

Top Customer Satisfaction Strategy







The 77 Bank Group aims to be the leading bank for customer satisfaction by offering an amazing customer experience (inspiration) that competitors cannot match. Moreover, using the strengths we have accumulated to date, we will expand our range of solutions by combining relevant customer experience with digital transformations and alliances.

- ▷ Providing services unique to a regional financial institution, via face-to-face consulting and digital channels
- ▷ Utilizing our strengths, including our networks outside of Japan and information networks in the region
- ▷ Surprising and inspiring customers with performance that exceeds their expectations
- ▷ Solving issues facing customers and the region

Strategy background Stimulating customer and regional demand and expanding our scope of operations

The Bank has dealings with numerous clients, understands their issues, and is a hub for regional information. As such, the Finance & Consulting business model is ideally suited to our operations. In addition to our loan business as a bank, we have a unique ability to accurately gauge various needs and provide solutions to issues. We will strive to continue as a bank that serves our region by reinforcing our consulting capabilities and expanding our range of solutions.

Progress status of KPI (Let's Try!)

| | Result in FY2021 | Result in FY2022 | Result in FY2023 | FY2024 Target | FY2030 Vision |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------|------------------|---------------|---------------|
|  Increase the proportion of companies in Miyagi Prefecture for whom we are their main bank by 10% | 56% | 56% | 56% | 57% | 62% |
|  Increase the number of corporate lending clients outside Miyagi Prefecture by 1.5 times | 1.07X | 1.21X | 1.33X | 1.34X | 1.5X |
|  Raise proportion of households “holding assets” in Miyagi Prefecture above the national average | | | | | |
|  Ensure that 20% of the population of Miyagi Prefecture (aged 20 to 74) use loans from the Bank | 12.7% | 14.9% | 15.1% | 17.0% | 20.0% |
|  Establish 10 projects in new businesses or sectors with promise for future commercialization 10 projects already launched; continue with development of new businesses and sectors with potential for future commercialization | | | | | |
|  To double the net income of Group companies by entering new businesses and sectors and expanding existing businesses | JPY 2.2 bn | JPY 1.4 bn | JPY 1.7 bn | JPY 1.7 bn | JPY 3.0 bn |

Main initiatives in FY2023 (News Releases)

April 2023

Launch of trust services
Establishment of the Customers' Asset Formation Promotion Committee
Conclusion of cooperative agreements relating to testamentary gifts with Miyagi Prefecture and Sendai City
Establishment of Tohoku Healthcare Support Co., Ltd.

May 2023

Establishment of 77 Digital Solutions Co., Ltd.
Hosting of China Business Seminar

July 2023

Hosting of 77 Bank Business Succession Seminar: Asset succession planning for business owners

August 2023

Establishment of Utsunomiya Corporate Office

September 2023

Participation in Overseas Business Investment Support Package
Hosting of 77 Bank Business Succession Seminar: Shareholder composition and corporate governance
Hosting of Shanghai Business Meeting 2023
Hosting of Seminar on Human Resource Utilization and Foreign Exchange Trends
Conclusion of comprehensive cooperation agreement with VITAL-NET, INC. relating to healthcare
Decision to introduce AI screening service in housing loan screening operations
Hosting of 77 Bank Business Succession Seminar: Holdings-based management strategies

November 2023

Hosting of Inheritance and Will Seminar

December 2023

Hosting of 77 Bank Business Succession Seminar: President succession with peace of mind
Hosting of Asset Formation Seminar with Rheos Capital Works Inc.

January 2024

March 2024

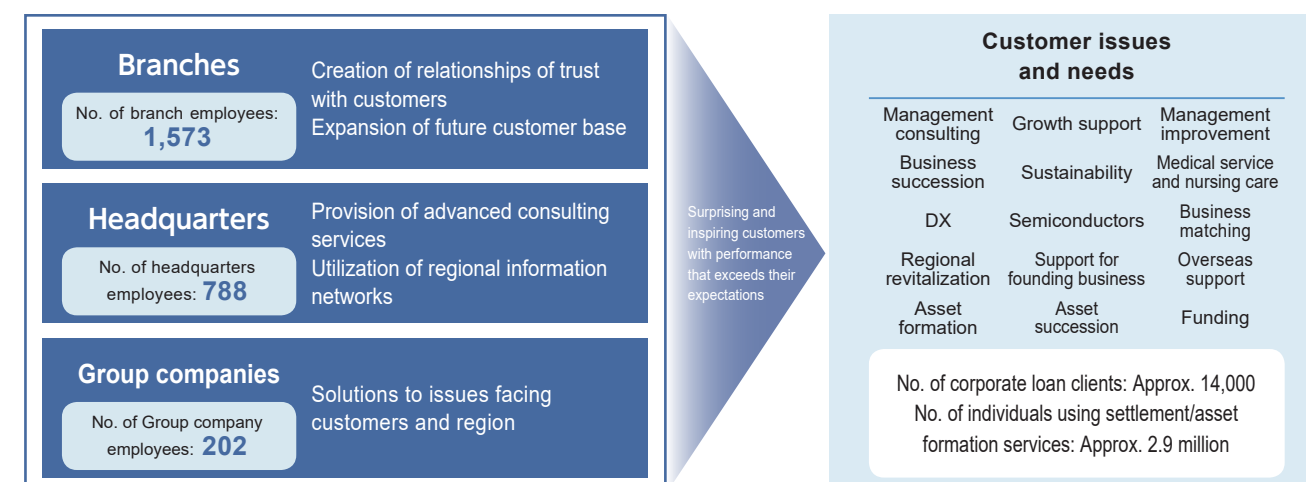
Establishment of 77 Insurance Service Co., Ltd.

Specific initiatives

Strengthening of consulting sales

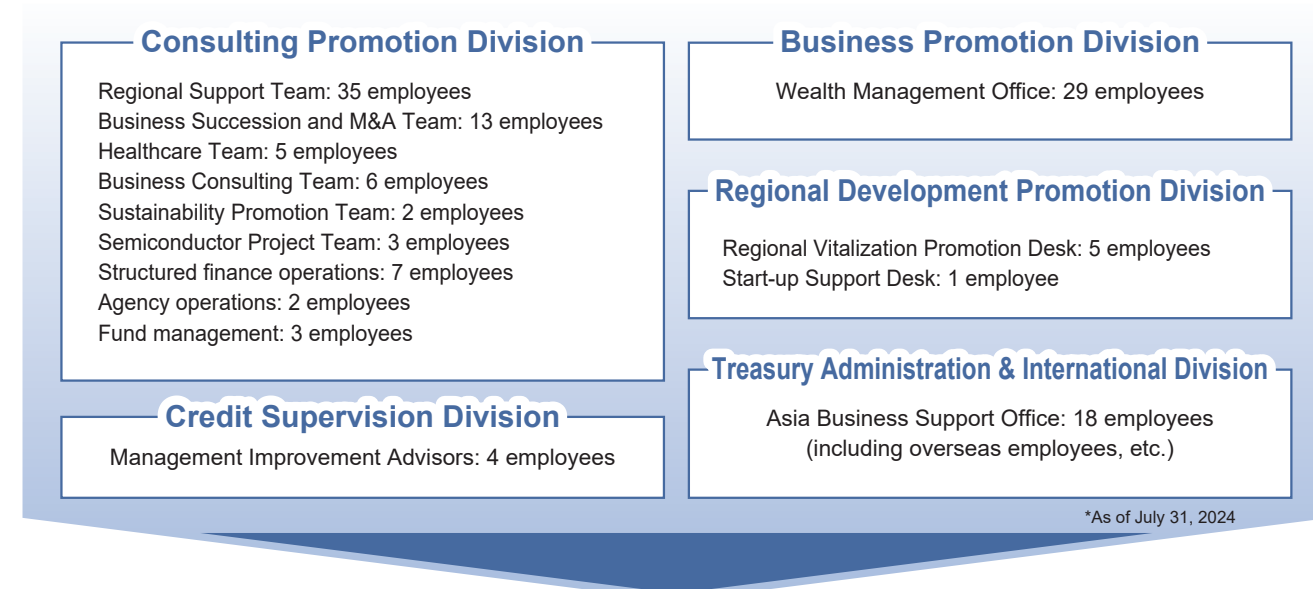
Consulting sales system

To address customers' issues and respond to their needs, our branches, headquarters, and Group companies are working together to build a consulting sales system.



Allocation of specialized human resources

To ensure we can cater to customers' issues and needs, we have positioned specialist human resources in each headquarters department to create a structure for the quick provision of solutions. In addition to having specialist human resources conduct joint visits with branch employees, we are aiming to provide highly satisfactory consulting services for our customers through the use of Group companies and external experts.



Consulting services provided by approximately 130 highly specialized employees

VOICE Customer feedback

Rather than an institution for financial advice, the 77 Bank is a partner that understands and supports our business.

As the Bank provides us with new business opportunities and regional connections, we look forward to thinking about the future of regional medicine together.

Director, Yamato Clinic
Yusuke Tanoue



How has your impression of the Bank changed since you began your business relationship?

At first, I thought that the Bank would provide us with financial-related support only, and that reviews would involve negotiations and examinations on how to minimize any risk for the Bank. However, since working together I have realized two new aspects. First, the Bank takes a people-centered approach, providing diverse support in line with the thoughts and lifestyles of managers and employees. Since the start of our relationship, the Bank has not only provided me with business support, but it has also constantly listened to my feedback and opinions. Today, with a full understanding of my situation, I feel I can discuss anything with staff from the Bank's branches and headquarters departments who have supported me since our founding. Second, the Bank is firmly rooted in the region. Information is more valuable than money, and I am always surprised at the Bank's ability to sensitively pick up changes and information on people and the region, which it then uses to show us the next course of action.

What has made you glad to have selected us as your financial partner?

While it overlaps somewhat with my previous answer, rather than mere financial support, I am very happy to have found a partner who understands our business and provides the necessary support. I am also incredibly grateful for the information and opportunities it provides, and the projects and companies it introduces us to.

At Yamato Clinic, instead of expanding our business to increase income, we place more value on responding to the needs of the region and local medical institutions regarding medical and nursing issues, and bringing shape to the visions of ambitious doctors. As such, the fact that the Bank gives us opportunities to connect with regional feedback, doctors, and medical institutions, for example, has given us great value in our relationship.

What would you like to see from the Bank in the future to support your medical institution management?

With populations and social structures changing at such dizzying speeds, we know that we must always be able to change in a flexible manner in order for us to create sustainable medical systems and address the issues facing our region. Moving forward, I hope the Bank can continue to think about regional medicine with us, and I look forward to side-by-side support and flexibility in terms of change.

Improving consulting sales

The Bank has held the Consulting Sales Awards since FY2019 to recognize branches' consulting sales activities.

Through these awards, the Bank aims to raise awareness of consulting sales initiatives and improve the capabilities of individual employees.

FY2023 marked the fifth year of the Consulting Sales Awards, and there were reports on various successful initiatives, such as those aimed at providing solutions to individual and corporate customers, and those contributing to regional revitalization.



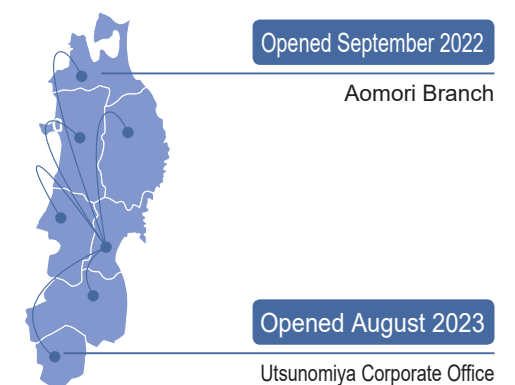
Meeting of Consulting sales awards Final Screening Committee

Expansion of customer networks

Expansion of business base

In September 2022, we upgraded the Aomori Corporate Office to the Aomori Branch, establishing branches in all six prefectures in the Tohoku region. Later, in August 2023, we established the Utsunomiya Corporate Office. By positioning corporate sales specialists in each branch outside Miyagi Prefecture, in addition to providing loans to regional customers, we are conducting detailed consulting sales activities and providing information on Miyagi Prefecture.

Making full use of our Miyagi Prefecture-centered information network, which is one of our greatest strengths, we will act as a bridge between the Tohoku and neighboring North Kanto economic zones, and support the development of the Tohoku region.



Activities at the Utsunomiya Corporate Office

Tochigi Prefecture boasts the second-highest ratio of manufacturing to prefectural GDP in Japan, and is home to a well-balanced range of industries, mainly those in the automotive, aviation, and medical sectors. In addition to a large number of major companies, Tochigi has excellent access in all directions via shinkansen lines and expressways. Moreover, the prefecture is also garnering attention for its active support for research and development. Since opening our corporate office in August 2023, from the leading companies in Tochigi Prefecture and the approximately 300 companies with sales and manufacturing locations in the Tohoku region, we have been working to develop new clients with an interest in conducting business in the Miyagi and Tohoku areas.



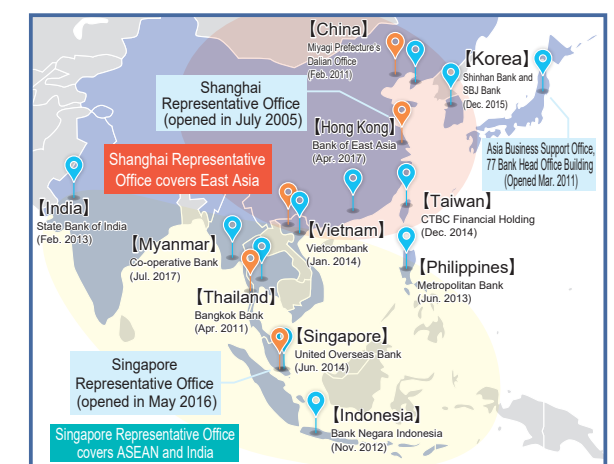
Overseas business support system

In 2011, we set up the Asia Business Support Office within the Treasury Administration & International Division, offering overseas business support not only to customers in Miyagi Prefecture but also to those from the Tohoku region. In FY2023, we supported 273 clients with their overseas businesses.

To date, through the Shanghai Representative Office, which covers Hong Kong, Taiwan, and other regions in East Asia; the Singapore Representative Office, which covers mainly ASEAN and India; and our overseas personnel in Thailand, Vietnam, and other countries, we have provided a wide range of information related to overseas business to our customers.

In May 2024, we announced our preparations for the establishment of a new subsidiary in Singapore (see page 37 for details), and through this new subsidiary we will further expand our network and provide more advanced and specialist solutions to our customers.

The Bank's overseas network in Asia



Strengthening of retail sales

<77> Initiatives for Operations that Put Customers First

The Bank and 77 Securities Co., Ltd. have established the 77 Basic Policy on Operations that Put Customer First in order to promote the provision of quality financial products and service to customers. This policy is complied with executives and employees, and the status of initiatives is announced regularly.

The 77 Basic Policy on Operations that Put Customers First can be viewed here.

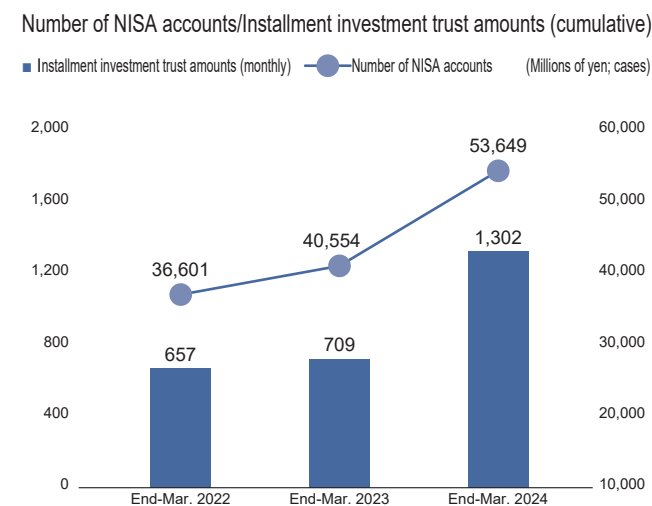


Established the Customers' Asset Formation Promotion Committee

In April 2023 we set up the Customer Asset Formation Promotion Committee to respond to the new NISA scheme. In line with changes to the NISA scheme, we are creating a promotion and management system to help customers' asset formation activities and reinforcing efforts aimed at improving regional financial literacy.

