

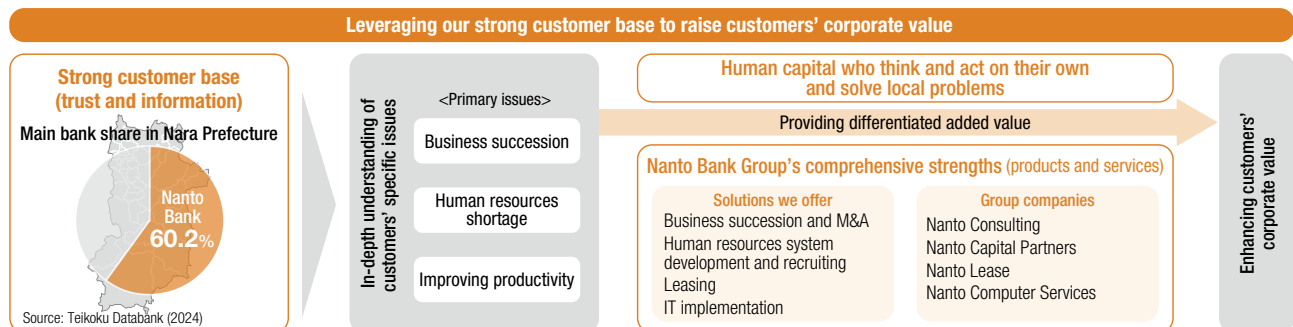
Enhancing Customers' Corporate Value

Enhancing Customers' Corporate Value through Consulting Sales

Basic policy

Nara's regional businesses face various challenges today, beginning with a shortage of human resources and successors stemming from a contraction of the working-age population, and the role played by regional financial institutions is shifting from providing funds to supporting resolution of a wider range of challenges.

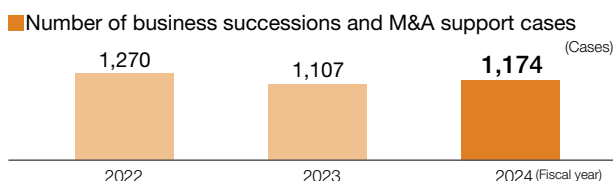
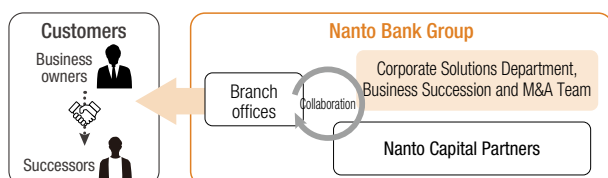
The Nanto Bank Group is strengthening its consulting capabilities to resolve our customers' management issues and building structures to address customers' financial and non-financial challenges, thereby helping raise their corporate value.



Initiatives to enhance customers' corporate value

Business succession/M&A

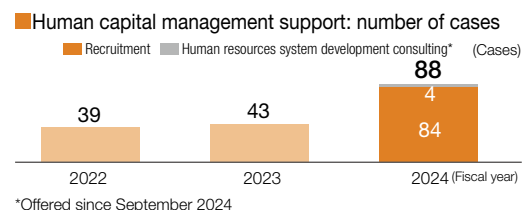
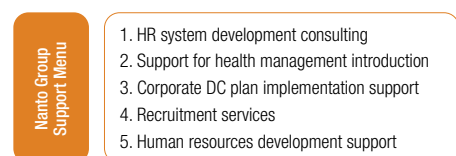
Business succession is a major issue for sustainable regional development, affecting business growth, technology transfer, and the continuity of employment. In April 2025, we integrated the Corporate Solutions Department's Business Succession and M&A teams to reinforce consulting capabilities at Head Office and provide one-stop support for customers' succession challenges.



Human capital management

As the labor shortage worsens, the number of inquiries concerning "people" is growing.

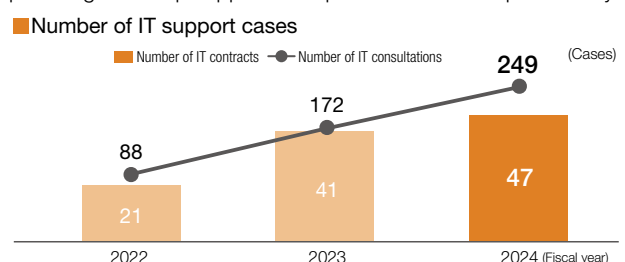
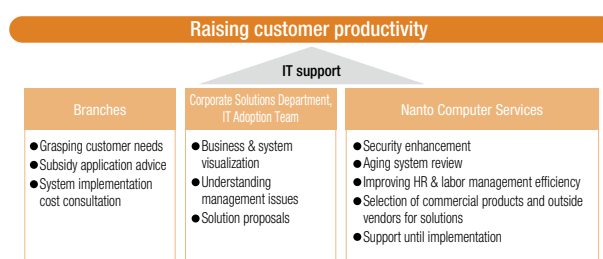
Our Group resolves people-related issues and supports customers' human capital management with HR system development consulting and recruitment among others.



