

Tokyo Kiraboshi Financial Group Results Briefing for the Fiscal Year Ended March 31, 2020



June 9, 2020

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Tokyo Kiraboshi FG

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Overview of the Group



Overview of the Group

Management philosophy

To be a financial group for small and medium-sized enterprise customers and individual customers in the Tokyo metropolitan area that will contribute to the development of local communities through comprehensive financial services.

Management policy

A bank that sparkles

A bank that rises to the challenge

A bank that brings together ideas

Vision aimed for

Become the urban regional bank group most favored by customers in the Tokyo metropolitan area.

Company history

2014

October

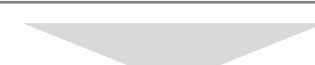
Business integration by The Tokyo Tomin Bank, Limited and The Yachiyo Bank, Limited
Established Tokyo TY Financial Group, Inc.



2016

April

Business integration of "Tokyo TY Financial Group, Inc." with ShinGinko Tokyo, Limited



2018

May

Birth of Kiraboshi Bank (merger of 3 banks)
Changed business name to Tokyo Kiraboshi Financial Group, Inc.



2020

May

Systems integration

June

Head Office relocation (Shinjuku → Aoyama)



Outline of Kiraboshi Bank, Ltd.

Birth of Kiraboshi Bank



Tokyo Kiraboshi Financial Group, Inc.

TokyoTY Financial Group, Inc.

Tokyo Tomin Bank

Yachiyo Bank

ShinGinko Tokyo

Established on May 1, 2018
from merger of 3 banks



Kiraboshi Bank, Ltd.

(Group companies)

- Kiraboshi Consulting Co., Ltd.
- Kiraboshi Capital Co., Ltd.
- Tokyo Kiraboshi Lease, Inc.
- Kiraboshi JCB Co., Ltd.
- Kiraboshi System, Inc.
- Kiraboshi Securities Preparatory Co., Ltd.

(Group companies)

Kiraboshi Service Co., Ltd.

Kiraboshi Credit Guarantee Co., Ltd.

Yachiyo Credit Guarantee Co., Ltd.

Kiraboshi Business Service Co., Ltd.

Kiraboshi Credit Service Co., Ltd.

Kiraboshi Tech, Inc.

綺羅商務諮詢 (上海)

KIRABOSHI BUSINESS CONSULTING VIETNAM COMPANY LIMITED

The origin of the bank's name

Constellation. Twinkling stars.
We want to make the dreams of our customers glitter even brighter in the Tokyo area.
Into this name we put our desire for something clean-cut that also feels easy to get to know, that takes the customers' ideas into safekeeping and uses them to bridge the way to the next generation.

Overview of Kiraboshi Bank, Ltd.

(Kiraboshi Bank, Ltd. non-consolidated as of March 31, 2020)

Location of head office	3-10-43 Minami Aoyama, Minato-ku, Tokyo
Capital	¥43.7 billion
Total assets	¥5,491.0 billion
Deposit balance	¥4,660.3 billion
Loan balance	¥3,769.8 billion

Summary of Business Results

Summary of Business Results for the Fiscal Year Ended March 31, 2020



Tokyo Kiraboshi FG
(¥ 100 million)

(¥ 100 million)

Kiraboshi Bank (non-consolidated)		2019/3	2020/3	Change
1	Gross business profit	673	740	67
2	Of which, net interest income	570	564	(6)
3	Of which, net fees and commissions	105	109	4
4	Of which, other business income	(1)	1	2
5	Of which, gains (losses) on bonds	(2)	62	64
6	Expenses	546	522	(24)
7	Net business income (before transfer to reserve for general possible loan losses)	127	217	90
8	Credit-related costs (1)	43	92	49
9	Credit-related costs (2) (COVID-19 related reserve)	—	22	22
10	Gains (losses) on stocks and other securities	18	(10)	(28)
11	Other non-recurring profit (loss) (including merger and systems integration costs)	(58)	(46)	12
12	Ordinary profit	44	47	3
13	Extraordinary income (Gain on transfer of Shinjuku Office, net of restoration costs)	—	54	54
14	Net income	57	86	29
15	Merger and systems integration costs	34	42	8

Tokyo Kiraboshi FG (consolidated)	2019/3 results	2020/3 results	2020/3 plan	Year-on-year	Achievement rate
Ordinary profit	34	23	21	(32.5%)	109%
Profit attributable to owners of parent	49	76	65	55.8%	116%

[Gross business profit]

- Despite increase in interest on loans and discounts, net interest income decreased due primarily to decrease in interest and dividends on securities, which however was offset by net fees and commissions reflecting growth in corporate customer business.
- To make an effective use of unrealized gains on investment securities, marketable bonds held to maturity were reclassified to available-for-sale securities, a portion of which were sold and the gain thereon being applied to reserve for possible loan losses (precautionary reserve) on establishment of the COVID-19 Fund.
- Gross business profit increased by ¥6.7 billion year-on-year.

[Net business profit]

- Increased by ¥9.0 billion year-on-year as merger-driven cost reduction continued.

[Credit-related costs]

- (1) Increased by ¥4.9 billion year-on-year due largely to customer default caused by inappropriate accounting treatment.
- (2) Recorded ¥2.2 billion as precautionary reserve in connection with the establishment of COVID-19 Fund.

[Net income]

- Stood at ¥8.6 billion, with ¥5.4 billion recorded in extraordinary income as gain on transfer of Shinjuku Office.

Gross Business Profit (Gross Core Business Profit), Net Business Income (Net Core Business Income)



Tokyo Kiraboshi FG

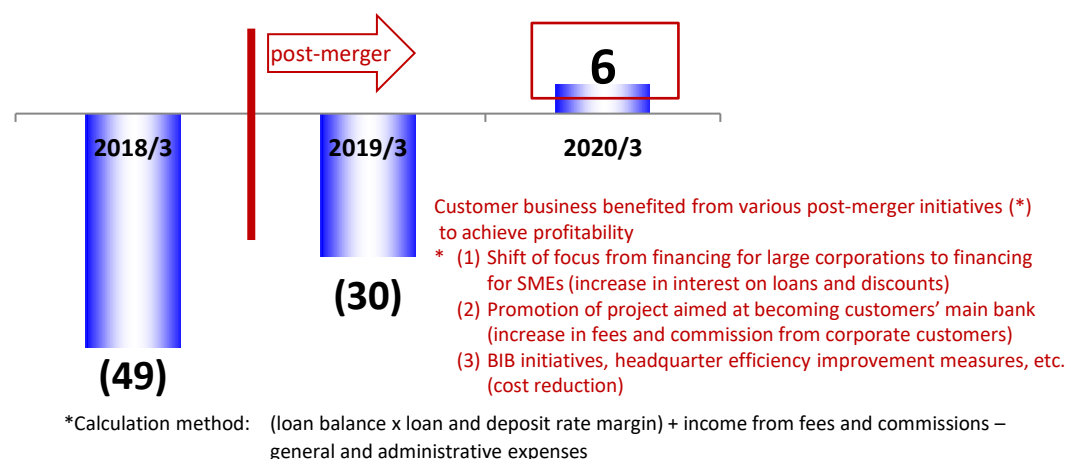
Customer business secured profitability with profit of ¥0.6 billion, up ¥3.6 billion YoY

Net core business income increased by ¥2.5 billion YoY, loan yield showed signs of bottoming out, up 0.002% YoY to 1.185%

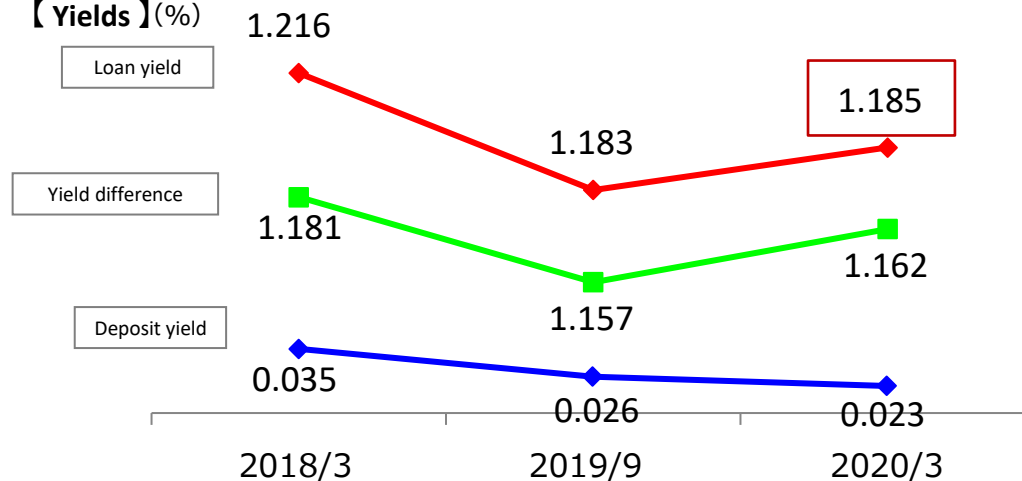
(¥ 100 million)

Kiraboshi Bank		2019/3	2020/3	Change
1	Gross business profit (3+8+9+10+11)	673	740	67
2	(Gross core business profit) (1-11)	676	677	1
3	Net interest income	570	564	(6)
4	Of which, interest on loans and discounts	430	438	8
5	Of which, interest on securities	161	136	(25)
6	Of which, interest on deposits	(11)	(10)	1
7	Of which, foreign currency funding costs	(20)	(12)	8
8	Net fees and commissions	105	109	4
9	Trust fees	1	1	0
10	Other business income	(1)	1	2
11	Losses related to bonds (Government bonds, etc.)	(2)	62	64
12	Expenses	546	522	(24)
13	Net business income (before transfer to reserve for general possible loan losses)	127	217	90
14	Net core business income*	130	155	25

【Movement in customer business profit】 (¥ 100 million)



【Yields】(%)



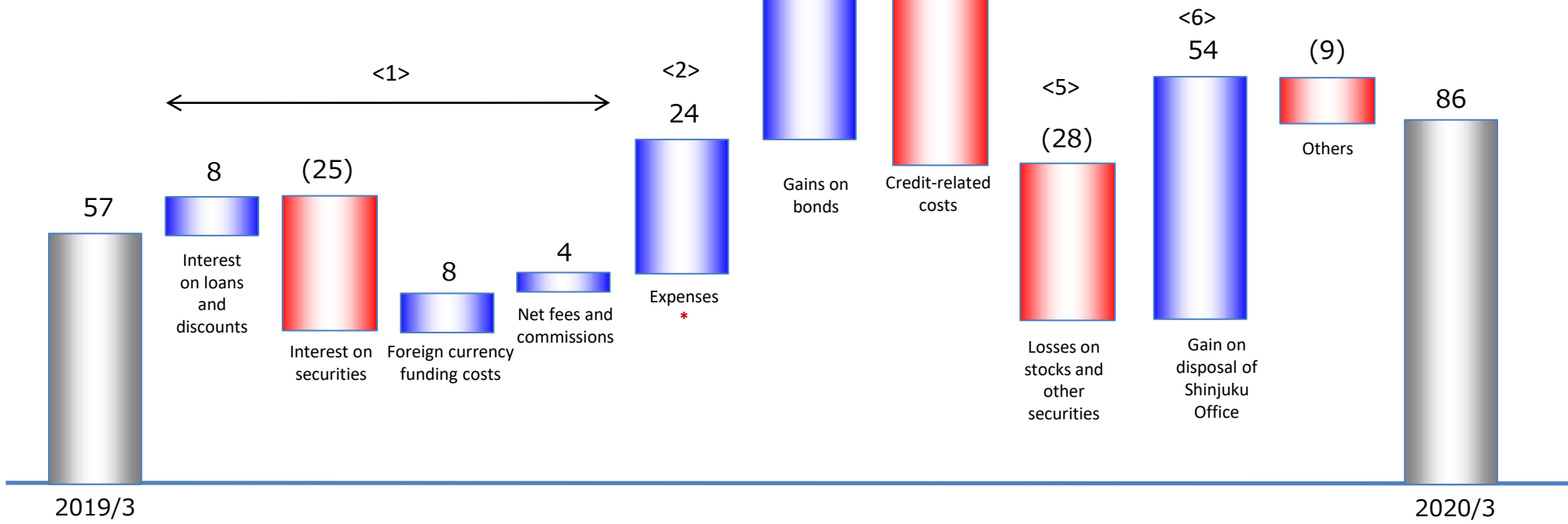
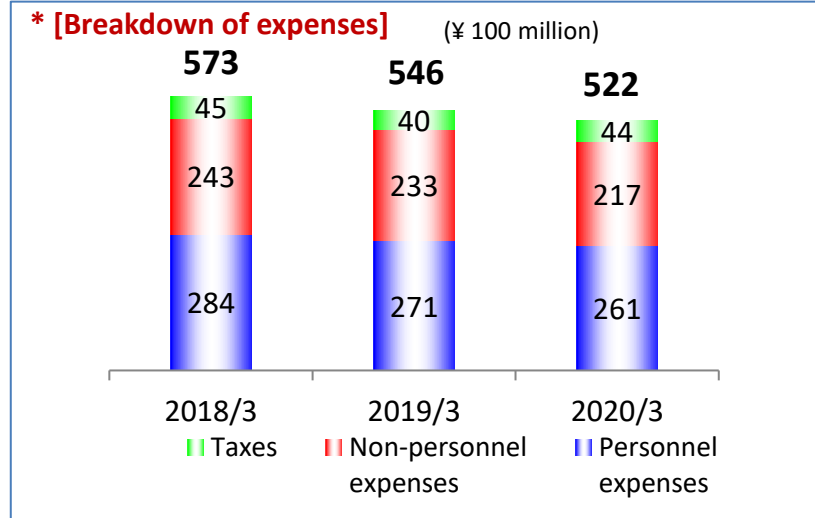
* Same for net core business income (excluding gains (losses) on cancellation of investment trusts)