Main measures implemented through the Customer Asset Formation Promotion Committee

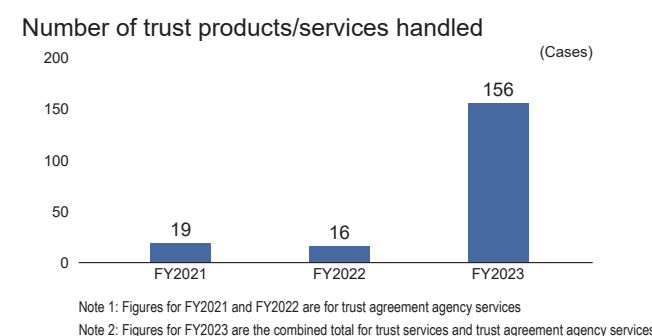
- (1) Reinforcement of occupation seminars for client companies (No. of seminars: 563; No. of attendees: 8,790)
- (2) Establishment of the NISA Promotion Team on a trial basis to host seminars and cater to mass-market customers
- (3) Hosting of hybrid seminars on asset formation (NISA, etc.) for customers (January 2024)



Business initiatives for the wealthy

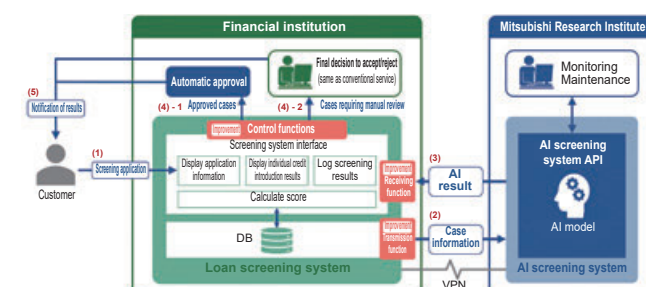
In today's super-aged society, or the era of so-called 100-year lifetimes, one key challenge is to ensure smooth inheritance and asset succession. To respond to the need for asset protection and succession to the next generation, in April 2023 we began offering trust services and the number of clients we are supporting is on the rise.

Moreover, in March 2024 we positioned representatives from the Wealth Management Office across every region in Miyagi Prefecture to provide one-stop service to respond to customers' various asset-related issues and concerns.



Introduction of AI screening service in housing loan screening operations (scheduled for January 2025)

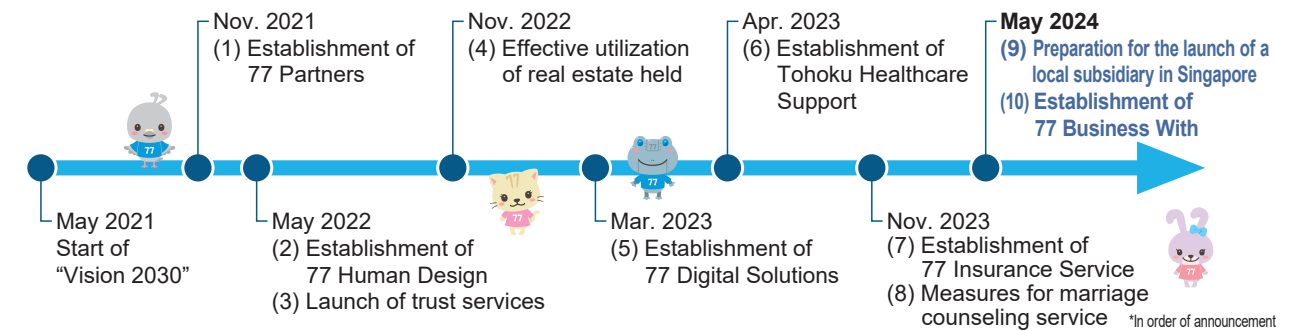
As one part of our initiatives to improve customer convenience, we are working toward the full-scale introduction of an AI screening service from Mitsubishi Research Institute, Inc. Having conducted demonstrations using an AI screening model, in November 2023 we finalized our decision to introduce the service. Through this service, at the earliest, the plan is to enable same-day response to housing loan projects guaranteed by 77 Shin-Yo Hosyo Co., Ltd.



Develop new businesses and sectors

One KPI within "Vision 2030" is to establish 10 projects in new businesses or sectors with potential for future commercialization. In May 2024, we achieved this target. Moving forward, we will continue with examinations aimed at addressing regional issues, reforming our corporate culture, and demonstrating our forward-thinking stance.

Launched 10 projects in new businesses and sectors!



(1) 77 Partners (Established December 2021)

Established to exhibit further consulting functions through investment involving the acquisition of control (majority investment).



(3) Launch of trust services (Launched April 2023)

Started handling trust services to strengthen support to customers' needs and challenges to protect, prepare and pass on their assets to the next generation.

(5) 77 Digital Solutions (Established in May 2023)

Established to fully roll out support for digitization/DX for companies in local communities and municipal governments.



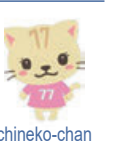
(7) 77 Insurance Service (Established March 2024)

Established to offer life plan consulting to retail clients and risk consulting to corporate clients, and to provide a sense of safety and security through insurance.



(2) 77 Human Design (Established August 2022)

Set up to support the solution of increasingly complicated and diversified issues faced by local companies while ensuring their sustainable growth, and to provide advanced and specialized solutions pertaining to human resources.



(4) Effective utilization of real estate held

(Scheduled to complete construction in the summer of 2025)

The Aramachi Branch/Yagiya Branch, which is due for reconstruction, will be rebuilt into a high-rise building with 10 floors above ground and 1 underground with the Bank's branch located on the second floor (ATM on the first floor). Floors other than that used for the Bank's branch will be made available for lease.



(6) Tohoku Healthcare Support (Established April 2023)

Established jointly with Fuyo General Lease Co., Ltd. and Blueline Partners Co., Ltd., which is a 100% subsidiary of Nihonkeiei Group, to form a region-specific healthcare fund, targeting medical and nursing care service companies in the Tohoku region.

(8) Measures for marriage counseling service (Opened April 2024)

Opened the marriage consultancy "77 (Nana) Musubi," which provides a matching service, at 77 Human Design Co., Ltd., in order to support the sustainable growth of local communities from social and economic perspectives, such as the retention of population and the creation of an environment which enables women to continue their career.

(9) Preparation for the launch of a local subsidiary in Singapore

(Scheduled to be established January 2025 and start business April 2025)

Initiated the preparation to launch a local subsidiary in Singapore to further expand our network in dramatically growing ASEAN, etc. and provide more advanced and specialized solutions, as it is increasingly important to capture overseas growth for sustainable growth of the regional economy as issues of a falling population and shrinking domestic market become apparent.

The outline of the local subsidiary and future timeline, etc. will be announced as details become available.

(10) 77 Business With

(Established September 2024; scheduled opening October 2024)

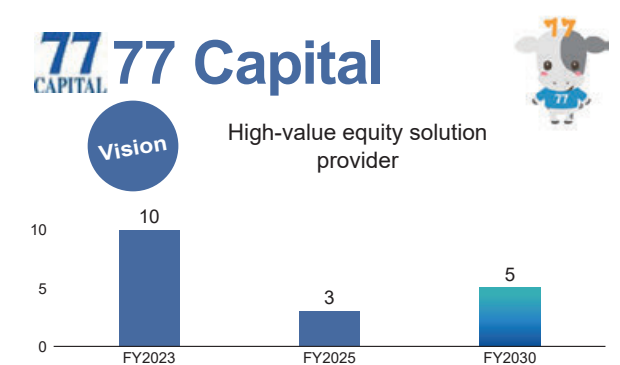
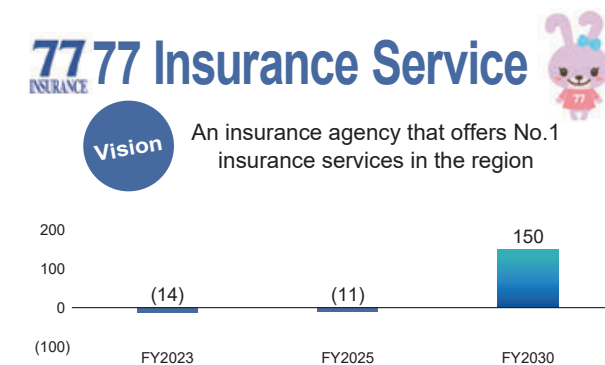
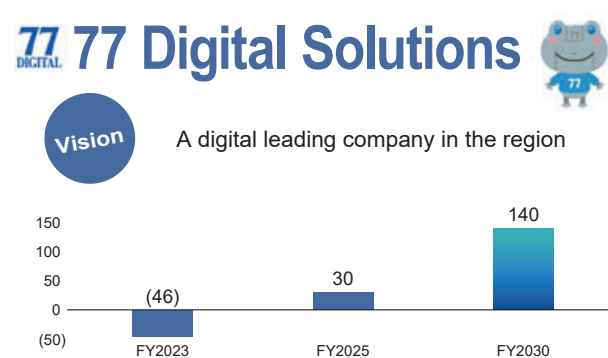
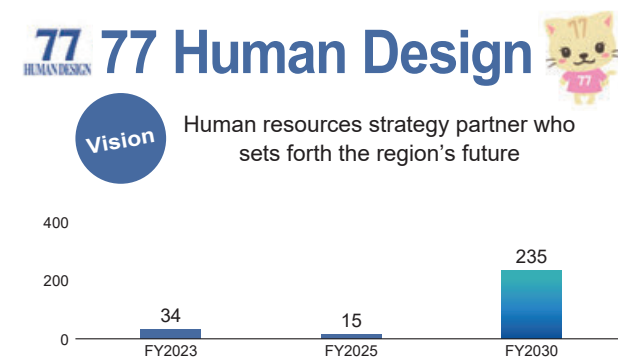
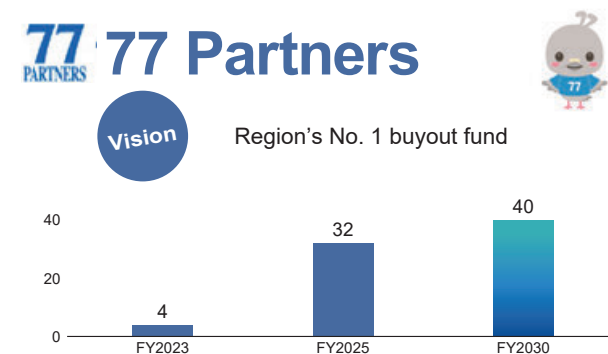
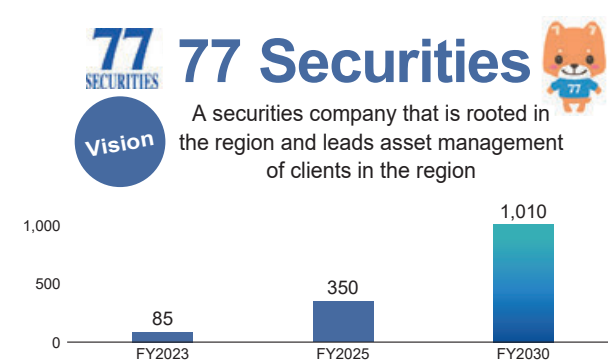
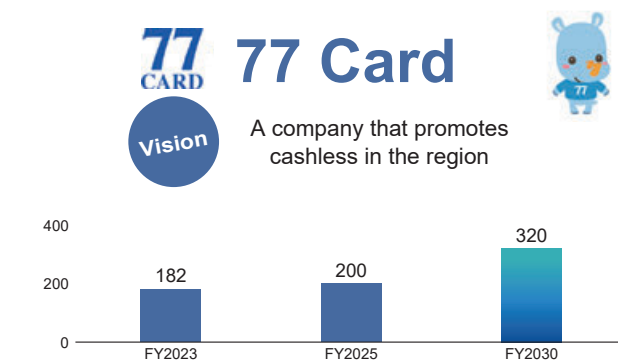
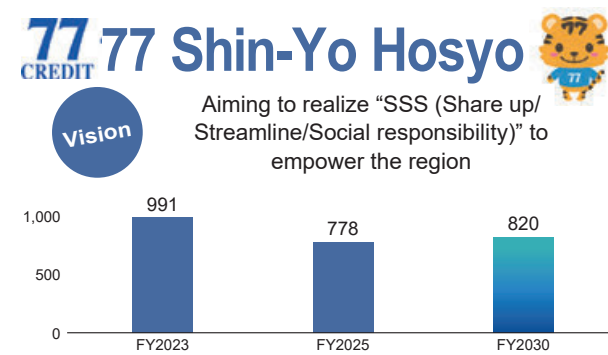
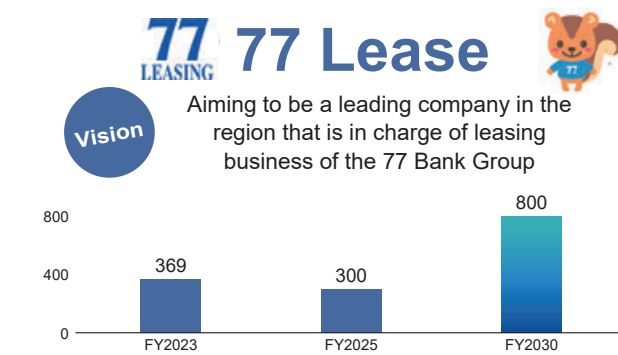
Established an outsourcing service subsidiary to acquire know-how relating to BPO (business process outsourcing) services, on top of knowledge on administrative operation cultivated through banking operations, to enhance the Group's support functions for companies in local communities.

The subsidiary creates opportunities for senior citizens and people with disabilities to play an active role, thereby contributing to the promotion of diversity and equity and inclusion at the Group.

Reinforcement of Group income

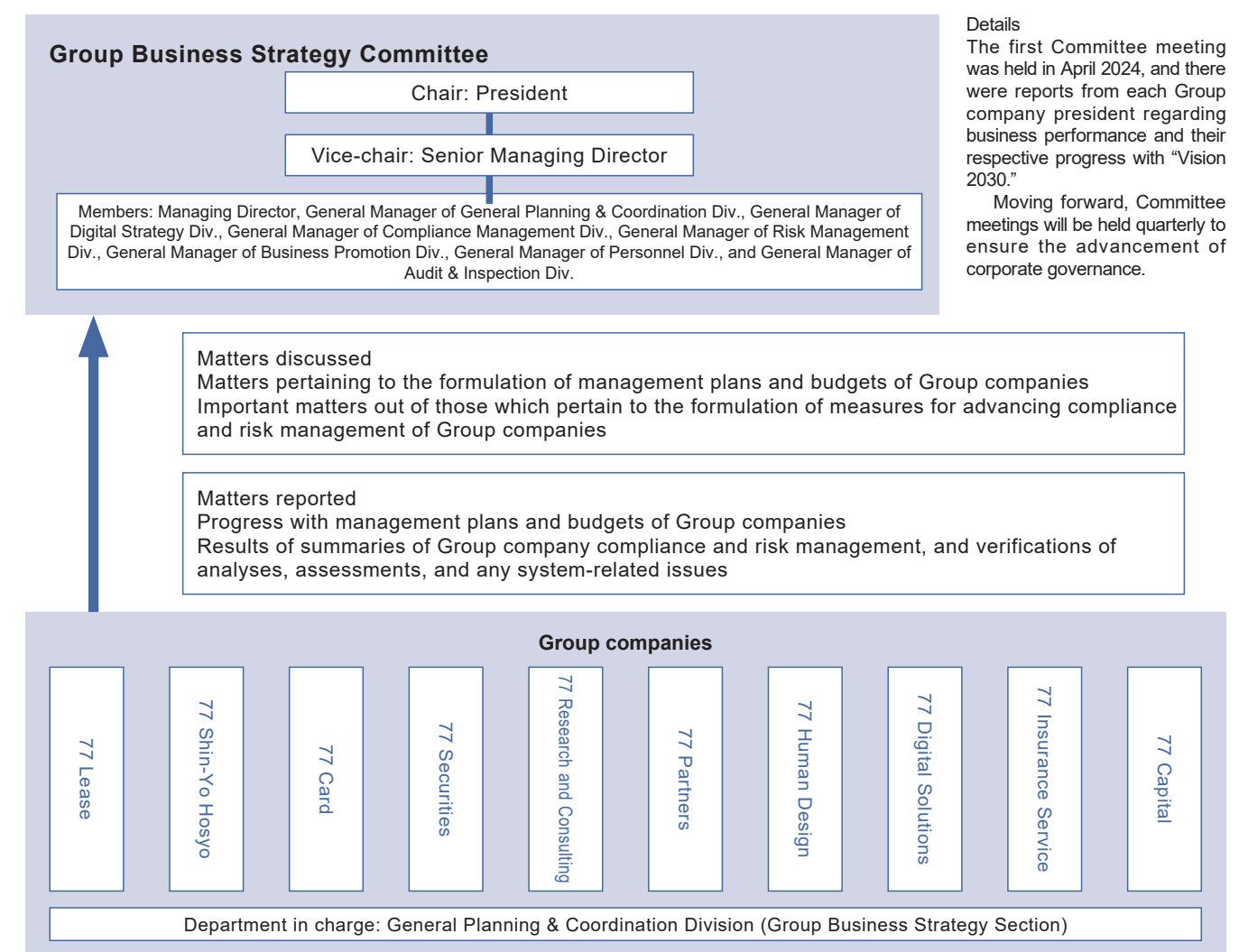
In addition to its existing businesses, the 77 Bank Group has worked to expand its field of business through the development of new businesses and sectors. Moving forward, to establish the Group's businesses as a third income pillar, we have reviewed the nature of "Vision 2030" for each Group company and will reinforce initiatives aimed at achieving "our target form." In FY2030, we will aim for net income of approximately ¥3.7 billion from our existing Group companies.

