

Fiscal Year 2023

# Overview of the RCC's Activities

The Resolution and Collection Corporation





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# Message from the President

Honda Morihiro

Representative Director and President

The Resolution and Collection Corporation (RCC) assumed its present form as a result of the April 1999 merger between the Housing Loan Administration Corporation, its predecessor established in July 1996, and the Resolution and Collection Bank, full amount of the Deposit Insurance Corporation of Japan (DICJ) under the investment.

Since then, the RCC has strived to minimize the injection of public funds (i.e., the public burden) to resolve failed financial institutions by appropriately and efficiently collecting the claims transferred to the RCC from the former housing loan corporations (*Jusen*) and the non-performing loans purchased from failed financial institutions. The RCC has also contributed to the disposal of non-performing loans of sound financial institutions by purchasing these non-performing loans and collecting them.

The cumulative total amount collected as of the end of March 2023 reached 10.1837 trillion yen, and the RCC has contributed significantly to the financing of the national government by, for instance, having paid approximately 1.5459 trillion yen of income from claims collections, etc. to the DICJ. The RCC has also devoted to supporting business revitalization initiatives, thereby helping invigorate local economies and save jobs.

In FY2012 the RCC completed the closure of *Jusen* accounts, and the May 2011 revision of the Deposit Insurance Act assigned the RCC new functions pertaining to the purchase/collection of claims against anti-social forces and other claims which are held by financial institutions and deemed difficult to recover ( “specified difficult recovery claims” ), as well as bridge bank functions for resolving failed financial institutions.

In March 2014, the RCC began utilizing its servicer functions to purchase claims against anti-social forces and other claims held by credit companies, moneylenders, etc., not covered under the system for purchasing specified difficult recovery claims and to commence the administration and collection of such claims, etc. and has since been contributing to the cut-off of relationships between financial institutions, etc. and anti-social forces and has also been steadily collecting claims against anti-social forces alongside other specified difficult recovery claims.

As a DICJ partner bank, the RCC is committed to performing these new functions as well as continuing the claims collections and business revitalization initiatives it has heretofore undertaken in order to properly and promptly fulfill the public mission entrusted to it and thereby facilitate stability of the financial system.

Given that the RCC’s debtors consist mostly of blameless parties deprived of their primary trading financial institution by its failure, the RCC intends to ascertain the actual situation of debtors in pursuing its claims collections in order to ensure proper collection efforts. The RCC treats bona fide debtors in a faithful and fair manner from the viewpoint of customer protection, engages in discussions with them, and carefully follows reasonable procedures that give due consideration to maintaining their livelihoods and rebuilding/sustaining their businesses. On the other hand, malicious debtors who deceitfully conceal assets as well as anti-social forces are dealt with severely.

Recognizing that claims collections can often give rise to dissatisfaction and grievances among debtors and related parties, the RCC lends a serious ear to all opinions and endeavor to perform its functions with honesty and fairness.

This pamphlet has been prepared as an aid to give readers a better comprehension of the philosophy underlying the RCC’s operations and the status of its activities. Your understanding and support would be very much appreciated.



## Profile of the Resolution and Collection Corporation

**Name:** The Resolution and Collection Corporation (RCC)

**Establishment:** April 1, 1999

**History:**

- July 26, 1996 Housing Loan Administration Corporation founded
- September 2, 1996 Resolution and Collection Bank founded (trade name changed from Tokyo Kyodo Bank [founded on January 13, 1995])
- April 1, 1999 Resolution and Collection Corporation founded (merger of the above two companies, with Housing Loan Administration Corporation as surviving company)

**Head office:** Shin-Nisseki Building, 3-4-2 Marunouchi, Chiyoda-ku, Tokyo 100-0005, Japan

**Capital:** 12 billion yen

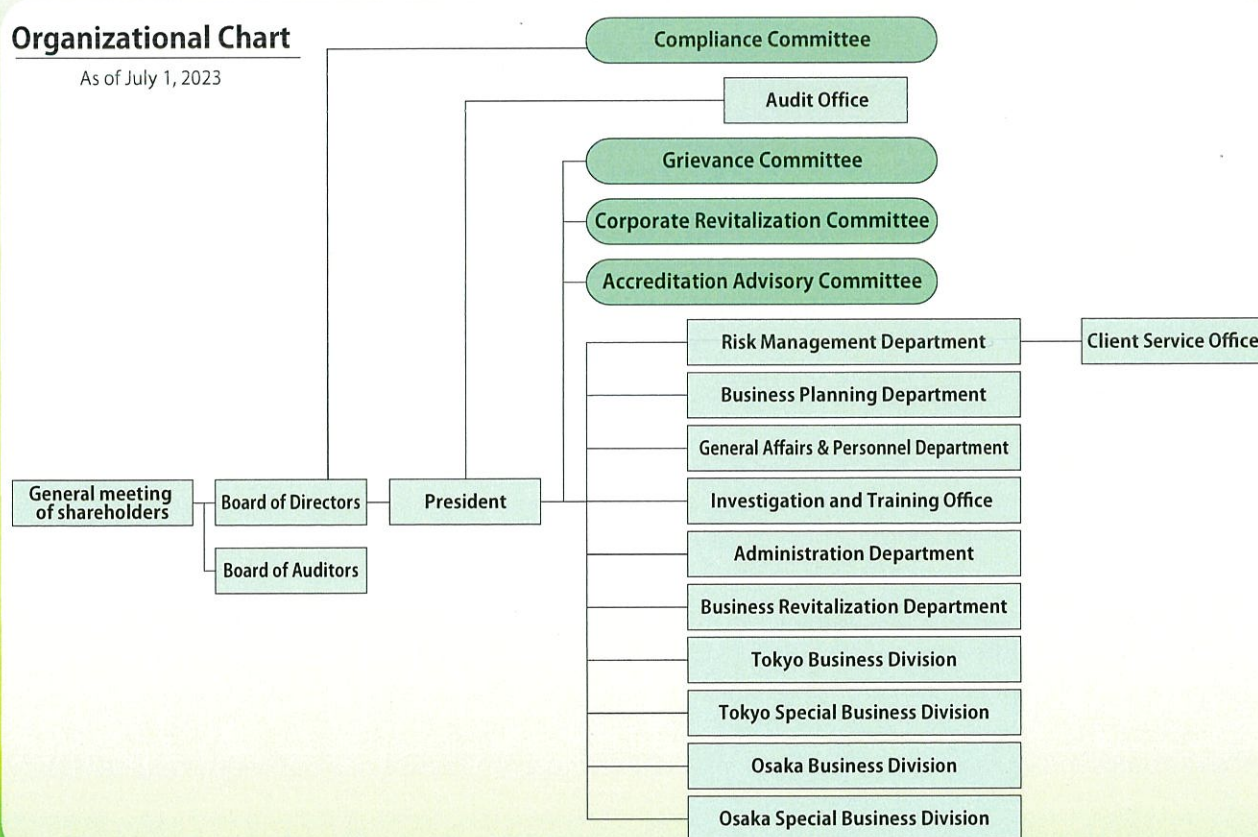
**Shareholder:** Deposit Insurance Corporation of Japan (DICJ)