Factors Affecting Net Income (Kiraboshi Bank)

[Factors affecting net income] (¥ 100 million) ■ Increase ■ Decrease

- <1> Increase in interest on loans and discounts, reduction in foreign currency funding costs, and net fees and commissions that reflected increase in corporate customers business made up for the decrease in interest on securities
- <2> Expenses: down ¥2.4 billion YoY
- <3> Gains (losses) on bonds: up ¥6.4 billion YoY (inclusive of gain (loss) on sale of government bonds held to maturity)
- <4> Credit-related costs: up ¥7.1 billion YoY (inclusive of ¥2.2 billion of precautionary reserve)
- <5> Gains (losses) on stocks and other securities: down ¥2.8 billion YoY (inclusive of ¥1.0 billion of impairment losses on stocks)
- <6> Gain on disposal of Shinjuku Office: recorded ¥5.4 billion (net of restoration costs)
- <7> Net income: up ¥2.9 billion YoY



← **<7> ¥2.9 billion increase in net income** →

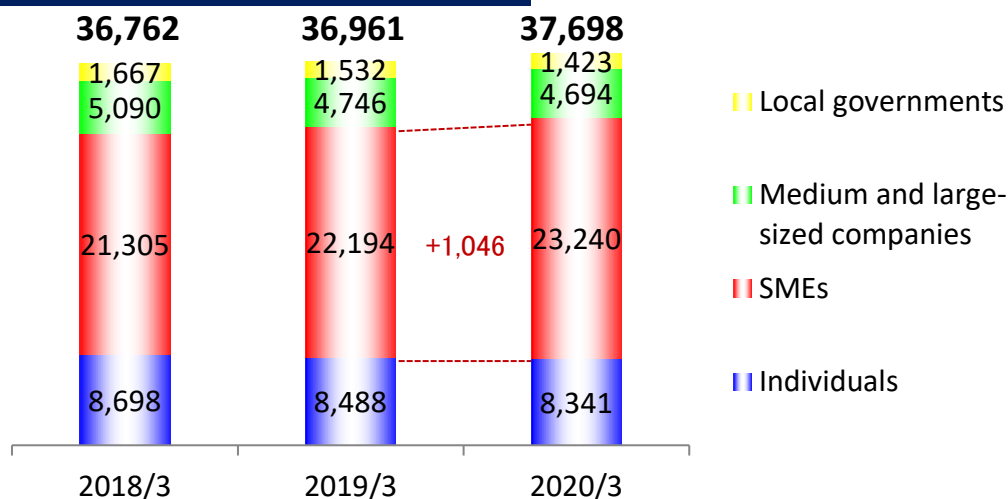
Loans (Kiraboshi Bank)



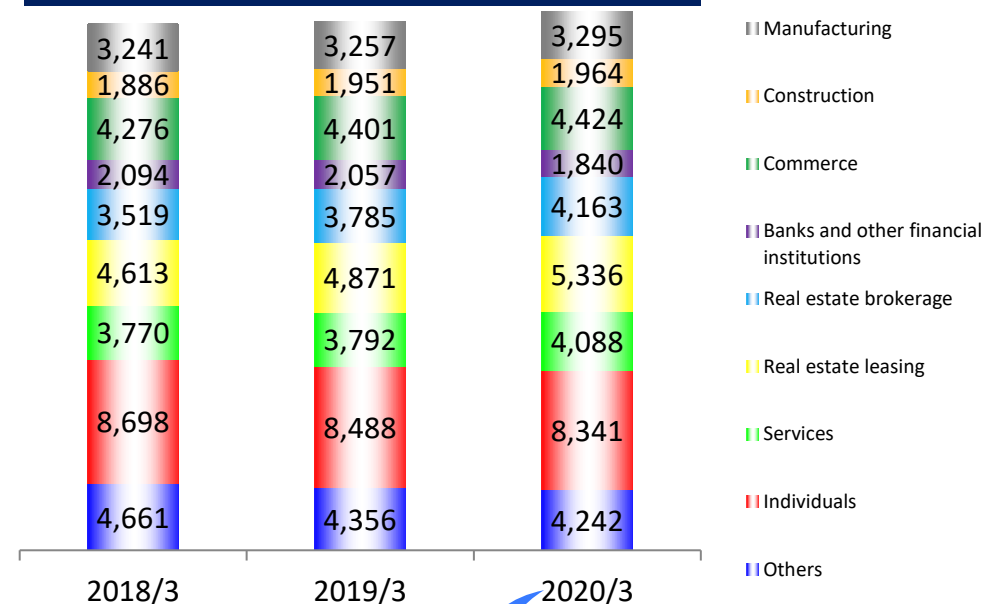
Tokyo Kiraboshi FG

Increase in SME financing on the back of business feasibility evaluations and support of mainstay operations (up ¥104.6 billion YoY)

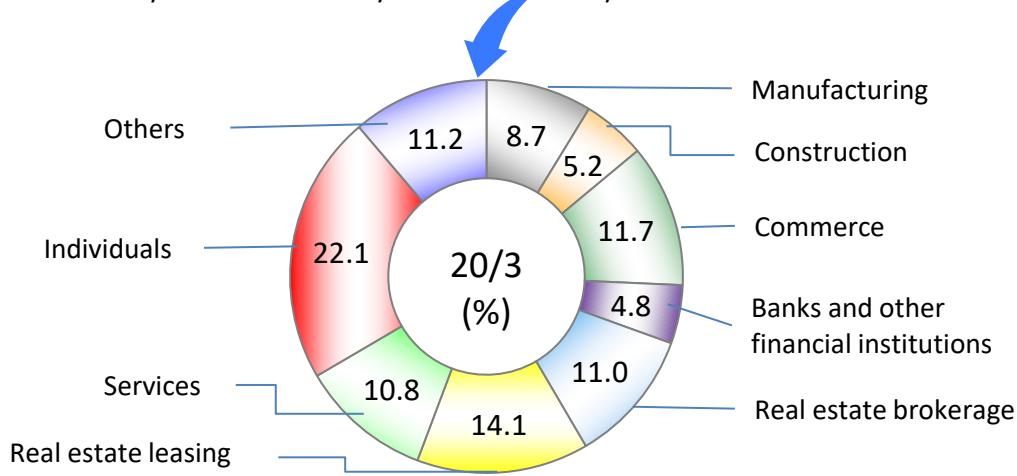
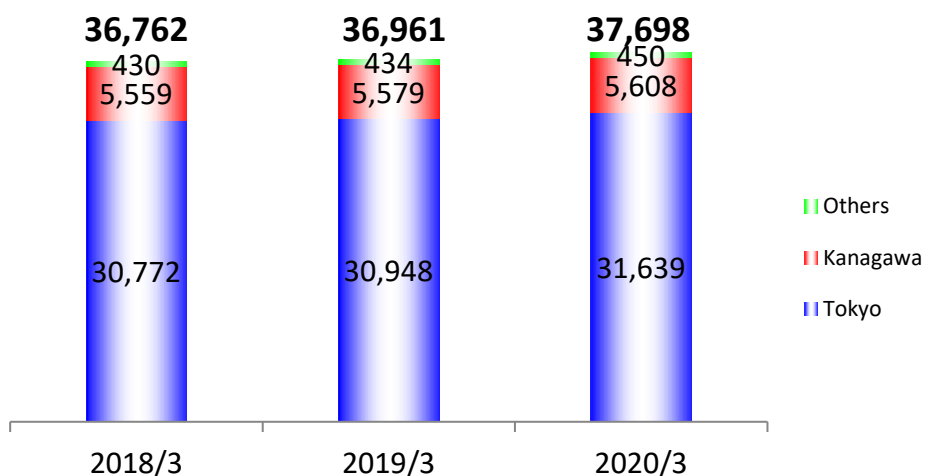
■ Loan balance by type of customer (¥ 100 million)



■ Loan balance by industry (Kiraboshi Bank) (¥ 100 million)



■ Loan balance by region (¥ 100 million)

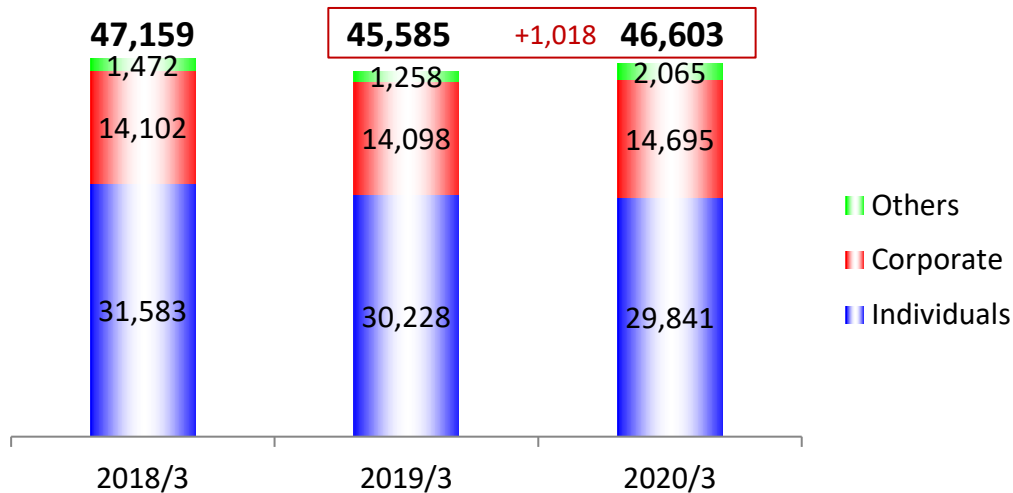




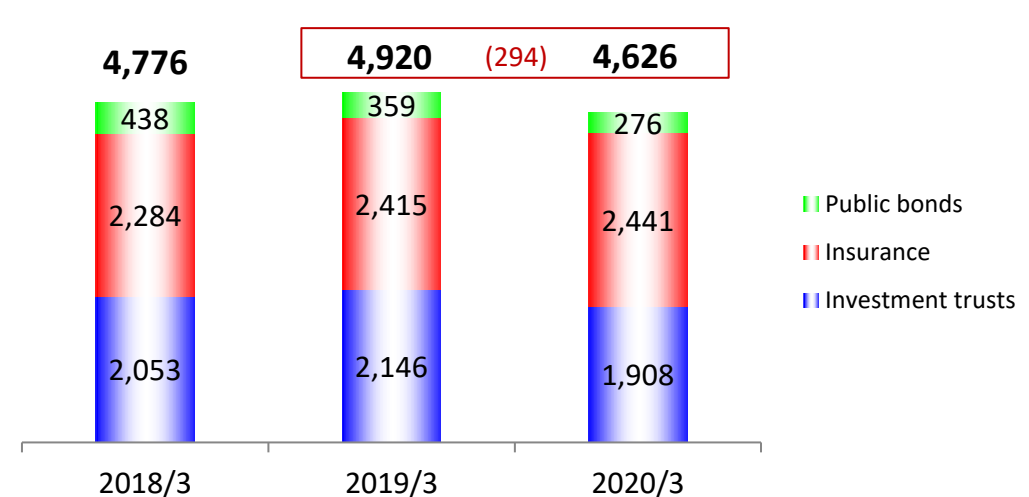
Deposits and Assets under Management (Kiraboshi Bank)

