

April 1, 2021  
FIDEA Holdings Co. Ltd.

## **Establishment of a New Group Management Philosophy**

FIDEA Holdings Co. Ltd. (President & CEO: Yuichi Tao) and FIDEA Group companies, the Shonai Bank, Ltd. (President: Yuichi Tao) and the Hokuto Bank, Ltd. (President: Arata Ito), have established a new group management philosophy.

### **1. New group management philosophy**

**We will make the Tohoku region a center for producing happiness and hope through the passion, wisdom, and challenging spirit of all employees.**

### **2. About the establishment of the new group management philosophy**

It has been more than ten years since we, the FIDEA Group, started the merger between the Shonai Bank and the Hokuto Bank across the prefectural border between Akita and Yamagata. During this period, there were constant and abrupt changes in the social environment, such as a declining population, aging society, recovery from the Great East Japan Earthquake, and the new normal that has spread in view of the post-COVID-19 era. In addition, regional banks face an increasingly difficult environment due to the declining number of offices in their operating areas, prolonged negative interest rates, and a changing competitive landscape owing to new companies entering the market from different industries.

Amidst these circumstances, the Shonai Bank and the Hokuto Bank have established a shared new management philosophy as the FIDEA Group:

"We will make the Tohoku region a center for producing happiness and hope through the passion, wisdom, and challenging spirit of all employees." Since last year, a project team comprised of our young and mid-level employees has discussed the mission, value, and vision for the FIDEA Group over the next ten years in Japan's new Reiwa era. Based on these discussions, we have established a management philosophy that expresses the ideal state that we should aspire toward as the FIDEA Group.

We live in this region and we have a strong love for it. We will strive to revitalize our home ground here and help it overcome the various issues it faces by bringing together the best minds we have and operating with a shared sense of passion and a challenging spirit as we think and act to make a better future for the customers in front of us.

(Attachment)

Group Management Philosophy

**We will make the Tohoku region a center for producing happiness and hope through the passion, wisdom, and challenging spirit of all employees.**

Through the ideas and actions of all employees, we will build and expand the future of the Tohoku region where people feel pride and desire to live.

Based in the Tohoku region, we create new value together with people in the area and offer this value to them and the world.

We cannot reach the future that we wish to create today simply by dreaming about it.  
It is important to take action.

As the greatest fan and supporter of the region, we will always take the same viewpoint as local people. We will also take bold actions that go beyond people's expectations of a financial institution.

All employees think about and take action for the future of the Tohoku region where people can be happier and more hopeful than at any other place in the world.

**Action Agenda—Future7**

- We will continue to move forward and take on new challenges without being restricted by precedence.
- We will think and act with passion to realize our customers' dreams.
- We will constantly renew ourselves with a spirit of aspiration, inquiry, and curiosity.
- We will offer our extensive knowledge and ideas to people in the community through high-quality consulting.
- We will respect all individuals and aim to create an organization that helps individuals grow and take up new challenges.
- We will create an open workplace where people carefully listen to others, are willing to talk, and freely offer opinions.
- We will act with responsibility as a member of the community by observing laws and regulations and based on robust ethical standards.

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