**Executives/staffs**(as of July 1, 2023):

283 (including 4 directors and 3 auditors and excluding 7 consulting attorneys)

### Organizational Chart

As of July 1, 2023







## The RCC's Management Philosophy

### Basic Philosophy

The RCC will properly and promptly fulfill the public mission entrusted to it as a partner bank of the DICJ and thereby facilitate the stabilization of the financial system.

### Management Guidelines

- (1) We will be cognizant of our public mission, and execute our operations faithfully, fairly and efficiently.
- (2) In managing and collecting claims, we will properly ascertain the actual situation of debtors and deal with bona fide debtors in a faithful and fair manner from the viewpoint of customer protection, while dealing severely with malicious debtors. We will also properly support business revitalization initiatives.
- (3) We will steadily purchase claims against anti-social forces in an effort to contribute to the cut-off of relationships between financial institutions, etc. and anti-social forces, and strictly manage and collect purchased claims.
- (4) We will promote the implementation of measures to facilitate the proper execution of our bridge bank functions, etc. in an effort to facilitate the stabilization of the financial system.

### Dealing with Debtors, etc. in Areas Affected by the Great East Japan Earthquake

We will actively deal with debtors, etc., without interruption, in areas affected by the Great East Japan Earthquake to help them revitalize their businesses. We will make efforts to implement efficient and effective business revitalization initiatives by collaborating, as needed, with other public organizations in charge of business revitalization initiatives or private financial institutions.

### Fair Business Practices

To ensure fair and appropriate administration of operations in accordance with the Basic Philosophy and Management Guidelines, the RCC has taken the following measures:

- (1) **Strict compliance system**  
To ensure compliance, the RCC has established a Compliance Committee including outside experts to oversee matters pertaining to compliance. This Committee deliberates on the establishment/revision of basic compliance provisions and other important matters, and reports on these deliberations to the Board of Directors.
- (2) **Client Service Offices (Tokyo, Osaka)**  
The RCC has established Client Service Offices in Tokyo and Osaka to handle requests, grievances and inquiries from debtors and other parties, and to provide carefully-tailored responses in writing, by phone, etc., in accordance with the nature of the request/grievance/inquiry.
- (3) **Grievance Committee**  
To ensure that requests, grievances, and inquiries submitted to the RCC by customers or other parties are processed suitably and fairly, the RCC has created a Grievance Committee consisting of outside experts who provide frank opinions and recommendations on processing. These opinions and recommendations are made public via the RCC's website.



## Principal Operations of the RCC

### 1. Debt collection

- The RCC strives to ascertain debtors' actual situation in pursuing its claims collections in order to ensure proper collection efforts. Given that the RCC's debtors consist mostly of parties deprived of their primary trading financial institution by its failure, the RCC requests accurate asset disclosures through discussions with bona fide debtors and carefully follows reasonable procedures to assist debtors in maintaining their livelihoods and rebuilding/sustaining their businesses.
- On the other hand, the RCC deals severely with malicious debtors and anti-social forces, resorting to legal measures when necessary.

#### ■ Debt collection performance

(Unit: hundred million yen)

Fiscal year	Amount collected	Fiscal year	Amount collected	Fiscal year	Amount collected
1996	2,788	2005	6,307	2014	500
1997	7,068	2006	4,107	2015	416
1998	9,123	2007	2,651	2016	381
1999	10,317	2008	1,706	2017	274
2000	12,620	2009	1,211	2018	227
2001	10,863	2010	1,004	2019	231
2002	9,244	2011	1,106	2020	141
2003	9,118	2012	1,066	2021	125
2004	8,232	2013	879	2022	134
Cumulative amount collected (as of March 31, 2023)					101,837

(Note) The figure for FY1996 is the total of the figures for FY1995 and FY1996.

Figures have been rounded off to the nearest hundred million yen, so totals may not match the sum of individual values.