*Graphs show each company's net income in billions of yen



Establishment of Group Business Strategy Committee

Although previously the General Planning & Coordination Division (Group Business Strategy Section) had overseen management of our Group companies, to further reinforce governance as a Group, in April 2024 we newly set up the Group Business Strategy Committee, with the President assuming the role of chairman. By enhancing the level of involvement in management, we will promote Groupwide awareness reforms and aim to expand our businesses.



Double Productivity Strategy

The 77 Bank Group will triple productivity by releasing bank branches from the burden of administrative work, strengthening our consulting systems, and enhancing the abilities of each individual.

- ▷ Reducing labor requirements through improvement of administrative processes (reduction, consolidation, etc.), enhancing and promoting use of non-face-to-face transactions, and the use of generative AI, etc.
- ▷ Optimizing sales channels in line with customer needs

Strategy background

Transitioning away from a low-income, high-cost structure to create a robust corporate group that continues to meet the expectations of customers and the region

In Japan, a country with low birthrates, aging societies, and declining populations, improving productivity is a challenge for all companies. As such, the Bank has positioned productivity improvements as the highest priority. To improve productivity, in addition to reducing and consolidating administrative work, we will also work to enhance and promote the use of our non-face-to-face channels. At the same time, we will make effective use of the extra personnel, capital, and other resources to improve top-line growth and reduce expenses.

Progress status of KPI (Let's Try!)



Triple labor productivity in core operations

| Result in FY2021 | Result in FY2022 | Result in FY2023 | FY2024 Target | FY2030 Vision |
|------------------|------------------|------------------|---------------|---------------|
| JPY 11 mn | JPY 12 mn | JPY 14 mn | JPY 15 mn | JPY 24 mn |



Cut amount of administrative work at bank branches by 50% (compared to FY2020)

| (15%) | (25%) | (33%) | (45%) | FY2025 (50%) |
|-------|-------|-------|-------|--------------|
|-------|-------|-------|-------|--------------|



Ensure a 50% usage rate for non-face-to-face channels

| Corporate 13% | Corporate 15% | Corporate 32% | Corporate 35% | Corporate 50% |
|---------------|---------------|---------------|---------------|---------------|
| Retail 15% | Retail 20% | Retail 27% | Retail 30% | Retail 50% |

Main initiatives in FY2023 (News Releases)

May 2023

Update to 77 Bank app to improve convenience

September 2023

Start of operations for 77 Bank Mikatano Works and 77 Bank Mikatano Invoice Management services

October 2023

Start of operation of branch tablets at all branches

November 2023

Addition of new functions (link to other bank accounts) to the 77 Business Portal to improve convenience
Expansion of free-dial services and introduction of automated AI response system (Voice Bot)

January 2024

Launch of new system (next-generation joint-use system MEJAR)

February 2024

Start of examinations of the Integrated Banking Cloud

March 2024

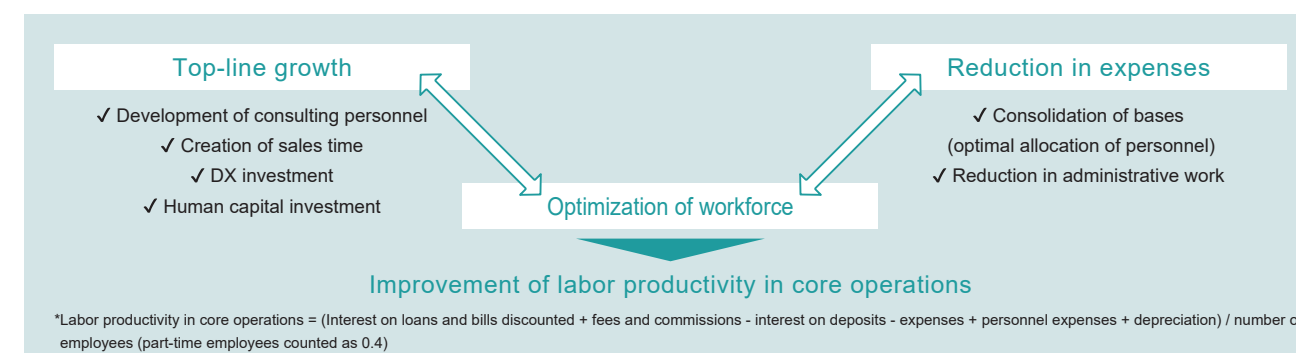
Hosting of a 77 Bank digitalization promotion seminar

Specific initiatives

Improvement of productivity

Initiatives to improve labor productivity

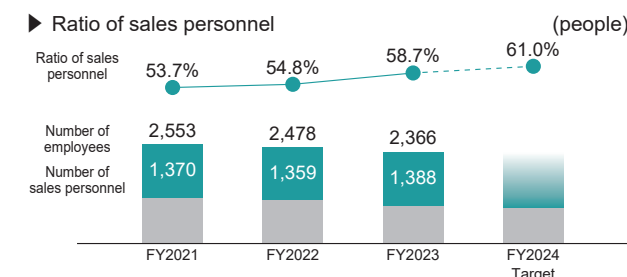
To improve productivity, we have set ourselves a KPI to “triple labor productivity in core operations.” To do so, we will promote top-line growth, workforce optimization, and a reduction in expenses, all of which are productivity improving factors.



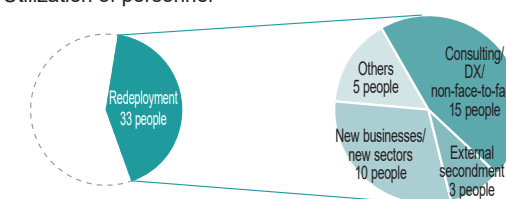
Rebalancing of management resources

In addition to optimizing our base network, reducing administrative work, and enhancing our non-face-to-face channels, we will work to rebalance our management resources and strengthen consulting functions by educating, redeploying, and reducing the number (naturally) of employees.

Moving forward, we will aim to link the increase in ratio of sales personnel to the creation of consulting opportunities, and deploy these sales personnel to our priority areas.



Utilization of personnel

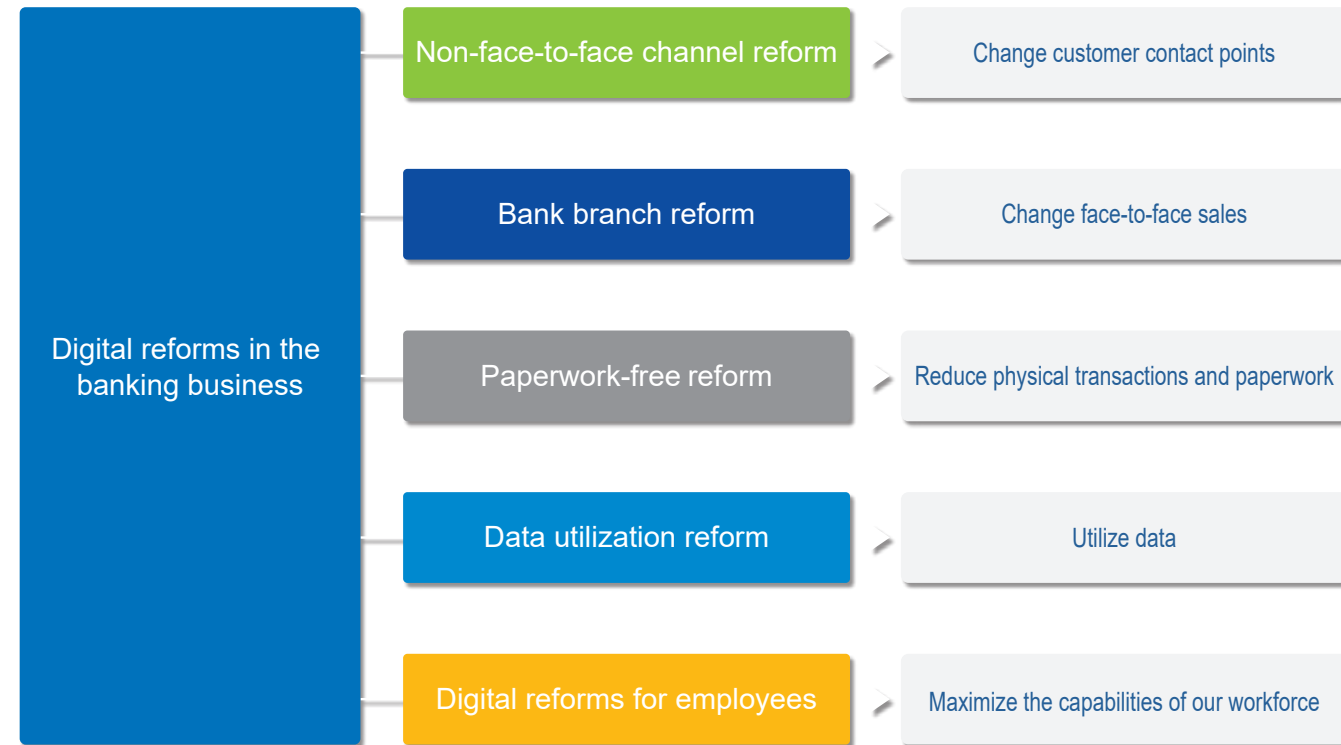


FY2023 results (total number of personnel members created: 78)

*1 Number of employees excludes those seconded to Group companies and those on leave
*2 Number of sales personnel is shown by the actual number of employees who have been assigned to Loan G, Sales G, managers, those seconded to local communities and support teams for new businesses and sectors, and others

Digital reforms in the banking business

We shall capture the effect of digitalization by promoting “non-face-to-face channel reform,” “bank branch reform,” “paperwork-free reform,” “data utilization reform,” and “digital reforms for employees” as “digital reforms in the banking business,” which is our existing business domain.



Non-face-to-face channel reform

Update to 77 Bank app

We have updated the 77 Bank app to improve convenience for investment trust and NISA transactions, and to improve the user interface and user experience for various other transactions.

- Displaying balance of registered accounts in a card format (No display when app is activated)
- Changeable card design (dress-up function)

Tax and bill payments on PayB

- In-app applications to open trust investment and NISA accounts
- Various transactions including trust investment and installment investment trust transactions
- Search for Bank funds and check fund rankings

Main menus (Details inquiry, bank transfer/account transfer, deposit by purpose) are arranged



Non-face-to-face channel reform

Improved convenience and usability of 77 Business Portal

In November 2023, we added a new function to the 77 Business Portal, enabling customers to check information on bank accounts they have with other banks.

Moreover, in June 2024, we updated the design of the 77 Business Portal to ensure greater convenience and usability.

(Actual operation screen)



Non-face-to-face channel reform

Providing information in line with customer needs

Based on customer data and details of 77 Bank app usage, we distribute information on products, services, and marketing campaigns in line with customer needs to the app, ATMs, emails, online banking, and other channels.

In 2023, we distributed around 13 million pieces of information.

Non-face-to-face channel reform

Introduction of automated response system “Voice Bot”

By introducing the “Voice Bot” automated AI response system on our Hello 77 free-dial services, in addition to the partial automation of responses to account inquiries, we have expanded the service's hours of operation, which were previously limited to weekdays, to include weekends and national holidays (only automatic response on weekends and national holidays). Moving forward, we will work to expand the scope of inquiries that can be dealt with via automated response.

Non-face-to-face channel reform

Introduction of online consultations

In August 2023 we introduced an online consultation system to cater to our customers' diverse lifestyles. With no need for any preparation, such as the installation of apps or setting up of links, the system is suited to a wide range of customers.

Voice Bot functions

- Automated response to routine questions
- Automated acceptance of requests
- Automated guidance on procedures using SMS
- Automated response to speech
- Automated response when operator cannot respond (response/acceptance)

Bank branch reform • Reduction in administrative work

Reducing administrative work at branches and solving customer issues

Some of our customers were struggling with daily sales management, the preparation of money for exchange, and other procedures requiring visits to our branches. In response, we provided them with information on an online deposit service offered by a security company, which they then decided to adopt.

Although customers are shouldering the cost of the service, the advantages of the service appear to be outweighing the cost, with some saying how the service has made it easier to gauge sales

figures and that it has reduced the risks associated with cash management.

In-store, shifting depositing and other administrative work online has helped to mitigate congestion at our counters.

In this sense, I feel that our consulting sales model is taking root, enabling us to build relationships of trust with our customers and providing them with the optimal solutions.



Miki Yoshida,
General Manager, Yoshinari Branch,
Joined the Bank in 1990

VOICE

Bank branch reform • Reduction in administrative work

Introduction of branch tablets

Although previously customers had to fill in numerous application forms, the introduction of branch tablets has enabled them to complete the relevant procedures by following on-screen instructions. As such, we have been able to drastically reduce customers' waiting time.

The branch tablets boast excellent usability, and so even customers not used to using tablets have said how our paperless and seal-less initiatives have made it much easier to complete

the required procedures. The introduction of these tablets has also helped to simplify some of our administrative tasks, in turn helping to reduce congestion at our counters.

With less time spent on filling out forms and a reduction in our own administrative work, we have had more time to more carefully listen to our customers' queries.



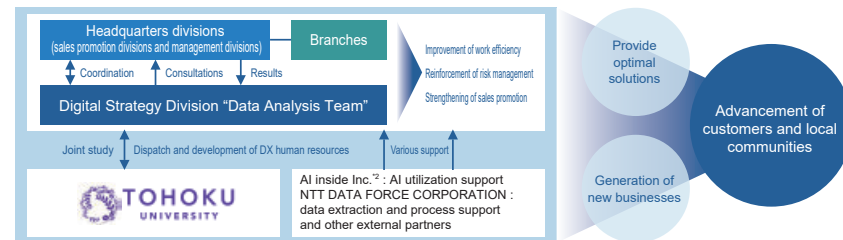
Shiori Sasaki,
Futsukamachi Branch,
Joined the Bank in 2023

Data utilization reform

Initiatives by the Data Analysis Team

To strengthen our initiatives for areas using data, in November 2022 we established the Data Analysis Team. The team is led by employees dispatched to conduct joint study* with the Graduate School of Economics and Management at Tohoku University.

To date, the team has engaged in 45 projects to increase operational efficiency, reinforce risk management, and strengthen sales promotions at our banks.

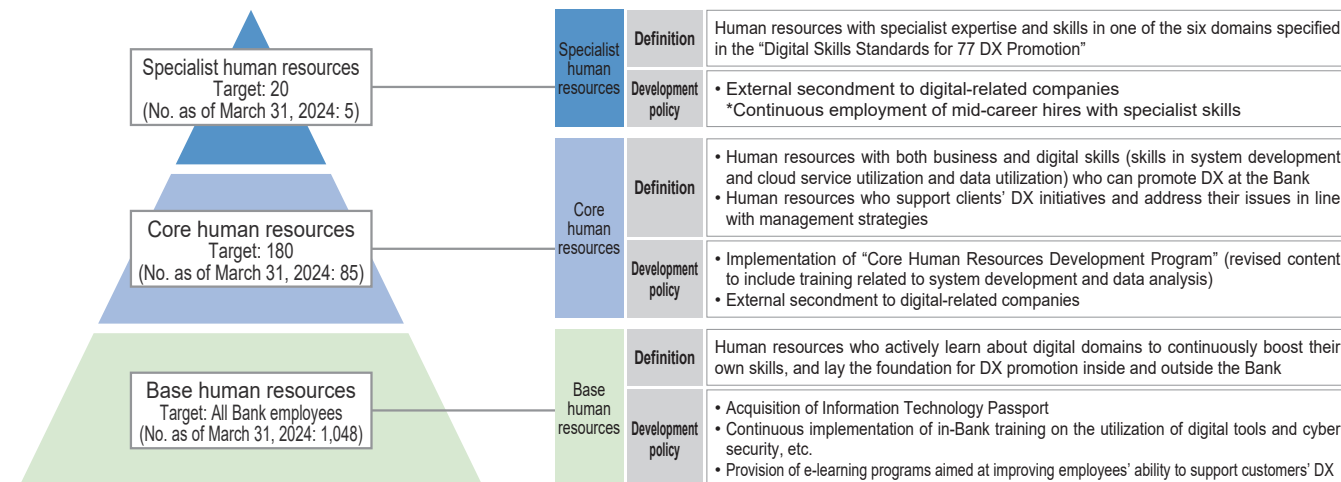


*A program to jointly develop DX specialists with knowledge of both business and digital technology to accelerate DX initiatives, including the provision of data-based services and the improvement of operational productivity.

