

# Business Strategies

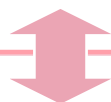


# Okigin Group Way (Basic Philosophy)

## (1) Management Philosophy (Mission)

### Regional involvement and contribution

Okigin's mission is to **contribute to the region** by connecting with customers, solving customers' problems to support their business continuity, assisting them in quality asset formation, and enhancing the value of the region and society as a whole (creating sustainable social value, enriching people's lives and increasing prefectural income), through **close involvement with the region**.



## (2) Okigin Group's Ideal Vision

Enhance customer convenience by providing support through digital transformation utilizing ICT, combine this with analog (face-to-face) services to achieve optimal customer experience, and become the No.1 regional bank that grows with the region.

## (3) Motto (Value: Value Judgment)

<b>Mission</b>	<b>Contribute to the development of regional society by remaining aware of the bank's public mission.</b>
	We will understand our public roles and act accordingly in order to enhance the value of regional society.
<b>Service</b>	<b>Serve customers wholeheartedly with gratitude.</b>
	We will connect with our customers and serve customers wholeheartedly with a spirit of gratitude and a welcoming smile.
<b>Performance enhancement</b>	<b>Be commercially-minded and strive to enhance performance.</b>
	We will aim for the sustainable growth of the Group in order to support the sustainable growth of regional society as a whole.
<b>Harmony</b>	<b>Respect order, cherish harmony and strive to create a vibrant workplace.</b>
	We will maintain order in society and within the Group, and create a highly motivated, vibrant workplace.
<b>Self-improvement</b>	<b>Cultivate intellect, build character and nurture originality and a progressive spirit.</b>
	We will utilize our expertise and creativity to help customers solve problems and assist in quality asset formation.

# Progress Status of 18th Medium-Term Business Plan

## Management numerical targets under Create the Future

		Result		Target
Management numerical targets		FY2018	FY2019	FY2020
Profitability	(1) ROE for consolidated net income	5.04%	3.77%	Approx. 4%
	(2) Business profit on core banking operations	¥8.2 billion	¥8.1 billion	Approx. ¥7.5 billion
	(3) Core OHR	72.0%	72.7%	Approx. 70%
Growth potential	(4) 10% increase in the number of major corporate customers	8,249	8,383	Approx. 8,000
	(5) 10% increase in the number of major individual customers	331,130	336,029	Approx. 350,000
Soundness	(6) Non-performing loan ratio	1.18%	1.22%	Approx. 1%
	(7) Capital ratio	9.97%	9.91%	9% level

\*ROE for consolidated net income shown on a shareholders' equity basis.

## 18th Medium-Term Business Plan (Basic Policy)

### Basic Policy of the 18th Medium-Term Business Plan (Tagline, Vision)

#### Tagline

##### 18th Medium-Term Business Plan: Basic Policy

## HAND IN HAND WITH CUSTOMERS – Create the Future –

- Utilize the full strength of the Okigin Group to create a sustainable future for the next generation together with local communities
- Increase opportunities for facetime with customers and create value by utilizing the time generated by operational reforms and skillful human resources
- Create the future for customers and the Okigin Group by supporting customers' formation of quality assets and business continuity

#### Period

**April 2018 – March 2021 (three years)**

#### Vision

**A bank that works on new concepts and creates new value together with customers**



Carrying on the creation of new value set forth in the 17th Medium-Term Business Plan, our greatest mission is to contribute to the advancement of the regional economy based on new concepts to extend our business domain and expand services with the comprehensive capabilities of the Okigin Group. We aim to become a comprehensive financial services provider that creates new value together with our customers.

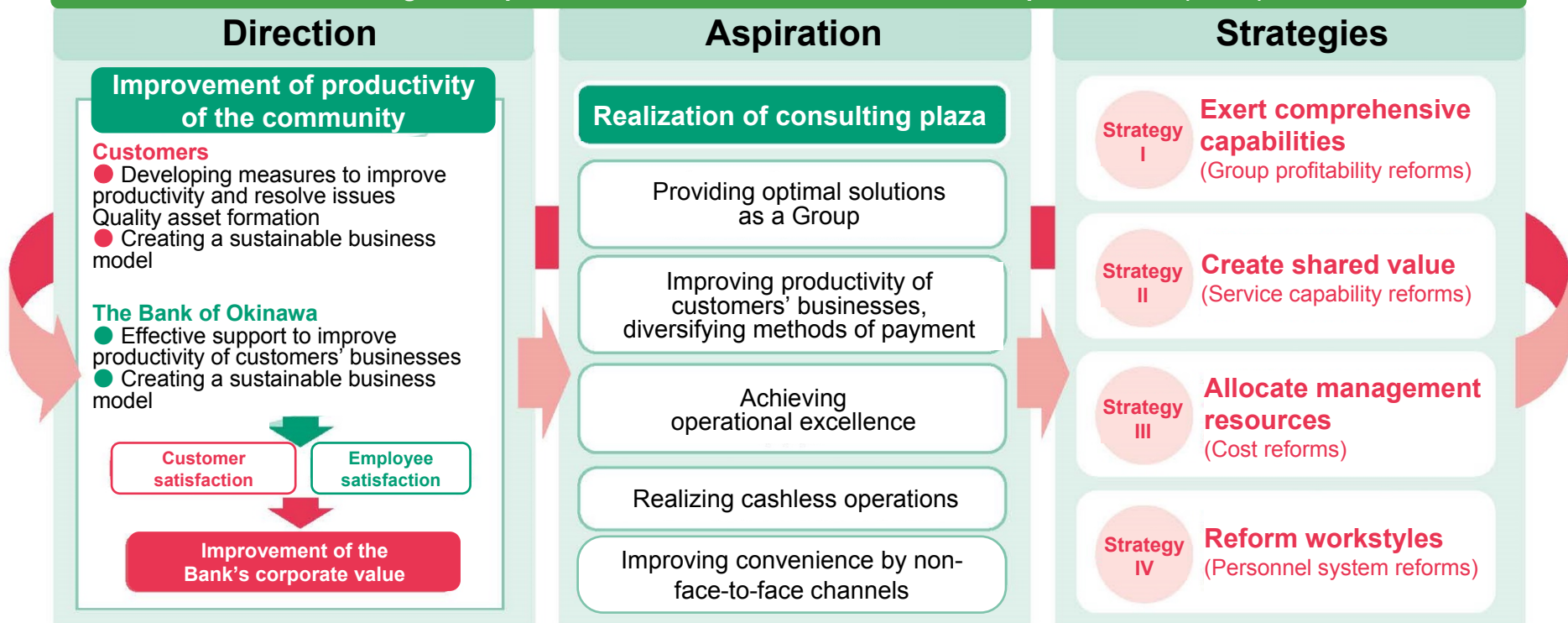
# Direction of the 18th Medium-Term Business Plan

## 1. Direction of the 18th Medium-Term Business Plan

### Aspirations The Okigin Group utilizing advanced ICT to grow with the region

We aspire to become the No. 1 bank in the region that grows in tandem with the community, improving customer convenience through ICT digital transformation and realizing excellent customer experience by fusing the digital with the analog (Face to Face).