(Note) Payments to the DICJ

- The RCC pays to the DICJ the profits generated each fiscal year (the remainder after subtracting losses, etc., from the profits obtained through the collection of transferred claims, etc.) in the respective accounts for administering and collecting these claims under the law.
- The cumulative payments in connection with claims collections since FY1996 reached 1,545.9 billion yen (as of March 31, 2023)

### 2. Business revitalization support

- The RCC has been devoted to corporate revitalization, focusing on revitalization from a creditor standpoint by, for instance, helping formulate revitalization plans. The RCC utilizes its trust business functions to support revitalization in cases brought forth by other financial institutions.
- These efforts go beyond simply resolving the non-performing loans of financial institutions through corporate revitalization; they also contribute to invigorating local economies and saving jobs.

#### ■ Corporate revitalization performance (as of March 31, 2023)

- Cases in which the RCC was involved in preparing/establishing revitalization plans

(Unit: cases)

Legal revitalization	88
Private revitalization	612
Total	700

(Note) Legal revitalization: procedures for revitalizing the business of a corporation using legal procedures for civil rehabilitation, corporate reorganization, etc.

Private revitalization: procedures for revitalizing the business of a corporation via financial assistance with the consent of financial creditors



(Note) Assisting debtors through changes of conditions, etc.

- In addition to its record of corporate revitalization indicated on page 4, the RCC as creditor has actively sought to maintain the livelihood of debtors and rebuild/sustain their businesses by modifying loan terms.

Cases in which loan terms were modified (as of March 31, 2023): 22,396

(Note) Number of cases after the Act concerning Temporary Measures to Facilitate Financing for Small and Medium-Sized Enterprise, etc. (SME Financing Facilitation Act) went into effect in December 2009.

- No change has been made in the basic guidelines for loan term modifications or other means of financial facilitation following the deadline stipulated in the SME Financing Facilitation Act, and the RCC continues as before to actively pursue these approaches.

### 3. Capital injection and equity participation

- The RCC concludes agreements with the DICJ on capital injection into, or equity participation in, financial institutions in line with laws on capital injection into, or equity participation in, financial institutions using public funds, and then subscribes to stocks, etc., and exercises its rights as a shareholder or investor.

### 4. Purchase/collection of specified difficult recovery claims

- The May 2011 revision of the Deposit Insurance Act assigned the RCC purchase/collection functions for "specified difficult recovery claims" in order to stabilize the financial system as a whole by severing relationships between financial institutions and anti-social forces and ensuring soundness in the composition of assets at financial institutions as well as facilitating their operations.
- Specified difficult recovery claims are claims against anti-social forces and other claims that are impractical for private financial institutions to administer/collect. Utilizing the know-how it has cultivated heretofore, the RCC collaborates with the DICJ and the police to rigorously administer and collect such claims.

(Note) See P8 : Question 1 of Q&A about the RCC

#### ■ Performances of purchase and collection of specified difficult recovery claims (as of March 31, 2023)

	Principal of purchased claims (unit: million yen)	Purchase price (unit: million yen)	Number of claims purchased (unit: claims)	Amount collected (unit: million yen)
Cumulative total	7,882	838	303	1,414

(Note) Figures have been rounded off to the nearest million yen.

Number of claims purchased calculated using one claim per debtor.

### 5. Purchase and consigned administration and recovery of claims against anti-social forces utilizing servicer functions

- In accordance with "Encouraging the Efforts to Sever Relationships with Antisocial Groups" released by the Financial Services Agency in December 2013, the RCC is to utilize its servicer functions in purchasing or accepting consignment of the administration and collection of claims against anti-social forces held by credit companies and moneylenders, credit card companies, servicers, leasing companies, insurance companies, etc., that are not covered under the system for purchasing specified difficult recovery claims; the RCC began these operations in March 2014.
- The purpose of these operations is to sever relationships between credit companies and moneylenders, etc., and anti-social forces, and rigorous administration/collection is undertaken in view of the nature of these claims.

(Note) See P9 : Question 1 of Q&A about the RCC

#### ■ Performances of purchase and collection of claims against anti-social forces utilizing servicer (as of March 31, 2023)

	Principal of purchased claims (unit: million yen)	Purchase price (unit: million yen)	Number of claims purchased (unit: claims)	Amount collected (unit: million yen)
Cumulative total	1,860	71	896	117

(Note) Figures have been rounded off to the nearest million yen.

Number of claims purchased calculated using one claim per debtor.



## 6. Bridge bank operations

- The May 2011 revision of the Deposit Insurance Act assigned the RCC bridge bank functions to enable more flexible and efficient failure resolution.
- In bridge bank operations, the RCC inherits the insured deposits and assets to be transferred from the failed financial institution to the final assuming financial institution, provisionally maintaining/ continuing the operations of the above deposits and assets until the transfer to the final assuming financial institution is completed. The RCC administers these operations separately for each failed financial institution.

(Note) See P11 : Question 4 of Q&A about the RCC

## 7. Pursuit of civil liability

- As injections of public funds are involved in resolving failed financial institutions, one of the RCC's duties is to scrupulously examine the liability of the former management at failed financial institutions.
- Working in close cooperation with the DICJ, the RCC conducts thorough investigations and collects evidence of the involvement of the former management team in the financial affairs leading to the failure of a given financial institution, and claims/files for civil damages from the former management as necessary.

### ■ Pursuit of civil liability (as of March 31, 2023)

Claims/lawsuits for damages to hold managers accountable for the failure of financial institutions	Cumulative total of damages collected through pursuit of civil liability (damages actually collected)	
88 financial institutions No. of lawsuits: 130 (current case:0)	Pursuit of mediator liability	5.7 billion yen
	Pursuit of management liability	13.3 billion yen
	Total	19.0 billion yen

(Note) Figures have been rounded off to the nearest hundred million yen, so totals may not match the sum of individual values.

