



BANK OF NAGOYA

Information Meeting

[Financial Results for the Fiscal Year Ended March 31, 2025]

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

June 6, 2025

Ichiro Fujiwara, President
The Bank of Nagoya, Ltd.

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I. Return to Growth

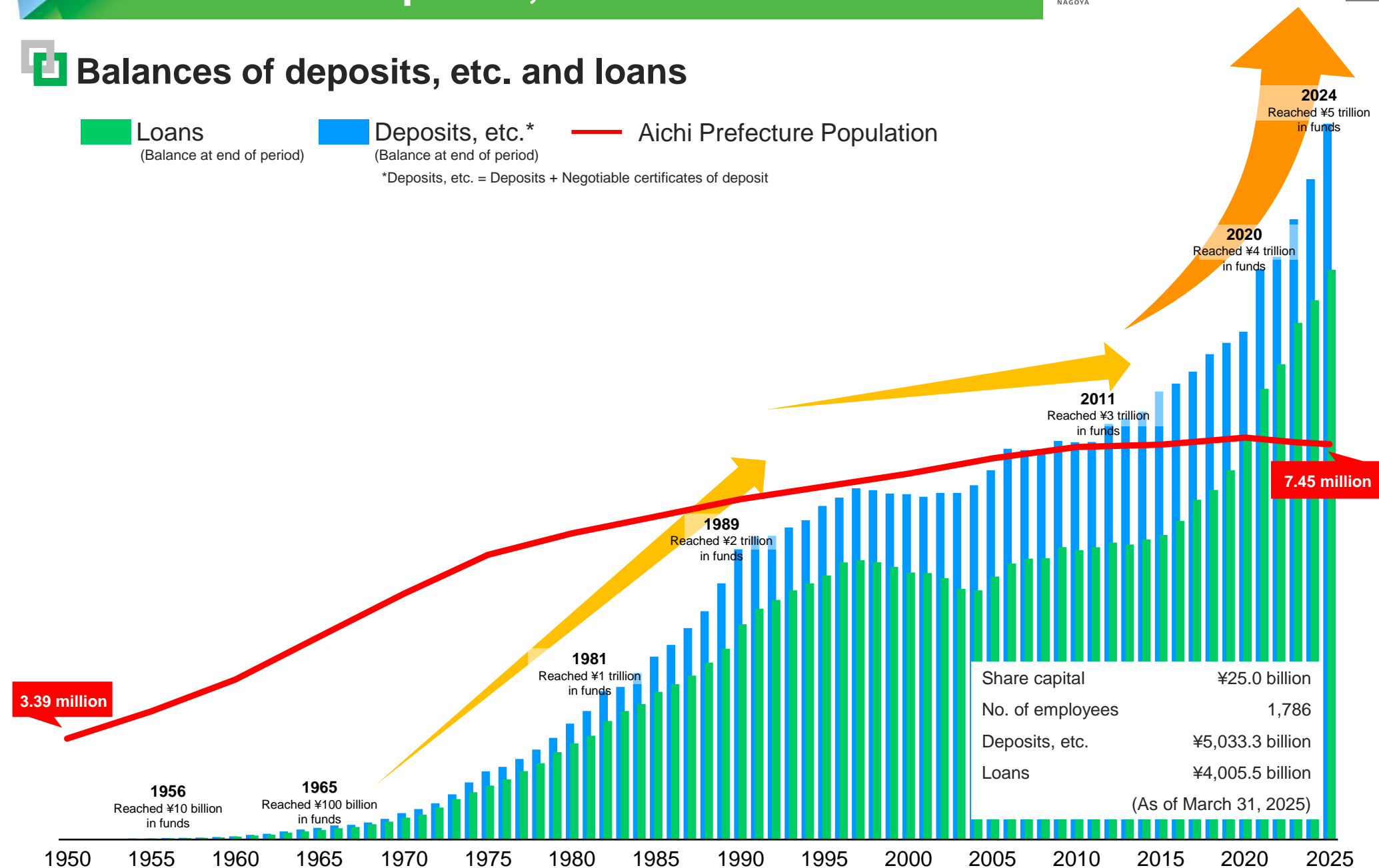
Balances of deposits, etc. and loans

■ Loans
 (Balance at end of period)

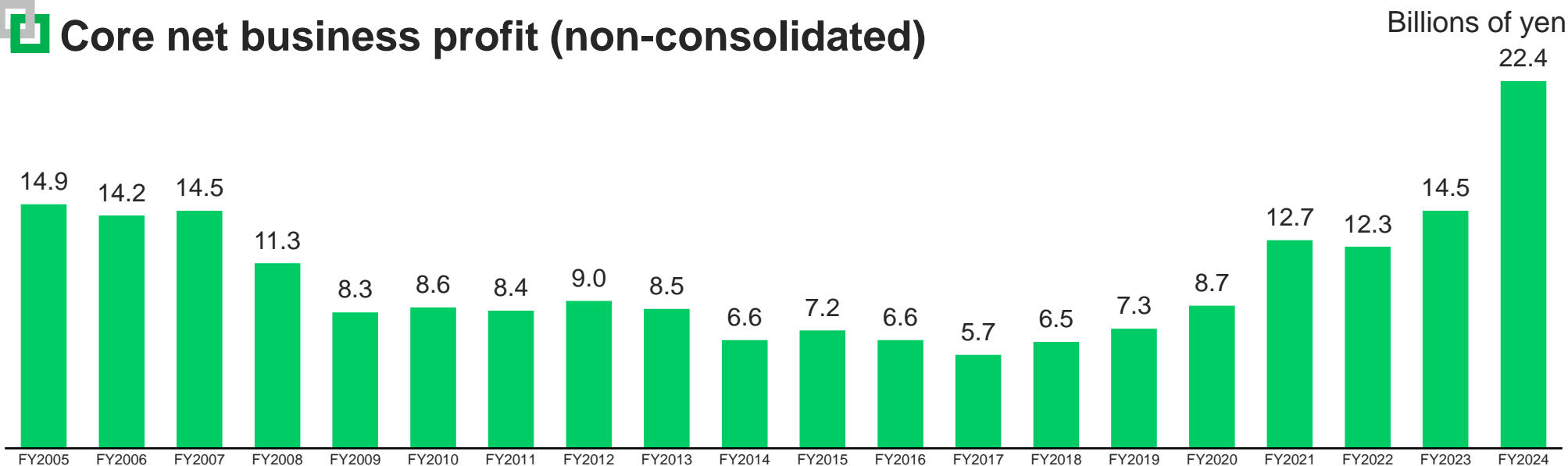
■ Deposits, etc.*
 (Balance at end of period)