Digital reforms for employees

Strengthening the development of digital human resources

To respond to customers' needs for digitalization and achieve DX in bank operations, we are focusing on the development of digital technology human resources to convert ourselves into an organization of members with high IT literacy who can effectively utilize digital technology. In April 2024, we formulated a new target for the number of digital human resources to develop by the end of FY2030. We also formulated the "Digital Skills Standards for 77 DX Promotion."



The "Digital Skills Standards for 77 DX Promotion*" were created to organize and clarify the requirements and skills for digital human resources to achieve DX at the Bank.

*Formulated based on the Information-technology Promotion Agency's "Digital Skills Standards for DX Promotion" in line with Bank circumstances.

| | |
|------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Business architect | Human resources who can facilitate end-to-end promotion of everything from target setting and implementation to post-implementation verifications while coordinating associated personnel |
| Service designer | Human resources who can formulate policies and development processes for digital products and services, and design products and services in line with these policies and processes |
| System architect | Human resources who can define the requirements for information system development and lead the design and development of the required architecture |
| Data scientist | Human resources who can design, implement, and operate systems for the collection and analysis of data to lead data-driven operational reforms and new businesses |
| Cyber security professional | Human resources who can formulate and implement measures to control any impact from cyber security risks in the digital environment |
| IT consultant | Human resources who can facilitate the integrated promotion and support for everything from the conceptualization of reform plans to system introduction, assessment, and improvement, and who can propose and promote solutions for IT-based management and DX |



Renewal of MEJAR system

Renewal of MEJAR system

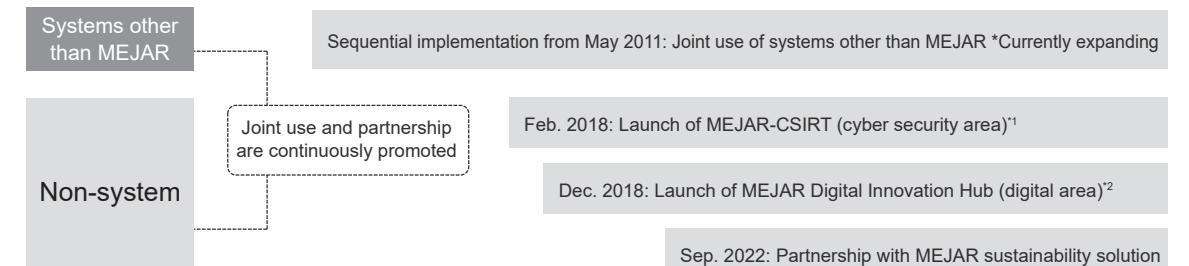
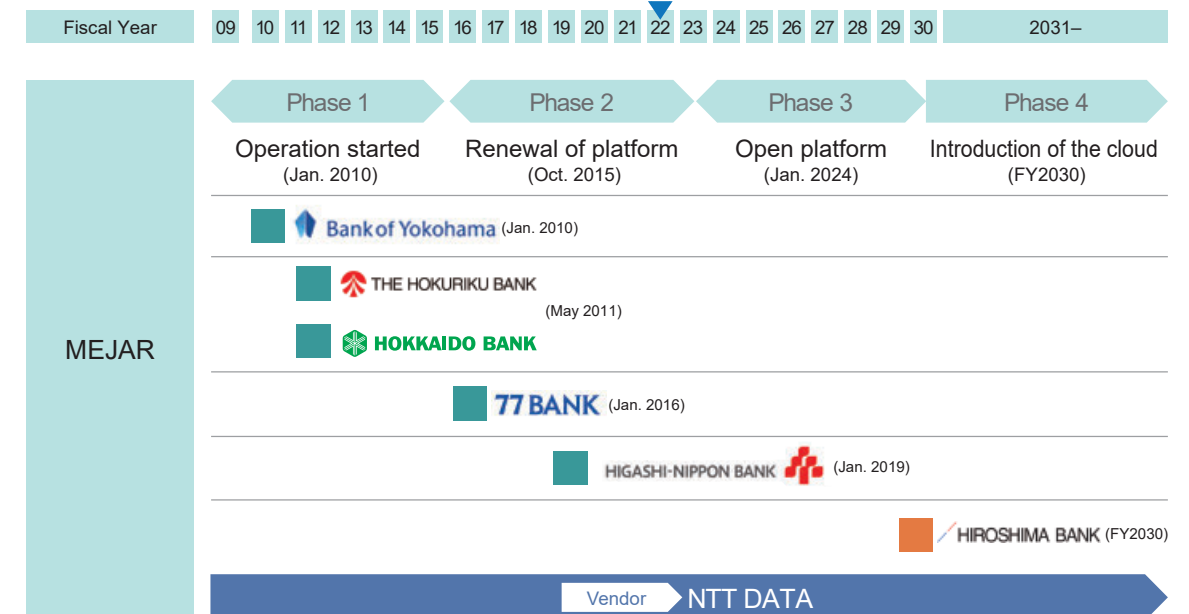
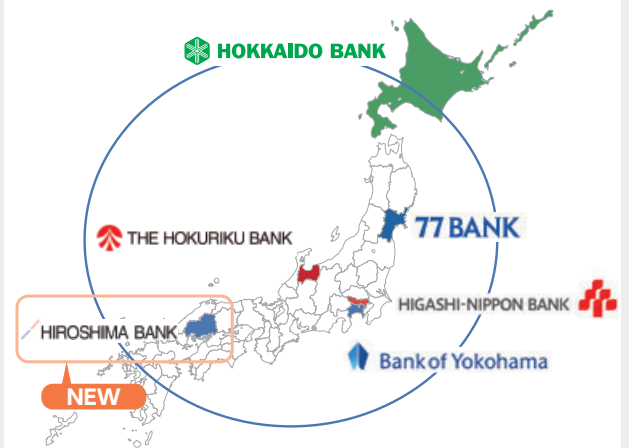
MEJAR is a core banking system jointly used by five banks: The 77 Bank, Ltd., The Bank of Yokohama, Ltd., The Hokuriku Bank, Ltd., The Hokkaido Bank, Ltd. and The Higashi-Nippon Bank, Limited. In January 2024, we transitioned away from the conventional so-called mainframe to an open platform enabling the varied selection of different hardware and software in line with changing environments. Moreover, the switch to this open platform has facilitated an approximately 20% reduction in operational costs.

Ahead of the next renewal to the core banking system scheduled for FY2030 (which will include joint use with The Hiroshima Bank, Ltd.), to enable use of the system in a more secure, safe, economical, and long-term manner, as well as to provide customers with high-value-added services, one option we are examining is the use of the Integrated Banking Cloud*.

*A concept put together by NTT Data JAPAN Corporation to build a community cloud exclusively for financial institutions for further sharing of MEJAR and regional bank joint center systems. The scope of sharing will be limited to data center equipment and hardware, and operational systems will be developed as before by each sharing group.

Capital of the six banks
(As of March 2024)

Total JPY **51** tn



*1 Regularly implementing information exchange, confirmation of status and joint training regarding cyber security

*2 Jointly promoting measures including the reform of operational processes, and channel and service reform utilizing digital technology

Regional Growth Strategy





The 77 Bank Group will work to achieve sustainable growth together with the local community by making the region attractive and supporting the growth of inspirational local companies.

- ▷ Promoting sustainability among region and clients through support for clients' decarbonization initiatives
- ▷ Building true partnerships to realize a future envisioned together with regional public bodies
- ▷ Strengthening and utilizing partnerships with external partner institutions and private-sector companies, etc. who have consulting functions

Strategy background Creating a flourishing region to promote the sustainable growth of the region and the 77 Bank Group

While supporting the regional economy, regional banks are founded on the economic base of the region. As such, it is essential that we work together to create an attractive region. Both the Miyagi and Tohoku region continue to face challenging circumstances with declining and aging populations. To revitalize these areas, we have defined the following four pillars for our activities: Support for founding and new businesses, Support for and development of regional core companies, Promotion of urban development projects, and Support for promotion of tourism, etc. Moreover, through the establishment of the “Miyagi Wide-area PPP Platform (MAPP),” we will work with various parties to continue to promote a wide range of other initiatives.

Progress status of KPI (Let's Try!)

| | Result in FY2021 | Result in FY2022 | Result in FY2023 | FY2024 Target | FY2030 Vision |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-------------------------|-------------------------|-------------------------|---------------------|
|  To support increased economic growth rate in Miyagi Prefecture | | | | | |
|  To triple the number of growth support cases for business founders | 1,490 cases | 1,761 cases | 2,061 cases | 2,100 cases | 3,000 cases |
|  Aim for 100% participation in regional development projects in Miyagi Prefecture, such as the “Sendai Urban Restructuring Project” and the “NanoTerasu” project. | | | | | |
|  As for the 77 Bank Group's CO ₂ emissions, achieve carbon neutrality by FY2030 and support cuts to greenhouse gas emissions in Miyagi Prefecture | 10,331 t-CO ₂ | 9,264 t-CO ₂ | 8,433 t-CO ₂ | 7,400 t-CO ₂ | 0 t-CO ₂ |

Main initiatives in FY2023 (News Releases)

May 2023

Hosting of the regional revitalization manager forum: Tradition and Missions in Miyagi

July 2023

Hosting of a NanoTerasu inspection tour for the heads of regional public bodies in Miyagi Prefecture

September 2023

Conclusion of cooperative agreement with W TOKYO Inc. relating to the promotion of regional revitalization
Hosting of a seminar to promote use of NanoTerasu by local companies

October 2023

Hosting of the Regional Bank Food Selection event
Hosting of the Delicious Yamagata and Food Kingdom Miyagi Business Meeting
Hosting of the Social Innovation Project lecture with the Graduate School of Project Design
Hosting of the IPO Management Human Resource Development Program TOHOKU
Hosting of the Community-Building Forum

December 2023

Hosting of a second seminar to promote use of NanoTerasu by local companies

January 2024

Hosting of a regional revitalization matching event

February 2024

Hosting of the regional revitalization manager forum: Tradition and Missions in Miyagi 2024

March 2024

Establishment of the 77 Startup Support Desk Satellite

Specific initiatives

Initiatives for Regional Revitalization

To promote regional industries, economies, and lifestyles, we are working on the following four important areas: Support for founding and new businesses, Support for and development of regional core companies, Promotion of urban development projects, and Support for promotion of tourism, etc.

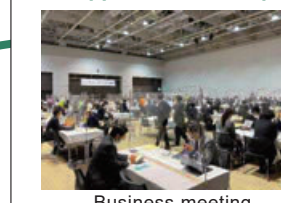
1. Support for founding and new businesses

- ✓ Support for founding and new businesses
- ✓ Support for various funding by venture capital funds, etc.
- ✓ 77 New Business Subsidies
- ✓ Cooperation for various events



2. Support and development of regional core companies

- ✓ Support for growth of local enterprises
- ✓ Support for cultivating/expanding sales channels
- ✓ Support for industry-academia cooperation
- ✓ Support for overseas businesses
- ✓ Support for business succession and M&A



Business meeting

Revitalizing regional industry, economy and living

3. Promotion of urban development

- ✓ Participation in regional development projects
- ✓ Support in collaboration with external institutions
- ✓ Initiatives related to semi-conductor related industries



NanoTerasu (aerial photograph)



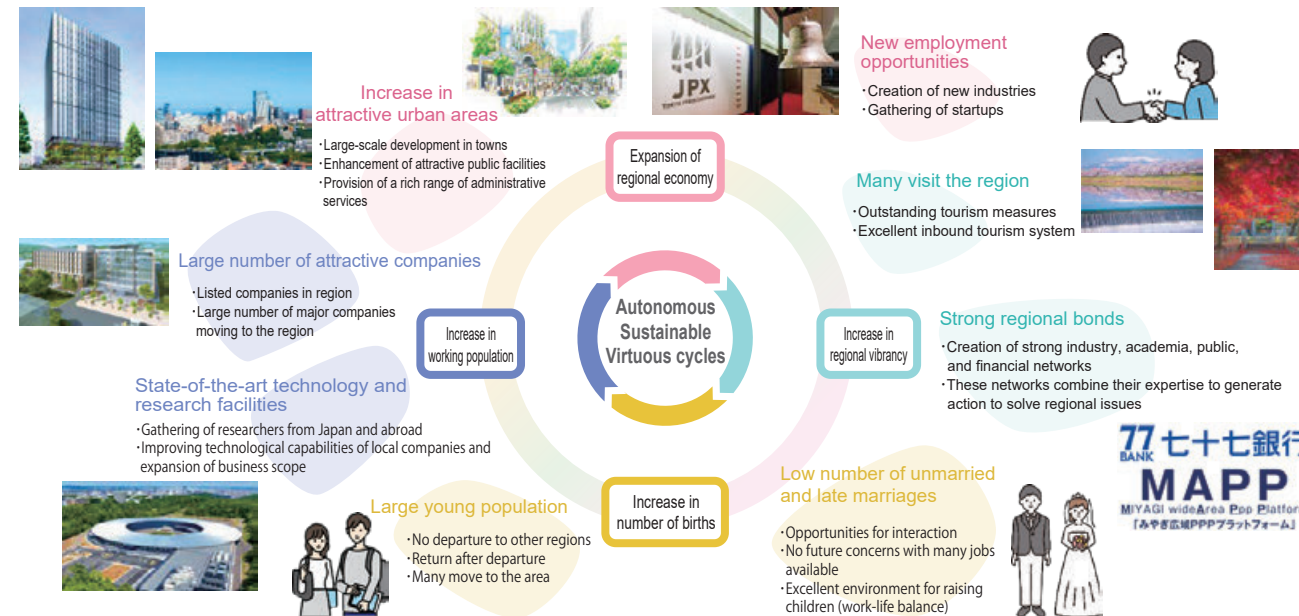
4. Support for promotion of tourism, etc.

- ✓ Support for feasibility and growth of the tourism-related industry
- ✓ Assistance with promotion of inbound travel
- ✓ Assistance with preparation of tourist intake framework

The 77 Bank Group's Vision for Regional Societies in the Future

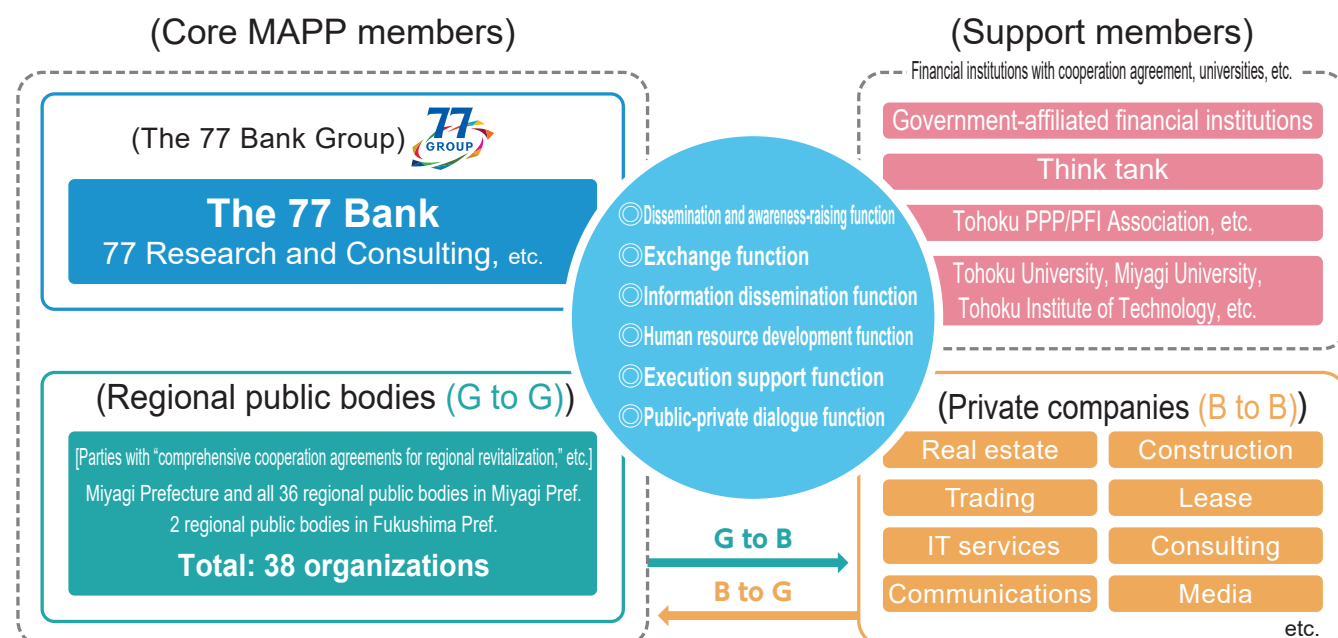
Contribution to the creation of virtuous cycles

Through solutions to the region's various issues, we will aim to establish autonomous and sustainable virtuous cycles.



