# Investor Meeting Interim Results for FY 2019 (Ended September 30, 2019)







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"Hokuhoku Financial Group SDG's Declaration" (April 1, 2019)

Based on the management philosophy "Prospering together with the region", "Fair & Steady Management" and "Progressive & Innovative Services," Hokuhoku Financial Group aims to improve the sustainability of the local economy and community by actively working on "SDG's" activities advocated by the United Nations.

# Introduction



"Hokuhoku Financial Group" will continue to deliver comprehensive financial services with its extensive regional network to contribute to mutual prosperity with customers and the region.



# Management Philosophy

Left: Eishin Ihori
President
(concurrently serving as president of The Hokuriku Bank, Ltd.)

Right: Masahiro Sasahara

Deputy President
(concurrently serving as president of
The Hokkaido Bank, Ltd.)

<u>Prospering together with the region</u>: We execute social mission to prosper mutually with customers and local community. <u>Fair & Steady Management</u>: We aim at fair and steady management to respond to social confidence.

**Progressive & Innovative Services**: We pursue creativity and innovation in vital workplace to provide attractive services.

# **Profile**

(As of September 30, 2019)





Incorporation: 2003

Location of head office: Toyama City, Toyama

Capital : ¥ 70.8 billion

Capital adequacy ratio: (consolidated) 9.29 %

Ratings : A (R&I)





The Hokuriku bank, Ltd.





Incorporation: 1943 (founded in 1877)

Location of head office: Toyama City, Toyama

Branches: Domestic 187 (145 branches, 42 sub-branches)

Overseas 6

Employees: 2,654

Capital: ¥ 140.4 billion

Capital adequacy ratio: (non-consolidated) 8.92 %

Ratings : A  $(R\&I) \cdot A - (S\&P)$ 



The Hokkaido bank, Ltd.





Incorporation: 1951

Location of head office: Sapporo City, Hokkaido

Branches: Domestic 144 (136 branches, 8 sub-branches)

Overseas 3

Employees: 2,346

Capital : ¥ 93.5 billion

Capital adequacy ratio: (non-consolidated) 8.98%

Ratings : A (R&I)



# I . Interim Results for FY 2019

# **Summary of Financial Results**



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		FY19	9 1H		FY18
【Hokuhoku FG consolidated】	Plan	Result	change	compared to plan	1H
Ordinary profits	15.5	17.4	(2.0)	1.9	19.4
Net income attributable to	9.5	11.6	(2.3)	2.1	13.9
owners of the parent	3.3	11.0	(2.3)	2.1	13.3
		FY19	) 1H		FY18
【Total of two banks】	Plan	Result	change	compared to plan	1H
Core gross business profits	62.5	61.3	(2.6)	(1.1)	64.0
Net interest income		52.8	(2.3)		55.2
Loans		42.1	(1.3)		43.5
Securities		11.6	(1.8)		13.5
Net fees & commissions		8.0	(0.3)		8.3
Net trading income		0.0	(0.0)		0.0
Net other income(※1)		0.4	0.0		0.4
G&A expenses (-)	43.5	43.0	(0.7)	(0.4)	43.7
Core net business profits	19.0	18.3	(1.9)	(0.6)	20.3
Core net business profits (%2)		16.9	(1.9)		18.9
Gains (losses) related to bonds		3.7	4.7		(0.9)
Net business profits(※3)		22.1	2.7		19.3
Net transfer to general allowance for loan losses (-)		1.1	1.2		(0.0)
Other non-recurring gains (losses)		(3.2)	(4.4)		1.2
Credit related costs (-)		3.9			0.6 2.1
Gains (losses) related to stocks	16 F	0.4	(1.6)	1.2	20.6
Ordinary profits  Net extraordinary gains (losses)	16.5	17.7	(2.8)	1.2	(0.7)
Income taxes (-)		(0.7) 4.5	0.0		4.2
Net income	11.0	12.4	(3.1)	1.4	15.5
Net credit costs (-)	3.3	5.1	4.5	1.8	0.5

<sup>※1:</sup> Excluding gains (losses) related to bonds

### **Financial Highlight for FY2019 1H**

### [Hokuhoku FG consolidated]

**Ordinary profits: ¥17.4Bn** (-¥2.0Bn compared to FY18 1H)

### Net income attributable to owners of the parent: ¥11.6Bn

(-¥2.3Bn compared to FY18 1H)

### **[Total of two banks]**

### Core net business profits: ¥18.3Bn

(-¥1.9Bn compared to FY18 1H)

Net interest income: Decreased by ¥2.3Bn mainly due to the decline in interest on loans and securities G&A expenses: Decreased by ¥0.7Bn due to personnel expenses reduction.

### **Ordinary profits: ¥17.7Bn**

(-¥2.8Bn compared to FY18 1H)

Gains related to bonds: Improved by ¥4.7Bn.

Gains related to stocks: Decreased by ¥1.6Bn.

Net credit costs: Increased by ¥4.5Bn due to the increase in credit related costs.

### Net income: ¥12.4Bn

(-¥3.1Bn compared to FY18 1H)

<sup>\*2:</sup> Excluding gains (losses) related to cancellation of investment trusts included in net interest on securities

<sup>※3:</sup> Before provision (reversal) of general allowance for loan losses

# Summary of Financial Results (Hokuriku bank)



(JPY Bn)

	【Hokuriku Bank】					
C	C <u>ore gross business profits</u>					
	Ne	t interest income				
		Loans				
		Securities				
	Ne	t fees & commissions				
		Fees and commissions				
		Fees and commissions payments (-)				
	Ne	et trading income				
	Ne	et other income(※1)				
G	<b>8</b> Α	expenses (-)				
C	ore	net business profits				
	C	re net business profits( <b>※2</b> )				
G	ain	s (losses) related to bonds				
Ν	let	business profits(※3)				
Ne	et tra	nsfer to general allowance for loan losses (-)				
С	)the	er non-recurring gains (losses)				
	Cre	edit related costs (-)				
	Ga	ins (losses) related to stocks				
C	Ordinary profits					
_		extraordinary gains (losses)				
		ome taxes (-)				
		income				
N	lΔt	credit costs (-)				
1 \	iCι	cicuit costs ( )				

	FY19 1H					
Plan	Result	change	compared to plan	FY18 1H		
33.5	33.3	(1.6)	(0.1)	35.0		
	27.7	(1.9)		29.6		
	21.4	(0.9)		22.4		
	7.0	(1.5)		8.6		
	5.2	0.2		4.9		
	8.9	0.2		8.6		
	3.7	0.0		3.6		
	0.0	(0.0)		0.0		
	0.4	(0.0)		0.4		
23.0	23.0	(0.4)	0.0	23.5		
10.5	10.2	(1.1)	(0.2)	11.4		
	9.5	(0.8)		10.4		
	2.5	2.8		(0.3)		
	12.7	1.6		11.0		
	1.0	1.0		-		
	(1.7)	(3.3)		1.5		
	3.2	3.2		(0.0)		
	0.4	(0.9)		1.3		
9.5	9.9	(2.7)	0.4	12.6		
	(0.6)	0.0		(0.6)		
	2.6	(0.0)		2.7		
6.0	6.5	(2.6)	0.5	9.2		
1.8	4.2	4.3	2.4	(0.0)		
1.0	7.6	7.5	۲,⊤	(0.0)		

### **Financial Highlight for FY2019 1H**

### [Hokuriku bank]

Core net business profits: ¥10.2Bn

(-¥1.1Bn compared to FY18 1H)

Net interest income: Decreased by ¥1.9Bn mainly due to the decline in interest on loans and securities.

Net fees & commissions: Increased by ¥0.2Bn due to the increase in insurance fee.

**G&A** expenses: Decreased by ¥0.4Bn due to personnel expenses reduction.

### **Ordinary profits: ¥9.9Bn**

(-¥2.7Bn compared to FY18 1H)

Gains related to bonds: Improved by ¥2.8Bn.

Gains related to stocks: Decreased by ¥0.9Bn.

Net credit costs: Increased by ¥4.3Bn due to the increase in credit related costs.

### Net income: ¥6.5Bn

(-¥2.6Bn compared to FY18 1H)

<sup>※1:</sup> Excluding gains (losses) related to bonds

<sup>32:</sup> Excluding gains(losses) related to cancellation of investment trusts included in net interest on securities

<sup>※3:</sup> Before provision (reversal) of general allowance for loan losses

# Summary of Financial Results (Hokkaido bank)



(JPY Bn)

【Hokkaido Bank】					
Core gross business profits					
Net interest income					
Loans					
Securities					
Net fees & commissions					
Fees and commissions					
Fees and commissions payments (-)					
Net other income(※1)					
G&A expenses (-)					
Core net business profits					
Core net business profits(※2)					
Gains (losses) related to bonds					
Net business profits(※3)					
Net transfer to general allowance for loan losses (-)					
Other non-recurring gains (losses)					
Credit related costs (-)					
Gains (losses) related to stocks					
Ordinary profits					
Net extraordinary gains (losses)					
Imcome taxes (-)					
Net income					
Net credit costs (-)					

	FY19 1H					
Plan	Result	change	compared to plan	FY18 1H		
29.0	28.0	(1.0)	(0.9)	29.0		
	25.1	(0.4)		25.6		
	20.6	(0.4)		21.1		
	4.5	(0.3)		4.9		
	2.8	(0.5)		3.3		
	7.7	(0.6)		8.4		
	4.9	(0.1)		5.0		
	0.0	0.0		0.0		
20.5	19.9	(0.2)	(0.5)	20.1		
8.5	8.0	(0.7)	(0.4)	8.8		
	7.3	(1.0)		8.4		
	1.2	1.8		(0.6)		
	9.3	1.1		8.2		
	0.0	0.1		(0.0)		
	(1.4)	(1.1)		(0.3)		
	0.7	0.0		0.6		
	0.0	(0.7)		0.8		
7.0	7.8	(0.1)	0.8	8.0		
	(0.0)	0.0		(0.0)		
	1.9	0.3		1.5		
5.0	5.8	(0.5)	0.8	6.3		
1.5	0.8	0.2	(0.6)	0.6		
1.5	0.0	٥.۷	(0.0)	0.0		

### **Financial Highlight for FY2019 1H**

### [Hokkaido bank]

### Core net business profits: ¥8.0Bn

(-¥0.7Bn compared to FY18 1H)

Net interest income: Decreased by ¥0.4Bn due to the decline in interest on loans and securities.

