BANK OF NAGOYA

INTEGRATED REPORT 2026

April 1, 2025 to March 31, 2026



Our Purpose (Raison d'etre), Mission, Vision and Values

Declaration on Business of Creating Better Futures

We are in the business of creating better futures.

We will
create better futures in conjunction with our corporate customers in helping them develop their companies, and
create better futures in conjunction with our retail customers in helping them achieve greater happiness within their families.
Moreover, we will work hard to ensure better futures with respect to our customers and ourselves.

We will continue forging ahead in our efforts to shift from the banking services to the business of creating better futures.



Purpose: Creating better futures

Purpose
Raison d'etre

Vision
Medium- to long-term target
Ideals and Aspirations Desired future outcomes

- The 22nd Management Plan Vision
- Vision 2030

Mission
Mission, objectives and management philosophy
Accomplishments to achieve

Precepts Mission

Tenets Values

Value
Guidelines and decision-making criteria

1 Good service	Sincere, considerate and speedy service
2 Good people	Lift people, broaden people and create a cheery workplace
3 Good management	Sound and richly innovative management that seeks full participation from employees

Fostering regional prosperity

This shall both develop the Bank and bring happiness to bank employees

With the precept of "fostering regional prosperity" that has guided the Bank since it was founded, we have maintained traditional and prudent management policies while striving to be a forward-looking and progressive regional financial institution. Our goal is to grow alongside the development of the regional community and to be a bank that regional customers trust and support.

The management philosophy embodied in the precept and tenets has been passed down through generations, and is reflected in the consistent philosophy of each and every employee of the Bank.

We also place particular emphasis on human resource development, adhering to our philosophy that people are the key to business operations.

Our philosophy of management with full participation from employees is widely recognized as an expression of the Bank's bright and energetic spirit, characterized by a strong sense of unity and action.

INTEGRATED REPORT 2026

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Three Key Points in Integrated Report 2026

Point 1 Supporting the future of regional industry and contributing to the development of Japan's economy



As a regional financial institution based in Aichi Prefecture, the Bank has strengthened its earnings power through profitability reforms and the practice of its "business of creating better futures." Building on the business integration with Shizuoka Financial Group, the Bank aims to support the manufacturing industry and regional growth across Aichi and Shizuoka, stand alongside our customers as they take on new challenges, and further enhance our regional financial capability and contribution to the Japanese economy.

Point 2 Achieving sustainable growth through a virtuous cycle of improved capital efficiency and regional value creation



In FY2025, the Bank achieved record-high profit (consolidated) of ¥20.2 billion and ROE (consolidated) of 6.86%, reaching the intermediate financial targets of the 22nd Management Plan ahead of schedule. Guided by our Mission "fostering regional prosperity," we are advancing the strengthening of top line earnings, improving capital efficiency, reducing cross-shareholdings, and enhancing shareholder returns. Building on our coexistence with the region, we aim to achieve enhancement of corporate value and sustainable growth.

Point 3 Viewing management through the lens of integrity: The role and responsibility of an Outside Director



Drawing on her extensive experience as an attorney, Outside Director (Audit and Supervisory Committee Member) Miho Mori speaks highly of the Bank of Nagoya's deep roots in the region and its hands-on support for small- and medium-sized enterprises. She expresses her expectations for effective governance, the advancement of our human capital strategies, our initiatives for "business and human rights," and the enhancement of corporate value through the business integration with Shizuoka Financial Group, and shares her commitment to supporting the Bank's sustainable growth from an outside perspective.

Editorial Policy

The Bank of Nagoya created Integrated Report 2026 for investors and other stakeholders to understand the Bank's efforts for continuous value creation.

Regarding the compilation of the Integrated Report, the Bank has comprehensively explained its business model and structures for continuous value creation with reference to the "International <IR> Framework" advocated by the International Integrated Reporting Council (IIRC) and "Guidance for Collaborative Value Creation 2.0" of the Ministry of Economy, Trade and Industry.

Furthermore, for detailed financial data, etc., please refer to "Disclosure for the Fiscal Year Ended March 31, 2026," which was created based on the Banking Act, on our website.

*In June 2021, the International Integrated Reporting Council (IIRC) merged with the Sustainability Accounting Standards Board (SASB) to form the Value Reporting Foundation (VRF).

Disclaimer regarding forecasts
The forward-looking statements including earnings projections contained in this report are based on information currently available to the Bank and certain assumptions that the Bank deems reasonable, and are not intended to guarantee that the Bank will achieve the same. Actual results, including financial performance, may differ significantly from these statements due to various factors.



Building on a foundation of profitability reforms and the “business of creating better futures,” evolving into a regional bank that supports the Japanese economy through business integration with Shizuoka Financial Group

Ichiro Fujiwara President

As a regional financial institution rooted in Aichi Prefecture, the Bank has steadily strengthened its profitability in recent years through profitability reforms that anticipated changes in the business environment, and through the practice of our “business of creating better futures,” in which we work together with our customers to solve their challenges and create the future. We are proceeding with discussions and deliberations toward the business integration with Shizuoka Financial Group, scheduled for April 1, 2028, and its realization will mark an important milestone that further advances the Bank’s journey. By supporting the manufacturing base that spans Aichi and Shizuoka and standing alongside our customers in their challenges as they confront changes in industrial structure, the Bank of Nagoya will deepen its commitment to the region more than ever, work to further enhance our regional financial capability, and evolve into a financial group that supports the Japanese economy.

Three pillars of earnings deliver results, with core net business profit growing more than fivefold over eight years

For the fiscal year ended March 31, 2026, as in the previous fiscal year, our three pillars of lending, securities investment, and fees and commissions all performed well, allowing us to significantly grow our earnings. While there has certainly been a tailwind from the return to a “world with positive interest rates,” this alone does not account for these results. A particularly significant contributor has been the replacement of our securities portfolio. The Bank has proceeded with the reduction of cross-shareholdings, and using the gains from these sales, has steadily replaced low-performing bonds and bonds with unrealized losses through early disposal. As a result, income from bonds, that is, interest income, has grown significantly.

Long-term interest rates are currently rising, and inflationary pressure may persist amid factors such as elevated prices and geopolitical risk. We believe that our sustained efforts to replace our securities portfolio from a relatively early stage, so as to be able to invest at high yields commensurate with rising long-term interest rates, are reflected in this fiscal year’s results as well.

Regarding lending, in addition to the rise in interest rates, the loan balance itself has also increased. Aichi Prefecture has substantial fund demand for both capital expenditure and working capital. As a regional financial institution, the Bank has firmly captured that demand. As for deposits, our efforts to steadily build deposit balances while maintaining close ties with the local community, without consolidating or closing branches even during the negative interest rate environment, have led to the growth we are seeing today.

During the era of deflation and negative interest rates, it was common for regional banks to secure profits through cost-cutting. However, rather than relying solely on cost-cutting, the Bank has focused on growing our top line. As the environment shifts from a world without interest rates to a world with positive interest rates, we feel that this approach is increasingly suited to the times.

On the other hand, expenses have increased, primarily due to personnel expenses. Under our current management plan, we place emphasis on our human capital strategy and have continued to raise starting salaries and wages. However, earnings have grown at a pace that exceeds this increase, and core net business profit, a measure of the Bank’s underlying profitability, reached ¥32.2 billion, more than five times the ¥5.7 billion recorded in the fiscal year ended March 31, 2018, my first full fiscal year as President. Our growth strategy of investing in people and generating earnings that exceed the investment is working well.

Under the 22nd Management Plan, we have set forth Vision 2030 as “the region’s leading financial group, growing alongside our customers.” What is essential to realizing this vision is to steadily grow core net business profit as our foundation. This fiscal year’s results reflect the steady achievement of the profitability reforms we have worked diligently on, and we see the arrival of a world with positive interest rates as further accelerating that growth.

The practice of the “business of creating better futures” contributes to solving customers’ challenges and to the Bank’s growth

On the strategic front of the 22nd Management Plan, we are advancing sustainability, human capital strategies, DX strategies, and other initiatives. Among these, our support for the automobile supply chain and our human resource solutions stand out as distinctive initiatives. In particular, our on-site improvement for the automobile supply chain has expanded beyond the automotive industry to other manufacturing sectors as well. Regardless of industry, manufacturers commonly face the challenges of how to reduce costs and how to improve processes. In Aichi Prefecture, with a high concentration of broad manufacturing industries, providing services that lead to such improvements is an important role for the Bank.

Our human resource solutions include initiatives such as health and productivity management and recruitment services. Through our health and productivity management consulting with hands-on support, we have supported a cumulative total of 3,350 companies in creating health declarations and other initiatives, with roughly 20% of these companies going on to receive more in-depth consulting. In March 2026, the Bank was selected for the second consecutive year for the “KENKO Investment for Health Stock Selection,” which is jointly designated by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange. We feel that this recognition of our initiatives to health and productivity management gives our customers greater confidence in the support we provide.

Furthermore, our recruitment services have also been very well received by our customers. Labor shortages represent an extremely significant issue for regional companies. We are advancing initiatives to introduce personnel to our customers, utilizing frameworks such as REVICareer*. We believe this is an area where the Bank, with its deep understanding of local companies’ circumstances as a regional financial institution, can truly demonstrate its strength.

This wide-ranging support carries social significance and also contributes to earnings. By providing solutions to our customers’ issues, we grow our fees and commissions income, and such initiatives also lead to further lending. Simply proposing loans risks descending into interest rate competition, but by providing substantive services, we believe we can grow lending as well.

Since becoming President, I have worked to build a structure in which customers feel that “consulting the Bank of Nagoya means being able to get one-stop support for a wide range of needs.” Within the Bank as well, I have repeatedly conveyed that “lending is not the only job of a bank,” and that “what matters is how closely we stand by our customers’ concerns and issues.” Our customers face a range of concerns, including labor shortages, capital investment, cost reduction, and employee retention. The idea that solving our customers’ issues is the Bank’s role has now become second nature to our employees.

This is precisely our Purpose: the “business of creating better futures.” The “business of creating better futures” means creating better futures in conjunction with our corporate customers in helping them develop their companies, and creating better futures in conjunction with our retail customers in helping them achieve greater happiness within their families. This is the purpose of our work. We believe that our sales approach, centered on solving our customers’ issues rather than simply chasing numbers, has also contributed to the improvement in our business performance.

*A management human resources matching framework operated by the Regional Economy Vitalization Corporation of Japan (REVIC) that connects personnel from large corporations with mid-level and small- and medium-sized enterprises in the regions. It supports securing human resources for regional companies through transfers, side jobs/second jobs, and secondments.

Human capital strategy to expand the opportunities for every employee to thrive

The Bank positions human capital strategy as an indispensable element of sustainable growth, and among its various initiatives, places particular focus on "work engagement reform" and improving engagement. The Bank reflects the employee engagement index in the performance-linked remuneration of its executives, so that the management team takes the lead in promoting improvements to employee job satisfaction and engagement as an important management issue. When employees find fulfillment in their work and have opportunities to thrive, their performance improves. We believe that these initiatives to human capital have also contributed to the substantial growth in deposits and loans.

When it comes to investment in human capital, training programs tend to attract attention, but what matters even more is creating opportunities for growth. Providing a place where employees can take on challenges, even if they may fail, leads to human resource development. Creating a place where employees can thrive also leads to the growth of the organization as a whole.

In the "Work Engagement Reform 2.0" launched in April 2026, the concept has evolved from the conventional "DE&I" to "DEI&B." In addition to the concepts of Diversity, Equity, and Inclusion, we now place importance on Belonging, a sense of belonging, and believe it is essential not merely to provide employees with a place to belong, but to create opportunities for each individual to demonstrate their abilities and thrive, with managers and the organization firmly supporting the realization of that potential.

Deciding on the business integration with Shizuoka Financial Group in anticipation of changes in industrial structure

The Bank and Shizuoka Financial Group entered into a memorandum of understanding on March 27, 2026 toward a business integration scheduled for April 2028. The decision to pursue this business integration stems from a process of deepening mutual understanding and sharing each other's strengths and issues since entering into the Shizuoka Nagoya Alliance in April 2022. In terms of the value of manufactured goods shipped, Aichi Prefecture ranks overwhelmingly first nationwide at approximately ¥58 trillion. Shizuoka Prefecture, too, is a region with a thriving manufacturing industry at approximately ¥20 trillion, and given the similarity in industrial structure between the two prefectures, the combination of Aichi and Shizuoka carries great significance.

The automotive industry is particularly prominent in both Aichi and Shizuoka Prefectures. At the time the Alliance was formed, the electrification of automobiles was drawing attention, and the automotive industry was said to be entering a "once-in-a-century transformation." There was a sense of crisis that the number of automotive components would decrease, and that engine components in particular might disappear. The starting point of the Alliance was to deepen our knowledge and strengthen our support together with the Shizuoka Bank, which shared the same challenges, in order to determine how the region should respond to such changes in industrial structure.

Shizuoka Prefecture, too, is a region with the strength of a concentrated manufacturing base, but it faces the major issue of population decline, particularly the outflow of young people and the working-age population. If, in the future, there is a shortage of human resources, it will become difficult to maintain the region's strength in manufacturing. This is an issue that cannot be solved through bank financing alone, and it is precisely for this reason that we need to expand regional prosperity through functions beyond banking as well. I believe that what was essential here was not only the appeal of the Aichi market, but also insight into changes in industrial structure, and a partner to walk this path together with.

In other words, this Alliance was not formed for the banks' own sake. It began from a shared awareness of the need to respond to changes in the region's industrial structure. The business integration between the Bank and Shizuoka Financial Group is founded on this same awareness of how to protect and how to grow regional industry, particularly manufacturing and its supply chains.

In the world of manufacturing, China and India are rapidly increasing their presence, and the competitive environment surrounding Japan's manufacturing industry is changing significantly. Over these four years, as we have exchanged information through the Alliance, this sense of crisis has grown even stronger. However, under the Alliance, we have been unable to exchange customer information due to confidentiality obligations. While we have been able to work together at a general level, there are limits to what can be done in terms of specifically which customers to support and how. If more integrated information sharing as a group becomes possible with appropriate controls through a business integration, we will be able to generate genuine synergies. This was a key point in our decision to pursue the business integration.

Both Shizuoka Financial Group and the Bank recognize that, if we were to consider only our own respective interests, each of us could continue to grow well on our own, with a management foundation solid enough to do so. However, what matters most is our customers and the region. Given that regional customers may face significant changes in industrial structure going forward, how should we, as a regional financial institution, support them at that time? We believe that, through the business integration with Shizuoka Financial Group, building a structure that enhances our insight, network, and capital strength, and that allows us to support our customers more deeply, is necessary both for the Bank and for the region.

The automotive industry is built upon a wide-reaching supply chain. Supporting that broad base are financial institutions in each region. The business integration between the Bank and Shizuoka Financial Group, forming a top-tier regional bank financial group and supporting regional industry accordingly, will in turn also contribute to supporting the Japanese economy.

Since the era of deflation and negative interest rates, the Bank has placed emphasis on growing the top line. The business integration with Shizuoka Financial Group is connected to this same way of thinking. Rather than being primarily aimed at cost reduction, we consider it an offensive business integration, one intended to grow the top line and to support the region and our customers more at a deeper level.

From a regional financial institution to a regional bank that supports the Japanese economy

When the business integration was first announced, some customers felt uncertain about the future. However, by carefully explaining its purpose and significance, we were able to gain the understanding of many customers and have them receive it positively. In fact, we have even heard expectations from customers hoping to expand their business scope such as requests for information on Shizuoka Prefecture and areas further afield such as Tokyo, and for introductions to potential business partners. As our capital strength will also increase substantially, we will be able to provide even greater assistance and support than before in response to major future changes in industrial structure.

Understanding of the business integration is also progressing among our employees. Motivated employees have expressed expectations that the field in which they can play an active role will expand. We have also heard voices expressing pride in belonging to one of Japan's leading regional financial groups. The Bank places importance on the concept of "DEI&B," and this way of thinking is also connected to the business integration. Under this business integration, we will maintain a two-bank structure under a new holding company. We will expand the opportunities for each bank to play an active role while respecting each other's culture, brand, and strengths. We believe this approach will draw out the capabilities of each individual employee and lead to higher performance.

We also believe that the new financial group formed post-integration could be an attractive investment for our shareholders and investors. There is a common perception, including among overseas investors, that Japan's strength lies in its manufacturing industry, particularly the automotive industry. We are a regional bank supporting the area at the heart of that strength. We believe that, by being recognized as a regional financial group closely connected to Japan's manufacturing industry, our appeal as an investment will increase.

The Bank's precept of "fostering regional prosperity," and our commitment, as a "business of creating better futures," to standing alongside our regional customers and solving their concerns and issues, will remain unchanged after the business integration. At the same time, as the world undergoes major change, the form of banks and companies must also evolve. To realize what matters most to us, we will continue to transform ourselves.

Shizuoka Financial Group's philosophy of "Expand dreams and affluence with our community." resonates with the Bank's "business of creating better futures," and also overlaps with our precept of "fostering regional prosperity." We believe it is natural for the "business of creating better futures" to be positioned under the shared philosophy of the group as a whole following the business integration.

In pursuing this integration, our primary aim is not simply to increase the size of the company. What matters is enhancing corporate value. My role as the head of management is not only to grow figures such as profit, loan volume, and deposit volume, but also, as a regional financial institution representing Aichi Prefecture, to consider what we should do now in anticipation of future changes in industrial structure.

Aichi Prefecture is Japan's leading manufacturing region. As the leading regional financial institution in that area, it is our role to protect and further grow the competitiveness of regional industry. Going forward, through the business integration with Shizuoka Financial Group, the Bank of Nagoya will move beyond the boundaries of a regional financial institution based in Aichi Prefecture and evolve into a regional bank that supports the Japanese economy. The business integration is not an end in itself, but merely a means. Using this means to protect our regional customers, support regional industry, respond to changes in industrial structure, and enhance corporate value. This is our growth strategy. We appreciate the continued support of all our stakeholders.



History of The Bank of Nagoya

Since its founding in 1949, the Bank of Nagoya has quickly and accurately grasped the issues of its customers and society as they change with the times, provided financial and information services for solutions, and continued to grow with the region.
We will continue our journey from banking services to the business of creating better futures.

Fostering regional prosperity

This shall both develop the Bank and bring happiness to bank employees

With the precept of "fostering regional prosperity" that has guided the Bank since it was founded, we have maintained traditional and prudent management policies while striving to be a forward-looking and progressive regional financial institution. Our goal is to grow alongside the development of the regional community and to be a bank that regional customers trust and support.

The management philosophy embodied in the precept and tenets has been passed down through generations, and is reflected in the consistent philosophy of each and every employee of the Bank.

We also place particular emphasis on human resource development, adhering to our philosophy that people are the key to business operations.

Our philosophy of management with full participation from employees is widely recognized as an expression of the Bank's bright and energetic spirit, characterized by a strong sense of unity and action.

1949
Established Kyowa Shokusan Co., Ltd.



Changed trade name to Nagoya Shokusan Mujin Co., Ltd.

1951
Changed trade name to Nagoya Mutual Savings Bank due to enforcement of the Mutual Bank Act

1959
Affected by Isewan Typhoon
Operated Minato Branch on travelling bus



1963
Moved to new headquarters (Nishiki 3-chome, Naka-ku, Nagoya City)



Mission

Mission, objectives and management philosophy Accomplishments to achieve

Precepts
Mission

1986
Established office with overseas representatives in Nantong, China (closed in September 2011)



1989
Converted to commercial bank
Changed trade name to the Bank of Nagoya, Ltd.



2018
Declaration on Business of Creating Better Futures



Purpose

Raison d'etre

Purpose: Creating better futures

2026
Entered into a memorandum of understanding regarding business integration with Shizuoka Financial Group



Vision

Medium- to long-term target Ideals and Aspirations Desired future outcomes

Vision 2030
The 22nd Management Plan
Vision

2011
Opened Nantong Branch in Nantong, China



Value

Guidelines and decision-making criteria

Tenets
Values

1 Good service
Sincere, considerate and speedy service
2 Good people
Lift people, broaden people and create a cheery workplace
3 Good management
Sound and richly innovative management that seeks full participation from employees

2022
Comprehensive business alliance with the Shizuoka Bank, Ltd.
Formed Shizuoka Nagoya Alliance

2024
Reached ¥5 trillion in funds

2020
Reached ¥4 trillion in funds

2011
Reached ¥3 trillion in funds

1981
Reached ¥1 trillion in funds

1956
Reached ¥10 billion in funds

1965
Reached ¥100 billion in funds

3.39 million

7.44 million

Deposits
Loans
Aichi Prefecture Population

1950 1960 1970 1980 1990 2000 2010 2020 2026 (Year)

Share capital	¥25.0 billion
No. of employees	1,771
Deposits, etc.*	¥5,476.1 billion
Loans	¥4,330.4 billion

(As of March 31, 2026)

*Deposits, etc. = Deposits + Negotiable certificates of deposit

Events in society

- 1945 End of Pacific War
- 1959 Isewan Typhoon
- 1973 First oil shock
- 1979 Second oil shock
- 1985 Plaza Accord
- 1991 Collapse of bubble economy
- 1995 Great Hanshin-Awaji Earthquake
- 1997 Asian Financial Crisis
- 2005 EXPO 2005 AICHI, JAPAN
- 2005 Introduction of limits on deposit insurance
- 2008 Bankruptcy of Lehman Brothers
- 2011 Great East Japan Earthquake
- 2016 Bank of Japan decides to introduce "negative interest rate policy"
- 2020 COVID-19 pandemic
- 2024 Bank of Japan ends "negative interest rate policy"

Identifying Materiality

In formulating the 22nd Management Plan, "Delivering True Value with Respect to the Business of Creating Better Futures," which began in April 2023, the Bank of Nagoya Group identified its materiality (material issues) in order to achieve both the realization of a sustainable society and the enhancement of the Bank's medium- to long-term corporate value in a balanced way. In identifying our materiality, we first broadly organized international guidelines and social expectations related to sustainability, the role expected of financial institutions, and the expectations and perceptions of challenges held by each of our stakeholders, including regional customers, shareholders, employees, and government agencies. Based on this, in addition to the two perspectives of "the significance of impact on society and the environment" and "the significance of impact on the Bank's business activities," we extracted the material issues to be prioritized according to the degree of the Bank's contribution to solving each issue. The validity and consistency of the extracted material issues were reviewed at each relevant committee and resolved by the Board of Directors. We have also established a system for regularly reviewing these material issues.

Materiality (Material issues)

- **Facilitate sound growth of the regional economy**
- **Contributing to sustainable environmental conservation**
- **Develop human resources empowered to consistently excel into the future**

Process for identifying materiality

Process 1	**Extraction of issues**	Extraction of social issues based on SDGs, SASB Standards, and other frameworks
Process 2	**Selection based on degree of significance**	Selection of material issues based on their significance to society and to the Bank, together with the degree of the Bank's contribution to solving each issue
Process 3	**Approval**	Repeated discussions at each relevant committee to ensure consistency with our precept and Basic Policy on Sustainability, as well as alignment with the Bank's initiatives, followed by resolution by the Board of Directors

Materiality (Material issues)	Risks and opportunities	Main initiatives	Related KPIs and results for FY2025	Final-year target
Facilitate sound growth of the regional economy Beyond the conventional boundaries of banking, the provision of services contributing to our customers' growth	**Risk** • Deterioration in the business performance of business partners due to structural changes in regional industry (such as the transformation of the automotive industry) • Shortage of successors and increase in business closures among small- and medium-sized enterprises • Loss of competitiveness due to delays in responding to decarbonization • Fluctuations in earnings structure due to changes in the interest rate environment **Opportunities** • Growth in needs for support with business succession, M&A, and DX • Increase in demand for funding for decarbonization and energy-saving investments • Expansion of consulting revenue (non-interest income) • Strengthening of our presence as a community-based financial institution	• Strengthening of solution-oriented sales that contribute to solving regional issues such as labor shortages, DX support, business improvement, and business succession • Strengthening of our regional industry support structure, including the automobile supply chain support • Enhancement of ESG investments and loans • Strengthening of regional financial literacy through collaboration with partners under collaboration agreements, such as local governments and universities	Loans and deposits (Deposits, etc. + Loans) **¥9.8 trillion** Shizuoka Nagoya Alliance cumulative revenue synergy **¥9.9 billion** DX support consultations **240** etc.	**¥10 trillion** (FY2027) **¥13.0 billion** (FY2026) **150** (FY2027) etc.
Contribute to sustainable environmental conservation Reducing environmental impact through CO_2 emission reductions and ESG investments and loans	**Risk** • Increase in credit risk of business partners due to climate change • Transition risk from changes in industrial structure accompanying stricter carbon regulations • Reputational risk related to environmental impact **Opportunities** • Increase in demand for funding due to the expansion of renewable energy and decarbonization investments • Growth of the sustainable finance market • Expansion of demand for consulting • Improvement in capital market evaluation due to enhanced ESG ratings	• Support for carbon neutrality (financing and consulting) • Formulation and sophistication of our ESG investment and loan policy • Risk management and information disclosure based on the TCFD recommendations • Support for BCP measures • Reduction of the Bank's own CO_2 emissions (energy efficiency improvements)	CO_2 emissions (compared to FY2013) **-42%** ESG investments and loans (cumulative total) **¥509.7 billion** etc.	**-70%** (FY2030) (net-zero by FY2050) **¥1 trillion** (FY2030) etc.
Develop human resources empowered to consistently excel into the future Developing a workplace environment that enables diverse career development	**Risk** • Labor shortages and intensifying competition for recruitment • Shortage of DX and consulting skills among personnel • Declining productivity due to decreased employee engagement • Outflow of human resources **Opportunities** • Enhanced added value through consulting and solutions personnel • Creation of innovation through the utilization of diversity • Improvement in productivity through enhanced employee engagement • Improvement in corporate value evaluation through human capital disclosure	• Development of human resources (strengthening expertise and consulting capabilities) • Diverse career experience system (opportunities for diverse experience) • Diversity promotion (women's participation etc.) • Initiatives to promote health and productivity management, work style reform, and improved engagement	Work engagement **3.59** Female on-site representation ratio **94.4%** Diverse career experience ratio **76.7%** etc.	**3.60** (FY2030) **100%** (FY2030) **80%** (FY2030) etc.

Value Creation Process

While leveraging the Bank's accumulated strengths (both financial and non-financial capital), we will develop our business as a "business of creating better futures," contributing to the enhancement of corporate value and the realization of sustainable development of the regional community through the co-creation of value with our stakeholders.

Capital to be utilized

▸Page 13

Social and relational capital
- Solid operating base
- Well-established branch network

Financial capital
- Sound loan assets
- Robust equity capital
- "A" rating by Japan Credit Rating Agency, Ltd. (JCR)

Intellectual capital
- Accumulated business viability evaluation
- Diverse solution methods

Human capital
- Diverse human resources
- Promotion of women's participation
- Development and recruitment of specialized personnel

Vision 2030 (Ideals to achieve by March 2031)

The region's leading financial group, growing alongside our customers

Strategies **The 22nd Management Plan** ▸Page 19

Delivering True Value with Respect to the Business of Creating Better Futures

(April 2023 - March 2031)

- Sustainability
- Human capital strategies
- DX strategies

Materiality (Material issues)

- Facilitate sound growth of the regional economy
- Contribute to sustainable environmental conservation
- Develop human resources empowered to consistently excel into the future

The Bank of Nagoya Group — BANK OF NAGOYA

Fund origination and management services
- Nagoya Capital Partners Co., Ltd.