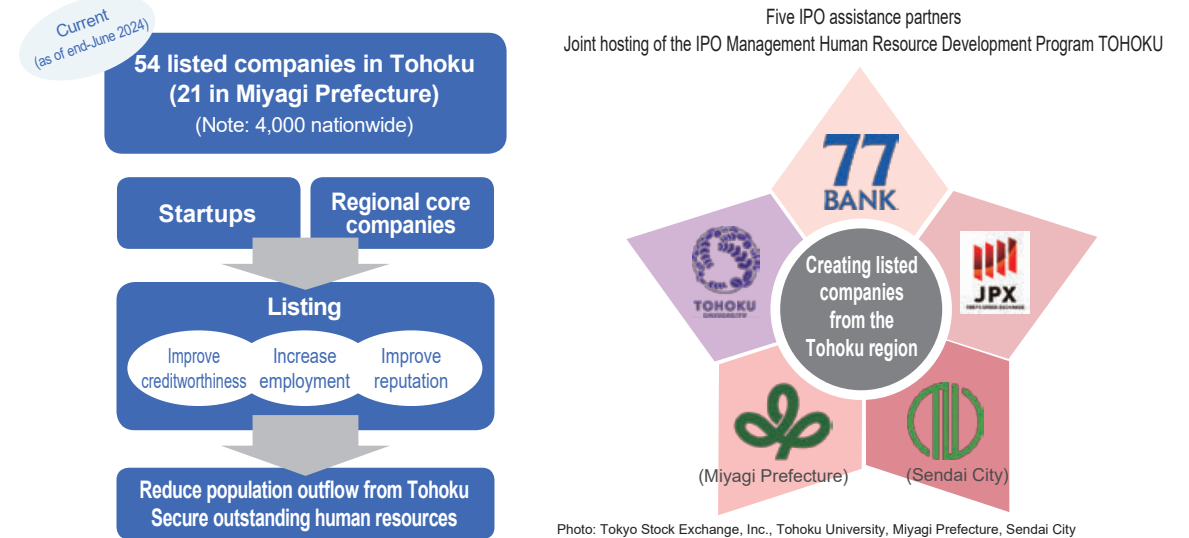
Formation of the Miyagi Wide-area PPP Platform (MAPP)

The industrial, academic, public, and financial sectors have come together and formed the Miyagi Wide-area PPP Platform (MAPP) to facilitate the continuous provision of information and the promotion of dialog to address regional issues. This initiative is based on the "Agreements on Comprehensive Cooperation for Regional Revitalization" and other agreements that the Bank has formed with regional public bodies. MAPP engages in various activities to utilize public funding and expertise to solve issues facing regions.



Listed Companies in the Tohoku Region and IPO Assistance System

Aiming to produce listed companies from the Tohoku region, we have put together the IPO Management Human Resource Development Program TOHOKU with stakeholders from the industrial, academic, public, and financial sectors to help develop company managers who are working towards public listing. We are also offering various other types of support.



Establishment of a Cycle to Retain the Younger Generation

Communication of regional appeals to the younger generation

Launch of marriage counseling service

EMPOWER MIYAGI 2024

powered by TGC

The Bank has partnered with W TOKYO Inc., the company responsible for planning and producing the Tokyo Girls Collection, to combine city promotion and a human resource development program. The aim is to create a virtuous cycle by having the younger generation communicate appeals to attract others in their population.



By promoting interaction in the region to retain personnel and create environments in which women can continue to work, we will support the region's sustainable growth from both social and economic standpoints.



Support for Companies in the Semiconductor Domain

Establishment of the 77 Semiconductor Project Team

JSMC Corporation, jointly established by SBI Holdings, Inc. and Taiwanese semiconductor giant Powerchip Semiconductor Manufacturing Corporation (PSMC), has finalized plans to construct a semiconductor factory in the Northern Sendai No. 2 Core Industrial Park of Ohira Village, Kurokawa, Miyagi. In response, we have established the 77 Semiconductor Project Team in December 2023.

In addition to collecting and providing information on semiconductor-related companies that have expanded their operations into the region and local semiconductor businesses, we are exchanging information with more than 350 companies, including residential development businesses. When major companies have expanded their operations into Miyagi Prefecture, including the establishment of Tokyo Electron Miyagi Ltd. in July 2010 and Toyota Motor East Japan, Inc. in July 2012, in addition to financial support, we have provided a one-stop service that includes the provision of regional information, support for the local procurement of components, and financial support for employees. Alongside the 77 Semiconductor Project Team, our branches also collect and provide semiconductor-related information to existing clients. In doing so, we have created a cross-organizational, flexible response system.



Basic Strategies to Achieve “Our Target Form” (4)

Corporate Culture Reform Strategy


The 77 Bank Group will endeavor to promote diversity, and create a virtuous circle where all officers and employees take on new challenges, leading to confidence and cheerfulness.

- ▶ Accommodate a diverse range of values and fundamentally overhauling personnel and organizational systems to increase motivation
- ▶ Create an environment that permits trial and error and values the act of taking on new challenges
- ▶ Boost in level of organizational capability through improved specialization and vitalization of communication
- ▶ Forming of complete internal control environment to support reforms

Strategy background Establishing an ambitious corporate culture to revitalize organizations

Regardless of how good the strategies may be, if the corporate culture remains unchanged then the strategies are difficult to achieve. Based on the keywords endeavor, diversity, and communication, we are aiming to enhance organizations’ and individuals’ thirst for growth and desire to improve. In doing so, we will develop human resources that serve a purpose for customers and local communities and that contribute to corporate reform, and in turn work to establish an ambitious corporate culture.

Progress status of KPI (Let’s Try!)

| | Result in FY2021 | Result in FY2022 | Result in FY2023 | FY2024 Target | FY2030 Vision |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------|------------------|---------------|---------------|
|  To increase the proportion of women in management positions to 30% or more | 14.2% | 16.0% | 17.5% | 19.0% | 30.0% |

 Increase the number of “specialist personnel” that serve a purpose for customers and local communities

 To implement various initiatives to “foster an ambitious spirit”

Main initiatives in FY2023 (News Releases)

- April 2023** Implementation of personnel system reform
- September 2023** Participation in the Baby First movement
- February 2024** Hosting of in-house training on the spirit of hospitality
- March 2024** Certified as a Health and Productivity Management Organization 2024

Specific initiatives

Formulation of Basic Policy on Human Capital Management and Human Resource Strategy

At the 77 Bank Group, we promote human capital management to improve the value of our human capital, and have formulated the Basic Policy on Human Capital Management to enhance corporate value. We have also created the Human Resource Strategy to reinforce our business foundation through proactive investment in human capital and ensure sustainable improvements in corporate value.

Basic Policy on Human Capital Management

Positioning human resources as human capital for the creation of value, we will develop human resources that serve a purpose for customers and local communities through expertise in consulting and excellent personal skills, while contributing to corporate reform through their own spirit of endeavor and desire to create an ambitious corporate culture. At the same time, by creating employee-friendly and rewarding working environments where diverse human resources can maximize their capabilities, we will enhance worker engagement to drive the sustainable development of the region, the sustainable growth of the 77 Bank Group, and the enhancement of corporate value.

Importance of the Human Resource Strategy

“Vision 2030” Leading company creating a path to the future

Top Customer Satisfaction Strategy Double Productivity Strategy Regional Growth Strategy Corporate Culture Reform Strategy

Links with management strategies

A group of human resources to lead the region



Round-table Discussion



Changes Following an Increase in Understanding of “Vision 2030”

Watanabe: It has been three years since the start of “Vision 2030” and during this time I feel there has been an increase in understanding of our management philosophy. Has there been any change in feelings at work?

Ito: In speaking to junior employees, I think there has been an increase in the desire to advance their careers and think and act accordingly. “Vision 2030” describes “our target form” for the 77 Bank Group, and this is inspiring employees to think about “their target forms” and work towards achieving them. While we all face obstacles in our work, myself included, I am encouraging employees to take confidence in what they have achieved to date and to proactively take on new challenges.

Takahashi: I joined the Bank in the middle of the pandemic. At the time, speaking with my superiors made

me realize that the Bank was in a difficult position, with the inability to conduct face-to-face sales and other major changes in the style of sales activities. That said, in addition to the customer relationships our superiors had built to date, Vision 2030’s role as a compass to guide us all in the same direction is helping to expand and deepen our transactions with customers. At my branch, the general manager often tells us to do our very best to serve customers and give everything to what is in front of us. I believe that it is this approach that is helping to build relationships of trust with our customers.

Sugawara: To increase understanding of “Vision 2030,” the President spent around three hours, including a Q&A session, describing the background behind its formulation, our course of action, and its basic strategies, for example.

While there have not been many opportunities to speak directly with the President up until that point, his detailed and direct description of the content of discussions when “Vision 2030” was formulated and the intent behind each measure helped to further my own understanding. Moreover, I learned a lot from the Q&A session, during which the President talked about his own experiences. My own approach to work has changed as a result. In my day-to-day work, I think more about the essence of what I am doing and make more in-depth proposals to customers without sticking to the status quo.

Fukushi: While it has only been three months since I joined the Bank, I have a strong sense that, rather than maintaining our current conditions, “Vision 2030” shows how both the Bank and its employees must change in order to fulfill the 77 Bank Group’s mission. Since joining, the Bank has already announced initiatives in two new businesses and sectors, and I have been very surprised at how the Bank is going beyond the conventional framework of a banking business to benefit the region’s customers.

Watanabe: There have been two organizational achievements since the start of “Vision 2030.” The first is the change in awareness among employees. Employees have realized their own potential and are willing to put in the



effort and try new things. It may be an exaggeration, but I feel that there has been an awakening. The second is that employees now understand the course of action for the Bank. As General Manager of the Personnel Division, I often visit each branch to speak with our employees. I have noticed a major change in their way of thinking, and from each of their comments I can sense a desire to try new things with a future-oriented approach. This change has been a result of visits to each branch by the President and other officers and their careful explanations of “Vision 2030.” Employees now understand our philosophy and “target form,” which has led to changes in awareness and behavior. There are also signs that employees are more proactive about achieving targets. Although previously the focus was placed on achievement and the targets were somewhat conservative, we are now seeing employees set lofty targets and a real desire to achieve them. I believe that this change in awareness has contributed to the Bank’s positive performance in recent years. Moving forward, I have no doubt that the organization will get even stronger when each employee can feel a greater sense of growth and contribution than before and commit to achieving “their target forms.”



Future Vision and Career Development

Watanabe: After joining the Bank, I built up quality experience at five branches in Miyagi Prefecture and five headquarter departments. What are your future visions and career development plans?

Takahashi: I’m currently working in retail sales, but next I would like to engage in loan-related work, which is one of the best parts of banking operations. While I realize that loan-related work can be challenging and that it comes



with heavy responsibility, it appears to be an incredibly rewarding role when I see my superiors actively engaging with customers. I know that simply maintaining the status quo will ultimately lead to decline, and so personally I want to take on the challenge of a new role instead of being satisfied with where I am now. If I can expand my scope of activity, I know that I can grow as an individual and further contribute to regional revitalization through work that benefits our customers. This is the role I must fulfill as an employee of the Bank and it is also my mission.

Ito: I've now been general manager for one year. In addition to a few concerns I had when I took up the post, such as customer negotiations and branch leadership, I was so focused on the image of what a male general manager should be that there was a time when I lost my sense of self. Since focusing on my own unique abilities rather than the pursuit of ideals, I feel much more at ease and very confident in my role as general manager. While for some people a general manager should show their subordinates a strong sense of leadership, personally, I hope to use my own personality and previous experience to become a general manager that lifts the whole branch through a bright and cheerful atmosphere. Recently, there has been a gradual increase in the number of female general managers at the Bank. My hope is that my team can remember to be themselves and approach their work with a sense of positivity.

Fukushi: I left Miyagi Prefecture to attend university, but I became frustrated that many people had a low opinion of the prefecture, not knowing its location, its cities and towns, or about its specialties. I therefore decided to join the Bank so I could contribute to the region's development through

banking operations. There are so many different roles, but in the future I'd like to work in a department such as the Regional Development Promotion Division where I can be part of regional revitalization efforts. One of the regional issues facing Tohoku is the outflow of the younger population, and the Bank has responded through a regional revitalization project alongside W TOKYO Inc. It is a fantastic initiative that exceeds the boundaries of the banking business, and in the future I'd like to be involved in the development of similar measures.

Sugawara: The Tokyo Branch is the third branch I have worked at since joining the Bank. This experience has made me realize that even with the same loan-related work, our response differs depending on the customer and region. Interacting with different customers has helped me to learn new things and grow as a person. It is a very fulfilling workplace because it allows us to directly communicate with people from the younger generation to company management. Moving forward, while maintaining touchpoints with customers in different industries in various regions, I hope to further develop my own capabilities.

Watanabe: It has been 30 years since I joined the Bank in 1994, and throughout this time I have felt a real sense of growth and contribution as a Bank employee. Specifically, through opportunities to try out various roles at our headquarters and branches, I have experienced the gratitude of our regional customers and built up various banking achievements. In last year's personnel system reforms, we enhanced our support systems to enable employees to achieve "their target form," something which wasn't available to me in my generation. Specifically, we implemented a job trial system that allows employees to experience roles they are interested in, a side job system



that enables employees to continue with their own roles while taking up a separate role at the headquarters, and a job entry system for employees to choose where they would like to be transferred.

These are platforms for employees to achieve self-growth and develop their careers, and I look forward to their

▼ One Year on from Personnel System Reforms

Watanabe: One strategy within "Vision 2030" is the corporate culture reform strategy. As part of this strategy, one year ago we implemented personnel system reforms. We implemented the first fundamental review of our wage structure in 57 years, creating a system to encourage employees to take on high-value-added roles. In addition, we enhanced our lineup of diverse workstyles for employees to choose from and reviewed our personnel evaluation systems.

Ito: The personnel system reforms have enabled the visualization of the level to which employees are executing their duties, and a new skills check sheet allows employees to efficiently acquire the relevant operational skills. This has helped to clarify the skills that are lacking among certain employees. I speak with junior employees at monthly one-on-one meetings, which provide them with an opportunity for specific career planning. With systems in place for employees to think about their futures, and a wider range of choices for them, there has been an increase in opportunities for them to take on new challenges.

Sugawara: I think the personnel system reforms have further transformed our corporate culture. As Mr. Watanabe mentioned earlier, in addition to a system that allows employees to choose what role they would like to perform, the introduction of the professional system and others have created a platform for each employee to maximize their capabilities. Customers' issues are becoming increasingly sophisticated and complex, and so our ability to provide both banking operations and highly specialized consulting services is a core Group strength.

Takahashi: The personnel system reforms have gotten rid of requirements for a minimum number of years of service for promotions, enabling younger employees to be promoted to management positions. Although the skill requirements are more advanced, I hope to enhance my

independent efforts aimed at developing their own futures.

Of course, designing your own career requires both preparation and hard work, but I hope employees can be bold and take on new challenges as they seek to achieve "their target form."

own capabilities through self-improvement and experience. I will also work to contribute to the Bank by enhancing my skillsets through good use of in-house training systems and trainee systems.

Fukushi: In terms of diversity, with an increase in the number of female general managers, like Ms. Ito, there has been improvement in environments conducive to women's success. I've also heard about training especially for women and other cross-generational training, and so I'll definitely be participating in those.

Watanabe: Although the personnel system reforms have improved our systems, corporate culture reforms aimed at achieving "our target form" are still a work in progress.

In The Analects of Confucius and the Abacus, Eiichi Shibusawa, who played a major role in the establishment of the Bank, writes that practice is more important than theory. Looking ahead, we will continue to reinforce initiatives aimed at enhancing our human capital from various angles. Our hope is to further link the meaning and significance of "our target form" in "Vision 2030" and a keyword "ambition" in the personnel system reforms, to a change in behavior in each employee. Moreover, in anticipation of future social changes, we will also strive to ensure that diverse human resources can work with enthusiasm and feel that they are making real contributions to the region and customers and experience their own and the organization's growth.



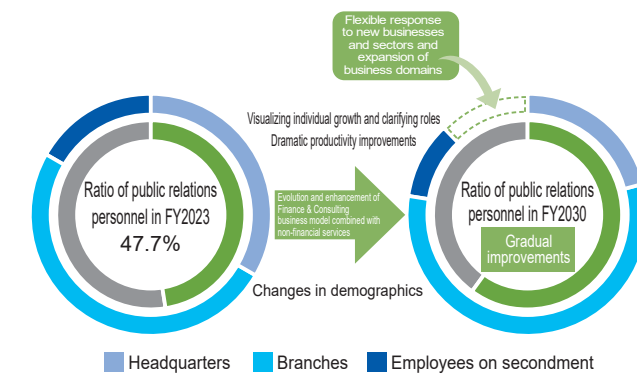
I. Human Resource Portfolio Strategy

At the 77 Bank Group, through proactive investments in people and advanced personnel management, we will aim to enhance employees' ambition and engagement, and grow into an organization that maximizes individual capabilities and continues to take on new challenges.