#### The Okigin Group's efforts to achieve the Sustainable Development Goals (SDGs)



Demonstrate corporate governance and risk governance functions

Basic approach to stakeholder engagement

## Business Performance Forecasts for FY2020

	(¥ billion)		
[Consolidated]	FY19	FY20 (plan)	YoY change
Ordinary income	52.1	48.7	(3.4)
Ordinary profit	8.1	5.5	(2.6)
Net income attributable to owners of the parent	5.5	3.3	(2.2)
[Non-consolidated]	FY19	FY20 (plan)	YoY change
Ordinary income	37.0	34.3	(2.7)
Gross business profit	29.1	28.4	(0.6)
Interest income	27.9	26.8	(1.0)
Of which, gains (losses) on cancellation of investment trusts	0.7	(0.1)	(0.8)
Fees and commissions	1.6	1.4	(0.1)
Other business profit	(0.4)	0.0	0.4
Expenses (excluding non-recurrent items)	21.7	22.0	0.3
Personnel expenses	9.5	9.7	0.2
Non-personnel expenses	10.6	10.7	0.0
Real net business profit	7.3	6.3	(1.0)
Business profit on core banking operations	8.1	6.5	(1.5)
Excluding gains (losses) on cancellation of investment trusts	7.3	6.6	(0.7)
Provision of general allowance for possible loan losses	(0.2)	0.4	0.6
Net business profit	7.5	5.9	(1.6)
Non-recurrent items	(0.8)	(0.8)	0.0
Recoveries of written-off claims	0.1	0.3	0.2
Net gains (losses) on equity securities	(0.3)	(0.0)	0.2
Bad debt disposal	1.2	1.3	0.1
Ordinary profit	6.7	5.0	(1.7)
Extraordinary gains (losses)	(0.0)	(0.0)	0.0
Income before income taxes	6.6	4.9	(1.7)
Total income taxes and other taxes	1.7	1.5	(0.1)
Net income	4.9	3.3	(1.5)

### Business performance points

#### Consolidated basis

Net income attributable to owners of the parent is forecast to decrease by ¥2.2 billion year on year to ¥3.3 billion due to an expected decline in non-consolidated net income.

#### Ordinary income

Decreases are expected in interest on loans and discounts, and interest and dividends on securities, but we will endeavor to reduce interest expenses.

	(¥ billion)		
	Average balance	Yield on securities	Interest
Loans and bills discounted	+61.6	(0.066)%	(0.1)
Securities	+9.3	(0.165)%	(0.8)
Deposits	+206.5	(0.033)%	(0.6)

#### Business profit on core banking operations

Business profit on core banking operations is forecast to decrease due to decreases in interest income, and fees and commissions, along with increases in personnel expenses, non-personnel expenses and others.

#### Ordinary profit

Ordinary profit is forecast to decrease, mainly due to decreases in interest income and fees and commissions, and increases in credit cost, expenses and others.

## Business Profit on Customer Services

(¥ million, %)

	FY18 1H	FY19 1H	FY20 1H
(1) Loans and bills discounted average balance	1,546,237	1,607,530	1,662,275
(2) Yield on loans and bills discounted	1.557	1.526	1.475
(3) Yield on deposits	0.042	0.061	0.018
(4) Loan / deposit spread ((2) - (3))	1.515	1.465	1.457
(5) Fees and commissions	1,051	862	733
(6) Operating expenses	11,016	11,095	11,158
(7) Business profit on customer services	1,780	1,574	1,717
(8) Deposits average balance	1,993,616	2,052,766	2,218,935
(9) Business profit margin on customer services	0.178	0.152	0.154

\***(7)** = (1) × (4) × elapsed days ÷ 365 + (5) - (6)

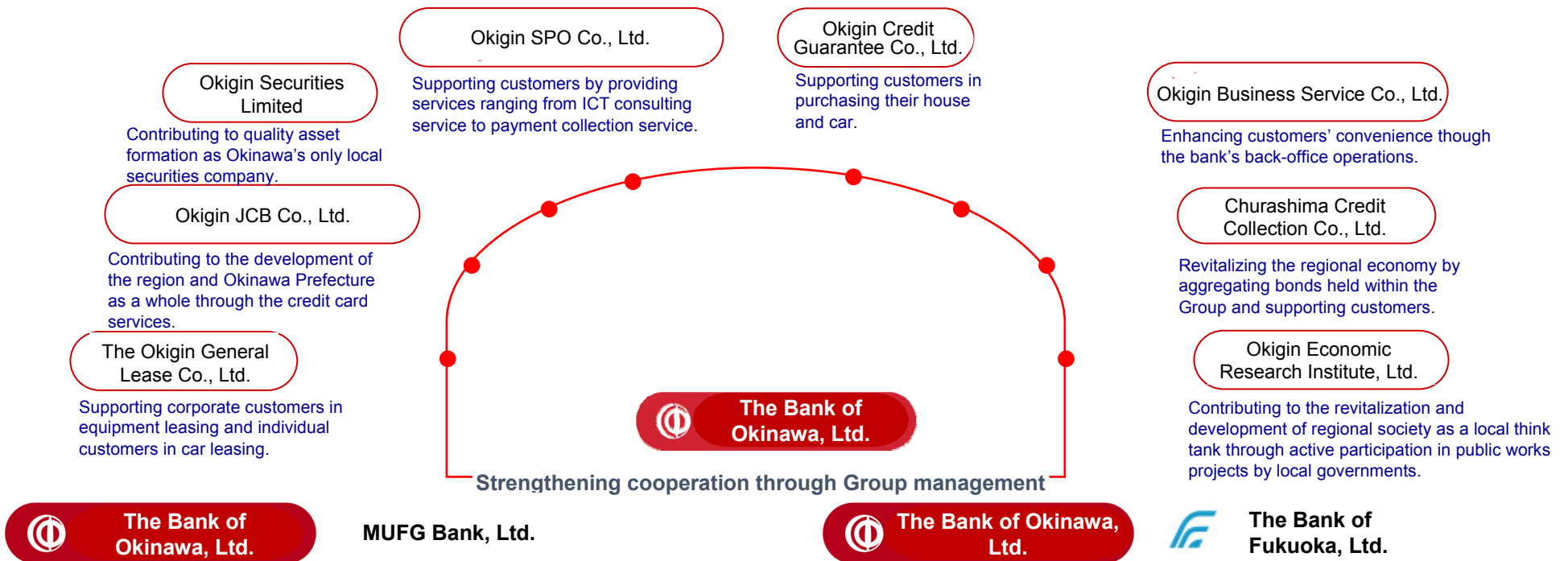
\***(9)** = (7) ÷ (8) × 365 ÷ elapsed days × 100

