

## Message from the President

# Commit to the creation of a prosperous future for the regional community

Maximize Group synergy, and create a virtuous cycle for the region

**Expand the horizons of the future:** Together with everybody, working for a new era

**Toshio Heya**

Representative Director and President

### Continuing to create value with our customers, as holding company Hirogin Holdings

On October 1, 2020, the Group transitioned to a holding company format, creating Hirogin Holdings, Inc. under a new business structure. The 66th National Bank, the predecessor of Hiroshima Bank or “Hirogin,” was established in Onomichi in 1878. In the more than 140 years since then, the Bank has developed and grown in tandem with customers in the prefectures of Hiroshima, Okayama, Yamaguchi, and Ehime. We are now relaunching under a new flag, Hirogin Group.

For us to continue to grow with local customers in years ahead, we have decided that we need to become a Comprehensive Regional Services Group, while deepening and expanding our customer base based on the trust in the Hirogin brand that we have cultivated in our long history. In addition to offering conventional financial services, we will deepen the scope of our business operation base in non-financial areas, to be able to respond to all the issues faced by the local community, companies, and individuals on an individualized basis.

In recent years, we have gone beyond the boundaries of the banking business and expanded our business domains under the slogan of a true first-call bank group or a group that can be approached by customers for consultation on any issue troubling them. The significance of our further taking strides in this direction and shifting to

the holding company structure is a thorough commitment to a “market in” (customer not product first) awareness. This means inevitably moving away from the concept of marketing our products and services to the customer, and transforming ourselves into a business entity that always seeks to find ways to be useful in problem-solving, taking as its starting point the needs of our customers.

The aim of our transition to a holding company structure is, then, by drawing on the full range of our capabilities and while maximizing synergies, to identify and share customers’ “issues” and “needs,” by building relationships through “dialogue” with customers, positioning us to go on meeting the challenge of value creation. By providing optimized solutions to individual customers, we aim to go beyond the conventional concept of “bringing money matters to the bank” and instead invite people to bring their problems to Hirogin Group, as the consulting partner of choice.

### Changes in the world and our raison d’être Contributing to regional revitalization by invigorating industry

We now face a major turning point. The coronavirus crisis has caused changes in lifestyles and values on a global basis, and customer needs are becoming still more diversified, complex, and sophisticated. With rapid digital transformation spreading throughout daily life, and the “greening” of economic and everyday life, enormous upheavals have



occurred and continue to throw into relief changes in the structure of industry.

The shape of things to come will be decided by how we seize on these changes and what position we take toward them. We believe that the time is right to show resolution and take great strides forward, determinedly seizing the chances thrown up as this new age dawns.

Today, when the question of exactly what a business should do has arisen, we believe we are rushing headlong into a period in which major change will be inevitable in the very nature of industry, and major change can be expected in the way of manufacturing. Ensuring a soft landing amid this sudden wave of change and positioning ourselves for the next round of growth is a major issue for this area that has developed on the back of manufacturing. I see our greatest mission in years ahead as facing these issues together, and coming up with concrete support mechanisms for advancing together while seeking out possible routes to progress. It is our mission to contribute to regional revitalization of industrial activity through core business support.

To achieve this mission, I believe the key priority will be to further strengthen relationships, assets built up over our 140-year history, and use feasibility studies and other tools to gain a deep understanding of customers' potential and strengths in both quantitative and qualitative terms while sharing this knowledge with corporate managements so that together we can develop a vision for the future.

### Mid-Term Management Plan 2020 for sustainable growth Vision for the future as a Regional Comprehensive Services Group

In tandem with our transition to a holding company structure in October 2020, we have again revamped our Mid-Term Management Plan to achieve the vision we have of our future. We will shift from the Group structure transition phase combining financial and non-financial solutions that we have developed to date, and shift to an accelerated overhaul of the business portfolio through Group alliances, based on thoroughly reforming employee consciousness and behavior. This will take us to the next stage.

If we look at the region not as a geographical point, but as an area, it will not be a matter of asking what a single company can accomplish, but rather of how it can draw together its strengths, with each department playing its separate role, to achieve a single goal. This will be the main thrust of the future. In this context, the roles we should play include building an innovation ecosystem (structure in which a whole industry provides value) that can continuously create new industries and business operators, as well as the creation of shared values with regional industries. On that basis, I believe that the most important role for us to play is to create a platform for joint action by people who, in this endeavor, share the same sense of direction, and pursue related activities.