Rebound in deposit balance driven by growth in corporate deposits, up ¥101.8 billion YoY
Decrease in balance of assets under management due largely to sluggish market affecting investment trusts

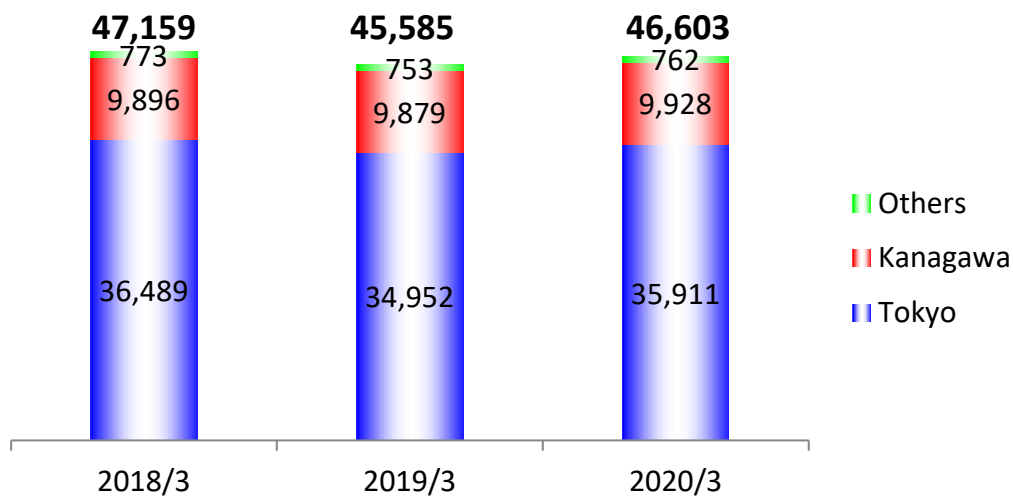
■ Deposit balance by client (¥ 100 million)



■ Balance of assets under management (¥ 100 million)

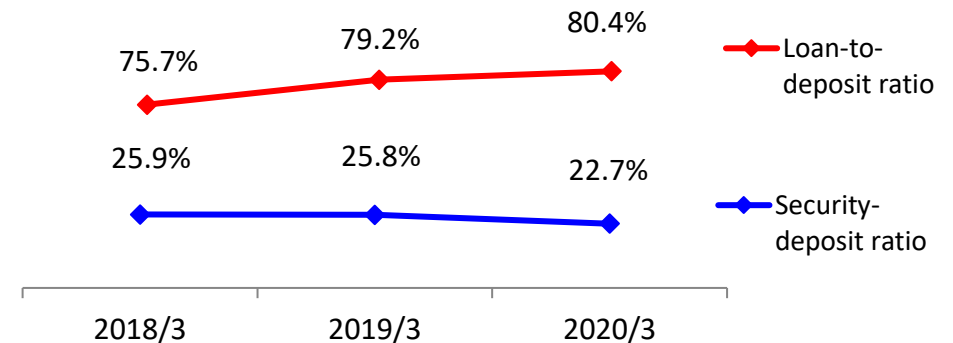


■ Deposit balance by region (¥ 100 million)



* Balance of assets under management of the former Tokyo Tomin Bank and former Yachiyo Bank for the fiscal year ended March 31, 2018.

■ Loan-to-deposit ratio / security-deposit ratio

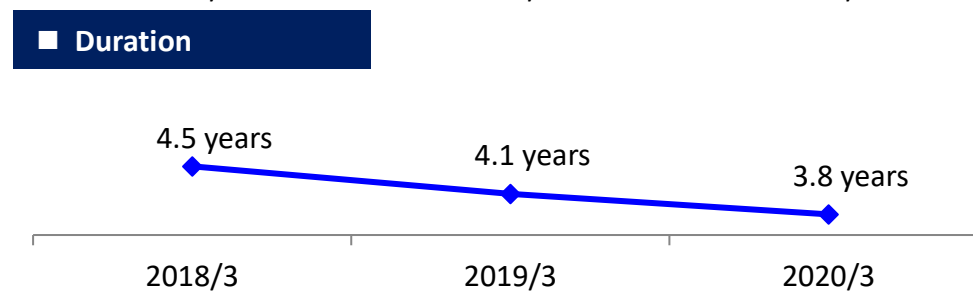
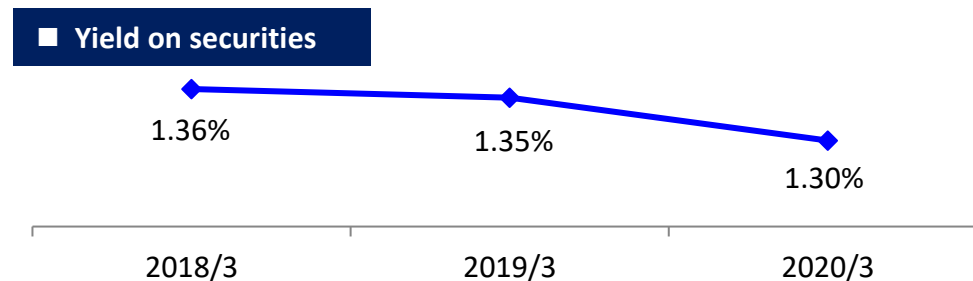
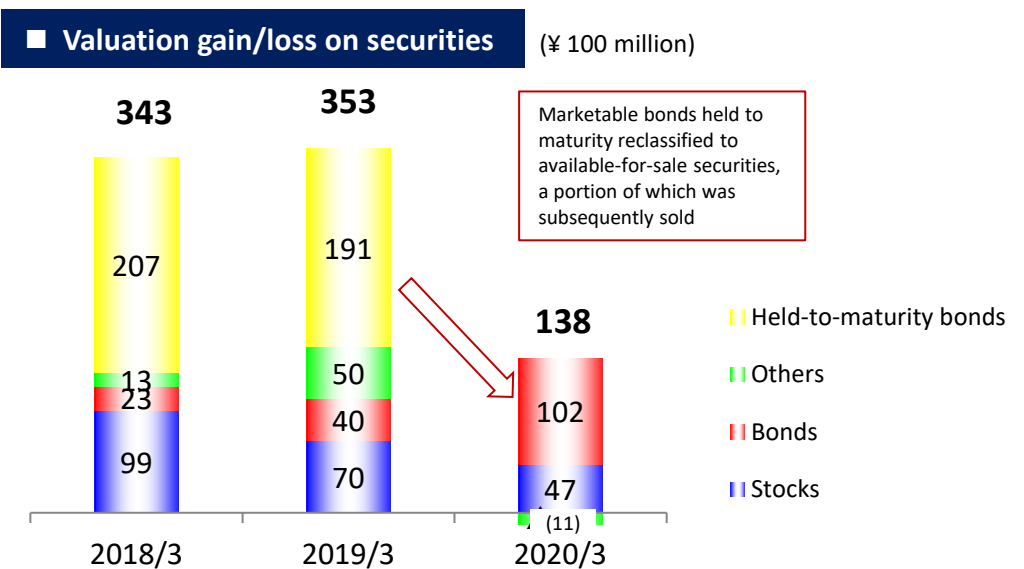
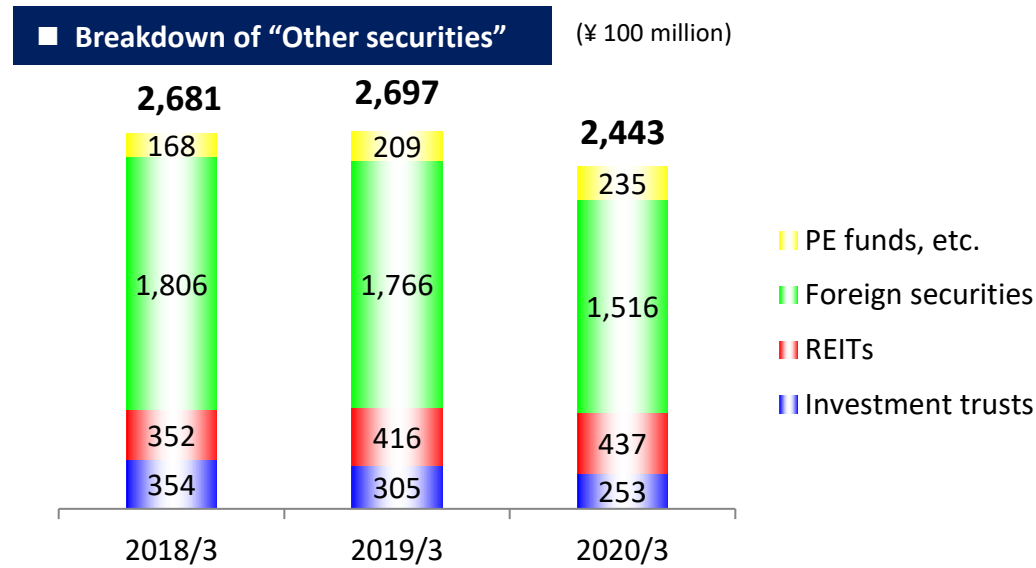
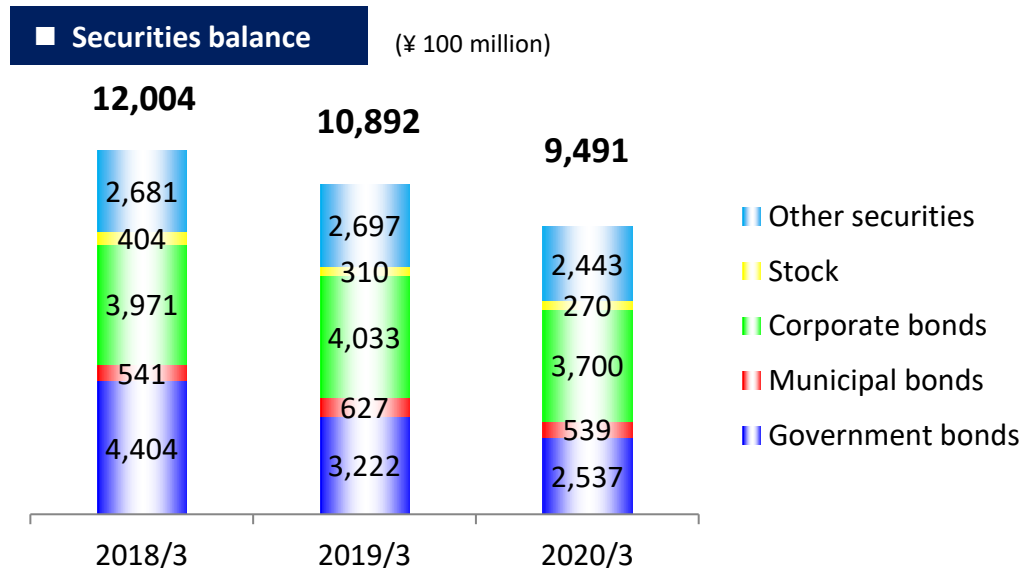


Securities (Kiraboshi Bank)



Tokyo Kiraboshi FG

Promotion in diversification of investment management and portfolio diversification while aiming for risk diversification and stable profits



Problem Assets Subject to Disclosure under the Financial Reconstruction Law and Credit-Related Costs (Kiraboshi Bank)



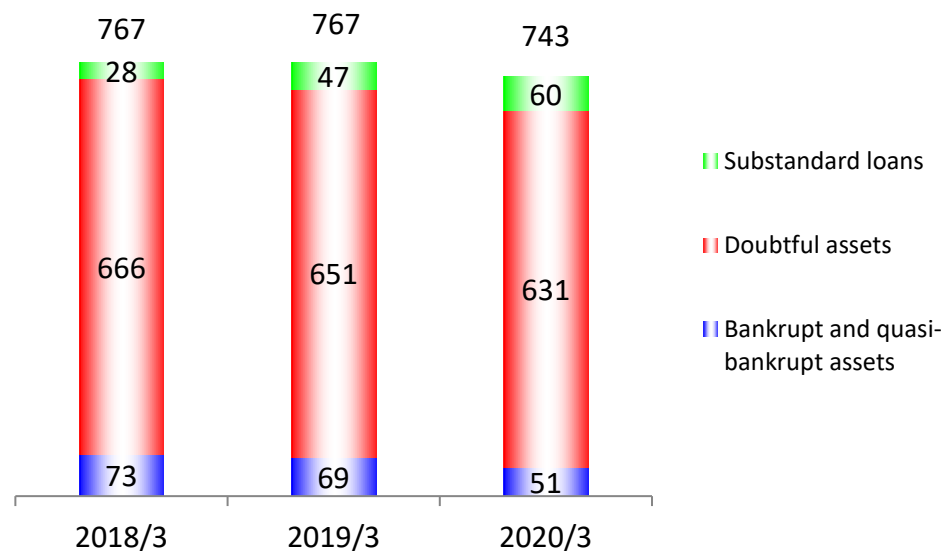
Tokyo Kiraboshi FG

Increase in credit-related costs, by ¥4.9 billion due to customer's inappropriate accounting treatment, and by ¥2.2 billion in response to COVID-19

