# The Yamanashi Chuo Bank, Ltd. The 24th Analyst Meeting

Fiscal 2012 Business Results
Forecasts for the Current Term (FY2013)

June 4, 2013 (Tue)

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# **Profile**

# ① 山梨中央銀行

#### Profile (as of March 31, 2013)

- Predecessor Founded: April, 1877
- Established: December, 1941
- Head Office: 20-8, Marunouchi 1-Chome, Kofu, Yamanashi
- Common Stock: ¥15,400 million
- Employees: 1,708
- Branches (including sub-branches): 90 (74 in Yamanashi Pref., 15 in Tokyo, 1 in Kanagawa Pref.), Corporate Sales Offices: 1 (Tokyo, Higashimurayama City), Representative Office in Hong Kong



#### Head Office

# **Our Mission**

#### **Region-Based Operations and Sound Management**

Maintaining a close relationship with the communities in the region where we operate, we will contribute to the prosperity of the region and the development of its economy, with a commitment to sound management that enjoys the trust of our customers, while bolstering our business operations.



# I Fiscal 2012 Business Results

# **Fiscal 2012 Business Results (Summary)**

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	(¥ billion, %)	FY2011	FY2012	YoY change [%]
0	perating income	46.3	45.0	(1.3) [ (2.9) ]
Gı	oss banking profit	39.7	38.7	(1.0) [ (2.5) ]
	Interest income	35.2	32.6	(2.6) [ (7.4) ]
	Fees and commissions	4.3	4.4	0.1 [ 1.4 ]
	Other operating income	0.1	0.1	(0.0) [ (3.7) ]
	Gross banking profit on core operations	39.8	37.2	(2.6) [ (6.4) ]
	JGBs and other bond transactions	(0.0)	1.5	1.5 [ 2,930.1 ]
Ех	penses	30.1	28.5	(1.6) [ (5.4) ]
Ge	neral provision to loan loss reserve	-	(1.0)	(1.0) [ - ]
Ne	t business profit	9.5	11.2	1.7 [ 17.4 ]
Ne	t business profit on core operations	9.6	8.7	(0.9) [ (9.4) ]
No	on-operating losses	(0.8)	(1.3)	<b>(0.5)</b> [ <b>(58.9)</b> ]
	NPL disposal amount	0.2	1.3	1.1 [ 414.6 ]
	Equity share and similar transactions	(1.0)	0.0	1.0 [ 101.4 ]
0	dinary profits	8.7	9.9	1.2 [ 13.4 ]
Ех	traordinary income (losses)	(0.1)	(0.6)	<b>(0.5) [ (417.2)</b> ]
In	come before income taxes	8.6	9.2	0.6 [ 7.7 ]
In	come taxes - basic	0.0	3.2	3.2 [ 7,497.6 ]
In	come taxes - deferred	1.6	0.1	(1.5) [ (90.1) ]
Ne	et income	6.9	5.8	(1.1) [ (15.7) ]

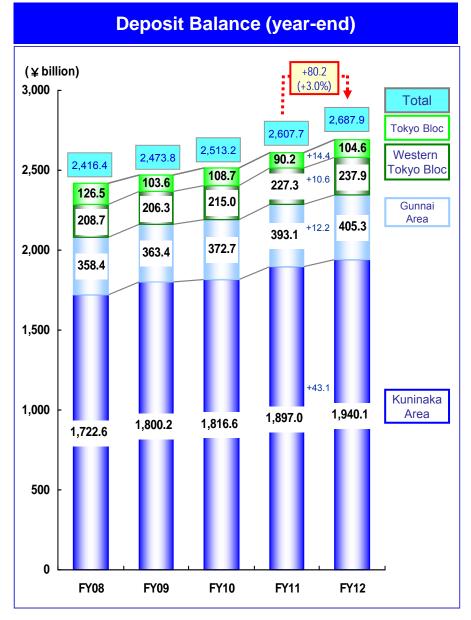
(an		(¥ billion, %)	FY2012	YoY char	ge [%]	Balance	Yield
ln (analysis	Fur	nd Operations	34.5	(2.5) [	(6.9)]	1.0	(3.6)
Inter sis of		Interest on loans	22.3	(1.8) [	(7.5)]	(0.1)	(1.7)
erest of diff		Interest on securities	12.0	(0.7) [	(5.8)]	1.1	(1.8)
		Call Ioan, etc.	0.1	(0.0) [	(12.5)]	(0.0)	0.0
income erence	Fur	nd procurement	1.8	0.0 [	1.2 ]	0.0	(0.0)
ne e fa		Interest on deposits	1.6	(0.0) [	(0.2)]	0.0	(0.0)
cto		Call money, etc	0.1	0.0 [	46.2 ]	0.0	(0.0)
s)	Inte	rest income	32.6	(2.6) [	(7.4)]		_

Ţ		(¥ billion)	FY2012	YoY change
Fees	Re	venues	6.6	0.0
and		Investment trusts	0.6	(0.0)
8	JGBs held by individuals Life insurance	0.02	0.0	
mm		0.5	(0.0)	
commissions		Others	5.3	0.0
ons	Co	st	2.2	0.0
	Fe	es and Commissions	4.4	0.1

	(¥ billion)	FY2012	YoY change
ΠXD	Personnel	15.7	(0.1)
Expenses	Premises and equipment	11.6	(1.4)
es S	Taxes	1.0	(0.0)
	Expenses	28.5	(1.6)

# **Deposits**

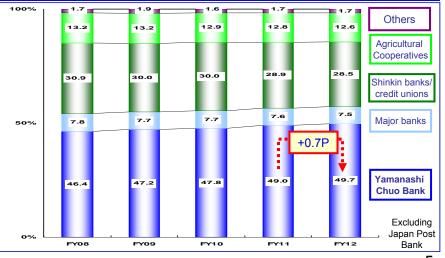
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#### **Balance by Customer Segment (year-end)**