### ■ Create a Group structure capable of developing financial and non-financial solutions



In carrying out specific activities, we will focus on strengthening the efforts to resolve problems of the regional community, aiming for regional vitalization, deepening the core business of each Group company to contribute to the growth of customers and expanding the Group-integrated business areas (establishing new profitable areas), and establishing a stable management base to support the sustainable growth of the regional community and customers. These are the three pillars. Specific strategies we have designed as starting points are Regional vitalization and regional revitalization, Strategy for individual customers, Strategy for corporate owners, a Channel strategy, a Digital strategy, a Human resources strategy, Structural reforms, and Strengthening SDGs initiatives. In addition to our efforts in existing financial areas that focus on deposit and lending businesses, we are strengthening inheritance services, business succession supports, the equity business, and other services that are expected to enjoy further growing demand. We aim to take advantage of every available function within the Group and alliances with companies, including those in other industries, to provide solutions in financial and non-financial areas.

This will enable us to overhaul our profit structure. By fiscal 2023, the final year of Mid-Term Management Plan 2020, we have a target of deriving at least 12% of our profit attributable to owners of the parent from Group companies other than Hiroshima Bank, while maintaining net interest income at current levels. In the future, we aim to raise this figure to at least 20%.

### Serving as a platform for creating shared value for the region, by strengthening unified Group operations and leveraging alliances

#### ■ Regional vitalization and regional revitalization

Centered on the newly created “Hirogin Area Design” unit, we are strengthening consulting services in community development and other areas. In regional vitalization initiatives, we believe maintenance of economic scale and capability to be extremely important, and consider it vital to step up our efficiency by involving ourselves in collaborations with local authorities and all kinds of business

enterprise, not only in terms of conventional bank financing but also from initial discussions and the upstream stage of planning of community development.

In addition to the redevelopment of the region, we have also assumed the important mission of seeding new industries and spurring evolution in regional industrial structures. We have taken on the role of creating new value for the region by organically linking human resources, community, and employment development.

### ■ Strategy for corporate customers - Expansion of business domains

Centered on our strengths in feasibility studies, we aim to expand and provide the necessary solution functions to meet the diverse needs affecting customers by understanding the issues facing them.

As one measure, we have established Hirogin Human Resources, which is intended to resolve various issues in the talent pool issues that enterprises now face. We are not only concerned with introducing or recommending staff for near-term vacancies but are also providing human resources who will secure the next generation for enterprises, as support for management and educators. In addition, we aim to provide optimized solutions that will spur workstyle reforms, such as program support for training and in-house talent development, personnel development system designs, and labor-relations matters.

Likewise, the use of IT is not just essential for major companies; improving productivity and streamlining operations are unavoidable issues for a company's survival. Hirogin IT Solutions will play the role of supporting the introduction of IT and promotion of digital transformation throughout our region, through services such as the provision of IT tools including accounting, inventory management, and time and attendance management, as well as security systems, cloud technologies and adoption of robotic process automation for currently labor-intensive tasks.

Additionally, we are strengthening alliances with other business formats that provide computer system services supporting enterprise back-yard operations. For example, Hirogin Bill is an accounts receivable recovery agency service for sales through online purchases. Given that we deal with an extremely diverse range of companies, from listed size to independent sole traders, it is important to have a wide range of choices in all services. That means not only by proposing proprietary original services but also by providing services that can be universally used and which cut costs. We have begun to market fully web-based services utilizing cloud technologies that can help us to streamline operations and expand sales.



value (assets and businesses) of SMEs, where a shortage of successors and other issues are becoming apparent. We will work to support the creation of next-generation SMEs, sharing with them a medium-to-long-term vision, by effectively making use of Group capabilities including the Business Succession Fund centered on the business succession and M&A team and the Business Owner Relations Office.

### ■ Strategy for individual customers

Acting as a “personal concierge” for retail customers, Hirogin Life Design Service ensures a full-spectrum response to all life-plan needs. Going beyond funding support, the Bank interviews retail customers about their thoughts and concerns, future dreams, and life plans, and devises a “life design” blueprint for the future, based on family structure and asset details, with the provision of information and services as needed. In partnership with Hirogin Securities and Hirogin Life Partner, the Bank also helps to provide solutions through highly sophisticated consultation on asset management, and, going beyond financial issues, everyday worries and troubles. This is one of a wide range of services for individuals that the Bank is building up, to create a profit structure that is less vulnerable to market movements.

### ■ Digital strategy

In the pursuit of digitalization and digital transformation, promotion and realization depend on the twin perspectives of finding ways of efficiently managing established businesses and of creating new added value. At the same time, we regard it as extremely important to consider how best to return back to the regional community from within the Group in a way that advances the digital transformation of the whole region, including the SMEs active in regional development.

With the coronavirus crisis prompting a shift to non-contact services and goods delivery, we too have used digitalization to expand services without face-to-face or physical contact. At the same time, given that a lot of customers prefer the

### ■ Strategy for corporate customers—strengthening equity business—

Through the equity business, run in collaboration with Hirogin Capital Partners and external funds, we are strengthening funding solution measures that go beyond conventional loans.