## 8. Pursuit of criminal liability

- The Deposit Insurance Act and others mandate that criminal complaints be filed when actions believed to constitute criminal offenses are discovered in the course of performing professional duties, and the RCC works closely with the DICJ in dealing harshly with criminal actions.
- The RCC also actively works to remove anti-social forces, etc., illegally occupying collateral property via provisional remedies such as civil execution.

### ■ Criminal complaints filed (as of March 31, 2023)

	(Unit: cases)
	Total
Cases related to borrowers	338
Auction interference	97
Fraud	91
Obstruction of compulsory execution	85
Other	65
Cases related to lenders	21
Breach of trust/aggravated breach of trust	14
Other	7
Total	359

(Note) Includes complaints filed jointly with the DICJ.



# Overview of FY2022 Financial Results

## Profit-and-loss Statement (From April 1, 2022 to March 31, 2023)

(Unit: hundred million yen)

	Total	Details				
		Post-Contract Account	Article 53 Account	Early Strengthening Account	Financial Functions Strengthening Account	Other
Current revenue	134	94	5	2	29	2
Interest income	39	13	1	2	22	0
(of which, interests on loans)	(15)	(13)	(1)	(—)	(—)	(0)
(of which, interest and dividends on securities)	(24)	(0)	(—)	(2)	(22)	(—)
(of which, interest on monetary claims purchased)	(0)	(0)	(—)	(—)	(—)	(—)
Trust fees	—	—	—	—	—	—
Fees and commissions	0	0	0	—	—	0
Other revenue from operations	0	0	—	—	—	—
Other current revenue	95	81	3	0	7	2
(of which, revenue from claim collections, etc.)	(41)	(36)	(3)	(—)	(—)	(1)
(of which, revenue from premises and equipment for sale)	(0)	(0)	(—)	(—)	(—)	(—)
(of which, subsidies and compensation for losses)	(7)	(6)	(0)	(—)	(—)	(—)
Current expenses	137	94	5	2	29	5
Fund procurement expenses	0	0	—	—	—	0
(of which, interest on deposits)	(0)	(0)	(—)	(—)	(—)	(0)
(of which, interest on borrowing)	(0)	(0)	(—)	(—)	(—)	(—)
Service transaction expenses, etc.	2	2	0	0	0	0
Other business expenses	—	—	—	—	—	—
Operating expenses	80	68	5	0	0	5
Other ordinary expenses	54	23	0	2	29	0
(of which, allowance for doubtful receivables)	(—)	(—)	(—)	(—)	(—)	(—)
(of which, amortization of loaned money)	(0)	(0)	(0)	(—)	(—)	(0)
(of which, losses from sale of claims)	(—)	(—)	(—)	(—)	(—)	(—)
(of which, losses from premises and equipment for sale)	(—)	(—)	(—)	(—)	(—)	(—)
(of which, payments to DICJ)	(54)	(23)	(—)	(2)	(29)	(0)
Current profits	△3	0	0	0	0	△3
Net income before taxes	△3	0	0	0	0	△3
Corporate, resident and business taxes	0	0	0	0	0	0
Income taxes – deferred	0	0	0	0	0	0
Net income	△3	0	—	—	—	△3

## Balance Sheet (as of March 31, 2023)

(Unit: hundred million yen)

	Total	Details				
		Post-Contract Account	Article 53 Account	Early Strengthening Account	Financial Functions Strengthening Account	Other
Cash and deposits	781	257	6	1	23	492
Call loans	—	—	—	—	—	—
Receivables under resale agreements	—	—	—	—	—	—
Monetary claims purchased	0	0	—	—	—	—
Securities	4,339	8	—	466	3,864	—
(of which, national government bonds)	(—)	(—)	(—)	(—)	(—)	(—)
(of which, corporate bonds)	(—)	(—)	(—)	(—)	(—)	(—)
(of which, corporate stocks)	(2,184)	(8)	(—)	(466)	(1,710)	(—)
(of which, other securities)	(2,154)	(0)	(—)	(—)	(2,154)	(—)
Loaned money	591	581	4	—	—	5
Other assets	36	28	0	0	5	0
(of which, premises and equipment for sale)	(—)	(—)	(—)	(—)	(—)	(—)
(of which, compensation for losses receivable)	(7)	(6)	(0)	(—)	(—)	(—)
Tangible fixed assets	2	2	—	—	—	—
Intangible fixed assets	1	1	—	—	—	—
Customers' liabilities for acceptances and guarantees	13	13	—	—	—	—
Provision of allowance for doubtful receivables	△349	△342	△1	—	—	△5
Assets total	5,417	551	10	468	3,894	493
Deposits	0	—	—	—	—	0
Loans payable	4,466	394	9	198	3,864	—
Other liabilities	63	24	0	2	29	7
Allowance for retirement benefits for employees	1	1	0	0	0	0
Allowance for retirement benefits for officers	0	0	0	0	0	0
Deferred tax liability	82	0	—	82	—	—
Acceptances and guarantees	13	13	—	—	—	—
Liabilities total	4,628	433	10	282	3,894	7
Capital	120					
Retained earnings	483					
Retained earnings carried forward	483					
Valuation difference on available-for-sale securities	186					
Total net assets	789					
Liabilities and net assets total	5,417					

(Listed figures have been rounded off)

(Note) Post-Contract Account : account for administration/collection of loan claims, etc., purchased from failed financial institutions  
Article 53 Account: account for administration/collection of loan claims, etc., purchased from sound financial institutions in accordance with Article 53 of the Financial Revitalization Act  
Early Strengthening Account: account for recapitalization of financial institutions in accordance with the Act on Emergency Measures for Early Strengthening of Financial Functions  
Financial Functions Strengthening Account: account for capital participation in financial institutions in accordance with the Act on Special Measures for Strengthening Financial Functions



## Q&A about the RCC

1  
Question

I understand that the RCC purchases claims against anti-social forces through two systems. How are these two systems different from each other? How does the RCC purchase claims from financial institutions, etc.?