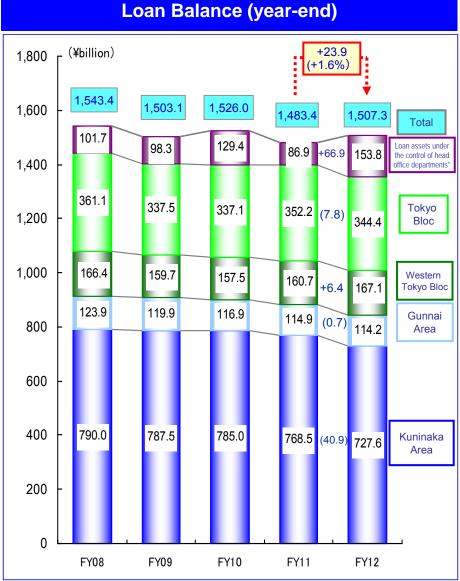
#### **Deposit Shares in Yamanashi Prefecture**



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## Loans

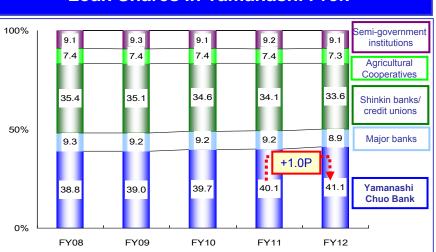
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#### \*Note: Loan assets under the control of head office departments refers to loans to the Ministry of Finance, loans made under loan participation agreements and financial receivables transferred from other industries.

**Balance by Customer Segment (year-end)** 

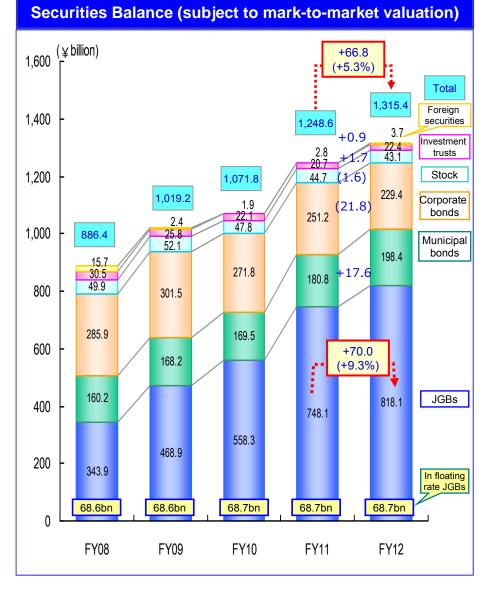




#### Loan Shares in Yamanashi Pref.

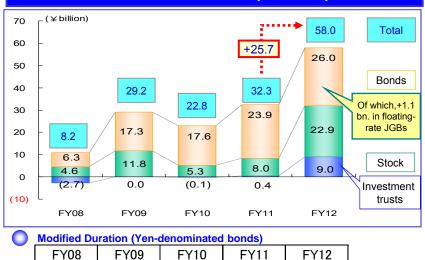
# **Securities**





#### **Breakdown of Gains (Losses) on Securities**

			(¥billion)
	FY11	FY12	Change
Interests and dividends on securities	12.7	12.0	(0.7)
Securities yields	1.07%	0.93%	(0.14)%
Gains (losses) on bonds	(0.0)	1.5	+1.5
Gains on sale of bonds	1.0	2.3	+1.3
Losses on sale of bonds	1.0	0.8	(0.2)
Gains (losses) on stock	(1.0)	0.0	+1.0
Gains on sale of stock	0.3	0.7	+0.4
Losses on sale of stock	0.8	0.6	(0.2)
Amortization of stock	0.5	-	(0.5)



3.8

3.5

3.9

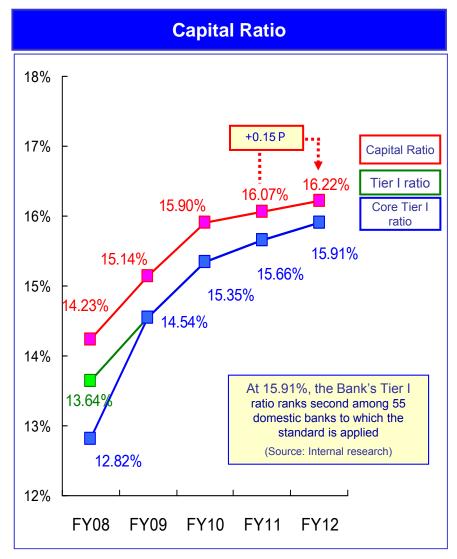
3.7

#### **Unrealized Gains (Losses)**

3.5

# **Capital Ratio (Non-Consolidated Basis)**

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\*Core Tire I: A portion of the regulatory capital, mainly consisting of common stock, capital surplus and retained earnings

(¥ billion) Comparison **FY12** with FY11 Tier I **(A)** 152.6 3.8 Core Tier I ratio 152.6 3.8 Net deferred tax assets Preferred stock / preferred investment certificates Tier II **(B)** 2.9 (1.0)General provision to loan loss 2.9 (1.0)reserve **Deductions** (C) **Regulatory capital** (A)+(B)-(C)155.5 2.8 **Risk-weighted assets** 958.6 8.9