In addition to new ventures, the Company provides funding for enterprises and other entities that contribute to regional revitalization including through tourism and hotel business, as well as companies that have launched management improvement and business rehabilitation measures, and companies with business succession worries. In July 2020, we established a fund to support companies affected by the new coronavirus. Using feasibility studies, we provide fast-track financing including due diligence, and continuously offer support from analysis of the current business status and business planning through implementation.

### ■ Strategy for corporate customers—Support of inheritance and business succession measures

In terms of maintenance of economic power of the region, the key aspect is effectively ensuring the transfer to the next generation the ability to create

### ■ Three pillars of the Mid-Term Management Plan





conventional face-to-face style, rather than specializing in any particular direction, we believe that it is increasingly important to maintain a wide variety of options that can be used in different ways to meet the lifestyle needs of particular customers, with specific roles assigned to particular branches by location.

However, given that there is a limit to what we can do as a single company, it is extremely important to see where to place the emphasis. While monitoring external trends, we aim to allocate management resources based on the urgency of need and greatness of impact.

## || Sustainability for Hirogin Group

To fulfill our social responsibility as a corporate citizen, we need to be aware at the management level of attainment of the sustainable development goals (SDGs) adopted by the United Nations.

In line with the Hirogin Group SDGs Declaration, the Group is working to achieve the SDGs one by one, starting with what we can do as an organization. In addition to the “Region” and “Aging society” initiatives launched through our main businesses, our Policy on Investment and Financing lays down what areas are to be avoided under the themes of “Human rights” and “Environment,” while ensuring active support for decarbonization and biodiversity conservation initiatives. Likewise, we have endorsed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and are working to step up measures against climate change and enhance disclosure of information on climate-related risk opportunities.

We believe that spreading these perspectives and approaches among customers in the region is an extremely important role for us to fulfill. The Hirogin SDGs support services, which were launched in January 2020 to support the establishment of the SDGs Declaration by customer companies, have already handled 263 transactions (as of March 31, 2021). Looking ahead, we will not only support the formulation of SDGs Declarations but also strengthen our support for companies seeking ways to implement SDGs, down to the detailed process level. This will position the Bank to play its part in furthering activities across the region premised on sustainable development goals.

## || Fiscal year ended March 31, 2021 in retrospect, and approaches to risk governance

As things stand, I have a real sense that the process of customers sharing substantive needs and urgent issues with us is proceeding at a faster pace than expected. At the same time, I have a feeling that we are establishing a system to realize the “market in” (customer not product first) approach in a truly substantive way, making extensive use of the Group’s various capabilities.

I note that signs of success from our reorientation as a holding company have begun to appear in the fiscal year ended March 31, 2021, in terms of an increase in gross profit supported by expanding performance contributions from the stepping up of measures in our banking and securities collaboration strategy and our businesses targeting the elderly.

As a response to the new coronavirus infection, we have formed, in addition to providing financial support, a Management Improvements Support Team to refer partners for management improvement and to provide support for reorganization through M&A, and have set up a coronavirus response fund through Hirogin Capital Partners. In this way, I believe we are optimizing escort-runner style support for core businesses and consolidating relationships with customers.

At the same time, it is a fact that the range of risk is also broader, with a considerable expansion in credit costs. I recognize that a thoughtful management approach is essential, but the flip side of risk is returns; and because judgments will differ in a particular event as to whether we are facing a risk or an opportunity, I believe it is important to maintain a posture that takes on appropriate levels of risk. The fact is that at the moment, if we do not move, we may be able to avoid taking risks. But when times are changing, I also believe, the very act of not moving is also a risk. It will be very important to quantify the risks that need to be taken while being aware of the need for heightened sophistication of risk governance.

We are rethinking the basics of our business and shifting from the idea of receiving the value generated by taking risks in the form of returns, to one of how we should take risks within a permissible scope to generate returns. I believe this new approach is making itself felt in all of our newly established operating companies.

### Key areas of focus for fiscal year ending March 31, 2022

The urgent task is to slim down the entire Group. This we believe will necessitate (1) a clear division of roles between the holding company and the operating companies; (2) elimination of obstacles in the way of cross-sectional alliances among operating companies, and (3) reducing costs on a Groupwide basis. Regarding item (1), the holding company can be regarded as a kind of container entity, though personally I think it is necessary, for good governance, to seek a specialized model in which business execution is separated from management and supervisory functions.

As our Mid-Term Management Plan approaches completion, fiscal 2021 will be a make-or-break year in terms of establishing a platform for creating a robust Group management structure for the coming fiscal years. We have designated this as a year for creating a platform that will decide how businesses can be expanded within the new holding company structure. It is said that it takes time to get from the preparation of the soil and of irrigation channels to planting the rice for harvesting. This year, we are finally reaching the time of planting for the harvest. Now I want to delineate a pathway to harvesting the results, starting from the coming fiscal year.