Value of problem assets subject to disclosure

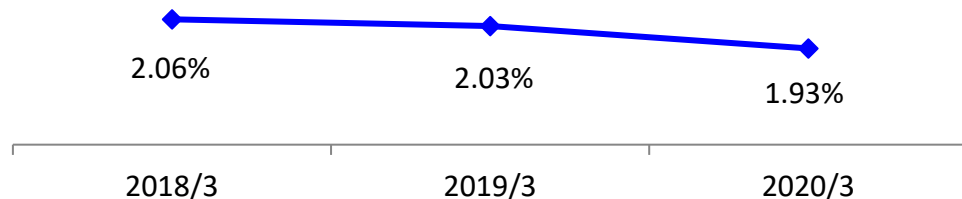
(¥ 100 million)

[After partial direct write-offs]



Ratio of problem assets subject to disclosure

[After partial direct write-offs]



Credit-related costs

* Lower row indicates COVID-19 related reserve (¥ 100 million)

	2018/3	2019/3	2020/3	Change
	21	43	92	+49
	—	—	22	+22

Coverage status of problem assets subject to disclosure under the Financial Reconstruction Law

[Before partial direct write-offs]

(¥100 million)

	2020/3
Covered amount	670
Reserve for possible loan losses	224
Collateral, guarantees, etc.	446
Problem assets	896
Coverage ratio	74.8%

[Credit-related costs]

Enhancing credit management structure with a view to holding down credit-related costs in FY2020 and beyond

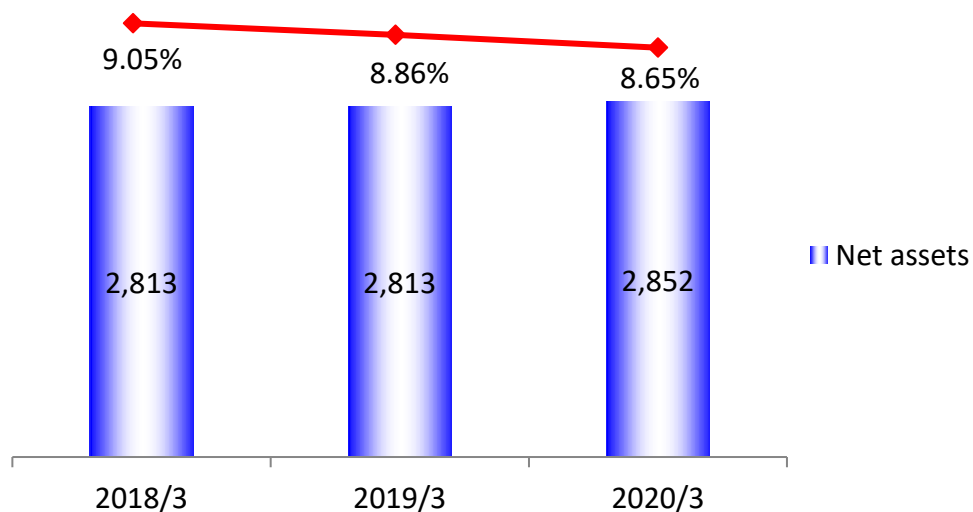
(Established Corporate Solution Group in April 2020)



Capital Ratio/Core OHR/ROE

**Capital ratio fell by 0.21 points YoY
Core OHR improved by 3.7 points YoY, ROE rose by 0.92 points YoY**

Consolidated capital ratio (Tokyo Kiraboshi FG)

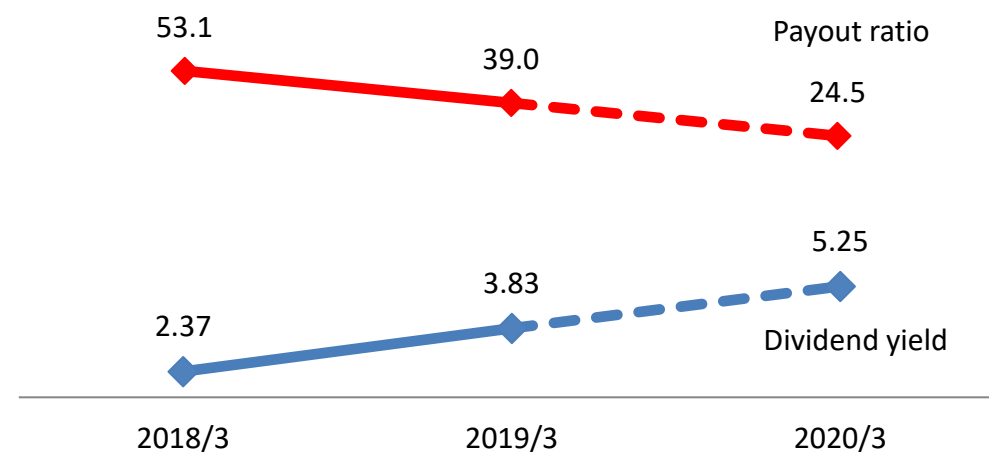


ROE (Tokyo Kiraboshi FG, consolidated) (%)

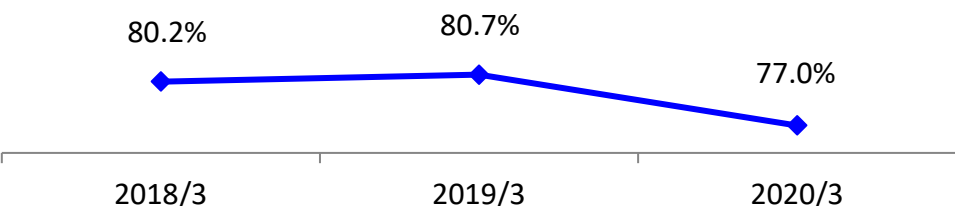
2018/3	2019/3	2020/3
1.28	1.68	2.60

$$* \text{ROE (consolidated)} = \frac{\text{Profit attributable to owners of parent}}{(\text{Net assets at the beginning of the period} + \text{net assets at the end of the period}) \div 2} \times 100$$

Payout ratio, dividend yield (Tokyo Kiraboshi FG) (%)



Core OHR (Kiraboshi Bank)



$$* \text{Core OHR} = \frac{\text{Expenses}}{\text{Gross core business profit}} \times 100$$

Profit Plan and Strategy

Plan for the fiscal year ending March 31, 2021

(* Impact of COVID-19 is not included (other than ¥2.2 billion which has been set aside as precautionary reserve))



Tokyo Kiraboshi FG

2021/3 plan (Kiraboshi Bank)

(¥ 100 million)

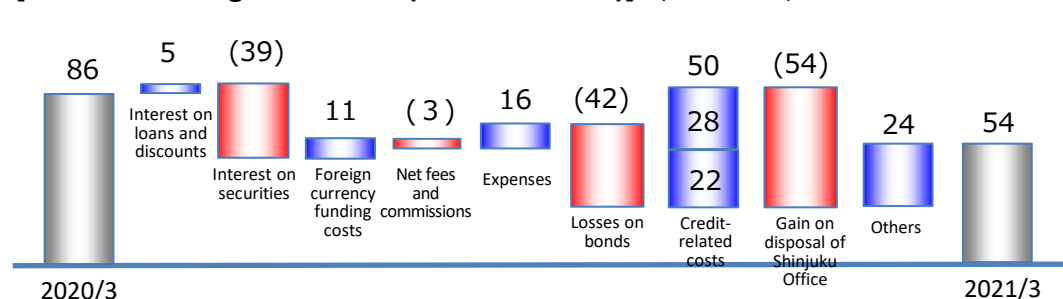
	2020/3 results B	2021/3 planned A	Difference (B-A)	
1	Gross business profit	740	675	(65)
2	Gross core business profit	677	654	(23)
3	Net interest income	564	536	(28)
4	Of which, interest on loans and discounts	438	443	5
5	Of which, interest on securities	136	97	(39)
6	Of which, foreign currency funding costs	(12)	(1)	11
7	Net fees and commissions	109	106	(3)
8	Expenses	522	506	(16)
9	Net business income (before transfer to reserve for general possible loan losses)	217	168	(49)
10	Of which, Losses related to bonds (Government bonds, etc.)	62	20	(42)
11	Net core business income	155	147	(8)
12	Credit-related costs (1)	92	64	(28)
13	Credit-related costs (2) (COVID-19 related reserve)	22	-	(22)
14	Other non-recurring profit (loss)	(46)	(43)	3
15	Ordinary profit	47	72	25
16	Extraordinary income (Gain on transfer of Shinjuku Office)	54	-	(54)
17	Net income	86	54	(32)
18	Merger and systems integration costs	42	31	(11)

2021/3 plan (Tokyo Kiraboshi FG, consolidated)

(¥100 million)

	2020/3 results B	2021/3 planned A	Difference (B-A)	vs Business Plan
Ordinary profit	23	57	34	-
Profit attributable to owners of parent	76	40	(36)	(20)

Factors affecting net income (Kiraboshi Bank) (¥100 million)



[Net core business income]

- Decrease of ¥0.8 billion from the fiscal year ended March 31, 2020 is projected to reflect such positive factors as increase in interest on loans and discounts as well as cost reductions, despite decrease in interest on securities. (The projection is ¥2.2 billion above the target of ¥12.5 billion set in the Medium-Term Business Plan.)

[Credit-related costs (1)(2)]

- Reduction of ¥5.0 billion from the fiscal year ended March 31, 2020 is projected by enhancing predictive risk management structure (establishment of a new division)
- Precautionary reserve of ¥2.2 billion is already recorded in the fiscal year ended March 31, 2020 for customers facing business deterioration due to COVID-19.

[Net income]

- Decrease of ¥3.2 billion from the fiscal year ended March 31, 2020 reflects absence of ¥5.4 billion in gain on disposal of Shinjuku Office recorded in that fiscal year.

[Tokyo Kiraboshi FG]

- Between consolidated and non-consolidated figures, a negative difference of ¥1.4 billion in net income will result from such factors as income/loss at subsidiaries etc., and accounting treatment of loss on redemption of securities.
- Decrease of ¥2.0 billion from the Medium-Term Business Plan target is projected due to impact notably of changes in the market environment taking place since the formulation of the Business Plan.



Medium-Term Business Plan Promotion Platform

Provide support in the Tokyo area where a wide range of SMEs are concentrated

- Secure first calls by providing tailored financial services to the large number of SMEs.
- In line with growth of customers' business, expansion of business opportunities can be expected.

Number of Establishments (June 2016)		
Ranking	Prefecture	(10,000)
1	Tokyo	69
4	Kanagawa	31

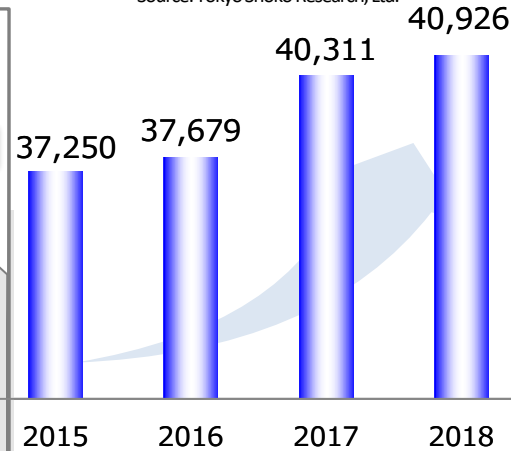
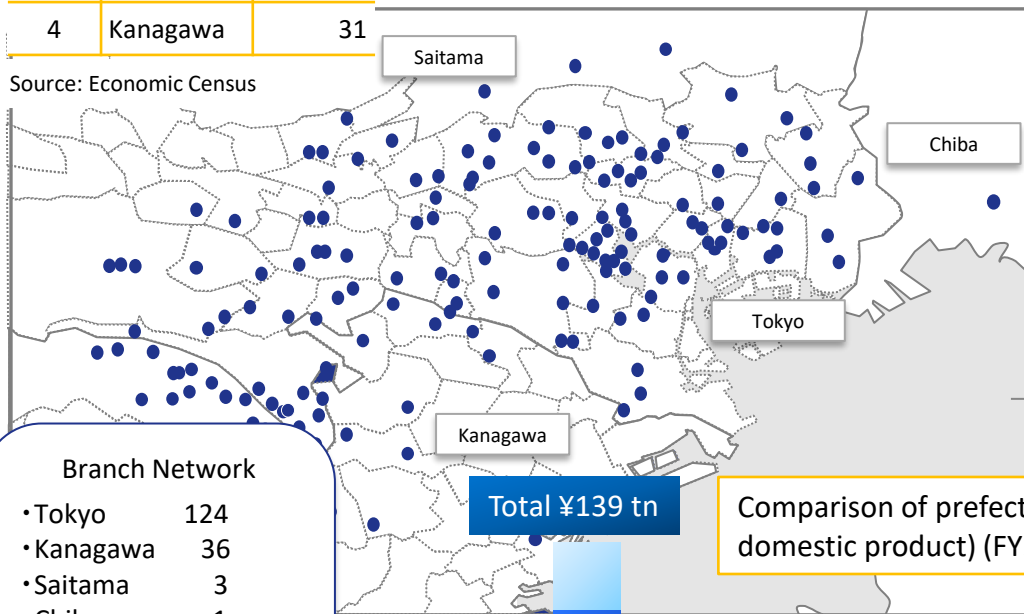
Tokyo and Kanagawa account for approx. 18% of total number of establishments nationwide

Number of newly-established corporations in Tokyo is increasing year by year, and accounts for approx. 30% of nationwide total.