Formation of human resource portfolio

In addition to visualizing individual growth and clarifying roles, through dramatic productivity improvements we will create liaison officers. Moreover, we will ensure Groupwide specialization and flexibility in anticipation of our entry into new businesses and sectors and the expansion of our business domains.

Human resource portfolio based on management strategies



Measurement and management of the effects of human capital investments

In addition to proactive investments in human capital, we will achieve dramatic improvements in performance by enhancing productivity and individual employee skills. We will measure, manage, and verify the effects of human capital investments in terms of skill, endeavor, and returns, and investigate and implement a response based on the results.

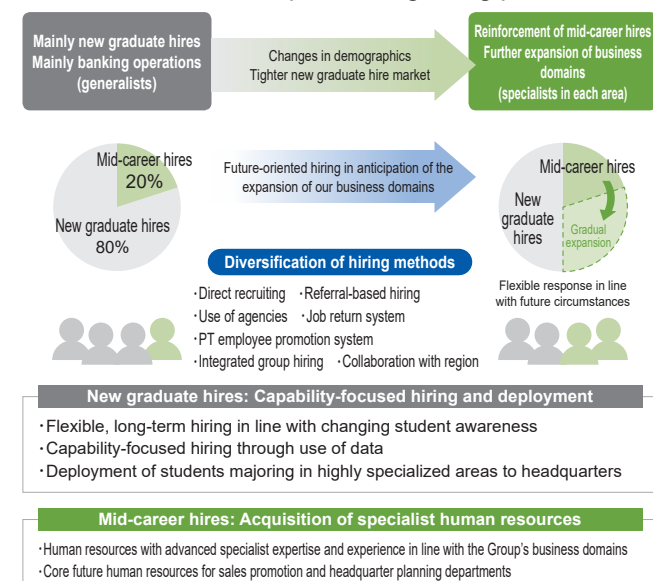
| Measurement/management targets | Matters for judgment |
|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Skills | ✓ Average corporate liaison skill level |
| | ✓ Average retail liaison skill level |
| | ✓ No. of individuals with higher qualifications (1st Grade Financial Planner, Certified Financial Planner, Small and Medium-size Enterprise Management Consultant) |
| | ✓ No. of DX human resources (experts, core, base) |
| Endeavor | ✓ Engagement score (indicator of ambition) |
| | ✓ No. of participants in job trial system, etc. |
| | ✓ No. of applications for job entry system |
| Returns | ✓ Ratio of liaison officers |
| | ✓ Labor productivity in core operations |
| | ✓ Consulting income |

*Consulting income: Fees and commissions from corporate clients + Sales commissions of assets in custody

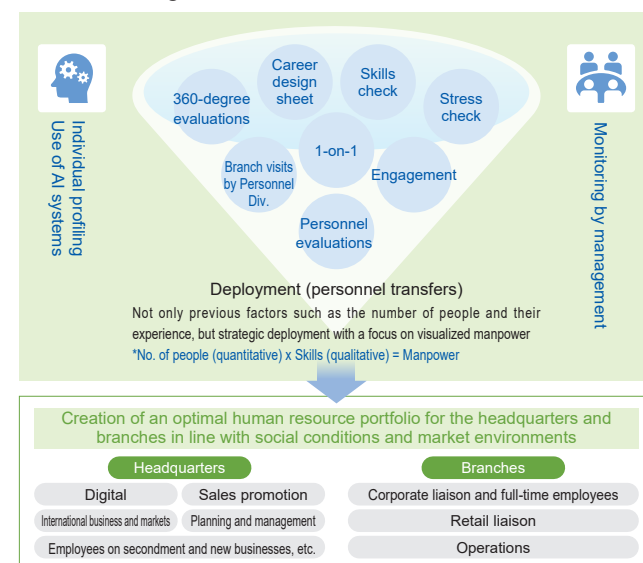
Hiring and talent management in anticipation of expansion of business domains

In anticipation of changes in demographics and the expansion of our business domains, we are strategically hiring and deploying mid-career hires with advanced expertise and experience as well as outstanding students. Moreover, through the visualization of individuals' skills, we are working on the strategic and optimal deployment of personnel from both quantitative and qualitative standpoints.

Course of action for sophisticating hiring process



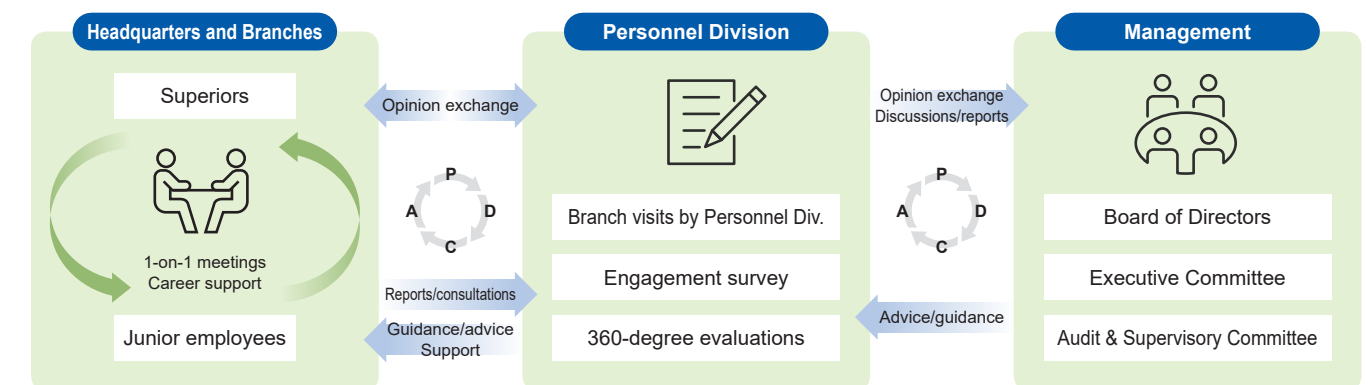
Talent management



Establishing an ambitious corporate culture and improving engagement

To create a virtuous cycle in which all employees take on new challenges to build confidence and positivity, through the Human Resource Strategy implementation process we are revitalizing communication between the frontlines, personnel departments, and management, and accelerating corporate culture reforms. Moreover, to improve employee engagement, we conduct quantitative analyses based on diverse approaches, including engagement surveys, so that we can implement effective measures.

Human Resource Strategy implementation process



Engagement survey results

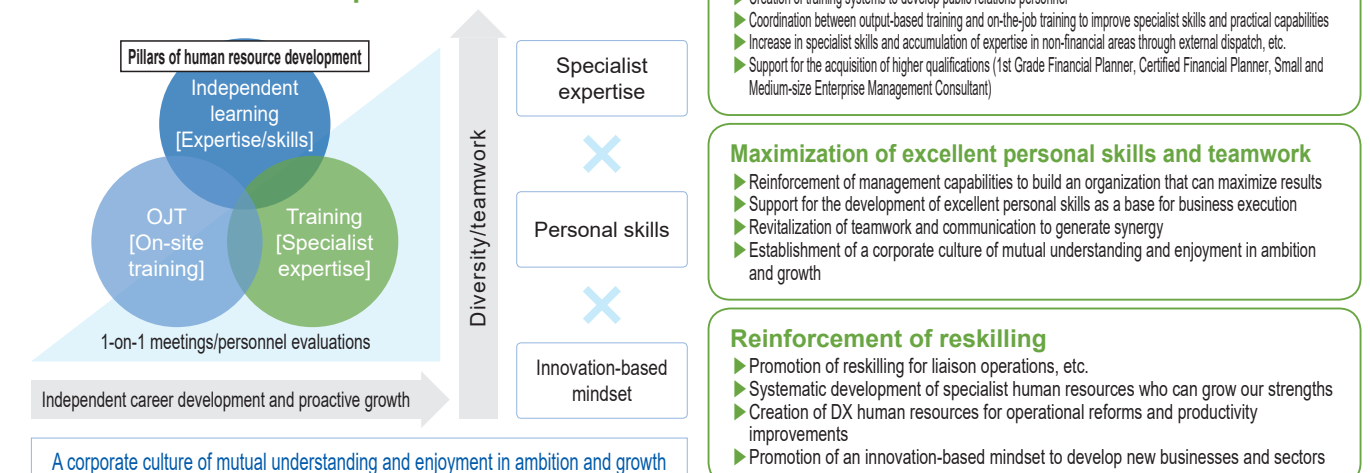
| | |
|---------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| Total engagement 3.67 (0.01-point improvement over previous survey) Note: 0.02 above average of other companies | Engagement with work 3.60 (0.01-point improvement over previous survey) Note: 0.01 above average of other companies |
| | Engagement with workplace 3.76 (no improvement over previous survey) Note: Same as average of other companies |
| | Engagement with company 3.64 (0.02-point improvement over previous survey) Note: 0.03 above average of other companies |

*Benchmark for good conditions: 3.50 or higher (max. 5.0)

II. Human Resource Development Strategy

At the 77 Bank Group, based on a corporate culture in which there is mutual enjoyment in ambition and growth, we will support the independent career development and skill improvement of each individual, and develop diverse expertise, excellent personal skills, and a spirit of endeavor. In doing so, we will grow into an organization with enhanced capabilities and shared growth and contributions.

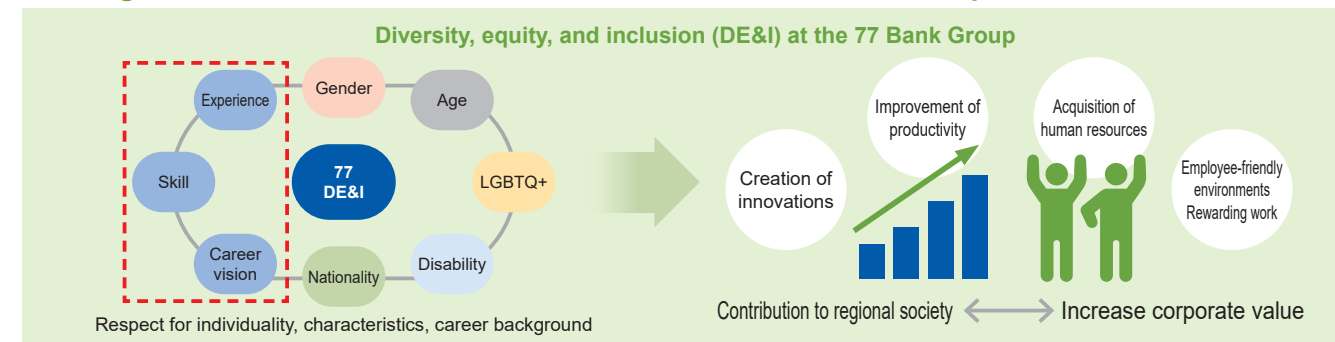
Human resource development framework



III. Diversity Promotion Strategy

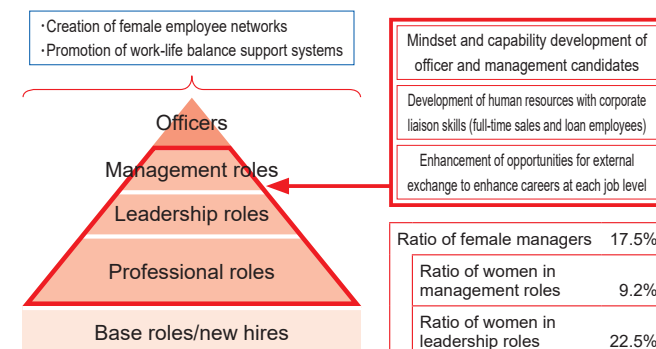
At the 77 Bank Group, through the development of mutual respect for diversity and the creation of systems, we will create working environments that allow diverse human resources to succeed in various fields, and in turn grow into an organization in which each individual can demonstrate their individuality.

Working environments to make maximum use of individualities and capabilities

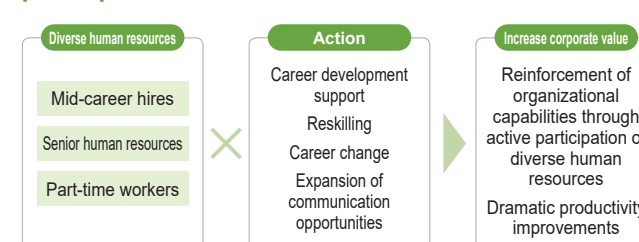


Further promotion of the active participation of women

In addition to reinforcing our organizational capabilities by utilizing diverse sensitivities and approaches, regardless of gender, we will strengthen our development of human resources in each job level with an eye on superior positions.



Enhancement of corporate value through active participation of diverse human resources



Understanding of diversity (disabilities, LGBTQ+, etc.) and respect for human rights

- Promotion of understanding of diversity (disabilities, LGBTQ+, etc.)
- Thorough promotion of the importance of respect for human rights, including the elimination of harassment
- Elimination of unconscious bias

IV. Wellbeing Promotion Strategy

At the 77 Bank Group, through the promotion of health management and the enhancement of employee welfare programs, we will create a working environment where every employee can maximize their capabilities and grow into an organization that is employee friendly and rewarding.

Approach to well-being promotion

| Promotion of health and productivity management | Proactive support for the maintenance and improvement of health |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> ▶ Development of awareness of health management ▶ Promotion of data-based health ▶ Creation of an integrated promotion system involving the company, employees, and their families ▶ Proactive internal and external communication related to health management initiatives | <ul style="list-style-type: none"> ▶ Reinforcement of support for lifestyle habit improvements ▶ Enhancement of measures for mental health to improve stress levels and mental illness ▶ Enhancement of job return support for employees on long-term sick leave |
| Creation of employee-friendly work environment | Reinforcement of initiatives for financial wellness |
| <ul style="list-style-type: none"> ▶ Improvements in work-life balance and productivity through the enhancement of systems that cater to increasingly diverse lifestyles ▶ Revitalization of in-house communication through participation in cultural and sporting activities and regional events, etc. | <ul style="list-style-type: none"> ▶ Improvements in understanding of employee welfare programs and promotion of use ▶ Reinforcement of initiatives to support employees' systematic asset formation activities ▶ Review of various employee welfare programs in line with the times |

Please see the Bank's website for more details on the objectives and promotion system for health management.



