the Committee, etc.

- Addressing climate change
- Changing investment and loan policies
- Setting sustainable finance goals
- Publishing the sustainability report

First in  
regional banks



## Addressing decarbonization and climate change

### Initiatives through financial instruments and services

Supporting community and customers to realize their initiatives for SDGs/ESG

#### Sustainable finance goals

- Cumulative amount of execution on by FY2030  
1.5 trillion yen (incl. 500 billion yen for the environment)

#### Launch of new products and services

- Gogin sustainability-linked loan
- Gogin green loan/social loan
- Corporate advancement loans  
(addition of “green preferential treatment”)
- SDGs management support services

#### J-Credit intermediary services

- Cumulative total since 2010: 155 cases/6,253 t-CO2  
(As of November 12, 2021)

Top among  
regional banks

#### Examples of green loan initiatives

- ✓ Originated a syndicate loan-type solar project finance for Fukuoka Miyako Solar Power Godo Gaisha.
- ✓ Estimated annual power generation (approx. 69,000 MW) is enough to cover the annual power consumption of approx. 16,000 households.



### Initiatives toward reducing the Bank's GHG emissions

Initiatives for carbon neutrality

#### FY2023 emission reduction targets (scope 1 & 2)

- Decrease of 50% from FY2013  
(Japanese government's FY2030 target: Decrease of 46% from FY2013)

# Sustainability Initiatives (2)

## Unique social contribution activities

### [Education] “Shofukan” private school

Since 2012

#### Education for children in the next generation

- ✓ Private school established by Gogin Shimane Cultural Promotion Foundation
- ✓ Continuing to provide guidance with the hope that students will learn "way of living and way of thinking" from Japanese and foreign classics, local history, nature and traditional culture, and grow into "people who can play an active role in society" in the future



### [Diversity & Inclusion] Gogin Challenged

#### Supporting independence of people with disabilities

##### Matsue

Since 2007



- ✓ People with intellectual disabilities work in specific jobs
- ✓ They draw pictures, produce novelties using paintings and are engaged in clerical works

##### Tottori

Since 2017



- ✓ Mainly mentally challenged people and people with developmental disorders work
- ✓ They handle a wide range of banking operations including document preparations and works demonstrating IT skills such as data entry

### [Environment] “Gogin Forests of Hope” & “Save the Forest! San-in Network Conference”

#### Forest Conservation Activity

##### Gogin Forests of Hope

Since 2006



- ✓ Practical forest conservation activities undertaken by Bank officers, employees, and their families in six forests of 53 ha in Shimane and Tottori

##### Save the Forest! San-in Network Conference

Since 2006

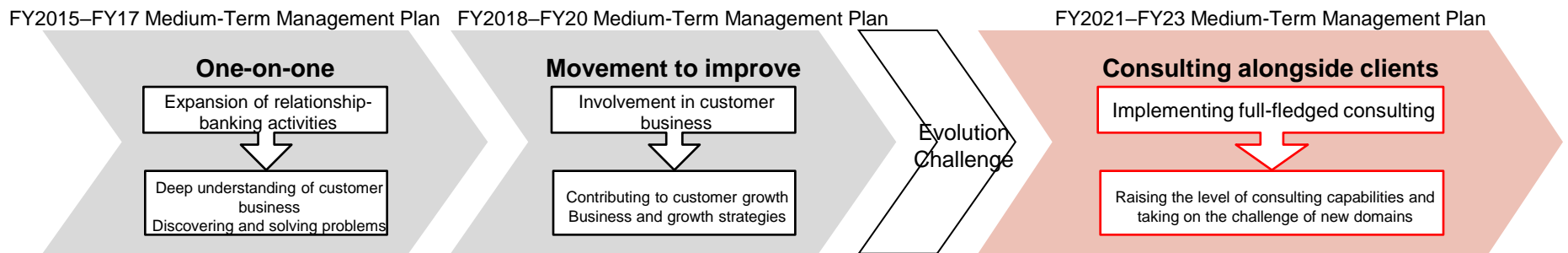


- ✓ A network organization consists of 50 organizations (as of the end of March 2021) including volunteer groups and nonprofit organizations in Shimane and Tottori
- ✓ The Bank serves as secretariat to expand the circle of activities