— Aichi Prefecture Population

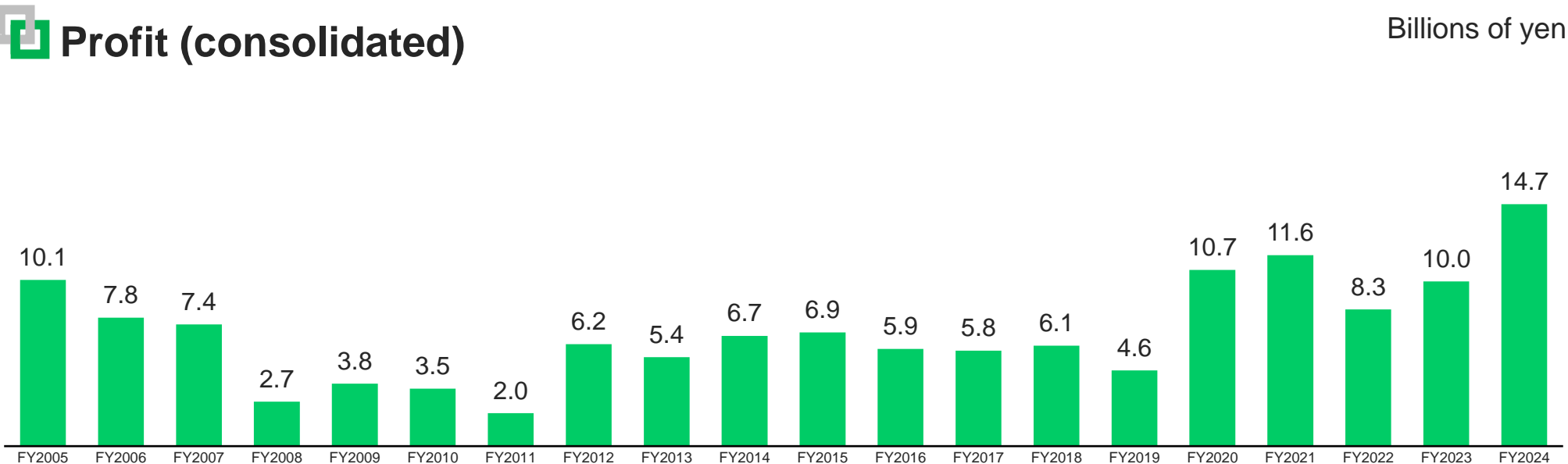
*Deposits, etc. = Deposits + Negotiable certificates of deposit



Core net business profit (non-consolidated)



Profit (consolidated)



II. Summary of FY2024 Financial Results

Summary of FY2024 financial results (non-consolidated)



BANK OF NAGOYA

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Billions of yen

	FY2023	FY2024	YoY
Core gross business profit	43.9	52.3	+8.4
Profit from lending	27.1	27.8	+0.7
Interest on loans and discounts	28.6	32.6	+4.0
Interest on deposits (-)	1.5	4.7	+3.2
Profit from market operations	6.3	13.7	+7.3
Interest and dividends on securities, etc.	13.3	18.9	+5.6
(Of which gain (loss) on cancellation of investment trusts)	-	(0.8)	(0.8)
Cost of funding (-)	6.9	5.2	(1.6)
Net fees and commissions	10.0	10.4	+0.4
Fees and commissions	13.4	14.2	+0.7
Fees and commissions payments (-)	3.3	3.7	+0.3
Net other ordinary income (excluding gain (loss) on bonds)	0.4	0.2	(0.1)
Other ordinary income	0.4	0.3	(0.1)
Other ordinary expenses (-)	0.0	0.0	(0.0)
General and administrative expenses (-)	29.4	29.9	+0.5
Core net business profit	14.5	22.4	+7.8
Core net business profit (excluding gain (loss) on cancellation of investment trusts)	14.5	23.2	+8.6
Other factors	(0.9)	(2.4)	(1.5)
Credit-related expenses (-)	3.9	0.7	(3.1)
Gain (loss) on bonds	(16.9)	(11.1)	+5.7
Gain (loss) related to equity securities	19.4	8.7	(10.7)
Other non-recurring gains (losses)	0.4	0.7	+0.3
Ordinary profit	13.6	19.9	+6.3
Extraordinary income and losses	(0.0)	(0.1)	(0.1)
Profit before income taxes	13.6	19.7	+6.1
Total income taxes (-)	3.9	5.4	+1.5
Profit	9.7	14.3	+4.5
Profit from customer service operations	8.9	10.9	+2.0
Customer service profit margin*	0.19%	0.22%	+0.02 pp

*Customer service profit margin = Profit from customer service operations / Average balance of deposits, etc. (during the period)

Profit from lending (YoY +¥0.7 billion)

- Although interest on deposits increased due to the policy rate hike, the increase in loan balance and improvement in loan yield more than offset this, resulting in overall growth.