Initiatives and Achievements for Each Strategy

| | Item | FY2022 results | FY2023 results |
|--------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|---------------------------------------|
| I. Human Resource Portfolio Strategy | Ratio of liaison officers | 47.1% | 47.7% |
| | Engagement score (indicator of ambition) ^{*1} | 3.5 | 3.6 |
| | No. of participants in job trial system | 96 | 171 |
| | No. of applications for job entry system | 8 | 14 |
| | Ratio of mid-career hires | 9.3% | 17.5% |
| | Ratio of mid-career hires promoted to management | 26.1% | 28.0% |
| | Labor productivity in core operations | JPY 12 mn | JPY 14 mn |
| | Consulting income | JPY 5.8 bn | JPY 6.5 bn |
| II. Human Resource Development Strategy | Average corporate liaison skill level ^{*2} | — | 2.43 |
| | Average retail liaison skill level ^{*2} | — | 1.82 |
| | No. of individuals with higher qualifications (1st Grade Financial Planner, Certified Financial Planner, Small and Medium-size Enterprise Management Consultant) | 224 | 261 |
| | No. of DX human resources (experts, core, base) | Experts: 0 Core: 62 Base: 612 | Experts: 5 Core: 85 Base: 1,048 |
| | No. of participants in reskilling training ^{*3} (retail and corporate consulting) | — | 72 |
| | Training costs per person | JPY 73 k | JPY 91 k |
| | No. of training programs per person | 3.6 | 4.9 |
| III. Diversity Promotion Strategy | Ratio of female managers | 16.0% | 17.5% |
| | Ratio of female employees in corporate liaison, full-time, and headquarter planning positions | 16.7% | 21.7% |
| | Ratio of employees taking paternity leave | 108.1% | 102.0% |
| | Ratio of employees with disabilities | 1.94% | 2.30% |
| | Retention rate (percentage of employees working three years at the Bank) | 85.0% | 85.5% |
| IV. Wellbeing Promotion Strategy | Absenteeism (ratio of employees on sick leave over a certain period) | 2.6% | 2.7% |
| | Presenteeism (percentage of employees with no psychological or physical issues) | 92.4% | 92.3% |
| | Ratio of employees taking annual paid leave | 75.4% | 75.0% |
| | Average monthly hours of overtime work | 13 hours 30 minutes | 14 hours 20 minutes |
| | Ratio of employees subscribed to corporate defined contribution plans | 57.3% | 55.9% |
| | Ratio of employees who are members of the 77 Bank Stock Ownership Association | 97.6% | 97.7% |
| | Engagement score ^{*1} (indicator of working environment) | 3.2 | 3.3 |

^{*1} Benchmark for good conditions: 3.50 or higher (matters related to ambition and working environment) (max. 5.0)

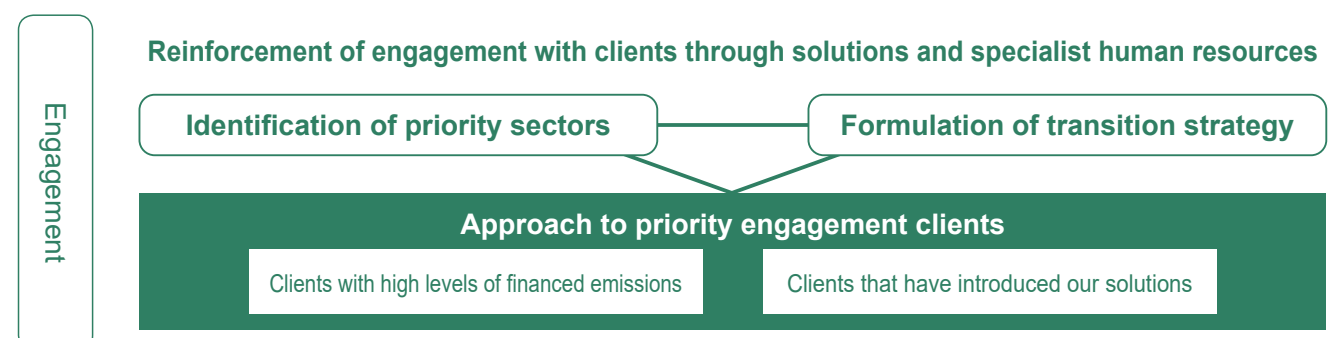
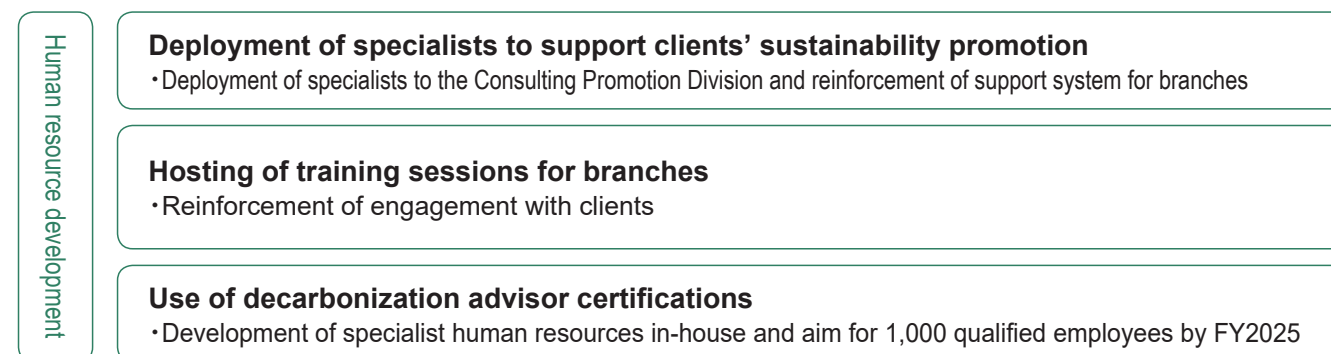
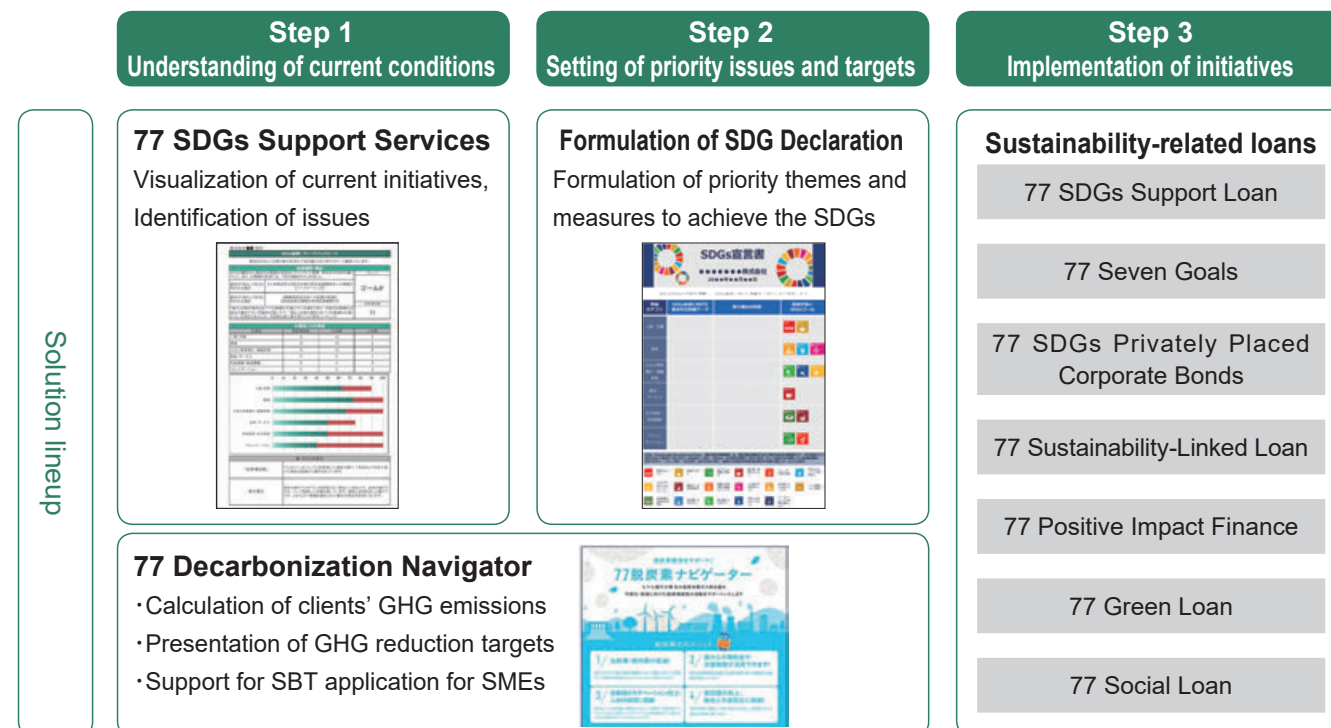
^{*2} Introduced in FY2023 to assess skills based on in-house standards (max. 5.0)

^{*3} Set as part of training curriculum in FY2023

Sustainability Initiatives

Reinforcement of support system for clients' sustainability promotion

To support clients in their efforts to promote sustainability, we have enhanced our lineup of solutions to cater to the current conditions of their initiatives, and are reinforcing our own development of specialist human resources. Moving forward, we will continue to support sustainability initiatives through greater engagement with our clients.



Initiatives for Natural Capital and Diversity

Participation in the TNFD Forum

At the 77 Bank, we have positioned response to climate change and disasters as one of our materiality goals. Understanding the importance of protecting our region's natural environments and biodiversity, in May 2024 we announced our participation in the TNFD Forum. Moving forward, in addition to protecting the region's natural environments and biodiversity, we will continue with examinations aimed at enhancing our nature-related information disclosure.



TNFD (Taskforce on Nature-related Financial Disclosures)

An organization launched in June 2021 by the United Nations Environment Programme Finance Initiative (UNEP FI), the United Nations Development Programme (UNDP), the environmental NGO Global Canopy from the UK, and the World Wide Fund for Nature (WWF) to create a framework for nature-related corporate risk management and information disclosure.

Forest protection activities: The 77 Future Forest

To restore the coastal disaster prevention forest that was lost in the Great East Japan Earthquake, in 2018 we signed the "Citizens' Reforestation Activities to Restore the Miyagi Coastal Forests" agreement with Miyagi Prefecture and Sendai City, and we are planting and nurturing Japanese black pine trees in the Arahama District of Sendai City.

To create an environment conducive to the growth of Japanese black pine trees, volunteers from the Bank are engaging in forest protection activities in the 77 Future Forest planting zone. Moving forward, in addition to promoting activities to protect the natural environments in our region, we will continue with activities to develop the forest into one that can protect the region from disasters.



Selected for the Ministry of the Environment's "FY2023 ESG Regional Finance Promotion Program"

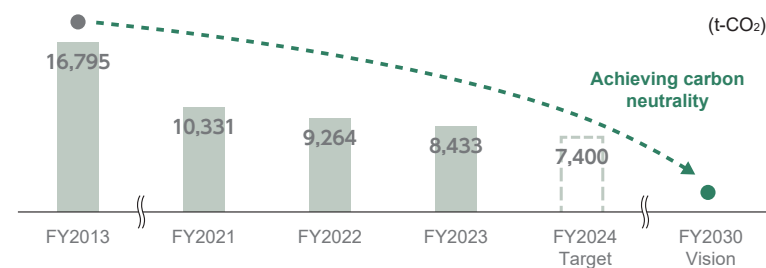
| | |
|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Theme | Establishing a blue economy in coastal Miyagi |
| Background | The fishery industry, which is one of Miyagi Prefecture's main industries, is facing various risks including changes in fish species caused by climate change-induced rises in seawater temperature and fishing limits aimed at protecting biodiversity. We recognized the need to control these risks and to create business opportunities using marine resources. |



Climate Change Initiatives

Realization of carbon neutrality

To further reinforce the response to climate change, the 77 Bank Group reviewed existing FY2030 CO₂ emissions targets (reduction rate compared with FY2013) set as a KPI in “Vision 2030” and “SDGs Action Plan” and changed it to “Aim to achieve carbon neutrality by FY2030.”



Initiatives to achieve carbon neutrality

Achievement of carbon neutrality in Scopes 1 and 2 emissions

Initiatives to achieve carbon neutrality in Scope 3 emissions

- Jul. 2021
Announced support for TCFD recommendations

- Mar. 2022
Established the “Sustainability Promotion and Management Policy”

- Apr. 2023
Concluded the “Cooperation Agreement for the Promotion of Carbon Neutrality” with Tohoku Electric Power Co., Inc.

- Jun. 2023
Concluded the “Partnership Agreement on the Promotion of Sustainability in Local Communities” with Nippon Life Insurance Company

- Nov. 2023
Joined the Sustainability Data Standardization Consortium

- Apr. 2024
Joined the GX League

- 2024–
Complete construction of the 77 Solar Park Tomiya, start supply of renewable electricity
Introduce electric vehicles
Examine switch to ZEB branches
Examine emissions trading

2030
Step 03

Achieve various KPIs

- Achieve carbon neutrality (Scopes 1 and 2)
- Sustainable finance
Cumulative amount: JPY 1.2 tn

TOPICS

77 Solar Park Tomiya
(Construction scheduled for completion and supply of electricity to start in 2024)
The solar power station will supply approximately 2,000 kW of electricity through an off-site corporate PPA (self-consignment system). It is expected to achieve an annual emissions reduction of 1,237 t-CO₂ (equivalent to 15% of emissions in FY2023).



Refinement of Scope 3 Category 15 calculations

To refine our calculations of Scope 3 Category 15 emissions, in April 2024 we became the first financial institution in East Japan to introduce NTT DATA’s C-Turtle® FE system, which calculates the GHG emissions of investment and loan clients.

Efficient collection of primary data on investment and loan clients’ GHG missions



- (1) Collection using client calculation tool (scheduled for introduction)
- (2) Collection from CDP data source
- (3) Collection from public information such as integrated reports
- (4) Collection from the Ministry of the Environment’s database on global warming countermeasures



The Bank
Promotion of client engagement using client calculation tool

Support for GHG emissions calculations through engagement
Calculation of GHG emissions
Data collaboration reports



Clients
Reflection of investment and loan clients’ reduction activities in Scope 3 calculations

Hosting of decarbonization seminars for clients

Based on our “Cooperation Agreement for the Promotion of Carbon Neutrality” with Tohoku Electric Power Co., Inc., to encourage integrated regional efforts to promote carbon neutrality, we host the 77 SDGs Seminar: Achieving carbon neutrality through public-private collaboration. We also host occupation seminars related to decarbonization for clients at our branches.



Sendai City’s recognition as a Decarbonization Leading Area

In November 2023, Sendai City’s plan and proposal was selected as part of the Ministry of the Environment’s fourth call for applications for recognition as a Decarbonization Leading Area. At the 77 Bank, we worked with Sendai City to submit the proposal.

Sendai City can now benefit from grants for regional decarbonization and renewable energy promotion, and so further progress is expected in the region’s decarbonization through the City’s support projects.

Through participation in these projects, we will support the region’s decarbonization by educating customers and providing financial assistance.



VOICE

Reinforcing Client Engagement

At the 77 Bank, since 2023 we have calculated Scope 3 Category 15 emissions. To support stronger decarbonization initiatives as a regional financial institution, we also calculate and analyze the emissions of businesses within Miyagi Prefecture. As we work to encourage clients’ decarbonization efforts, in addition to enhancing our lineup of solutions it will be important to take an engagement-based approach.

In July 2024, we were selected to be eligible for support under the Ministry of the Environment’s “Transition Strategy Formulation and Engagement Program in FY2024 (for financial institutions).” By reinforcing client engagement through headquarter sustainability specialists and our branches, we will contribute to the creation of sustainable regional societies.



Yuki Uematsu
Sustainability Promotion Office, General Planning & Coordination Division,
Joined the Bank in 2017

Response to TCFD recommendations

Based on the acknowledgement that the response to sustainability-related challenges including climate change is one of the important management issues, in April 2023, we identified the “response to climate change and disaster” as the important issue of the 77 Bank Group in “the 77 Bank Group’s materiality,” which was formulated and released having the engagement of all officers and employees including Outside Directors. We reinforced our initiatives, and enhanced information disclosure measures based on the TCFD recommendations.

Governance

For more details, please see “Governance structure” on page 26.

Strategy

The Bank will try to identify risks and opportunities with scenario analysis, etc. At the same time, based on the “SDGs Action Plan,” we will reinforce our initiatives to “respond to climate change and disasters” by taking measures to minimize risks and maximize opportunities.

Risks

As for climate change risks, we recognize the following physical and transitional risks in each risk category that could have an impact on customers’ business or affect the Bank’s business continuity. We analyze the impact that these risks could have when they materialize based on the following timeframes: short-term (5 years), medium-term (10 years), and long-term (30 years).

| Classification | Assumed risk | Time frame |
|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| Physical risks | • Occurrence of credit risk caused by natural disaster affecting customer’s sales base and suspending its business | Short-term to long-term |
| | • Occurrence of credit risk caused by the declined value of real estate collateral due to natural disaster | Short-term to long-term |
| | • Occurrence of operational risk due to the Bank’s branch, etc. being affected by natural disasters | Short-term to long-term |
| | • Occurrence of credit risk caused by the customer’s withdrawal from the business due to flooded sales sites with the rise of sea level, etc. | Long-term |
| Transitional risks | • Occurrence of credit risk due to the revision of climate change-related regulations and tax systems giving a negative impact on customer’s business | Short-term to long-term |
| | • Occurrence of credit risk due to the failure of decarbonization technology and changes in the market giving a negative impact on customer’s business | Short-term to long-term |
| | • Occurrence of reputation risk of the Bank when our response to climate change/information disclosure is insufficient | Short-term to long-term |

<Scenario analyses>

For physical and transitional risks, we anticipate each risk’s intensifying scenarios as follows, and analyze the influence when the risk becomes eminent.

| | Physical risks | Transitional risks |
|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Scenario | Intergovernmental Panel on Climate Change (IPCC) 4°C scenario (RCP 8.5) | Network for Greening the Financial System (NGFS) Net Zero 2050 |
| Scope of analysis | Business credit in Miyagi Prefecture | Power/utility sector |
| Analysis method | The impact that a deterioration in financial position caused by damage to collateral from water damage (depth of flooding) and by business suspension could have on credit expenses | The impact that a deterioration in financial position caused by tax burden from the introduction of carbon taxes and existing facilities turning into stranded assets could have on credit expenses |
| Analysis period | Until 2050 | Until 2050 |
| Results of analysis | Approx. JPY 3.0 bn increase in credit expenses | Approx. JPY 10.0 bn increase in credit expenses |

<Carbon-related assets>

In FY2023, the Bank’s exposure to the energy and utilities sector accounted for 3.5% of its loans and bills discounted (however, water utilities, independent electric power, and renewable power businesses are excluded).

Opportunities

We are aware that it is important to make efforts to achieve carbon neutrality and keep supporting our customers’ decarbonization initiatives for the long term based on the calculation of Scope 1, 2 and 3 emissions.