\*Items (1) through (4) and (8) are from banking account.

\*Item (4) is the overall spread for domestic and international operations.

## Strategy I. Exert Comprehensive Capabilities (Group Profitability Reforms)

Contribute to enhancing customers' productivity and quality asset formation by exerting the Okigin Group's collective capabilities as a comprehensive financial services provider and providing high value-added financial services through alliance.



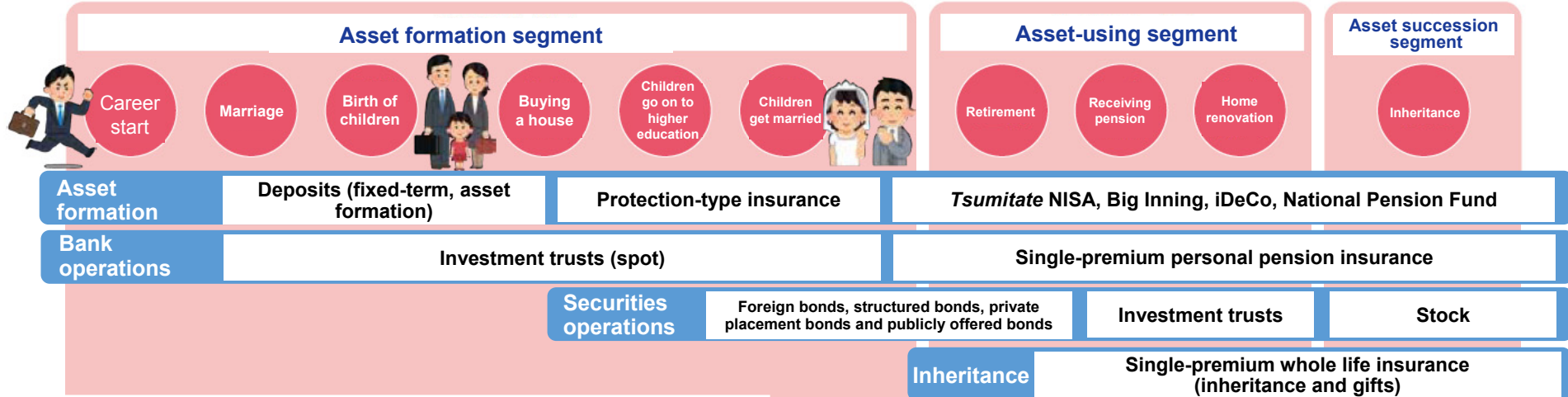
In order to promote local industries in Okinawa, we have signed a comprehensive partnership agreement with MUFG Bank. The public and private sectors are working together in a regional revitalization initiative, combining the information, knowledge and domestic and international network functions of MUFG Bank with Okigin's consulting functions and corporate networks.

By signing a partnership agreement on regional economy revitalization with The Bank of Fukuoka to mutually introduce customers, share functions and know-how, and collaborate on other aspects of operations, we play a role in connecting the economies of Okinawa and Fukuoka prefectures, and at the same time, contribute to the revitalization of the regional economy through the provision of business support to our customers.

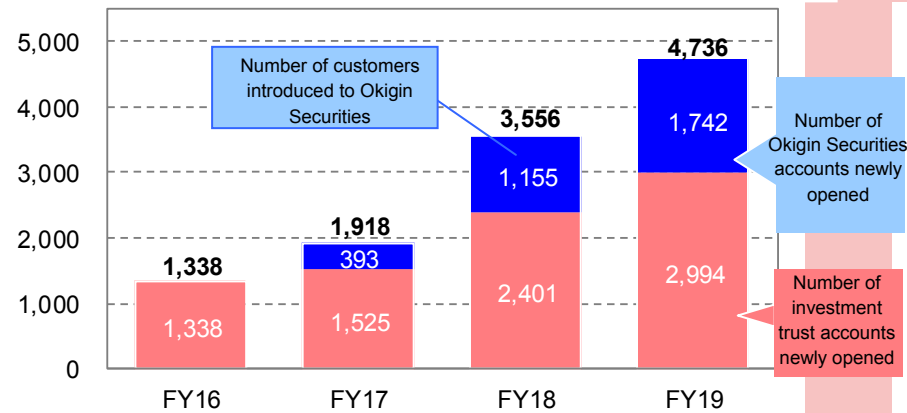


## Strategy II. Create Shared Value (Service Capability Reforms)

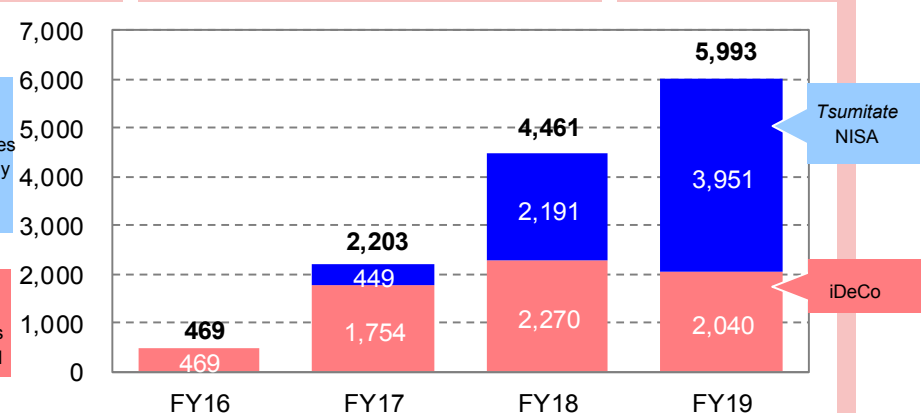
Support customers' formation of quality assets by providing products and services according to their life plans.



