Message from the Manager of the Investment Business Department

Using equity to support the sustainable growth of our communities



Manager, Investment Business Department
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Throughout our long-standing relationships with local customers, our Group has sought to meet their financing needs and to help resolve their management challenges. Against the backdrop of today's population decline, aging society, shortage of business successors, and underutilized real estate, however, the challenges faced by local businesses and our regional economy can no longer be resolved by addressing financing needs alone. If local businesses are to continue to operate and grow, they will need support in achieving smooth business successions and growth investments. It will be essential, at the same time, to make efficient use of their real estate and other local assets to enhance the value of the region as a whole. This will require them to envision their corporate management and the future of the region as a single, integrated whole, devise the necessary support measures, and translate them into action.

In this environment, the role expected of regional financial institutions will clearly be to provide much more than just financial support. We must assess clients' future visions comprehensively alongside the potential for deploying and enhancing the value of their local assets—including real estate—and, when necessary, engaging ourselves in capital investment aimed at raising the value of our local businesses and the regional community. Adopting an equity-based approach is not simply a matter of supplying risk capital. It represents proactive engagement with the future of our business owners and regional assets, assuming the requisite roles and responsibilities, and demonstrating the resolve to see solutions through to the end.

In April 2026, our Group established a new Investment Business Department to deliver this support in a more agile, specialized manner. By integrating our expertise in equity investment, structured finance, corporate finance, business succession and M&A, real estate development, and policy-based investment, we have established a structure that permits us to engage more deeply and continuously in initiatives that foster the growth of local businesses, facilitate business succession, and unlock the potential of regional assets, including real estate.

The mission of the Investment Business Department is not merely to provide funding for investment projects. By combining local insights gained through our branch offices' ongoing dialogue with customers with the Group's accumulated expertise on business operations, supply chains, real estate, and capital structures, we identify challenges within the region and among our customers and translate them into concrete investment and financing opportunities.

These efforts not only provide value for our customers and regional assets, but they also serve as a training ground for developing the Group's human capital. By honing their ability to assess business viability and asset value while advancing projects through dialogue with stakeholders, we cultivate both specialized professionals responsible for investment projects and future leaders who can support our Group.

Investment operations require us to assume a certain level of risk after assessing future value. Our Group is not in the business of taking risk in pursuit of short-term profit; rather, it assumes risk appropriately to facilitate the growth of local businesses and enhance the value of regional assets. To this end, we carefully assess the business viability, asset value, and anticipated ripple effects in the region for each project first, and then maintain ongoing involvement in the venture after making the investment to achieve both value enhancement for the entire region and creation of revenue opportunities. By accumulating these results one by one and generating tangible value for the region's future, we aim to remain our customers' banking group of choice.