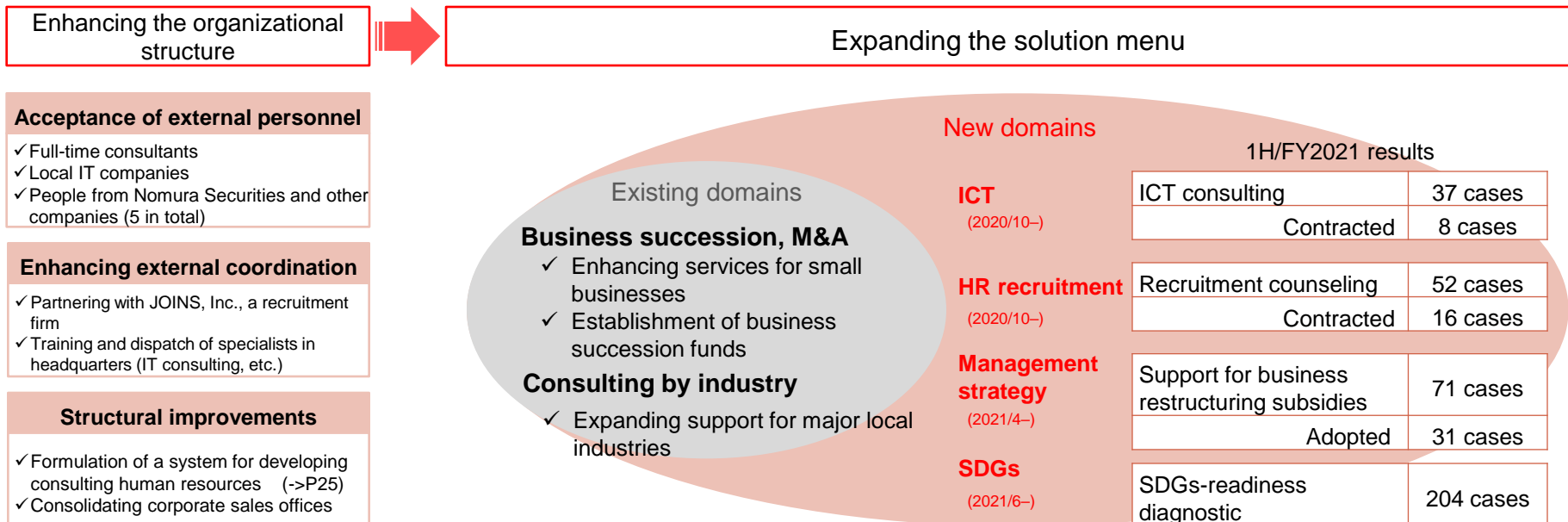
# Contributing solutions to community and customer issues (Corporate Consulting)

- Contributing to the sustainable growth of our communities and business partners by demonstrating our problem-solving capabilities based on the relationship banking approach that has been cultivated in our mother market, the San-in region, which is a place with advanced challenging issues

## Initiatives to solutions



## Initiatives to strengthen consulting capabilities





# Contributing solutions to community and customer issues (N Alliance)

- Steadily accumulating results after the alliance with Nomura Securities (“N Alliance”)
- Further deepening alliances and making a leap forward under a system in which all salespersons are involved in consultation

## Reshuffling of asset consulting structure (2020/10)

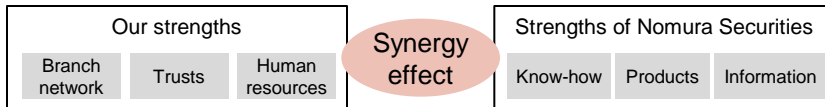
### Concept

- Establishing a sustainable business model in local areas

### Demonstrating synergies

- Raising **service levels to the highest in Japan**

Powered by Nomura Securities



- Drastic cost reduction**

Integration of business lines of bancassurance channel, securities subsidiary, and Nomura Securities