Number of investment trust accounts newly opened + Number of Okigin Securities accounts newly opened



Number of customers who joined iDeCo + Tsumitate NISA



Implementing the Okigin Fiduciary Duty Basic Policy: seeking the best interests of customers

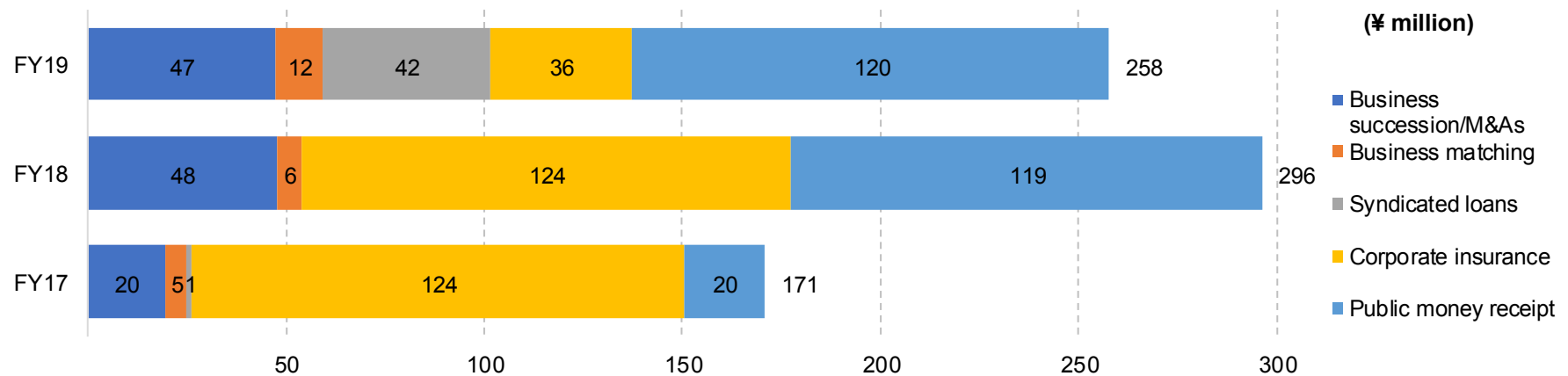
## Strategy II. Create Shared Value (Service Capability Reforms)

Provide various solutions according to the life stage of customers' businesses

Stage	Customer needs	Services of the Okigin Group
Start-up phase	<ul style="list-style-type: none"> <li>Funds for startup/new business</li> <li>Support for formulating the business plan</li> </ul>	<ul style="list-style-type: none"> <li>Support for formulating the business plan, funds to support startup</li> <li>Leases</li> <li>Support through utilization of funds</li> <li>Convenient payment methods</li> </ul>
Growth phase Stable phase	<ul style="list-style-type: none"> <li>Support for expanding sales channels and business matching</li> <li>Enhancing productivity and profitability</li> </ul>	<ul style="list-style-type: none"> <li>Visualization of business operations and solving issues through the use of CIPS</li> <li>Business matching</li> <li>Rationalization of back-office operations</li> </ul>
Stagnation phase	<ul style="list-style-type: none"> <li>Support for formulating the business improvement plan</li> <li>Stabilizing the cash flow</li> </ul>	<ul style="list-style-type: none"> <li>Support for formulating the improvement plan, active utilization of external organizations</li> <li>Capital subordinated loans (DDS)</li> </ul>
Regeneration phase	<ul style="list-style-type: none"> <li>M&amp;As, business succession</li> </ul>	<ul style="list-style-type: none"> <li>Support for M&amp;As</li> <li>Drastic business revitalization through the utilization of external organizations</li> </ul>



Track record of solution provision



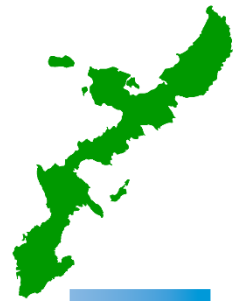
## Strategy II. Create Shared Value (Service Capability Reforms)

### Strengthen support to customers who have been affected by the spread of COVID-19

#### 1 Revitalize the regional economy through smooth demonstration of financial intermediary functions

##### Effects of the spread of COVID-19 on the prefectural economy

- Significant decline in the number of tourists
- Reduction in the scale of economic activities due to reasons such as refraining from holding events
- ⇒ Concerns over the reduction in customers' sales and deterioration in their cash flow



##### The Bank of Okinawa, Ltd.

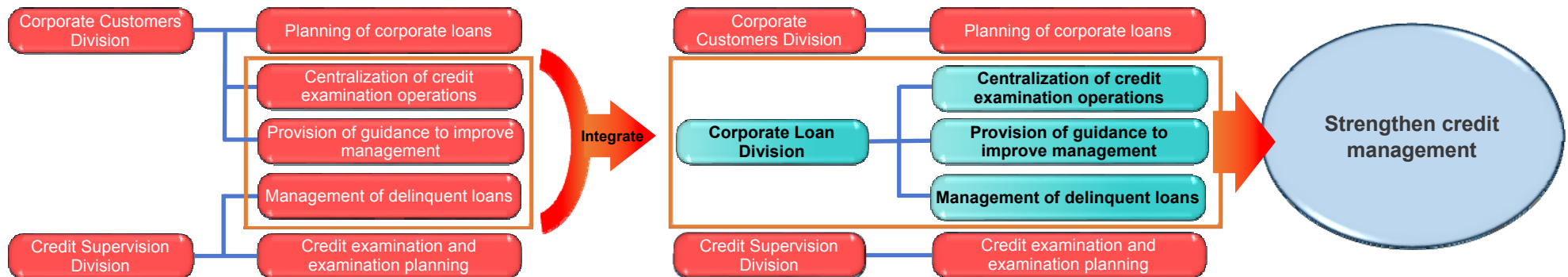
###### [Major initiatives]