**Breakdown of Regulatory Capital** 

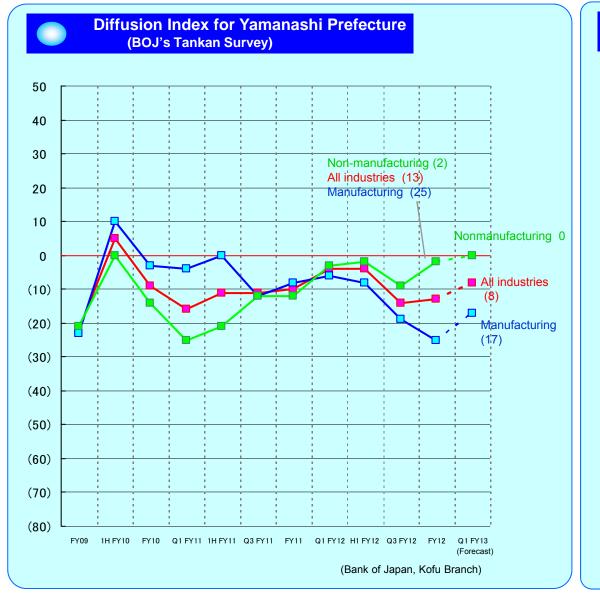
Risk Calculation Methods Employed		
Credit risk	Standardized Approach (SA)	
Operational risk	Basel II Standardized Approach (TSA)	

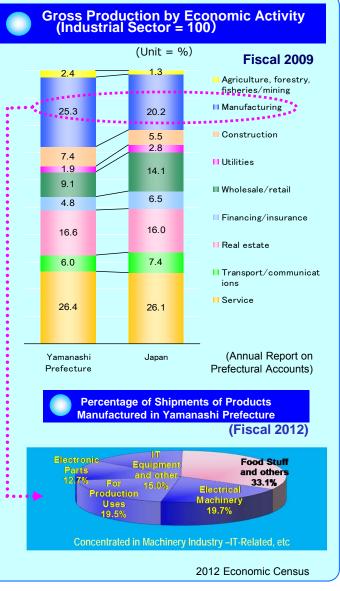


# II Economic Trends in Yamanashi Prefecture

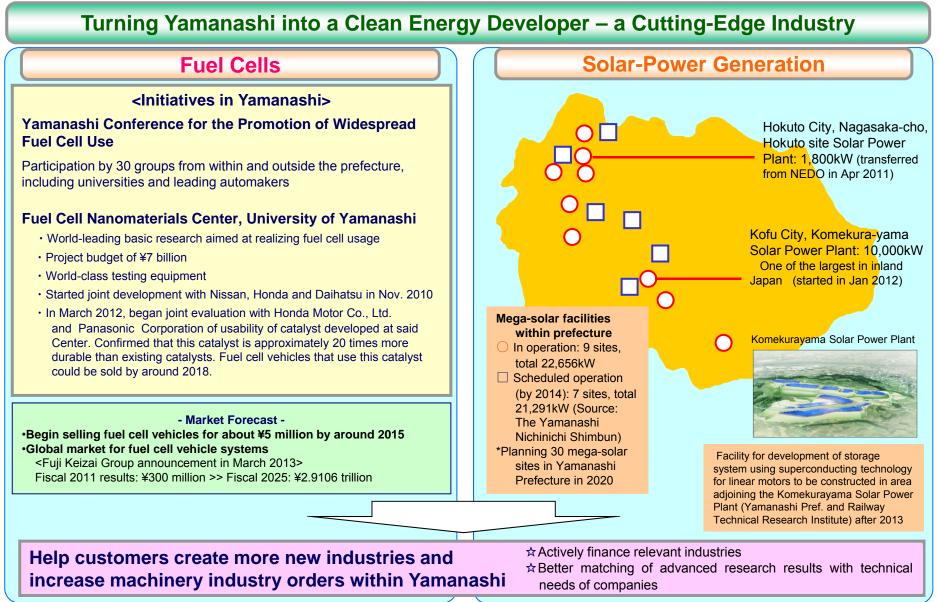
# **Business Trends**

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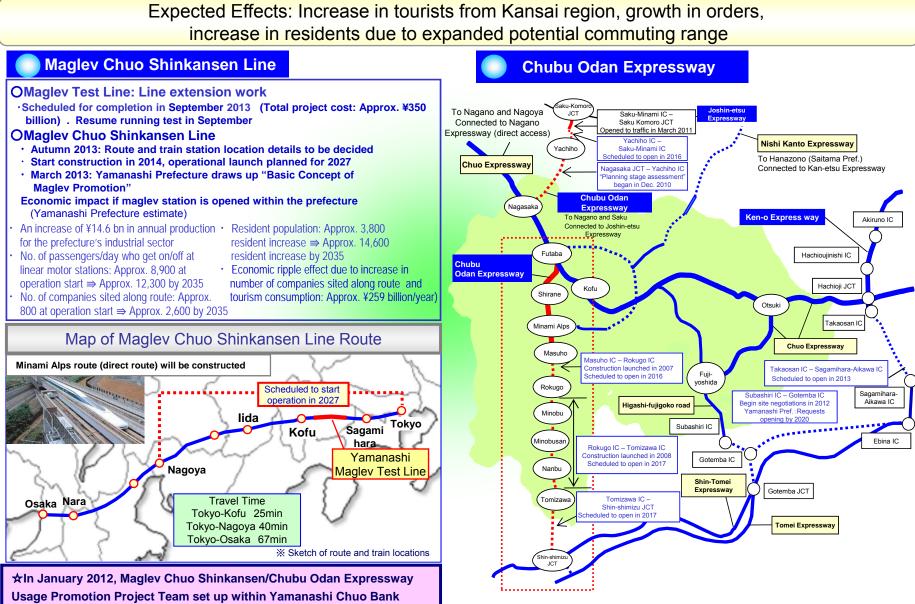


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# **Preparations for High-Speed Transportation Network**

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# III Medium-Term Management Plan "Best Bank Plan 2016"

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#### Future Creation Plan 2013