Finance leasing business
- Nagoyalease Co., Ltd.

ICT support services
- NAIS CO., LTD.

Storage of slips and other documents
- Nagoya Business Service Co., Ltd.

Credit card business
- Nagoya Card, Ltd.
- NAGOYA MC CARD Co., Ltd.

Alliance

静岡・名古屋アライアンス (Shizuoka・Nagoya Alliance)

Local governments/ regional educational institutions/business needs matching partners, etc.

Foundation for value creation ▸Page 53

Society
- Population decline
- Decreasing birthrate and aging population
- Arrival of the 100-year life era
- Digitalization
- Transformation of the automotive industry

Finance
- Responding to a world with interest rates
- Going cashless

Environment
- Responding to decarbonization
- Climate change and global warming

Mission

Shift from the banking services to the "business of creating better futures"

Produced results (outputs)

Financial: FY2027 intermediate targets

	FY2025 results	Revised target for FY2027
Profit (Consolidated)	¥20.2 billion	**¥28.0 billion***1
ROE (Consolidated) (TSE Standards)	6.86%	**Over 8%***1
Core OHR	49.4%	**50%+**
Loans and deposits (Deposits, etc.*2 + Loans)	¥9.8 trillion	**¥10 trillion**

*1 Revised in May 2026, following the ahead-of-schedule achievement of the target based on FY2025 results
*2 Deposits, etc. = Deposits + Negotiable certificates of deposit

Financial: FY2030 targets

	FY2025 results	Revised target for FY2030
Ratio of the total amount of cross-shareholdings and deemed shareholdings to consolidated net assets (market value basis)*1	25.0%	**Less than 20%**

*1 Revised the achievement deadline, criteria, and applicable stocks, etc. in November 2025

Non-financial: FY2030 targets

	FY2025 results	Revised target for FY2030
Female on-site representation ratio*1	94.4%	**100%**
Work engagement*2	3.59	**3.60**
Diverse career experience ratio*3	76.7%	**80%**
ESG investments and loans (10-year cumulative amount through FY2030)	¥509.7 billion	**¥1 trillion***4
CO_2 emissions (compared to FY2013)	-42%	**-70%**

*1 Ratio of headquarters and branch office management units or groups in which two or more female employees are assigned
*2 Average scores for "Vigor," "Dedication," and "Absorption" under the Utrecht Work Engagement Scale
*3 Ratio of employees in their 11th to 20th year at the Bank who have experienced multiple job types and/or work outside the Bank
*4 Revised in May 2026, following the ahead-of-schedule achievement of the target based on FY2025 results

Value we provide

Regional communities
Prosperity of regional communities

Corporate customers
Better futures that help corporate customers develop their companies

Retail customers
Better futures that help customers achieve greater happiness within their families

Shareholders
Stable return of profits
Medium- to long-term enhancement of corporate value

Employees
A rewarding workplace where employees can work with a sense of purpose and enthusiasm

Operating Base

1 Social and relational capital

Within Aichi Prefecture, one of the world's leading manufacturing regions with a high concentration of industry centered on the automotive sector, we are further deepening our collaboration with local companies, supply chains, local governments, and educational institutions. Through the exercise of our financial intermediary function, we support the supply of funds and the resolution of management issues, thereby contributing to strengthening the foundation that supports manufacturing backed by on-site capabilities and technical expertise. Through the enhancement of industrial competitiveness and the sustainable development of the regional economy, we aim to realize a prosperous regional community.



Total population

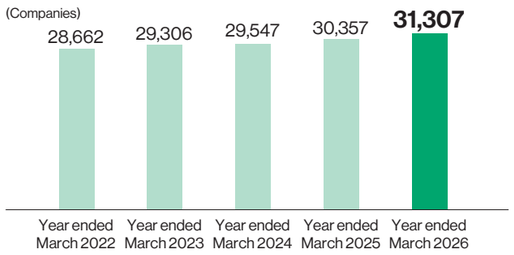
7.44 million Rank by prefecture: No. **4** National share **6.1**%

Japan: 123.04 million 1 Tokyo, 2 Kanagawa, 3 Osaka, **4 Aichi**, 5 Saitama

Source: "2025 Population Census" by Ministry of Internal Affairs and Communications

Customer base

Business clients*

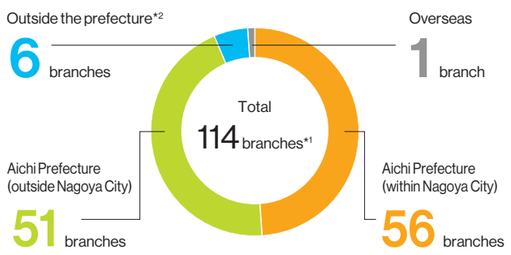


*Business clients: Borrowers and recipients of all types of assistance

Branch network

Number of locations

As of March 31, 2026



*1 One overseas branch *2 Gifu: 2, Shizuoka: 2, Osaka: 1, Tokyo: 1

2 Financial capital

Building on the foundation of securing stable and robust equity capital and constructing a sound asset portfolio, we maintain and enhance our reliability and sustainability as a regional financial institution. While supporting the regional economy through the smooth supply of funds financed primarily by deposits, we are advancing the strengthening of our profitability and the sophistication of our credit risk management and market risk management. While flexibly responding to changes in the business environment, we are working to optimize growth investments and capital efficiency, thereby enriching the financial capital that contributes to the enhancement of our medium- to long-term corporate value.

Equity capital

Total capital adequacy ratio (consolidated)	Common Equity Tier 1 (CET1) ratio (consolidated)
12.93%	**11.69**%

Sound loan assets — Rating

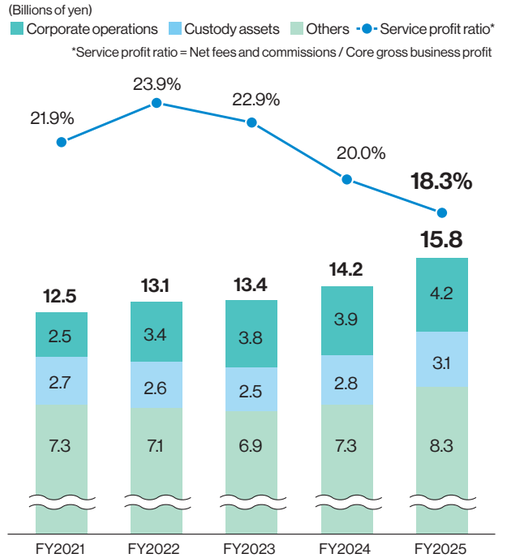
Non-performing loan ratio (consolidated)	Japan Credit Rating Agency, Ltd. (JCR)
1.82%	**"A" rating** A high level of certainty to honor the financial obligations.

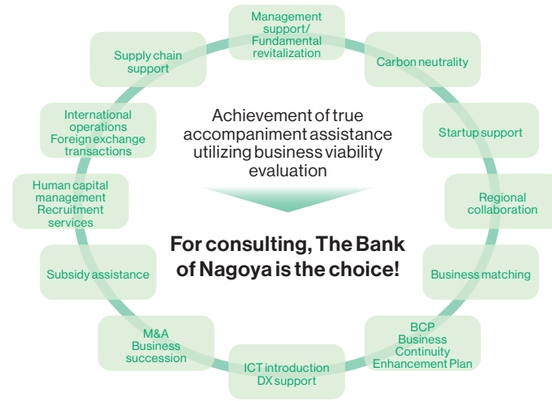
3 Intellectual capital

We have accumulated, as intellectual capital, the industry insight and consulting know-how cultivated through our support for subsidy applications and the automotive industry, our specialized expertise in asset management and asset succession, and our proposal capabilities based on data analysis. By leveraging these assets to advance our corporate solutions sales and custody asset sales, we are working to expand our fees and commissions. In addition, through the development of an internal knowledge-sharing platform and the training of specialized personnel, we aim to enhance our proposal capabilities, thereby strengthening the management foundation that supports sustainable growth and the enhancement of corporate value.

Fees and commissions

Fees and commissions increased for 12 consecutive periods, and net fees and commissions increased for 11 consecutive periods.





The Bank of Nagoya's strengths and distinctive characteristics

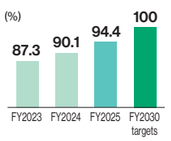
- Speedily connecting companies through matching capabilities backed by an extensive network of partners
- Providing accurate information through seminars and workshops
- Serving as a conduit between major suppliers and small- and medium-sized suppliers
- Facilitating execution by providing management support and a menu of various options
- Promotional and developmental capabilities for differentiated new products and businesses
- Extensive business in China

Abundant solution options and knowledge

4 Human capital

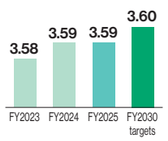
We position the development of personnel with both expertise and diversity, and their ability to consistently excel, as an important foundation for sustainable growth. In addition to enhancing tiered and purpose-specific training programs and on-the-job training (OJT), we support self-development and encourage the acquisition of professional qualifications to advance specialized knowledge, while also promoting the strengthening of our capabilities in the digital field and in consulting. Furthermore, in order for our diverse human resources can fully demonstrate their abilities, we are advancing work style reform and initiatives to improve engagement, and are working to foster a dynamic organizational culture. Through these initiatives, we will strengthen the human resource foundation that contributes to solving the issues facing regional society, and realize the sustained enhancement of corporate value.

Female on-site representation ratio



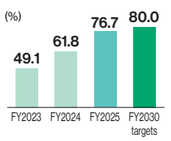
Ratio of headquarters and branch office management units or groups in which two or more female employees are assigned

Work engagement



A metric indicating the extent to which employees feel a sense of fulfillment (pride) in their work, engage in it with dedication, and derive vigor from it

Diverse career experience ratio



Ratio of mid-career bank employees in their 11th to 20th year who have experienced multiple job types or have worked outside the Bank

Message from the Finance Officer



Realizing the enhancement of corporate value through the effective use of capital and sustainable business growth, guided by our precept of "fostering regional prosperity"

Yoshinori Suzuki
Managing Executive Officer,
General Manager of Corporate Planning Division

A review of FY2025

In the FY2025 results, the Bank of Nagoya Group continued the steady growth achieved in the previous fiscal year, with profit for the year reaching a record high on both a consolidated and non-consolidated basis. Profit (consolidated) surpassed ¥20.0 billion, achieving a further improvement in profitability.

Profit from lending increased by ¥1.0 billion year-on-year, driven by an increase in the balance of deposits and loans and the effect of the policy rate hike. In terms of market operations, portfolio improvement, including the replacement of low-yield bonds through the utilization of gains from the sale of equities, proved successful, resulting in a substantial increase of ¥8.8 billion year-on-year. Net fees and commissions also increased for the 11th consecutive fiscal year, up ¥1.2 billion year-on-year, driven by the expansion of corporate solutions and custody asset sales.

On the other hand, general and administrative expenses increased, primarily due to investment in human capital, but core net business profit increased ¥9.8 billion year-on-year to ¥32.2 billion, driven by the expansion of the top line. Although credit-related expenses increased, both ordinary profit of ¥27.2 billion and profit (non-consolidated) of ¥19.9 billion remained at high levels.

Furthermore, profit (consolidated) reached ¥20.2 billion and ROE (consolidated) reached 6.86%, achieving the "Financial" intermediate targets for FY2027 ahead of schedule, and steadily strengthening the foundation for sustainable growth.

(Billions of yen)

	FY2024	FY2025	YoY
Core gross business profit	52.3	63.7	+11.3
Profit from lending	27.8	28.9	+1.0
Profit from market operations	13.7	22.5	+8.8
Net fees and commissions	10.4	11.6	+1.2
Net other ordinary income	0.2	0.4	+0.1
General and administrative expenses (-)	29.9	31.5	+1.5
Core net business profit	22.4	32.2	+9.8
Other factors	(2.4)	(5.0)	(2.5)
Credit-related expenses (-)	0.7	2.2	+1.4
Gain (loss) on bonds	(11.1)	(10.8)	+0.2
Gain (loss) related to equity securities	8.7	8.4	(0.2)
Other non-recurring gains (losses)	0.7	(0.3)	(1.1)
Ordinary profit	19.9	27.2	+7.2
Extraordinary income and losses	(0.1)	0.2	+0.4
Profit before income taxes	19.7	27.4	+7.7
Total income taxes (-)	5.4	7.5	+2.0
Profit	14.3	19.9	+5.6

Progress of the 22nd Management Plan

The Bank's Group is working on its 22nd Management Plan, "Delivering True Value with Respect to the Business of Creating Better Futures," an eight-year plan that began in April 2023. As "Financial" intermediate targets for FY2027, the Plan sets out four items: profit (consolidated), ROE (consolidated), core OHR, and loans and deposits. As a "Financial" target for FY2030, the Plan sets out the reduction of cross-shareholdings.

Regarding the reduction of cross-shareholdings, based on the spirit of the Corporate Governance Code, we proceeded with the reduction after sufficient dialogue with our investees, and as a result, achieved the reduction target for strategically held listed equity securities, which was revised in April 2024, ahead of schedule. In addition, in the FY2025 results, we achieved the "Financial" intermediate targets for profit (consolidated) and ROE (consolidated) ahead of schedule.

In light of this, we have revised the achievement criteria and scope for the reduction of cross-shareholdings, and have revised our profit target upward to ¥28.0 billion and our ROE target upward to over 8%, further advancing the improvement of capital efficiency and the strengthening of the foundation for sustainable growth.

Review of intermediate "financial" targets

(Announced in May 2026)	Before revised targets for FY2027	After revised targets for FY2027	Change	FY2025 results
Profit (Consolidated)	¥20.0 billion	¥28.0 billion	+¥8.0 billion	¥20.2 billion
ROE (Consolidated) (TSE Standards)	Over 6%	Over 8%	+2.0 P	6.86%
Core OHR	50%+	50%+	Same	49.4%
Loans and deposits (Deposits, etc.* + Loans)	¥10 trillion	¥10 trillion	Same	¥9.8 trillion

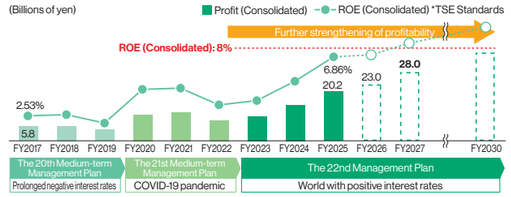
*Deposits, etc. = Deposits + Negotiable certificates of deposit

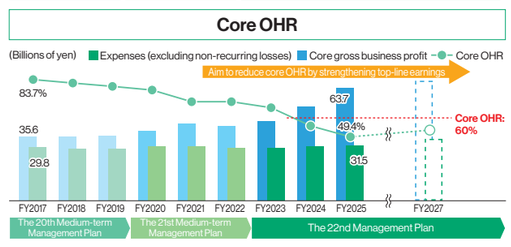
Profit (Consolidated) ▸ Revised as the FY2025 result of ¥20.2 billion achieved the target ahead of schedule

ROE (consolidated) ▸ Revised as the FY2025 result of 6.86% achieved the target ahead of schedule

(Announced in November 2025)	Before revised targets for FY2027	After revised targets for FY2030
	Reduction in strategically held listed equity securities (acquisition cost basis)	Ratio of the total amount of cross-shareholdings and deemed shareholdings to consolidated net assets (market value basis)
Reduction of cross-shareholdings	•30% from the end of FY2022 (¥12.4 billion) •The stand-alone net asset ratio (market value basis) is well below 50%.	Less than 20%

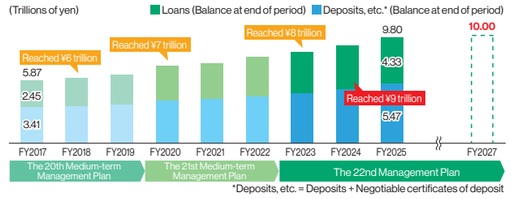
Profit (Consolidated) and ROE (Consolidated)





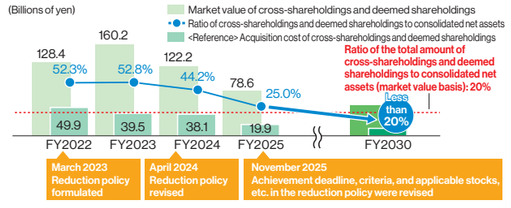
Core OHR

Loans and deposits



*Deposits, etc. = Deposits + Negotiable certificates of deposit

Reduction of cross-shareholdings



To achieve intermediate financial targets

To achieve the targets for profit (consolidated) and ROE (consolidated), we aim to steadily accumulate profit from lending and profit from market operations. Currently, the interest rate environment is changing due to policy rate hikes; although the rise in deposit interest rates is occurring first, an increase in interest on loans and discounts is expected to follow, leading to an improvement in earnings. In market operations, we will continue to replace assets with yields that exceed the policy rate and proceed with reviewing our portfolio. We will pay close attention to changes in the external environment, such as rising long-term interest rates and continuing inflation, and conduct agile investment management.

Regarding core OHR, we have already achieved our target level; going forward, even as a certain increase in general and administrative expenses is expected due to strategic investment in human capital and DX, we aim to maintain this level stably through the steady growth of core gross business profit.

Regarding the target for loans and deposits, we will continue to actively respond to regional funding demand and build up our balance of deposits and loans, while leveraging the consulting capabilities we have cultivated to expand both the quality and quantity of loans for small- and medium-sized enterprises and residential loans. We believe that maintaining our branch network since the era of negative interest rates, even amid intensifying competition among banks, has helped secure our deposit base and has contributed to growth in both deposits and loans.

Regarding cross-shareholdings, the Bank's basic policy in principle is to reduce them, and we determine the appropriateness of holding investments based on profitability, regional economic growth, and the perspective of enhancing our Bank's corporate value. Going forward, in accordance with the Corporate Governance Code, we will continue to engage in sufficient dialogue with our investees and proceed with further reductions from the perspective of improving medium- to long-term capital efficiency.

Toward enhancing corporate value - ROE

We have upheld "fostering regional prosperity" as our enduring precept since our founding and have walked alongside the region. In addition, in 2018, we established the "business of creating better futures" as our Purpose, and aim to achieve both the development of regional society and the enhancement of corporate value through the provision of value that goes beyond the boundaries of finance. These initiatives are steadily manifesting as achievements, which are increasingly being reflected in our stock price and market capitalization. Market evaluation is also improving, and we recognize that our initiatives toward enhancing corporate value are steadily progressing. To further enhance corporate value, we position the improvement of ROE and PER as an important management issue. In particular, to improve ROE, we are working on four pillars: "enhancing top-line earnings," "cost control," "risk assets control," and "optimal allocation of capital."

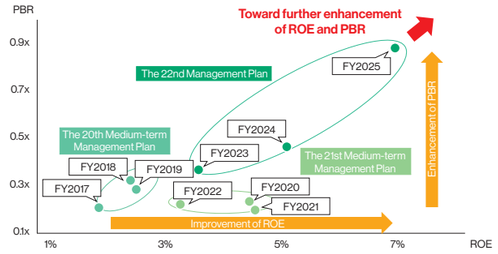
Enhancing top-line earnings

In the corporate division, we are leveraging the solid customer base we have built up over many years to focus on supporting the growth of regional industry in Aichi Prefecture, home to one of the world's leading concentrations of manufacturing companies. Through the exercise of our consulting capabilities, we are expanding our corporate solutions business, while also building deeper relationships with customers, which in turn has led to an increase in lending to small- and medium-sized enterprises.

In the retail division, we have set forth "providing financial services tailored to customer needs" as one of our management policies, and we thoroughly conduct our operations based on our fiduciary duty. As a result, fee income related to custody assets has continued to perform steadily.

In our structured finance division, we aim to optimize the risk-return balance across the entire portfolio, thereby securing stable earnings over the medium to long term.

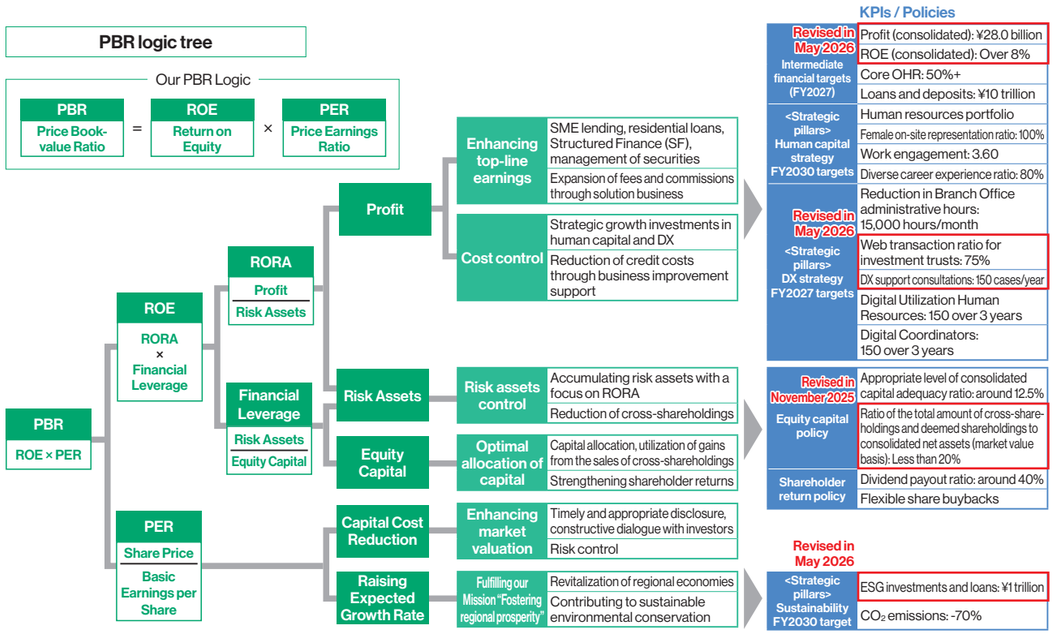
ROE and PBR by Management Plan



Cost control

While advancing investment in human capital and DX as strategic investments to realize sustainable growth, we are also improving management efficiency through the review of business processes and the enhancement of productivity. In addition, to contain credit costs, we provide comprehensive solutions tailored to the management issues faced by our business partners, not limited to support for cash flow, but also support for business succession, sales channel expansion, and productivity improvement. We will continue to accurately understand the actual business conditions and management environment of our business partners, and by supporting management improvement and the enhancement of corporate value through hands-on support, we will work to reduce credit risk and contain credit costs.

PBR logic tree



Risk assets control

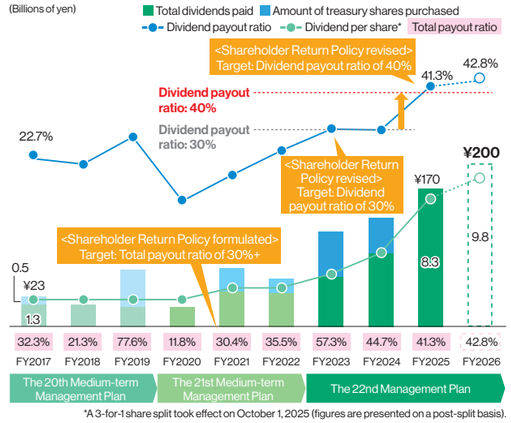
While fulfilling our function of supplying funds as a regional financial institution, we also give full consideration to profitability and capital efficiency, thoroughly conducting operations with an awareness of RORA. In addition, we are also proceeding in a planned manner with the reduction of cross-shareholdings, from the perspective of improving medium- to long-term capital efficiency.

Optimal allocation of capital

While maintaining a balance between soundness and opportunities for growth investment, we aim to achieve both sustainable enhancement of corporate value and shareholder returns. Under this policy, we have clarified our shareholder return policy, and from the fiscal year ended March 2026, we have raised our target dividend payout ratio from 30% to 40%. In addition, we will continue to flexibly implement the purchase of treasury shares as a shareholder return measure that contributes to improving capital efficiency.

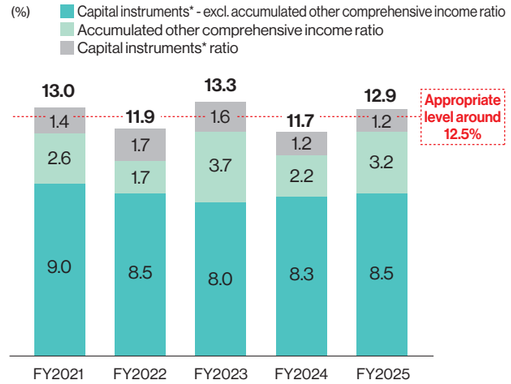
Regarding equity capital, our target capital adequacy ratio is around 12.5%, which includes a 2% buffer above the regulatory requirement of 10.5%. From the end of the fiscal year ended March 2026, we will transition to the foundation internal ratings-based approach (FIRB) for calculating our capital adequacy ratio, thereby reflecting credit risk more precisely in risk-weighted assets and advancing the sophistication of our management based on risk and return. We will continue to work toward the sustainable enhancement of corporate value through the improvement of profitability and capital efficiency, while maintaining our coexistence with the region as our foundation.

Shareholder returns



*A 3-for-1 share split took effect on October 1, 2025 (figures are presented on a post-split basis).

Capital adequacy ratio (consolidated)



*Capital procurement methods = subordinated bonds and subordinated loans

Toward enhancing corporate value - PER

In addition to improving ROE, raising PER is also an important factor in enhancing PBR. The Bank regards "lowering the capital cost" and "raising the expected growth rate" as the keys to improving PER, and toward realizing these, we are working to "enhance market valuation" and to fulfill our Mission "fostering regional prosperity."

Enhancing market valuation

The Bank touts "improvement of transparency and accountability" in our basic policies for corporate governance, and has established a system for constructive dialogue with institutional investors. We respond proactively to requests for dialogue from all investors, and work to deepen their understanding of the Bank's strategies and initiatives, thereby striving to obtain an appropriate valuation.

Fulfilling our Mission "Fostering regional prosperity"

In a region with a stable population base and growth potential, we are focusing on developing the human resources that support the development of one of the world's leading manufacturing industries. Through this virtuous cycle, we aim to achieve sustainable growth and realize Vision 2030, "the region's leading financial group, growing alongside our customers."



Delivering True Value with Respect to the Business of Creating Better Futures

Plan period: April 2023 - March 2031

In the 22nd Management Plan, "Delivering True Value with Respect to the Business of Creating Better Futures," we have set FY2030 as the end of the plan period. This is because the plan takes a long-term perspective to examine what value the Bank can provide in the region and to transform ourselves toward the desired future state.