Number of newly-established corporations in Tokyo

Source: Tokyo Shoko Research, Ltd.

Source: Economic Census



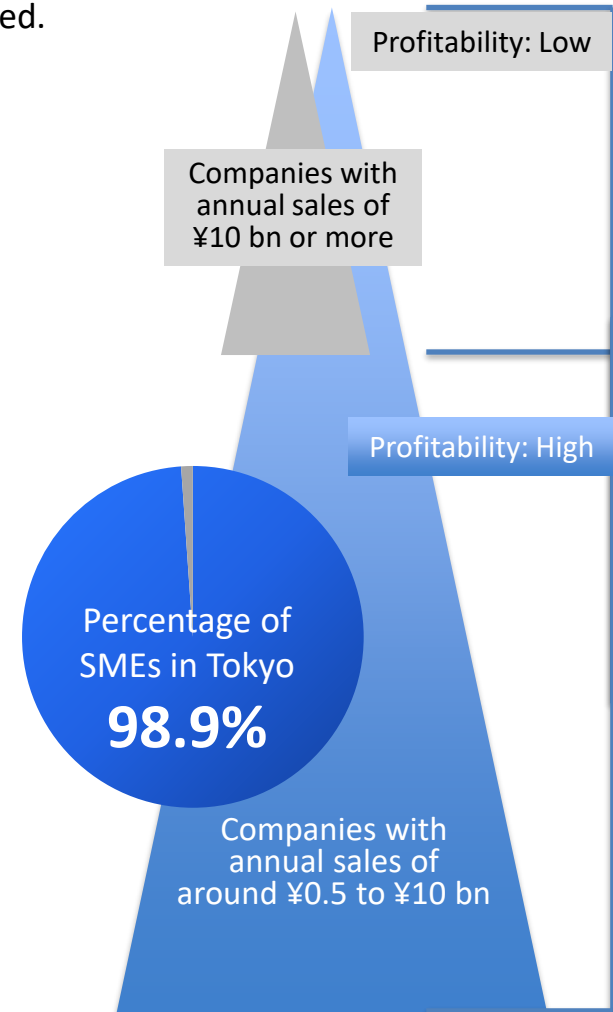
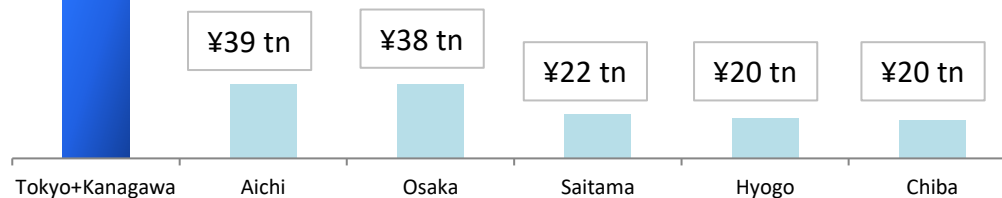
Source: Prefectural Accounts

Branch Network	
•Tokyo	124
•Kanagawa	36
•Saitama	3
•Chiba	1
Total	164

164 branches 135 office (as of March 31, 2020)

Total ¥139 tn

Comparison of prefectural GDP (gross prefectural domestic product) (FY2016)



Source: Industry and Employment in Tokyo 2019

Medium-Term Business Plan Start Up Kiraboshi

From May 2018 to March 2021 (three years)



Tokyo Kiraboshi FG

Concept

- (1) Creation of a “new kind of urban regional bank for the Tokyo area”
- (2) Commitment by the Group to contribute to the **development of the Tokyo area** (with a tangible presence in the Tokyo area)
- (3) Start-up spirit based on “**Challenge & Speed**”

Business models

“Building a business model that takes dialogue as its starting point”

Main measures

- (1) Enrichment of consulting functions
- (2) Human resources development focusing on dialogue abilities for being chosen and trusted
- (3) Business process re-engineering to strengthen contact with customers

Number of first call contacts

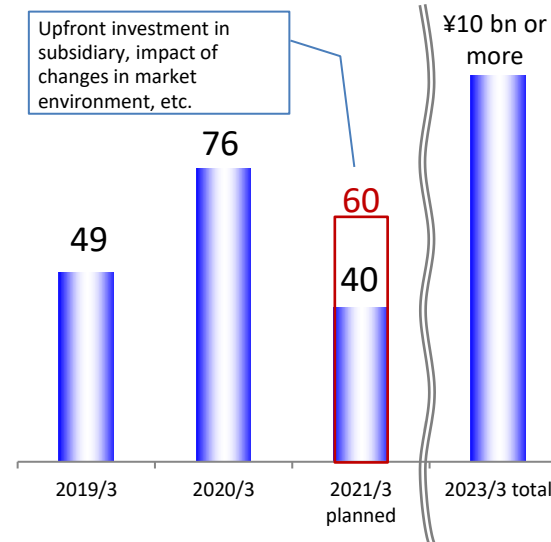
- Number of contacts made with proposals to support their mainstay operations (corporates, owner-managers)
- Number of contacts made with proposals to support their life plans (individuals)

Numerical targets

*Numbers in red indicate numerical targets of the Business Plan

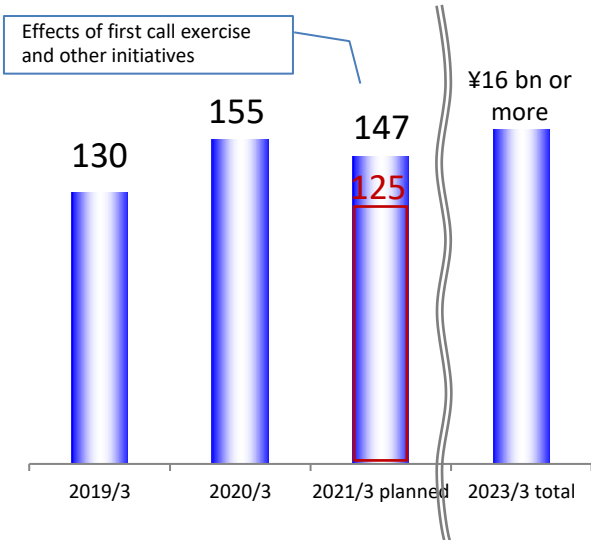
Net income (FG) (¥100 million)

Upfront investment in subsidiary, impact of changes in market environment, etc.

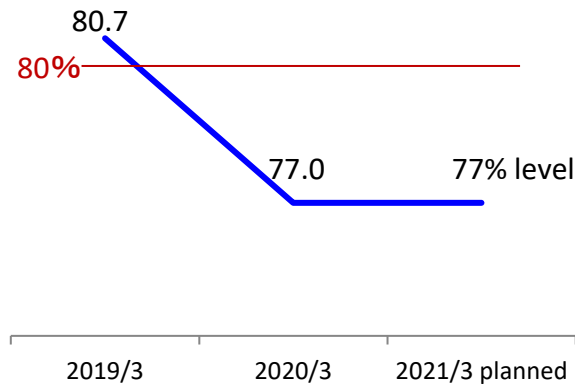


Net core business income (BK) (¥100 million)

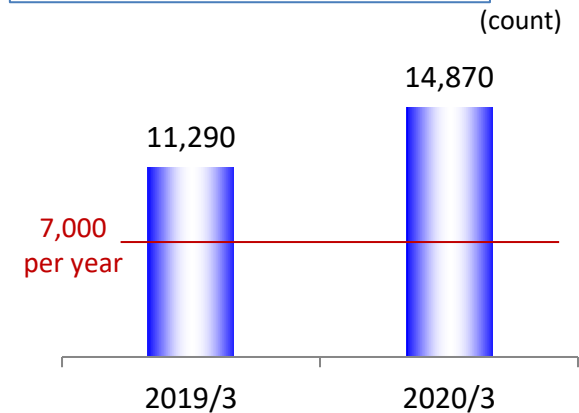
Effects of first call exercise and other initiatives



Core OHR (BK) (%)



Number of first call contacts (BK)





Profit Improvement Measures

Promotion of “First Call exercise” and establishment of “SF Division”

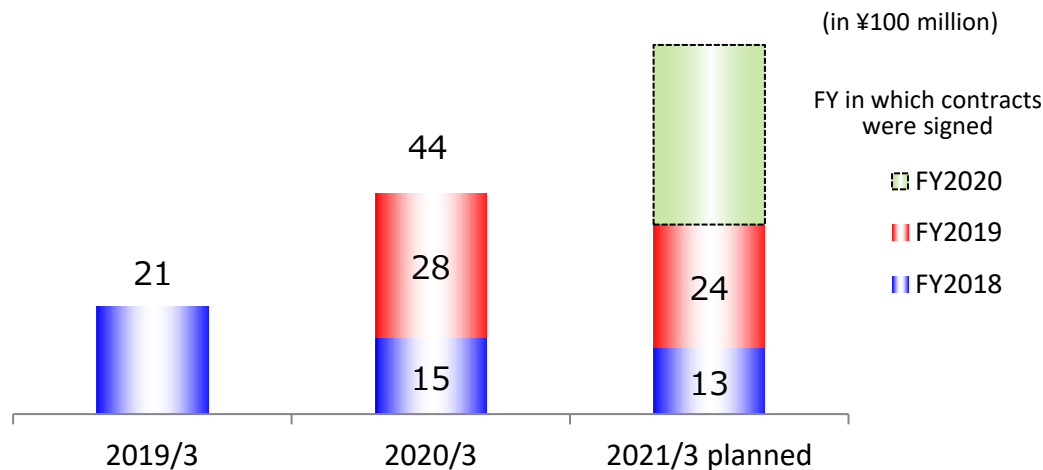
First call exercise

- Launch consulting activities with dialogue as the starting point, which is one of the main measures of the Medium-Term Business Plan, and seek to become “the bank to which customers give the first call”
- Diversify means of “dialogue” with customers through use of tablet computers and other tools, in the context also of COVID-19 impact
- With the first call exercise taking hold, number of first call contacts has substantially exceeded the target of 7,000 per year
- Profit increased from ¥2.1 billion in 2019/3 to ¥4.4 billion in 2020/3, contributing to overall profit growth