#### [Management Vision]

Creating a prosperous future together with the local community through the provision of high-quality financial services [Basic Strategies] "Strengthen the management base" "Strengthen marketing capabilities" "Contribute to the local community and the region"

#### Major achievements of previous plan

- Stable operation of Bank Vision and KeyMan computer systems
- Streamlined administrative work at retail branches
- Strengthened marketing capabilities by implementing project to strengthen outside sales capabilities
- Expanded service base of Western Tokyo Area
- Strengthened mortgage loan marketing
- Reduced operating expenses (cost optimization project)

 Business environment					
o	Population decrease/Declining birth rate and an aging population	Continued slow economic growth in Japan			
nvir Ext	Growth of IT	Local economic distress			
External environment	Accelerating globalization	Competition with other financial institutions intensifying			
nt	Changing industrial structure of prefecture	Protracted low interest rate environment			
env	Loans to SMEs and individuals sl	profit on core			
Internal environment	Lower interest margin	• Lower operating			
าลl	Non-interest income sluggish	income  Expenses remain high			
z	Higher system investment deprecia burden	ation			

#### Major issues moving forward

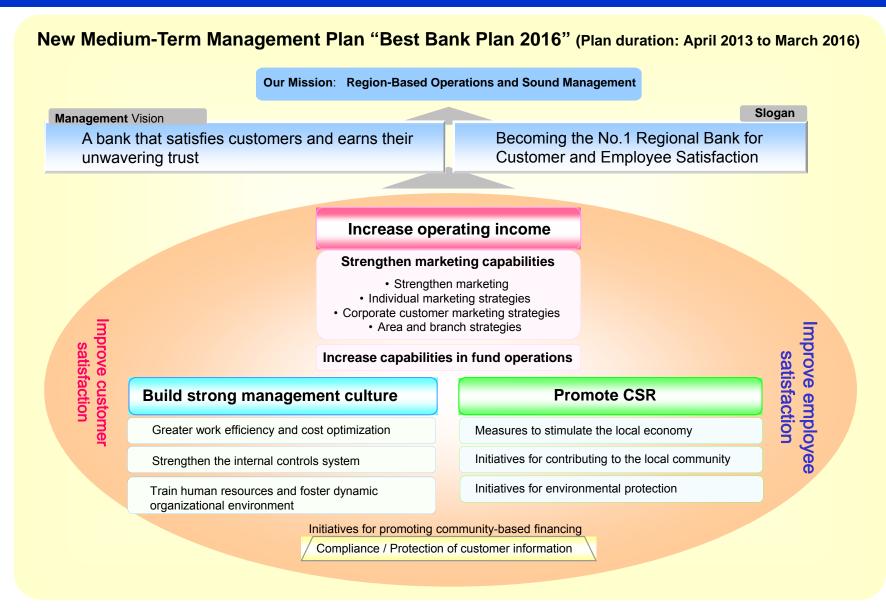
- Increase loans to SMEs and individuals
- Uncover new income opportunities
- Better handling of regions with high growth potential
- Increase capabilities in fund operations to stably increase earnings
- Greater work efficiency and cost optimization
- Train human resources and foster dynamic organizational environment
- Contribute to sustainable development of local community

Oriantitative	Item	Previous Medium-Term Management Plan Targets
ntit	Gross banking profit on core operations	44.0 or above
ativ	Net business profit on core operations	14.5 or above
	Average loan balance	1,570.0
Tarnate	Average deposit balance	2,600.0
	OHR	67% or under
22	ROA	0.5% or above
	ROE	3.3% or above
Poeulte	Capital ratio (domestic standard)	14% range
0	NPL ratio	3% range

(¥ billion)
FY12
37.2
8.7
1,459.3
2,631.3
76.57%
0.30%
3.79%
16.22%
3.49%

# Formulate New Medium-Term Management Plan





# Basic policies and quantitative targets of

#### Medium-Term Management Plan "Best Bank Plan 2016"

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#### <Basic Policy I> Increase operating income

- · Increase loans, an earnings pillar
- Uncover new income opportunities, rebuild earnings
   structure
- Develop products and services, improve marketing skills, and leverage IT infrastructure to properly and swiftly address customer needs
- Preferentially allocate business resources to regions with high growth potential
- Increase capabilities in fund operations to stably increase earnings

#### <Basic Policy II> Build strong management structure

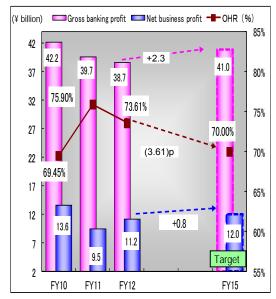
- Foster greater work efficiency, strengthen IT investment management, optimize costs, develop personnel to have high motivation and skills and invigorate the organization, raise productivity
- Further reinforce risk management system (credit risk, etc.) and ALM system
- Strengthen compliance and customer protection system, a management foundation

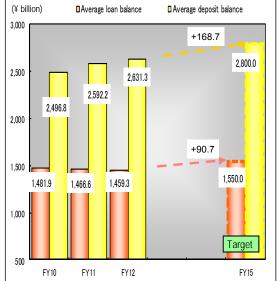
#### <Basic Policy III> Promote CSR

- Revitalize local economy through business activities and actively contribute to local community
- Address environmental issues as a Company mission and as a business challenge

ltem	FY12 Results
Gross banking profit	38.7
Net business profit	11.2
OHR (Operating expenses / Gross banking profit)	73.61%
Capital ratio (domestic standard)	16.22%
Average loan balance	1,459.3
Average deposit balance	2,631.3