Vision 2030 (Ideals to achieve by March 2031) and 3 focus strategies

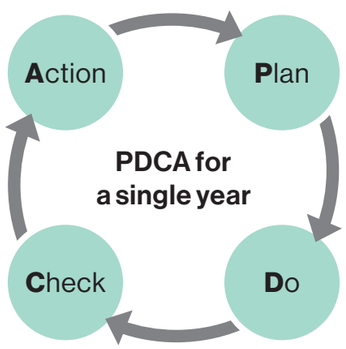
The region's leading financial group, growing alongside our customers

- **Sustainability**
- **Human capital strategies**
- **DX strategies**

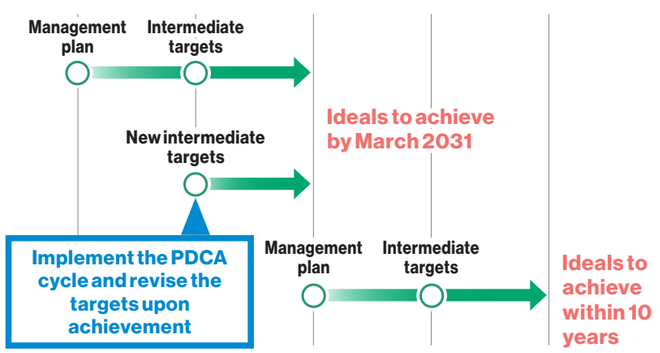
Revision of management plans

For the targets of the management plan, although the term of the management plan is long at eight years, PDCA is implemented on a yearly cycle, and we explain our performance and progress at the yearly information meeting. We set intermediate financial targets, and when they are achieved we set new targets. When the Management Plan ends in 2031, we will set a new long-term vision.

Report on the performance and progress of the management plan at Information Meeting



When intermediate targets are achieved, set new targets



History of management plans

- **The 20th Medium-term Management Plan** — Deepening Bonds with Local Community (April 2017 - March 2020)
- **The 21st Medium-term Management Plan** — Hastening Evolution Toward the Business of Creating Better Futures (April 2020 - March 2023)
- **The 22nd Management Plan** — Delivering True Value with Respect to the Business of Creating Better Futures (April 2023 - March 2031)

Review of intermediate financial targets and non-financial targets

Revised financial targets

	Before revised targets for FY2027	After revised targets for FY2027	Change
Profit (Consolidated)	¥20.0 billion	¥28.0 billion	+¥8.0 billion
ROE (Consolidated) (TSE Standards)	Over 6%	Over 8%	+2.0 P
Core OHR	50%+	50%+	Same
Loans and deposits (Deposits, etc.* + Loans)	¥10.0 trillion	¥10.0 trillion	Same

*Deposits, etc. = Deposits + Negotiable certificates of deposit

	Before revised targets for FY2027	After revised targets for FY2030
Reduction of cross-shareholdings	• 30% (¥12.4 billion) vs. FY2022 end • The stand-alone net assets ratio (market value basis) is well below 50%	Less than 20%

	Reduction in strategically held listed equity securities (acquisition cost basis)	Ratio of the total amount of cross-shareholdings and deemed shareholdings to consolidated net assets (market value basis)

Revised non-financial targets

	Before revised targets for FY2030	After revised targets for FY2030	Change
Female on-site representation ratio*1	100%	100%	Same
Work engagement*2	3.60	3.60	Same
Diverse career experience ratio*3	80%	80%	Same
ESG investments and loans (10-year cumulative amount through FY2030)	¥500.0 billion	¥1.0 trillion	+¥500.0 billion
CO_2 emissions (compared to FY2013)	-70%	-70%	Same

*1 Ratio of headquarters and branch office management units or groups in which two or more female employees are assigned
*2 Average scores for "Vigor," "Dedication," and "Absorption" under the Utrecht Work Engagement Scale
*3 Ratio of employees in their 11th to 20th year at the Bank who have experienced multiple job types and/or work outside the Bank

Financial: FY2027 intermediate targets

	Results for FY2025	Revised targets for FY2027
Profit (Consolidated)	¥20.2 billion	¥28.0 billion*1
ROE (Consolidated) (TSE Standards)	6.86%	Over 8%*1
Core OHR	49.4%	50%+
Loans and deposits (Deposits, etc.*2 + Loans)	¥9.8 trillion	¥10.0 trillion

*1 Revised in May 2026, following the ahead-of-schedule achievement of the target based on FY2025 results
*2 Deposits, etc. = Deposits + Negotiable certificates of deposit

Financial: FY2030 targets

	Results for FY2025	Revised targets for FY2030
Ratio of the total amount of cross-shareholdings and deemed shareholdings to consolidated net assets (market value basis)*	25.0%	Less than 20%

*Revised the achievement deadline, criteria, and applicable stocks, etc. in November 2025

Non-financial: FY2030 targets

	Results for FY2025	Revised targets for FY2030
Female on-site representation ratio	94.4%	100%
Work engagement	3.59	3.60
Diverse career experience ratio	76.7%	80%
ESG investments and loans (10-year cumulative amount through FY2030)	¥509.7 billion	¥1.0 trillion*
CO_2 emissions (compared to FY2013)	-42%	-70%

*Revised in May 2026, following the ahead-of-schedule achievement of the target based on FY2025 results

Strengthening of the Top Line

We aim to support the growth of regional companies through industry growth support, while contributing to the sustainable development of the region, and to expand our top line by creating diverse earnings opportunities through the strengthening of our lending, investment, and asset management businesses.

Industry Growth Support

Automobile Supply Chain Support Office

The Automobile Supply Chain Support Office, established in 2019, focuses on providing "individual support" to the many supply chain companies that support the automotive industry, Aichi Prefecture's core industry, while also working on "area-wide support" to respond to structural changes in regional industry.

A step on the shop floor changes the strength of the supply chain

For suppliers that support the automotive industry, on-site improvement is fundamental to competitiveness. At the Bank of Nagoya, "on-site improvement concierges," former employees of major automakers and major auto parts manufacturers, go directly into companies' work sites to provide hands-on support for reviewing business processes and improving productivity. The on-site capabilities created through the "visualization" of operations, the elimination of waste, and the promotion of the 5S methodology lead to an improvement in added value (competitiveness).

In this feature, our on-site improvement concierges introduce the essence of on-site improvement and the initiatives of the Automobile Supply Chain Support Office aimed at strengthening the competitiveness of manufacturing as a whole.



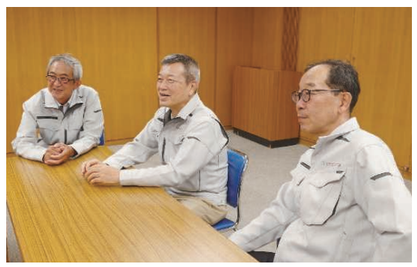
On-site improvement concierges (from left)
Tsunemitsu Kato, Mitsuaki Kodaka, Takuma Kondo, Tadatsugu Nakamura, Eiji Sakai

What are your thoughts on manufacturing and on-site improvement?



Kato: Quality and cost are what matter most in manufacturing. I want to eliminate quality problems and provide strong support for reducing defects.
Kondo: I propose improvements that make things easier for workers on the shop floor, and stand by managers so they never have to struggle with running their factory alone.
Nakamura: I want to provide dedicated support on two fronts: manufacturing technology that stays one step ahead, and quality technology at an even higher level, to create manufacturing that delights our customers. I work alongside our clients toward building a strong manufacturing site.

Where does the essence of on-site improvement lie, and what is the value of hands-on support?



Kodaka: Improvement in manufacturing means creating an environment where workers can work with ease and safety. By resolving what makes work difficult, variability is reduced, and productivity improves as a result. Waste that goes unnoticed is often hidden on the shop floor, and improvement is possible even without necessarily requiring investment. We share the underlying principles with our clients and provide hands-on support that places importance on their genuine understanding and buy-in.
Sakai: Through the Bank of Nagoya's "Bansou" on-site improvement support, we aim not only to reduce costs, but also to develop people who are capable of driving improvement themselves. By putting our heads together with everyone on the shop floor, I hope we can help them realize, "There's another way of thinking about this too," and become a catalyst for them to take that first step on their own.

Customer Interview

A reliable partner providing hands-on support for both management and the shop floor



Shinko Pipe Industrial Co., Ltd.
Takako Ito, Chief Financial Officer and Masaya Ito, Chief Manufacturing Officer

As a Tier 1 supplier to major manufacturers, our company produces cabin frames, hydraulic piping, seat frames, and other components. As a manufacturing group handling 40,000 different products, our strength lies in our ability to develop and produce through processes unique to us that no other company can replicate, allowing us to generate added value.

We have been recognized for our difficult bending techniques for irregularly shaped pipes, developed through 73 years of accumulated know-how, our classes for elementary, junior high, and high school students, our joint development projects with universities, and our robust employee benefits, and we were selected as one of the "100 Companies Representing Aichi."

Hands-on support from the on-site improvement concierges has continued for about two years now. We look forward to the Bank of Nagoya's continued support as a partner we can turn to for advice.

"Bansou" sparks new insights, and the self-driven shop floor that emerged from it

While our strength lies in high-mix, low-volume production, the many setup tasks required for each part number made it difficult to make improvements after the start of mass production. Although there was a willingness to improve on the shop floor, employees were unsure of how to assess the current situation or proceed with improvements, so efforts tended to remain limited to piecemeal optimization based on individual initiatives.

Amid this situation, the Bank of Nagoya's "Bansou" on-site improvement support did not impose the Toyota Production System (TPS) on us. Instead, they worked alongside us on process observation, time measurement, tool layout, and work improvements, tailoring their approach to our actual circumstances and our members' level of understanding. Because they carefully explained not only their improvement proposals but also the reasoning and essence behind them, our members' mindset shifted toward "improving things ourselves."

For example, on the model machine for the bending process, we were able to reduce changeover time by approximately 31%, and in the welding process, our approach shifted toward identifying and addressing the root causes of torch misalignment. It has also been a significant achievement that our members have begun to be conscious of their role in driving improvement from a perspective outside the production line, rather than simply keeping up with production.

Going forward, we would like to continue expanding these improvements ourselves horizontally across the company, while continuing to take on new themes together with the Bank of Nagoya's "Bansou."





A Framework for Support Beyond the Region

Signing the "Wide-area Collaboration Agreement for automotive industry support"

Supporting companies' growth and competitiveness through a wide network



In February 2026, eight regional financial institutions focused on supporting the automotive industry signed a "Wide-area Collaboration Agreement." Through this collaboration, we are advancing initiatives to provide area-wide support for solving issues related to the automotive industry, leveraging the networks and industrial characteristics of each region for information sharing, industry support, and countermeasures to shared issues.

Specifically, through business matching that transcends regional and corporate affiliations, technology development and expansion into new fields via the application of proprietary technologies to new uses and technical collaboration, partnerships with startups, and support for BCP and business closure risks through M&A, we are strengthening the resilience and optimizing the entire supply chain, thereby helping companies create growth opportunities and sustainably enhance their competitiveness.

In addition, by sharing insight among the participating banks, we are also focusing on developing personnel capable of supporting the automotive industry.



Recruitment services

To address the challenges of labor shortages and succession issues facing regional companies, the Bank obtained a license for fee-charging employment placement businesses in May 2019. We currently maintain a two-pronged framework: collaborative support with partner recruitment agencies, and direct support from the Bank utilizing job-seeker databases such as REVICareer. By understanding our customers' human resource needs, we propose the optimal method for securing talent, thereby supporting our customers' business growth.

Direct support scheme



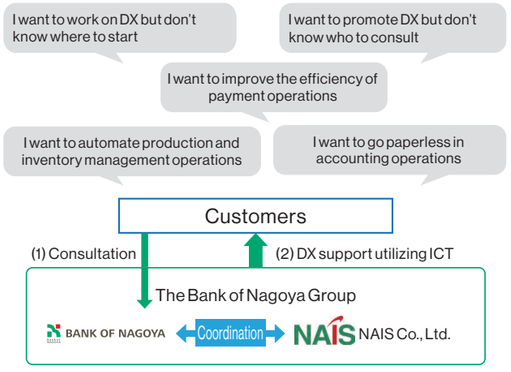
Number of contracts concluded	131
Number of contracts concluded (cumulative)	696

*Cumulative total for FY2025

ICT support

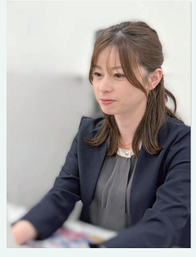
To support our customers' digital transformation (DX), including improving productivity and work style reform, we made NAIS Co., Ltd. a consolidated subsidiary as an advanced banking service company, and have offered ICT support services since July 2021. In partnership with NAIS Co., Ltd., we provide specific proposals for system implementation and operational efficiency, as well as hands-on support that looks ahead to how systems will be utilized after implementation, aiming to deliver highly effective DX support that stays close to our customers' issues. In addition, we position the improvement of our sales staff's digital literacy as an important foundation, and encourage them to obtain the national "IT Passport" qualification, thereby strengthening their proposal capabilities through the acquisition of specialized knowledge and working to build a structure capable of responding to our customers' diverse needs.

Conceptual image of DX support



Number of consultations	240
Number of contracts concluded	70
Number of contracts concluded (cumulative)	365

*Cumulative total for FY2025



INTERVIEW

The value of trust and proposals born from dialogue with our customers

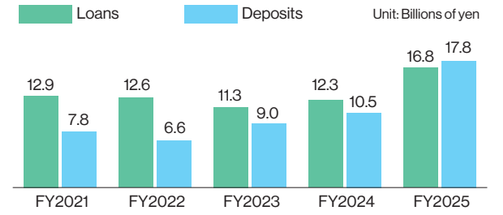
As a corporate sales representative, I handle a wide range of proposal work tailored to each customer's management issues, including loan proposals, cash flow support, and business matching for corporate clients. Through my daily interactions with business owners from a wide range of industries, I strive to understand the unique issues and needs of each customer and, in collaboration with departments across the Bank, make proposals that contribute to the growth of regional companies. As I continue these conversations, my relationships of trust with customers deepen, and when I receive words such as "I'm glad I consulted you" or "I'd like to ask you again," I truly feel the fulfillment and weight of responsibility this work carries. Going forward, I hope to remain a presence our customers can trust, and to continue contributing to the sustainable growth of regional companies.

Erika Kanaoka
Nagoya Ekimae Branch
Public Relations Group

Overseas business support

- Support in expanding overseas by leveraging our extensive network, including the opening of our Nantong Branch in China.
- Since opening a representative office in Nantong City, China in 1986, we have accumulated a local network and abundant insight.
- Our Bank is one of only 7 financial institutions in Japan, including 3 megabanks, authorized to provide RMB-related financial services.
- The Nantong Branch also plays a role as part of the infrastructure for regional banks across Japan, by cooperating with them to provide funding support to local clients in China.
- Assist not only the companies in Aichi Prefecture, but also SMEs nationwide with funding in the Chinese market.

Nantong Branch deposits and loans (balance at end of period)





New branch lobby

History of Nantong Branch

Around 1982	▶ **Clients interested in China, mainly in the textile industry, increased** ▶ Started to consider expanding into Jiangsu Province, which had friendly relationship with Aichi Prefecture
May 1985	▶ Concluded business collaboration agreement with Nantong City, a major city in Jiangsu Province • Supported many clients' expansion into China, such as for establishing joint venture company with adhesive interlining manufacturer
June 1986	▶ Opened office with overseas representatives in Nantong City as the first foreign financial institution in Jiangsu Province • Supported many clients expanding to Nantong City in textile industry, which was a major industry there at the time 
1990s	▶ **Automotive industry and other manufacturers started expanding to Nantong City**
September 2011	▶ Opened Nantong Branch 
November 2017	▶ Started managing RMB-related operations
October 2019	▶ Became able to handle RMB for foreign remittance through participation in Cross-Border Interbank Payment System (CIPS)
January 2026	▶ Relocated and reopened Nantong Branch

*Sister cities in Aichi Prefecture and Jiangsu Province (partnership date)
Aichi Prefecture and Jiangsu Province (July 1980), Nagoya City and Nanjing City (December 1978), Toyohashi City and Nantong City (May 1987), Tahara City and Kunshan City (May 1993), Handa City and Xuzhou City (May 1993), Toyokawa City and Xinwu District, Wuxi City (April 2009), Tokoname City and Yixing City (October 2019)

INTERVIEW

Practicing consulting and matching to support the resolution of regional companies' issues

The Corporate Consulting Group provides a wide range of solutions, not limited to the provision of financial services, for the various management issues facing regional companies, including business succession, sales channel expansion, and human resource support. Among these, business matching is a particularly important initiative that leads to the expansion of business opportunities and the resolution of issues. Through this kind of support, I find great fulfillment in knowing that our customers' growth and transformation lead to the revitalization of the regional economy and, ultimately, to its sustainable development. Going forward, we will continue to engage in dialogue, working to grow together with the region and provide high-value-added support that backs our customers' challenges.



Mitsuo Takahashi
Business Promotion Division
Corporate Consulting Group

Alliance

In April 2022, we entered into the "Shizuoka Nagoya Alliance" with the Shizuoka Bank, positioning "responding to the structural transformation of regional industry, including the automotive industry" as our most important theme, and have worked on collaborative initiatives aimed at the sustainable growth of both the region and ourselves, leveraging the management resources of both groups.

静岡・名古屋アライアンス
Shizuoka·Nagoya Alliance

Enhancement of the corporate value

As we enter our fourth year since the Alliance was formed, we have focused on supporting business partners in responding to structural transformation in regional industry to address our customers' issues, and we are steadily progressing toward achieving the revised KPI of ¥13.0 billion.

Revenue synergy

Revised KPI/Revenue synergy ¥13.0 billion (5-year cumulative, combined total for both banks)

¥12.6 billion / ¥13.0 billion

97% vs. Revised target

Creation of social value

Support for industrial transformation
Appropriately supporting the business transformation of both banks' customers, in anticipation of changes to industrial structure driven by decarbonization, electrification, and digitalization

Business succession and M&A support
With support from SHIZUGIN MANAGEMENT CONSULTING CO.,LTD, the "second M&A case" between customers of both banks was concluded

Held the "New Technology and New Manufacturing Methods Exhibition and Business Matching Event at OTICS"
Co-hosted a business matching event for mid-level and small- and medium-sized automotive suppliers, providing opportunities for business partners to create new markets, enhance the value of their technologies, and expand their sales channels



Business Integration

Memorandum of understanding regarding business integration (March 2026)

Building on the spirit of equality based on mutual understanding and mutual respect fostered through the Shizuoka Nagoya Alliance, we came to recognize that further strengthening the regional financial capabilities through a proactive business integration is the optimal choice for achieving value co-creation with all stakeholders and sustainably enhancing corporate value. Accordingly, on March 27, 2026, we entered into a memorandum of understanding with Shizuoka Financial Group to commence discussions and deliberations toward realizing the business integration.

Principles and objectives

Enhancing corporate value through the financial group structure	• A two-bank structure that develops relationships of trust with the region and our customers • Business operations that place importance on "independence (autonomy) and collaboration" • Sustainable enhancement of corporate value through the advancement of each group company's management strategy and the appropriate allocation of management resources
Contributing to the region and our customers	• Realizing co-growth with the region and our customers by mutually leveraging the insight and strengths of both banks • Supporting the creation of globally active companies from both banks' business areas through the cultivation of regional industry, thereby contributing to the development of the regional economy
Evolution of human capital management	• Creating an environment in which every officer and employee can thrive to their fullest potential

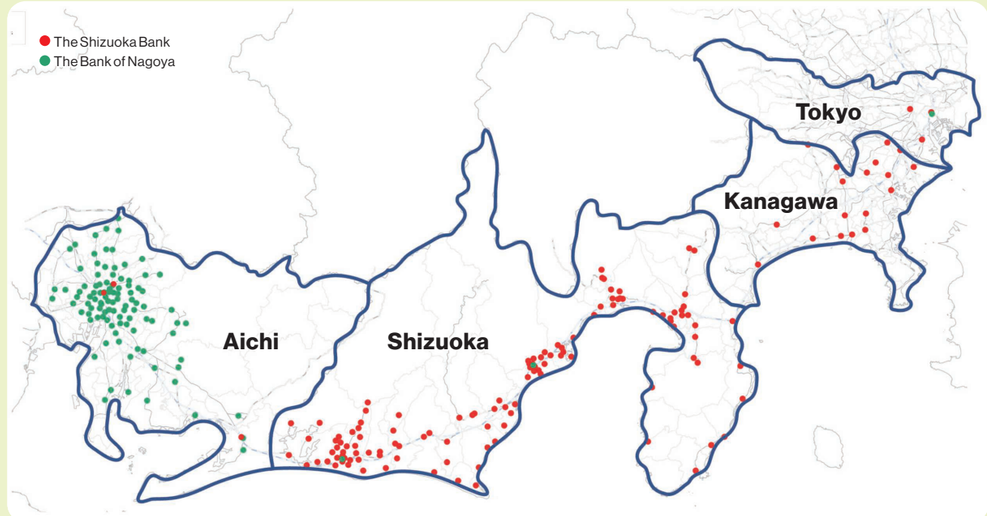
Anticipated synergies

Broader-area collaboration covering key areas of Japan's economic activities

Improving efficiency through sharing management resources and leveraging economies of scale

Enhancing capital efficiency (ROE) through deploying capital policies

The branch networks of the Bank of Nagoya, centered in Aichi Prefecture, and the Shizuoka Bank, which strategically extends from Shizuoka Prefecture into the metropolitan area, complement each other. This will enable us to become a regional financial group broadly covering the metropolitan to Chukyo areas, while efficiently expanding our sales base and customer base.



Our idea

Q Why did you decide to move from an alliance to a business integration?

Challenges facing regional society and future generations are becoming increasingly complex and diverse. Through the business integration, information sharing and joint support will become smoother, enabling us, as a comprehensive financial group, to further expand our customer base and sales base, and to provide sophisticated solutions to the region and our customers.

Q What will be the positioning and roles of the Bank of Nagoya and the Shizuoka Bank after the business integration?

Under the new holding company structure, the Bank of Nagoya and the Shizuoka Bank will become parallel sister companies within a two-bank structure. While leveraging each other's strengths, we will take on a variety of initiatives together, aiming to create new value through wide-area collaboration.





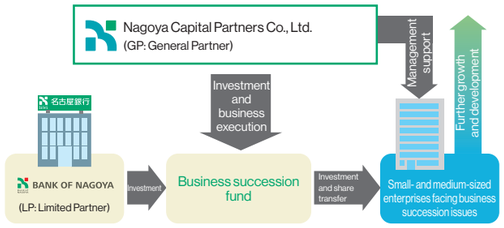
Sustainable development of the region

Business succession

In response to issues facing regional companies, such as the absence of a successor or the aging of business owners, we propose optimal solutions through seamless collaboration between our head office and branches. We provide a wide range of support, from succession within the family or by employees to third-party succession (M&A), and offer consistent hands-on support from planning through execution. In addition, in collaboration with Nagoya Capital Partners Co., Ltd., we also provide solutions through our business succession fund. By supporting smooth business handovers, we work to maintain and enhance corporate value, thereby contributing to the sustainable development of the regional economy.

- Business succession plan
- Direction for the method of asset succession
- M&A
- Funding measures
- Introduction of accounting and tax specialists
- Estimation of share value
- Direction for capital policy
- MBO
- Development of successors
- Current state of tax system and legislation

etc.



Trust business

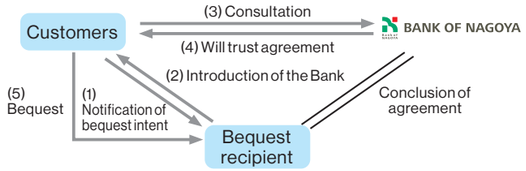
We obtained authorization for engagement in trust business by financial institutions in March 2021 and commenced operations in April of the same year. As the first initiative of its kind among second-tier regional banks, we provide one-stop support for our customers' increasingly diverse and sophisticated inheritance and asset succession needs, through services such as will trusts, estate settlement services, and bequest donations.

Track record in will trust services	141

*FY2025

Key points of will trust





<Bequest donation agreement partners>
[Healthcare and welfare]
Japanese Red Cross Society Aichi Chapter
[Educational institutions]
Kinjo Gakuin, Fujita Academy, Taki Academy, Umemura Educational Institutions (Chukyo University), Nagoya Gakuin University, Nagoya Denki Educational Foundation, Kurimoto Educational Institute (NUCB Undergraduate School), Toho Gakuen, Tokai Gakuen, Aichi Medical University, Meijo University, Aichi Public University Corporation (Aichi Prefectural University, Aichi University of the Arts)
[Local governments]
Nagoya Support Donation/Higashiyama Zoo and Botanical Gardens (City of Nagoya), Obu City, Okazaki City, Oharu Town, Ama City, Oguchi Town, Tsushima City, Konan City, Chiryu City, Kota Town, Owariasahi City, Nisshin City
[Public interest incorporated foundations, etc.]
Nagoya Port Foundation
(Port of Nagoya Public Aquarium, Nagoya Maritime Museum, Fuji Antarctic Museum, etc.)
*Titles omitted; no particular order
*As of March 31, 2026

Custody assets

- Committed to "Providing financial services tailored to customer needs" as part of our management policy, in accordance with the "Basic Policy on Customer-Oriented Business Conduct FD"
- We have continuously obtained the "FD Mark" under the "R&I Fiduciary Duty Ratings"*
- To contribute to the shift from savings to investments toward a "Nation of Asset Management," we support customers' long-term asset formation.



*A rating service by Rating and Investment Information, Inc. (R&I) that evaluates whether financial institutions engaged in investment trust sales are "conducting business in a customer-oriented manner"

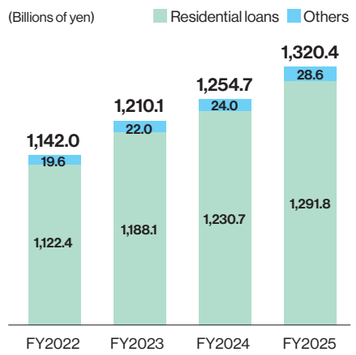
No. of NISA accounts	31,986

*FY2025

Residential loans

Residential loans serve as a core product and a starting point for acquiring new customers and deepening existing relationships, and we position them as an important area driving the Bank's top-line growth. Through the sophistication of our sales process, we aim to strengthen our ability to generate opportunities, and through improvements in product competitiveness and service quality, we aim to expand our market share. Furthermore, by providing comprehensive financial services built on our base of residential loan customers, we also aim to build up stock revenue and lengthen our customer relationships.

Consumer loans (balance at end of period)



Startup support

In our startup support, we provide seamless business and fundraising support tailored to each growth stage, from the seed stage onward, and work to cultivate growth companies originating from the region. Based at "STATION Ai," one of the largest startup support centers in Japan, we promote open innovation by connecting our business partners with startup companies. Through the creation of co-creation opportunities in collaboration with the Japan Finance Corporation, other financial institutions, and local governments, we aim to realize a vibrant regional society.



How Innovation Is Created

BCP (Business Continuity Plan)

In our business continuity support, in light of the current situation in which small- and medium-sized enterprises have not sufficiently advanced their Business Continuity Plans (BCP), we provide consulting starting with support for formulating a "Business Continuity Enhancement Plan" certified by the Ministry of Economy, Trade and Industry. Given the risk that a disruption to even part of the supply chain can affect business operations, we place emphasis on raising awareness of disaster prevention and mitigation, and support the enhancement of business continuity capabilities through assistance with the application, certification support, and advice on putting the "Business Continuity Enhancement Plan" into practice.