- Maintenance of the business continuity structure
- Establishment of a helpdesk at all branches
- Establishment of loans to support the countermeasures against COVID-19
- Handling of crisis-related guarantees
- Response to changes in terms and conditions and exemption of fees required to change terms and conditions
- ⇒ Financial support and response to changes in repayment terms

Revitalization of the regional economy

Demonstrate financial intermediary functions in a prompt and fine-tuned manner

#### 2 Deepen relations with customers by strengthening credit management



## Strategy II. Create Shared Value (DX: Digital Transformation)

Expand non-face-to-face channels: Low-cost operations without lowering the quality of services provided to customers

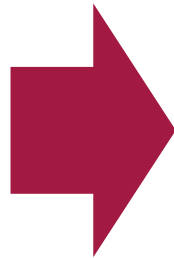
Enhancement of customer convenience

Rationalization of clerical work at branches

Cost reduction

### Okigin app

From opening an account to applying for a personal loan on a smartphone.



### Okigin Smart

\*No. of downloads: 16,556



Okigin Smart

- Balance inquires
- Deposit/withdrawal details
- Transfers/small amount remittance
- Confirmation of borrowing balance and details
- Partial mortgage prepayments

### Wallet+

\*No. of downloads: 45,832



Wallet+

- Balance inquires
- Deposit/withdrawal details
- Purpose-specific deposits
- THEO+
- Various coupons
- Information

### Okigin StarPay



- Smartphone payment terminal
- (1) OKI Pay
- (2) LINE Pay
- (3) au Pay
- (4) PayPay
- (5) WeChat Pay
- (6) Alipay

### OKI Pay

\*No. of downloads: 6,694



- QR code payment
- Search for stores where the app can be used
- Link to myCoin

### [Cashless Strategy]

We offer customers enhanced convenience by reducing their cashless handling costs, while also achieving a reduction in our office expenses. Moreover, a part of the expenses curtailed from not having to issue a passbook is donated to organizations engaged in measures to alleviate poverty in Okinawa Prefecture and other regional contribution activities, as a way of promoting SDGs.

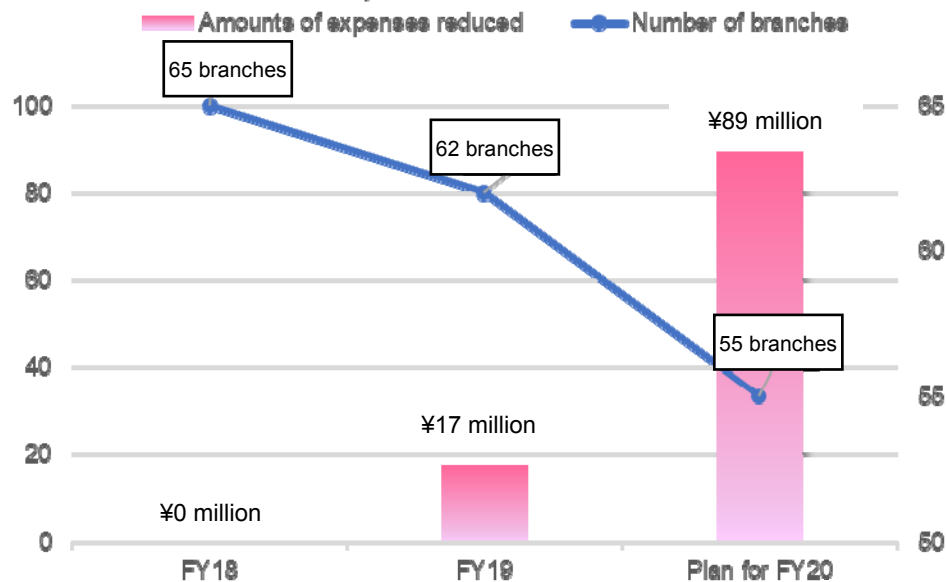
Strategy III. Allocate Management Resources (Cost Reforms)

Review branch networks and improve operational efficiency

Efforts to consolidate branches through branch-in-branch method

Branch consolidation is carried out through branch-in-branch method based on market analysis, and employees are strategically allocated to growth markets.

Changes in the number of branches and expenses reduced

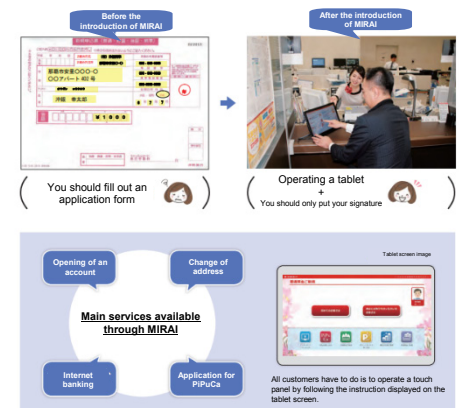


\* A branch-in-branch is counted as one branch.

Enhancement of productivity through operational reforms

(1) Utilization of tablet computers (MIRAI)

We have developed and introduced a helpdesk support system called MIRAI which can accept applications for opening an account and changing addresses, as well as for cash cards and internet banking, through a tablet computer.