Profit from market operations (YoY +¥7.3 billion)

- The increase was driven by improved yields on securities following large-scale bond portfolio rebalancing over 2 consecutive fiscal years starting in FY2023.

Net fees and commissions (YoY +¥0.4 billion)

- Increased for the 10th consecutive fiscal year, primarily due to growth in corporate solution services.

(Fees and commissions increased for the 11th consecutive fiscal year)

General and administrative expenses (YoY +¥0.5 billion)

- Slightly increased due to strategic investment in human capital and other factors.

Credit-related expenses (YoY -¥3.1 billion)

- The decrease was attributable to fewer large-scale bankruptcies, as well as a reduction in provision of allowance for loan losses resulting from borrower credit rating upgrades.

Gain (loss) on bonds (YoY +¥5.7 billion)

- Bond replacement was carried out, primarily focusing on low-yield bonds, while taking into account gain (loss) related to equity securities.

Gain (loss) related to equity securities (YoY -¥10.7 billion)

- Plan to reduce its cross-shareholdings through ongoing dialogue in accordance with the Corporate Governance Code.

Financial results forecast

Billions of yen

		FY2024 Results	FY2025 Plan	YoY
Non-consolidated	Ordinary income	75.8	86.0	+10.1
	Ordinary profit	19.9	20.9	+0.9
	Profit	14.3	14.9	+0.5
	Core net business profit	22.4	21.6	(0.8)
	Basic earnings per share	¥871	¥908*	+¥37
Consolidated	Ordinary income	102.7	113.0	+10.2
	Ordinary profit	20.8	21.7	+0.8
	Profit	14.7	15.2	+0.4
	Basic earnings per share	¥896	¥927*	+¥30
Annual Dividend		¥270	¥300*	+¥30

*A 3-for-1 share split is scheduled to take effect on October 1, 2025 (figures are presented on a pre-split basis).