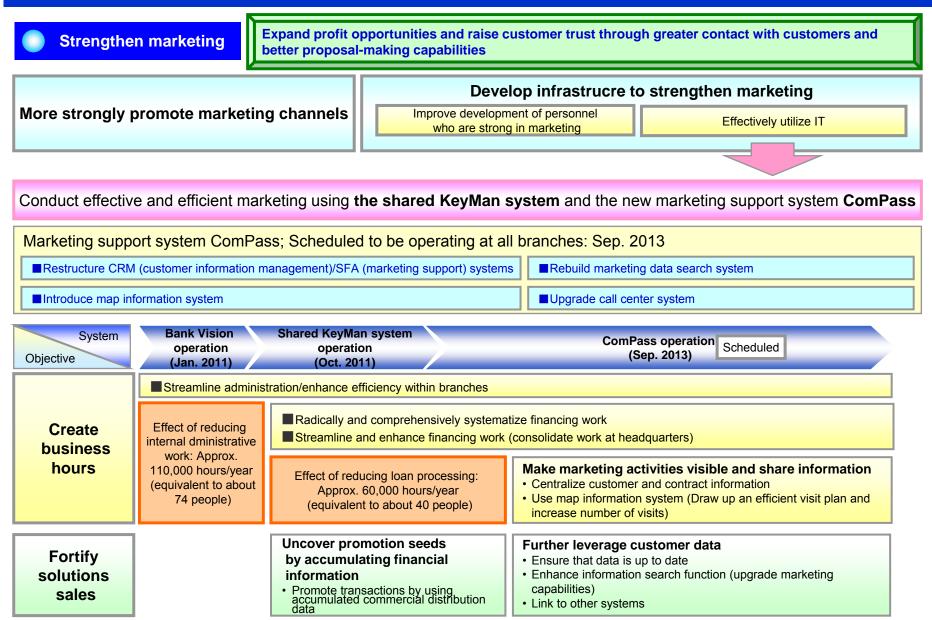
		(¥ billion)
1	Mid-Term Plan Target (FY15)	Mid-Term Plan 3-Year Change
	41.0	+2.3
-	12.0	+0.8
	70% or under	(3.61)p
	15% or above	(1.22)p
	1,550.0	+90.7
ľ	2,800.0	+168.7





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# Basic Policy I "Increase Operating Income" Strengthen marketing capabilities **Strengthen marketing**

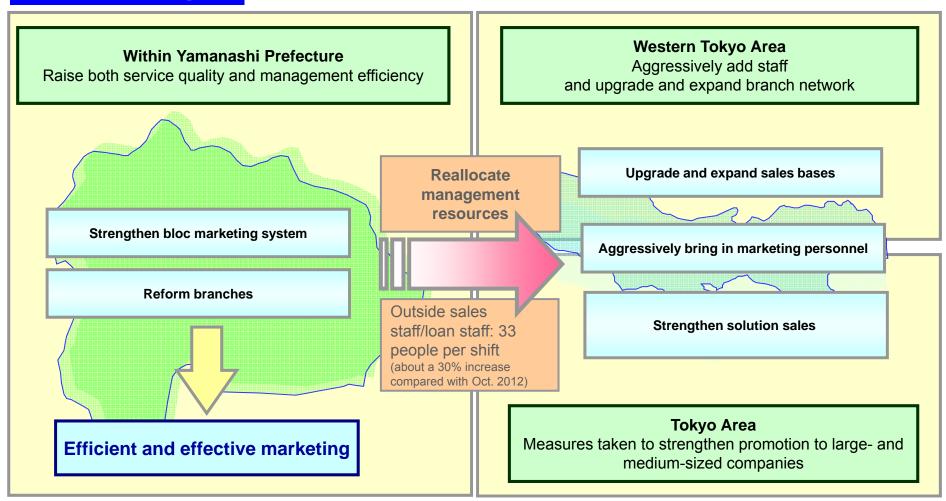


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#### Basic Policy I "Increase Operating Income" Strengthen marketing capabilities Area strategies

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## Area strategies



#### **Basic Policy I "Increase Operating Income" Strengthen marketing capabilities** Western Tokyo Area strategy



#### Western Tokyo Area strategy **Promotion of Transactions with Individual** and Corporate Customers Achieve greater profitability and efficiency than any other bank in Promote transactions in collaboration with Furusato Yamanashi Prefecture Yamanashi Linkage 200 • Expand marketing base from "point" to "line/plane" • Targets approached (as of March 31, 2013): Approx. 1,100 customers Sales operations in the area since 1968 • Loans extended to targets (as of March 31, 2013); up ¥7.0 billion (up 25 customers) · Current network of 14 branches and one corporate sales office Strengthen business succession and inheritance consulting business to company owners and others • Expand consulting business by asset inheritance advisors Strengthen mortgage loan marketing by upgrading and expanding Loan Squares • Establish Loan Square in Sagamihara (scheduled for first half of fiscal Further expansion of sales bases 2013) · Fortify measures for companies, expand individual-based transactions Western Tokyo Area Market Size Target mortgage loan balance Target balance of loans to SMEs No. of private companies: 180,000 100 98.0 190 100 Balance (¥ billion) Balance (¥ billion) (about 3.8 times more than in Yamanashi Prefecture) 185.0 180 Population: 5.460.000 70.9 75 (about 6.5 times more than in Yamanashi Prefecture) 61.3 77.0 77.2 170 75.9 • Households: 2,510,000 75 50 160 (about 7.6 times more than in Yamanashi Prefecture) 25 Number of loans 150 \* Western Tokyo Area includes metropolitan Tokyo, Nishitama District, Suginami-ku, and

0

**FY10** 

Sagamihara City in Kanagawa Prefecture (Source: Number of private companies as of 2009 "Economic Census", population and households as of April 2013 "Estimated Population")

(Includes loans to real estate-related public sector)