We understand that new business opportunities will emerge and enhance as there is a rise in demand from society for our support for customers’ decarbonization initiatives, including related consulting capability and financial intermediary function (transition finance), such as the investment and lending required for decarbonization projects.

The same as “risk,” for the “opportunities” of climate change response, we will use the time frame of short (5 years), medium (10 years) and long (30 years) terms.

| No. | Assumed opportunity | Time frame |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|
| ① | • Expansion of investment and lending opportunities for research and development investment, capital investment, etc. for energy-saving and changes of fuel and materials for the manufacturing industry, etc. | Short-term to long-term |
| ② | • Expansion of investment and lending opportunities for power generation facilities associated with the conversion of renewable energy into main power source | Short-term to medium-term |
| ③ | • Increase in consulting needs for the strategy formulation and risk control for companies’ decarbonization | Short-term |
| ④ | • Expansion of investment and lending opportunities related to the start of new decarbonization-related business by companies, etc. | Medium-term to long-term |
| ⑤ | • Expansion of investment needs with investment products that pay attention to environmental protection | Short-term to medium-term |

<Main initiatives for opportunities>

| No. | Main initiatives |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ① | <ul style="list-style-type: none"> • Provision of sustainability-related loan products <ul style="list-style-type: none"> 77 SDGs Support Loan (FY2023 amount: JPY 1.4 bn) 77 Seven Goals (FY2023 amount: JPY 5.5 bn) 77 Sustainability Linked Loan (FY2023 amount: JPY 13.2 bn) • Introduction of 77 Positive Impact Finance based on international principles, etc. (Mar. 2024) • Introduction of 77 SDGs Privately Placed Corporate Bonds (donation- type/carbon offset course) in collaboration with Miyagi Prefecture and Sendai City (Apr. 2024) |
| ② | • Execution of renewable energy-related funding (FY2023 amount: JPY 7.9 bn) |
| ③ | <ul style="list-style-type: none"> • Provision of various consulting services, etc. SDGs Support Services (FY2023 amount: 83) Start of support business for use of carbon credit in collaboration with Itoki Corporation (Dec. 2023) Introduction of 77 Decarbonization Navigator for the calculation of clients’ GHG emissions (Jan. 2024) |
| ④ | <ul style="list-style-type: none"> • Initiatives for the expansion of business opportunities Reinforcement of engagement with clients with high levels of financed emissions |
| ⑤ | <ul style="list-style-type: none"> • Enhancement of investment products for customers 77 Open-Type Green Foreign Currency Time Deposit |

Risk management

- The Bank recognizes that physical and transitional risks caused by climate change may have a significant financial impact in the future.
- In terms of the impact that physical and transitional risks could have on the soundness of our capital, we conduct regular verifications through stress tests that combine non-climate change risks such as credit and market risks.
- The Bank has established “Lending Policies for Specific Businesses” for companies whose businesses could have a negative impact on the environment and society.

Indicators and targets

CO₂ emissions (Scopes 1, 2, and 3)

To further reinforce response to climate change from FY2023, the 77 Bank Group's KPI for the reduction of CO₂ emissions is the realization of carbon neutrality by FY2030.

CO₂ emissions in FY2023 were 49.8% lower than in FY2013, and we are continuing to implement initiatives to reduce emissions through the introduction of energy-saving equipment, etc.

| (t-CO ₂) | | | | | |
|---------------------------------------------------------------------|--------|---------|---------|------------|-----------|
| Item | FY2013 | FY2020 | FY2021 | FY2022 | FY2023 |
| Scope1 (kerosene, heavy oil A, etc.; however, gasoline is excluded) | 1,894 | 1,600 | 1,483 | 1,185 | 1,138 |
| Scope2 (electricity, local hot water) | 14,901 | 10,597 | 8,848 | 8,079 | 7,295 |
| Total (Scope 1 + 2) | 16,795 | 12,197 | 10,331 | 9,264 | 8,433 |
| (Reduction ratio compared to FY2013) | — | (27.3%) | (38.5%) | (44.8%) | (49.8%) |
| Scope 3 (Categories 6, 7, and 15) | — | — | — | 10,013,332 | 8,535,613 |
| Total (Scope 1 + 2 + 3) | — | — | — | 10,022,596 | 8,544,046 |

*1 The number above is the CO₂ emissions of the Bank alone stated in the periodic report in accordance with the "Act on Rationalizing Energy Use and Shifting to Non-fossil Energy." For the usage of renewable electricity, we regard CO₂ emissions to be "0."

*2 The disclosed data including emissions may be changed due to the future expansion of the scope of the accounting targets, revision of calculation method, refinement of data to be used, etc.

<Scope 3 breakdown>

Of Scope 3 emissions, we have calculated Category 6 (business trip), Category 7 (employees' commuting), and Category 15 (investments and loans) emissions.

We have calculated Scope 3 Category 15 based on PCAF standards. Of the Bank's investments and loans as of the end of March 2024, the scope of calculation includes domestic corporate business loans, domestic stocks, and corporate bonds. The investments and loans within the scope of calculation cover 91.3% of the total.

| (t-CO ₂) | | |
|-------------------------------------|------------|-----------|
| Item | FY2022 | FY2023 |
| Scope3 total | 10,013,332 | 8,535,613 |
| Category 6 (business trip) | 524 | 494 |
| Category 7 (employees' commuting) | 1,212 | 1,159 |
| Category 15 (investments and loans) | 10,011,596 | 8,533,960 |

[Calculation formula]

Category 6: Emissions = Σ {(No. of employees x Emissions intensity)}

Category 7: Emissions = (Work type/by city rank) Σ {(No. of employees x No. of business days x Emissions intensity)}

Category 15: Financed emissions (GHG emissions from investment and loan clients) and carbon intensity (GHG emissions per unit of net sales from investment and loan clients) are as calculated below.

Emissions of investment and loan clients = $\sum \frac{\text{Investment and loan balance for investment and loan clients}}{\text{Total funding for investment and loan clients}} \times \text{Client GHG emissions}$

Carbon intensity = $\frac{\sum (\text{Client GHG emissions})}{\sum (\text{Client net sales})}$

*1 The calculation of Scope 3 is based on the "Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain (Ver. 2.5)" and the "Policy on Emissions Unit Values for Accounting of Greenhouse Gas Emissions, etc., by Organizations Throughout the Supply Chain (Ver. 3.4)" issued by Ministry of the Environment.

*2 The Partnership for Carbon Accounting Financials (PCAF) is an international framework for the development of standards for measuring and disclosing the GHG emissions of investment and loan clients.

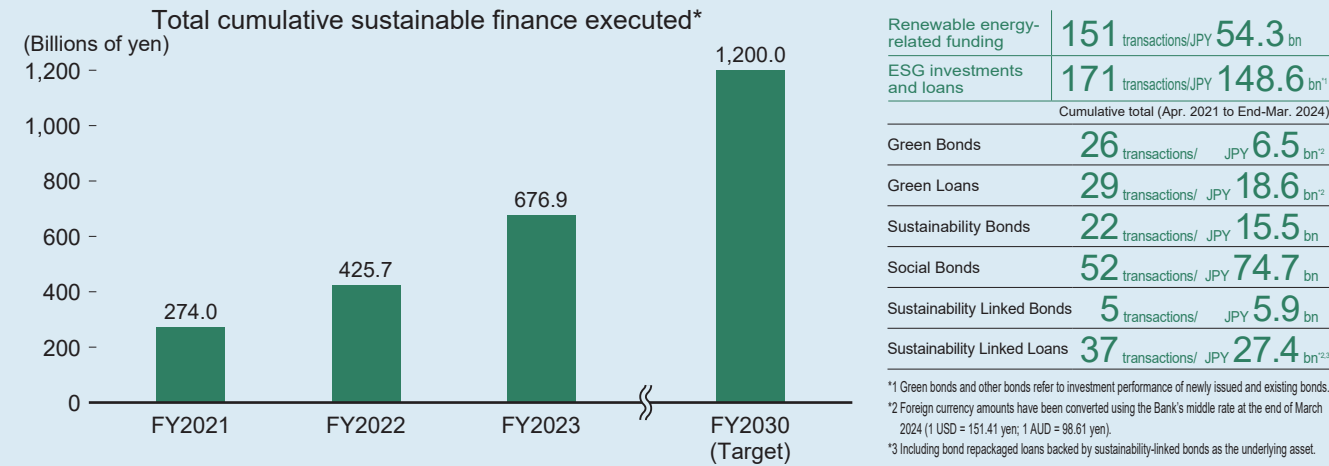
<Scope 3 Category 15 breakdown>

| Investment and loan client total | | | | |
|----------------------------------|----------------------------------------|-----------|------------------|--------------------|
| 18 TCFD sectors | | Emissions | Carbon intensity | Data quality score |
| 1 | Electric utility | 2,040,693 | 19.8 | 2.24 |
| 2 | Industrials | 1,607,857 | 2.3 | 3.02 |
| 3 | Construction materials | 653,992 | 25.7 | 2.78 |
| 4 | Processed food/meat | 481,110 | 5.2 | 3.63 |
| 5 | Chemistry | 241,229 | 4.4 | 1.80 |
| 6 | Truck services | 226,051 | 11.2 | 3.74 |
| 7 | Oil and gas | 210,061 | 2.0 | 3.18 |
| 8 | Metal and mining | 194,654 | 26.2 | 1.93 |
| 9 | Paper and forestry products | 135,406 | 5.4 | 2.14 |
| 10 | Real estate management and development | 127,233 | 1.3 | 3.14 |
| 11 | Vehicles and components | 65,789 | 0.7 | 2.08 |
| 12 | Agriculture | 55,833 | 7.0 | 3.68 |
| 13 | Rail transport | 20,697 | 2.1 | 1.95 |
| 14 | Marine transport | 19,087 | 12.2 | 2.62 |
| 15 | Passenger air transport | 11,641 | 10.9 | 2.58 |
| 16 | Drinks | 8,267 | 2.6 | 3.58 |
| 17 | Air cargo | 1,392 | 2.4 | 4.00 |
| 18 | Coal | 772 | 8.0 | 4.00 |
| 19 | Others | 2,432,197 | 2.2 | 2.86 |
| — | Total | 8,533,960 | 3.8 | 2.84 |

*Industrials include mainly the construction industry (construction/engineering) and trading companies and distribution companies related to construction materials

Sustainable finance

Through engagement with clients, we will reinforce our provision of solutions for environmental and social issues.



* Total cumulative investment and lending executed which contributes to the stimulation of local communities and the realization of a sustainable society (investment and lending that supports and promotes SDGs initiatives in the fields of the environment, medicine, new companies, business succession, etc.)

| Businesses in Miyagi Prefecture | | | | |
|---------------------------------|----------------------------------------|-----------|------------------|--------------------|
| 18 TCFD sectors | | Emissions | Carbon intensity | Data quality score |
| 1 | Industrials | 1,146,428 | 3.3 | 3.98 |
| 2 | Electric utility | 831,036 | 15.6 | 1.52 |
| 3 | Processed food/meat | 387,382 | 5.2 | 3.94 |
| 4 | Truck services | 153,573 | 3.8 | 3.96 |
| 5 | Oil and gas | 137,949 | 2.2 | 4.00 |
| 6 | Construction materials | 118,873 | 15.5 | 3.88 |
| 7 | Real estate management and development | 70,191 | 1.0 | 4.00 |
| 8 | Chemistry | 61,243 | 4.9 | 3.87 |
| 9 | Agriculture | 42,018 | 6.8 | 3.62 |
| 10 | Metal and mining | 37,431 | 9.0 | 2.21 |
| 11 | Paper and forestry products | 19,286 | 3.0 | 3.55 |
| 12 | Vehicles and components | 17,246 | 1.4 | 3.69 |
| 13 | Drinks | 6,354 | 3.4 | 4.00 |
| 14 | Marine transport | 5,714 | 13.6 | 4.00 |
| 15 | Air cargo | 1,383 | 2.4 | 4.00 |
| 16 | Rail transport | 1,079 | 3.9 | 4.00 |
| 17 | Passenger air transport | 623 | 12.1 | 4.00 |
| 18 | Coal | — | — | — |
| 19 | Others | 1,466,480 | 1.8 | 3.85 |
| — | Total | 4,504,289 | 4.5 | 3.71 |

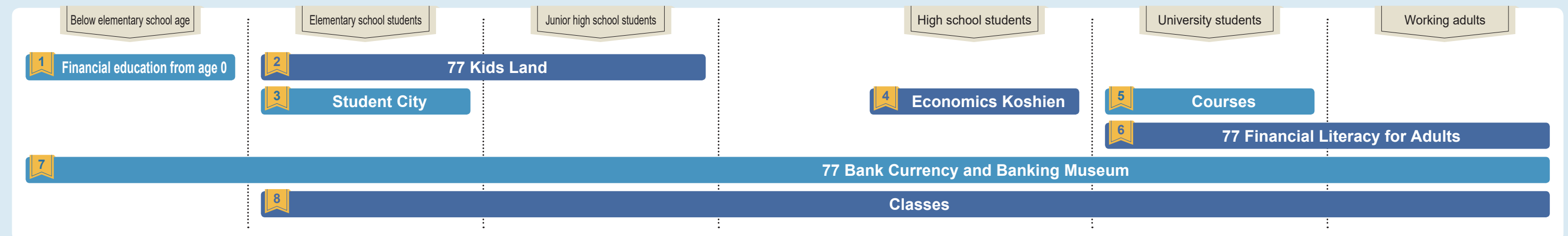
Emissions: t-CO₂; Carbon intensity: t-CO₂/millions of yen

Financial Education Initiatives

Improvement of financial literacy


To provide individuals in our region with opportunities to equip themselves with financial expertise and decision-making skills,

we offer a range of financial education programs to numerous individuals regardless of age, location, or time.



1 Financial education from age 0

Early childhood is an important time to learn how to use money. We communicate the necessary information to households with small children, including pointers on how to learn about money at home.



2 77 Kids Land

"77 Kids Land" is a website for children that uses an easy-to-follow comic book layout, enabling them to learn about money and banks alongside Shichishika-kun. The website is ideal for financial education at home.





3 Student City

At the Sendai Children's Experience Plaza-Elem, we host the experiential education program "Student City" for elementary school students.



4 Economics Koshien (All Japan High School Quiz Tournament)

Since 2009, we have hosted the "Economics Koshien" Miyagi Competition, a quiz event for high school students so they can enjoy learning about finance and the economy.





5 Courses

To promote social contributions through the growth of the regional economy and human resource development, we host the "77 Bank Course" at the Faculty of Business Administration, Tohoku Gakuin University.



6 77 Financial Literacy for Adults

"77 Financial Literacy for Adults" is a website that features various articles on money-related queries and useful financial information for adults. It offers a casual way for adults to learn about things they might be too embarrassed to ask about.


7 77 Bank Currency and Banking Museum

The museum features various easy-to-understand exhibits on the history and role of money, the bank's founding and development, and Miyagi Prefecture and Japan's industry and economy. (77 Bank 4F Head Office; free entry; reservation required)




8 Classes

We offer various classes to improve the required financial literacy in every age group from elementary school students to working adults. The length and content of the classes can be adjusted based on client needs. Please feel free to contact us for further information.



Respect for Human Rights Initiatives

Formulation of Human Rights Policy

In April 2024, we formulated the "77 Bank Group Human Rights Policy" based on the understanding that respect for human rights is an important foundation for corporate activities.

In line with the philosophy of the Bank Creed, "desiring communal prosperity and serving local communities," which has been passed on since our founding, we recognize that respect for human rights is one of our important responsibilities. We will therefore ensure thorough respect for the human rights of our customers, officers, employees, and various other stakeholders.

1. Respect for international norms

The 77 Bank Group will respect international norms such as the "Universal Declaration of Human Rights" and the "Guiding Principles on Business and Human Rights."

2. Scope of application

The Human Rights Policy applies to all officers and employees of the 77 Bank Group.

We also expect the understanding and support of this policy by our customers and various other stakeholders.

3. Commitment to respect for human rights

In its corporate activities, the 77 Bank Group will not allow discrimination, harassment, or human rights violations due to race, ethnic group, nationality, origin, social status, age, religion, beliefs, sex, sexual orientation, gender identity, disability, physical features, or for any other reason.

4. Enhancement of human rights education

To ensure solutions to various human rights issues, the 77 Bank Group will offer a wide range of human rights education to equip all officers and employees with correct knowledge and a greater understanding of human rights.

5. Corrective and remedial measures

In the event of any negative impact on human rights, or if any action is found to be contributing to this negative impact, the 77 Bank Group will ensure appropriate response and implement corrective and remedial measures.

6. Information disclosure and dialog

Through proactive information disclosure and dialog with stakeholders, the 77 Bank Group will strive to improve its human rights initiatives.