III. Revision of Intermediate Financial Targets in the 22nd Management Plan

Trends in key indicators

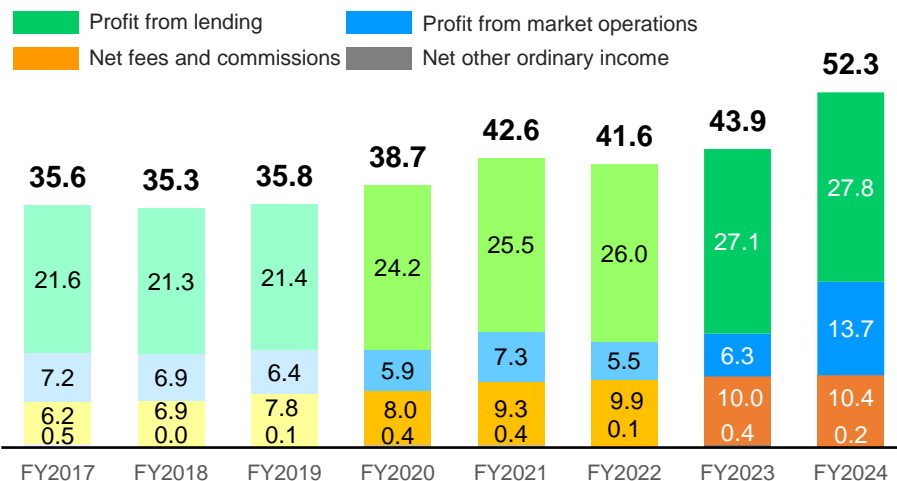


BANK OF NAGOYA

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Core gross business profit

Billions of yen

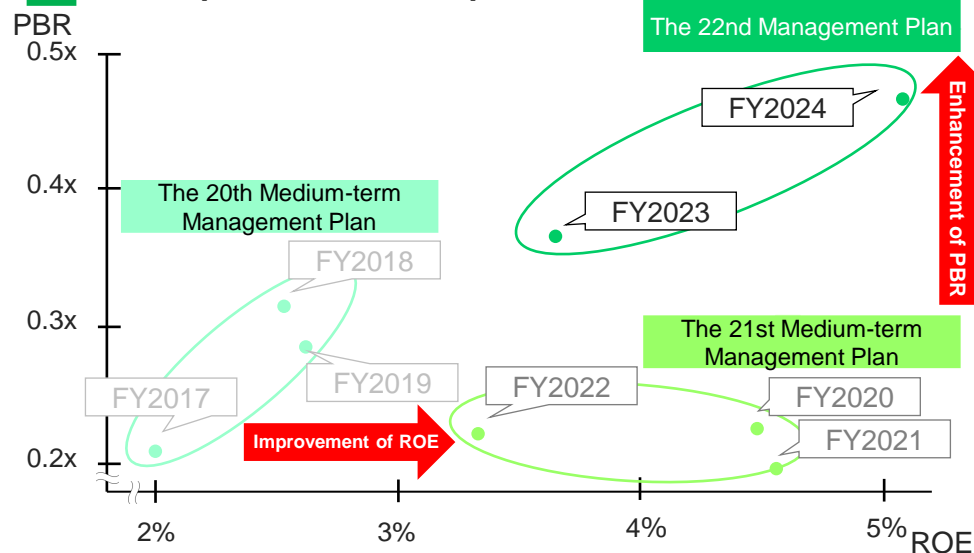


The 20th Medium-term Management Plan

The 21st Medium-term Management Plan

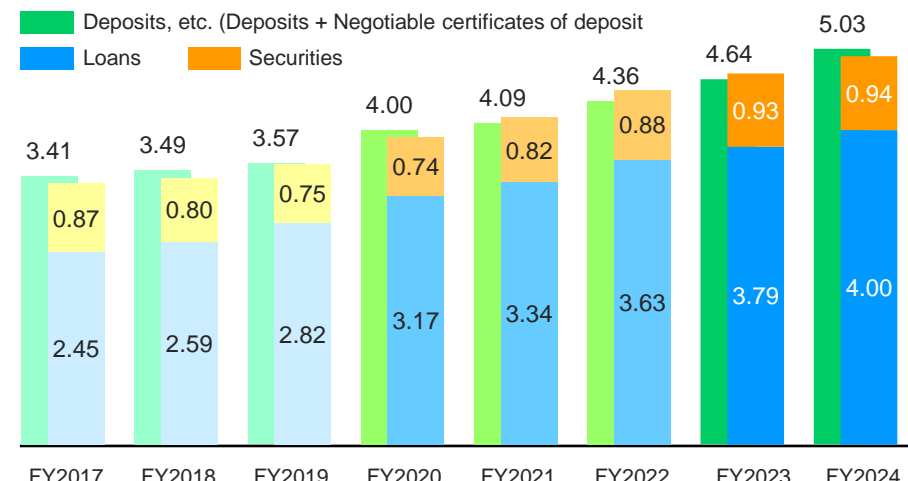
The 22nd Management Plan

ROE (consolidated) and PBR



Deposits, loans, and securities (Balance at end of period)

Trillions of yen



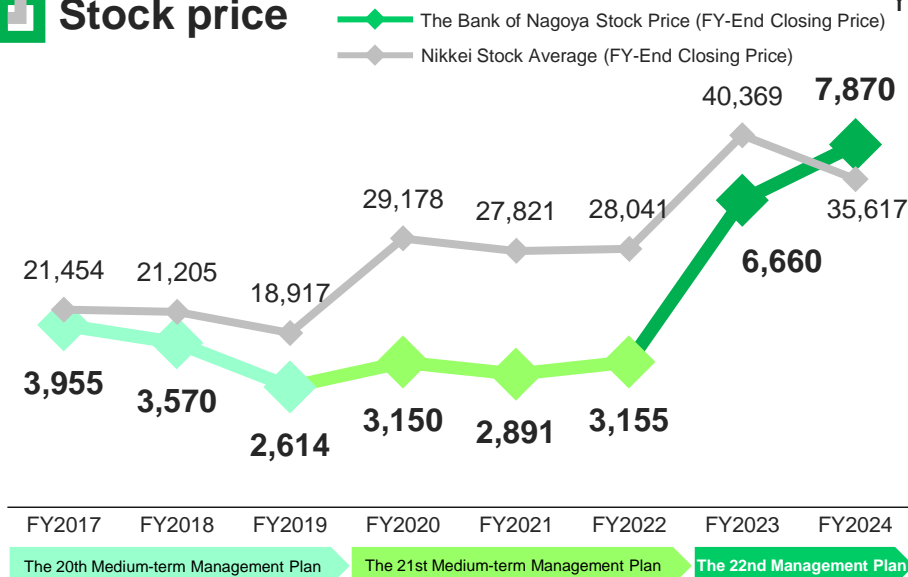
The 20th Medium-term Management Plan

The 21st Medium-term Management Plan

The 22nd Management Plan

Stock price

Yen



FY2017

FY2018

FY2019

FY2020

FY2021

FY2022

FY2023

FY2024

The 20th Medium-term Management Plan

The 21st Medium-term Management Plan

The 22nd Management Plan



Revision of intermediate financial targets (upward revision)

- As our Bank is now on track to achieve the initially set intermediate financial targets, the targets were revised in May 2025.

	Before revised targets for FY2027	After revised targets for FY2027	Change
Profit (Consolidated)	¥15.0 billion	¥20.0 billion	+¥5.0 billion
ROE (Consolidated)*	Over 5%	Over 6%	+1.0 pp
Core OHR	50%+	50%+	Same
Loans and deposits	¥10.0 trillion	¥10.0 trillion	Same
Reduction in strategically held listed equity securities (acquisition cost basis)	¥12.4 billion	¥12.4 billion	Same

*TSE Standards



Comparison of initial intermediate financial targets and actual achievements

	Results for FY2022	Results for FY2024	Targets for FY2027 (Before revision)	
Profit (Consolidated)	¥8.3 billion	¥14.7 billion	¥15.0 billion	On track to achieve it ahead of schedule
ROE (Consolidated)*	3.3%	5.0%	Over 5%	Achievement
Core OHR	70.4%	57.2%	50%+	Achievement
Loans and deposits	¥7.9 trillion	¥9.0 trillion	¥10.0 trillion	
Reduction in strategically held listed equity securities (acquisition cost basis)	---	¥11.6 billion	¥12.4 billion	(Having achieved the initial target, the target was revised in April 2024.)