No. of contracted companies	953 companies

*As of the end of March, 2026

Fulfilling our Mission "Fostering regional prosperity"

Revitalization of regional economy

● Contribute to the sustainable development of the local community by providing optimal solutions to a wide range of the management issues.

Issue: Arrival of a "once-in-a-century transformation" in the automotive industry

Solutions:
<Automobile Supply Chain Support Office>
- Support for strengthening the supply chain in Aichi Prefecture's core automotive industry through on-site manufacturing improvements and hands-on assistance in addressing management challenges.

<Shizuoka Nagoya Alliance>
- Enhance support for clients engaged in key industries across Aichi and Shizuoka prefectures by leveraging the management resources of both banks.
- Support the revitalization of local industries as well as the maintenance and creation of employment opportunities through a fund established as part of this alliance.

Issue: Creation of new core industries in the region

Solutions:
<Entrepreneurship and startup support>
- Expand our support structure through sponsorship and tenancy at "STATION Ai," one of the largest startup support centers in Japan.

<Support through investment funds>
- Provide startups with funding and management support tailored to their respective growth stages, helping them achieve further growth.

BANK OF NAGOYA

<Investment subsidiary>

名古屋キャピタル パートナーズ

- **Business succession fund**
  11 investments (including 2 Exits)
- **Venture fund**
  8 investments
- **Business revitalization fund**
  3 investments
- **Regional revitalization fund**
  3 investments
- **Shizuoka Nagoya Alliance fund**
  2 investments

(As of the end of March, 2026)

Issue: Aging of business owners and succession shortages

Solutions:
<Business succession support>
- Offer a wide range of solutions to facilitate smooth business succession, including internal succession, M&A, IPO support, and successor development.
- Promote acquisition of the "M&A Senior Expert" certification to develop professionals with advanced M&A expertise.

<Support through investment funds>
- Participate in management by acquiring shares and build a sustainable successor-led management structure through internal talent development and external recruitment.

Issue: Business downturn caused by changes in the business environment

Solutions:
<Management improvement support>
- Assign dedicated "Management Support Officers" to assist customers in addressing management issues, in collaboration with external organizations.

<Support through investment funds>
- Support customers in business turnaround phases by providing funding and assisting in improving profitability and financial health through revitalization schemes.

Group Strategy

To realize our Vision 2030, "the region's leading financial group, growing alongside our customers," the Bank of Nagoya Group's basic policy is to achieve both a contribution to the sustainable development of the regional economy and the enhancement of our medium- to long-term corporate value. Even as changes in the business environment continue to intensify, we will continue to provide added value to our regional customers through the sophistication of our financial intermediary function and the strengthening of our consulting capabilities.

Nagoyalease Co., Ltd.

Comprehensive finance leasing services

Based on the motto of "a new kind of management achieved through leasing," the company is involved in the leasing of various kinds of industrial machinery, machine tools, and telecommunications equipment, as well as automobile leasing.

Established: July 2, 1974
Address: 4-5 Kamimaezu 2-chome, Naka-ku, Nagoya City
Share capital (millions of yen): 60
Ownership ratio of the Bank: 100%

Nagoya Capital Partners Co., Ltd.

Fund origination and management services

The company assists the growth and development of mid-level small- and medium-sized enterprises through support for business succession, the provision of advice pertaining to listing on the stock market, and advice on capital policies.

Established: April 1, 2020
Address: 19-17 Nishiki 3-chome, Naka-ku, Nagoya City
Share capital (millions of yen): 50
Ownership ratio of the Bank: 100%

Nagoya Business Service Co., Ltd.

Storage of slips and other documents

The company supports various kinds of clerical work for the Bank of Nagoya with accurate services.

Established: June 12, 1984
Address: 19-17 Nishiki 3-chome, Naka-ku, Nagoya City
Share capital (millions of yen): 10
Ownership ratio of the Bank: 100%

NAIS Co., Ltd.

Medical systems business and ICT support services

With a focus on healthcare systems such as those used for medical billing and electronic medical record systems, the company provides support for the growth and development of small- and medium-sized enterprises through the development and operation of various systems, support for the implementation of IT products, and consulting.

Established: October 16, 1973
Address: 16-38 Aoi 1-chome, Higashi-ku, Nagoya City
Share capital (millions of yen): 30
Ownership ratio of the Bank: 100%

Nagoya Card, Ltd.

Credit card business and assurance business

The company provides various JCB credit card-related services as one of Japan's largest JCB franchise companies.

Established: July 1, 1982
Address: 4-5 Kamimaezu 2-chome, Naka-ku, Nagoya City
Share capital (millions of yen): 50
Ownership ratio of the Bank: 100%

NAGOYA MC CARD Co., Ltd.

Credit card business

The company handles the issuance of MUFG credit cards (including VISA, Mastercard, and American Express) as well as various cashing and loan services.

Established: June 28, 1989
Address: 4-5 Kamimaezu 2-chome, Naka-ku, Nagoya City
Share capital (millions of yen): 30
Ownership ratio of the Bank: 100%

INTERVIEW

Nagoya Capital Partners Co., Ltd.

Business Succession Team



Daiki Kobayashi
Sales Division
Business Succession Team

Through the operation of our "business succession fund," our team acquires shares in companies facing management issues such as the absence of a successor, and provides succession support centered on building a new management structure.

Team members join the invested companies as outside directors, providing hands-on support as part of the company while respecting the autonomy of its management team.

The fund acquires shares from the owner, advancing the separation of ownership and management as the successor takes over the running of the business. Once a new management structure and growth foundation have been established, we carry out the buyback of shares or their transfer to stable shareholders.

I feel a great sense of fulfillment in being able to help realize smooth business succession and, in doing so, help carry employment and the regional economy forward into the future.

Startup Investment Team



Rie Nishitake
Sales Division
Startup Investment Team

Our Startup Investment Team identifies and selects startup companies aiming for a future listing, and, in addition to investing through our fund, provides hands-on support to enhance corporate value after investment. The Bank of Nagoya kindly assists us by introducing potential investees and supporting business matching after investment. In making our investment decisions, we take a multifaceted approach, weighing not only the pursuit of capital gains, but also the impact on the region and the synergies with the Bank of Nagoya.

Drawing on my experience from my previous role, I have been given renewed opportunities for self-development by proposing improvements to how we operate our fund and sharing my know-how with the Company. The industries and stages (degree of business progress) of the startups we invest in are also highly varied, and every day is a day of learning as I engage with rapidly evolving technologies. I find great joy in the sense that, through supporting startups, I am able to contribute to the region.

Support Activation Team



Shuichi Yamazaki
Sales Division
Support Activation Team

Our Support Activation Team operates two funds: the "business revitalization fund" and the "Shizuoka Nagoya Alliance fund." The business revitalization fund was established from the idea that, "financial conditions are difficult for lending, but we want to help our valued customers," anticipating that companies involved in internal combustion engines in particular, within the automotive industry, Aichi Prefecture's core industry, would face hardship. We established the latter fund to support companies in Aichi and Shizuoka Prefectures, which share similar core industries and are working to transform their business structures, through both funding and hands-on support, and to thereby contribute to the sustainable development of the region.

We quantify our clients' revenue and cost structures, and through this analysis, identify the true underlying causes of their distress, leading to concrete proposals for action. On that basis, I find fulfillment in working alongside management with genuine enthusiasm to achieve their business revitalization.

Investment and asset management operations

Structured finance

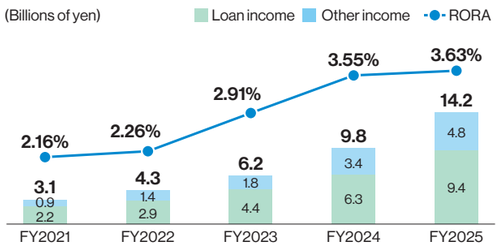
Objectives and policy

- We aim to further strengthen our profitability by practicing appropriate risk asset control, taking into account factors such as the interest rate environment and our capital adequacy ratio.
- We aim to achieve both the maximization of capital efficiency and effective risk management by selecting deals with an awareness of RORA, and by conducting both quantitative and qualitative risk assessments for each individual deal.
- We aim to optimize the risk-return balance across the entire portfolio, thereby securing stable earnings over the medium to long term.

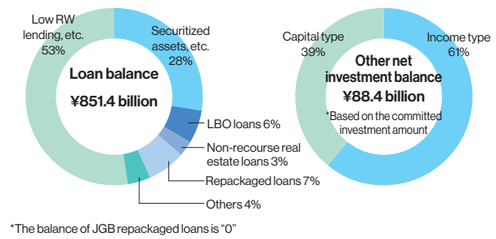
Risk management framework

- By establishing the Strategic Investment Division in April 2019 and consolidating functions related to structured finance, we have been developing personnel with specialized expertise and accumulating know-how.
- To ensure appropriate risk-taking, we formulate our plans with consideration given to the balance of our portfolio.
- Following the execution of an investment, we conduct regular analysis of RORA and risk-return.

Income (cash flow basis)



Balance Composition Ratio (as of the end of March 2026)



*The balance of JGB repackaged loans is "0"

ESG investments and loans

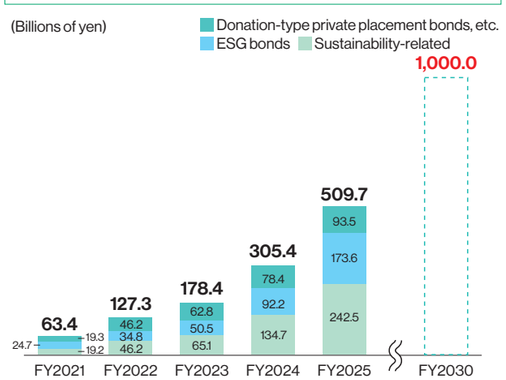
- Under the 22nd Management Plan, we have set a non-financial target of ¥1 trillion* in cumulative ESG investments and loans over the 10 years through FY2030.
  *The target was reviewed, because the cumulative results for FY2025 reached ¥509.7 billion, achieving the initial target of ¥500.0 billion ahead of schedule.

ESG investments and loans implemented (Year ended March 2026)

Sustainability-related loans and financing	¥107.4 billion
Financing of ESG bonds	¥81.4 billion
Donation-type private placement bonds	¥15.1 billion
Loans for disaster countermeasures	¥0.3 billion
Total	**¥204.3 billion**

*Main ESG investments and loan products
- Meigin Sustainability-Linked Loan
- Meigin Positive Impact Finance
- "Ties to the future" SDGs and donation-type private placement bonds
- Locally sourced carbon offset-type private placement bond
- Loans for large-scale earthquake countermeasures (with special terms of waiving principal) "Jishin Anshin Loan," etc.

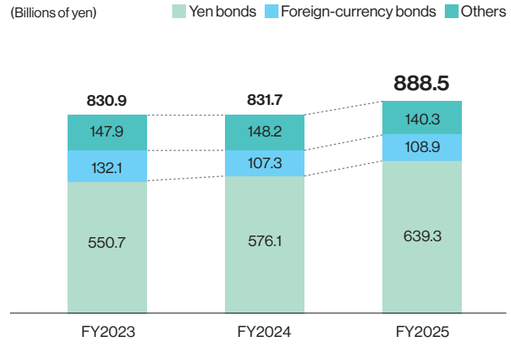
ESG investments and loans implemented (cumulative total)



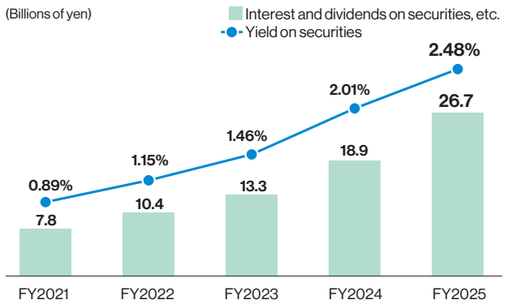
Securities investment

- While maintaining the balance of securities, we are replacing our securities portfolio.
- Our policy is to maintain an appropriate duration and stabilize income from securities investment.
- Yen bonds
  While monitoring where the Bank of Japan's rate-hike cycle will ultimately settle, we are appropriately replacing our portfolio on a flexible basis, including through the utilization of gains from the sale of equities. We aim to appropriately control interest rate risk while improving profitability.
- Foreign-currency bonds
  We make investment decisions carefully, taking into account the outlook for the U.S. economy and market trends. We will continue to carefully assess the timing of our transactions and continue our investment management with the aim of securing interest margins and expanding valuation gains.

Securities (average balance during the period)



Interest and dividends on securities, etc.

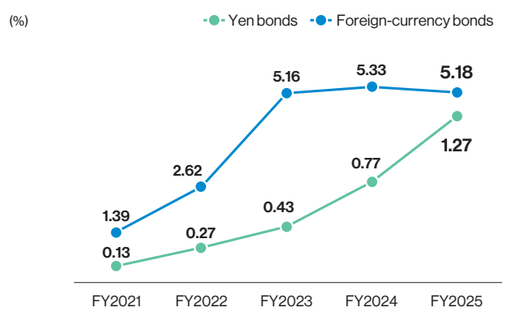


Valuation gains and losses on securities at the end of the period

(Billions of yen)

	FY2024	FY2025	YoY
Held-to-maturity	(7.9)	(9.3)	(1.3)
Available-for-sale	68.8	96.0	+27.1
Equities	85.5	113.2	+27.7
Bonds	(17.1)	(24.0)	(6.8)
Other	0.5	6.8	+6.2

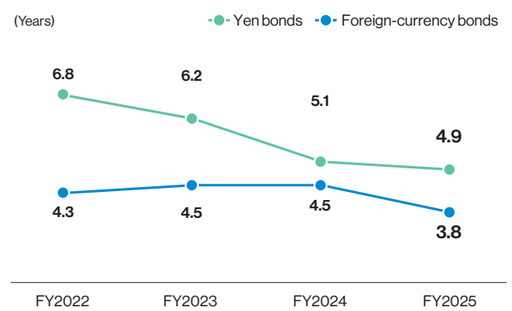
Yield on yen and foreign-currency bonds
(including held-to-maturity securities, as of the end of the period)



Average yield during the period

Yen bonds	0.15%	0.21%	0.35%	0.59%	0.97%
Foreign-currency bonds	1.44%	2.14%	3.38%	5.07%	5.23%

Duration trends
(excluding held-to-maturity securities, as of the end of the period)



Sustainability

As a financial institution that supports regional communities, we are committed to contributing to the realization of a sustainable society while aiming to enhance corporate value sustainably. To this end, we have identified three material issues: facilitating sound growth of the regional economy, contributing to sustainable environmental conservation, and developing human resources empowered to consistently excel into the future. We are earnestly working to address these issues.

Fulfilling our Mission "Fostering regional prosperity"	Revitalization of regional economies
	Contributing to sustainable environmental conservation

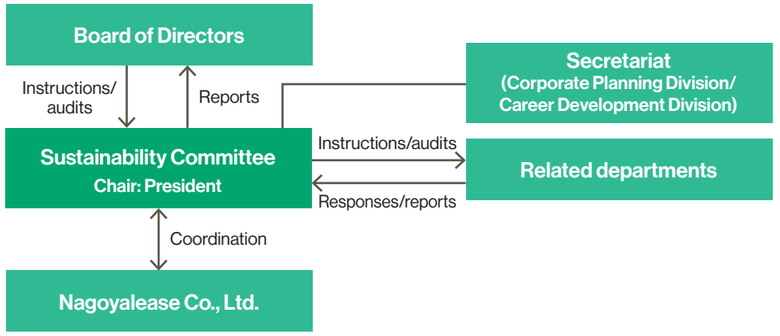
<Strategic pillars> Sustainability FY2030 targets	ESG investments and loans: ¥1 trillion* (10-year cumulative amount from FY2020)
	CO_2 emissions: -70% (compared to FY2013)

*The target was reviewed, because the cumulative results for FY2025 reached ¥509.7 billion, achieving the initial target of ¥500.0 billion ahead of schedule.

Basic Policy on Sustainability

In October 2021, established the "Basic Policy on Sustainability" and the "Sustainability Committee" chaired by the President, to achieve both the realization of a sustainable society in the region and the sustainable enhancement of the Bank's corporate value in a balanced way.

Sustainability system diagram



Endorsement of TCFD recommendations

In recent years, the damage from extreme weather conditions and large-scale natural disasters around the world has intensified. In this way, climate change has had a significant impact on the business environment and management itself of companies, and has become a global challenge.

Under these circumstances, under our precept of "fostering regional prosperity," and in support of the recommendations of the TCFD (Task Force on Climate-related Financial Disclosures), we will strive to enhance disclosure of climate change risks and opportunities. At the same time, we will continue to actively address environmental and social issues and contribute to the realization of a sustainable society in the region.

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Participation in initiatives and external evaluations

To achieve a sustainable society, the Bank supports the Paris Agreement and actively supports and participates in initiatives with relevant industry groups, corporations, and local governments.

GX Future Consortium

CDP

Implementation status

The Bank considers environmental issues, including climate change, to be an important management issue. We are committed to transparent disclosure for each item of the TCFD recommendations: "Governance," "Strategy," "Risk Management," and "Metrics and Targets."

Governance

- Based on the "Basic Policy on Sustainability," the President chairs the Sustainability Committee, which deliberates on policies for addressing environmental and societal issues, including climate change, and reflects them in management strategy to create the future for customers and the regional community.
- With directors, general managers of various departments of the headquarters, and representative directors of group companies involved in ESG investments and loans as members, the Sustainability Committee meets four times a year and reports the deliberation details to the Board of Directors. This has created a system for the Board of Directors to supervise initiatives related to climate change.

Strategy

Overall

- To realize a sustainable society, we proactively promote offers of sustainable finance and consulting services that support our customers' transition to a decarbonized society based on the "Meigin SDGs Declaration."
- In addition to newly formulating the "ESG investment and loan policy" for specific sectors, we established the cross-departmental Sustainability Promotion Office and Automobile Supply Chain Support Office to strengthen the promotion structure throughout the Bank's Group.
- We identify risks and opportunities related to climate change.

Risks and opportunities

		Description	Risk category	Scenario 1.5°C	Scenario Over 4°C	Time axis*
				Degree of impact		
Risk	Transition risks	Risk that the tightening of regulations and technological innovations related to climate change may impact industries and companies, and the value of loan assets, stockholdings, etc. may be harmed	Credit risk	Large	Small	Medium to long term
		Risk that reduced demand following regulatory responses and consumer preferences for decarbonization may have a negative impact on business models and financial affairs	Credit risk	Large	Small	Medium to long term
		Risk following financial market turmoil due to a large/widespread natural disaster	Market risk	Small	Large	Short to long term
		Reputation risk if initiatives or disclosures of information related to climate change are judged to be insufficient	Other	Large	Small	Short to long term
	Physical risk	Risk that the value of real estate collateral assets may be damaged by natural disasters, etc.	Credit risk	Small	Large	Short to long term
		Risk that the continuation of business activities may be difficult due to the business location of investment target suffering a disaster	Credit risk	Small	Large	Short to long term
		Risk of damage to the social infrastructure or business locations of the Bank's Group	Operational risk	Small	Large	Short to long term
Opportunities		Increase in business opportunities, such as providing financial products and services that support the transition to a decarbonized society	–	Large	Small	Short to long term
		Reduction in business costs due to energy conservation/renewable energy conversion	–	Large	Medium	Short to long term
		Increase in investment and loan opportunities for infrastructure improvements, technological developments, etc. as measures for climate change	–	Medium	Large	Medium to long term

*Short term: five years, medium term: 10 years, long term: 30 years

Scenario analysis

Transition risks

- Targeting two sectors, energy, which has large CO_2 emissions, and automotive, which is a key industry in Aichi Prefecture, we made an estimation with reference to the external scenarios of the IEA and PRI.
- For the energy sector, with reference to the SDS of the IEA (below 2°C scenario), we estimated the additional credit cost amount up to 2040 caused by the increase in additional capital expenditure costs for renewable energy. As a result of the analysis, we expect the impact on credit costs up to 2040 to be about ¥100 million per fiscal year.
- For the automotive sector, with reference to the FPS (Forecast Policy Scenario) of the PRI, we estimated the additional credit cost amount when considering the impact on corporate value for the entire sector accompanying the conversion to electric vehicles. As a result of the analysis, we expect the impact on credit costs up to 2050 to be about ¥30 million per fiscal year.

Physical risk

- Based on RCP 8.5 of the IPCC (4°C scenario), we estimated the impact on credit costs up to 2050 caused by damage to collateral real estate by flood disasters, which make up most of natural disasters caused by climate change and has a particularly high occurrence rate in Aichi Prefecture.
- As a result of the analysis, we expect the impact on credit costs up to 2050 to be a maximum of ¥1.5 billion to ¥2.4 billion.

In all analysis results, the impact is expected to be limited, but we will watch risks closely and support our customers' initiatives to transition to a decarbonized society.

*The analysis results above are estimates performed based on external scenarios under certain assumptions. We will continue to improve and refine our analysis through the use of external scenarios, such as the NZE scenario of the IEA (1.5°C scenario).

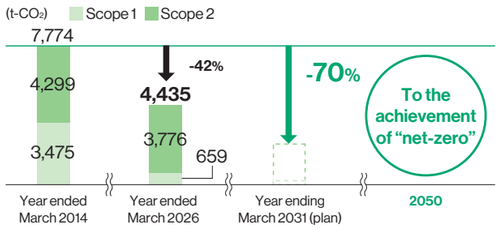
Risk Management

- We established a risk management structure for climate change, including formulating Climate Change Risk Management Regulations that position climate change as an important risk.
- We have established a system to respond to the impacts caused by climate change with an integrated risk management framework, in consideration that all kinds of risks may materialize due to climate change.

Metrics and Targets

- We established the following targets in the 22nd Management Plan: ESG investments and loans to be implemented: ¥1 trillion over ten years through FY2030*; and by FY2030, achieve a 70% reduction in the CO_2 emissions relative to levels of FY2013, and by FY2050, achieve net-zero CO_2 emissions.
- We are proactively implementing ESG investments and loans through various products to support our customers' decarbonization.
- We have implemented measures to reduce CO_2 emissions, such as energy conservation in branches, the transition to CO_2-free electric power at headquarters and locations, and introducing more than 100 C+Pods as sales vehicles.

CO_2 emission track record and achievement of results



*The target was reviewed, because the cumulative results for FY2025 reached ¥509.7 billion, achieving the initial target of ¥500.0 billion ahead of schedule.

Carbon-related assets

The TCFD has defined carbon-related assets for the following four sectors. Their percentages in the Bank's loan balance are as follows.

(As of the end of March 2026)

Ⅰ Energy	Ⅱ Transportation	Ⅲ Materials and Buildings	Ⅳ Agriculture, Food, and Forest Products
3.95%	10.19%	50.56%	4.73%

*Energy: oil and gas, coal, electric utilities; Transportation: passenger air transportation, air freight, maritime transportation, rail transportation, trucking services, automobiles and components; Materials and Buildings: metals and mining, chemicals, construction materials, capital goods, real estate management and development; Agriculture, Food, and Forest Products: beverages, packaged foods and meats, agriculture, paper and forest products

CO_2 emissions

In accordance with the TCFD recommendations, etc., we have calculated the CO_2 emissions based on the GHG Protocol and the PCAF Standard*1 as follows. Furthermore, we have introduced "C-Turtle® FE"*2 from FY2025 and have commenced calculating financed emissions. We remain committed to refining our calculations and expanding the scope of target. Simultaneously, we will strengthen engagement with investees to promote initiatives aimed at regional decarbonization.

*1 Partnership for Carbon Accounting Financials: An international initiative that develops measurement and disclosure methods of greenhouse gas emissions at investees of financial institutions
*2 GHG emissions visualization platform provided by NTT DATA Japan Corporation

Calculation formula

GHG emissions = Σ [emissions per net sales × net sales of companies × our balance of investments and loans ÷ (net assets + total liabilities)]

Estimate conditions of Scope 3, Category 15 (investments and loans)

- Loan balance: as of the end of March 2026
- Net sales of investees and other financial information: Latest financial results information of each investee of the Bank when the estimation was performed
- Data quality score according to the PCAF definition: 3.4

Furthermore, calculation results may change significantly in the future due to factors such as the expansion of our customers' GHG emissions disclosures, as well as changes in calculation standards, method, and industry classifications.

GHG emissions results

Calculation items		CO_2 emissions in FY2025 (t-CO2)
Scope 1 (direct emissions by burning of fuel, etc.)		659
Scope 2 (indirect emissions by use of electricity, etc.)		3,776
Scope 3 (indirect energy consumption not included above)*		7,549,751
	Category 1 (purchase of products and services)	12,814
	Category 2 (capital goods)	3,132
	Category 3 (use of fuel/energy)	875
	Category 4 (transport/shipping of purchased goods)	1,904
	Category 5 (waste goods)	201
	Category 6 (business travel)	71
	Category 7 (commuting)	725
	Category 15 (investments and loans)	7,530,030
Total		7,554,186

*Category 8 through 14 are not applicable

Calculation of GHG emissions at investees (Scope 3, Category 15, Financed emissions)

Sector	CO_2 emissions (t-CO_2)
Oil and gas	189,538
Coal	1,610
Electric utilities	106,422
Passenger air transportation	3,411
Air freight	11,235
Maritime transportation	41,647
Rail transportation	9,258
Trucking services	480,848
Automobiles and components	220,882
Metals and mining	534,197

Sector	CO_2 emissions (t-CO_2)
Chemicals	292,132
Construction materials	158,925
Capital goods	2,736,490
Real estate management and development	85,445
Beverages	6,423
Packaged foods and meats	222,844
Agriculture	22,235
Paper and forest products	105,005
Other	2,301,481
Total	7,530,030

Decarbonization initiatives for our customers and regional communities

- Addressing climate change is an important issue for the international society. Companies are now required to understand and reduce not only their direct emissions (Scope 1 and 2) but also their indirect emissions across the entire supply chain (Scope 3). Furthermore, the calculation and disclosure of financed emissions, including investees has become increasingly important for financial institutions. To promote the reduction of greenhouse gas (GHG) emissions across the entire supply chain through collaboration with investees, the Bank has cooperated with NTT DATA Japan Corporation to start offering "C-Turtle®," a GHG emissions visualization and reduction support service, for free. Through this initiative, we will support our customers in understanding and reducing their emissions, thereby contributing to region-wide decarbonization.

Sustainability management support

We have positioned the promotion of sustainability management in regional companies as a core mission for the sustainable development of regional communities. As the issues facing companies such as addressing climate change, decarbonization, human rights considerations, and strengthening governance become increasingly advanced and complex, the Bank provides comprehensive support that extends beyond financial services to include non-financial services. Specifically, we support the enhancement of our customers' medium- to long-term corporate value through initiatives such as consulting to visualize their progress on SDGs and ESG, proposing solutions for understanding and reducing CO2 emissions, and providing financial products like sustainability-linked loans. We are also committed to establishing a high-level support system that leverages the latest insights through collaboration with outside experts.

<Consulting>

Business continuity enhancement consulting

- Support applications for the "Business Continuity Enhancement Plan" certified by the Ministry of Economy, Trade and Industry.

No. of contracted companies	953

*Cumulative as of March 31, 2026

Consulting on development and implementation of SDGs action plans

- Provide hands-on support in developing and implementing SDGs action plans to help achieve the SDGs.