The May 2011 revision of the Deposit Insurance Act assigned the RCC purchase / collection functions for specified difficult recovery claims which represent claims against anti-social forces and other claims which are held by financial institutions. In March 2014, the RCC began to utilize its servicer functions in order to purchase, and accept consignment of the administration and collection of, claims against anti-social forces held by credit companies, moneylenders, etc. These two systems concern the purchase of claims against anti-social forces. However, their governing laws are different, namely, the Deposit Insurance Act and the Servicer Act. Therefore, the schemes concerning purchase of claims, etc. are widely different from each other.

1  
Answer

### 1. Purchase/collection of specified difficult recovery claims

Under the system for purchasing specified difficult recovery claims, the RCC purchases claims against anti-social forces at the request of the DICJ in accordance with the Deposit Insurance Act.

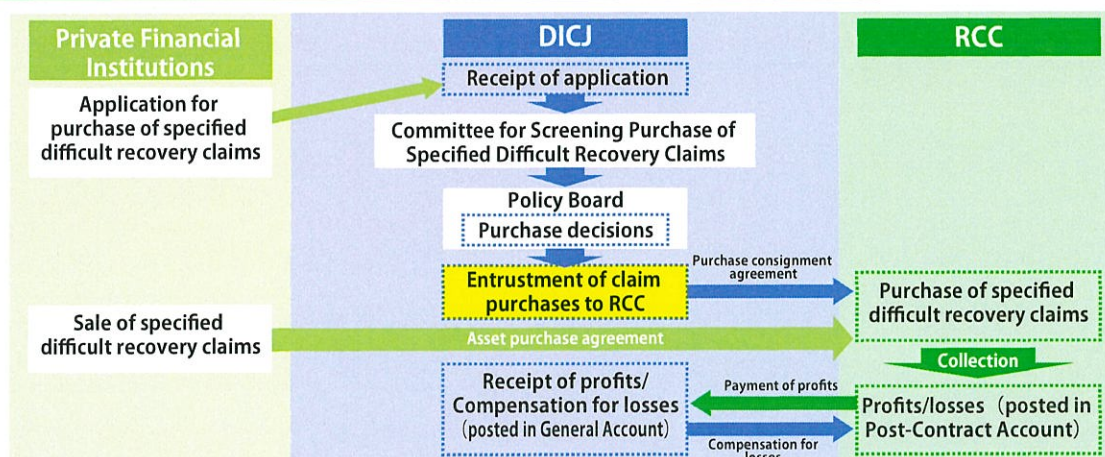
The specified difficult recovery claims to be purchased are described in the Deposit Insurance Act as loan claims held by financial institutions under exceptional conditions that could or do make it impractical for the financial institutions to take measures normally taken for the collection of claims. Below are two examples of such circumstances:

- (1) The debtor/guarantor is a member of anti-social forces and it is deemed likely that the debtor/guarantor will not abide by the terms of the agreement concerning the claim in question (attribute requirement).
- (2) Actions are likely to be taken to impede participation in the auctioning of real estate serving as collateral for the claim in question (behavioral requirement).

In collecting these claims, the RCC, in consideration of the nature of such claims, deals severely with anti-social forces and malicious debtors, making use of legal measures such as filing actions and requesting provisional remedies.

(Note) The official name of the Servicer Act is the "Act on Special Measures Concerning Claim Management and Collection Business." For the purpose of accelerating the handling, etc. of bad debts, this law authorizes the Minister of Justice to grant private claim management and collection companies a license to manage and collect monetary claims as an exception to the Attorney Act, while creating a mechanism to prevent anti-social forces, including gang groups, from entering the business and enforcing the necessary regulations/supervision on the licensed private claim management and collection companies to secure their appropriate operation of claim management and collection.