Number of contacts, profit

2019/3 11,290 contacts ⇒ 2020/3 14,870 contacts

Developing into operation that can be expected to generate continuous profit



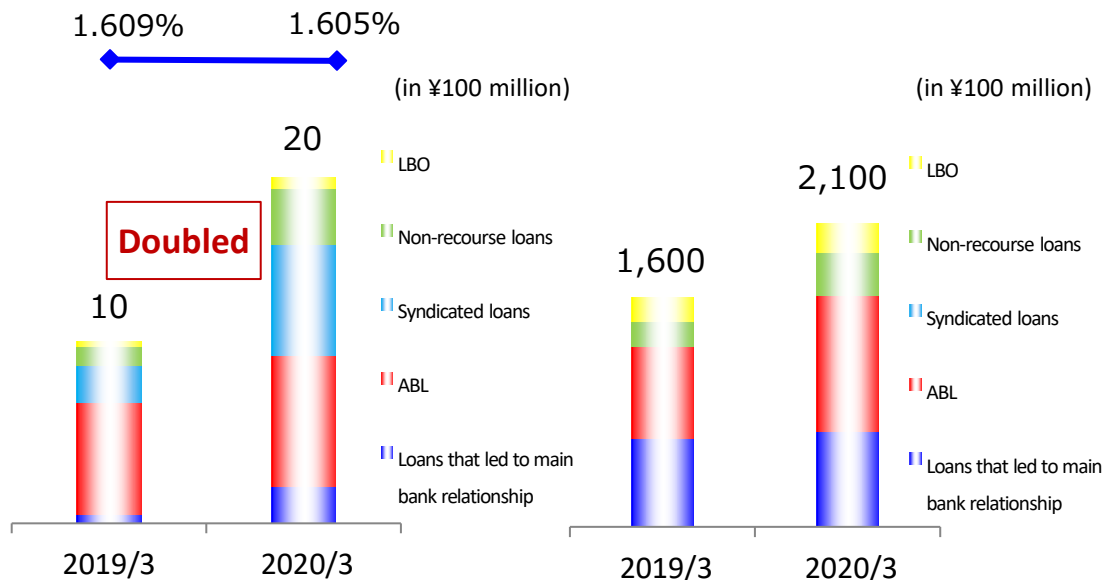
SF Div.’s comprehensive financial services

- “SF Division” was established in January 2019 for offering proposals in highly specialized financial services (currently with a team of around 80)
- The Division consolidates the three functions of financing based on business feasibility evaluations, structured finance and medical/welfare fields
- With the Division also supporting the first call exercise, steady growth was achieved in fee and commission income from corporate customers
- Loan yield improved with provision of tailored financial services

[2019/3] 1.183% ⇒ [2020/3] 1.185% (+0.002%)

Fee income, average interest rate

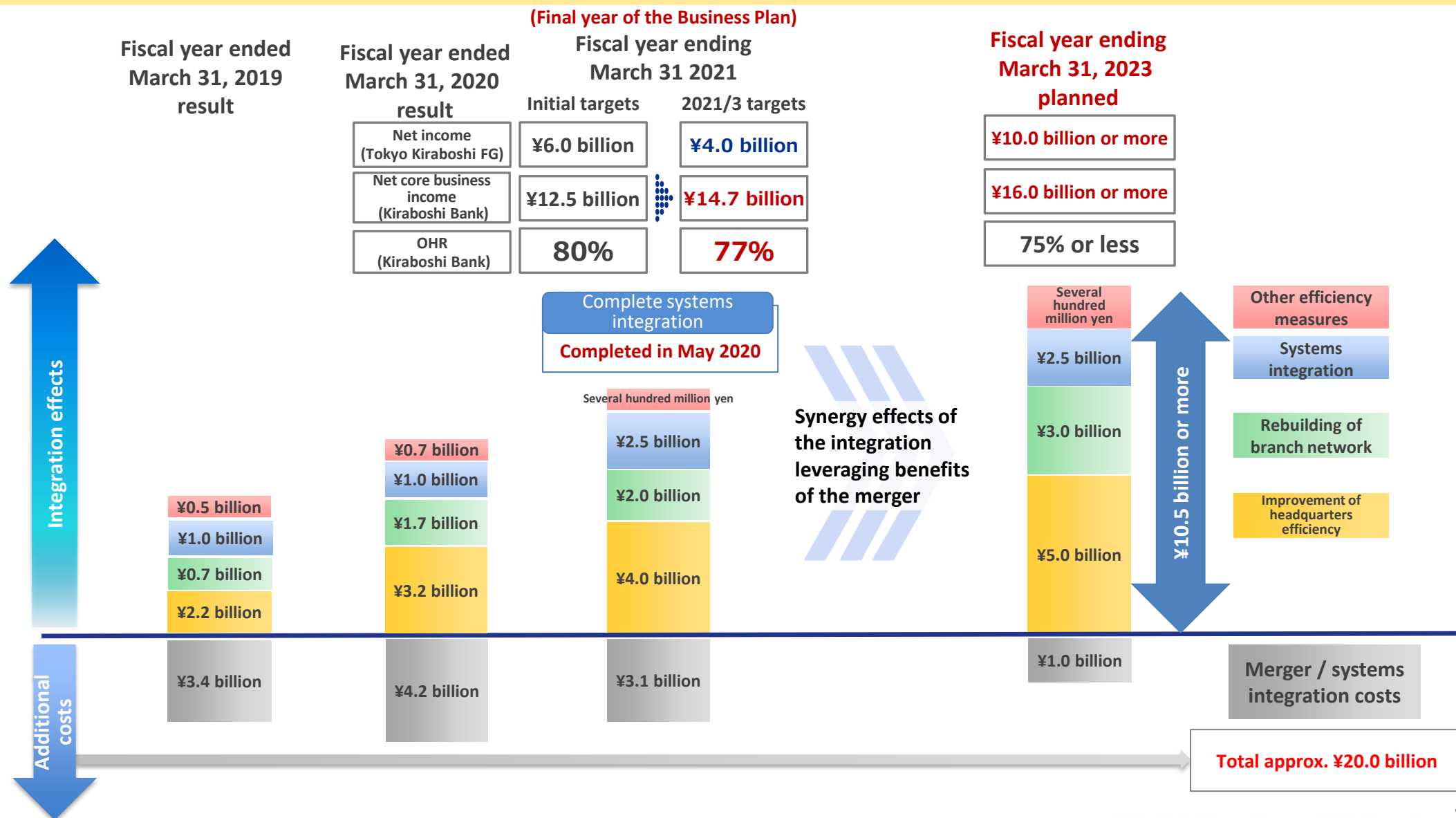
Amount of loans extended





Integration Effects and Improvement of Management Efficiency

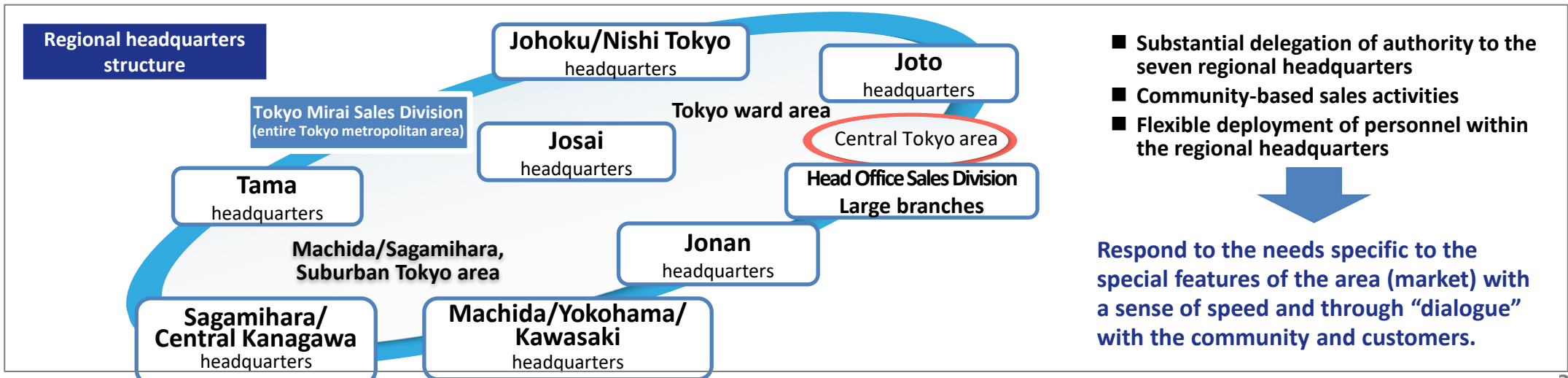
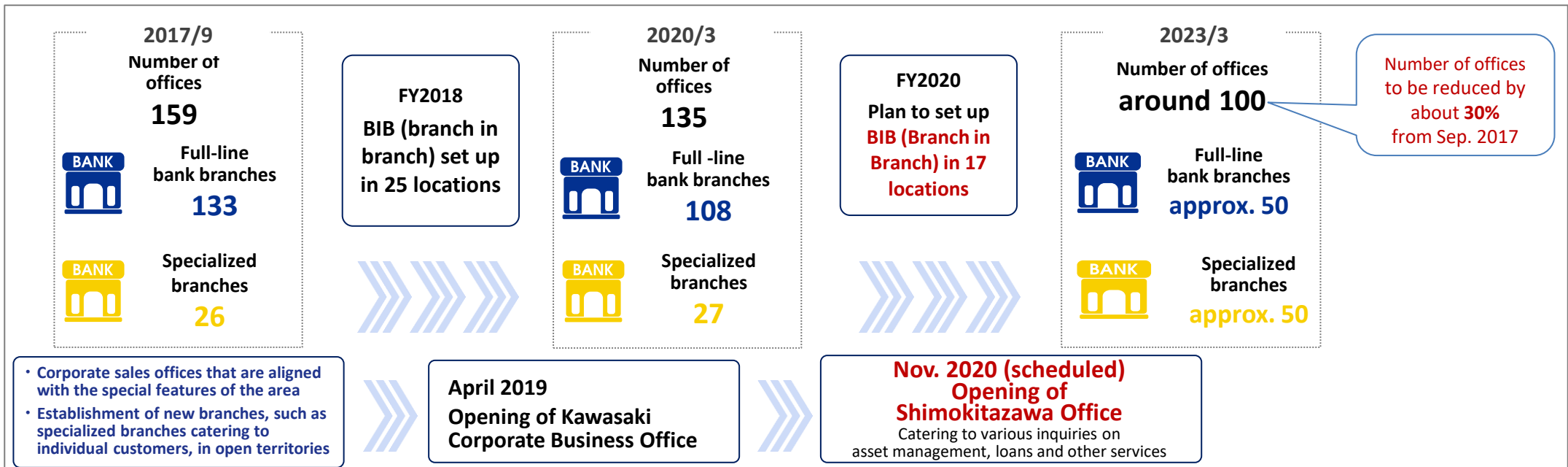
Plan to achieve **net core business income of ¥16.0 billion** or more, **net income of ¥10.0 billion** or more





Branch Strategy / Local Strategy

Building a **new branch network** to meet the market needs of the Tokyo area



Group Strategy and Further Promotion of Partnership with External Organizations



Tokyo Kiraboshi FG

Enhancement of functions within the Group and promotion of partnership with external organizations

Group strategy		Partnership with external organizations
Oct. Establishment of Tokyo FY Financial Group, Inc.	2014	
	2015	Sep. Conclusion of Comprehensive Collaboration Agreement with Tokyo Metropolitan Government
Apr. Business integration with ShinGinko Tokyo Aug. Investment in Sky Ocean Asset Management Co., Ltd.	2016	June Business and capital tie-up with Sumitomo Mitsui Trust Bank, Ltd. Nov. Alliance with Jimoto Holdings, Inc.
Apr. Establishment of Kiraboshi Consulting Co., Ltd. ⇒ to strengthen consulting functions aimed at enhancing comprehensive financial services Nov. Establishment of Kiraboshi Tech, Inc. ⇒ to expand into the FinTech area	2017	Jan. Alliance with Senshu Ikeda Holdings, Inc. Aug. Alliance with Tokyo Metropolitan University
May Merger of the three banks Sep. Establishment of Kiraboshi Capital Co., Ltd. ⇒ to respond to the needs in mezzanine, funding (incl. IPOs)	2018	May Alliance with Orix
Aug. Conversion of Tokyo Kiraboshi Lease, Kiraboshi System and Kiraboshi JCB to wholly-owned subsidiaries ⇒ to strengthen the Group's sales capabilities Oct. Opening of subsidiary in Vietnam Dec. Establishment of securities subsidiary ⇒ to embrace a new challenge of developing securities business in the Tokyo area	2019	Jan. Conclusion of Comprehensive Collaboration Agreement with Tokyo Chamber of Commerce and Industry May Conclusion of agreement for investment in ASEAN Region Funds July Alliance with Shinhan Bank Japan ⇒ to strengthen overseas support Sep. Alliance with Freee

Building a comprehensive service business that is also strong in finance

Evolution of Business Model Through Enhancement of Group Strategy



Tokyo Kiraboshi FG

Leverage **the collective strength of the Group** with the aim of developing a comprehensive service business that is also strong in finance

Provision of solutions through Group-wide collaboration

- Provide consulting services to improve corporate value
- Ensure commitment to customer-oriented business practice
- Serve the functions of a trading company in the Tokyo metropolitan area