No. of contracted companies	144

*Cumulative as of March 31, 2026

Carbon neutrality declaration consulting

- Support our corporate clients in formulating declaration statements for their initiatives to reduce CO_2 emissions.

No. of contracted companies	123

*Cumulative as of March 31, 2026

Health and productivity management consulting with hands-on support

- Support initiatives aimed at maintaining and improving employee health while enhancing productivity.

No. of contracted companies	660

*Cumulative as of March 31, 2026

Corporate hometown tax matching

- Support our corporate clients' community contributions by introducing local governments for donations.

No. of matched companies	61

*Cumulative as of March 31, 2026

<Finance>

Meigin Sustainability-Linked Loan

- Support our corporate clients in developing sustainable business strategies and enhancing their corporate value.

No. of cases handled	14

*Cumulative as of March 31, 2026

Meigin Positive Impact Finance

- Analyze the business activities of our corporate clients based on the Principles for Positive Impact Finance and set appropriate KPIs accordingly.

No. of cases handled	67

*Cumulative as of March 31, 2026

"Ties to the future" SDGs and donation-type private placement bonds

- Donate a portion of the fees received from the issuance of private placement bonds to organizations engaged in activities contributing to the achievement of the SDGs, thereby supporting the regional contribution efforts of our corporate clients.

No. of cases handled	1,131

*Cumulative as of March 31, 2026

Locally sourced carbon offset-type private placement bond

- Support local decarbonization efforts by allocating a fixed percentage of the bond issuance amount to the purchase of local carbon credits, which are then used to offset GHG emissions generated by regional events and other activities.

No. of cases handled	56

*Cumulative as of March 31, 2026

Green Loan

- Utilize the Nissay Green Loan Framework under the "Partnership Agreement for Promoting Regional Sustainability" with Nippon Life Insurance Company.
- Our Bank is the first regional financial institution to receive support from Nippon Life Insurance Company in evaluating sustainable finance initiatives.

No. of cases handled	2

*Cumulative as of March 31, 2026

Financial education

We have positioned the improvement of regional financial literacy as a significant social role and are dedicated to providing financial education for a wide range of generations to support building medium- to long-term wealth.

<Hosting financial and economic education events>
We participate in Global Money Week, including the financial and economic education event "Learn with Wanisa: Money Class for the Future in Nagoya," hosted by the Financial Services Agency and the Tokai Regional Finance Bureau of the Ministry of Finance, and conduct events such as the "Parent-Child Money Class" (co-hosted with Mitsui Sumitomo Aioi Life Insurance Company, Limited). We support the improvement of financial literacy for the next generation by providing opportunities to understand the financial system and the value of money through bank work experiences and family-based financial education.



GLOBAL MONEY WEEK

Global Money Week is an international awareness campaign organized by the OECD "International Network on Financial Education (INFE)" to promote financial education and financial inclusion for children and young people.

<Endowed lecture at university>
We offer endowed courses at universities with which we have comprehensive partnership agreements. We provide content on basic financial knowledge, the role of regional financial institutions, and career development. This supports practical learning before students enter the workforce, while also contributing to the development of regional human resources.

<Workplace seminar for clients>
For our corporate clients, we hold workplace seminars for their employees, providing knowledge on wealth building, life planning, and the prevention of financial trouble. Through this initiative, we support the enhancement of each employee's financial knowledge and the realization of secure life planning.



A scene from endowed lectures

<Financial education> (FY2025)

No. of sessions held	21
Total participants	956

<Workplace seminars> (FY2025)

No. of sessions held	2,347
Total participants	13,595



Sachika Minamida
Personal Banking Division
Asset Management
Consulting Group

INTERVIEW

Striving to be someone "you are glad you consulted with"

I am mainly responsible for two key areas of business. The first role is offering consulting services such as accompanying branch sales representatives to propose asset management and utilization strategies to corporate owners and retail customers, as well as offering inheritance solutions such as will trusts. I closely support each customer by understanding their life plan and commitment to their families, helping them solve issues with an eye toward the future. The second role is financial education fort students and working adults. We support improving the financial literacy of regional community members through visiting lectures and seminars.

What both businesses have in common is that they bring peace of mind and new insights to our customers and regional communities, supporting the creation of a better future. I find great fulfillment in the moments when people feel glad they consulted me or learned from me. Moving forward, I am committed to staying close to each individual and being someone they can trust.

Social contribution activities

Meigin Green Foundation

- In March 1975, the Meigin Green Foundation was established as a commemorative project for our Bank's 25th anniversary. This move was prompted by a greening initiative launched through a coordination between the Nagoya City Women's Organizations Liaison Council and the Bank, which itself originated from the "30-Year Plan for Green Urban Development" announced by the City of Nagoya in 1973.
- The primary business focuses on school greening programs in Aichi Prefecture. In addition, the foundation has actively promoted a wide range of greening initiatives, including the greening of the front garden at the Nagoya City Museum in collaboration with local governments such as prefectures and municipalities on greening initiatives.
- We focus on donating maintenance equipment and tools to the schools we have greened.





Tree donations to elementary and junior high schools in Aichi Prefecture	Total of 588 schools
Tree donations and improvements of public facilities in Aichi Prefecture	Total of 53 facilities

(Cumulative as of March 31, 2026)

Volunteer activities and promotion of community sports

- Introduced a special volunteer leave program in April 2025 to encourage regional contribution through voluntary participation in international sporting events, such as the Aichi-Nagoya 2026 Asian Games and Asian Para Games scheduled for 2026, as well as in disaster relief efforts.
- Co-hosted a soccer clinic for elementary school students as part of our regional revitalization partnership agreement with Meiji Yasuda Life Insurance Company.
- Contributed to regional revitalization and the promotion of sports by supporting local sports teams through investment and sponsorship as well as inviting customers to our sponsored game.
- Conducted "the Bank of Nagoya×Local Sports Team Fans: 'Mori–Mori' Campaign" (from October 1 to December 30, 2025), offering time deposits with special interest rates and holding a lottery to award tickets for local sports teams sponsored by the Bank to customers who make a deposit.

©N.G.E.

<Soccer: Nagoya Grampus>

<Rugby: Toyota Verblitz>

<Volleyball: Wolfdogs Nagoya>





Collaboration with Higashiyama Zoo and Botanical Gardens

- Entered into an "Agreement on Collaboration and Cooperation concerning the Higashiyama Zoo and Botanical Gardens Revitalization Plan" with the City of Nagoya in 2011.
- Employees of the Bank and their families participated as volunteers in an event hosted by the Higashiyama Zoo and Botanical Gardens.
  - Flower-Filled Project: Employees of the Bank and their families participated as volunteers in activities such as replanting flower seedlings and weeding in the flower fields and flower beds within the Higashiyama Zoo and Botanical Gardens.
  - Heartful Night: Employees of the Bank volunteered at "Heartful Night," a special admission-free program exclusively for persons with disabilities and their families.
- Provided support funds for animal feed and other purposes based on the results of the "Higashiyama Zoo and Botanical Gardens Support Time Deposit" program.



Provided support funds for Higashiyama Zoo and Botanical Gardens	¥19.2 million

(Cumulative as of March 31, 2026)

Meigin Regional Future Support Time Deposit

- Donated food products or monetary donations equivalent to 0.01% of the balance of this time deposit entrusted to us by our customers to organizations involved in operating children's cafeterias within Aichi Prefecture.
- Listed company names on the Bank of Nagoya's website and elsewhere, and presented them with a document certifying the cooperation.



Hosting the Bank of Nagoya Charity Concert

- Annual concert featuring the Nagoya Philharmonic Orchestra and renowned performers has been held since 1982.
- As a charity concert, the event provides regional residents with an opportunity to engage with culture while contributing to the improvement of regional social welfare.

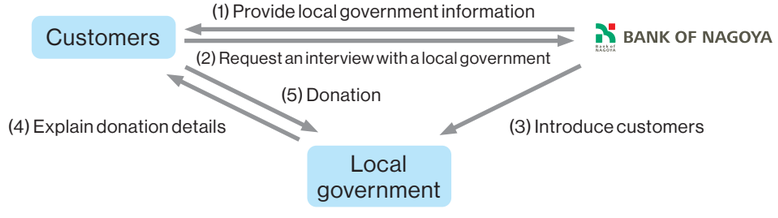


Collaboration with local governments

We are striving to enhance regional sustainability by providing financial products that address the needs of collaboration with local governments and disaster preparedness, including the conclusion of comprehensive partnership agreements. We have established a framework to donate a portion of the fees received from corporate customers who supported these initiatives to local governments in the Tokai region, thereby contributing to the development of regional communities and the strengthening of disaster prevention and mitigation measures. In addition, to promote the utilization of the Regional Revitalization Tax System (the corporate home town tax), we provide matching support to connect local governments with corporate customers, while also working to expand the number of organizations with which agreements have been concluded for bequest donations. Through this initiative, we meet our customers' diverse needs for social contribution while simultaneously supporting the creation of a flow of funds that contributes to resolving regional issues.

Corporate hometown tax matching

Support our customers in their regional revitalization efforts by connecting them with local governments that can receive donations.



<Local governments supporting corporate hometown tax matching (as of July 7, 2026)>

Konan City, Nisshin City, Inazawa City, City of Nagoya, Chiryu City, Seto City, Nagakute City, Higashiura Town, Tajimi City, Kasugai City, Komaki City, Chita City, Hekinan City, Kariya City, Toyoake City, Toyota City, Toyohashi City, Agui Town, Miyoshi City, Nishio City, Yatomi City, Mihama Town, Fuso Town, Anjo City, Oharu Town, Kanie Town, Toyokawa City, Toyoyama Town, Ama City, Iwakura City, Tahara City, Tokoname City, Tokai City, Handa City, Shinshiro City, Taketoyo Town, Okazaki City, Togo Town, Gamagori City, Inuyama City, City of Takahama, Kitanagoya City, Owariasahi City, Minamichita Town (44 local governments)

Human Capital Strategies

We have touted "human capital strategies" as one of the strategic pillars for realizing our Vision 2030 in the 22nd Management Plan, "the region's leading financial group, growing alongside our customers." Through "Work Engagement Reform 2.0," which aims to create an environment where employees can find fulfillment in their work, we are further fostering a proactive and warm organizational culture. In doing so, we are practicing "develop human resources empowered to consistently excel into the future," one of our material issues.

Alignment of corporate strategies and human resources strategies



Message from General Manager of Career Development Division



Shinichi Ishida
Managing Executive Officer, General Manager of Career Development Division

We will promote the enhancement of our proactive and warm organizational culture and the well-being of officers and employees through "Work Engagement Reform 2.0."

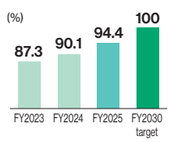
We have positioned the "business of creating better futures" as our Purpose in the 22nd Management Plan, and we regard our raison d'être as creating better futures in conjunction with our corporate customers in helping them develop their companies, and creating better futures in conjunction with our retail customers in helping them achieve greater happiness within their families. In addition, the Management Plan lists "develop human resources empowered to consistently excel into the future" as a material issue, and we are working proactively to cultivate human resources that contribute to society both inside and outside the company without being restricted by existing concepts to address customer challenges. Furthermore, we have established three non-financial targets based on the concepts of DEI&B* (Diversity, Equity, Inclusion, and Belonging) as a specific human capital strategy. As of the end of March 2026, we made steady progress in creating an environment where diverse human resources can flourish, specifically, the "female on-site representation ratio," which indicates the assignment of two or more female employees to each job level and each group at headquarters and branch offices, and the "diverse career experience ratio," which is the ratio of mid-career bank employees in their 11th to 20th year who have experienced multiple job types or have worked outside the Bank. On the other hand, while "work engagement" remains flat, we view this as a stage where the progress of diversity is leveraged to enhance the next level of organizational efficacy.

Moving forward, by putting "Work Engagement Reform 2.0" into practice through the promotion of DEI&B and health and productivity management, we are further strengthening our proactive and warm organizational culture so that each officer and employee works with enthusiasm while we, along with our customers, keep on taking challenges as a company that creates a future for the region.

*DEI&B: Diversity, Equity, Inclusion, and Belonging
A concept that aims for sustainable growth and value creation by respecting diversity (Diversity) in age, gender, nationality, disability status, and values; providing equitable opportunities to each individual (Equity); creating an inclusive environment where everyone can realize their potential (Inclusion); and nurturing a sense of belonging as a member of organization (Belonging)

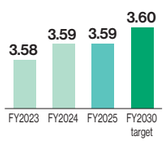
Non-financial targets related to human capital

■ Female on-site representation ratio



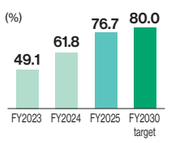
Ratio of headquarters and branch office management units or groups in which two or more female employees are assigned

■ Work engagement



A metric indicating the extent to which employees feel a sense of fulfillment (pride) in their work, engage in it with dedication, and derive vigor from it

■ Diverse career experience ratio



Ratio of mid-career bank employees in their 11th to 20th year who have experienced multiple job types or have worked outside the Bank

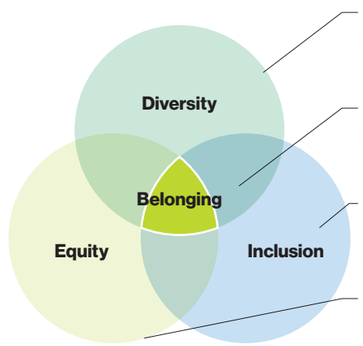
Human resources strategies "Work Engagement Reform 2.0"

Building on the "Work Engagement Reform" implemented since April 2023, we launched the new "Work Engagement Reform 2.0" in April 2026. Under the strategies, we will systematically promote HR initiatives centered around the philosophy of DEI&B to further foster an environment where diverse human resources respect one another and leverage their differences as a source of value. Through these efforts, we aim to enhance "human potential" (the enhancement of self-efficacy and integrity) of every employee. Through this initiative, we aim to foster a sense of camaraderie, enhance organization-wide engagement, and maintain or further improve the employee turnover rate, thereby creating a workplace characterized by a strong sense of organizational efficacy.

Work Engagement Reform 2.0 "Improve organizational efficacy through enhancing human potential"

Enhance growth potential

Enhance human potential [self-efficacy and integrity]



Creating an environment where all employees can work with enthusiasm
- Support for women's participation and work-life balance
- Permitting side Jobs and second jobs

Creating a workplace where all employees participate
- Implementation of health and productivity management
- Use of communication tools

Developing an environment where employees respect one another and can fully demonstrate their abilities
- Visualization and utilization of skills
- Enhancement of workplace support systems

Eliminating disparities based on gender or experience
- Implementation of the retirement age extension
- Progressive discontinuation of senior stage (compensation and benefits system for employees aged 55 and over)
- Reskilling and multitasking
- Optimizing operations to improve QOL

A positive organizational culture that fosters "perseverance" across the entire organization

	KPI	AS-IS for FY2025	TO-BE for FY2030
Diversity	Female on-site representation ratio	94.4%	100%
	Ratio of female managers	12.2%	15.4%
	Employment rate of people with disabilities	2.7%	3.0%
	Number of career recruits	36	30
Equity	Diverse career experience ratio	76.7%	80.0%
	Improvement rate of the gender wage gap	2.6p	2.0p
Inclusion	Superior support index	56.0	55.0
	Coworker support index	50.5	50.0
Belonging	Employee turnover rate	3.7%	3.0%
	Work engagement	3.59	3.60

Human resources portfolio

Regarding our human resources portfolio, although the total number of employees will decrease naturally until FY2030, we will develop a growth strategy by conversely increasing the number of sales department personnel through operational streamlining and reskilling, which will lead to an increase in the sales capabilities of the Bank.

(Unit: Persons)

	FY2022 (At mgmt. plan formulation)				FY2025				FY2030 target			
	Headquarters	Sales	Adm.	Total	Headquarters	Sales	Adm.	Total	Headquarters	Sales	Adm.	Total
Branch Manager Lv.	20	90	0	110	17	74	0	91	20	80	0	100
Section Manager Lv.	150	110	280	540	175	103	240	518	140	100	170	410
General Staff Lv.	150	470	420	1,040	182	564	247	993	120	630	140	890
Partners (Full-time)	60	0	250	310	55	5	252	312	140	30	430	600
Partners (Part-time)	40	0	460	500	32	15	432	479	50	0	300	350
Total Ratio	420 16.8%	670 26.8%	1,410 56.4%	2,500	461 19.3%	761 31.8%	1,171 48.9%	2,393	470 20.0%	840 35.7%	1,040 44.3%	2,350

Primarily through reskilling +91 people

Health and productivity management

KENKO Investment for Health Stock Selection and Outstanding Organizations of KENKO Investment for Health

We were selected for the second consecutive year for the "KENKO Investment for Health Stock Selection," which is jointly designated by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange, as a company practicing outstanding health and productivity management. In addition, we were certified for the fourth consecutive year as an Outstanding Organization of KENKO Investment for Health (large enterprise category) "White 500" enterprise, which is jointly certified by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi.

Promotion of health and productivity management

The Bank has positioned the health and productivity management as one of the key initiatives of human capital strategies. The physical and mental well-being of officers, employees and their families is essential for them to work with "the work engagement," and working in a healthy state of mind and body increases their satisfaction. As the business of creating better futures, this enables us to develop alongside our customers, contribute to the regional community, and improve productivity and performance.

To ensure an environment where employees can work with peace of mind and independently engage in maintaining and improving their health, we will actively promote health and productivity management based on four guiding principles, "Mental health promotion, physical health promotion, creating a quality workplace environment, and practicing DEI&B."

*Please refer to the Meigin Health White Paper for details. (https://www.meigin.com/about/health-management.html)

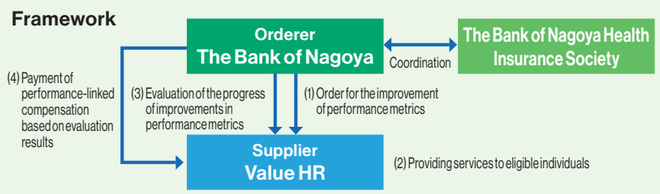
Implementation of the first "PFS project between private businesses" in the Tokai region

As a part of our efforts to promote health and productivity management, we implemented a "Health Support Program" in collaboration with the Ministry of Economy, Trade and Industry, utilizing a PFS (Pay-for-Success) project between private businesses in order to address health issues in young generation.

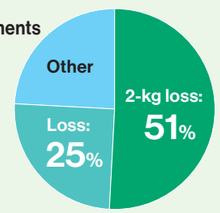
To improve health literacy among younger employees and prevent a future influx of persons subject to specific health guidance, a lifestyle improvement program (provided by Value HR Co.,Ltd.) was implemented for employees under aged 40 who meet the metabolic syndrome criteria for three months, aiming for a target weight loss of 2 kg. By the end of the program, 51% of the participants achieved the 2 kg weight loss goal, successfully meeting our target of over half the group and demonstrating steady results.

Going forward, we will continue to promote health awareness and behavioral change among younger employees, and work to prevent future health issues and enhance organizational well-being.

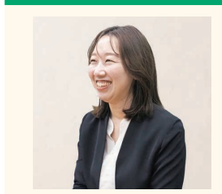
Framework



Achievements



Interview with the KENKO Investment for Health Promotion Office



Mayuko Kaise
Secretariat of KENKO Investment for Health Promotion Office, Career Development Division

The KENKO Investment for Health Promotion Office was established in 2022 to promote the creation of a work environment in which everyone can work with enthusiasm with the goal of improving the work engagement of employees. Over the past three years, my consistent focus has been on "Helping people stay health conscious in a fun way." As a result, the effectiveness of our initiatives has increased, earning us external recognition, including selection for the KENKO Investment for Health Stock Selection and Outstanding Organizations of KENKO Investment for Health White 500.

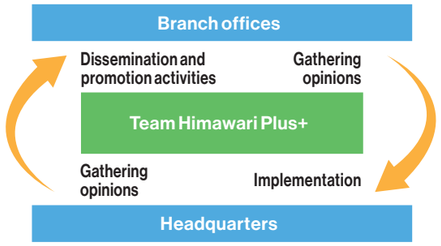
Furthermore, our efforts extend beyond the Bank as a regional bank, and we are actively working to promote health and productivity management that contributes to resolving regional issues, such as organizing walking events with client companies. Going forward, we will continue to build upon the insights gained from our initiatives to date and remain committed to contributing to promote health of our employees and the regional community.

Diversity, Equity, Inclusion, and Belonging (DEI&B)

Activity of Team Himawari Plus+

Starting with a project for the promotion of the participation of women "Team Himawari" established in 2015, we have been striving to create an environment in which employees in various positions could flourish. In 2023, we started Team Himawari Plus+, which consists of young employees, well-experienced employees, career recruits, and women. From April 2026, our policy will shift to DEI&B by adding Belonging, with the goal of enhancing a sense of belonging and the work engagement.

By leveraging the perspectives of each group and having employees directly propose initiatives to the management, we will enhance psychological safety and further enrich our ideas. Through these initiatives, we will ensure that every single employee can work with enthusiasm, leading to the delivery of even better services to our customers.





Mission for promoting DEI&B



Career-recruit networking events



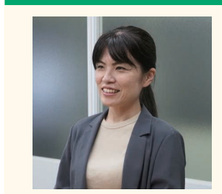
We hold networking events that enable career recruits (mid-career hires) to build networks and share excellent initiatives and corporate cultures. In addition to actively adopting the diverse knowledge and experience of career recruits, it is also an opportunity for them to notice the strengths and appeal of the Bank.

Panel discussion: Well-experienced and young employees



We held a panel discussion featuring groups from different generations, focusing on the theme of "open and honest communication." By helping participants understand the true intent behind each other's words, this initiative successfully fostered a sense of organizational unity and psychological safety.

Interview with Team Himawari Plus+



Nanayo Ito
Secretariat of Team Himawari Plus+, Career Development Division

Under the principles of DEI&B, Team Himawari Plus+ is working to create an "all-inclusive" workplace where everyone can flourish with respecting one another. Regardless of age, gender, position, or whether hired as mid-career or new graduates, we set a high value on transforming diverse perspectives into organizational strength. We are also working to expand connections both within and outside the Bank through networking events and roundtable discussions, while also fostering a culture of mutual appreciation and recognition.

The "Meigin Home-Home Channel," launched in April 2026, has been filled with chat messages of appreciation and recognition across diverse relationships, from new bank employees to branch managers, as well as between headquarters and branches. This platform is facilitating communication beyond organizational boundaries and deepening mutual understanding. Going forward, we continue to drive the growth of the entire organization and enhance the work engagement of employees through the active participation of diverse human resources.

Creating an environment where all employees can work with enthusiasm

Promoting support for work-life balance and developing an environment

Aiming for zero resignations due to child care and nursing care obligations, we issued a top commitment in 2024 and expanded our systems, including the introduction of a flextime system for all employees starting in April 2026, to enable the choice of flexible work styles. In addition, regarding the support for employees balancing work with treatments for infertility and cancer, etc., we are also enhancing our consultation and backup support system such as the establishment of a cooperative system among occupational health staff, the Career Development Division, and the Health Insurance Society.

Introduction of a flextime system and a work interval system



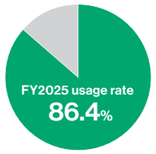
We introduced a flextime system and a work inteval system for all employees from April 2026. Through the development of an environment that enables flexible work styles and ensures employee health, we will enhance the quality of work and life, thereby increasing the work engagement.

Conducting interviews to support work-life balance



To help workers balance their work with child care and nursing care obligations, we provide interviews with public health nurses for employees who indicate having issues. We understand issues and concerns faced by each individual and provide support regarding the use of available systems and the choice of work styles, thereby fostering an environment where employees can continue working with peace of mind.

Special leave of vacation reform project



As a company that supports the initiatives of the vacation reform project that Aichi Prefecture is undertaking with each industry, we established special leave under this vacation reform project from FY2023 and gave one day of special leave to every employee.

Going forward, we will continue working on enhancing the work-life balance of employees while proactively undertaking initiatives to stimulate the regional economy.

Promotion of women's participation

To further promote participation of women at the Bank, we provide learning and networking opportunities that go beyond the boundaries of positions and companies, fostering the integration of diverse perspectives and experiences. Through this initiative, we are creating an environment where employees can broaden their perspectives and autonomously shape their careers. At the same time, we are fostering a culture that encourages taking on challenges and reduces anxiety by providing opportunities to share common issues.

Female-executive networking events



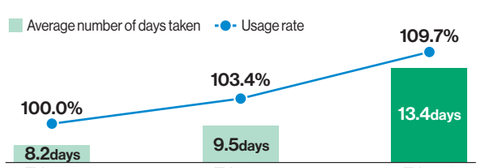
We hold networking events for female outside directors and female branch managers. In addition to learning the experiences of directors and their viewpoints as leaders, it is an opportunity for branch managers to share concerns and opinions, and build networks through net-working with other branch managers.

Women's participation networking events



To support career development and address issues for female bank employees engaged in corporate sales, we organize networking events with employees from other banks who engage in the same duties in the same region. By providing a platform for participants in similar positions to share their concerns, we aim to reduce anxiety, leading to the further participation and the enhancement of the work engagement of female bank employees.

Maintaining a 100% usage rate for male child care leave



Fostering a culture where everyone can balance work and child care regardless of gender leads to a pleasant work environment and the enhancement of productivity across the entire organization. We will promote men's participation in child care and work to develop an environment where both men and women can work with a sense of ease.

Developing an environment where employees respect one another and can fully demonstrate their abilities

Supporting the active participation of people with disabilities

We promote workplace development so that employees with a variety of special characteristics can leverage their abilities and work with enthusiasm regardless of whether they have a disability. With paying attention to the characteristics of disability of each individual, a certified public psychologist conducts interviews starting from the application stage. And after they join the Bank, a certified public psychologist provides continuous workplace retention support in coordination with their assigned department.

Interview with certified public psychologist



Seira Ueshima
Certified public psychologist, Career Development Division

Instead of creating specialized sections or occupations for people with disabilities, the Bank assigns them to various departments where their aptitudes and strengths can be leveraged. Since FY2024, the Bank coordinates with an employment transition support center and holds information sessions about the Bank for supporters and users so that they understand the Bank's work environment and the job description prior to the recruitment, in order to strengthen matching. After the recruits join the Bank, we have a system in place to support their continued employment through periodic workplace retention support interviews and a consultation system available at any time.

Going forward, while leveraging the expertise as a certified public psychologist to act as an intermediary for mutual understanding and expand the arrangement that allows everyone to work with peace of mind, I will promote workplace development so that all employees can demonstrate their potential and work in their own style.



A scene from information session about the Bank in December 2025

Certification of the Universal Manners Test taken by all employees



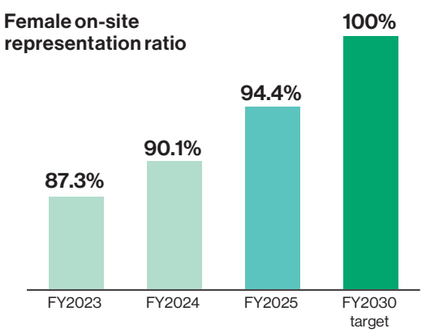
In response to the amended Act for Eliminating Discrimination Against Persons with Disabilities, which came into effect in April 2024, all employees obtained "Level 3 Certification of the Universal Manners Test" in the same month.