Net fees & commissions: Decreased by ¥0.5Bn due to decrease in investment trust and insurance fee.

G&A expenses: Decreased by ¥0.2Bn due to cost reduction.

### **Ordinary profits: ¥7.8Bn**

(-¥0.1Bn compared to FY18 1H)

Gains related to bonds: Improved by ¥1.8Bn.

Gains related to stocks: Decreased by ¥0.7Bn.

Net income: ¥5.8Bn

(-¥0.5Bn compared to FY18 1H)

<sup>※1:</sup> Excluding gains (losses) related to bonds

<sup>32:</sup> Excluding gains (losses) related to cancellation of investment trusts included in net interest on securities

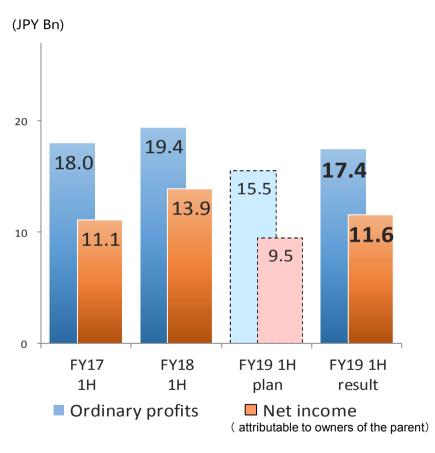
X3: Before provision (reversal) of general allowance for loan losses

# **Summary of Financial Results**

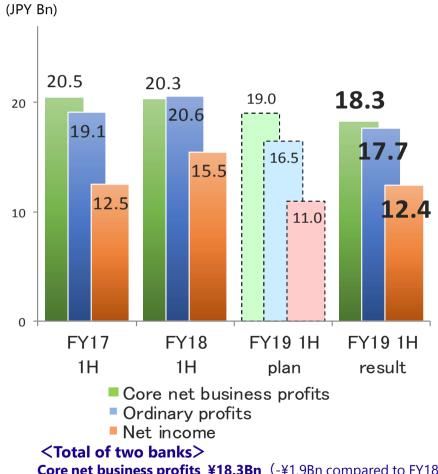


### Financial Results < FG consolidated >

### Financial Results < Total of two banks >







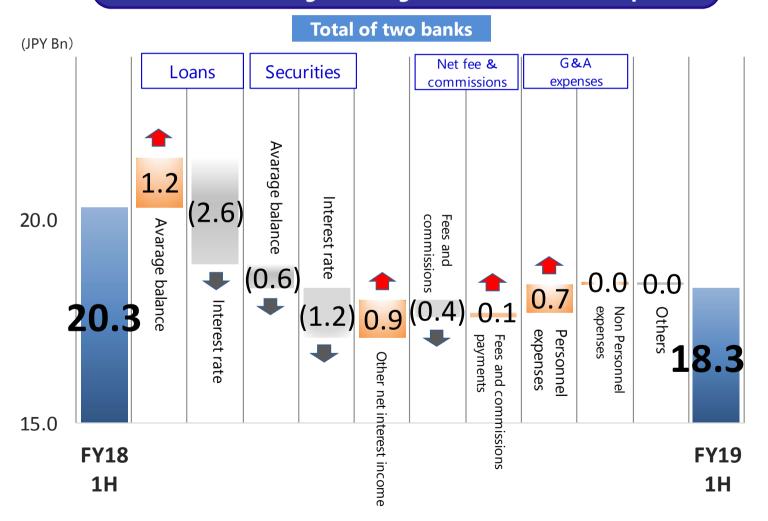
# Financial Highlight for FY2019 1H



(Reason for change in core net business profits)

Core net business profits decreased by ¥1.9Bn mainly due to a decline in interest income on loans and securities.

# **Factors contributing to change in core net business profits**

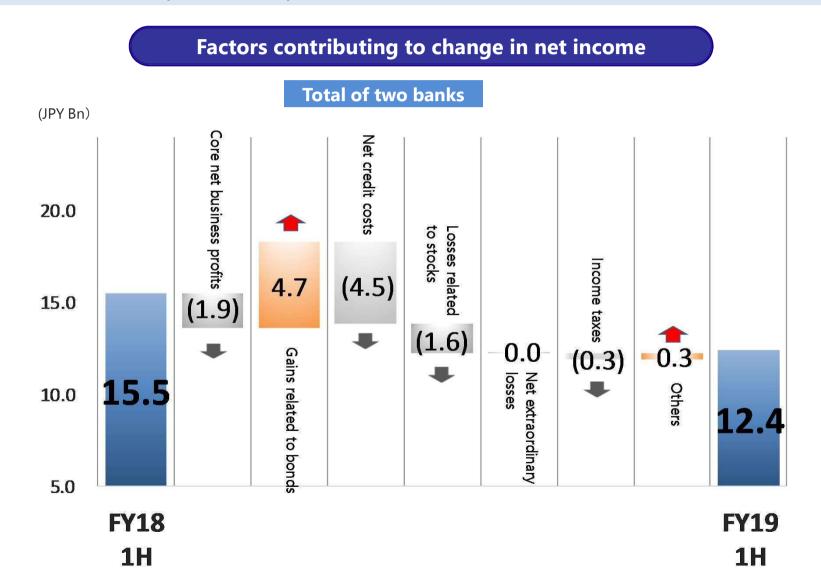


# Financial Highlight for FY2019 1H

(Reason for change in net income)



Net income decreased by ¥3.1Bn mainly due to an increase in net credit costs.



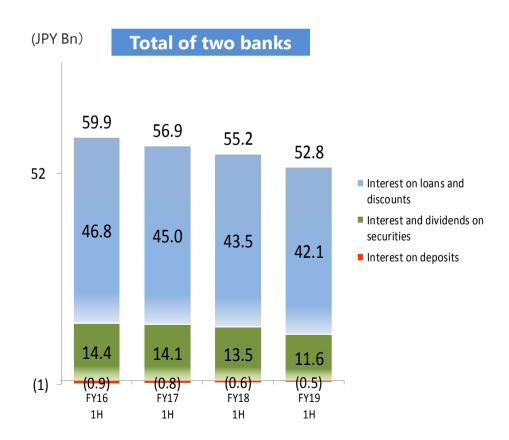
# **Net Interest Income**



Interest income on loans decreased by ¥1.3Bn to ¥42.1Bn.

Interest income on securities decreased by ¥1.8Bn to ¥11.6Bn due to the maturity redemption of government bonds.

# **Breakdown of net interest income**

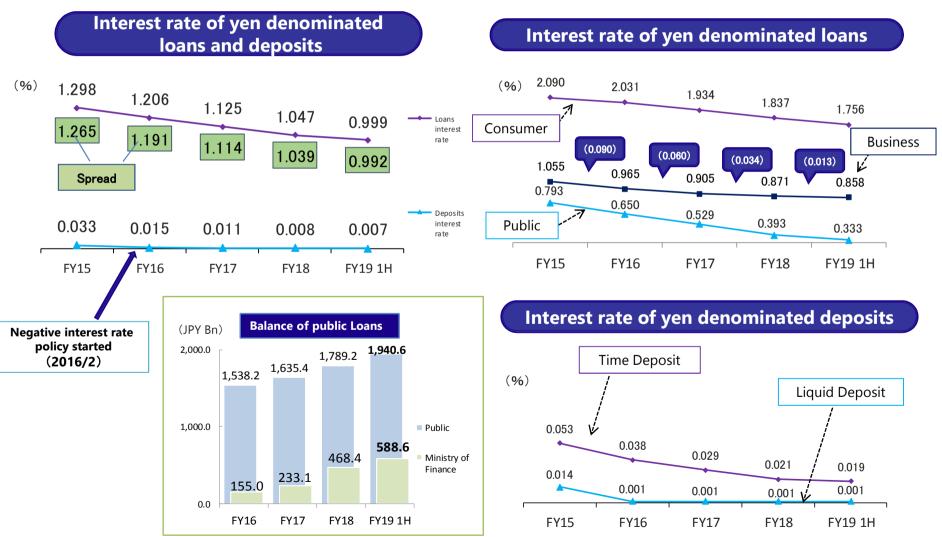


						(JPY Bn)
【Total of two	o banks】		FY19	chan	ige	FY18
			1H Chang		,	1H
Net interest inc	Net interest income		52.8	(	2.3)	55.2
Loans			42.1	(	(1.3) 43	
Securities			11.6	(	1.8)	13.5
Deposits & NC	Ds (-)		0.5	(	0.0)	0.6
				T		
						(JPY Bn)
	【Total of two ban	ks]	Avg. ba	alance		Rate
	Loans			1.2		(2.6)
	Securities			(0.6)		(1.2)
	Deposits & NCDs	(-)		0.0		(0.0)
						(JPY Bn)
【Total of two	banks]		FY19	chang	70	FY18
			1H	Criario		1H
Loans	Avg. balance		8,382.7	236	3.3	8,146.3
	Avg. rate		1.00%	(0.0)	6%)	1.06%
Securities	Avg. balance		1,731.9	(94	1.7)	1,826.6
3000	Avg. rate		1.34%	(0.1	4%)	1.48%
Deposits & NCDs	Avg. balance	1	1,522.7	250	0.3	11,272.4
Deposits & Nebs	Avg. rate		0.01%	0.0	00%	0.01%

# **Interest Yields**



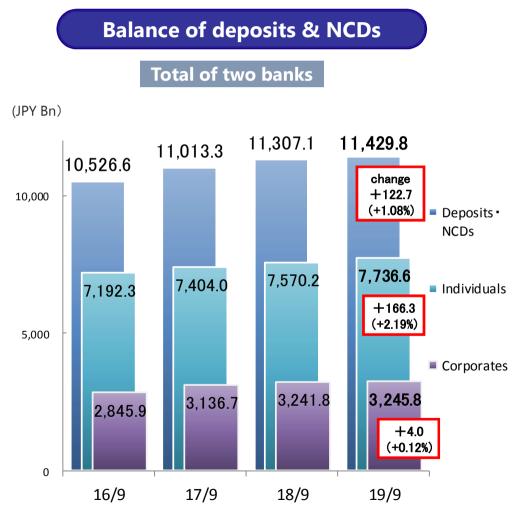
Interest rate of yen denominated loans declined by 0.048% to 0.999% due to an increase in the weight of low-interest public loans. The rate of decline in business-loan was reduced to 0.013 points.

