

# Group-wide Support for Customers' Sustainable Corporate Growth

## Basic policy

The role that local businesses expect regional financial institutions to play has shifted with changes in the business environment from securing funding to helping them resolve a wide range of business issues.

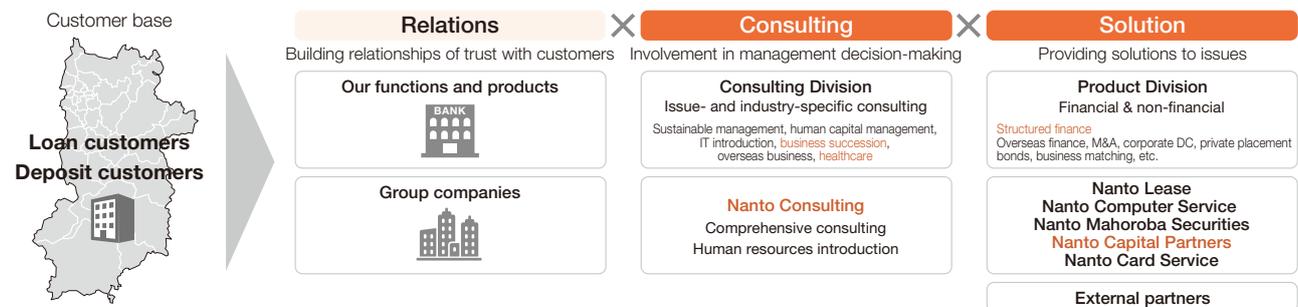
According to "Business Challenges Recognized by Businesses,"\* only about 10% of all businesses consider the procurement of facilities funding and working capital to be challenges, and many focus instead on such challenges as securing human resources, acquiring more business partners, and improving their financial condition.

In its efforts solve these diverse issues, the Nanto Bank Group will strengthen its relationships with customers by maximizing use of its capabilities, providing consulting to involve itself more deeply in customers' management decision-making, and offering solutions to their issues.

We believe that these activities will lead to sustainable enhancement of our customers' corporate value and degree of success, while also enhancing our Group's financial and non-financial earnings and improving our ROE. With this in mind, we will continue our efforts to enhance the sophistication of our consulting sales throughout the Group.

\*Financial Services Agency: "Current Status and Issues of Customer Problem-Solving Support by Regional Banks"

## Provision of consulting and solutions to enhance customers' corporate value



## Advanced consulting practices

Nanto Consulting Co., Ltd. is a Group company established for the purpose of providing comprehensive solutions to the various management issues facing local customers. We contribute to regional revitalization by helping local businesses solve their management issues through "accompanying and supportive consulting" aimed at realization of their aspirations.

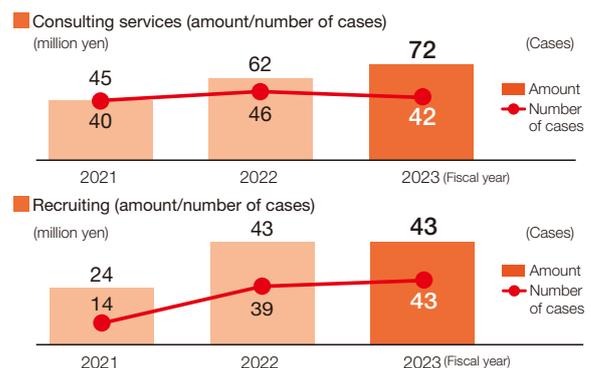
**Nanto Consulting's business menu**

**Comprehensive consulting**  
Management strategy development support  
Sales strategy & marketing enhancement support  
Productivity improvement & support for manufacturers

We deploy a diverse group of highly specialized consultants to provide consulting services based on their experience in guiding the growth and optimizing management of financial institutions, providing hands-on management support for major consulting firms, and conducting legal, tax, accounting, labor relations, and marketing operations.

**Recruitment**  
Executive level, highly skilled foreign human resources, etc.

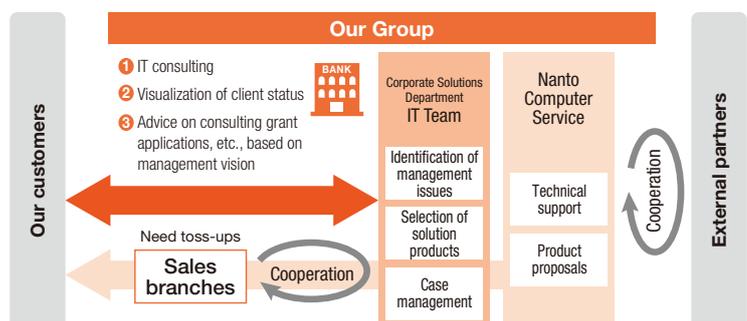
We define the types of human resources our clients should be looking for, and introduce a wide range of executive-level and expert foreign human resources who can play central roles in their companies.



## IT support for customers

We provide IT solutions to management issues to help customers realize the image they strive for in their future development and their management vision.