### Scheme for purchase/collection of specified difficult recovery claims



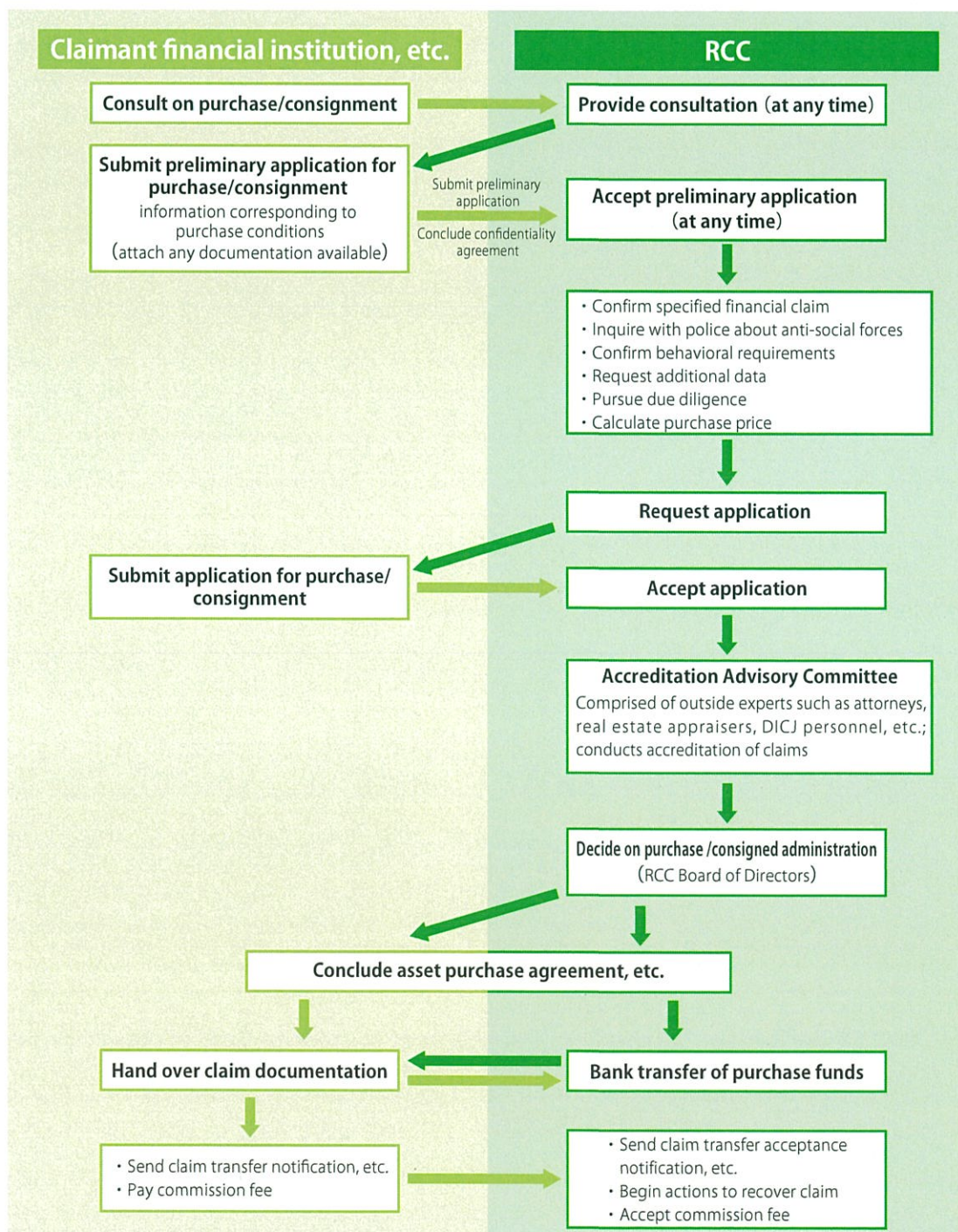


## 2. Purchase and consigned administration and recovery of claims against anti-social forces utilizing servicer functions

The RCC utilizes its servicer functions in purchasing or accepting consignment of the administration and collection of claims against anti-social forces held by credit companies, moneylenders, etc., not covered under the system for purchasing specified difficult recovery claims established under the Deposit Insurance Act.

In collecting these claims, the RCC, in consideration of the nature of such claims, deals severely with anti-social forces and malicious debtors, making use of the full range of available legal measures.

### Procedural flow for purchase, etc., of claims against anti-social forces utilizing servicer functions





2

Question

## What methods does the RCC employ in collecting claims?

The RCC's general views on claim collection and its specific procedures for the same are as follows.

2

Answer

### 1. General views

The RCC strives to ascertain the actual situation of debtors and other parties to ensure fair claims collection efforts.

The vast majority of the RCC's customers are blameless parties deprived of their primary trading financial institution by its failure. The RCC engages in discussions with these parties to obtain an accurate disclosure of their assets and carefully takes reasonable procedures to assist debtors in maintaining their livelihoods and rebuilding/sustaining their businesses.

At the same time, the RCC deals harshly with the minority of malicious debtors, anti-social forces, etc., resorting to legal measures available.

### 2. Specific procedures

(1)

Customers making repayments as agreed

• The RCC simply asks that the customers continue making repayments as agreed.

When a customer having difficulty making repayments as agreed consults with the RCC, or the RCC confirms that a customer's repayments are in arrears

• The RCC will obtain an accurate disclosure of the customer's assets and, when necessary, engage in good-faith discussions with the customer on easing repayment conditions, etc.

• When certain conditions are met during these good-faith discussions (e.g., there is legitimate value in continuing the business or there is economic logic in revitalizing the business), the RCC will assist in revitalizing/continuing the business by formulating a business revitalization plan, etc.

Customers unable to continue repayments with their earnings or income and for whom changes in repayment conditions or revitalization/continuation of business have become difficult

• In unavoidable cases, the RCC may demand lump-sum repayment due to the loss of the "benefit of time" (the benefit of time for repayment accorded to the customer by the agreement).

Customers from whom the RCC has required collateral and who have lost the benefit of time

- The RCC will require the customer to sell the collateral property in question and apply the proceeds to repayment.
- The debtor or collateral provider may in principle sell the collateral property in question to a third party at an appropriate price and then apply the proceeds of that sale to repayment but, when no suitable buyer can be found, the collateral property may necessarily be put up for auction.
- If disposal of the collateral property would make it difficult for the customer to maintain his livelihood, the RCC will engage in discussions on concrete steps to be taken in order to maintain the customer's livelihood.

Customers from whom the RCC has not required collateral or for whom claims remain despite having sold the collateral property and applied the proceeds to repayment, and who have lost the benefit of time

- The RCC will have the customers disclose data on the assets to be applied to repayment, their current revenues, etc., and hold discussions with these customers on detailed repayment methods, etc.

(2)

Debtors not repaying claims and not cooperating by disclosing assets, etc.  
Debtors concealing assets and not repaying claims  
Anti-social forces and other malicious debtors

- The RCC will deal with them harshly, resorting to all legal measures available.