### Major achievements during the first year of the alliance (2020/10 to 2021/9)

| Results      |   | Comparison with pre-alliance                                  |
|--------------|---|---|
| Structure    | Sales personnel (incl. those sent from Nomura): 250 | Decrease of <b>150</b> (-37%)<br>*Relocate to strategic areas |
|              | Sales offices: 15                                   | Decrease of <b>45</b> (-75%)                                  |
| Main figures | Customer assets under management: 580 billion yen   | <b>+80</b> billion yen (+16%)                                 |
|              | Top line: 2.3 billion yen                           | <b>+700</b> million yen (+40%)                                |
|              | Cost (excl. personnel expenses): 600 million yen    | <b>-200</b> million yen (-25%)                                |

## Remarkable results (contribution to regional asset formation)

- Assets under management held by customers consist of mainly **low- and medium-risk products**

(Reference) Ratio of investment trusts held by customers by risk (Sep. 30, 2021)(<sup>\*1</sup>)

| Risk                          | Low          | Medium       | High  |
|-------------------------------|--------------|--------------|-------|
| San-in Godo ( <sup>*2</sup> ) | <b>24.0%</b> | <b>36.1%</b> | 39.9% |
| Entire industry               | 11.5%        | 25.3%        | 63.2% |

<sup>\*1</sup>. Prepared by Nomura Asset Management, <sup>\*2</sup>. Incl. discretionary investment contracts

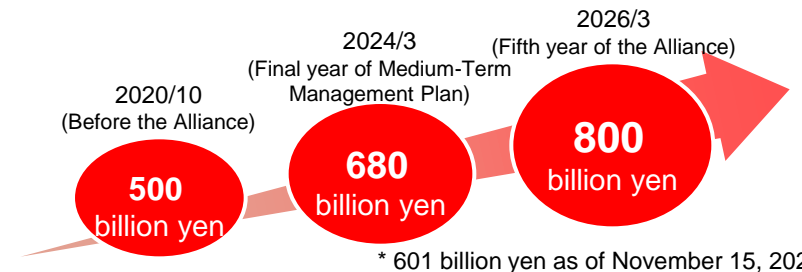
- Significant increase in **workplace savings NISA** contracts based on the existing corporate customer base

(Top-level performance at Nomura Securities)

|   |                                 |
|---|---------------------------------|
| Companies introducing workplace saving NISA (Nippon individual savings account) (2021/4 to 9) | <b>101</b><br>(contracted base) |
|---|---------------------------------|

## Future policy for further growth of N Alliance

- Steady increase in **customer assets under management**



- Enhancing **consulting structure** (2022/2)



SAN-IN GODO BANK



# Promoting digital transformation

- Establishing a company-wide DX strategy to achieve a business model transformation based on digital
- Aiming to become one of the leading regional banks in DX by investing management resources

Vision for DX strategy

## ■ Improvement of consulting capabilities

Group-wide efforts to accomplish consulting alongside clients

## ■ Enhancement of non-face-to-face channels

Increasing customer convenience based on the concept of "having a bank branch in the palm of your hand"

## ■ Progress in structural reform

Effective and efficient allocation of management resources to drive a business model transformation

## ■ Medium- and long-term growth

Medium- and long-term initiatives for sustainable growth

## Raise the digital level of all five elements to the top class in regional banks

### Business

Developing products and services that provide a **source of differentiation**

### Operation

Promoting wide-ranging **operational reforms** across the Group

### IT

Aiming for a **totally optimal** system from a long-term perspective

### Data

**Utilizing data** in various businesses

### Organization & human resources

Active investment in **human resource development**

## Establishment of new organizations

DX Promotion Dept.

Data Analysis Center

## Establishment of a new training system

Changes in business brought by the progress in digitization

Change in quality (use of digital data)

Expansion of scope (promotion of digital-related business)

Decrease in routine work (digital substitution)

## Establishment of **digital human resource development system** (→P25)

All employees of the Bank

Develop their digital skills according to their roles

By the fifth year after joining the Bank

Acquire IT passport qualification (national qualifications) as required skill

Improvement of organizational structure

# Enhancing Management Foundations (System Revision)

- Drastic revision of the skills development structure and personnel system based on consulting and digital skills
- Cultivating a corporate climate in which each employee works for independent growth to achieve higher levels

## Renovation of the skills development structure

(conducted in October 2021, first time in 13 years)

|                   |  |
|-------------------|--|
| <b>Consulting</b> | ✓ Training human resources so that all sales personnel can provide consulting services   |
| <b>Digital</b>    | ✓ Securing and training human resources capable of promoting DX                          |
| <b>Autonomy</b>   | ✓ Training autonomous human resources capable of learning and taking action on their own |