### Improving the effectiveness of growth strategies Changing mindsets and building a corporate culture

For better efficiency in growth strategies, it is necessary to foster human resources strategies and work-style reforms and to transform the organizational culture into one inspired by the spirit of challenge.

I believe that it is important to transform mindsets, abolish the constraints that come from seeing the Bank as the center of things, and instill in people the idea that the Bank is merely one function within the Group. I believe it is important for all employees of each company to understand the functions of each company of the Group, leverage them, and thus expand the interface between the Group as a whole with the customer. For this reason, I would like to see greater personnel transfers and activity between operating companies.

Furthermore, for the achievement of robust relationships and provision of high value-added solutions supported by deep expertise, ensuring breadth and depth in our responses, fostering

talent is crucial. I think it is very important in other words to get away from the demerit system approach and find ways of shifting to a culture of "praise." At the moment, we are launching many projects centered on younger employees, in particular our digital strategy including digital transformation, and we will develop opportunities in more concrete ways going forward based on the thinking of young people.

In addition, we have introduced a job-description-based system in which the scope of work roles is clearly defined, getting away from generalized blanket criteria for hiring and candidate appraisal, to better position us to train highly specialized human resources and incorporate outside expertise. While accommodating employee individuality in various ways, I believe the keystone for growth into the future will indeed be a creation of a space where each employee can work on his own chosen task and reach his or her own goals.

On May 6, 2021, we opened a new Head Office building. In future, almost all Group companies will be concentrated in these premises. I feel that the impact of physical distance is indeed great and that there is great significance in everybody working together in the same building. While considering measures to prevent information leaks within the building, there will basically be no internal barriers, and staff of all companies of the Group will be able to come and go freely as they please. I get the impression that the firewalls within the Group are being abolished and a kind of natural integration is going on.

### To our stakeholders: Expanding the horizons of the future, together

At the time of our transition to a holding company structure, we created a new brand slogan: Expanding the horizons of the future. The key aspect is to expand the horizons of this region in the future. I fully understand that if we do not deliver results, this slogan will have no meaning.

With the popularity of our revised shareholder privilege scheme, support from individual shareholders has spread widely nationwide. We sincerely believe that this is an expression of the potential of this region and of the expectation that the Hirogin Group can valuably contribute to its further development. In light of the management vision of contribution to the creation of a prosperous future for the regional community as a trusted Regional Comprehensive Services Group by closely offering thorough support to customers, we will continue to act more boldly than ever to release the potential in terms of economic scale and growth opportunities that this region possesses. Our aim is sustainable growth and increased corporate value through the creation of an affluent future for the regional community.

I hope our stakeholders continue to support us.