FY12

FY11

Target

FY15

40 50

FY10

**FY11** 

FY15

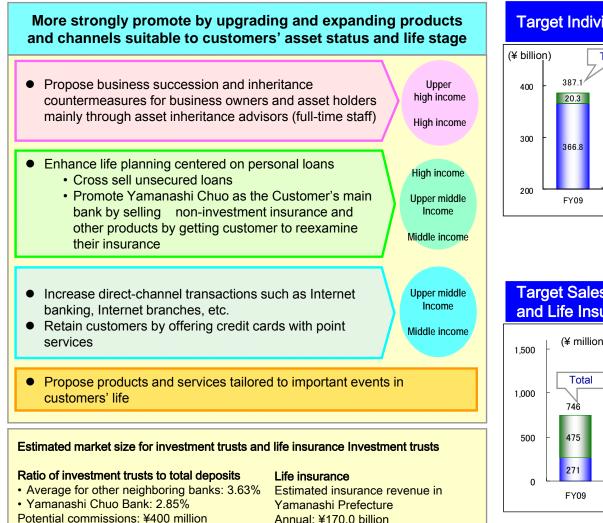
Target

FY12

85.0

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#### Increase transactions over lifetime with segment –based strategy



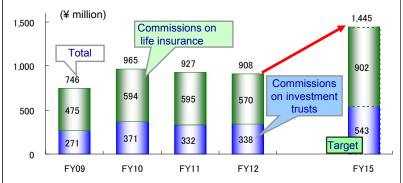
Annual: ¥170.0 billion

Commission translation: ¥13.0 billion

Target Individual Loan Balance (year-end)



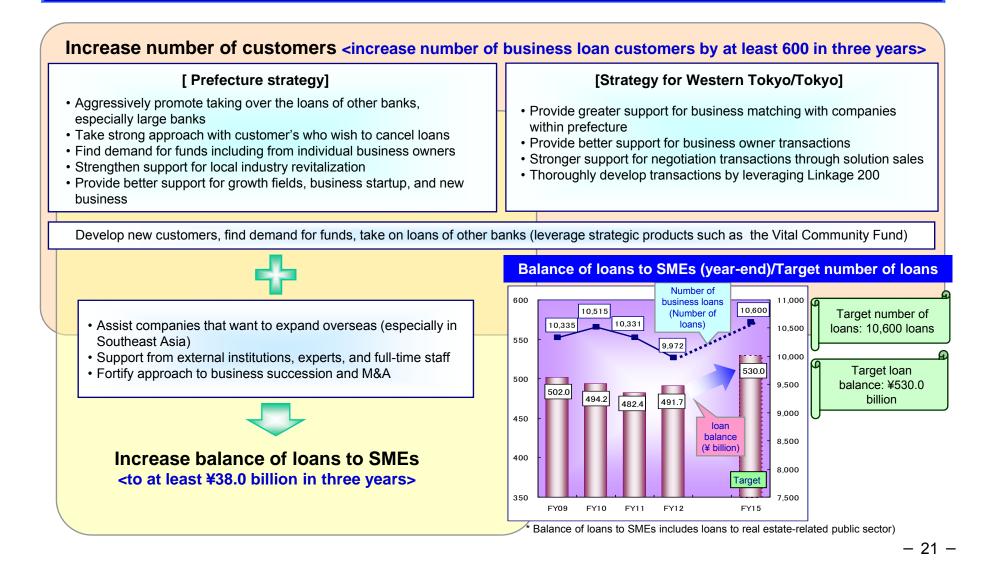
#### **Target Sales Commissions on Investment Trusts** and Life Insurance



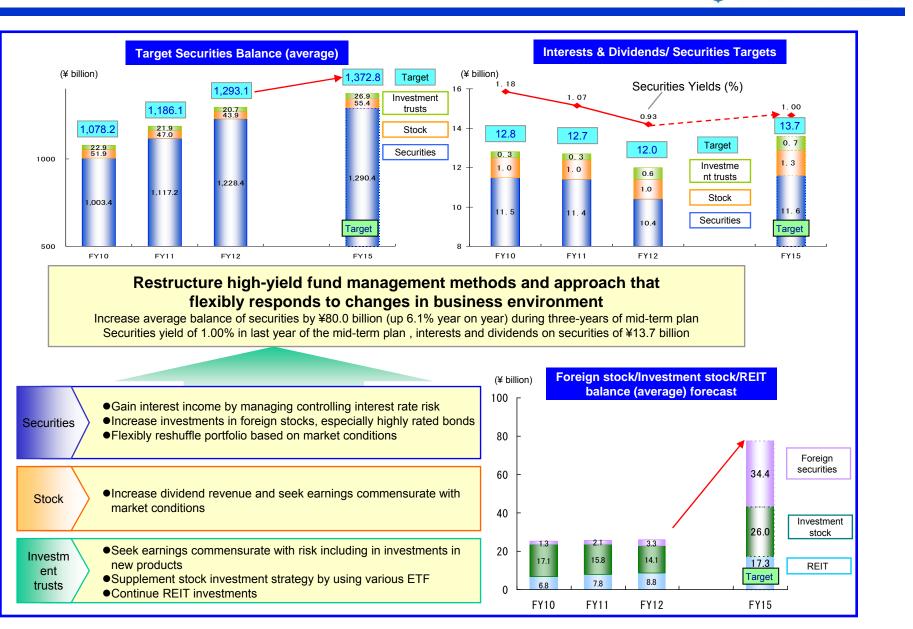
# Basic Policy I "Increase Operating Income" Strengthen marketing capabilities **Corporate marketing strategy**



#### Increase marketing staff and develop personnel with strong marketing skills ⇒ Maintain greater contact with customers (drastically increase number of visits and customers)



# Basic Policy I "Increase Operating Income" Strengthen marketing capabilities Increase capabilities in fund operations



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# IV Forecasts for the Current Term (FY 2013)