## Reform of HR systems

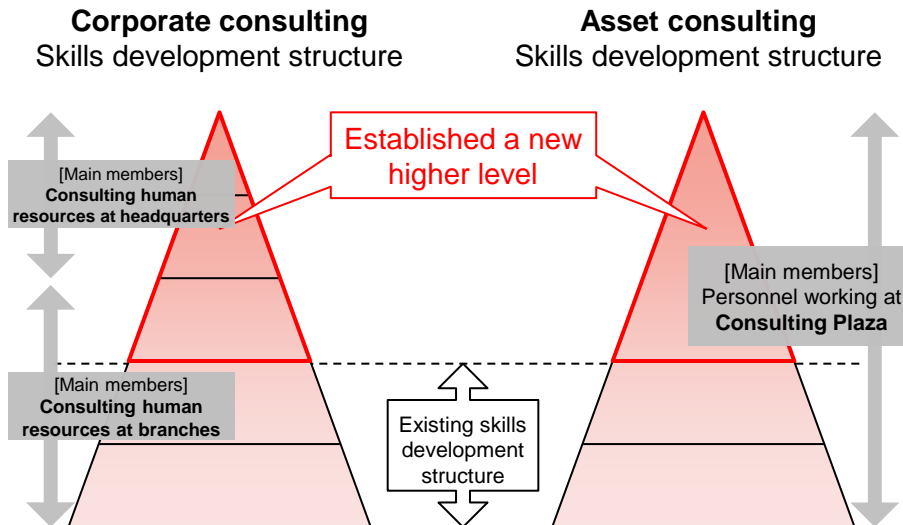
(scheduled for April 2022, first time in 21 years)

|                                   |   |
|-----------------------------------|---|
| <b>Rewarding work</b>             | <b>Designing and establishing an HR system to further consolidate rewarding work</b><br>✓ Proactively evaluating diverse skills and contributions |
| <b>Human resource development</b> | <b>Fostering a culture that centers on human resource development</b><br>✓ Evaluation systems focusing on HR training                             |

## Overview of the skills development structure

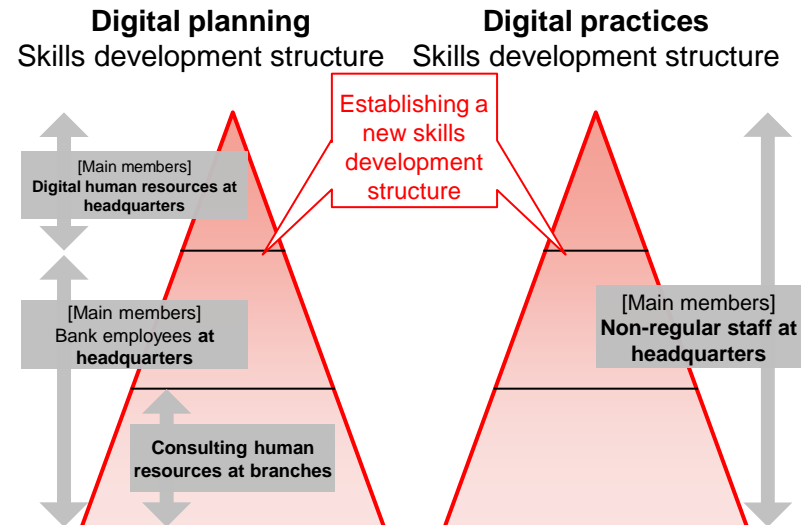
### System for developing consulting human resources

- Established a new upper hierarchy of human resources based on the existing skills development structure



### System for developing digital human resources

- Established a new skill development structure of digital planning and operation