3

Question

**What exactly is the business revitalization carried out by the RCC?**

**The RCC utilizes the “debtor’s business revitalization scheme” to support the revitalization and continuation of businesses via the following methods:**

3

Answer

1. When it is deemed possible to rebuild the business of a debtor to the RCC, the RCC actively helps revitalize/sustain the debtor’s business through such means as assisting in the formulation of a business revitalization plan.  
For debtors in areas afflicted by the Great East Japan Earthquake, the RCC endeavors to collaborate as needed with other public institutions as well as private financial institutions to provide efficient and effective support for business revitalization.
2. The RCC utilizes its trust business functions to support the revitalization of business operators when revitalization cases are brought to the RCC by other financial institutions.
3. In determining whether revitalization is possible for a particular debtor, the RCC examines each case using the following criteria:
  - (1) The business being considered for revitalization has continuation value.
  - (2) The business operator has demonstrated a sincere willingness to make repayments, and has honestly disclosed his/her own assets.
  - (3) Revitalizing the business would be economically rational for the creditor.

4

Question

**What is the role of the RCC in resolving failed financial institutions?**

**When a financial institution fails, the selected financial administrator (the DICJ, etc. may be selected) will administer the failed financial institution in place of the former management team, all the while seeking to transfer the business to a final assuming financial institution. In resolving failed financial institutions, the RCC may perform the following operations in keeping with its agreement with the DICJ:**

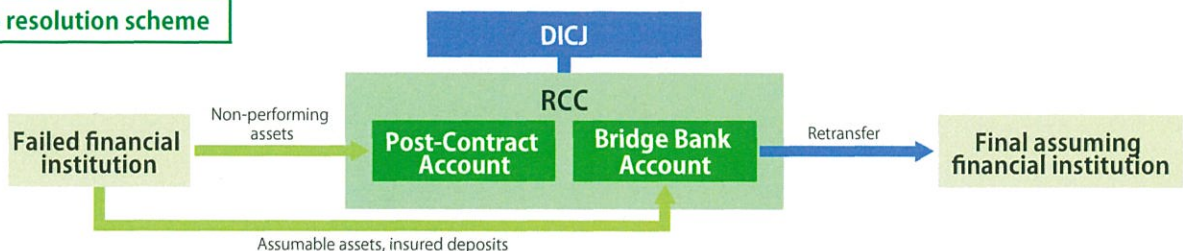
4

Answer

1. If no final assuming financial institution comes forward immediately, the RCC will inherit the assets to be transferred to the final assuming financial institution, i.e., the assets separated by the financial administrator and insured deposits, and may perform bridge bank functions to provisionally maintain/continue the financial institution’s operations until the transfer to the final assuming financial institution is completed.
2. The RCC will purchase, administer and collect those assets not to be transferred to the final assuming financial institution for which a purchase consent was received from the DICJ.

(Note) Insured deposits are deposits safeguarded by deposit insurance. Deposits for payment and settlement purposes such as current deposits and no-interest ordinary deposits are fully protected, while general deposits other than these enjoy protection for up to 10 million yen in principal per depositor per financial institution plus the interest payable thereon until the day of failure.  
Repayments of uninsured deposits will depend on the status of the failed financial institution’s assets as determined in the course of the legal procedures necessitated by the failure.

#### Failure resolution scheme





## History of the RCC

### <Housing Loan Administration Corporation>

Dec 19, 1995	Cabinet decision issued on primary loss burden ratios and establishment of Jusen Resolution Corporation Ruling coalition guidelines (three-party proposal) – letter of confirmation by government/three ruling parties
Jan 30, 1996	Cabinet decision issued on secondary loss resolution, contributions to Financial Stabilization Fund and financing for Jusen Resolution Corporation
Jun 18, 1996	Jusen Act passed (promulgated/enforced from Jun 21)
Jul 26, 1996	Housing Loan Administration Corporation established
Oct 1, 1996	Assets of seven Jusen corporations transferred
May 17, 1997	Legal team assembled to pursue civil liability
Mar 30, 1998	Revised Jusen Act passed
Dec 25, 1998	Merger contract/merger agreement concluded with Resolution and Collection Bank

### <Resolution and Collection Bank>

#### **[Tokyo Kyodo Bank]**

Dec 9, 1994	Failure of Tokyo Kyowa Credit Union and Anzen Credit Union as well as measures to stabilize financial system announced by Ministry of Finance and Bank of Japan
Jan 13, 1995	Tokyo Kyodo Bank established (capital: 21.495 billion yen)
Mar 25, 1996	Business of Cosmo Credit Union wholly transferred to Tokyo Kyodo Bank
Jun 18, 1996	Finance-related bills passed (promulgated/enforced on Jun 21)

#### **[Resolution and Collection Bank]**

Sep 2, 1996	Trade name changed to Resolution and Collection Bank
Sep 5, 1996	Agreement on resolution and collection operations concluded with the DICJ
Mar 3, 1998	New agreement concluded on resolution and collection operations (covering asset purchases from credit unions as well as banks)
Nov 5, 1998	Specified resolution and collection agreement concluded (purchase, administration and disposition of assets in accordance with Article 53 of the Financial Revitalization Act) Consignment agreement concluded on subscribing to shares, disposing of acquired shares and acquired loan claims, etc. (capital injections in accordance with the Early Strengthening Act)
Dec 25, 1998	Merger contract/merger agreement concluded with Housing Loan Administration Corporation