# **Earnings Forecasts for the Current Term (FY 2013)**

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Balance

0.7

0.3

0.5

(0.0)

0.0

0.0

0.0

Yeild

(0.5)

(0.6)

0.1

0.0

(0.1)

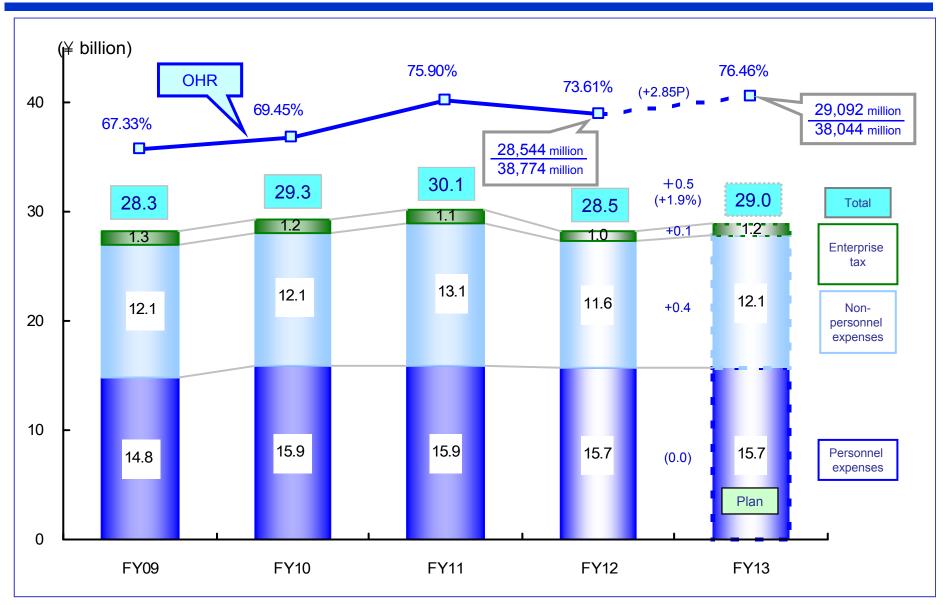
(0.1)

(0.0) —

(¥ billion, %)		ion %)	FY12	FY13(forecast)		VoV	YoY change [%]		<b>(</b> )		(¥ billion, %)	FY2013 (forecast)	YoY chang	ie [%]	Balar
			45.0						Inal	Fund	operations	34.7	0.2 [	0.7 ]	0.
Operating income					43.3	(1.7)	1	(3.7)]	In (analysis		Interest on loans	21.9	(0.3) [	(1.6)]	(
Gross banking profit			38.7		38.0	(0.7)	<u> </u>	(1.8)]	of		Interest on securities	12.6	0.6	5.3 ]	(
	Interest income		32.6	3	33.0	0.3	[	1.0 ]	diffe	5 5	Call loan, etc.	0.1	(0.0) [	(20.2)]	((
	Fees and commis	sions	4.4		4.8	0.4	[	9.9 ]	pren		procurement	1.7	(0.0) [	(5.0)]	(
	Other operating inc		0.1		0.1	(0.0)	[	(3.7)]	ice f		Interest on deposits	1.7			
Gross banking profice core operations		on	37.2	3	38.0	0.7	[	2.0 ]	act	ac	· · · ·		(0.1) [	(6.2)]	
	IGBs and other bonc	1	1.5		-	(1.5)	[	(100.0)]	ors)	Intere	Call money, etc st income	0.1	0.0 [	7.7 ]	0
Exp	enses		28.5	2	29.0	0.5	[	1.9 ]					-		
General provision to loan		n 👘	(1.0)		(0.1)	0.9	r	88.9 ]	п			(¥ billion)	FY2013 (forecast	YoY cha	ange
	loss reserve Net business profit		11.2		9.1	(2.1)	r	(19.1)]	Fees	Rev	enues		7.1	4	0.5
Net business profit on core		re					-		and	Ī	nvestment	trusts	0.8		0.1
operations			8.7	9.0		0.2	[			IGBs held by		0.04	0	.02	
Non-operating losses			(1.3)		(1.7)	(0.3)	[	(29.9)]	<b>B</b>	individuals					
NPL disposal amount			1.3		1.8	0.4	[	34.8 ]	mi	Life insurance		ce	0.7		0.1
Equity share and similar transactions		ilar	0.0		-	(0.0)	[	- ]	commissions	Others		5.5		0.1	
Ordinary profits			9.9	7.3		(2.6)	6) [ (26.4)]		ns	Cost			2.3		0.0
Net	income		5.8		4.5	(1.3)	ī	(23.3)]		⊦ee	s and comr	nissions	4.8		0.4
						(112)		(/]					FY2013		
Divi					FY1	FY12(plan) ¥6.00		(13 (plan)				(¥ billion)	(forecast	) YoY cha	ange
Dividend per share (annu		(annual)						¥6.00		Per	Personnel		15.7	' (	0.0)
			· •	+7.00 +0.00			70th Anniversary Commemorative		Expenses		mises and ipment	12.1		0.4	
End of FY12				End of FY13 (estimate)			dividend ¥1.00 (1st half ¥3.5)		es	Тах	es	1.2	2 (	0.1	
Nikkei Stock Average ¥1			2,397		¥12,3	¥12,397		(End of FY11 ¥3.5)		Ехр	renses	29.0		0.5	