*TSE Standards



Comparison of non-financial targets for FY2030 and actual achievements

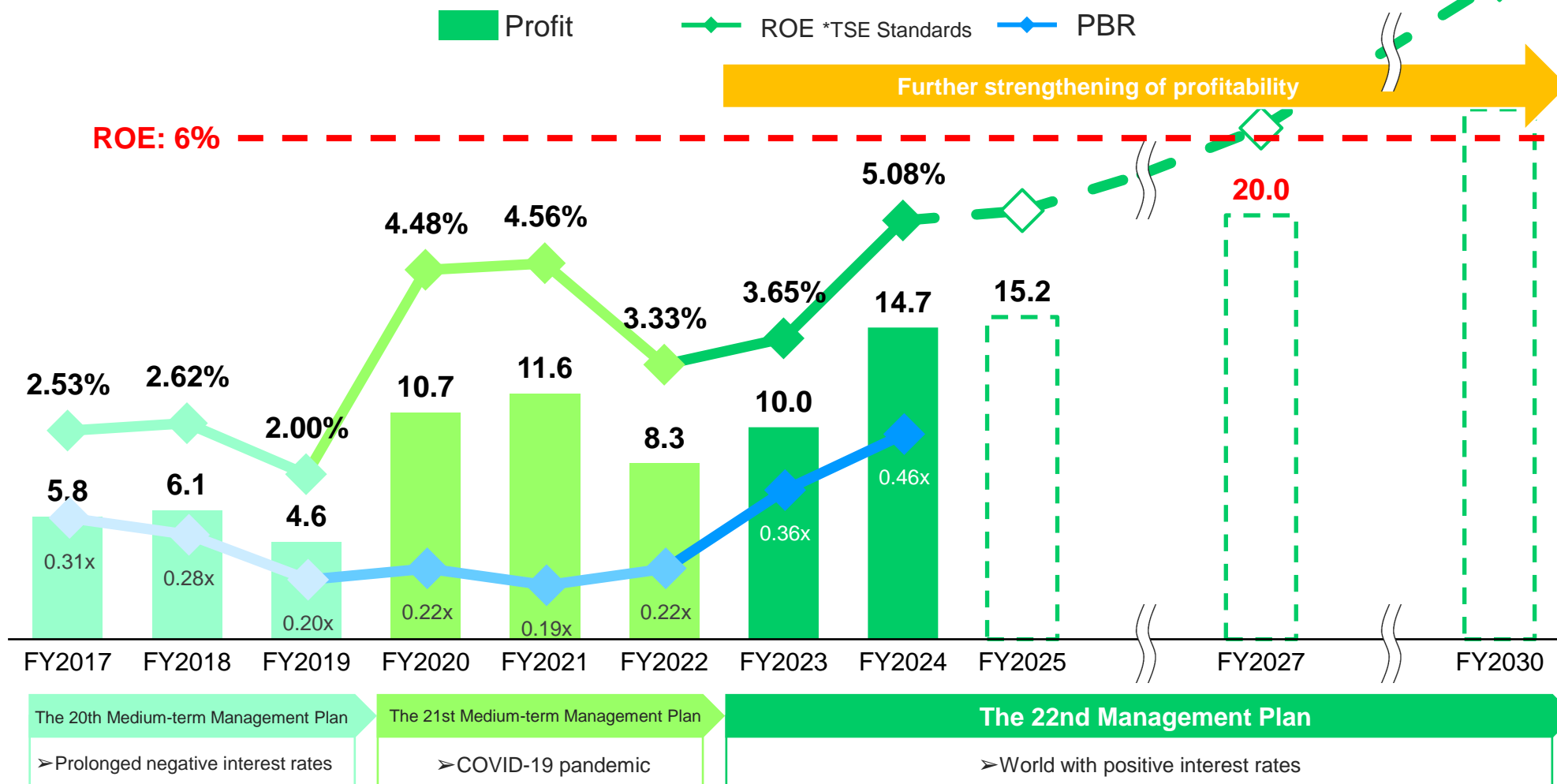
*The non-financial targets for FY2030 have not been revised.

	Results for FY2022	Results for FY2024	Targets for FY2030
Female on-site representation ratio	82%	90%	100%
Work engagement	3.08	3.59	3.60
Diverse career experience ratio	44%	61%	80%
ESG investments and loans (10-year cumulative amount through FY2030)	¥127.3 billion	¥305.4 billion	¥500.0 billion
CO ₂ emissions (compared to FY2013)	-42%	-42%	-70%

Profit (Consolidated) and ROE (Consolidated)

Billions of yen

- Leveraging the transition to a world with positive interest rates, we aim to further increase profits from lending and market operations.
- With the aim of realizing our Vision 2030 of becoming “the region’s leading financial group, growing alongside our customers,” we will provide high-quality comprehensive financial services that meet our customers’ needs and contribute to the sustainable development of the regional economy.





Background of the revision to the FY2027 target for profit (consolidated)