### <Resolution and Collection Corporation>

Apr 1, 1999	Resolution and Collection Corporation established; Nakabo Kohei appointed president (appointed president of Housing Loan Administration Corporation on Jul 26, 1996), resolution and collection agreement concluded with the DICJ
Jun 1, 1999	Servicer business license acquired
Aug 2, 1999	Kioi Akio appointed president
Mar 22, 2000	Pursuit of banks' mediator liability toward Jusen companies terminated
Nov 29, 2000	End of pursuit (lawsuits, settlement) of management liability at former Jusen companies announced
Apr 17, 2001	Compliance Committee established "Agreement on Collection Operations" concluded with Agricultural and Fishery Co-operative Savings Insurance Corporation
Jun 26, 2001	"Basic Policies for Economic and Fiscal Management and Socioeconomic Structural Reform" ("Large-Boned Policies") approved by Cabinet
Jun 27, 2001	Financial Revitalization Act partly revised (Article 53 purchase deadline extended by three years)
Aug 31, 2001	Authorization received to engage concurrently in trust business; Trust Business Department established
Nov 1, 2001	Corporate Revitalization Headquarters established
Jan 11, 2002	Revised Financial Revitalization Act enforced (greater flexibility in purchase pricing, participation in bidding, etc.); Corporate Revitalization Committee established
Apr 10, 2003	Financial Revitalization Act Article 53 purchase period further extended by one year
Feb 16, 2004	"RCC Corporate Revitalization Scheme" established
Apr 1, 2004	Okuno Yoshihiko appointed president
Sep 5, 2005	Outside Expert Council established
Sep 21, 2006	Overview/summary of Outside Expert Council deliberations released
Mar 1, 2009	Ueda Koichi appointed president
Jan 18, 2010	Grievance Committee established
Oct 29, 2011	Revised Deposit Insurance Act enforced (purchase/collection of specified difficult recovery claims, bridge bank operations)
Jun 20, 2012	Fujita Shozo appointed president
Dec 19, 2012	Head office relocated (to Shin-Nisseki Building, 3-4-2, Marunouchi, Chiyoda-ku, Tokyo 100-0005)
Mar 28, 2014	Purchase and consigned administration and recovery of claims against anti-social forces utilizing servicer functions began
Apr 1, 2014	Accreditation Advisory Committee established
Oct 5, 2015	Fujiwara Toichi appointed president
Jun 11, 2020	Honda Morihiro appointed president



## List of Departments for Inquiries

(As of July 1, 2023)

(As of July 1, 2022)

	Department			Telephone	FAX	Postal Code	Address
Corporate information	main switchboard <General Affairs & Personnel Department>			03-3213-7101	03-3213-7170	100-0005	Shin Nisseki Bldg., 3-4-2, Marunouchi, Chiyoda-ku, Tokyo
Consultation on repayment	Client Service Center	Housing loans	Tokyo	0120-073-260	—	100-0005	Shin Nisseki Bldg., 3-4-2, Marunouchi, Chiyoda-ku, Tokyo
			Osaka	0120-224-450	—	534-0024	Miyakojima Jutaku Kyobashi Bldg., 2-2-10, Higashinodamachi, Miyakojima-ku, Osaka-shi, Osaka
		Small- to medium-sized enterprises and individual business owners	Tokyo	0120-073-261	—	100-0005	Shin Nisseki Bldg., 3-4-2, Marunouchi, Chiyoda-ku, Tokyo
			Osaka	0120-774-459	—	534-0024	Miyakojima Jutaku Kyobashi Bldg., 2-2-10, Higashinodamachi, Miyakojima-ku, Osaka-shi, Osaka
Complaints & Consultation	Client Service Office		Tokyo	03-3213-7108	03-3213-7184	100-0005	Shin Nisseki Bldg., 3-4-2, Marunouchi, Chiyoda-ku, Tokyo
			Osaka	06-6355-1023	06-6355-1025	534-0024	Miyakojima Jutaku Kyobashi Bldg., 2-2-10, Higashinodamachi, Miyakojima-ku, Osaka-shi, Osaka
Public relations	General Affairs & Personnel Department			03-3213-7274	03-3213-7275	100-0005	Shin Nisseki Bldg., 3-4-2, Marunouchi, Chiyoda-ku, Tokyo
Business revitalization	Business Revitalization Department	Business Revitalization Support Office		03-3213-7131	03-3213-7524	100-0005	Shin Nisseki Bldg., 3-4-2, Marunouchi, Chiyoda-ku, Tokyo
		Trust Administration Office		03-3213-7114		100-0005	Shin Nisseki Bldg., 3-4-2, Marunouchi, Chiyoda-ku, Tokyo
Debt administration/ collection ・ Business revitalization support	Tokyo Business Division	Business Group		03-3213-7140	03-3213-7193	100-0005	Shin Nisseki Bldg., 3-4-2, Marunouchi, Chiyoda-ku, Tokyo
		Loan Center		03-3213-7147	03-3213-7198	100-0005	
				03-3213-7150	03-3213-7190		
				03-3213-7153	03-3213-7199		
	Osaka Business Division	Business Group		06-6355-1040	06-6355-1045	534-0024	Miyakojima Jutaku Kyobashi Bldg., 2-2-10, Higashinodamachi, Miyakojima-ku, Osaka-shi, Osaka
		Loan Center		06-6355-1030		534-0024	
Purchase of claims against anti-social forces ・ Debt administration/ collection	Tokyo Special Business Division	Debt Purchasing Section		03-3213-7115	03-3213-7180	100-0005	Shin Nisseki Bldg., 3-4-2, Marunouchi, Chiyoda-ku, Tokyo
		Debt Administration/Collection Section		03-3213-7119		100-0005	
						03-3213-7273	
		Osaka Special Business Division	Debt Administration/Collection Section		06-6355-1080	06-6355-1085	534-0024
Deposit	Deposit Section, Administration Department			0120-337-030	—	100-0005	Shin Nisseki Bldg., 3-4-2, Marunouchi, Chiyoda-ku, Tokyo

[Tokyo area] Shin Nisseki Bldg. reception desk: 8th floor

[Osaka area] Miyakojima Jutaku Kyobashi Bldg. reception desk: 6th floor



# The Resolution and Collection Corporation