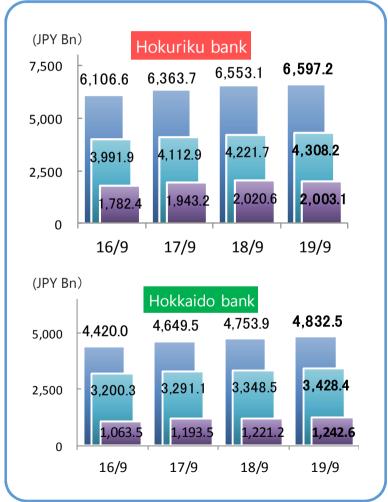


# **Deposits & NCDs**



Balance of deposits increased by ¥122.7Bn to ¥11,429.8Bn.

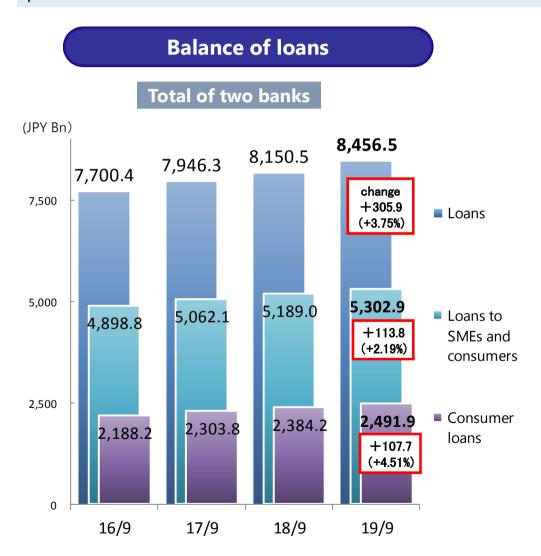


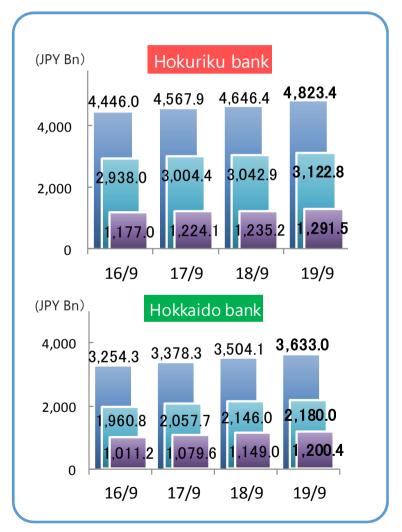


# Loan Portfolio



Balance of loans increased by ¥305.9Bn to ¥8,456.5Bn mainly due to the increase in consumer loans and public loans.

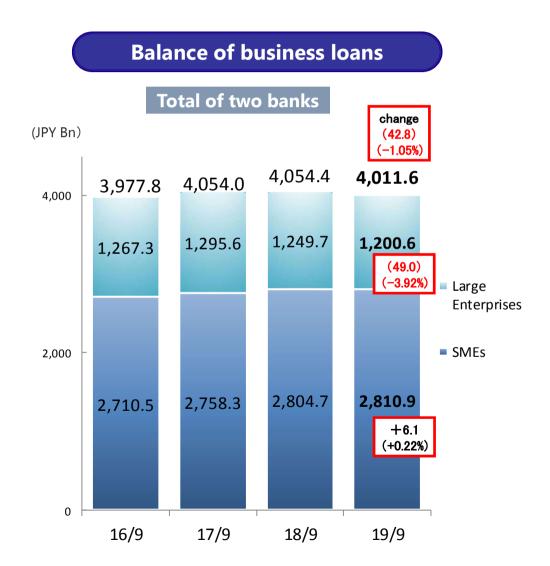


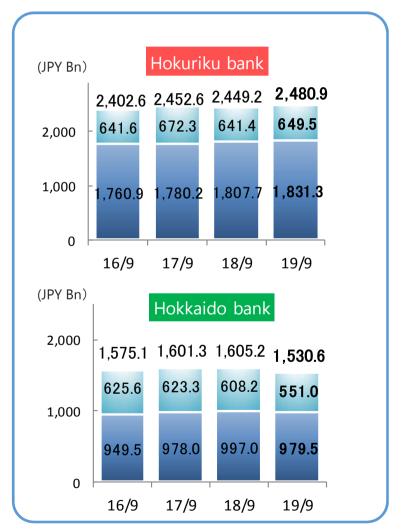


# Loan Portfolio (Business loans)



While loans to SMEs increased by ¥6.1bn, the total declined ¥42.8bn.



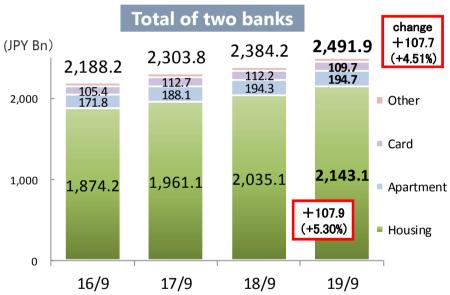


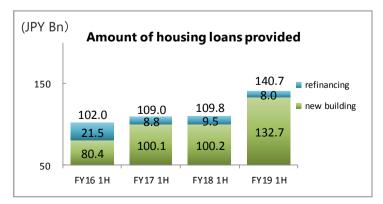
# Loan Portfolio (Consumer loans)

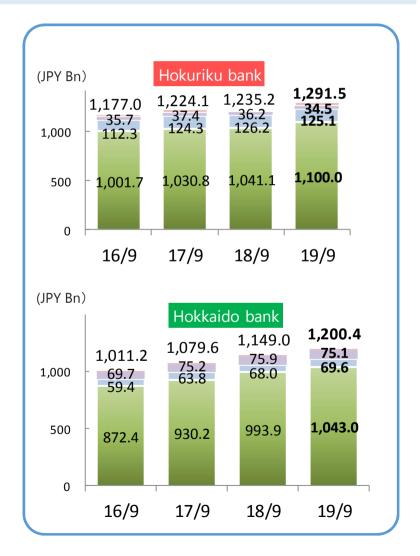


Consumer loans increased by ¥107.7Bn to ¥2,491.9Bn mainly due to the increase in housing loans. The amount of housing loans provided was ¥140.7Bn, which was a record high for a first half of fiscal year.





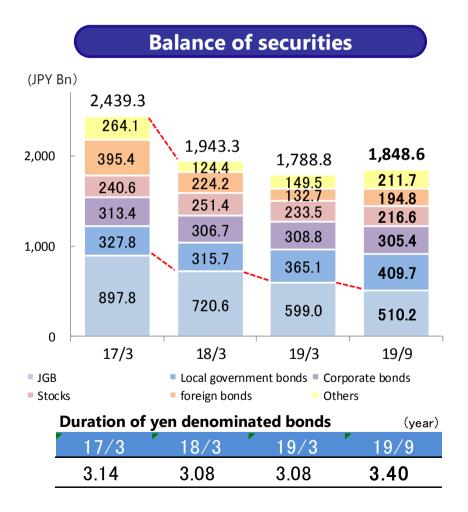




# **Securities Portfolio**



The balance of securities increased by ¥59.7bn to ¥1,848.6bn, mainly due to an increase in local government bonds, foreign bonds, and investment trusts, although JGB decreased due to maturity redemption. Valuation gain on difference of Available-for-sale Securities is ¥122.1bn.



### **Revenue and Valuation difference**

			(JPY Bn)
【Total of two banks】	19/9	change	18/9
Securities interest	11.6	(1.8)	13.5
Bonds	4.2	(0.5)	4.7
Stocks	2.8	(0.6)	3.4
Others	4.6	(0.7)	5.3
Net sale profit/loss	4.2	3.0	1.1
Bonds	3.7	4.7	(0.9)
Stocks	0.4	(1.6)	2.1
Valuation difference of Available-for-sale Securities	122.1	(3.8)	126.0
Bonds	12.9	(1.9)	14.9
Stocks	93.5	(12.1)	105.6
Others	15.5	10.1	5.4

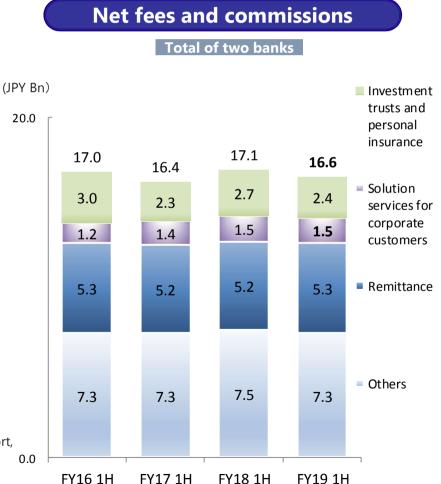
# **Net Fee and Commission Income**



Mainly due to a decrease in fees for investment trusts sales, Net fees and commissions decreased by ¥0.3bn to ¥8.0bn.

### Fee revenue (JPY Bn) FY18 **FY19** [Total of two banks] change 1H 1H (1) Net fees and commissions 8.3 (0.3)8.0 Fees and commissions 16.6 (0.4)17.1 5.3 0.0 5.2 Remittance 1.5 Investment trusts 1.2 (0.3)1.2 1.2 (0.0)Personal insurance Solution services\* 1.5 (0.0)1.5 Fees and commissions payments 8.6 (0.1)8.7 0.9 0.9 (0.0)Remittance Loan related expenses 6.0 0.1 5.9 2 Net trading income (0.0)0.0 0.0 ③ Net other income 0.4 0.4 0.0 (excluding gains (losses) related to bonds) Gains on foreign exchange transaction 0.4 0.0 0.4 $\stackrel{\frown}{4}$ Fee revenue $\stackrel{\frown}{1}$ + $\stackrel{\frown}{2}$ + $\stackrel{\frown}{3}$ (0.2)8.8 8.5 ⑤ Core gross business profits (2.6)64.0 61.3 6 Fee revenue ratio 4/5 13.91% 0.13% 13.78%

<sup>\*(</sup>for corporate customers) Private placement bond, syndicated loan, M&A support, Business succession support, Business matching, etc.