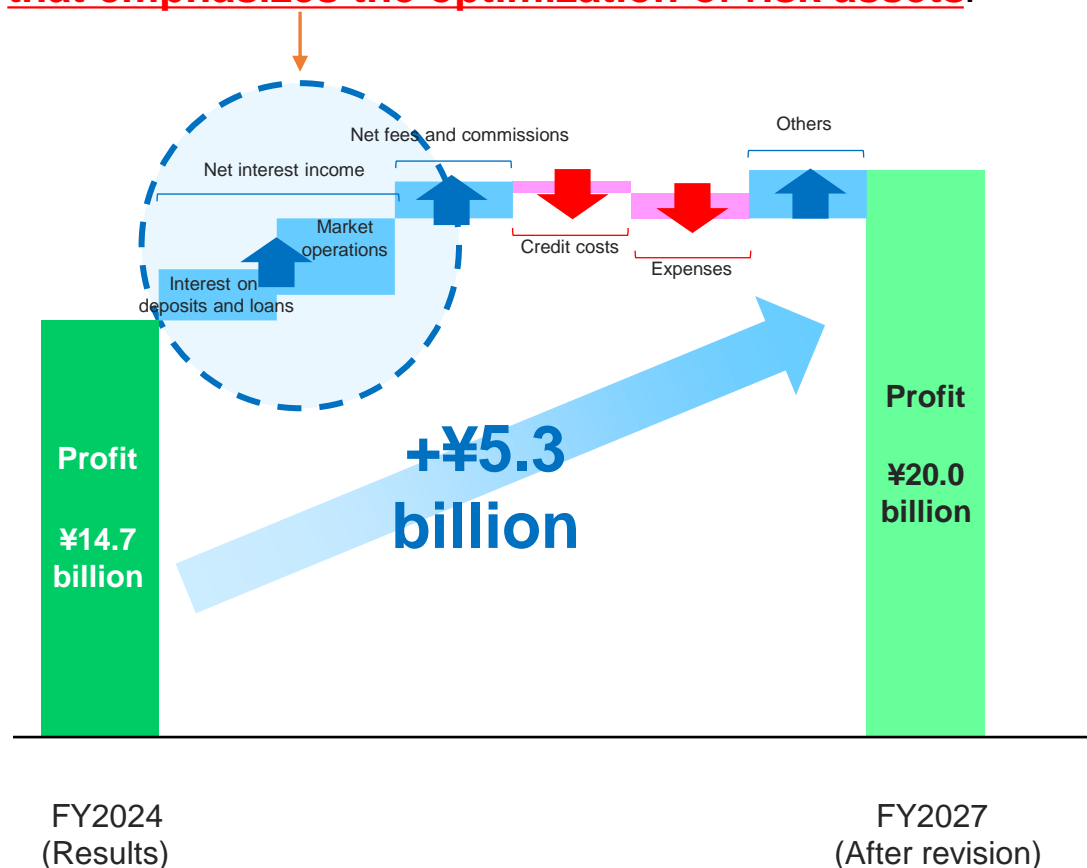
Change in assumed rates

	FY2027 Assumed rate (At plan formulation in March 2023)	March 31, 2025 Actual rate	Difference
BOJ policy rate	-0.1%	0.5%	+0.6 pp
10-year Japanese Government Bond yield	0.500%	1.497%	+0.997 pp
Fed funds rate	2.5%	4.5%	+2.0 pp

As the assumed rates underlying the initial plan have fluctuated significantly, the profit target has been revised based on the current business environment.

Image of growth of profit (consolidated)

Aim to maximize the returns across the entire portfolio, including loans and securities, through **asset allocation that emphasizes the optimization of risk assets.**





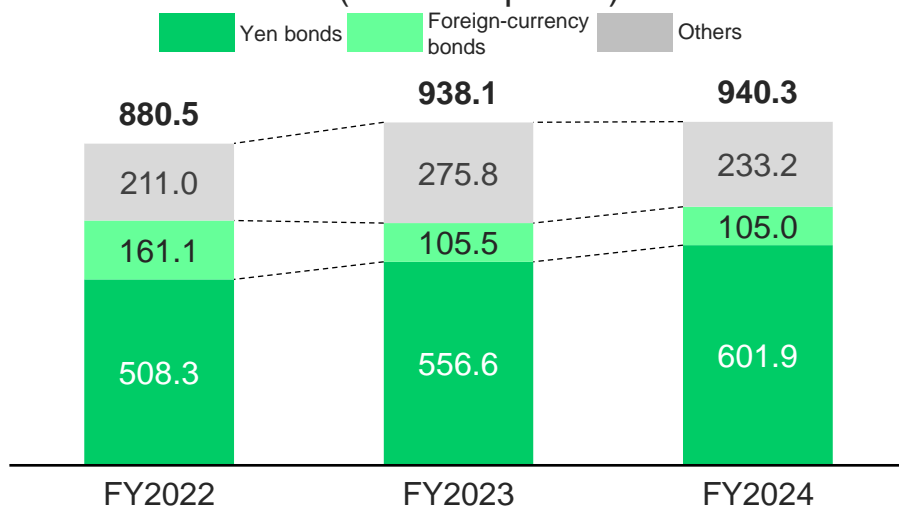
Background of the revision to the FY2027 target for profit (consolidated)

Billions of yen

Improvement of securities portfolio

- While maintaining the balance of securities, we have improved yields and enhanced profitability by replacing foreign-currency bonds in FY2023 and yen-denominated bonds in FY2024.