# **Operating Expenses and OHR (Trends and Forecasts)**

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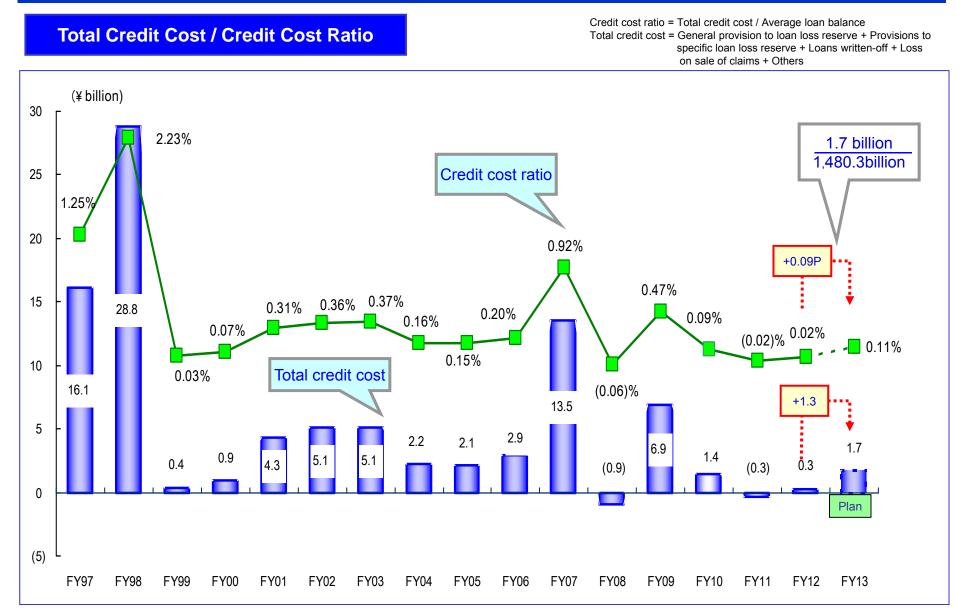


<sup>\*</sup>OHR=Operating expenses / Gross banking profit on core operations

Gross banking profit on core operations = Gross Banking profit – JGBs and other bond transaction profit/loss

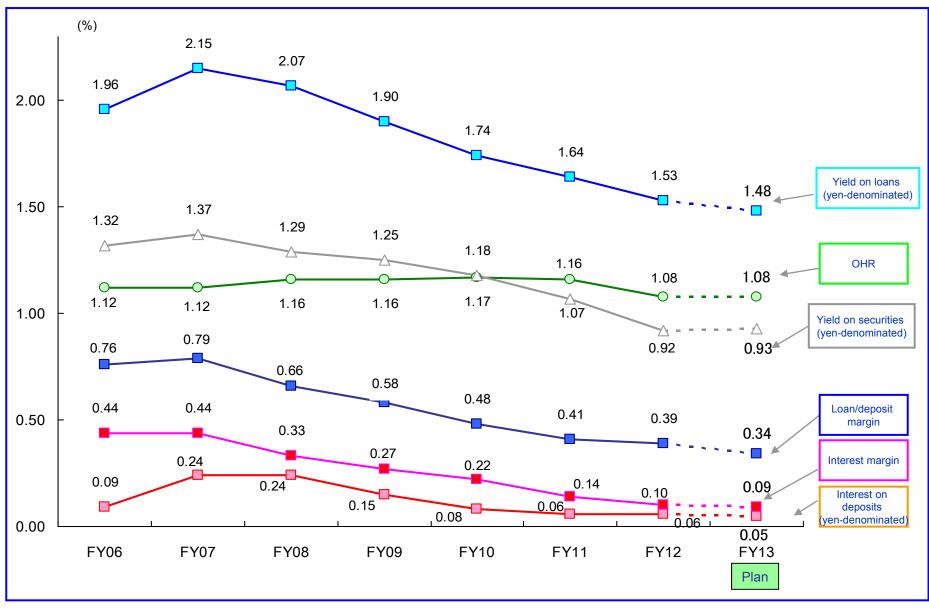
# **Credit Cost (Trends and Forecasts)**





# Yields & Interest Margins (Trends and Forecasts)

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# **Return to Shareholders**

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Work toward increasing the level sound management while at the payment of dividends. Trends in Dividend Payme	e same time pr						70th Anni Commem dividend of schedu (1st half (End of FY	orative ¥1.00 is Jled ¥3.5)
	FY09	FY10		FY11	FY1	2 F	FY13(Foreca	
Dividend per share (annual)	¥6.00	¥6.0	)	¥7.00	¥6.00		) ¥6.0	
Period-end share price	¥411	¥404	L	¥368	¥42		9 -	
Dividend yield	1.45%	1.48%	6	1.90%		1.39%	-	
Return to Shareholders		equivalent to ¥638 million, on May 27, 2010 Purchased 1,906 thousand shares, equivalent to ¥795 million between Dec. 2010 and Mar. 2011		equivalent to ¥644 on Dec. 26, 20			in Ap shares, lion	to ¥246 million pr. 2013
(¥ m illi	on) FY09	FY10		FY11		FY12	FY13	(Forecas
Annual dividend (1)	1,	105 1	,089	1,250	6	1,06	2	1,05
Treasury stock acquired (2)		12 1	,447	647	7	994	994	
Return to shareholders (3)=(1)+(2)	1,	117 2	,536	1,903	3	2,05	057 1,3	
Net income (non-consolidated) (	4) 2,	744 3	,861	6,96	5 5,		870 4,5	
Dividend payout ratio (1)/(4)x100	40.2	28% 28	20%	18.04%	% 18.1		10% 23.4	
							03% 28.91	

(Note) Calculated in yen and rounded down

Thank you attending our analyst meeting. If you have any further questions, please do not hesitate to contact us at the following telephone number, email address or website.



The reader is advised that these materials contain forward-looking statements. These statements do not constitute guarantees of future business performance, and they involve various risks and unforeseeable future circumstances. The Bank's future business performance may be affected by changes in the business environment that are beyond the prediction or control of the Bank, and actual results may therefore differ substantially from the figures contained in the said forward-looking statements.