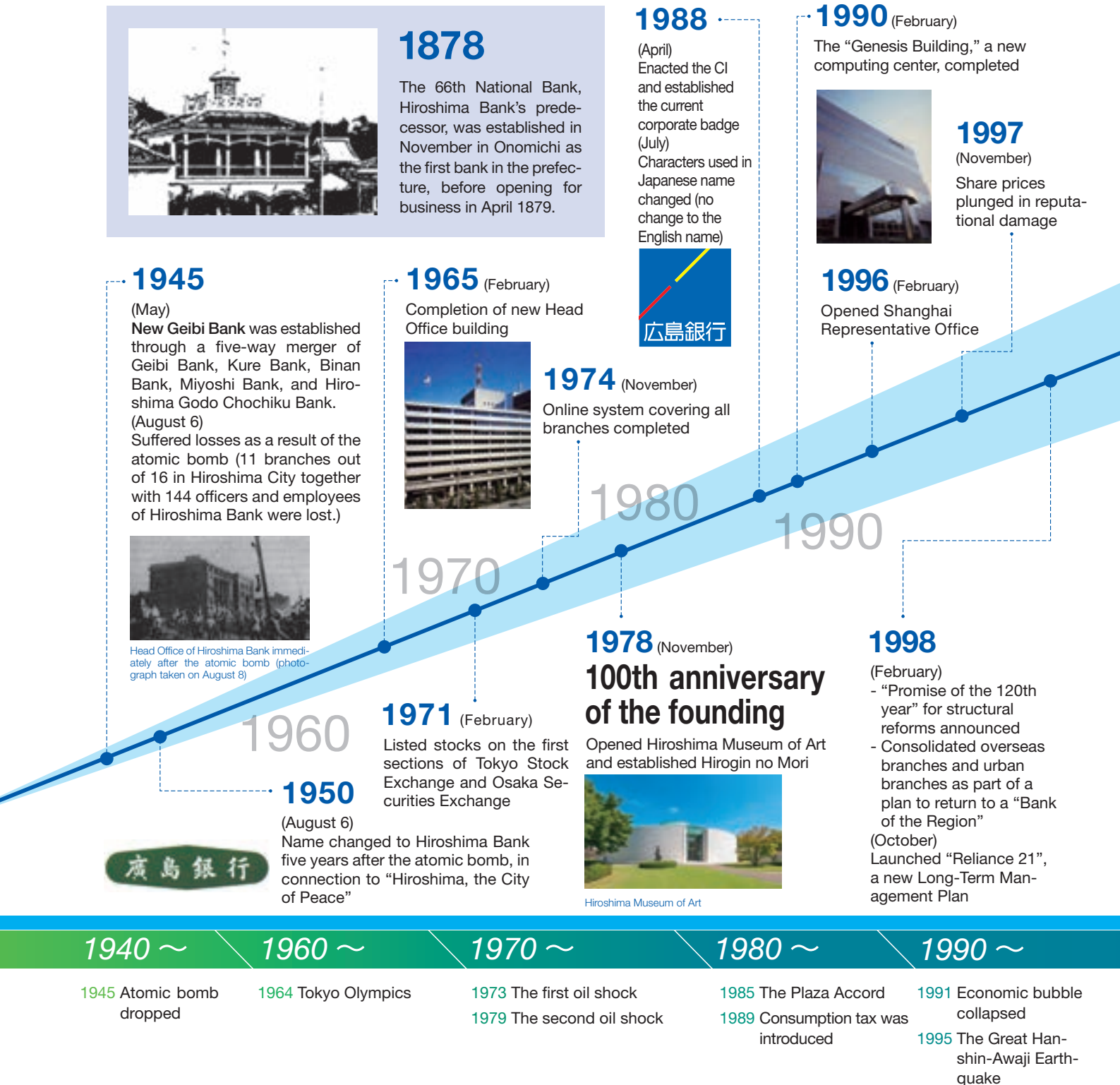
# History

On August 8, 1945, just two days after the atomic bomb was dropped, Hiroshima Bank restarted its operations by borrowing a floor space from the Bank of Japan's business room along with desks, chairs, and other furnishings. Even though most of its customers did not have their personal seals or passbooks, Hiroshima Bank relied on employees' memories and took crisis measures in a flexible manner such as responding to requests for refund for convenience purposes. Despite these measures, Hiroshima Bank managed to maintain its credibility without any particular dispute at a later date.

After the period of reconstruction from the devastation of atomic bombing, we steadily expanded our business as the local economy grew. In November 1997, however, after the economic

bubble collapsed in Japan, we faced the second major crisis involving a sharp drop in share prices in reputational damage and a surge in withdrawals. But we were able to recover the market's confidence by actively disclosing our earnings and asset details, having many employees visit customers to explain the situation, and carrying out bold structural reforms.

Although we experienced two grave crises, we were able to overcome the difficulties and have continued to grow to this day, thanks to warm support from our customers and our employees' sincere and honest effort. Hirogin Holdings has inherited Hiroshima Bank's DNA of "customer-oriented business operations," which remains unchanged to this day.