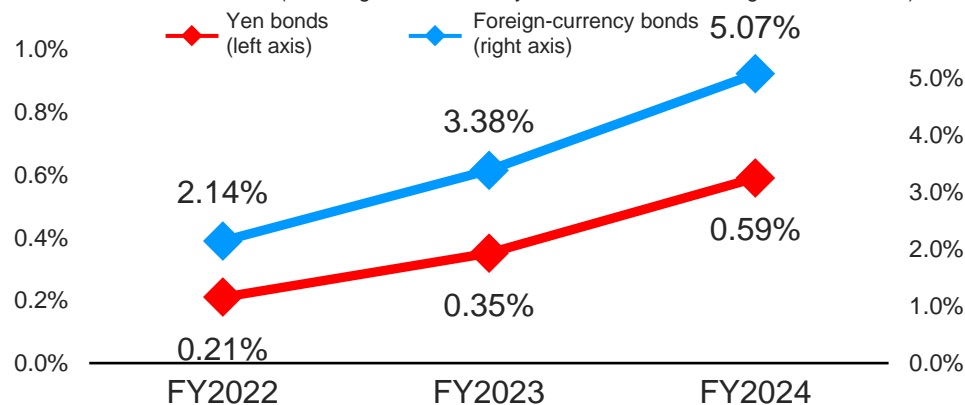
<Securities balance (at end of period)>



<Breakdown of profit from market operations>



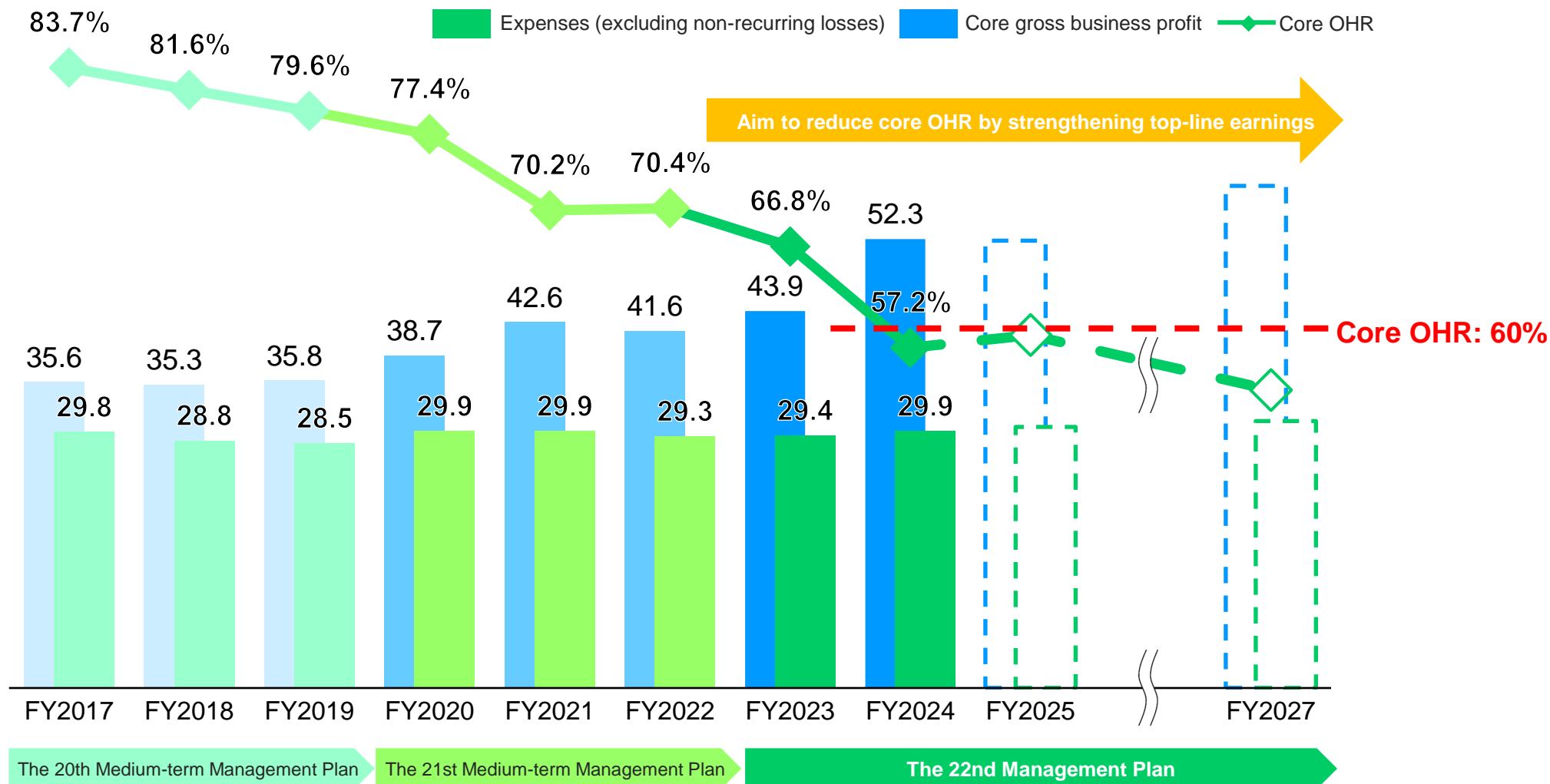
<Yield on securities (including held-to-maturity securities, on an average balance basis)>



Core OHR

Billions of yen

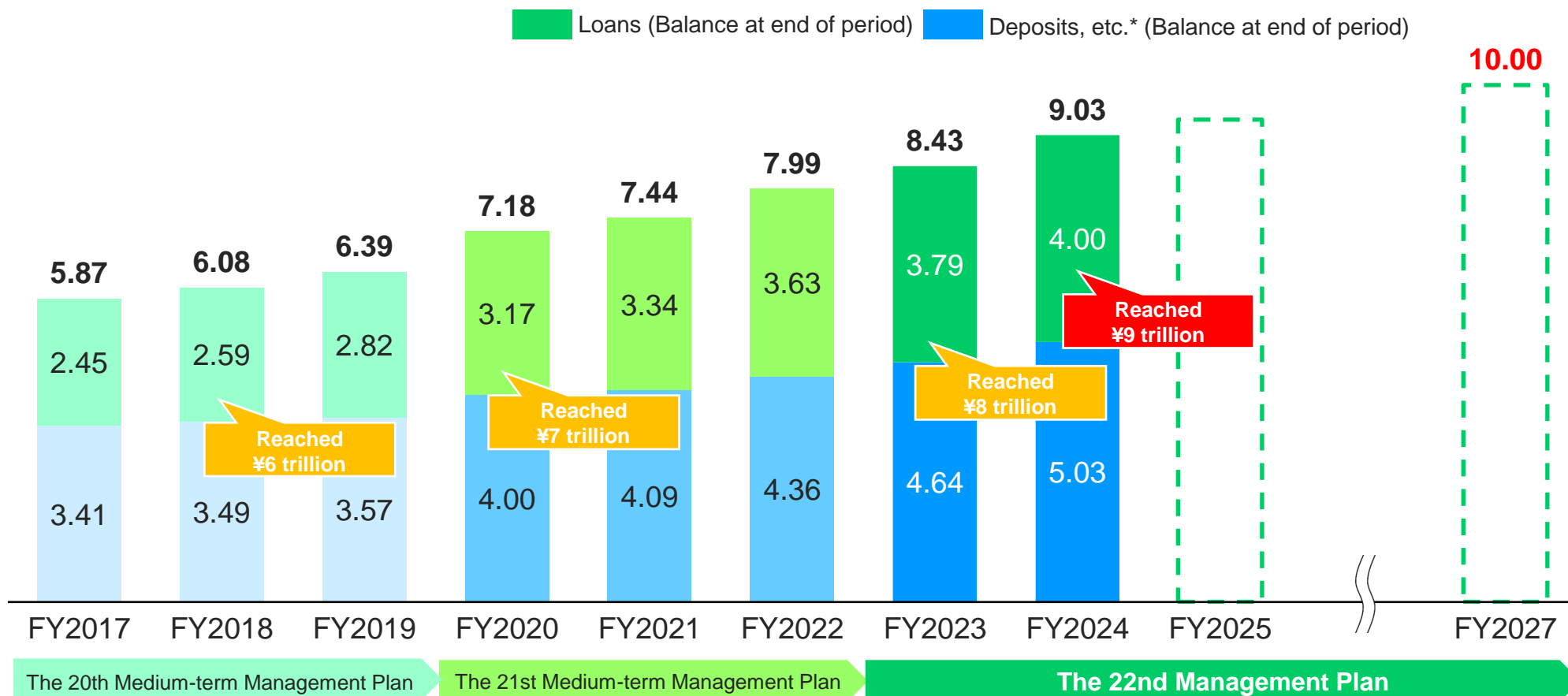
- While operating expenses are expected to increase to some extent due to strategic investment in human capital and digital transformation (DX), we aim to maintain the core overhead ratio (OHR) in the 50% range through growth in core gross business profit.