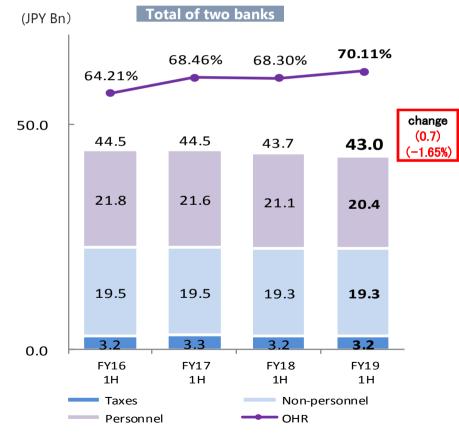


# **G&A Expenses**



G&A expenses decreased by ¥0.7Bn to ¥43.0Bn due to reduction of personnel expenses and non-personnel expenses through efforts to improve work efficiency.

# G&A expenses and OHR



OHR = G&A expenses / Core gross business profits

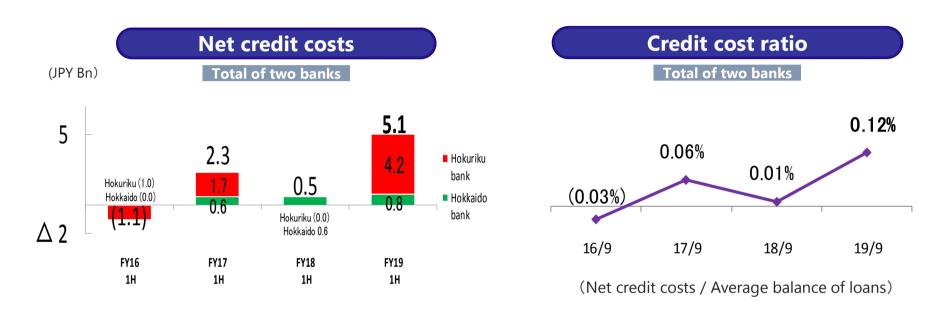
### Increase/decrease factors in G&A expenses

			(JPY Bn)
【Total of two banks】	FY19 1H	change	FY18 1H
Personnel	20.4	(0.7)	21.1
Non-personnel	19.3	0.0	19.3
Taxes	3.2	(0.0)	3.2
G&A expenses	43.0	(0.7)	43.7

# **Net Credit Costs**



Net credit costs increased by ¥4.5bn to ¥5.1bn due to an increase in net transfer to allowance for loan losses.



# Increase/decrease factors in net credit costs

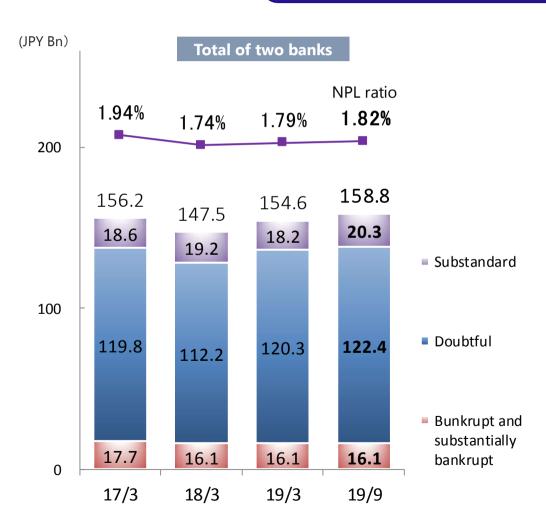
Total of two banks	FY19 1H	change	FY18 1H
Net credit costs	5.1	4.5	0.5
Net transfer to general allowance for loan losses	1.1	1.2	(0.0)
Credit related costs	3.9	3.3	0.6
Reversal of general allowance for loan losses	-	0.8	(0.8)
Net transfer to individual allowance for loan losses	3.8	2.3	1.4

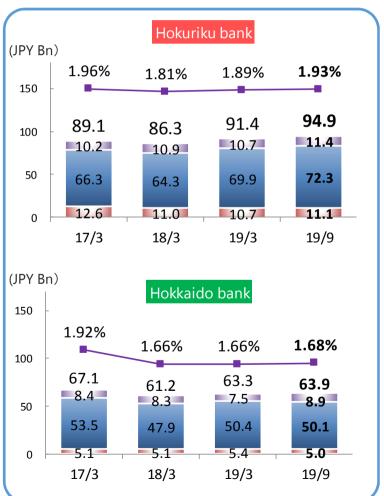
# **Non-Performing Loan**



Balance of Non-Performing loans increased by ¥4.1Bn to ¥158.8Bn, and NPL ratio was 1.82%.

# **Balance of non-performing loan**

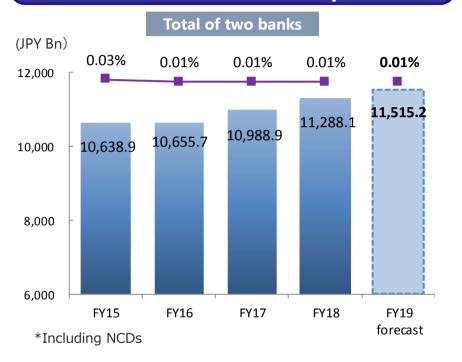




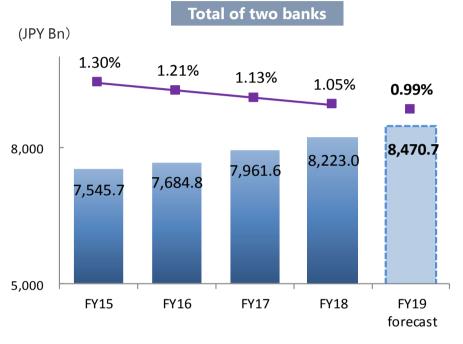
# Forecast for Deposits & Loans



# Ave. balance and rate of deposits\*



# Ave. balance and rate of Loans



(JPY Bn)

【Total of two banks】	FY18 (A)	FY19 1H	FY19 forecast (B)	change (B-A)
Ave. balance	11,288.1	11,522.7	11,515.2	227.0
Ave. rate	0.01%	0.01%	0.01%	(0.00%)
Interest expense	1.2	0.5	1.1	(0.1)

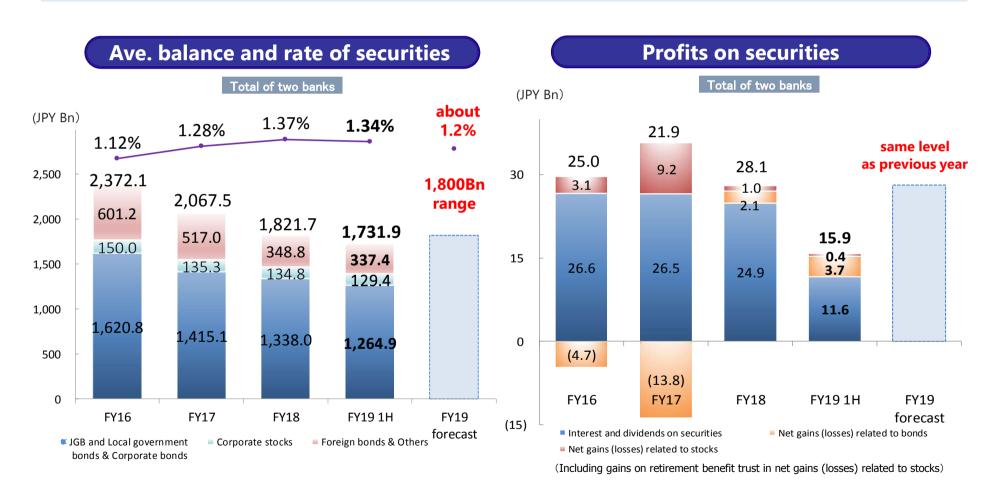
(JPY Bn)

【Total of two banks】	FY18 (A)	FY19 1H	FY19 forecast (B)	change (B-A)
Ave. balance	8,223.0	8,382.7	8,470.7	247.7
Ave. rate	1.05%	1.00%	0.99%	(0.06%)
Interest income	86.6	42.1	84.6	(2.0)

# **Forecast for Securities Portfolio**



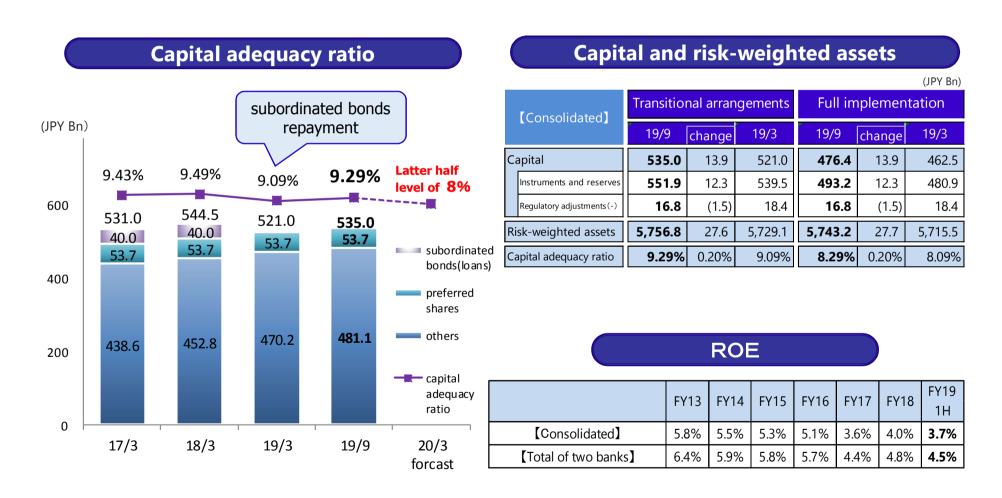
Given the risk of considerable amount of redemption of JGB, we will make efforts to gain interest and dividends income through diversified and risk-controlled investment on securities, as well as to gain profit through strategic and flexible trading.



# Capital Adequacy ratio



Capital adequacy ratio increased by 0.20% to 9.29 % due to the accumulation of surpluses due to profits. On October 1,2019, ¥5.3Bn of preferred shares was redeemed, and the forecast for the end of March 2020 is latter half of 8% level.



# **Earnings Forecast**



### **Forecasts for FY19**

(JPY Bn)

<Consolidated>

Ordinary profits
Net income attributable to
owners of the parent

FY19 forcasts	change		
31.5	(3.8)		
19.5	(4.8)		

Dividend per common share
Dividend per preferred share

	Interim	Year-end	Annual	
9		¥40.00	¥40.00	
е	¥7.50	¥7.50	¥15.00	

FY10~FY12	FY13	FY14~FY15	FY16~FY18	FY19 forecast
37.50	40.00	42.50	44.00	40.00

**Dividend forecasts for FY19** 

•Hokuhoku Financial Group, Inc. implemented a common stock consolidation at a ratio of ten stocks to one stock on October 1, 2016. To enable comparison, the above dividend for previous years are calculated taking this stock consolidation into account.