We are committed to cultivating a better understanding of the necessity of reasonable accommodations after gaining an appropriate understanding for diverse individuals, cherishing compassion for people different from us, and providing safer and more inclusive service to our customers.

*The Universal Manners Test is a certification to systematically learn about mindsets and actions with the objective of teaching people to take the perspective of someone different from themselves and acting accordingly when they interact with a diverse group of people, including seniors, people with disabilities, users of baby strollers, and foreign nationals. The test is organized and operated by Mirairo Inc. and certified by the Japan Universal Manners Association.

Eliminating disparities based on gender or experience

Allocation to embed diversity into the organization



"Female on-site representation ratio," one of our non-financial targets, represents the percentage of management units or groups at our headquarters and branch offices with two or more female employees among 231 categories divided by management unit and by group. This rate has shown steady improvement, reaching 94.4% in FY2025 (4.3 percentage points increased from the previous year). Our goal is building an organization in which female employees naturally participate in all fields and their senses and ideas are naturally integrated in the entire organization.

Furthermore, women accounted for more than half of all career recruits in FY2025. The active participation of female human resources has also led to higher quality decision-making and enhanced capacity for innovation.

We focus on career diversity so that all employees can maximize their potential without being limited by gender or differences in experience.

Creating a workplace where all employees participate

To maximize the value of human capital, we have established the multi-faceted support system for every employee, such as the optimization of human resource development and allocation using talent management system, and a specialized care from public health nurses and a certified public psychologist in addition to daily supports from superiors and coworkers.

These initiatives promote autonomous career development and the demonstration of their abilities. Consequently, they foster trust in the organization, enhance the work engagement, and ultimately drive employees' motivation to contribute proactively.

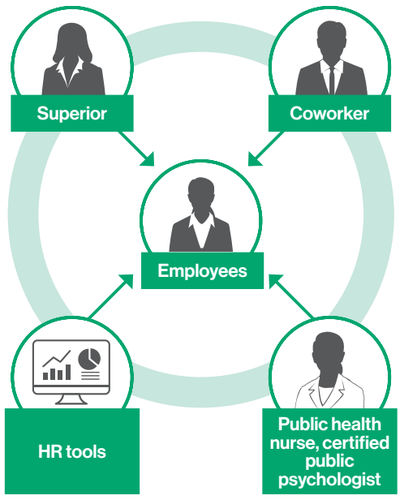
Support system

Support from superiors

Through regular interviews, superior and team members engage in meaningful dialogue, providing performance feedback and concrete advice to support career development. We steadily support the growth of each employee and encourage proactive challenges, thereby enhancing the performance of the entire organization.

Support form coworkers

Upon joining the Bank, new employees are paired with senior bank employees through our mentorship program, providing both practical and emotional support to guide their growth. Furthermore, we promote the sharing of knowledge and experience through tiered training programs. This not only supports individual growth but also encourages proactive behavior and a spirit of challenge.



HR tools

The Bank is striving to advance talent management as a core initiative of human capital strategies. By centrally managing employee data, including skills, experience, and career aspirations, we implement optimal personnel placement and systematic development aligned with our strategy. Through this initiative, we support employees in demonstrating individual abilities, thereby building an organizational structure resilient to change and achieving sustainable growth.

Support from public health nurses and a certified public psychologist

Public health nurses visit all workplaces and regularly conduct public hearings about health and workplace environments for employees. In addition, a full-time certified public psychologist interviews young employees in their first to fifth years at the Bank and provides support that puts the focus on workplace retention, performance improvement, and the prevention and early detection of mental health issues.

Holding a town meeting

Since 2017, we have held our annual "Seminar for understanding the Bank of Nagoya" regularly, providing opportunities for the management to dialogue directly with employees to instill our corporate philosophy and promote understanding of our operational policies

The networking between the management and employees across different age groups and job responsibilities serve as an opportunity to enhance psychological safety and deepen mutual understanding.



All-hands event planning "All-staff walking events"

We hold walking events twice a year for all officers and employees to encourage them to exercise. Over 80% of officers and employees participate each time, which also contributes to initiatives aimed at fostering internal communication. In the spring of 2026, we held the virtual walking event "Let's Walk Together Olympics" together with client companies, and on May 30, we held a participatory event in Meijo Park.



Feature Roundtable Discussion on the Promotion of Women's Participation

Aiming to build an organization where everyone can demonstrate their potential

—On-site feedback shows a tangible sense of change



Junko Yoshimoto
Corporate Planning Division
Section Manager of DX Promotion Group

Saori Onoda
General Manager of Toyota Higashi Branch

Akari Chinen
SHIZUGIN TM SECURITIES (assignment)

Ayaka Ono
Seto Branch Public Relations Group

Eri Kawauchi
Head Office Sales Division
Assistant Manager of Corporate Business Development Strategy Team

The Bank of Nagoya has positioned human capital strategies as one of the three pillars of the 22nd Management Plan. As a non-financial target for FY2030, we aim to achieve a 100% female on-site representation ratio (*the ratio of headquarters and branch office management units or groups in which two or more female employees are assigned), promoting the creation of an organization where everyone can demonstrate their potential regardless of gender. Five employees from various departments and generations discussed the utilization of child care support systems, shifting workplace mindsets, and the future of work style.

Flexible working to support child care

—— First, we would like to ask about the child care support systems. If you have actually used the system, please share your impressions. If you have not yet used it, please tell us how you expect to use this system.

Yoshimoto I decided to join the Bank of Nagoya in order to better balance work and child care. At my previous job, I dropped my child off at daycare and then commuted by Shinkansen. There were times when I'd get a call just after leaving Nagoya Station, telling me "Your child has a fever, so please come and pick up your child." From that point, I could not get back quickly. I decided to make a career move to a bank in Nagoya where my family lives, as I realized that I could not continue working under those circumstances.

Since I made this career move to ensure stability for my family, I took advantage of the reduced working hours system, which



allowed me to shorten my working hours by up to two and a half hours. At the time, I worked from 9:00 a.m. to 3:30 p.m. I was truly grateful that this arrangement gave me enough time to spend quality time with my child. On the other hand, the workload does not decrease in proportion to reduced working hours. Despite the challenges of managing reduced working hours, I appreciate being in an environment that supported me with a system saving two and a half hours.

Chinen I have not used the child care support systems yet, but among my senior coworkers, there is someone who works as a sales representative with reduced working hours. I feel it is a great system because they can flexibly set their working hours to match their children's daycare drop-off and pick-up schedule. Having this kind of system makes it easier for employees who have taken maternity leave to return to the workplace.

Ono I haven't used the child care system, but I have senior coworkers who work reduced hours. With the recent introduction of the flextime system, I feel that a flexible and comfortable working environment is being established. I didn't focus solely on the availability of support systems during my job search, but companies actively supporting work-life balance, like "Kurumin" certification (certification system by the Minister of Health, Labour and Welfare for companies that actively support balancing work and child care), naturally caught my attention at company information sessions. Just knowing that my working hours don't have to be fixed gives me great peace of mind when looking toward the future.

Kawauchi I have just gotten married and anticipate potentially using maternity leave, child care leave, or reduced working hours in the future. Among the child care support systems, I think the recently introduced flextime system is a great program. While reduced working hours fix our schedule, the flextime allows us to adapt flexibly on days when we feel we can work a little longer. I think that being able to consider both systems represents significant progress.

Onoda When I took my child care leave, systems like flextime and hourly leave were not yet available. Even so, I could spend time with my children both in the morning and evening by working reduced hours from 9:45 a.m. to 4:00 p.m. It was a good time when I could work without stress. Currently, I use the flextime system to flexibly shift my start time to 10:30 a.m. On days when my children have after-school activities, I can leave even 15 minutes earlier. Since we apply a week in advance, it really helps me plan a week ahead and adjust my work schedule.





—— Ms. Onoda, did you ever find it hard to balance work and family while utilizing the systems?

Onoda I felt a sense of pressure to complete my necessary tasks within a limited amount of time. However, precisely because time was limited, it pushed me to find ways to operate more efficiently. Since I felt indebted about using the system, I made sure to communicate well with my team and took the initiative to do less desirable tasks.

Changing workplace and women's participation

—— Do you feel like people's awareness around women's participation in the workplace has changed lately?

Onoda The data shows that the number of female managers and executives is definitely on the rise. Training programs on women-specific issues are held as part of branch manager trainings. I think that the Bank is facing them directly. I believe there is a growing recognition among the management and superiors that they cannot truly support women without understanding the specific challenges women face. Superiors' understanding has definitely deepened compared to the past.

Yoshimoto The Career Development Division has set targets for female on-site representation ratio across each group. Furthermore, the Bank is implementing advanced initiatives, such as "LunaLuna Office" (a program providing end-to-end support from improving women's health issues to verifying effectiveness through online consultations and advice) as well as support for fertility treatments. I feel that the Bank's support system reflects its desire for female employees to retain their jobs and continue their careers.

Kawauchi The Head Office Sales Division I belong to has originally been a male-dominated environment. I believe that the assignment of female employees to this division is a major step forward in itself. In the past, there was an underlying assumption in the industry that only men could handle large-scale corporate clients. In fact, when I joined the Bank 16 years ago, there were almost no women working in client liaisons. Today, I feel that nearly half of client liaisons at branch offices are women. The atmosphere in client liaisons, which used to feel quite closed and exclusive, has changed significantly. Furthermore, more women take on active roles within our customers' organizations, and they naturally welcome having female representatives.

Ono I feel the same way. In my third year at the Bank, I have rarely been conscious of gender differences at work. I am naturally given the opportunity to handle corporate customers, and my workload is never reduced simply because I am a woman. Our customers sometimes comment "the Bank of Nagoya has many female persons in charge," and often praise our meticulous support and approachability. My superiors respect everyone's opinions and ideas, regardless of age or gender. It seems that this kind of environment has become the norm.

Chinen I've heard that around 2020 when I joined the Bank, it was taken for granted among a slightly senior generation that career paths were fixed, "Men assigned to client liaisons and women assigned to personal banking." Today, everyone gains experience in client liaisons first, and then their path is determined based on their individual aptitudes, regardless of gender. More men are assigned to personal banking, and I see it as a positive change that we can work based on our aptitudes rather than fixed gender roles.

Future career paths envisioned by each individual

—— Finally, I would like to ask you about your future outlook. Please tell us whether you had any role models for your own career, and what you expect from the Bank of Nagoya in the future.

Yoshimoto My role models were, in a sense, negative role models. At my first company, I saw senior coworkers working as a section manager even on weekends just to handle their workload. Achieving a work-life balance was simply impossible. I designed my life plan with a close eye on shifting social trends, especially after seeing the hardships of an earlier generation who lacked any support systems for work-life balance. It shouldn't be a matter of "only a superheroine can do it." What truly matters is raising the baseline for all women. If the workload or working hours make it hard for women to balance work and life, shouldn't we also change men's working styles? Since I am in charge of promoting DX, I want to work on improving business efficiency using AI and bring us closer to an environment where everyone can work under the same assumptions.

Chinen For the first few years after joining the Bank, I couldn't picture a role model for myself. At the time, since most female





employees remained in personal banking, I couldn't see a clear long-term vision for my career path. In recent years, female employees have been appointed to responsible positions in various departments. Seeing my senior female coworkers leveraging their experience to step up at assignee companies has finally given me a clear goal. Going forward, I hope that we can simplify and streamline operations using AI, enabling men to participate more in child care and share the responsibilities. I am motivated to improve myself and focus on what I can do now, such as getting certifications.

Ono I believe that having more role models around us will help ease any anxiety about the future. For example, as we see more female employees staying in client liaisons and moving into management position, it will allow me to envision a positive future for myself. Additionally, while the Bank of Nagoya offers a wide range of support systems, when it actually comes to using them, I don't fully grasp what is available to me. I believe that if we have a system that is more widely known and easily accessible whenever we need to check it from home, it will allow us to continue working with peace of mind.

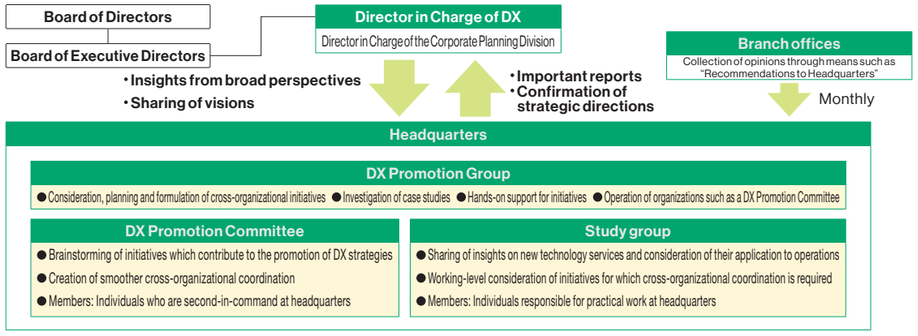
Kawauchi I think we should focus on the actual reality of these assignments, rather than just looking at the percentage of the on-site representation ratio. I hope the Bank will actively share messages that inspire female employees to aim for managers and branch managers with hope. Up until now, we've relied on limited paths like "women can only get promoted in this specific department," but that is not sustainable. We need to ensure that the right people are promoted and properly placed, regardless of gender. I would like to broaden pathways for promotion, and I fully intend to be one of those people myself.

Onoda It's not just about increasing the target numbers for female managers. We need continuous and meaningful follow-up over the long term. When I became a branch manager, career networking events and study groups specifically for female branch managers also gave me a huge push. Based on my experience working in a team that bridges employees and the management, I want to proactively share information about little-known systems and work styles. Together with all of you, I hope to build an organization where everyone can continue to work with peace of mind.

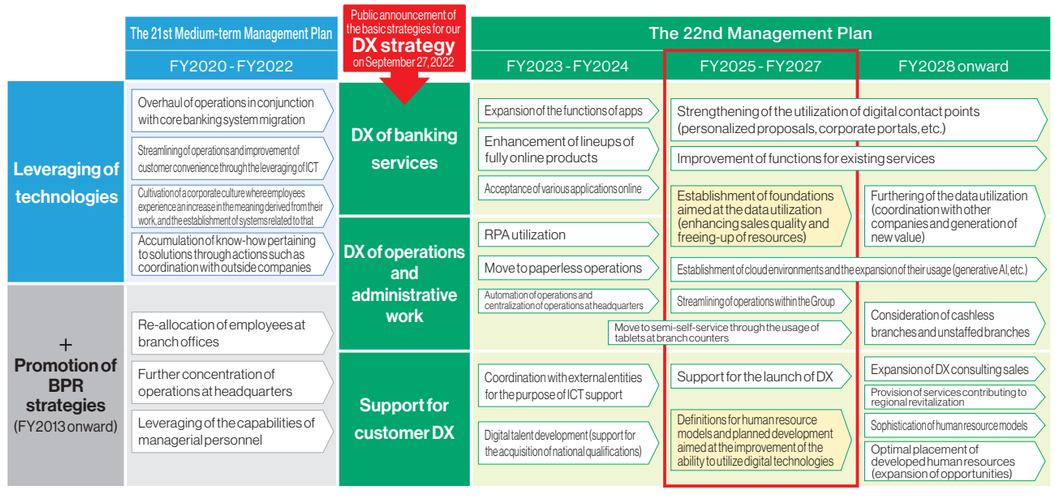
DX Strategies

We aim to promote and strengthen digital channels and improve operational efficiency to enhance customer convenience and provide high-value-added services.

DX promotion framework



Policy for FY2025 to FY2027



DX of banking services | Strengthening of customer engagement

DX of operations and administrative work | Operational streamlining and data utilization*

(Individual) **Personalized proposals and streamlining of administrative work at branch counters**

Work to further cultivate dealings through personalized proposals involving high precision levels that are achieved through digital marketing and other means. Work to further streamline tasks in terms of administrative aspects by moving forward with semi-self-serve procedures through the introduction of tablet devices at branch counters.

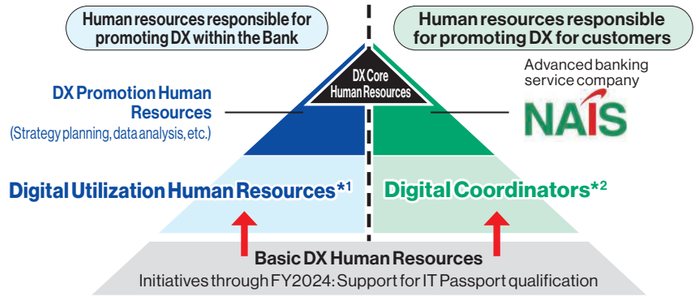
(Corporate) **Enhance sales quality and free up resources for sales representatives**

Through the data utilization*, deepen our understanding of customers and strengthen our foundations for sales support to enable the preparation of proposals which provide solutions that address the needs of customers from among a wide range of solutions. Also, work to make further productivity improvements by leveraging tools such as AI and turn freed-up resources toward high-value-added operations.

Support for customer DX | Human resource development

- **Support for the launch of DX initiatives by customers**
  Become a trusted advisor for small- and medium-sized enterprises and strengthen support for the initial stages of their efforts for DX.
- **Development of human resources aimed at the improvement of the ability of employees to leverage digital technologies**
  Bring human resources which have acquired basic knowledge through IT Passport qualification to a level where they can put the utilization of digital technologies into practice in their operations. Secure human resources shouldering the promotion of DX at the Bank and human resources that are able to promote DX transformations in close coordination with customers.

*In addition to the kind of data that is conventionally held by the Bank (such as that pertaining to customer attributes, transaction histories, and negotiation histories), the Bank now collects, accumulates, and analyzes data such as user activity histories which have been made available as a result of the expansion of non-face-to-face services. We are going to be implementing initiatives which serve to strengthen customer engagement, enhance our sales quality, and free up resources, which includes advertising that involves the utilization of apps and online banking as well as timely and appropriate deployment of recommendation-related information to our sales support system.



*1 Human resources that are able to work on DX by leveraging the provided digital technologies in operations. Certification (as an internal qualification) based on IT certifications useful for business such as IT Passport + participation in internal DX initiatives/e-learning session participation. e-learning programs have been assembled in a manner that is centered on classes in line with the digital skill standards of the IPA.
*2 Human resources that are capable of ascertaining customer DX needs and passing on to relevant personnel appropriately. Certification based on IT certifications useful for business such as IT Passport + trainee/workshop participation + DX support track record.

Major measures

Policy	Measure
Personalized proposals	Strengthening contact points and relationships with individual clients using an app
	Enriching services using ATMs of convenience stores (ATM information service)
Streamlining of administrative work at branch counters	Expanding users of apps and IB
	Reducing the number of terminal systems of branch offices and introducing tablets instead
	Opening a time deposit account on an individual IB/app
	Enrich services using ATMs of convenience stores (ATM counter service)
	Introducing a lifestyle infrastructure platform
	Adding functions to the AML filtering system
	Introducing a suspicious transaction reporting system
Enhancement of sales quality	Introducing a virtual data integration tool
	Introducing chat-type generative AI
Freeing-up of resources for sales representatives	Incorporating rating guidelines into the integrated loan management system
	Introducing an AI search system
	Starting the online acceptance of the manager free loan "Just Time"

Major numerical targets

Metrics	DX Strategic Pillars: DX of banking services	DX Strategic Pillars: DX of operations and administrative work	DX Strategic Pillars: Support for customer DX	Plan at the end of March 2028 (FY2027)	Results at the end of March 2026 (FY2025)
Reduction in Branch Office administrative hours		●		15,000 hours/month*1	3,696 hours/month*1
Web transaction ratio for investment trusts	●	●		75%*2	78.0%
DX support consultations			●	150 cases/year*2	240 cases/year
Digital Utilization Human Resources		●		150 over 3 years	83 in total
Digital Coordinators		●	●	150 over 3 years	69 in total

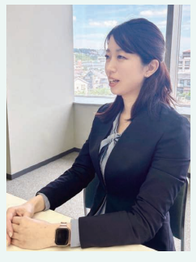
*1 For each measure, calculate the equation "Time that can be reduced from branch offices (Required time before implementation of a measure – Required time after implementation of a measure) × Number of operations in question" and add the calculated result to the reduction record when the service starts. For some measures, use an appropriate figure (e.g., the number of persons involved in the operation in question) that replaces the number of operations, etc.
*2 Major numerical targets revised upward (announced in May 2026)

INTERVIEW

Perspective on DX promotion that has been cultivated in various situations

I have experienced various positions, starting from the DX Promotion Office of the Corporate Planning Division, then the Operations Division of the systems division, then transfer to the Shizuoka Bank. At first glance, it seems that I have been involved in different jobs, but personally, I feel that it was a period during which I accumulated learning required to push forward DX. In particular at the Shizuoka Bank, I saw a branch office and the headquarters join forces to solve problems, and felt anew that DX is not to simply implement IT but to change an operation itself.

With the Bank's DX strategy shifting from infrastructure development to the utilization phase, the DX Promotion Office changed to the DX Promotion Group in April 2026, with members at the systems division joining the group by serving concurrently. Drawing on my experience so far, I will receive on-site voices with respect as a go-between between planning and implementation, and realize measures one by one so that they will lead to increase in business efficiency and provision of better value for clients.



Yu Nakajima
Cybersecurity Oversight Group and DX Promotion Group, Operations Division

Outside Director Interview



Focusing on integrity, I will support the bank trusted by the region from an outside perspective

Miho Mori Outside Director (Audit and Supervisory Committee Member)

Miho Mori, who took office as an Outside Director of the Bank in 2024, has been engaged in corporate legal affairs and labor disputes as well as many bankruptcy cases as a lawyer. We asked her about how she evaluates the Bank's corporate governance and what she expects from now on, from the perspective of a legal expert who has closely observed work sites of small- and medium-sized enterprises in Aichi Prefecture.

Q What are your thoughts in terms of your own impression of the Bank and what are your thoughts on its strengths?

As a lawyer in Nagoya City, I have been involved in a wide variety of cases including corporate legal affairs, labor disputes, and cases of individuals. Among them, cases I have dealt with most often are bankruptcy cases. Many of the cases I took charge of were bankruptcy cases of small- and medium-sized enterprises in Aichi Prefecture and their representative, and I have also seen many cases in which the Bank of Nagoya appeared as a creditor. Through such experiences, I have really felt that the Bank is familiar and indispensable to small- and medium-sized enterprises in Aichi Prefecture and is also a powerful partner with which they can do business with security.

As two years has passed since I took office as an Outside Director, this impression has become more certain. The Bank is one that takes on a big mission of supporting small- and medium-sized enterprises while at the same time being supported by customers of small- and medium-sized enterprises. Aichi Prefecture is a region of manufacturing led by the industries associated with automobile production, and its shipment value of manufactured goods is the largest among all the prefectures. I believe that this regional base is the most powerful strength.

Another strength is the close distance between the Bank and customers of small- and medium-sized enterprises. I have also experienced large-scale bankruptcy cases involving a megabank. Compared to these, the Bank's approach to standing by its customers is distinctly its own. Each person in charge takes a close look at the customer's business and stays close. This is the attitude required for a bank that supports a region. I feel daily a spirit of aiming to be the region's leading financial group as stated in the long-term vision of the 22nd Management Plan, as well as an attitude that is aware of its responsibility.

Q What is your assessment of the governance framework and the effectiveness of the Board of Directors?

The mission of Outside Directors is to secure the effectiveness of governance by representing stakeholders independently of management and monitoring and supervising management. I was told by President Fujiwara that he expected expert knowledge I have as a lawyer and opinions based on general sense from a position that is not well-informed about banking services. Outside Directors are required to have a viewpoint of considering how the bank looks from outside in order to provide support internally. I would like to express my honest opinion on appropriateness from the perspective of integrity without being limited to regulatory appropriateness.

The Bank is a Company with an Audit and Supervisory Committee. A total of 11 Directors, of which five are independent Outside Directors, fulfill the functions of monitoring. The Audit and Supervisory Committee consists of three Outside Directors and one full-time Audit and Supervisory Committee Member. The full-time Audit and Supervisory Committee Member has an important role of reporting information obtained at important meetings in the Bank to the Committee. I consider that this heavy responsibility is properly fulfilled by the full-time Audit and Supervisory Committee Member and the secretariat.

A Board of Directors meeting is held each month as a regular meeting. Additionally, an extraordinary Board of Directors meeting is held on a quarterly basis. Before a Board of Directors meeting, an opportunity of a detailed prior explanation based on materials is given by the general manager or a section manager of the department in charge. Outside Directors ask questions freely and exchange opinions actively. Based on the discussion, the materials are corrected, and a supplementary explanation is given at the Board of Directors meeting. For a question from an Outside Director, an inside Director appropriately answers on the spot. This indicates that proposals have been submitted after they were sufficiently discussed in advance.

For internal control and risk management, committees such as the Compliance Committee, the Asset and Liability Management (ALM) Committee, and the Operational Risk Management Committee manage risks under the jurisdiction. The status is reported each month to the Board of Directors. Diverse questions from Outside Directors give a feeling of tension to each committee and increase effectiveness. It is not enough just to develop a management structure, and it should be examined constantly to see whether it functions properly. Compliance should be secured from the viewpoint of whether it is appropriate to the social norms and business ethics. It is not enough to see that there are no illegal acts.

Q What is your assessment of the human capital strategies and diversity efforts?

In the 22nd Management Plan, human capital strategies is set as one of the three pillars. The headquarters and branch offices are supported by female employees who account for 53% of the Bank's employees including part-time employees and fixed-term employees. I visited a branch office as an Outside Director and had an opportunity to hear opinions directly from female employees, including their real feelings that are easy to express with a person of the same gender. Regarding the balance between work and family, there is an opinion that it is easy to work thanks to support from superiors and coworkers. But, I also heard an opinion that there are few role models regarding promotion to manager, so female employees often hesitate or want to maintain the current position. I feel this is not good.

The desirable way of working varies depending on age, gender, life plan, and values. We cannot say that everyone should aim to be a manager. I hope that the Bank will create worker-friendly work-places suitable for various ways of working. In April 2026, a flextime system intended for employees of all banks was introduced. This progress reassured me because I heard an opinion that this system is strongly desired for caregiving when I visited a branch office. It is by no means easy to implement this system at a branch office that is operated by a limited number of persons and has many workers who work with a reduced schedule. I want to pay respect to the attitude of moving things forward.

A majority of all the employees are women, and many of them have a challenge of balancing work and family. In this situation, developing good environments for working will lead to worker-friendly attractive workplaces and certainly contribute to continued growth of the Bank.

In that sense, a visit to a branch office by an Outside Director is a valuable opportunity to understand an actual workplace. In FY2025, five members visited different offices, each member visiting multiple times. They heard directly from employees from a branch manager to a part-time employee. When I introduced this effort in a seminar for the financial industry, persons at other banks were surprised. I think the effort is unique to the Bank that places emphasis on actual workplaces.

Q What kind of expectations do you have for the future of the Bank of Nagoya?