IT Adoption

With the working-age population in decline and work-style reforms requiring increased operating efficiency, improving productivity is essential to sustainable corporate growth.

The Nanto Bank Group supports IT adoption by providing a bird's-eye view of all the relevant systems, visualizing operations and systems, resolving issues involved in the application of IT solutions, and providing follow-up support to help raise customers' productivity.



Stakeholder Voice

Case study of human resources system development consulting

Social Welfare Corporation Support House

Established in 1998, Support House operates a special nursing home offering short-stay care, home visit care, day care, and in-home care services for elderly residents in Izumiotsu City, Osaka Prefecture. The organization provides community-based welfare services guided by a philosophy of respect for the wishes of its users.

Social Welfare Corporation Support House

Executive Director **Shoji Suzuki** (left) Managing Director **Taichiro Suzuki** (right)



A banking group that goes beyond traditional banking business to tackle challenges head-on

Advantages of choosing Nanto Bank's HR system development consulting

Executive Director With the labor shortage worsening every year, our organization reached a point where it faced some daunting management challenges regarding employee retention and development. The human resources system we had constructed 20 years earlier featured vague evaluation criteria and ranking systems, and issues had emerged involving the treatment of managers and foreign talent and resulting in arbitrary differences in employee treatment. Young and mid-career employees often complained that their hard work was going unnoticed, hindering the growth of the organization as a whole.

Managing Director A branch representative from Nanto Bank who was visiting us regularly at the time mentioned that the Bank could also provide support in the area of human resources, and we wanted to learn more about it. To be honest, we were surprised by the idea of a bank offering consulting on human resources systems, but the proposals they presented exceeded our expectations. Convinced that their offer of support was sincere, we decided to ask Nanto Bank for help.

Specific details of the consulting

Executive Director Before designing our human resources system, the Nanto Bank team was careful to acquire a full grasp of our management philosophy and policies. Armed with this knowledge, they approached the project from the perspective of management-wide issue solution. This opened the door for us to engage in the discussions in an atmosphere of trust.

Managing Director Starting with analyses of our current situation, including interviews with our management and executives, they consistently supported our design of a system linking the three pillars: employee ranking, evaluation, and compensation. Rather than making one-size-fits-all proposals, they listened carefully to our concerns and presented us with appropriate options through a series of discussions.

We also took satisfaction from the fact that they clarified the "kind of people we sought to develop and the manner in we should evaluate and treat them." They incorporated these perspectives into the system to create a mechanism that would lead to behavioral changes among our employees.

Changes we observed after introducing the human resources system

Executive Director After the system's introduction, the roles and expectations of every employee had become clear, and our employees had begun setting their own goals and taking a more proactive approach to their work. Most notably, we saw a significant change in awareness among our management people, whose monthly meetings evolved from simple reports to lively discussions aimed at making improvements. This upturn in employee motivation has, moreover, been accompanied by the appearance of promising signs in our business performance.

Message to Nanto Bank

Managing Director The nursing care industry is expected to undergo a worsening labor shortage, making human resources development an increasingly pressing management issue. We are convinced that "no discussion of human resources development can take place without a human resources system."

Executive Director Although providing financial support is a bank's core business, Nanto Bank is set apart by its willingness to respond flexibly to other essential human concerns. Undertaking human resources system reform is a daunting prospect, but the opportunity to work on it with a trustworthy, community-based bank was reassuring. It enabled us to take this first step towards future growth successfully. We look forward to your continued support in addressing our people issues, including system effectiveness verification, updating, and management training, as we work to establish and implement our systems.

HR system development consultation process

Phase1

Current situation

- Interviews with executives and employees
- Analysis of various data
- Definition of system design direction

Phase2

Human resources system design

- Grade structure design
- Evaluation system design
- Compensation system design

Phase3

Implementation support

- Manual preparation
- Employee communications
- Evaluator training

VOICE

With the labor shortage worsening due to the declining population, the value to companies of their human resources is higher than ever. Treating human resources as capital rather than as a cost, and maximizing their value through "human capital management" is key to supporting a company's sustainable growth.

Achieving this requires creation of a human resources system that taps into each employee's abilities and motivations and promotes their growth. At Nanto Bank, we provide consulting services for formulating people systems, always paying close attention to our clients' current situations and wishes. In addition to securing and retaining talent, we hope to contribute to improving clients' corporate value by creating systems that help employees find motivation and joy in their work.

Corporate Solutions Department,
Human Capital Team

Nobuhiro Toda