External specialized organizations

Propose problem-solving menu

Group-wide sharing of issues

External partner organizations

Enhancement of the Group's proposal capabilities



Improvement of Group's profitability

Continuous and stable payment of dividends

Shareholder return

Shareholders

Improvement of corporate value

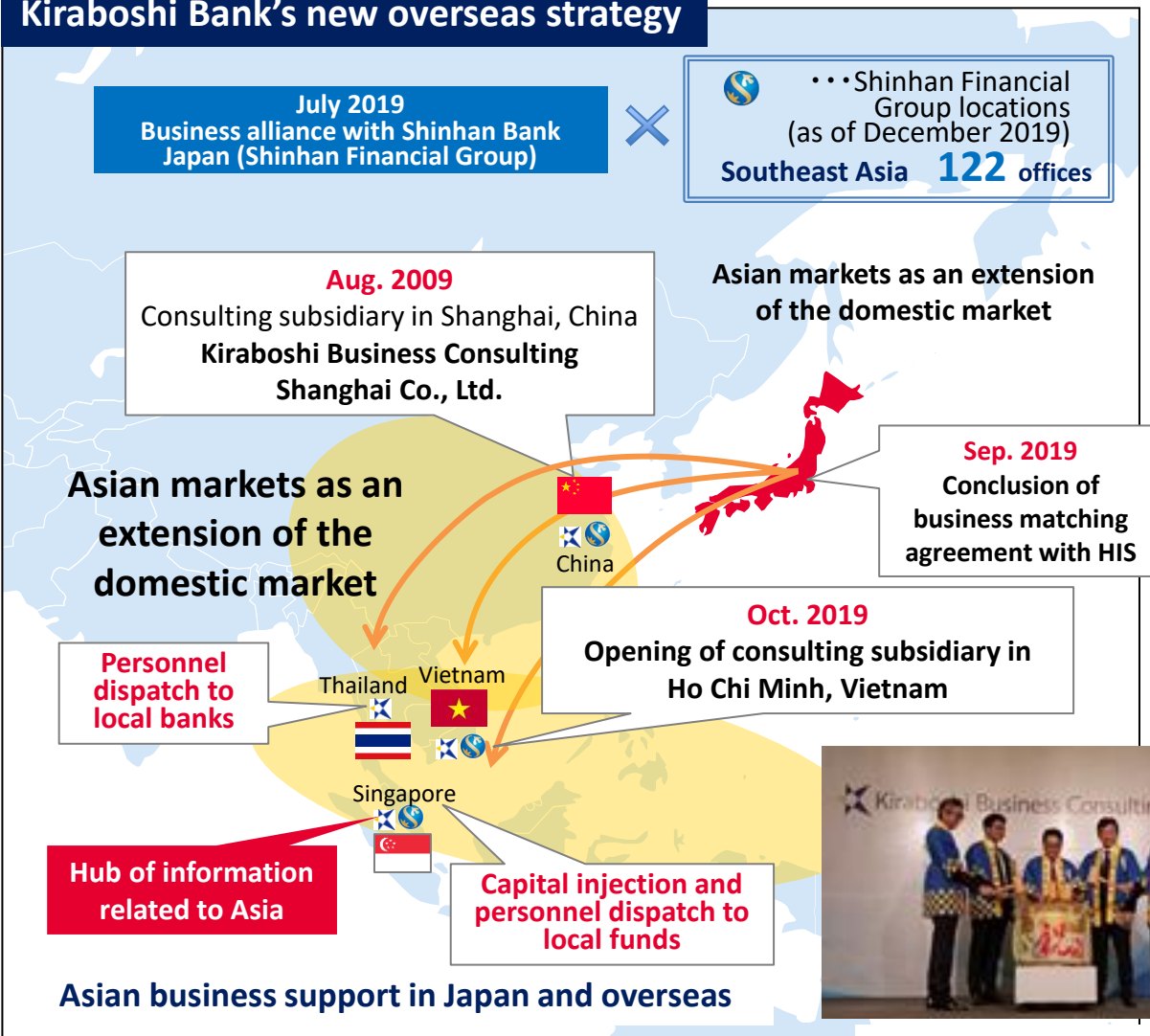
Improvement of Group value by enhancing Group functions



Enhancement of Overseas Strategy

Enhance **overseas strategy** through expansion of overseas networks and use of offshore funds

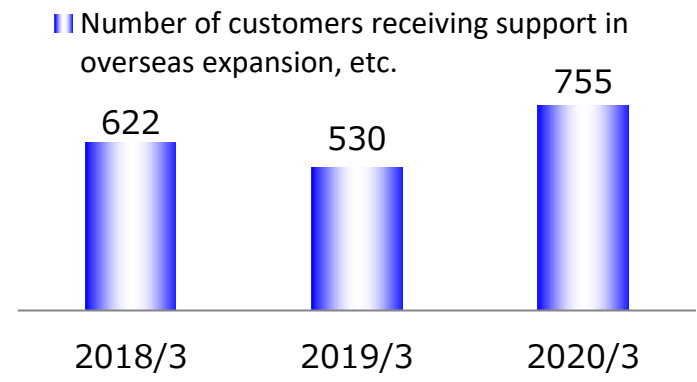
Kiraboshi Bank's new overseas strategy



- Challenges for SMEs**
- Maturation of domestic market
 - Expansion of marketing channels for products and services
 - Collection of local (overseas) information
 - Alliance with companies overseas, etc.

Serve the functions of a trading company
To connect Japan's high level technical capabilities and quality service to the Southeast Asian markets (time machine model)

- Southeast Asia market**
- High economic growth, market expansion, population growth
 - Workforce with low average age and filled with vitality
 - Technical capabilities of SMEs are still at low levels



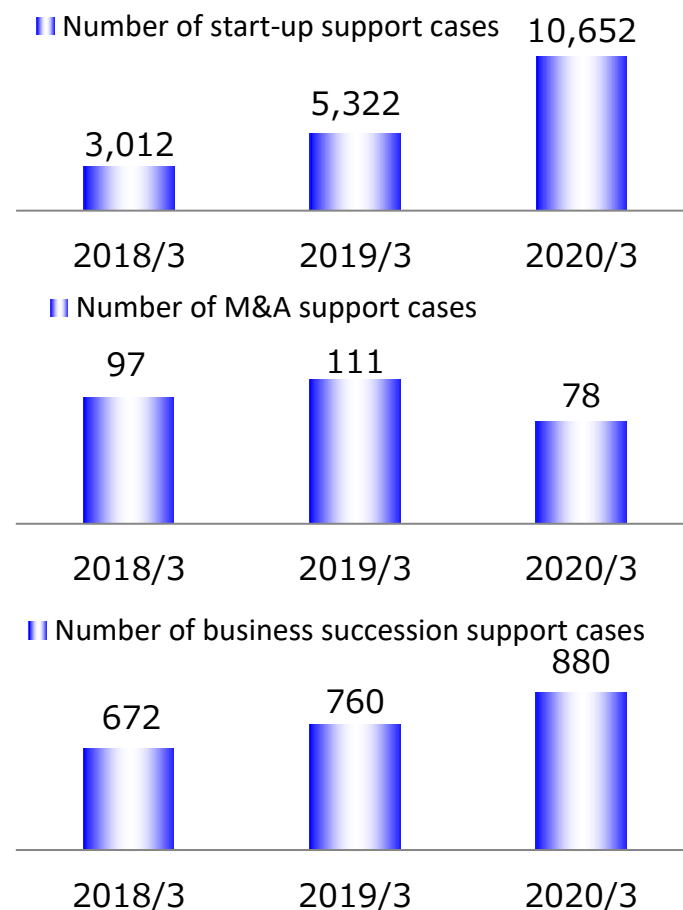
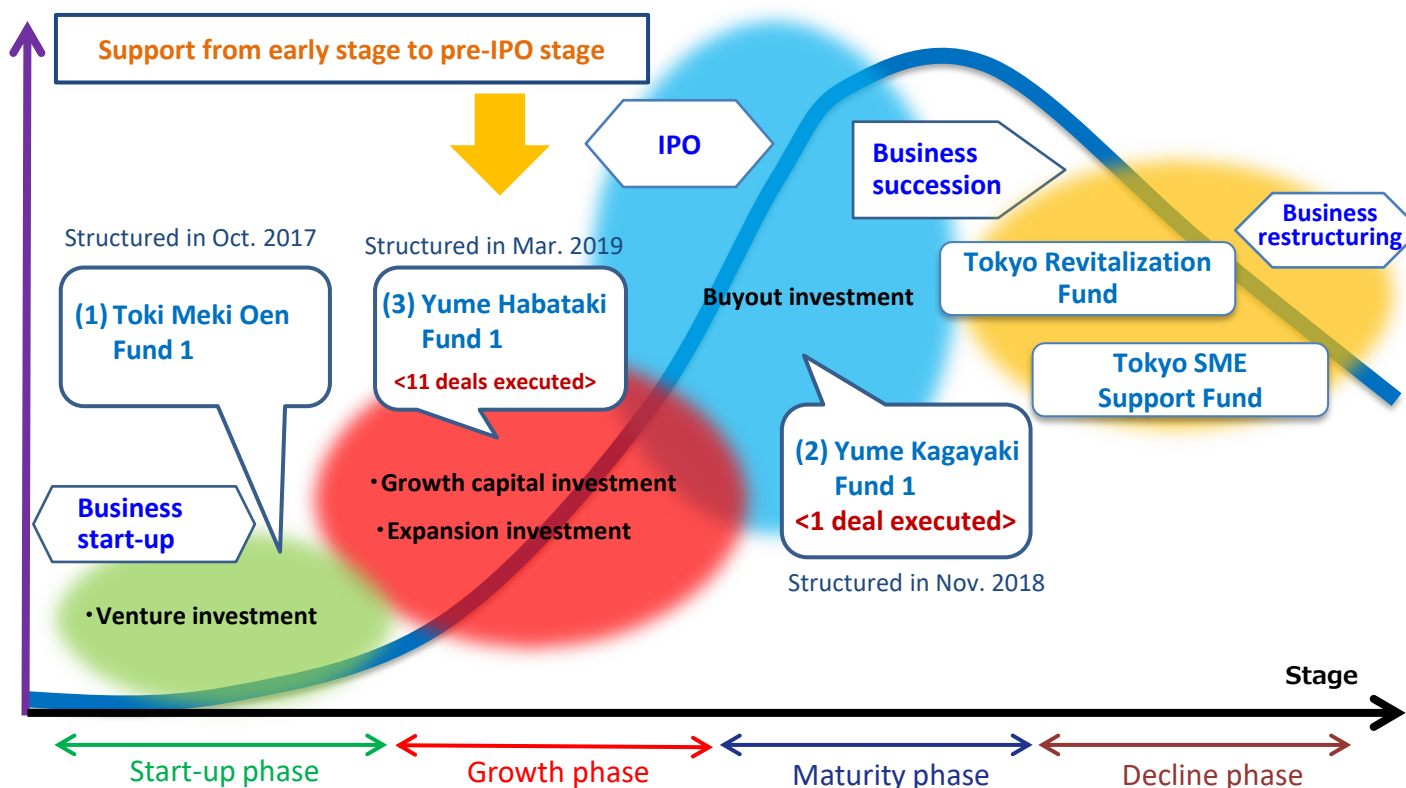
[Opening ceremony of Subsidiary in Vietnam]

Support at Diverse Stages



Support at diverse stages, from start-up to growth and maturity phases

- With the aim of making Kiraboshi Bank the natural partner for start-ups, provide support to founders and entrepreneurs in partnership with external organizations as appropriate
- Established “Kiraboshi Capital” in Sep. 2018. Made active use of equity mezzanine finance by structuring “Yume Kagayaki Fund 1” and “Yume Habataki Fund 1” to respond to customer needs in business succession, etc.
- Provide support in business restructuring, using “Tokyo Revitalization Fund” and “Tokyo SME Support Fund” as appropriate

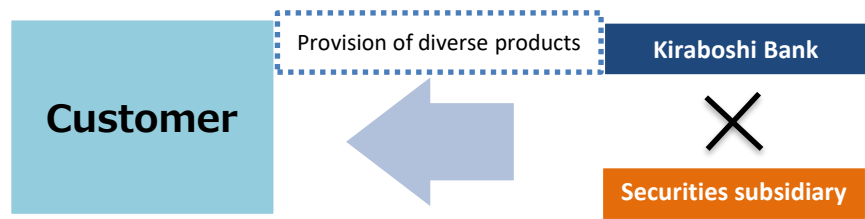




Initiatives for Individual Customers

Commitment to **customer-oriented business practice** based on fiduciary duties

Measures related to customer-oriented business operations



Banking and securities business collaboration

【The ideas that went into the company name】
Kiraboshi Life Design Securities (scheduled to start operation in Aug. 2020)