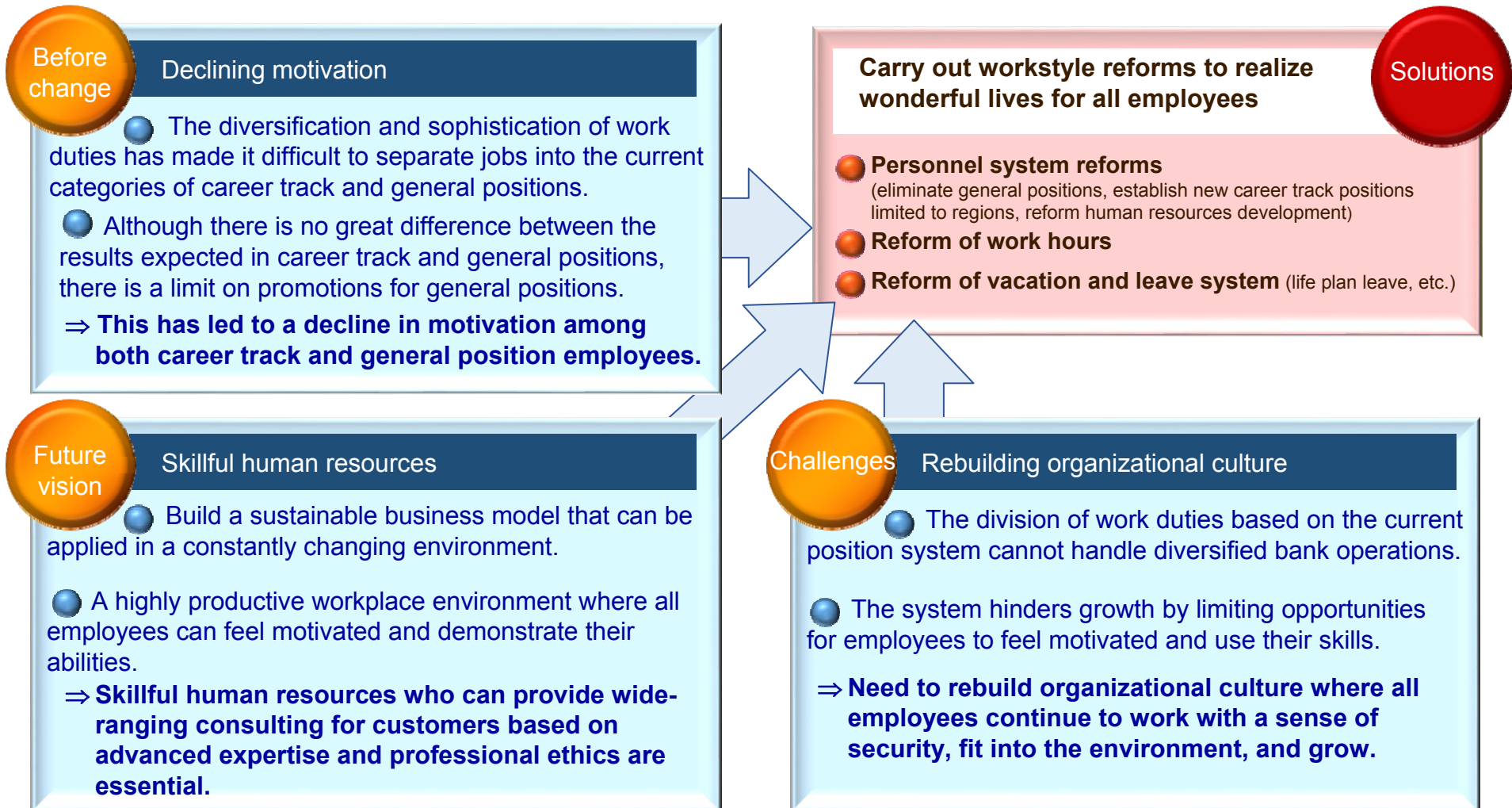


(2) Centralization of branch clerical work at head office

Execution of loans, storage and management of cards that are returned by postal mail, and other tasks are handled centrally at our head office to streamline clerical work.

Strategy IV. Reform Workstyles (Personnel System Reforms)

Introduction of new personnel system



## Strategy IV. Reform Workstyles (Personnel System Reforms)

### Workstyle reform in the 18th Medium-Term Business Plan

Large category	Initiatives	Date of implementation	Content
Reform of the personnel evaluation system	Introduction of process evaluation Review of certificate tests, etc.	Apr. 2020	<ul style="list-style-type: none"> <li>Introduce process evaluation to increase employee motivation by appropriately evaluating and developing human resources that can contribute to solving customers' problems and quality asset formation.</li> </ul>

#### Efforts towards workstyle reform

##### Personnel system reforms

Establish new regional career track positions, eliminate general positions, establish life plan leave, and expand re-employment system.

##### HR development reforms

Set individual career plans and goals, and establishment of job challenge system

##### Introduction of process evaluation

Introduce process evaluation to increase employee motivation by appropriately evaluating and developing human resources that can contribute to solving customers' problems and quality asset formation. Appropriately evaluate activities that contribute to customers based not only on business performance but also on business strategies.

#### Recognized under the 2020 Certified Health & Productivity Management Organization Recognition Program (large enterprise category)



We were recognized under the large enterprise category of the 2020 Certified Health & Productivity Management Organization Recognition Program, a program that was established by the Ministry of Economy, Trade and Industry in 2016.

#### Promotion of female participation and career advancement in the workplace

- Support for the formation of female network (Cross-industrial exchange, external training, training for rehired retirees and part-time workers)
- Systematic development of female staff responsible for corporate customers
- Holding female manager training courses

# Efforts to Improve Management Structure

## Establishment of a long-term relationship of trust with customers Business management structure

Through a more sophisticated compliance risk management and an improved management structure, we will establish a long-term relationship of trust with customers, and in turn, re-establish our long-term business model.

	Current response	Future direction
Customer-oriented business operations	<ul style="list-style-type: none"> <li>● Instill and establish the Okigin Fiduciary Duty Basic Policy</li> <li>● Disclose progress of efforts to realize wonderful lives for customers</li> </ul>	<ul style="list-style-type: none"> <li>● Provide products and services according to customers' life stages and implement continuous improvement efforts</li> <li>● Visualize implementation and improvement efforts (Set KPIs)</li> </ul>
Strengthening of risk governance	<ul style="list-style-type: none"> <li>● Take and control risks appropriately</li> <li>● Comply with the basic policy on compliance risk management</li> </ul>	<ul style="list-style-type: none"> <li>● Introduce a risk appetite framework (RAF)</li> <li>● Review the risk management system such as for identifying conduct risk</li> </ul>
Response to financial crimes	<ul style="list-style-type: none"> <li>● Respond to financial crimes such as money laundering and terrorist financing</li> <li>● Respond to antisocial forces</li> </ul>	<ul style="list-style-type: none"> <li>● Strengthen measures taken by the countermeasures office against financial crimes such as money laundering and terrorist financing</li> <li>● Instill the basic policy on response to antisocial forces</li> </ul>
Corporate governance	<ul style="list-style-type: none"> <li>● Improve corporate value and ROE</li> <li>● Take initiatives to enhance corporate governance</li> <li>● Make stable returns to shareholders</li> </ul>	<ul style="list-style-type: none"> <li>● Strengthen the Group governance structure and exert comprehensive capabilities as a Group through the establishment of a sustainable business model</li> <li>● Enhance governance through the establishment of a voluntary advisory committee</li> <li>● Maintain a stable dividend payout ratio</li> </ul>

## Business management structure based on a risk-based approach



## Response to Corporate Governance Code

- **Policy on Cross-Shareholding: Clarify policy to reduce cross-held shares and report on the purpose of any cross-held shares to the Board of Directors**
- **Secure transparency and objectivity in the nomination and compensation determination process by establishing a voluntary Nomination and Compensation Advisory Committee**

(Excerpt from Corporate Governance Report)

[Principles 1-4]

○Policy on Cross-Held Shares

The Bank holds cross-held shares when deemed necessary for improving the sustainable corporate value of our business partners and the Group.