Transition of Net income attributable to owners of the parent

Transition of Net Income attributable to owners of the parent									
FV10	FV11	FV12	FV13	FV1 <i>A</i>	FV15	FV16	FV17	FV18	FY19
1110	1111	1112	2 FY13 FY14 FY15	1110 1117	1110	forecast			
18.4	14.1	18.1	27.3	28.2	28.8	28.1	21.1	24.3	19.5

(JPY Bn)

<sup>[</sup>Total of two banks] [Hokuriku bank] [Hokkaido bank] FY19 FY19 FY19 change change change (JPY Bn) forecast forecast forecast (1.7)(2.1)0.4 Core gross business profits 124.0 67.0 57.0 87.0 0.4 46.5 0.0 40.5 0.3 G&A expenses 37.0 (2.1)20.5 (2.1)16.5 Core net business profits 3.8 6.0 Net credit costs (3.7)(3.1)(0.5)33.0 19.0 14.0 Ordinary profits (4.6)22.0 10.0 Net income



# II. Management Strategy

# Medium-term Management Plan



# Targeted Corporate Profile

We contribute to customers and local communities by providing No.1 financial service and solution, and achieve growth and development together with them

Hokuhoku Financial Group

No.1 Service & Solution Creating common values

Trust & Choose

Customer Community

# **≪Medium-term Management Plan≫**

### **ALL** for the Region Title **Positioning** Period during which all employees of the Group evolve in terms of "services closely attracting customers at Face to Face" and "digital financial services pursuing convenience" and will continue to contribute to the local community Basic Face problems together and work to Contribution to community policies provide solutions that contribute to the development development of the region and customers Creating **Provide financial services that capture Evolution and change to** technological innovation and changes in common the future needs to meet customer expectations values Strengthen group collaboration and Exercise the group's establish optimum business promotion and comprehensive strength management system

# **Medium-term Management Plan**



### Create common values by providing service that respond to customer and community issues

### **Customer** issues

- · Asset formation
- Assets succession to the next generation
- Growth strategy
- Business succession problem
- Correspondence to AI/IoT

### **Community issues**

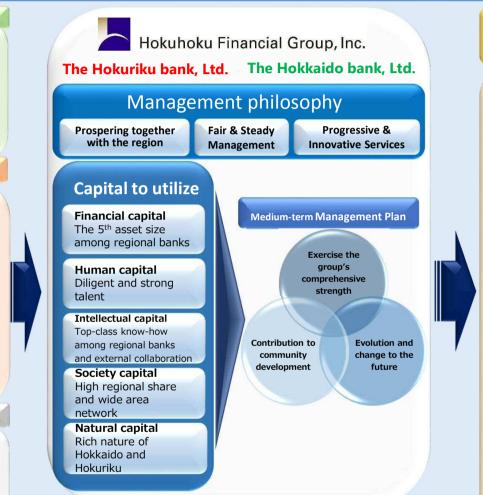
- Declining birthrate and aging population
- Population decrease
- Concentration in urban areas
- Issues of ESG and SDGs

USTAINABLE GOALS



### **Financial issues**

- · Long term low interest rate
- Entry from different industries
- Expanding business of public financial institutions



Practice of management philosophy



Solving customer and community issues

# Value provided to each stakeholder

### Shareholder

- Enrichment of shareholder returns
- Creating shareholder value over the medium to long term
- High transparency information disclosure

### Community

- Regional activation
- Promote responsible investment and loan
- Improvement of financial literacy
- Reduction of environmental burden
- Realization of recyclingbased society

### Customer

- Activate financial assets
- Successful business and asset succession
- Business growth support
- Regional core industry support
- Provision of highly convenient and fulfilling services

### **Employee**

- Fulfilling workplace
- Promotion of diversity
- Promotion of work-life balance

Return to community/Sharing issues through dialogue with stakeholders



We aim to evolve in terms of "services closely attracting customers at Face to Face" and "digital financial services pursuing convenience", and aim to be a financial group that contributes to the region in a sustainable manner by raising "Main business profit".

# **Financial Targets**

(JPY Bn)

	FY18 Result	FY19 1H Result	Change	FY2021 Target	
Main business profit*	8.6 (FY18 1H)	7.8	(0.8)	Over 22.0	
Net income attributable to owners of the parent	13.9 (FY18 1H)	11.6	(2.3)	Over 22.0	
(Consolidated) Capital Adequacy Ratio	9.09%	9.29%	+0.20%	Maintain 8% level	
(Core gross business profit basis) OHR	68.85%	70.11%	+1.26%	Maintain under 70% level	

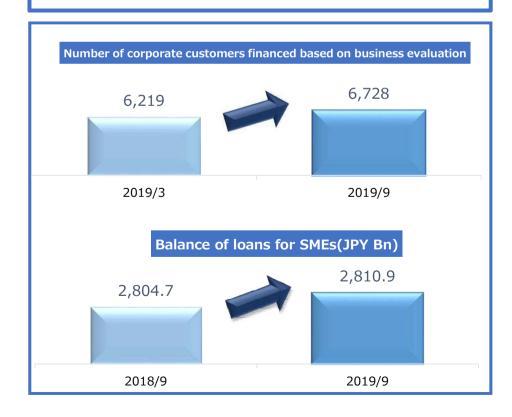
\*We calculate main business profit in line with our own standard

# **Strategy for corporate customers**



### **Exercise financial intermediation function**

- **♦** Analyze corporate customers' external environment and management issues by cooperating with external organizations such as consulting companies.
- ◆ Clarify measures to resolve customers' management issues through business evaluation using SWOT analysis and monitoring by PDCA cycle.
- ◆ Promote loans without relying on collateral or guarantee, and take appropriate measures for reviewing guarantee contracts.



# <Investment in agricultural corporation and management support>

- •In July 2019, Hokkaido Bank provided management support by investing in agricultural corporations and dispatched employees as senior partner.
- •The shortage of successors in agriculture in Hokkaido is a serious problem, and there are concerns about the increase in abandoned farmland in the future.
- •In order to solve these problems, Hokkaido Bank will contribute to the development of agriculture in Hokkaido by working on "commercialization of Hokkaido agriculture" by concentrating management resources.



# Cooperation with Regional Economy Vitalization Corporation of Japan "REVIC">

• Hokuriku Bank and Hokkaido Bank are strengthening our business of management improvement cooperating with external organizations such as REVIC.

•In addition, we are working to develop human resources by utilizing REVIC's system of dispatching specific experts.

# <Support for establishment, etc. by supporting public subsidy applications>

- •Hokuriku Bank and Hokkaido Bank support the diversification of customers businesses by introducing public subsidy systems and supporting the formulation of applications.
- •In addition, Hokuriku Bank and Hokkaido Bank provide expert advice and application support for customers considering application for subsidies.

# **Strategy for corporate customers**



# **Strengthen corporate consulting services**

- ◆ Provide various support according to business stage such as founding period, growth period, and regeneration period.
- 8 DECENT WORK AND ECONOMIC GROWTH
- ◆ Entered the recruiting business and supported customers' efforts to secure human resources by utilizing wide-area branch network and consulting functions.
- ◆ Started providing loans with special agreement of repayment exemption in the event of an earthquake

# Fees from solution services\* for corporate customers(JPY Bn) 1.4 1.5 1.5 FY2017 1H FY2018 1H FY2019 1H \*Solution service...Private placement bond, syndicated loan, M&A support, Business succession support, Business matching, etc.

# ◆Started providing "loans with special agreement of repayment exemption in the event of an earthquake"

•Hokuriku Bank and Hokkaido Bank started providing the above loan product\* in April 2019. This product provides financial support for business continuity and recovery in the event of an earthquake.

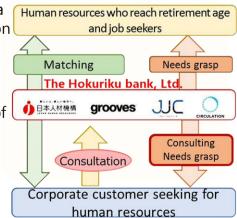
\*this loan is a loan with a special agreement that exempts repayment of 100% or 50% of the principal in the event of an earthquake with a seismic intensity of 6 or higher at a pre-identified seismic intensity observation point.

### **◆**Entered the recruitment services

•In July 2019, Hokuriku Bank entered into the recruitment services in partnership with four recruitment agencies. Hokuriku Bank serves as a point of contact, and introduces human resources with management positions or specialized knowledge to companies with recruitment needs.

•This is the first time that a bank in the Hokuriku region has obtained a license for recruitment services

•The recruitment service will encourage the return of urban human resources to local areas and help to solve the management issues of customers.



# Strategy for individual customers



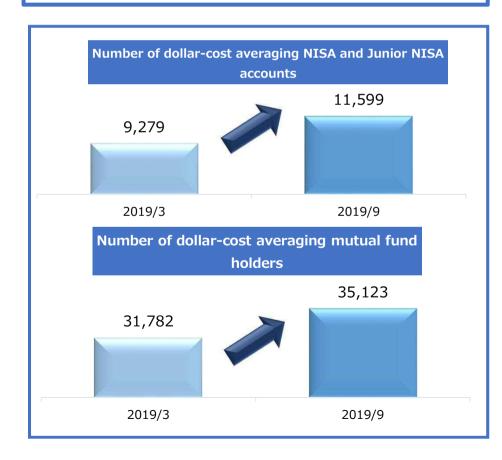
Strengthen consulting services to individual customers on asset formation / Expand individual customer base

◆ Promote dollar-cost averaging investment products and make optimal proposals that contribute to financial asset formation of customers.



◆ Started providing trust services to strengthen consulting functions according to life stages.

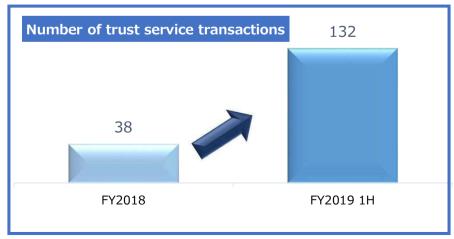






## **♦**Started providing trust services

- •From April 2019, Hokuriku Bank started providing trust services.
- •We provide a one-stop service for asset succession needs that are increasing as our society is aging.