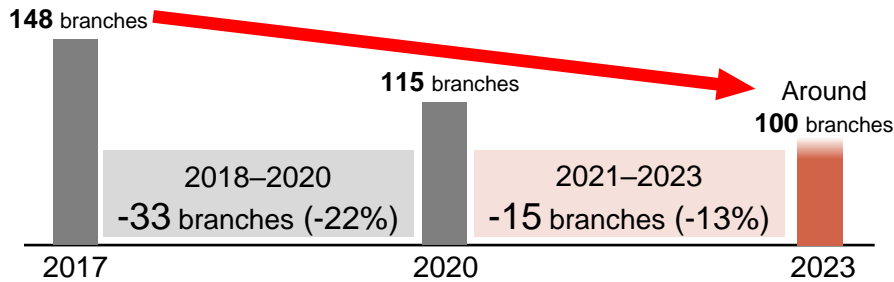


# Enhancing Management Foundations (Personnel Relocation)

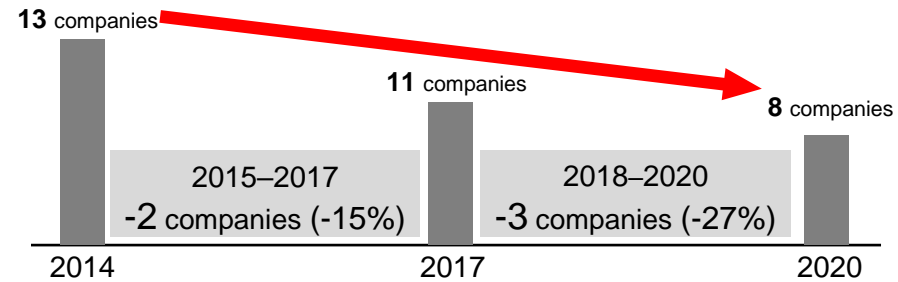
- Investing management resources generated by the steady progress in structural reforms intensively in consulting and digital services
- Shift to an HR portfolio capable of achieving a business model transformation

## Major initiatives for structural reform

### Reorganization of branch network (results and plans)



### Restructuring of affiliates (results)



## HR portfolio transformation

### Results of the previous Medium-Term Management Plan

| Staff reductions   | Staff increases   |
|--|---|
| <ul style="list-style-type: none"> <li>✓ Reorganization of branches</li> <li>✓ Migration to new brokerage ...and others</li> </ul> <p>[ *1 ]</p> <p>Approx. 340 people</p> | <p>Consulting &amp; digital, etc.</p> <p>Approx. 190 people</p>                         |
|  | <p>Reduced staffing (e.g., through retirement) [ *1 ]</p> <p>Approx. 110 people</p>     |
|  | <p>Transfers under the current Medium-Term Management Plan</p> <p>Approx. 40 people</p> |

\*1. Incl. 50 part-time employees and others

### Progress of the current Medium-Term Management Plan

| Staff reductions  | Staff increases  |
|---|--|
| <ul style="list-style-type: none"> <li>✓ Consolidating individual sales staff</li> <li>✓ Restructuring of the branch network</li> <li>✓ Improving business efficiency</li> </ul> <p>[ *2 ]</p> <p>Progress and results (As of Sep. 2021)</p> <p>Approx. 190 people/ <b>approx. 400 people</b></p> | <p>Progress and results (As of Sep. 2021)</p> <p><b>Corporate consulting</b></p> <p>Approx. 50 people/ <b>approx. 130 people</b></p>                       |
|   | <p>(Under development)</p> <p>Corporate consulting</p> <p>Approx. 90 people</p> <p>Fostering existing individual sales personnel as <b>new leaders</b></p> |
|   | <p><b>Digital</b></p> <p>Approx. 10 people/ <b>approx. 20 people</b></p>   |
|   | <p>Reduced staffing (e.g., through retirement) [ *2 ]</p> <p>Approx. 40 people/ <b>approx. 250 people</b></p>  |

\*2. Incl. 100 part-time employees and others



For inquiries relating to this material,  
please contact:

Planning Group  
Management Planning Development Division  
The San-in Godo Bank, Ltd.

Phone : +81-852-55-1015  
Fax : +81-852-27-3398  
Email : [soki@gogin.co.jp](mailto:soki@gogin.co.jp)

Forward-looking statements are included in this material. These statements do not provide a guarantee of the San-in Godo Bank's future performance, and actual results are subject to risks and uncertainties. Please note that future performance may differ from the views presented herein owing to changes in the operating environment and other factors.



**SAN-IN GODO BANK**



San-in Godo Bank supports the Sustainable Development Goals (SDGs).