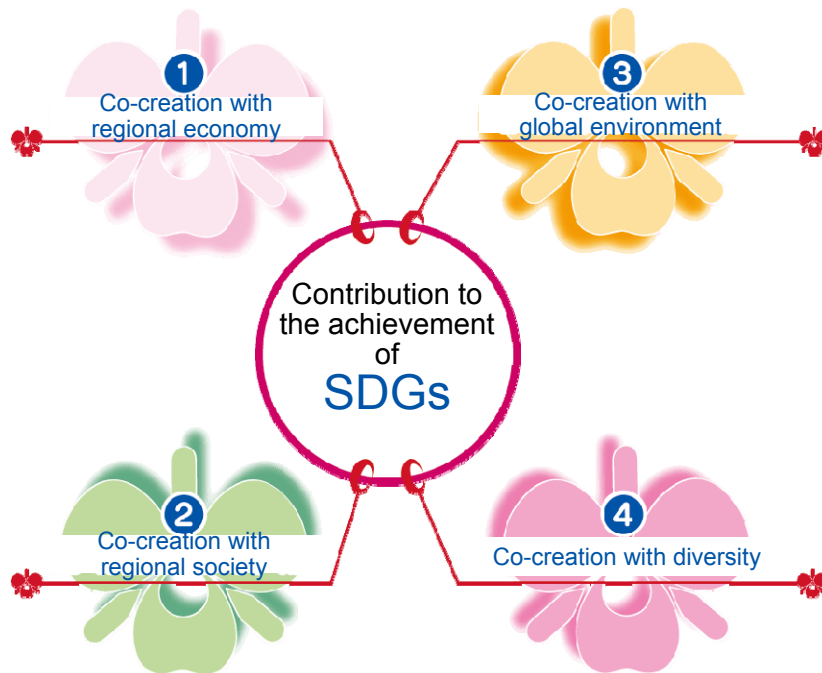
The Bank verifies the necessity of cross-shareholding by looking at the mid- to long-term economic rationality, future prospects, relationship with the regional economy, etc. for each stock. With comparison and verification of the stock to capital costs, etc., as well as to the standard yield expected when the Bank makes loans, the Bank will reduce shareholdings that are deemed unnecessary in terms of economic rationality. The purpose of cross-shareholding, etc. is reported to and verified by the Board of Directors each year.

In addition to looking at cross-shareholdings in light of capital costs, the Bank verifies and compares cross-shareholdings with the standard yield expected when making loans, and the purpose, etc., of holding the shares is reported annually to the Board of Directors. Based on the report, the Bank reduced cross-shareholdings during the fiscal year ended March 31, 2020.

	FY17	FY18	FY19	Difference
Cross-held stocks	18 stocks	16 stocks	15 stocks	(1) stocks

## Efforts to Deepen Sustainable Development Goals (SDGs)

Established the Okigin Group SDG Declaration in March 2019 to promote efforts to realize a sustainable regional society



### Co-creation with regional society



We have held the Okinawa preliminaries of the Economics Koshien (a national financial quiz tournament for high-school students) since the second tournament, with the aim of promoting financial and economic education for high school students. This is part of our financial education activities, creating opportunities for high school students to enjoy learning about financial economics.



### Co-creation with global environment



As an event to celebrate the founding of the Bank, beach clean-up activities for Okigin Group employees were organized and implemented by new employees hired in FY2019, creating opportunities for environmental conservation.

### Co-creation with regional economy



In cooperation with MUFG Bank and the Okinawa branch office of the Organization for Small & Medium Enterprises and Regional Innovation, JAPAN, the Churashima Business Meeting has created opportunities by matching Okinawa-based tourism business operators that have problems with solutions providers in Okinawa and other prefectures.

### Co-creation with diversity

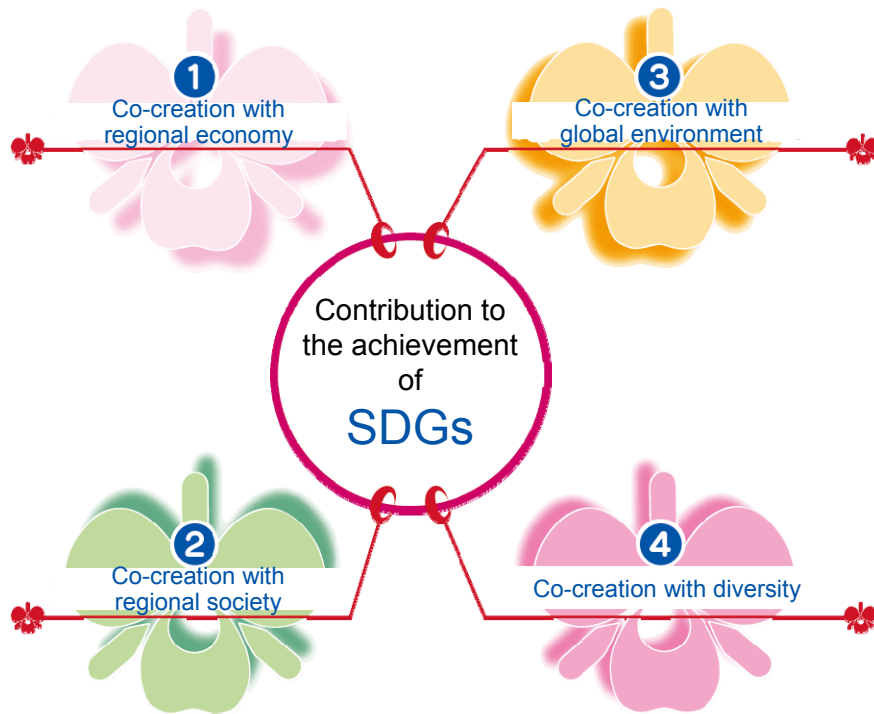


We have obtained the Eruboshi Certification from the Okinawa Labour Bureau. Eruboshi is a certification system established based on the Act on the Promotion of Female Participation and Career Advancement in the Workplace that came into full effect in April 2016. We promote female participation and career advancement in the workplace and create employment opportunities through workstyle reforms.