# Strategy for individual customers



Strengthen consulting services to individual customers on loans

## **◆Improved WEB application form**



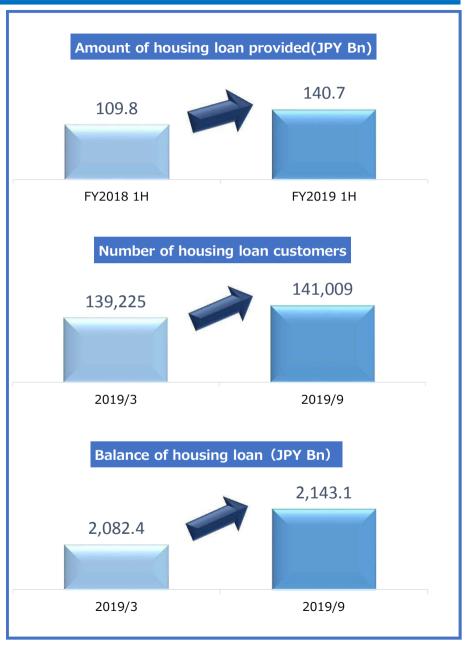
•In March 2019, Hokuriku Bank improved its WEB application form for housing loan to make it easier and faster to apply. Customers do not need to visit the branch to apply loan after this improvement.

## **◆Improved housing loan product**

- •In April 2019, Hokuriku Bank partially reviewed the product content of "Hokugin housing loan"
- •Hokuriku bank is planning to provide "housing loan insurance for a married couple with protection against 8 major diseases"\*. This will be the first time for a regional bank in the Hokuriku area to provide this insurance.
- ·Hokkaido Bank reviewed the longest loan period for housing loans.
- •Our group will continue to expand the line of loan products to meet various needs of customers.

\*When a couple uses a joint housing loan, if one of them were to die or to be highly disabled, they will be exempted from the loan repayment.

This insurance covers 8 major diseases, "cancer, myocardial infarction, stroke, high blood pressure, diabetes, chronic liver failure, cirrhosis, chronic pancreatitis", in addition to death and severe disability.

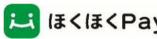




# Contribute to development of cashless society

### ◆"Hokuhoku Pay" service Started

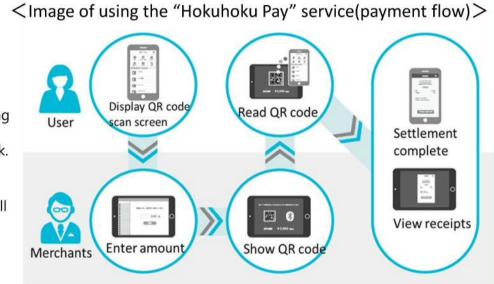




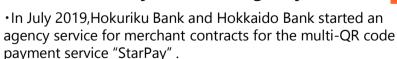
In November 2019, Hokuriku Bank and Hokkaido Bank started providing the smartphone payment service "Hokuhoku Pay".

"Hokuhoku Pay" is a service that allows you to immediately withdraw money from a pre-registered bank account by reading a QR code with your smartphone app when paying at a merchant with a contract with Hokuriku Bank or Hokkaido Bank. "Hokuhoku Pay" uses the "Bank Pay" platform system provided by GMO Payment Gateway Co., Ltd. and the "Multi-bank payment" function with the bank that introduces "Bank Pay" will be used.

We improve regional customer convenience by providing this service.



### **♦**Started "StarPay" contract agency service



- •"StarPay" is a service that supports multiple QR code payments. and merchants can apply for multiple services such as "LinePay" and "PayPay" at once.
- By providing this service, we can meet various cashless payment needs of customers.



# Community revitalization strategy~Initiatives for ESG/SDGs~



### **Realization of sustainable community**

### SDG s

- •Concluded a partnership agreement between Toyama City and Hokuriku Bank for the promotion of SDGs
- · Media Invitation Project Targeting Visitors to Japan
- Purchased green bonds that contribute to ESG-friendly environmental improvement

# <Concluded a partnership agreement on the promotion of the SDGs>

- •Hokuriku bank concluded a partnership agreement with Toyama City regarding the promotion of SDGs In August 2019. This is the first collaboration agreement with an external organization regarding the promotion of SDGs.
- •Toyama City and the Hokuriku Bank will strengthen mutual cooperation and aim for the sustainable development of local communities through the promotion of SDGs.

# 北陸銀行 FFTO等達和 SDGs未 TOYA

17 PARTMERSHIPS

# Conducted a media invitation project targeting tourists from Taiwan and Russia>

- •Hokkaido Bank introduced the appeal of Hokkaido's "food and tourism" to the Taiwanese media in May 2019, and introduced the attractions of tourism in Hokkaido, Tohoku and Niigata prefectures to media people in Russia in August.
- •An invitation program aimed at attracting inbound tourists was implemented by disseminating information on tourism in Hokkaido.





### **Cooperation Agreements**



- 1. Revitalization of the local economy
- 2. Promoting safe urban development
- 3. Health Promotion of Citizens
- 4. Environmental Conservation and Energy
- 5. The Promotion of educational culture
- 6. Improvement of citizen services and revitalization of local communities
- 7. Other measures to realize sustainable development of local communities



### Community revitalization strategy~Initiatives for ESG/SDGs~



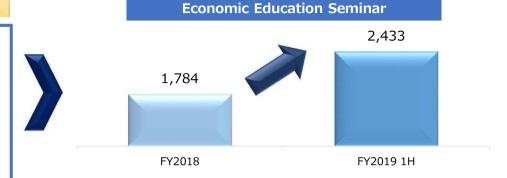
### Improving financial literacy in the region

### Financial and Economic Education

- · Financial economics classes at all branches
- SDGs practical seminar
- ·Asset formation seminar
- ·Banking seminar for parents and children







Number of participants in the Financial and

#### <Asset formation seminar for customers>

- Every month, Hokkaido Bank holds asset formation seminars for customers.
- •Hokkaido Bank provides various information on the concept of asset formation and provides opportunities for customers to learn.



### <Financial economics classes at all branches>

•The Hokuriku Bank holds "delivery classes" at schools in all sales areas to promote financial and economic education for young people such as elementary, junior high and high school students.



•The branch manager serves as a lecturer and teaches the role of money and the importance of asset formation.

#### <SDGs Practical Seminar >

- •Hokuriku Bank held a "SDGs Practice Seminar for Business" in Toyama City.
- •The purpose of this program is to encourage companies and business owners to deepen their understanding of the SDGs and expand their business opportunities.



### < Banking Seminar for Parents and Children >

- •Hokkaido Bank held a financial education event for elementary school students, "Banking Seminar for Parents and Children during the summer vacation".
- •123 children participated in the event, where they experienced the weight of 100 million yen, experienced bill counting, and learned about banks.



### Business reform, Optimization of branch store network and Strategy for utilization of human resources



### Improve management efficiency, productivity and work environment

#### Improve operational efficiency and productivity

- Operational efficiency by utilizing RPA\*
- ·Improve productivity by utilizing tablet PC



### **(Promoting operational efficiency through RPA)**

- •Hokuriku Bank and Hokkaido Bank are promoting to reduce working hours by expanding the scope of RPA operations and reviewing operations.
- •By September 2019, a total of 52,142 working hours were reduced.

### **(Utilization of tablet PC)**

- •Our group has switched PCs used in our offices from conventional desktop PCs to tablet PCs.
- •With tablet PCs, various activities, including activities of sales representatives, become more efficient and productive.
- •In addition, the entire group is trying to use telework using tablet PCs.

### **(Promoting diversity)**

- •Hokuriku bank, Intec Co., Ltd., and Hokuriku Electric Power Co., Ltd., established "COSMOS Project" and held seminars for female employees working while raising children.
- •Discussions on the theme of "balancing work and family" provided an opportunity to think about career development and work styles and to improve motivation.

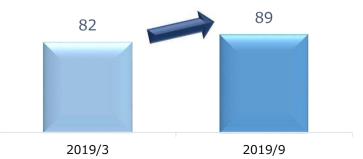
# Working hours reduced by RPA(hours) 52,142 39,366

FY2018 FY2019 1H

#### Use cases of RPA

- •Data extraction for tax and deposit investigation
- ·Arrangement of loan applications submitted via WEB
- ·Reference work on housing loan
- ·Automatic creation of approval documents
- Automatic printing of regular printed materials
- Sorting and printing of account opening application information
- ·Aggregation of collateral re-evaluation

#### Number of women in management positions



### Hokuhoku Financial Group cooperation strategy



### **Build an agile organizational structure**

### **Unification of headquarter functions**

- •In June 2019, reorganization was implemented with the aim of unifying the headquarters departments and their functions of the Hokuriku Bank and Hokkaido Bank.
- •In line with this reorganization, Hokuriku Bank and Hokkaido Bank have newly established the "Digital Strategy Department", and have integrated the holding company's planning department and those of both banks with the aim of speeding up the Group's decision-making and improving operational efficiency.
- •By strengthening cooperation, our group will build the functional organizational structure shown in the medium-term management plan.

Accelerate decision making Integrated operation of business

Unification of office procedure and system
Advancement of products and services
Optimization of capital investment

Promotion of financial group planning

Joint use of consulting function and financial service function

Aiming for the ideal form of the regional bank group

**Enhance Profitability** 

**Cost Reduction** 

### Joint foreign exchange administration

- •Hokuriku bank and Hokkaido Bank will collaborate with the Bank of Yokohama for foreign exchange operations such as foreign remittance in order to streamline foreign exchange operations.
- •We have reduced IT costs through the joint operation of the core system "MEJAR" with the Bank of Yokohama.

This initiative is expected to further reduce costs and develop specialized human resources for foreign exchange operations.

#### **Basic Agreement on the Next Joint-Use System**

- •In May 2019, the Hokuriku Bank, the Hokkaido Bank, the Bank of Yokohama, the 77 Bank and the Higashi-Nippon bank have reached an agreement to consider the adoption of "open platform technology" that allows flexible selection of hardware and software according to the environment in the next joint-use system.
- •With this technology, we can expect expandability of system function, cost advantages, and utilization of the latest technology. Operation of the next joint-use system is scheduled for FY 2023.

### **ATM free partnership with Shinkin Bank in Hokkaido**

•With the aim of improving the convenience of local customers, Hokkaido Bank established a couple of mutual free partnership of ATM with Kushiro Shinkin Bank in June 2019, Engaru Shinkin Bank in September, and Toshima Shinkin Bank and Kitasorachi Shinkin Bank in October.