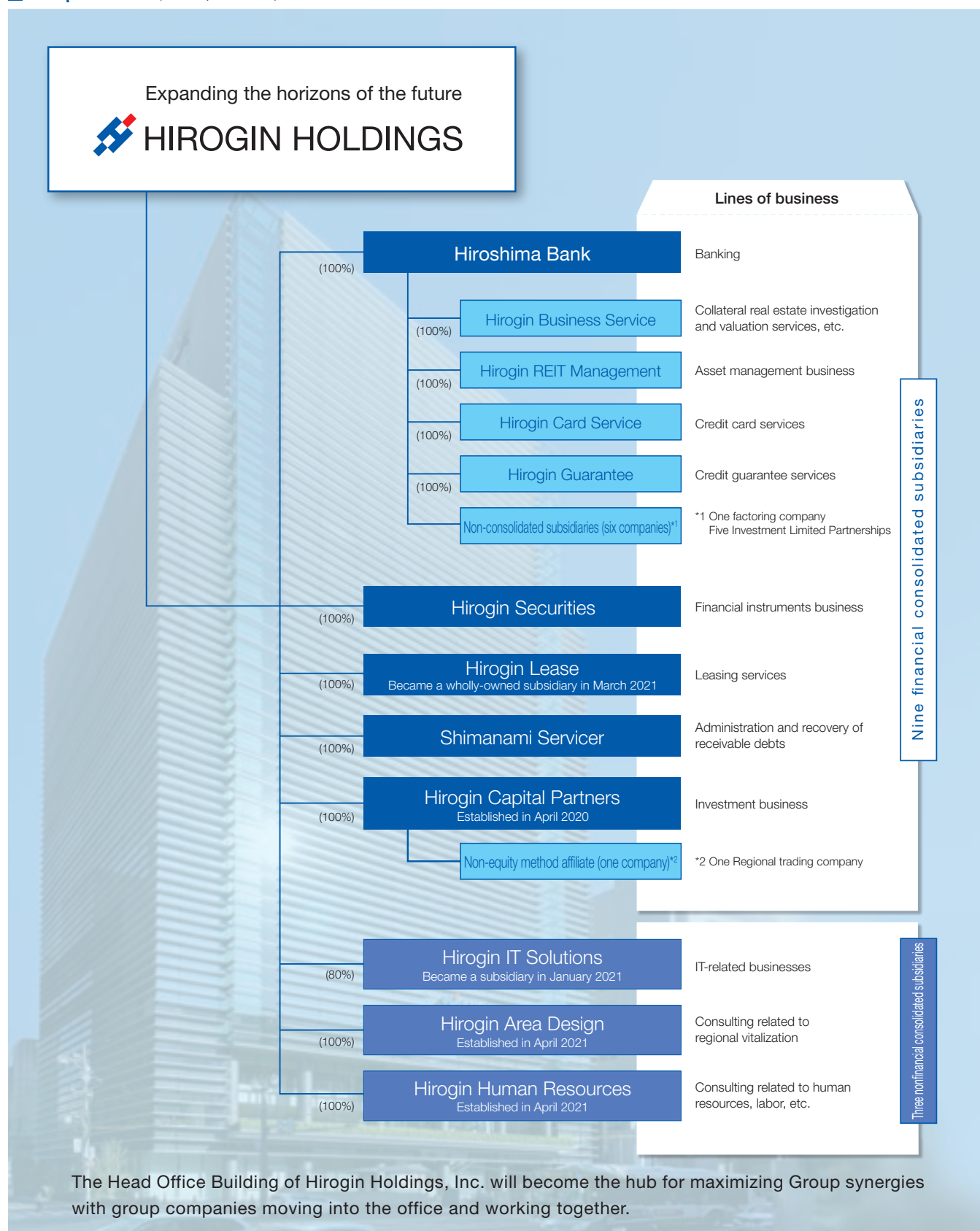


# Holding Company Structure

## Maximizing group synergy under a holding company structure

Starting on October 1, 2020, we will take steps to strengthen our unified group operation and collaboration within the group under a new group business structure and maximize the group synergy by taking advantage of the characteristics and strengths of group companies.

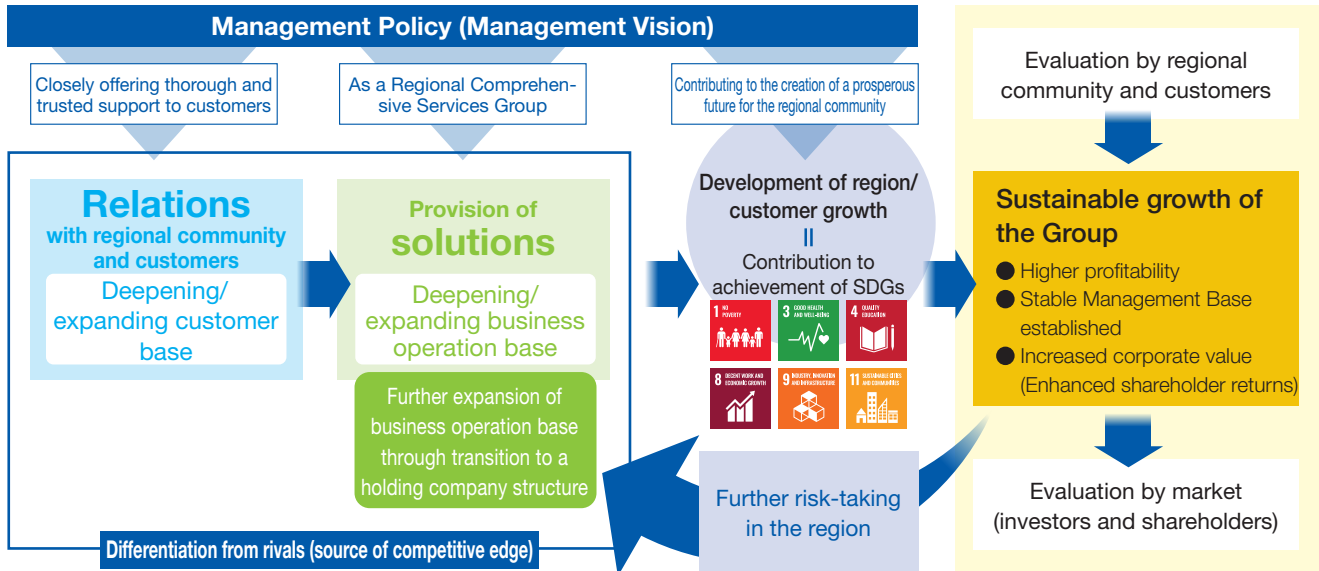
### ■ Group Structure (As of April 1, 2021)