I want to point out two points as expectations for the future. One is efforts for business and human rights. In 2011, the Guiding Principles on Business and Human Rights were unanimously adopted at the United Nations Human Rights Council. In Japan too, an action plan was established in 2020. Now, efforts for the respect for human rights are not an issue only for companies doing business overseas and companies related to supply chains of European and U.S. companies, but an important theme that all companies in Japan, including small- and medium-sized enterprises, should recognize. Such efforts are becoming more important for continued growth of the regional economy as well. While promoting its initiatives, the Bank can encourage customers of small- and medium-sized enterprises to make efforts for the respect for human rights because the Bank is a bank that stays close to customers. I expect each member of the Board of Directors to be aware of respect for human rights and play a leading role so that the Bank will become a forward-looking financial institution in the region. I will also make efforts though my ability is limited.

The second point is the business integration with Shizuoka Financial Group. There are many things to learn from a partner whose scale and history are different. The Bank should absorb them in a humble manner. At the same time, I hope that the Bank has much confidence in the history and corporate culture that it has developed so far together with the region and will move forward proudly without hesitating. I believe that as the corporate cultures of both parties become one, the corporate value of the Bank will improve further. Drawing on knowledge as a legal expert and the perspective from outside the Bank, I will also properly support this important progress as a member of the Board of Directors.



Corporate Governance

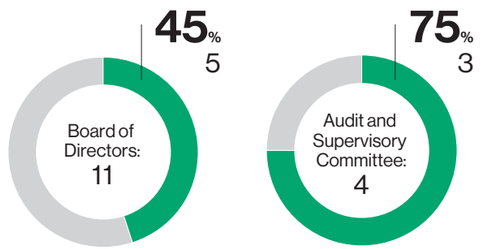
Basic views

At the Bank of Nagoya, we consider enhancing corporate governance to be one of the most important management challenges. While striving to further enhance our corporate value as a regional financial institution that fosters regional prosperity, we shall fulfill our responsibilities as a corporate citizen and work to establish unshakeable support and trust from all stakeholders, particularly the shareholders.

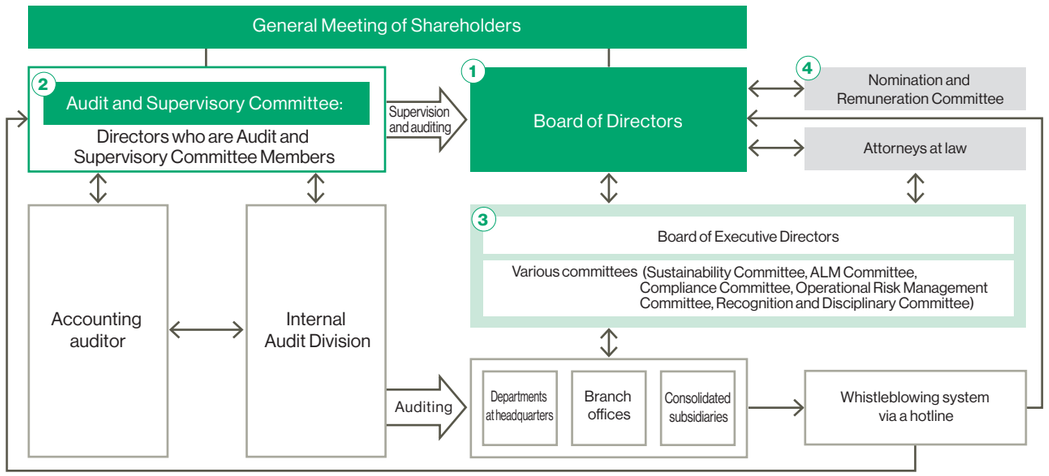
Based on this positioning, in addition to setting out the guiding precepts and tenets that form the foundations of management, we shall strive to share the basic sense of values and ethics of officers and employees of the Bank, and to ensure that these are reflected in the Bank's operations. We have formulated a "Code of Ethics for Bank of Nagoya Directors and Employees" and "Policy on Compliance with Laws and Regulations, Etc." and through this we are striving to enhance corporate value.

Ratio of independent outside directors

(As of July 1, 2026)



Corporate governance framework



Composition of each committee

◎=Board Chair or Committee Chair ○=Attending member

Position	Name	① Board of Directors	② Audit and Supervisory Committee	③ Board of Executive Directors	④ Nomination and Remuneration Committee
President	Ichiro Fujiwara	◎		◎	○
Senior Managing Director	Masao Minamide	○		○	○
Managing Director	Hideki Mizuno	○		○	
Managing Director	Kazu Kondo	○		○	
Managing Director	Sadaharu Shimizu	○		○	
Outside Director	Sachie Kinugawa	○			◎
Outside Director	Akemi Yoshida	○			○
Director (Full-time Audit and Supervisory Committee Member)	Katsuaki Kondo	○	◎	○	
Outside Director (Audit and Supervisory Committee Member)	Etsuo Ogawa	○	○		○
Outside Director (Audit and Supervisory Committee Member)	Yutaka Watanabe	○	○		○
Outside Director (Audit and Supervisory Committee Member)	Miho Mori	○	○		○

① Board of Directors

The Board of Directors is composed of 11 Directors (with five of them being Outside Directors). In principle, the Board of Directors meets on a monthly basis and makes decisions on important matters related to management and supervises the execution of duties undertaken by directors, including with respect to matters decided by the Board of Executive Directors. As of January 2022, "decisions on the execution of important duties" have been delegated to directors.

② Audit and Supervisory Committee

The Audit and Supervisory Committee is composed of four directors who are Audit and Supervisory Committee Members (with three of them being Outside Directors). In principle, the committee meets on a monthly basis and performs audits pertaining to the execution of duties by directors in accordance with the Audit and Supervisory Committee Rules and other such rules, and plays a supervisory role at the Bank together with the Board of Directors.

③ Board of Executive Directors

The Board of Executive Directors consists of six members and, in principle, meets on a weekly basis. Based on the basic policies established by the Board of Directors and the basic rules of the Board of Executive Directors, the Board serves as a decision-making organization for important banking operations that exclude matters which are determined at the Board of Directors.

④ Nomination and Remuneration Committee

The Nomination and Remuneration Committee is composed of seven members (with five of them being Outside Directors). The committee discusses matters such as the appointment and dismissal of directors, the selection and dismissal of representative directors, the determination of policies regarding matters such as remuneration, and successor planning.

Status of audit

In the FY2025, the Audit and Supervisory Committee held 16 meetings. Mr. Oka (Full-time Audit and Supervisory Committee Member), Mr. Ogawa, Mr. Watanabe and Ms. Mori each attended all 16 meetings. The Audit and Supervisory Committee passed resolutions concerning matters such as the formulation of audit plans, the preparation of audit reports, the reappointment of the accounting auditor, and the approval of auditor remuneration. The Audit and Supervisory Committee also conducted organizational audits in a manner involving the utilization of the internal control system, which included the exchange of opinions with relevant departments such as the Internal Audit Division, with the Full-time Audit and Supervisory Committee Member also providing updates such as monthly reports on the status of audits. The average length of a meeting of the Audit and Supervisory Committee was 56 minutes.

Full-time Audit and Supervisory Committee Member

Full-time Audit and Supervisory Committee Member attends important meetings, including those of the Board of Directors and the Board of Executive Directors, general manager meetings, and meetings of the Compliance Committee, the ALM Committee, the Operational Risk Management Committee, and the Sustainability Committee. Full-time Audit and Supervisory Committee Member also conducts routine audits, such as those involving the reviewing of the documents for major approval, and the attendance of audit review meetings held by the Internal Audit Division.

He also worked to maintain close coordination with the accounting auditor by exchanging opinions and information on a regular basis or as deemed necessary. The main activities of part-time Audit and Supervisory Committee Members, in addition to attending meetings of the Board of Directors and Audit and Supervisory Committee, are as follows.

Exchanges of opinions with all Audit and Supervisory Committee Members and the Representative Directors	4 times
Exchanges of opinions with all Audit and Supervisory Committee Members and Outside Directors, as well as with the Internal Audit Division	2 times
Exchanges of opinions with all Audit and Supervisory Committee Members and the accounting auditor	6 times

Status of internal audit

In FY2025, 29 staff members were engaged in the internal audits. Specifically, branch office audits were conducted at a total of 113 branches. There were also audits carried out in relation to the operations of headquarters and of consolidated subsidiaries (including audits of departments in charge of operations, of subsidiaries, and of contractors), as well as theme-based audits (risk control-related and function-specific audits). Evaluations were also conducted with respect to internal controls over financial reporting, including those of consolidated subsidiaries.

Status of accounting audit

Name of audit firm	KPMG AZSA LLC
Certified public accountants who conducted the audit	Kenji Suzuki Tomoki Ooe

Composition of assistants for audit operations	Certified public accountants	15
	Individuals who have passed the certified public account exam, etc.	15
	Other	29

Internal auditing framework

To ensure that the independence of internal audits is maintained, internal audits are carried out by the Internal Audit Division, which is directly supervised by the Board of Directors.

The Internal Audit Division conducts audits of departments at the Bank's headquarters, at branch offices, at consolidated subsidiaries, and at contractors to ensure that various systems, such as those involved in risk management, customer protection, and administrative processes, are being operated appropriately and efficiently in accordance with laws and regulations, management policies, and internal rules. Departments at headquarters and branch offices also regularly conduct self-inspections in an effort to strengthen mutual oversight and enhance systems in place for the purpose of confirmation.

Furthermore, the Internal Audit Division performs audits of divisions which handle self-assessment management of assets, the purpose of which is to ensure that self-assessments and the calculation of amortization and allowances based on those assessments are being carried out in an appropriate manner. The division also conducts evaluations of internal controls over financial reporting.

The results of these audits are regularly reported to the management team, with efforts also being made to follow up on the status of improvements. We are also working to enhance the audit methods and put frameworks into place to ensure sound and appropriate business operations.

Roles expected of Outside Directors

Sachie Kinugawa	Sachie Kinugawa has held a number of important positions in the financial business and is well versed in the financial market in Aichi Prefecture with abundant experience and broad knowledge. The Bank expects that she will contribute by giving advice and making proposals on the Bank's management and diversity, and supervising business execution, etc. The Bank has accordingly appointed her as an Outside Director.
Akemi Yoshida	Akemi Yoshida has abundant experience and broad knowledge as a university professor. The Bank expects that she will contribute to reinforcement of the effectiveness of the decision making or supervisory functions of the Board of Directors, giving advice and making proposals on the Bank's management and diversity, and supervising business execution, etc. from a viewpoint independent from the executives. The Bank has accordingly appointed her as an Outside Director.
Etsuo Ogawa	Etsuo Ogawa, who has held important positions in Aichi Prefectural Office and the like, has abundant experience and broad knowledge. In addition, he served as the chairman of the Credit Guarantee Corporation of Aichi Prefecture and has appropriate knowledge of finance and accounting. The Bank expects that he will contribute by giving advice and making proposals on the Bank's management, and supervising business execution, etc. The Bank has accordingly appointed him as an Outside Director who is an Audit and Supervisory Committee Member.
Yutaka Watanabe	Yutaka Watanabe, who has assumed important positions as a corporate manager, has abundant experience and appropriate knowledge of finance and accounting. The Bank expects that he will contribute by giving advice and making proposals on the Bank's management, and supervising business execution, etc. The Bank has accordingly appointed him as an Outside Director who is an Audit and Supervisory Committee Member.
Miho Mori	Miho Mori has abundant experience and broad knowledge in the legal world. The Bank expects that she will contribute by giving advice and making proposals on the Bank's management and diversity, and supervising business execution, etc. The Bank has accordingly appointed her as an Outside Director who is an Audit and Supervisory Committee Member.

Remuneration structure for directors and executive officers

As a regional financial institution that fosters regional prosperity, we have established an appropriate remuneration system for directors as well as executive officers, in order to ensure that the relevant remuneration functions effectively as an incentive to promote the sustainable improvement of value for all of our stakeholders.

We have established the Nomination and Remuneration Committee to ensure transparency of the decision-making process concerning remuneration. The committee is chaired by an Outside Director and makes decisions on matters such as the executive remuneration system and the contents of remuneration of individuals. Remuneration levels are determined with a focus on appropriateness and take into account elements such as the Bank's performance, economic and social conditions, and employee salary levels.

Remuneration for directors and executive officers consists of basic remuneration, performance-linked remuneration, and restricted stock-based remuneration. Regarding specific decisions on remuneration, the amount is calculated in accordance with internal rules described as follows, and reported to the Board of Directors after a decision on the matter is made at the Nomination and Remuneration Committee.

With respect to remuneration for Audit and Supervisory Committee Members, decisions are reached through consultation with Audit and Supervisory Committee Members based on the above policy. Outside Directors and Audit and Supervisory Committee Members are only provided with basic remuneration.

Basic remuneration	It is provided as fixed remuneration paid on a monthly basis. It is determined in a comprehensive manner while also taking into consideration factors such as the individual's position, their responsibilities, their performance, and employee salary levels.
Performance-linked remuneration	It is determined based on the business performance of each fiscal year using indicators comprised of financial targets set forth in the management plan, etc., which also includes non-financial targets.
Restricted stock-based remuneration	It has been introduced in order to provide incentives which are aimed at promoting sustainable enhancement of corporate value and shareholder value over the medium to long term. The number of allotted shares is determined based on the position of the individual in question.

Assessment of the effectiveness of the Board of Directors

Assessments of the effectiveness of the Board of Directors are conducted every year for the purpose of verifying whether the roles and functions expected of the Board of Directors are being adequately fulfilled and making improvements to the situation in that respect.

The below is an overview of the methods used and results produced by the assessment of effectiveness of the entire Board of Directors for FY2025.

(1) Method of assessment

Questionnaires were issued to individual directors regarding the operation and agenda items of the Board of Directors, as well as with respect to the structure supporting the Board of Directors. In order to verify the independence and objectivity of the effectiveness assessment, the final assessment was confirmed after having conducted an analysis using questionnaires, extracting the points of contention, and conducting discussions at the Board of Directors.

(2) Overview of the assessment results

The Board of Directors held discussions based on the results of above analysis. As a result of those discussions, it was determined that the effectiveness of the Board of Directors has been fully ensured as improvements have been confirmed in items such as the understanding of the mission of the Board of Directors, discussion on nomination and remuneration, risk management, and the conduct of proceedings.

(3) Response policy going forward

Based on the results of the analysis and assessment of the effectiveness of the Board of Directors and the situation in which the knowledge and roles required for directors are becoming more sophisticated and diverse, the Board of Directors will continue to advance efforts to improve the effectiveness of the Board of Directors, including those to develop and improve effective training and its procedure.

Status of shareholding

The Bank classifies its equity investments into two categories: equity investments for pure investment purposes, which are equities held solely for the purpose of earning profits as a result of changes in market value or as a result of dividend income, and equity investments for purposes other than pure investment (cross-shareholdings).

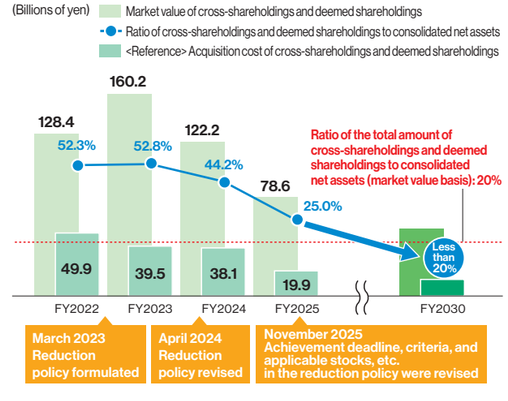
With respect to the cross-shareholdings, we determine the appropriateness of holding investments based on profitability, contribution to the Bank's service improvement, regional economic growth and revitalization, and the perspective of enhancing our Bank's medium- to long-term corporate value. Our basic policy is to reduce holdings in principle. Even in cases where holding is deemed appropriate, we consider selling after sufficient dialogue with the investees, taking into account changes to circumstances and financial strategies.

Revision of the reduction target for cross-shareholdings

Based on the intent of the Corporate Governance Code, we set a target for the reduction of strategically held listed equity securities in the FY2027 intermediate financial targets in the 22nd Management Plan. After determining the adequacy of holding them and holding sufficient dialogue with investees, we have promoted reductions.

As we achieved, ahead of schedule, the reduction target for strategically held listed equity securities that was revised in April 2024, we revised the target again in November 2025.

Before revised targets for FY2027	After revised targets for FY2030
Reduction in strategically held listed equity securities (acquisition cost basis)	Ratio of the total amount of cross-shareholdings and deemed shareholdings to consolidated net assets (market value basis)
•30% from the end of FY2022 (¥12.4 billion) •The stand-alone net asset ratio (market value basis) is well below 50%.	**Less than 20%**



Corporate Governance More details are published on our website.
https://www.meigin.com/about/c-governance/index.html

List of Directors (As of July 1, 2026)

Directors

…Directors …Director (Audit and Supervisory Committee Member)













Name	Ichiro Fujiwara	Masao Minamide	Hideki Mizuno	Kazu Kondo	Sadaharu Shimizu		Sachie Kinugawa	Akemi Yoshida	Katsuaki Kondo	Etsuo Ogawa	Yutaka Watanabe	Miho Mori
Career summary	April 1987 Joined The Industrial Bank of Japan, Limited April 2002 Mizuho Bank, Ltd. August 2003 Joined the Bank, Deputy General Manager of Credit Supervision Division January 2004 Deputy General Manager of Sales Division, Head Office October 2004 General Manager of Nagoya Ekimae Branch June 2005 Executive Officer, General Manager of Nagoya Ekimae Branch June 2006 Managing Director, General Manager of Sales Division, Head Office June 2008 Managing Director June 2013 Director and Vice President June 2017 President (Current)	April 1988 Joined the Bank May 2009 General Manager of Ichinomiya Nishi Branch October 2010 General Manager of Narumi Branch June 2012 Supervising Deputy General Manager of General Planning Division January 2014 Deputy General Manager of General Planning Division April 2014 General Manager of Toyota Minami Branch April 2016 General Manager of Personal Banking Division April 2018 General Manager of Corporate Planning Division June 2018 Executive Officer, General Manager of Corporate Planning Division June 2020 Director, General Manager of Corporate Planning Division June 2021 Managing Director June 2024 Senior Managing Director (Current)	April 1990 Joined the Bank June 2012 General Manager of Kobutsume Branch April 2014 Deputy General Manager of General Planning Division, Planning Group October 2014 Supervising Deputy General Manager of General Planning Division April 2015 Supervising Deputy General Manager of Corporate Planning Division July 2015 Deputy General Manager of Corporate Planning Division October 2018 General Manager of Imaike Branch May 2020 General Manager assigned to Corporate Planning Division, and Head of Next-Phase System Transition Office September 2020 General Manager of Systems & Operations Division and General Manager of Corporate Planning Division Head of Next-Phase System Transition Office February 2021 General Manager of Systems & Operations Division June 2021 Executive Officer, General Manager of Corporate Planning Division June 2022 Director, General Manager of Corporate Planning Division June 2023 Managing Director (Current)	April 1990 Joined the Bank January 2012 Deputy General Manager of General Planning Division, Planning Group April 2014 Supervising Deputy General Manager of General Planning Division October 2014 General Manager of Hamamatsu Branch April 2017 Deputy General Manager of Capital Markets & Treasury Division April 2019 General Manager of Strategic Investment Division June 2021 Executive Officer, General Manager of Strategic Investment Division June 2022 Director, General Manager of Strategic Investment Division June 2023 Director, General Manager of Corporate Planning Division June 2024 Managing Director (Current)	April 1989 Joined the Bank June 2010 General Manager of Aisai Branch June 2012 General Manager of Biwajimadori Branch July 2014 General Manager of Rokubanchou Branch April 2016 General Manager of Toyohashi Branch April 2018 Head General Manager of Nagoya Kita Area and General Manager of Fujigaoka Branch June 2020 Executive Officer, Head General Manager of Kamimaezu Area, and General Manager of Kamimaezu Branch June 2023 Director, General Manager of Business Supporting Division June 2025 Managing Director (Current)		April 1988 Joined The Fuji Bank, Limited August 2004 General Manager, Market Sales Department No. 4, Mizuho Securities Co., Ltd. June 2008 General Manager, Diversity Promotion Office, Human Resources Department April 2010 General Manager, Wealth Management Department April 2013 General Manager, Seijo Branch April 2015 General Manager, Nagoya-Ekimae Branch April 2017 Executive Officer, General Manager, Nagoya Branch April 2019 Executive Officer, in charge of Retail & Business Banking April 2021 Representative Director and President, Mizuho Business Partner Co., Ltd. June 2023 Outside Director of the Bank (Current) June 2025 Outside Director (Audit and Supervisory Committee Member), RIKEN TECHNOS CORPORATION (Current) June 2025 Outside Audit & Supervisory Board Member, Nissan Chemical Corporation (Current) June 2025 Outside Director, TAKACHIHO KOHEKI CO., LTD. (Current)	April 2000 Assistant Professor, Faculty of Human Services, Hiroshima Bunkyo Women's University (currently Hiroshima Bunkyo University) April 2007 Professor, Faculty of Human Relations, Sugiyama Jogakuen University (Current) April 2022 Professor, Graduate School of Human Relations (Current) April 2022 Head, Career Development Center April 2024 Head, Total Life Design Center (Current) June 2025 Outside Director of the Bank (Current) April 2026 Director, Sugiyama Jogakuen (Current)	April 1991 Joined the Bank July 2017 Deputy General Manager of Internal Control Division January 2020 Supervising Deputy General Manager of Internal Control Division July 2021 Deputy General Manager of Internal Control Division June 2023 General Manager of Internal Control Division June 2026 Director (Audit and Supervisory Committee Member) (Current)	April 1974 Joined Aichi Prefectural Office April 2002 Coordinating Director, Office of the Governor, General Affairs Department April 2004 Deputy General Manager of General Affairs Department April 2007 Director of the Governor's Policy Bureau April 2010 Vice-Governor, Aichi Prefecture May 2014 Director, Aichi Health Promotion Public Interest Foundation July 2015 Chairman, Credit Guarantee Corporation of Aichi Prefecture June 2024 Outside Director of the Bank (Audit and Supervisory Committee Member) (Current)	April 1978 Joined Chubu Electric Power Co., Inc. July 2007 Executive Officer, General Manager of Corporate Sales Department, Sales Division July 2008 Executive Officer, General Manager of Sales Department, Sales Division July 2009 Managing Executive Officer, General Manager of Sales Department, Sales Division July 2011 Director, Senior Managing Executive Officer, General Manager of Sales Division July 2012 Director, Senior Managing Executive Officer, General Manager of Customer Service Division June 2015 Director and President, Chuden Auto Lease Co., Ltd. April 2018 Director and President, Chuden Real Estate Co., Inc. June 2024 Outside Director of the Bank (Audit and Supervisory Committee Member) (Current)	April 1996 Registered as an attorney at law (Nagoya Bar Association (currently Aichi Bar Association)) April 1996 Joined Nasu Kunihiro Law Office September 2002 Established Mori Miho Law Office (currently Mori Law Office), Representative (Current) June 2021 Outside Director, PROTO CORPORATION March 2022 Outside Director (Audit and Supervisory Committee Member), HATSUHO SHOUJI CO.,Ltd. (Current) June 2024 Outside Director of the Bank (Audit and Supervisory Committee Member) (Current)
Position and responsibility	President	Senior Managing Director	Managing Director	Managing Director	Managing Director		Outside Director	Outside Director	Director (Audit and Supervisory Committee Member)	Outside Director (Audit and Supervisory Committee Member)	Outside Director (Audit and Supervisory Committee Member)	Outside Director (Audit and Supervisory Committee Member)
Skills: Corporate strategy	●	●	●	●	●		●			●	●	
Skills: Finance and accounting	●	●	●	●	●		●		●	●	●	
Skills: Legal affairs and risk management	●		●						●			●
Skills: Career development and diversity	●	●	●				●	●				●
Skills: Sales strategy and marketing	●	●			●						●	
Skills: International affairs and market investment		●		●			●					
Skills: IT and systems			●									

*The above list does not indicate all of the knowledge of the Directors.

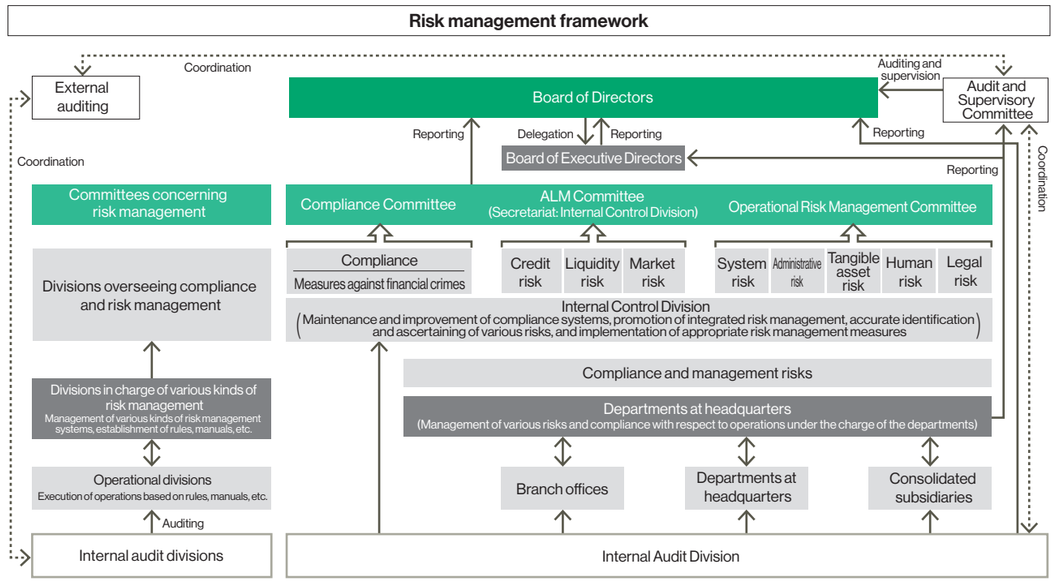
Executive Officers

Atsushi Iida	Managing Executive Officer, General Manager of Business Planning Division
Yasunori Kanamori	Executive Officer, General Manager of Business Supporting Division
Toru Ohashi	Executive Officer, General Manager of Sales Division, Head Office
Hideaki Imai	Executive Officer, General Manager of Operations Division
Shinichi Ishida	Managing Executive Officer, General Manager of Career Development Division
Hiroyoshi Ito	Executive Officer, General Manager of Nagoya Ekimae Block, General Manager of Nagoya Ekimae Branch, and General Manager of Yanagibashi Branch
Hirotaka Yanagida	Executive Officer, General Manager of Strategic Investment Division
Yoshinori Suzuki	Managing Executive Officer, General Manager of Corporate Planning Division
Gaku Kimura	Executive Officer, General Manager of Kamimaezu Block and General Manager of Kamimaezu Branch
Naoki Sakata	Executive Officer, General Manager of Business Promotion Division
Akihide Ando	Managing Executive Officer, General Manager of Internal Control Division
Naofumi Yamamoto	Executive Officer, General Manager of Minato Block and General Manager of Minato Branch
Masahiko Mase	Executive Officer, General Manager of Personal Banking Division

Risk Management

Management of risks in business operations

With the rapid progress of technological innovation, deregulation, and globalization in finance, the risks faced by banks have also become increasingly complex and diverse. Therefore, we recognize the importance of appropriately controlling various risks as a management issue such as market risk (the risk of fluctuation in interest rates, stock prices, and foreign exchange rates), liquidity risk (the risk related to stable funding), system risk, and legal risk, in addition to credit risk (the risk of default mainly due to borrower bankruptcy) and administrative risk. The Bank has established a risk management system with the Internal Control Division as the division in charge of risk management. By more accurately identifying and recognizing various risks arising from banking operations, and appropriately managing such risks, the Bank aims to ensure sound management and establish a stable management foundation.