### **Appendix**

# About Hokuhoku FG Outline of Hokuhoku FG and Two Banks ①

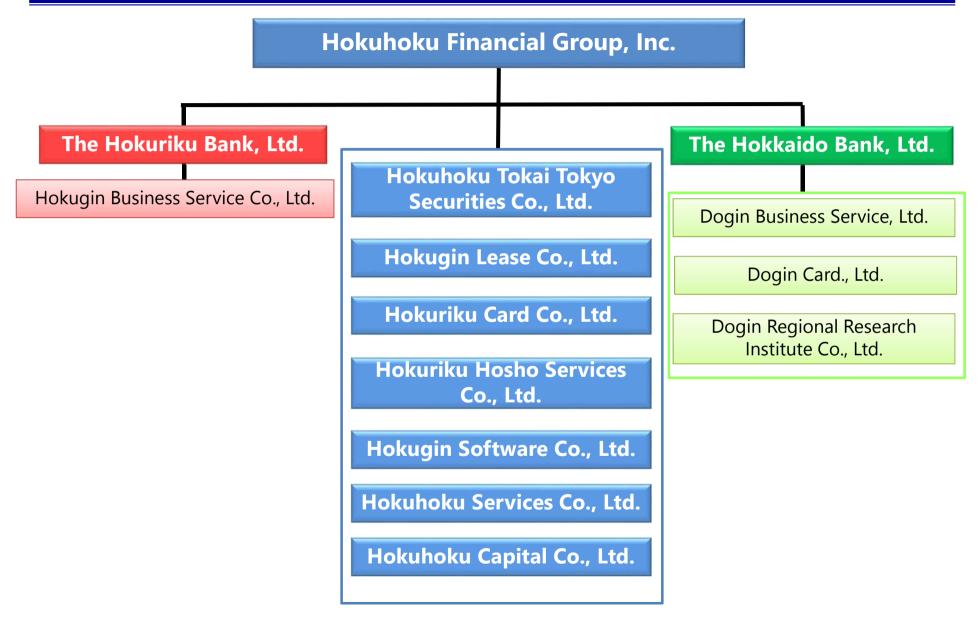


(As of September 30, 2019)	Hokuhoku FG	Hokuriku Bank	Hokkaido Bank		
Date of establishment	September 26, 2003	July 31, 1943 (Started business in 1877)	March 5, 1951		
Location of head office	Toyama City, Toyama	Toyama City, Toyama	Sapporo City, Hokkaido		
Capital	¥ 70,895 million	¥ 140,409.52 million	¥ 93,524.01million		
Shares issued and outstanding	<ul> <li>Common stock         <ul> <li>132,163,014</li> </ul> </li> <li>Preferred stock (Type5)*         <ul> <li>107,432,000</li> </ul> </li> </ul>	•Common stock 1,047,542,335	•Common stock 486,634,512 •Preferred stock(Type2)* 107,432,000		
Total assets	(consolidated) ¥ 13,336.5 billion	¥ 7,866.6 billion	¥ 5,427.1 billion		
Deposits & NCD	(consolidated) ¥ 11,407.5 billion	¥ 6,597.2 billion	¥ 4,832.5 billion		
Loans	(consolidated) ¥ 8,440.9 billion	¥ 4,823.4 billion	¥ 3,633.0 billion		
Capital adequacy ratio	(consolidated) 9.29 %	(non-consolidated) 8.92 %	(non-consolidated) 8.98 %		
Employees	5 (fulltime workers)	2,654	2,346		
Ratings	A(R&I)	A(R&I), A-(S&P)	A(R&I)		

<sup>\*</sup>The preferred stock of Hokuhoku FG and Hokkaido bank acquired 10% of the outstanding shares as treasury shares on October1,2019.

### About Hokuhoku FG Outline of Hokuhoku FG and Two Banks ②

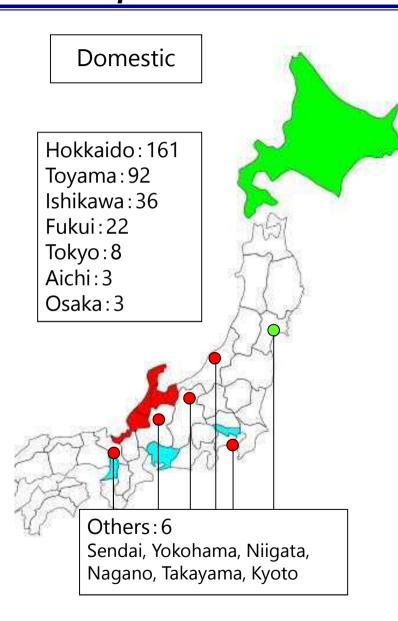




### About Hokuhoku FG Outline of Hokuhoku FG and Two Banks 3







### Oversea



### Representative offices

- 1. New York 6. Dalian 7. Shenyang 2. London 3. Bangkok 8. Vladivostok
- 4. Singapore 5. Shanghai
- 9. Yuzhno-Sakhalinsk

# About Hokuhoku FG ② Historical Data (Hokuhoku FG)



(JPY Bn)

	FY2014	FY2015	FY2015	FY2016	FY2016	FY2017	FY2017	FY2018	FY2018	FY2019
<consolidated></consolidated>	Full year	Interim								
Ordinary income	193.9	99.1	192.5	93.9	187.4	91.7	180.9	91.8	183.6	90.6
Ordinary profits	48.1	26.1	46.4	23.7	39.4	18.0	31.7	19.4	35.3	17.4
Net income attributable to owners of the parent	28.2	16.6	28.8	16.7	28.1	11.1	21.1	13.9	24.3	11.6
Capital adequacy ratio	11.13%	10.89%	10.30%	10.28%	9.43%	9.73%	9.49%	9.78%	9.09%	9.29%
<total banks="" of="" two=""></total>							,			
Core gross business profits	144.8	72.9	143.0	69.4	133.8	65.0	130.7	64.0	125.7	61.3
General & administrative expenses	93.6	45.3	90.9	44.5	89.8	44.5	88.8	43.7	86.5	43.0
Core net business profits	51.2	27.5	52.0	24.8	43.9	20.5	41.9	20.3	39.1	18.3
Net gains(losses) related to securities	6.9	1.8	0.2	(1.2)	(1.6)	1.3	(7.1)	1.1	3.1	4.2
Credit costs	6.0	1.6	3.7	(1.1)	(0.6)	2.3	0.5	0.5	4.6	5.1
Ordinary profits	47.1	26.8	46.7	23.7	40.2	19.1	33.1	20.6	36.7	17.7
Net income	28.2	17.8	29.9	17.2	29.6	12.5	24.0	15.5	26.6	12.4
ROA	0.45%	0.48%	0.45%	0.42%	0.37%	0.33%	0.34%	0.31%	0.30%	0.28%
OHR	64.64%	62.18%	63.57%	64.21%	67.13%	68.46%	67.89%	68.30%	68.85%	70.11%
Loans	7,561.7	7,519.2	7,599.6	7,700.4	7,788.3	7,946.3	8,189.4	8,150.5	8,360.8	8,456.5
Deposits (including NCD)	10,651.3	10,635.7	10,502.6	10,526.6	10,731.0	11,013.3	11,180.7	11,307.1	11,439.7	11,429.8
Securities	2,481.4	2,423.1	2,395.8	2,452.2	2,439.3	2,126.3	1,943.3	1,991.5	1,788.8	1,848.6
Non performing loan	189.2	176.3	168.6	160.6	156.2	154.6	147.5	151.0	154.6	158.8
NPL ratio	2.43%	2.28%	2.15%	2.02%	1.94%	1.88%	1.74%	1.79%	1.79%	1.82%

# About Hokuhoku FG 3 Historical Data (Hokuriku Bank)



(JPY Bn)

	FY2014	FY2015	FY2015	FY2016	FY2016	FY2017	FY2017	FY2018	FY2018	FY2019
	Full year	Interim								
Ordinary income	94.0	46.3	93.3	45.8	92.9	45.6	91.1	45.4	90.2	44.7
Core gross business profits	76.5	37.8	75.3	36.8	72.9	35.3	71.2	35.0	69.1	33.3
General & administrative expenses	50.4	24.3	48.6	23.8	48.2	23.8	47.5	23.5	46.4	23.0
Core net business profits	26.0	13.4	26.6	12.9	24.7	11.5	23.7	11.4	22.6	10.2
Net gains(losses) related to securities	3.6	1.0	0.4	0.6	0.3	0.8	2.1	0.9	2.1	2.9
Credit costs	1.7	0.8	(1.1)	(1.0)	(0.6)	1.7	1.8	(0.0)	2.8	4.2
Ordinary profits	24.5	12.9	26.7	14.5	24.8	10.8	24.1	12.6	22.1	9.9
Net income	14.6	8.2	16.5	10.7	18.7	6.5	15.7	9.2	15.5	6.5
Capital adequacy ratio	10.61%	10.31%	9.78%	9.48%	8.74%	9.04%	9.02%	9.21%	8.79%	8.92%
ROA	0.40%	0.40%	0.40%	0.37%	0.35%	0.32%	0.32%	0.30%	0.29%	0.26%
OHR	65.94%	64.31%	64.57%	64.77%	66.12%	67.44%	66.67%	67.33%	67.19%	69.24%
Loans	4,365.3	4,332.9	4,383.4	4,446.0	4,467.6	4,567.9	4,670.1	4,646.4	4,740.3	4,823.4
Deposits (including NCD)	6,076.0	6,006.7	6,117.6	6,106.6	6,243.3	6,363.7	6,505.8	6,553.1	6,636.8	6,597.2
Securities	1,275.4	1,272.1	1,343.9	1,384.2	1,457.6	1,364.6	1,317.1	1,319.0	1,197.0	1,194.4
Non performing loan	109.7	102.9	97.7	91.3	89.1	88.9	86.3	87.8	91.4	94.9
NPL ratio	2.46%	2.33%	2.18%	2.01%	1.96%	1.91%	1.81%	1.85%	1.89%	1.93%