## Business model of the holding company

We are deepening and expanding the scope of our business operation base and our customer base in the markets of our four local prefectures of Okayama, Yamaguchi, Ehime, and, in particular, Hiroshima, which has enormous potential in terms of the size of economy and growth

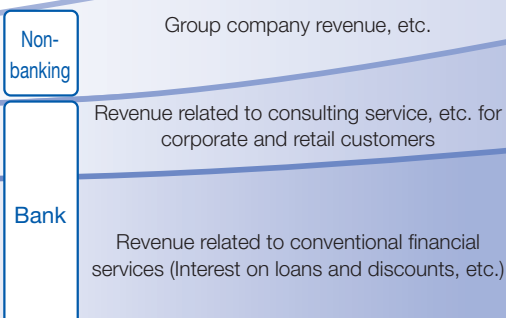
opportunities. At the same time, we aim to realize our management policy and achieve sustainable growth of the group by thoroughly working to resolve every issue that faces the local community and customers and actively committing ourselves to development of the region.



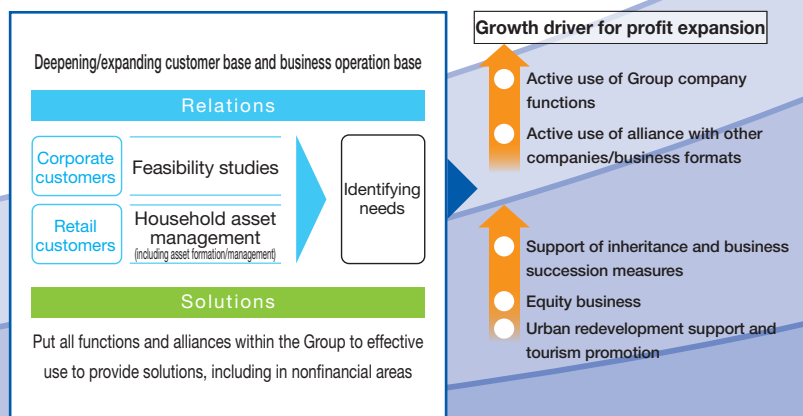
## Outline of future profit expansion

In addition to our efforts in existing financial areas that focus on deposit and lending businesses, we are strengthening inheritance services, business succession supports, the equity business, and other services that are expected to enjoy further growing demand. We aim to take advantage of every available function within the group and alliances with companies, including those in other industries, to provide solutions in financial and non-financial areas.

### ● Outline of revenue makeup of overall group



### Profit structure reforms with aim to establish stable management base



Provide every available solution to solve issues for customers

Contribution to regional development and customer growth

Sustainable growth of Group

Realization of Management Policy

# Summary of Business Performance (FY2020)

<b>Consolidated gross profit</b>	<b>Profit attributable to owners of the parent</b>
¥95.2 billion	¥21.5 billion
<b>Group total credit</b>	<b>Total custody assets (Hiroshima Bank and Hirogin Securities)</b>
¥6,631.0 billion	¥10,265.2 billion
<small>* Group total credit = loans (consolidated) + lease claims + privately placed bonds + private equity investments (pledged investment amount), etc. (including private REIT investments)</small>	<small>* The balance of Hirogin Securities is stated at fair value. * Financial instrument intermediary services through the Hirogin App (Rakuten Securities and SBI Securities) are not included.</small>
<b>Consolidated capital adequacy ratio</b>	<b>Consolidated ROE</b>
10.6%	4.3%
<b>Total of revenue related to consulting service for corporate and retail customers and net income for the Group companies</b>	<b>Contributions of Group companies to consolidated performance</b>
¥12.0 billion	11.4%
<small>* Revenue related to consulting service for corporate and retail customers = Total of revenues from corporate solutions, asset management, and equity business * Net income for the Group companies = Total of net income for consolidated subsidiaries, excluding Hiroshima Bank, multiplied by investment ratio</small>	<small>* Contributions of Group companies to consolidated performance = <math>\frac{\text{Net income for the Group companies}}{\text{Profit attributable to owners of the parent}}</math></small>

## Characteristics of Hirogin Holdings' Main Business Area

### Combined population and GDP of four prefectures in Hirogin Holdings' area



Population

Approx. 7.47 million A size rivaling Aichi Prefecture

Source: "Population, Demographics and Number of Households Derived from Basic Resident Registration" (as of January 1, 2020), released by the Ministry of Internal Affairs and Communications

GDP

Approx. ¥31 trillion A size rivaling Vietnam

Source: IMF, Cabinet Office (fiscal 2017), and the Bank of Japan

### Number of companies for which Hiroshima Bank is the main bank

Japan (ranked No. 12)	Chugoku region (ranked No. 1 for 11 consecutive years)	Hiroshima Prefecture (ranked No. 1 for 11 consecutive years)
15,977 companies	15,530 companies	14,520 companies

Source: Teikoku Databank (as of the end of October 2020)

# Nonfinancial Highlights

## Initiatives for customer-oriented business operations (Hiroshima Bank and Hirogin Securities combined)

### ■ Number of qualified financial planners



CSPFP 1st grade:  
397 persons  
CSPFP 2nd grade:  
1,685 persons  
(as of the end of March 2021)

Note: 1st and 2nd grades include CFP and AFP holders, respectively.