Status of integrated risk management

Integrated risk management refers to performing appropriate risk management by grasping the risks the Bank faces, all of which are assessed for each risk category, from every angle and comparing and contrasting them with the corporate health of the Bank.

ALM, which is positioned as important in terms of the corporate management, is undertaken primarily through the ALM Committee at the lead of the management team. The committee holds meetings every month and deliberates important matters regarding ALM operation after having accurately ascertained risks such as market risks, liquidity risks, and credit risks through multi-faceted analyses such as simulations, BPV*1, and VaR*2.

In addition to such enhancement of the ALM operation framework, we implement risk-based capital allocation as one of our integrated risk management approaches, and through the control of various risks within the scope of our equity capital, which constitutes corporate health, we strive to ensure the soundness and undertake business operations with consciousness about the efficient use of capital.

We examine the state of capital adequacy through stress tests using forward-looking scenarios assuming changes in internal and external environments and historical scenarios such as financial crisis.

*1 BPV (Basis Point Value): This is a value which denotes changes in the valuation differences of a held position. For interest products, the value indicates the difference when the yield curve for the relevant currency increases 0.1%. For securities, the value indicates the difference when TOPIX falls by 10%.

*2 VaR (Value at Risk): This is an estimated value of the maximum amount of losses that may be incurred for a held position based on a specific holding period and confidence interval. It is calculated using a statistical approach based on past results.

Credit risk management and screening framework

Credit risk refers to a risk of incurring a loss resulting from decrease in or loss of value of assets and transactions due to deterioration in financial situations of borrowers of credit facilities.

Being completely independent of the sales promotion division, the Credit Risk Management Group of the Internal Control Division is set as the unit for credit risk control and manages all aspects of credit risks.

More specifically, this group takes on the responsibility of designing, verifying, and monitoring the internal credit rating system, which is the basis of credit risk management, so that this system is operated appropriately.

In addition, the group regularly analyzes our overall loan portfolio and considers measures, etc. with the sales promotion division to make sure that loans do not become concentrated within specific industries or with specific clients and to maintain operation that is broad in range with a focus on supporting small- and medium-sized enterprises and individuals in the region.

The group has also introduced a credit risk quantification system and conducted a multi-faceted review concerning measures to reduce defaults by making future predictions on defaults and analyzing the prediction results.

As for the screening and management of loan applications, in cases wherein certain standards are exceeded, specialized staff in the screening departments at headquarters undertake more sophisticated screening and management, to maintain and improve the soundness of loan assets.

The screening departments also conduct periodic training sessions pertaining to screening and have staff from headquarters provide on-site guidance to staff at branches in order to boost our screening capabilities and credit risk management capabilities.

Market risk management framework

Market risk refers to the risk that the value of asset holdings and liabilities fluctuates due to fluctuations in market conditions such as interest rates, exchange rates, and share prices.

For market transactions such as securities, we set limitations on the amount of allocated risk capital, valuation profit or loss, position value, sensitivity, etc. to keep risks within a certain range.

For bank account transactions such as deposits, loans, and investment securities, we formulate an interest rate risk management policy semiannually based on the state of risks, the outlook for interest rates, and other factors to ensure that the quantity of interest rate risk falls within a certain range.

We have established a mutual check and balance system by strictly separating the market transaction execution division and the office administration division and setting up an independent risk management division.

Liquidity risk management framework

Liquidity risk refers to a risk of incurring a loss because a cash flow problem occurs as it becomes difficult to secure necessary funds, or because it is not possible to carry out market transactions due to market turmoil, etc., or because it is forced to make a transaction at a significantly unfavorable price compared to normal prices.

The cash flow management division (Fund Management Group of the Strategic Investment Division) conducts management on a daily, weekly and monthly basis with the greatest priority being put on stable cash flow management.

The liquidity risk management division (Risk Management Group of the Internal Control Division) monitors stability assessment on asset and liability structure, the state of operation of the cash flow management division, and the state of holding of high liquidity assets that can be converted into money.

We have developed a mutual check and balance system by separating the cash flow management division and the liquidity risk management division.

Operational risk management framework

Operational risk refers to risk of loss occurring due to inappropriate business processes, inappropriate activities of officers and employees, or inappropriate systems. It also refers to risk of loss occurring due to external events such as large earthquakes or widespread power outages.

Specifically, there are risks such as administrative risks, which are caused by negligence by officers or employees in undertaking accurate administrative tasks, or accidents or fraud by officers or employees, as well as system risks, which arise in association with system deficiencies, such as computer systems going down or malfunctioning.

In order to earn the trust of our customers, the Bank strives to ensure the stable operation and strengthening of the security of the information systems serving as the foundation of banking operations, and, by ensuring the accurate and strict handling of administrative processes, we also strive to prevent the occurrence of mistakes, incidents, scandals, and any losses associated with such occurrences.

Furthermore, monthly meetings of the Operational Risk Management Committee are held with the Internal Control Division serving as its secretariat. At those meetings, we comprehensively monitor and manage risks such as administrative risks and system risks, and deliberate matters such as risk response policies. Together with that, we also deliberate and consider measures to prevent the recurrence of incidents such as administrative errors and system disruptions.

Information security management framework

Having fully recognize the various risks associated with customer information, such as the risk of the leakage of such information to external parties, the loss or tampering of such information, and the destruction of such information as the result of a disaster, we have established a "Security Policy." This Security Policy serves as basic policy for the protection of information assets and provides clearly defined security measures purposed with protecting customer information against the aforementioned threats. In terms of more specific rules, we have also established "Information Management Rules" pertaining to the handling of information, and "System-Related Risk Management Guidelines" for the management of computer systems.

Based on these rules, each branch headquarters appoints an information management officer and strives to ensure strict handling and management of customer information, by measures such as providing training to staff at their organization, and thoroughly implementing security measures.

Together with the maintaining and enhancing cybersecurity, we are working to establish environments and systems to mitigate the damage and ensure prompt recoveries in the event of incidents occurrence.

Cybersecurity management framework

With the advancement of digitalization, financial services are becoming more sophisticated and more convenient. At the same time, cyberattacks are becoming increasingly sophisticated partly due to the advancement of generative AI, posing the risk that they have severe effects on the stability of financial systems and the protection of customer assets. In such an environment, the Bank regards cybersecurity as efforts to protect against risks that significantly affect management and is working to strengthen its management system in an effective manner based on supervisory authorities' views and various guidelines under the leadership of the management team.

On the governance side, a report on cybersecurity is made regularly at the Board of Directors meetings and management meetings in order to promote involvement of management, share information, and strengthen the supervisory function. Under the promotion system led by the chief information security officer (CISO), the risk management division and the systems division are working in close cooperation with each other to ensure cross-sectional control. With this, we are trying to ensure appropriate check and balance function based on the scheme of three-layer protection including the internal audit division, as well as the independence and effectiveness of the management system.

In risk management, we identify, assess, and respond to risks on the basis of trends in cyber threats and changes in the external environment. More specifically, we are working to implement stricter multi-layered defense, perform a fragility diagnosis periodically, provide communication monitoring by a security operation center (SOC), and enhance risk management on outsourcing contractors and supply chains.

As for our incident response system, we have a basic policy of ensuring early detection, quick response, and impact minimization and have prepared response processes led by a computer security incident response team (CSIRT). In addition, we are trying to increase and continuously improve the response capability through practical training.

On the personnel side, we are working to reduce human risks by providing periodic education and training for officers and employees and trying to improve the ability to respond to targeted attack emails and the awareness of information management.

Based on requests from regulatory and supervisory authorities, domestic and foreign guidelines, etc., the Bank will continuously try to increase the sophistication of the cybersecurity management system and help secure the stability of financial systems and maintain the trust of customers.

Business continuation system

To respond properly to a variety of risks that may have severe effects on management, the Bank constantly tries to increase the sophistication of the crisis management system. Considering the risk environment that is becoming more diversified and sophisticated, including natural disasters, system failures, cyberattacks, spread of infections, and reputation risks, we seek to develop and strengthen a system that enables quick and appropriate response.

We have formulated a business continuity plan (BCP) to prepare for events that significantly affect business continuity, such as a large-scale disaster and spread of infection. We also focus on developing a business continuation system that takes into account the concept of operational resilience. To increase the effectiveness of the BCP and operational resilience, we try to prioritize important operations, secure alternative bases, and develop a backup system for systems, while carrying out effectiveness verification and continuous improvement through periodic training.

Compliance

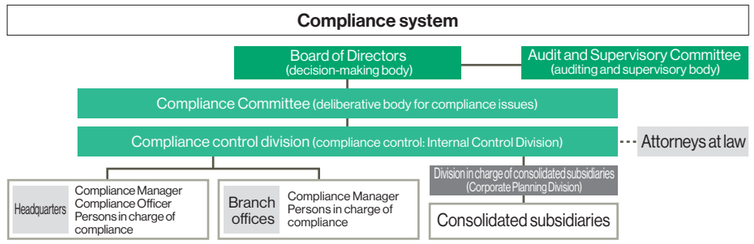
Basic policy on compliance

We strive to strengthen and enhance our compliance framework in our daily operations, such as enhancing our systems for explaining and advising customers, reinforcing our compliance with laws and regulations, severing ties with antisocial forces and excluding them from banking transactions.

In implementing the above efforts, the Bank has established the Compliance Committee, which includes attorneys at law from outside the Bank, as a deliberative body that meets regularly every month. The Internal Control Division oversees and manages various compliance-related matters.

Each fiscal year, following a resolution by the Board of Directors, the Bank formulates a "Compliance Program," which sets out specific measures aimed at raising awareness of compliance with laws and regulations among officers and employees, ensuring thorough user protection in various transactions, and establishing check functions. The progress of this program is deliberated by the Compliance Committee.

Furthermore, all officers and employees use a "Compliance Manual" as a guide to improve their knowledge on a daily basis. The Bank has also enhanced the compliance-related curriculum in its training programs, thus making repeated efforts to earn the high level of trust of the regional community.



Protection of personal information

The Bank considers the trust of our customers to be of utmost importance, and we handle personal information in accordance with our customers' wishes. We recognize the importance of handling personal information appropriately and securely, including maintaining accuracy and confidentiality from the perspective of personal information protection, and have established and published a "Personal Information Protection Declaration (Privacy Policy)."

Based on this Privacy Policy, the Bank implements the appropriate and safe handling of personal information by: (1) complying with laws and regulations related to personal information; (2) acquiring personal information appropriately; (3) specifying the purpose of use of personal information acquired and used, and disclosing it on the Bank's website, etc.; and (4) establishing a point of contact for inquiries and complaints regarding the Bank's handling of personal information and security measures. We respond to complaints and inquiries promptly and sincerely, striving to provide our customers with unwavering peace of mind.

Measures against financial crimes

The Bank recognizes that it is its important social responsibility to protect the soundness of financial systems and the assets of customers from financial crimes such as money laundering, terrorist financing, and fraud, and is working to increase the sophistication of measures against financial crimes. With modus operandi becoming more advanced and sophisticated, the Bank accurately grasps risks inherent in customers, transactions, products, etc. according to risk-based approaches based on the Financial Services Agency's guidelines in order to develop a management system with effectiveness.

More specifically, the Bank is working to implement strict identification upon opening of an account and continued customer management, ensure detection of suspicious transactions and quick response through transaction monitoring, and strengthen measures to prevent the illegal use of savings accounts. In addition, the Bank is trying to increase the effectiveness of measures against financial crimes by developing a cross-sectional management system with the help of the management team and working in cooperation with relevant authorities and financial institutions.

The Bank will continue to fulfill its role as a financial institution supporting the security and safety of local communities by appropriately responding to trends in domestic and foreign regulations and changes in risks of financial crimes and by increasing the sophistication of measures against financial crimes.

Response to alternative dispute resolution (ADR) in financial services

The Bank has entered into agreements regarding complaint handling procedures and dispute resolution measures with the Japanese Bankers Association and the Trust Companies Association of Japan, which are designated dispute resolution organizations.

Contact : Japanese Bankers Association Consultation Office
Tel : +81-570-017-109 or +81-3-5252-3772
Contact : Trust Companies Association of Japan
Tel : +81-120-817-335 or +81-3-6206-3988

(As of March 31, 2026)

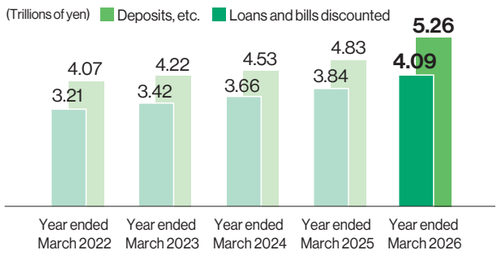
Basic policy on dealing with antisocial forces

The Bank takes measures to sever ties with antisocial forces in order to fulfill our corporate social responsibility and prevent our financial institution, officers, employees, customers, and various stakeholders from suffering harm caused by antisocial forces.

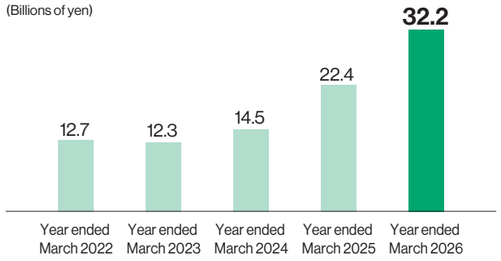
1. We respond as an organization.
2. We collaborate with outside experts.
3. We sever all ties, including transactions.
4. We take legal measures in civil and criminal matters if an incident arises.
5. We prohibit illicit transactions and funding.

Financial Highlights

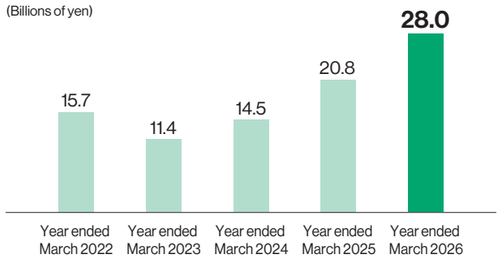
Deposits, etc. / Loans and bills discounted (non-consolidated) Average balance during period



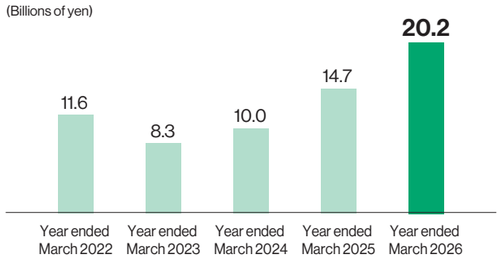
Core net business profit (non-consolidated)



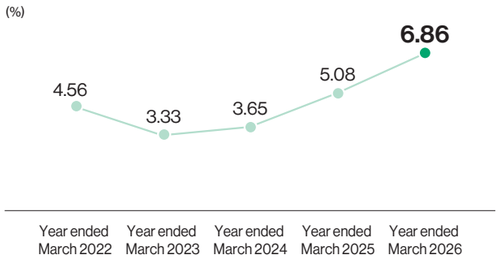
Ordinary profit (consolidated)



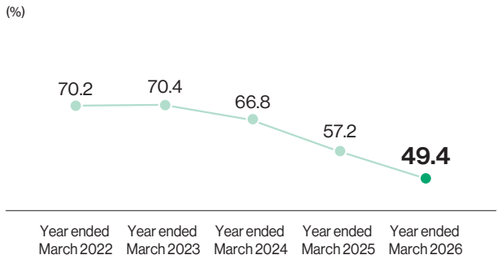
Profit attributable to owners of the parent (consolidated)



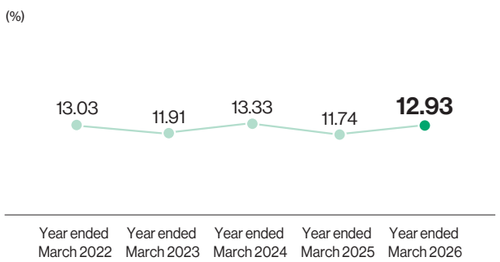
ROE (consolidated)



Core OHR (non-consolidated)



Capital adequacy ratio (consolidated)



Rating

Japan Credit Rating Agency, Ltd. (JCR)

A

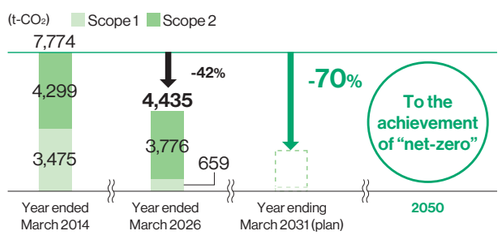
(A high level of certainty to honor the financial obligations.)

(As of June 30, 2026)

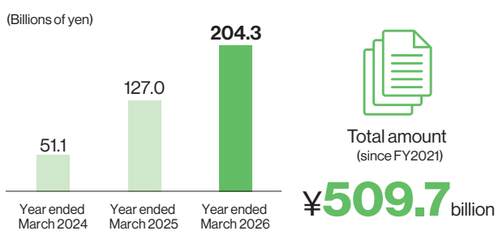
Non-financial Highlights

Environment

Reduction of CO_2 emissions (compared to FY2013 target)



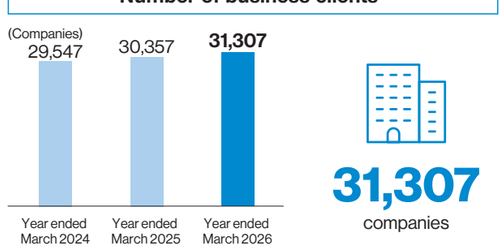
ESG investments and loans implemented*



*Sustainability-related loans and financing, financing of ESG bonds, donation-type private placement bonds, and loans for disaster countermeasures

Social

Number of business clients*



*Borrowers and recipients of all types of assistance

Financial education

Held
21 times

Number of attendees (total)
956 persons

(Year ended March 2026)

Workplace seminars

Held
2,347 times

Number of attendees (total)
13,595 persons

(Year ended March 2026)

External evaluations

2026 健康経営銘柄 KENKO Investment for Health

Selected for the second consecutive year for the "KENKO Investment for Health Stock Selection," jointly designated by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange, as a company practicing outstanding health and productivity management

DX認定

Certified by the Ministry of Economy, Trade and Industry (METI) as an operator prepared to promote DX

順客本位 FD 2026 R×I 4年連続取得

Given to financial institutions exhibiting exceptional efforts and performance in the practice of "conducting business in a customer-oriented manner" for sales of financial products

2026 健康経営優良法人 KENKO Investment for Health 大規模法人部門 ホワイト500

Recognized for the fourth consecutive year as a "White 500" company, one of the top 500 enterprises practicing health and productivity management

女性が活躍しています！

Obtained "Eruboshi (Grade 2)" certification, which recognizes companies that excel in supporting the advancement of women

SPORTS YELL COMPANY 2026

Obtained "Sports Yell Company 2026" certification for our proactive efforts in promoting employee health through sports

プラチナくるみん プラス

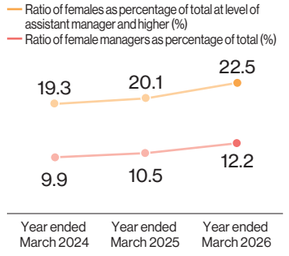
Obtained "Platinum Kurumin Plus" certification, which recognizes companies that provide a high level of support for employee child-rearing

Governance

Ratio of females as percentage of total at level of assistant manager and higher
22.5%

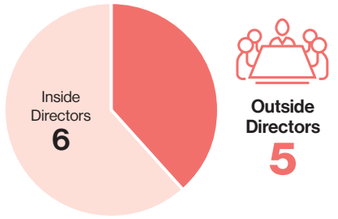
Ratio of female managers as percentage of total
12.2%

Promotion of participation of women



Composition of the Board of Directors

(As of July 1, 2026)



Stakeholder Communication

Activities related to shareholders

As part of our efforts to proactively communicate information, we undertake Investor Relations (IR), publish a disclosure magazine and Information Letter, and provide information on our website and elsewhere.

Information Disclosure Policy **More details are published on our website.**
https://www.meigin.com/about/pdf/index/disclosure-policy.pdf

Dialogue with investors

We aim to lower the cost of capital by enriching IR activities and strengthening communication with investors.

Main themes of investor dialogue

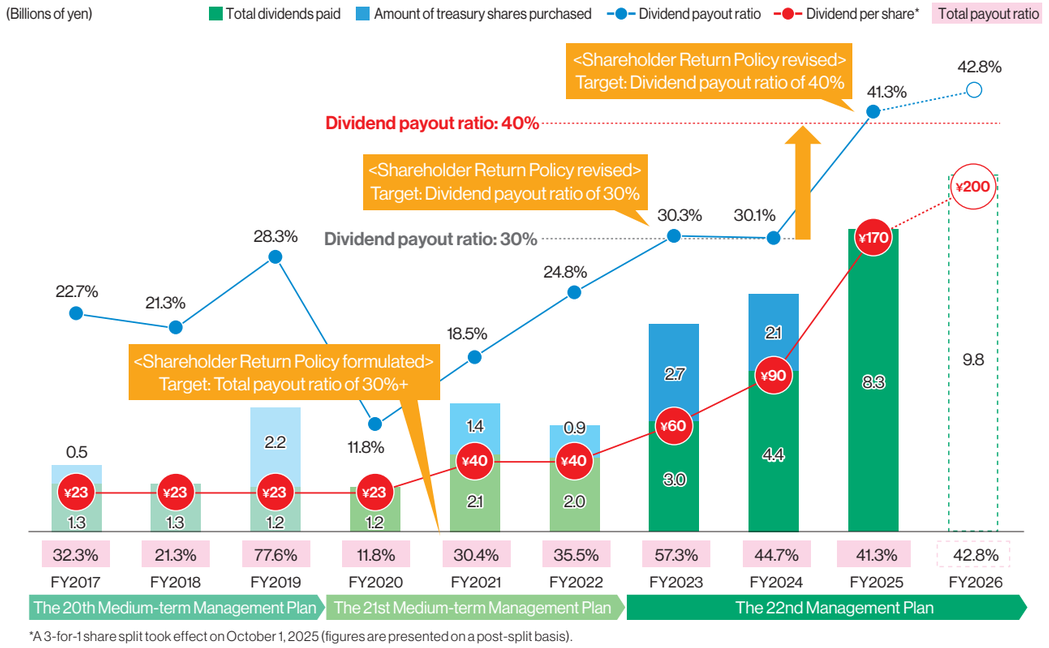
Loan/ deposit-related	The outlook for policy rate hikes, the effects on performance, and the amount of funds acquired
Securities-related	The treatment of unrealized losses on yen bonds and the portfolio composition
Management Plan-related	Progress on publicly announced targets
Cross-shareholdings-related	Progress toward reduction targets
Other	The business integration with Shizuoka Financial Group and the shareholder return policy

Status of investor dialogue

	FY2024	FY2025
Company briefings for institutional investors	2 times (June and Dec.)	2 times (June and Dec.)
One-on-One meetings	9 meetings	25 meetings

Shareholder returns

The Bank Group is working to achieve both continuous improvement of corporate value and stable returns to shareholders while securing an optimum balance between capital soundness and opportunities for growth investment. In February 2026, we revised the shareholder return policy and decided to target a dividend payout ratio of 40% from FY2025 from the viewpoint of further improving the return of profits to shareholders in consideration of stable changes in the financial base in recent years. As for the purchase of treasury shares, we will continue to carry it out flexibly as a shareholder return measure that contributes to improvement in capital efficiency.



*A 3-for-1 share split took effect on October 1, 2025 (figures are presented on a post-split basis).

Company Information

Overview of the Bank of Nagoya (As of March 31, 2026)

Name	The Bank of Nagoya, Ltd.
Location	19-17 Nishiki 3-chome, Naka-ku, Nagoya City, Aichi 460-0003 Japan
Established	February 24, 1949
Total assets (consolidated)	¥6,272.7 billion
Loans	¥4,330.4 billion
Securities	¥1,051.2 billion
Deposits, etc.*	¥5,476.1 billion
Share capital	¥25.0 billion
Number of employees	1,771

*Deposits, etc. = Deposits + Certificates of deposits



Headquarters

Subsidiaries (As of July 1, 2026)

Name	Address	Description of business
Nagoyalease Co., Ltd.	4-5 Kamimaezu 2-chome, Naka-ku, Nagoya City	Comprehensive finance leasing services
Nagoya Business Service Co., Ltd.	19-17 Nishiki 3-chome, Naka-ku, Nagoya City	Storage of slips and other documents
Nagoya Card, Ltd.	4-5 Kamimaezu 2-chome, Naka-ku, Nagoya City	Credit card business and assurance business
NAGOYA MC CARD Co., Ltd.	4-5 Kamimaezu 2-chome, Naka-ku, Nagoya City	Credit card business
Nagoya Capital Partners Co., Ltd.	19-17 Nishiki 3-chome, Naka-ku, Nagoya City	Fund origination and management services
NAIS Co., Ltd.	16-38 Aoi 1-chome, Higashi-ku, Nagoya City	Medical systems business and ICT support services

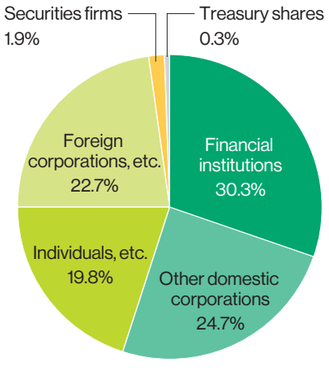
Shares (As of March 31, 2026)

Total number of shares issued **49,366 thousands**
Number of shareholders **14,652**
Principal shareholders

Name	Number of shares owned (thousand shares)	Shareholding ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	4,439	9.02
MORGAN STANLEY & CO. LLC	2,237	4.54
Nippon Life Insurance Company	2,179	4.43
Meiji Yasuda Life Insurance Company	1,743	3.54
Sumitomo Life Insurance Company	1,548	3.14
Meigin Minori-kai (The Bank of Nagoya Employees' Shareholding Association)	1,420	2.88
Mizuho Bank, Ltd.	1,265	2.57
Custody Bank of Japan, Ltd. (Trust Account)	1,125	2.28
Taiju Life Insurance Company Ltd.	1,104	2.24
Toho Gas Co., Ltd.	964	1.96

*The number of shares owned is rounded down to the nearest thousand shares.
*The ratios are calculated by deducting treasury shares and expressed by rounding down to two decimal places.

Distribution of shares by shareholder type



BANK OF NAGOYA



Website Information

The Bank of Nagoya is engaged in various activities and product developments to satisfy its customers. For the latest information on services and information related to management, please visit our website.

https://www.meigin.com/en/

The Bank of Nagoya, Ltd., Corporate Planning Division
19-17 Nishiki 3-chome, Naka-ku, Nagoya City, Aichi 460-0003 Japan
TEL: +81-52-951-5911

Published July 2026