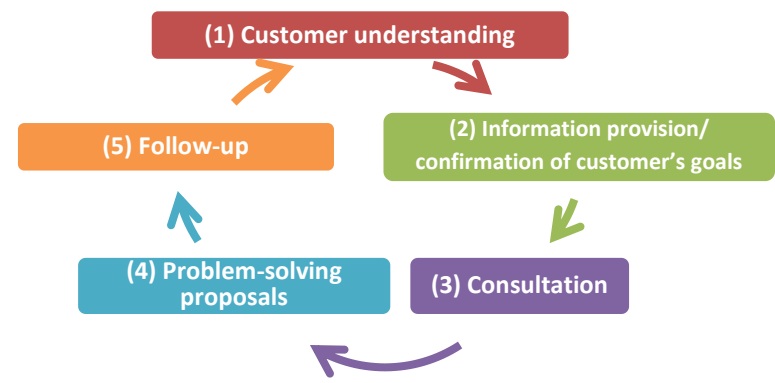
- to realize customers' ultimate objectives in building their assets
- to feel empathy with customers' enjoyment and happiness
- to be a bridge to the next generation

Measurement scheme in which customers' enjoyment/happiness = **evaluation of sales offices**

- **Abolished profit target in all branches** as regards assets under management
- Built sales structure designed to link growth in AuM balance to growth in profit
- Sales commissions on investment trusts to be waived (planned) (for customers of securities subsidiary with ¥10 million or more in assets under management)

PDCA of FD-based marketing

From “product proposal” to “proposal aiming together with customers to reach their goals”



Initiatives using trust functions

- Proposals on property management geared to an aging society.
- The first trust product for individuals. Launch of [**Longevity Support Trust “MAMORIBOSHI”**] (Jan. 2020)





Completed systems integration in May 2020 for improved convenience and productivity

Toward improved customer convenience

Enhancement of Kiraboshi Bank app functions

- Greater living convenience and higher added value of bank accounts
- Enhanced non-face-to-face channel



Promotion of Project "ZERO"

- Simplification of back-office processes (such as deposit seal slips, address change procedure, loss related work, inheritance work)



Toward improved productivity through business process re-engineering

Trial implementation of teleworking and free address

Strengthen flexibility to ensure business continuity through use of video conferencing, teleworking, etc.



"Goal" Seal-less, cashless and paperless bank

Use of tablet computers and smartphones

- Development of Groupware, promotion of paperless office
- Phased distribution of mobile PCs and smartphones to sales personnel



Business process re-engineering

- Roll out of electronic approval system, expense settlement system etc. in all branches



Systems integration

Improvement of Customer Convenience Through Digitalization



Tokyo Kiraboshi FG

Development and provision of Maekyu service using FinTech

Digital strategy

- In April 2020, initiated verification test of **digital money top-up** applying the “Maekyu” scheme on Group employees

“Maekyu” service

Number of subscribers:
over 700 companies (as of Mar. 2020)
Usage per year:
around 1,170,000 uses (Apr. 2019 – Mar. 2020)

“Can Day”, a smartphone app operated by Kiraboshi Tech

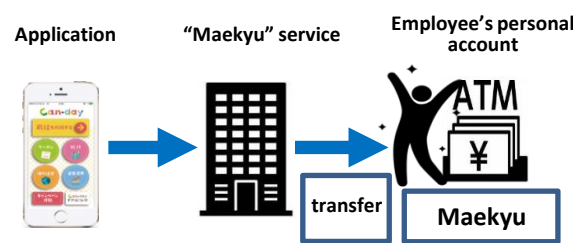
[Full of attractive and convenient functions!]

- Posted information includes various coupon sites, overseas remittance service and asset management
- Function upgrades are planned to support users’ work life

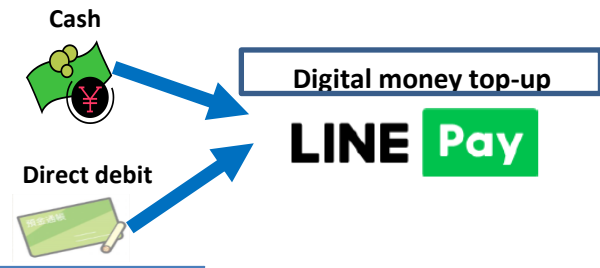


Image of advance payment with digital money

■ Conventional “Maekyu”



■ Conventional method of digital money top-up



Realizing a new digital money top-up with Maekyu

■ LINE Pay easy remittance service



- (1) Target users: expanded to cover from part-timers to full-time employees
- (2) Improved convenience and monetization
 - digital money top-up function
 - wallet function

Aiming to **develop Kiraboshi People** who can think and act

Who are Kiraboshi People?

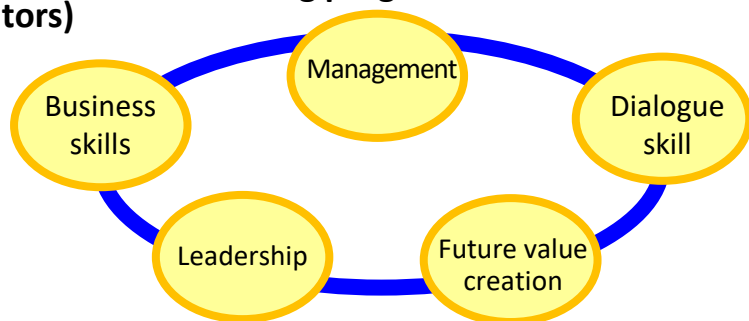
People who are able to win the trust of customers, think and act from customers’ perspective, and experience success as a result

Realizations and behavior modification

[Reform of training programs]

From the traditional classroom-style input-based training to interactive training

■ Implementation of training programs based on the 5 values (indicators)



■ First Penguin Program

Original training program that ensures self-understanding, mutual understanding, etc.

■ Rich in programs such as “dispatch to external organizations”, “open recruitment and selection system”



Work style reform / diversity

- Positioning “work style reform” as one of the priority issues for the management, promoted “‘Kiraboshi style’ work style reform”.
- Set up “Diversity Promotion Section” and “Project team for the promotion of work style reform”, encouraged both male and female employees to take childcare leave.
- Abolished performance target for first and second year employees. This period is to be used as “development period” to cultivate their ability to have “dialogue”.
- Recruited foreign nationals



Networking of employees who took childcare leave



Meetup with outside directors

Create “social value”, contribute to the development of local communities

Creation of shared value with customers

- Support for business operators in their mainstay operations
- Business succession support
- Support for start-ups
- **Started handling SDGs private placement bonds (June 2019 -)**

Tokyo Venture Championship 2019

Environmental protection

- Investment in Tokyo Green Bond and green finance (Green Jointly Operated Designated Money Trust)
- Support for activities to grow low pollen forests

Photo credit: courtesy of the Tokyo Metropolitan Government

Cooperating in “Corporate Forests”, a forest preservation project, organized planting activity at “Kiraboshi Forest”

Employees’ work style reform and promotion of diversity

•Certified as “Eruboshi” (with the highest rank) by the Ministry of Health, Labour and Welfare

•Excellent Company in Health Silver rank (Certification #940 Silver)

Proportion of women in	Mar. 2019	Mar. 2020
deputy section chief position or higher	21.0%	21.3%
management position (section chief level or higher)	14.1%	14.4%

*Number of women branch managers (incl. representative offices) : 15

Contribution to local communities

- Hiring of 2 top athletes (Left photo: Tokyo International Industry Exhibition)
- Educational support for children [Dream Class] Dream teacher Naohiro Ishikawa (soccer player)

Dialogue with shareholders and investors

Basic policy is to make continuous and stable payment of dividends

Dividend History
Dividend per share of Tokyo Kiraboshi FG (consolidated)

FY2017	FY2018	FY2019	FY2020 (planned)
¥60	¥60	¥60	¥60

Enhancement of financial intermediary and consulting functions



Tokyo Kiraboshi FG

Providing full support to customers in the “fight against COVID-19”

Enhancement of financial support and consulting functions

Feb. 2020	Started offering assistance in applying for emergency lending program , set up loan consultation desks
Feb. 2020	Conducted a survey of approx. 25,000 companies on business impact of COVID-19
Mar. 2020	Established COVID-19 Kiraboshi Fund (applicants receive responses in principle within 3 business days) Started loan consultation on holidays
Apr. 2020	Expanded holiday loan consultation to all branches
May 2020	Extended period for operating holiday loan consultation (some branches operated during the Golden Week period)

Kiraboshi support package

Funding	<ul style="list-style-type: none"> Effectively interest-free loans, unsecured loans Original COVID-19 relief fund Consultation on funding problems
Subsidies/grants (information and guidance)	<ul style="list-style-type: none"> Ministry of Health, Labour and Welfare Ministry of Economy, Trade and Industry Tokyo Metropolitan Government Kanagawa Prefecture Saitama Prefecture Chiba Prefecture
Support of mainstay operations (business matching, etc.)	<ul style="list-style-type: none"> Development of business plan, management plan Cost reduction (rent, electricity, communication, other expenses) HR support Accounts receivables guarantee Subcontracting receivables protection (construction industry) ICT implementation support Equipment procurement / leasing

新型コロナウイルス感染症拡大により影響を受けている事業者の皆さまへ

きらぼし銀行では、事業者の皆さまを対象に、コロナウイルスの影響における「資金繰り支援」をはじめとした経営相談について全店舗で取り組んでいます。

きらぼし銀行に ご相談ください！

休日相談窓口も設置しております。お取引の有無に関わらず、ぜひお気軽にご相談ください。

設置場所 きらぼし銀行の全店舗（出張所を除きます）
※ 店舗一斉に実施させていただきます

実施日 5月9日-16日-23日-30日の各土曜日

受付時間 10:00～16:00
※ ご来店のほか、お電話によるご相談も受け付けております
※ 事前に連絡をいただきます。予約優先対応が可能です

きらぼし銀行は「新型コロナウイルスに負けない」皆さまを全力でサポートします！

ご相談は裏面に記載のお近くの営業店までお声かけください。

きらぼし銀行は「新型コロナウイルスに負けない」皆さまを全力でサポートします！

COVID-19きらぼしファンド (新型コロナウイルス対策緊急つなぎファンド)

対象の法人種別	新型コロナウイルス感染症により、急激な売上減少等に直面している中小・中堅企業の法人および個人事業主の方
実施期間	2020年3月16日（月）～2020年6月30日（水）
資金使途	新型コロナウイルス感染症の影響に陥る事業者さま（運転資金）
融資総額	原則1,000万円（融資総額100億、申込総額200億円）
融資期間	6か月以内
返済方法	元金一括返済
返済利率	融資窓口は別途お見積りさせていただきます。
返済形式	非保証付
担保・保証人	融資窓口は別途お見積りさせていただきます。
返済保証者	融資窓口は別途お見積りさせていただきます。
その他	融資金額につきましては、売上高等の事業規模に合わせてご融資いたします。

※ ご融資にあたっては、貸付条件の審査があります。審査の結果、ご希望の融資条件を認めない場合があります。あらかじめご了承ください。なお、審査の結果については、お電話いたします。

原則 3営業日以内にご審査

ご相談は裏面に記載のお近くの営業店までお声かけください。

* Responding to inquiries on diverse subjects including collaboration with administrative bodies and public financial institutions, and use of directed credit programs and subsidies

- ❑ Figures of “Kiraboshi Bank” for the periods up to the fiscal year ended March 31, 2018 are sums of the pre-merger figures of the former Tokyo Tomin Bank, the former Yachiyo Bank and the former ShinGinko Tokyo.
- ❑ In conjunction with the merger of the three banks effective May 1, 2018, the former Tokyo Tomin Bank and the former ShinGinko Tokyo were liquidated effective April 30, 2018. However, from the point of view of appropriate period-over-period comparison of each item, the figures of “Kiraboshi Bank (non-consolidated)” presented herein for the fiscal year ended March 31, 2019 are simple sums of Kiraboshi Bank figures for May 2018 onward and figures of the former Tokyo Tomin Bank, the former Yachiyo Bank and the former ShinGinko Tokyo for the month of April 2018.
- ❑ Please note that some of the figures in the “Profit plan and strategy” section are taken from preliminary reports.
- ❑ This document contains forward-looking statements on the Group’s results. These statements are not intended to guarantee future results, as they are subject to risks and contain uncertainties. Please keep in mind that future results may differ due to factors including changes in the business environment.

■ Please direct any comments or questions about these briefing materials or other IR topics to the IR office below.

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