### ■ Number of holders of financial instruments and balances



211,080 customers  
¥1,528.4 billion  
(as of the end of March 2021)

## Initiatives for feasibility studies (Hiroshima Bank)

### ■ Number of qualitative analysis cases conducted



4,718 cases  
(FY2012 to FY2020)

### ■ Number of borrowers to whom loans are granted based on feasibility studies and balance of outstanding loans



3,849 customers  
¥767.6 billion  
(as of the end of March 2021)

## Products and initiatives related to sustainability (Hiroshima Bank)

### ■ Number of cases of Hirogin SDGs support services



Number of cases  
263 cases  
(From start of service in January  
2020 to the end of March 2021)

➡ See page 23 for details

### ■ Number of cases of privately placed bonds (SDGs Type): Community Development Contribution Type and Corporate SDGs PR Type and amounts handled

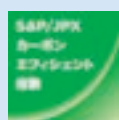


90 cases  
¥9.4 billion

(From start of service in November  
2019 to the end of March 2021)

➡ See page 24 for details

### ■ Reduction in greenhouse gas emission



23.9%  
reduction

Between FY2014 and FY2019

➡ See page 25 for details

### ■ Number of employees taking childcare leave



Female 154 persons  
Male 16 persons

(FY2020)

➡ See page 69 for details

### ■ Promotion of active participation of women (ratio of women in managerial and supervisory positions)



13.0%  
(181 persons)  
(April 1, 2021)

➡ See page 68 for details

### ■ Employment of disabled persons



2.4%  
(86 persons)  
(June 1, 2021)

➡ See page 69 for details

### ■ Certified as Health and Productivity Management Organization (White 500)



# Value Creation Process

## Mid- to long-term changes in economic and social environments

### Aggravation of social issues

- Declining population
- Falling birthrate and aging society
- Shrinking regional economy
- Global warming and climate change

### Environmental change

- Sustained low-interest-rate environment
- Accelerated progression of digital transformation and digitalization
- Demand for productivity improvement
- Demand for more sophisticated risk management

○ Outbreak of new coronavirus infections

Management Policy  
(Management Vision)

Closely offering thorough and  
trusted support to customers

As a Regional Comprehensive  
Services Group

**Establishment of  
relations**  
with regional community and  
customers through feasibility studies  
and household asset management

Deepening/expanding customer base

Put all functions and alliance  
within the Group to effective use to  
provide  
**solutions,**  
including in nonfinancial areas

Deepening/expanding business operation base

Source of competitive edge

Intangible  
assets that  
support  
strategy

### Financial capital

- High earning power
- Sound lending assets
- Strong capital
- Advanced risk management

### Human capital

- Diverse human resources in each group company
- FP skills and other advanced expertise
- Organizational culture focused on employees' motivation to work

### Social capital

- High-quality and steady customer base
- Corporate culture that thoroughly implements customer-oriented business operations, inherited from the time of our founding and the atomic bomb
- Store network closely attached to the region
- Framework for continuing business operation that responds to natural disasters, etc.

### Natural capital

- Rich in tourism resources, including World Heritage Sites such as the Hiroshima Peace Memorial and Itsukushima Shinto Shrine
- A temperate area with an abundant natural environment, surrounded by the Seto Inland Sea and the Chugoku Mountains

Foundation that supports  
sustainable growth

Corporate Governance

Risk Governance  
(Compliance risk management)

## Hirogin Group SDGs Declaration

## Key SDGs issues (materiality)

**SUSTAINABLE  
DEVELOPMENT  
GOALS**

Region



Human rights



Aging society



Environment



Contributing to the creation of a prosperous  
future for the regional community

Provision of value  
to all stakeholders  
of the Group

Creation of  
shared value

## Intellectual capital

- Feasibility studies accumulated based on expertise thus far
- Functions for providing advanced and diverse solutions
- Functions for developing new services utilizing state-of-the-art digital technology

## Customers

- Business partners' growth (increase in corporate value)
- Stable asset formation and succession for customers
- Customer satisfaction and peace of mind

## Regional community

- Contribution to development of regional community
- Stimulation of the regional economy through development of industry and job creation
- Contribution to creation of a sustainable regional community through our main businesses

## Employees

- A bright working environment that motivates employees
- Enhancing integrity and career development
- Promotion of a diverse range of workstyles and achievement of work-life balance
- Promotion of diversity and inclusion

## Shareholders

- Sustainable increase in shareholder value
- Highly transparent information disclosure
- Constructive dialogue