We provide one-stop IT consulting services in collaboration with external partners, including visualization of operations and systems from a bird's-eye perspective and optimal IT solution introduction centered on "strengthening security," "reviewing aging systems," and "improving personnel and labor management efficiency," which are issues faced by many of our customers.

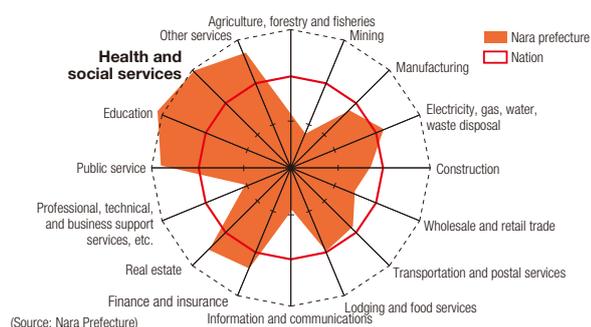




## Healthcare consulting for medical/nursing care businesses

Medical and long-term care businesses account for a higher percentage of Nara prefecture's GDP than the national average, making them a highly important industry sector. Under these circumstances, medical and long-term care providers are facing issues involving individual events, such as aging buildings and business succession, in addition to trends toward excessive demand for acute care, a shortage of convalescent care, and regional healthcare supply-and-demand problems. In these circumstances, the Nanto Bank Group engages in healthcare consulting with the aim of playing a leading role in providing solutions to regional healthcare issues.

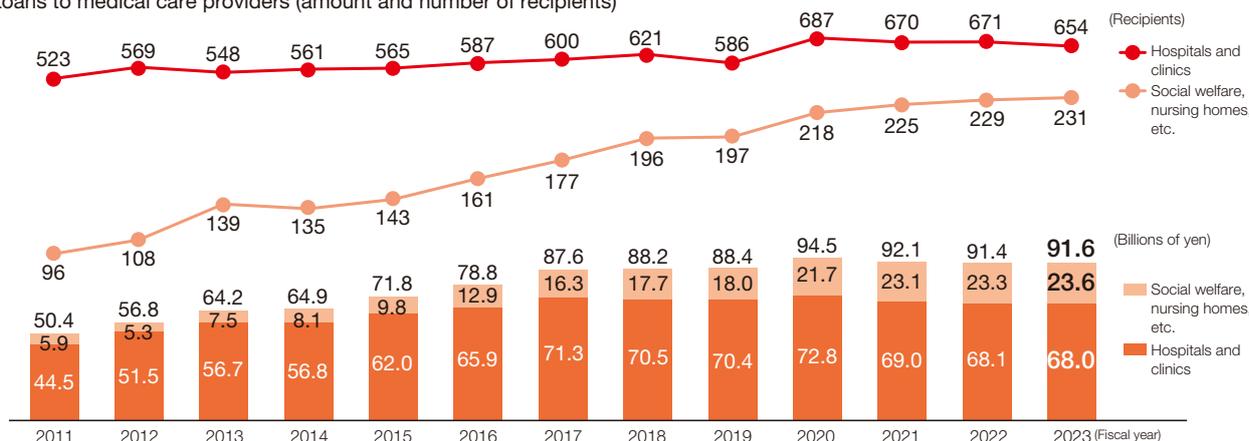
### Specific coefficients according to economic activity (nominal)



### Healthcare consulting services

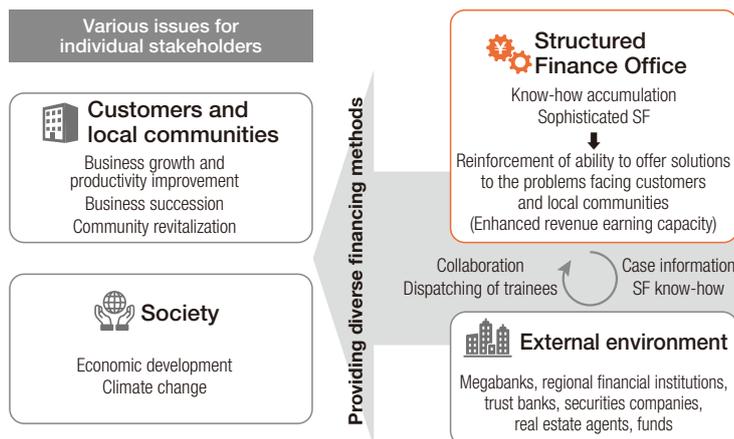
| Business constitution | Consulting overview                             |
|-----------------------|---|
| General hospitals     | Management plan and relocation plan development |
| Dental clinics        | Support for opening dental clinics              |
| Clinics               | Support for creating operation manuals          |
| General hospitals     | Management planning                             |

### Loans to medical care providers (amount and number of recipients)



## Establishment of a new Structured Finance Office offering a variety of financing methods

The Structured Finance Office was newly established on April 1, 2024. By accumulating and upgrading know-how in structured finance (SF) through collaboration with external institutions and dispatching of trainees, we aim to strengthen our ability to solve problems and earn profits through provision of various financing methods, which is one important way in which the Group adds value.



### Structured finance outstanding