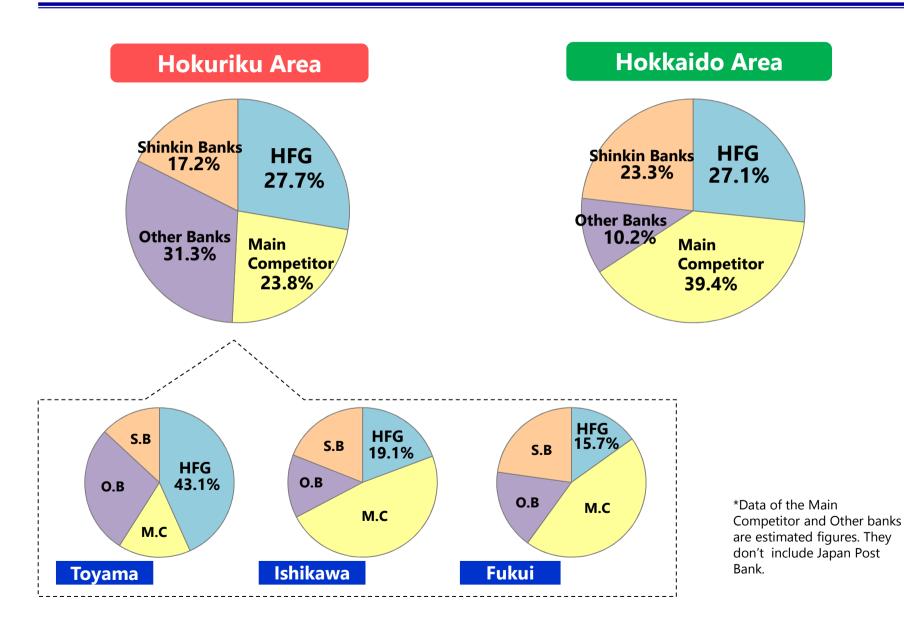
# About Hokuhoku FG 4 Historical Data (Hokkaido Bank)



(JPY Bn)

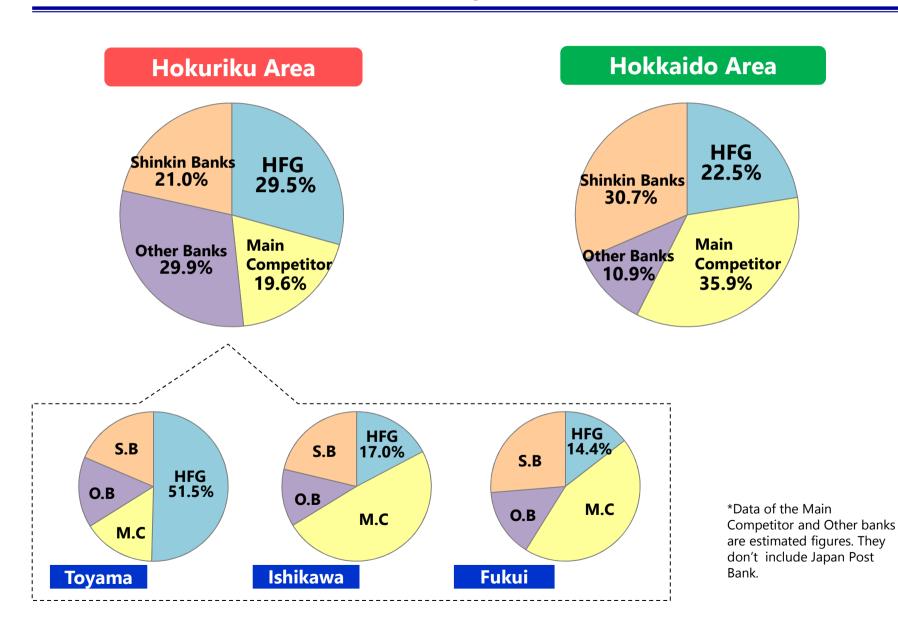
										(**,
	FY2014	FY2015	FY2015	FY2016	FY2016	FY2017	FY2017	FY2018	FY2018	FY2019
	Full year	Interim								
Ordinary income	85.4	45.4	85.5	40.5	78.9	38.7	78.2	38.2	75.5	36.5
Core gross business profits	68.3	35.0	67.6	32.5	60.8	29.6	59.5	29.0	56.5	28.0
General & administrative expenses	43.1	21.0	42.2	20.7	41.5	20.6	41.3	20.1	40.1	19.9
Core net business profits	25.1	14.0	25.3	11.8	19.2	9.0	18.2	8.8	16.4	8.0
Net gains(losses) related to securities	3.2	0.8	(0.1)	(1.8)	(1.9)	0.4	(9.2)	0.1	9.0	1.3
Credit costs	4.2	0.7	4.8	(0.0)	(0.0)	0.6	(1.2)	0.6	1.7	0.8
Ordinary profits	22.6	13.9	20.0	9.2	15.3	8.2	8.9	8.0	14.5	7.8
Net income	13.5	9.6	13.4	6.5	10.9	5.9	8.2	6.3	11.0	5.8
Capital adequacy ratio	10.75%	10.45%	10.23%	10.05%	9.34%	9.53%	9.28%	9.44%	8.69%	8.98%
ROA	0.53%	0.58%	0.52%	0.49%	0.40%	0.35%	0.36%	0.33%	0.31%	0.29%
OHR	63.18%	59.88%	62.47%	63.57%	68.33%	69.67%	69.35%	69.47%	70.89%	71.14%
Loans	3,196.4	3,186.3	3,216.1	3,254.3	3,320.7	3,378.3	3,519.2	3,504.1	3,620.5	3,633.0
Deposits (including NCD)	4,575.3	4,628.9	4,384.9	4,420.0	4,487.6	4,649.5	4,674.9	4,753.9	4,802.8	4,832.5
Securities	1,205.9	1,150.9	1,051.9	1,068.0	981.6	761.6	626.2	672.4	591.8	654.2
Non performing loan	79.6	73.3	70.9	69.3	67.1	65.6	61.2	63.2	63.3	63.9
NPL ratio	2.40%	2.21%	2.11%	2.03%	1.92%	1.85%	1.66%	1.71%	1.66%	1.68%





### About Hokuhoku FG 6 Market Share in Our Home Market (Deposits, Mar-19)





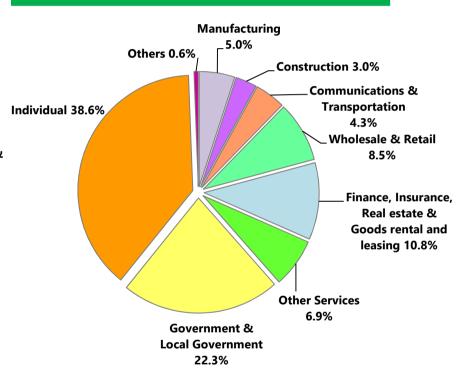
### About Hokuhoku FG Lending in the Region by Industry (Mar-19)





### Manufacturing 12.2% Others 0.4% Individual 34.1% **Construction 4.1%** Communications & **Transportation** 3.8% Wholesale & Retail 8.6% Finance, Insurance, Real estate & **Goods rental and** Government & \_ leasing 11.4% **Local Government Other Services** 17.4% 8.0%

### **Hokkaido Bank**



Region: Toyama, Ishikawa, Fukui, Hokkaido

Region: Hokkaido

### About Japanese Regional Banks ① Financial Institutions in Japan



Central Bank • • • Bank of Japan

Source: Home page of Japanese Bankers Association of Japan

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#### **Private financial institutions**

Hokuriku Bank, Hokkaido Bank

Banks

- City banks
- Regional banks
- Member banks of the Second Association of Regional Banks(Regional banks II)
- Foreign banks
- Trust banks
- Other banks
- Bank holding companies

**Hokuhoku Financial Group, Inc.** 

Cooperative-type financial institutions

3

#### Public financial institutions

- Development Bank of Japan
- Japan Bank for International Cooperation

etc.

#### Changes in Number of banks

End of March	1990	1995	2000	2005	2010	2015	2017	2018	2019
City banks	13	11	9	7	6	5	5	5	5
Regional banks	64	64	64	64	64	64	64	64	64
Regional banks II	68	65	60	48	42	41	41	40	39
Trust banks	16	23	33	26	19	16	16	15	14
Other banks	3	3	3	10	16	15	15	13	15
Bank holding companies	0	0	0	12	15	17	20	22	25

### About Japanese Regional Banks ② Outline of Regional Banks



#### **Outline of Regional Banks**

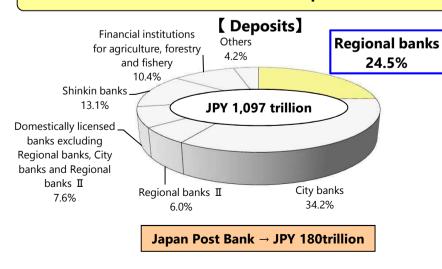
The 64 regional banks in Japan, as leading banks in the regions, serve the diverse financial needs of local clients such as individuals, companies, and local governments, through a dense branch networks and ATMs in the regions.

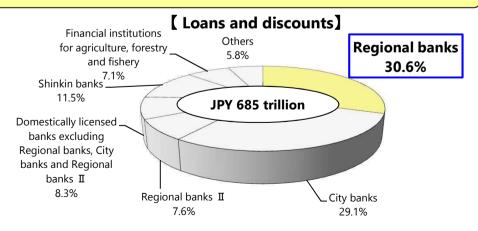
In order to contribute to strengthening industrial competitiveness in the region, the regional banks also support business improvement and business expansion of client companies by demonstrating their consulting services.

Moreover, in order to provide stable financial service, even when facing various changes in environment, regional banks work to strengthen corporate governance for maintaining sound management and reinforcing financial bases. Regional banks also comply with international banking regulations.



#### **Shares of Deposits and Loans of Private Financial Institutions (Mar-19)**





### The Present Condition of the Regional Economy Economic Conditions



October-19	Monthly Economic Report (By the Cabinet Office)	Regional Econ (By Bank o	<u> </u>
	All Japan	Hokuriku Area	Hokkaido Area
Economic Trend	Recovering at a moderate pace	Expanding moderately	Expanding moderately
Public Investment	Steadily trend	Increasing	Increasing
Business Investment	Increasing moderately	More or less flat at high level	Increasing moderately
Private consumption	Picking up	Picking up steadily	Recovering as a trend
Housing construction	Contains weak	More or less flat at high level	Low movement
Production	Contains weak	Low movement at high level	More or less flat
Employment & income	Improving steadily	Improving steadily	Labor supply and demand is tight
Consumer prices	Rising tempo has slowed	Rising	Above the previous year's level
The number of bankrupt companies	Almost flat	Calm movement	Calm movement

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