# Governance Structure to Achieve SDGs

## Review of the governance structure to achieve of the Okigin Group SDG Declaration

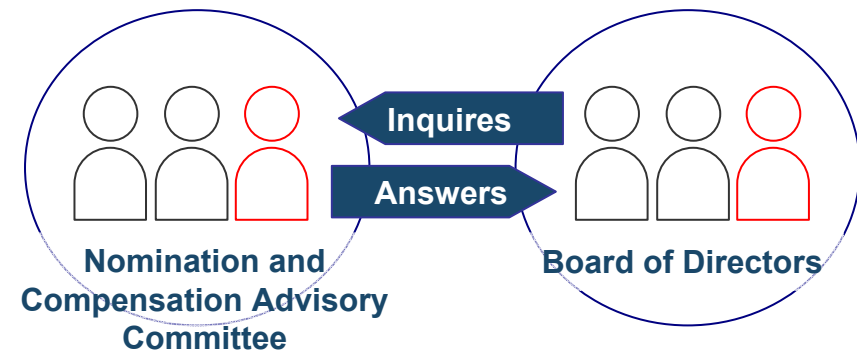


Review of the corporate governance structure

### Corporate Governance Structure



Establish a Nomination and Compensation Advisory Committee as a voluntary advisory body to the Board of Directors regarding the nomination and compensation of Directors



- Have one third of the Board of Directors comprised of Independent Outside Directors
- Appoint female Independent Outside Directors
- Secure transparency and objectivity in the evaluation and determination processes regarding the nomination and compensation of Directors and Corporate Auditors
- Continue to strengthen corporate governance

# Dividend Policy

## Strengthen management structure and continue stable dividends

The Bank will flexibly use capital with the aim of optimizing capital efficiency and make stable returns to shareholders while maintaining a sound capital ratio to reinforce its management structure.

### Basic Policy on Dividends

The Bank's basic policy on appropriation of surplus is to aim to strengthen its management structure while providing stable dividends in light of the public nature of the banking business.

#### 18th Medium-Term Business Plan Policy on Shareholder Returns

##### Common dividend

Regardless of performance, we aim for a yearly common dividend of ¥70.

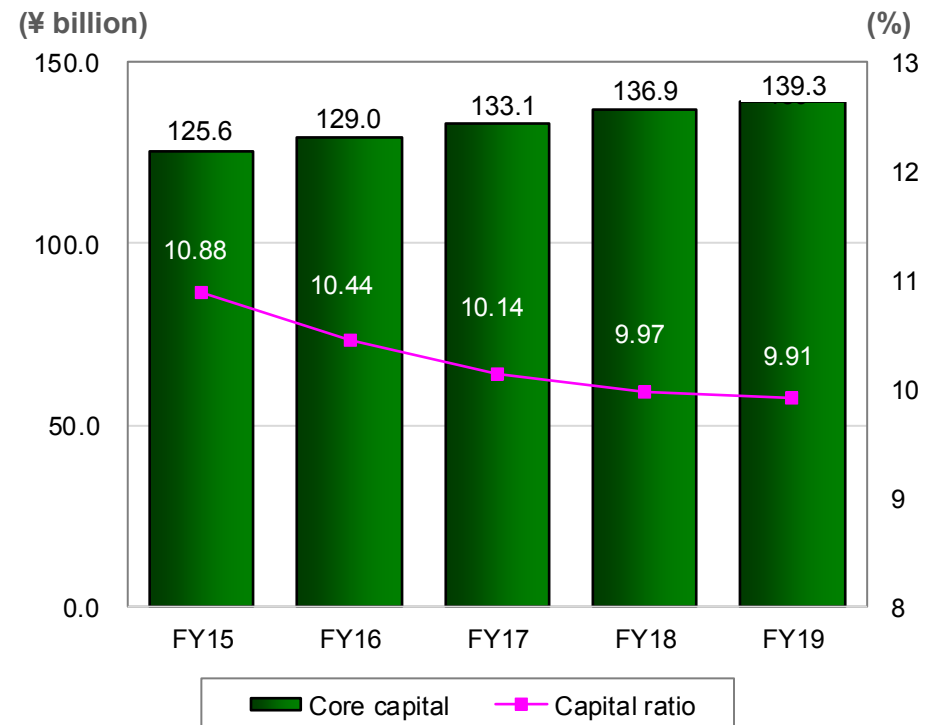
##### Performance-linked dividend

If the Bank's net income for the fiscal year exceeds ¥7.0 billion, we will consider paying a special dividend.

##### Total return ratio

The Bank sets a target of 30% of net income for the fiscal year for total shareholder returns.

### Capital Ratio Trends



## Shareholder Returns

**Commemorating the 60th anniversary** of the Bank's founding, the dividend for the fiscal year ended March 31, 2016 was ¥85 per share, an increase of ¥15.

Additionally, the Bank implemented a share split (1.2 shares for 1 share) with July 1, 2016 as the effective date.

The Bank has maintained an annual dividend of ¥70 even after the share split.

	FY15	FY16	FY17	FY18	FY19
Share price (yen)	3,695	4,260	4,490	3,445	3,155
Common dividend (yen)	70	70	70	70	70
Commemorative dividend (yen)	15	0	0	0	0
Total dividends (yen)	85	70	70	70	70
Dividend yield (%)	2.30%	1.64%	1.55%	2.03%	2.21%
Share buy back (million yen) (Note)	467	—	—	—	500

(Note) The share buy back shown is via a resolution of the Board of Directors.

	Number of shares held	Annual dividend expected (common dividend)
Before share split (FY15)	100 shares	¥7,000
After share split (FY16)	120 shares	¥8,400 (dividend increase by 20%)