Total of deposits and loans

Trillions of yen

- <Deposits>**
- As its importance is expected to increase further in a world with positive interest rates, we will actively work to accumulate deposits.
 - We aim to accumulate highly stable deposits by leveraging our strong customer base, our network of branches deeply rooted in local communities, and DX.
- <Loans>**
- As a regional financial institution, we will strategically increase our loan balances for small and medium-sized enterprises and residential loans.
 - Regarding structured finance, we will increase our loan portfolio by maintaining appropriate risk asset controls while steadily capturing high-yield lending opportunities.



Reduction of cross-shareholdings

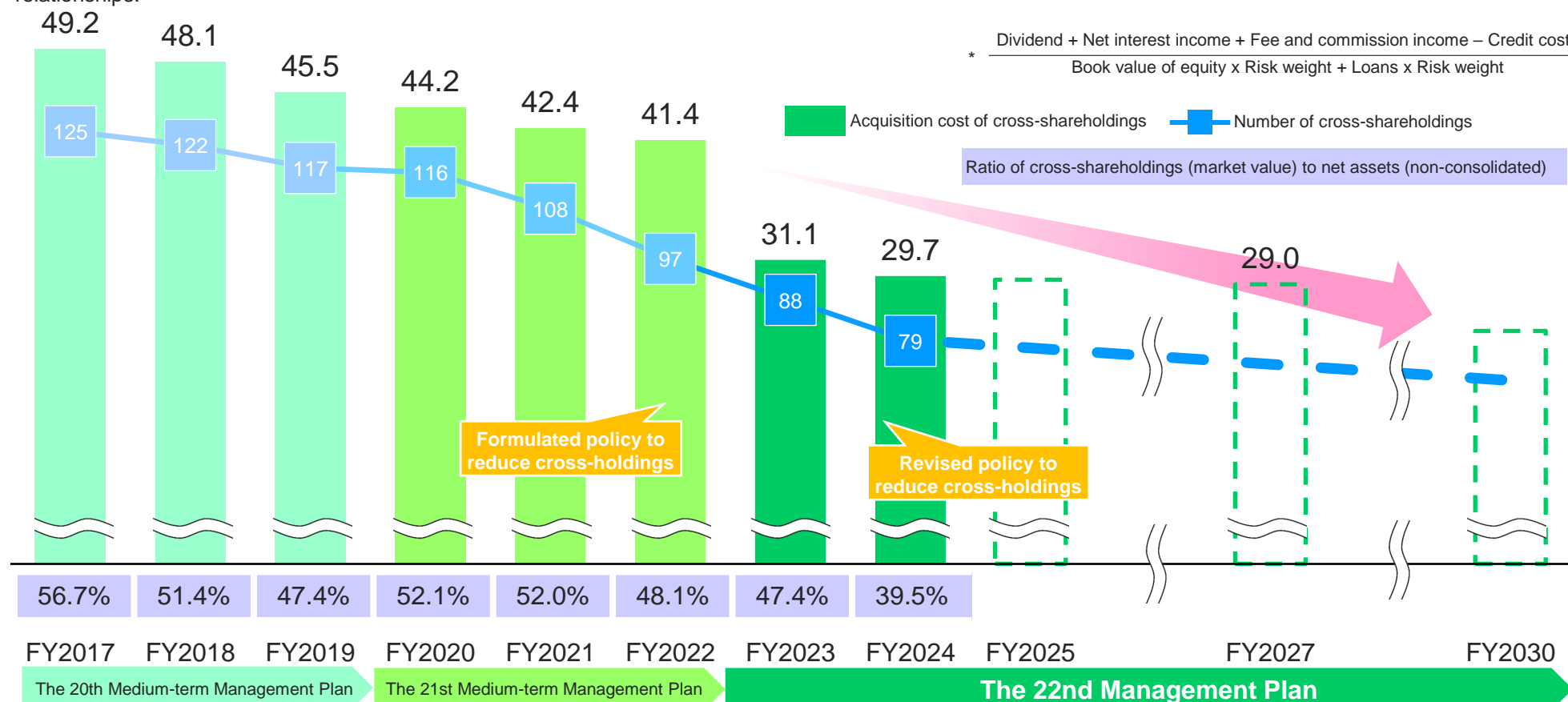
Billions of yen

<Basic policy>

- We determine the appropriateness of holding investments based on profitability, contribution to 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 invested companies, taking into account changes to circumstances and financial strategies.

<Assessment procedure>

- The Board of Directors verifies the appropriateness of holdings based on both quantitative aspects — such as the return calculated by deducting credit costs from dividends and transaction-based revenue for each company, and profitability assessed using risk-weighted assets for individual stocks and loans (*), along with cost of capital and RORA (Return on Risk-Weighted Assets), and qualitative aspects, including contributions to regional economic development and the strengthening of business relationships.



IV. Toward Enhancing Corporate Value

The 22nd Management Plan “Delivering True Value with Respect to the Business of Creating Better Futures” (April 2023 to March 2031)

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



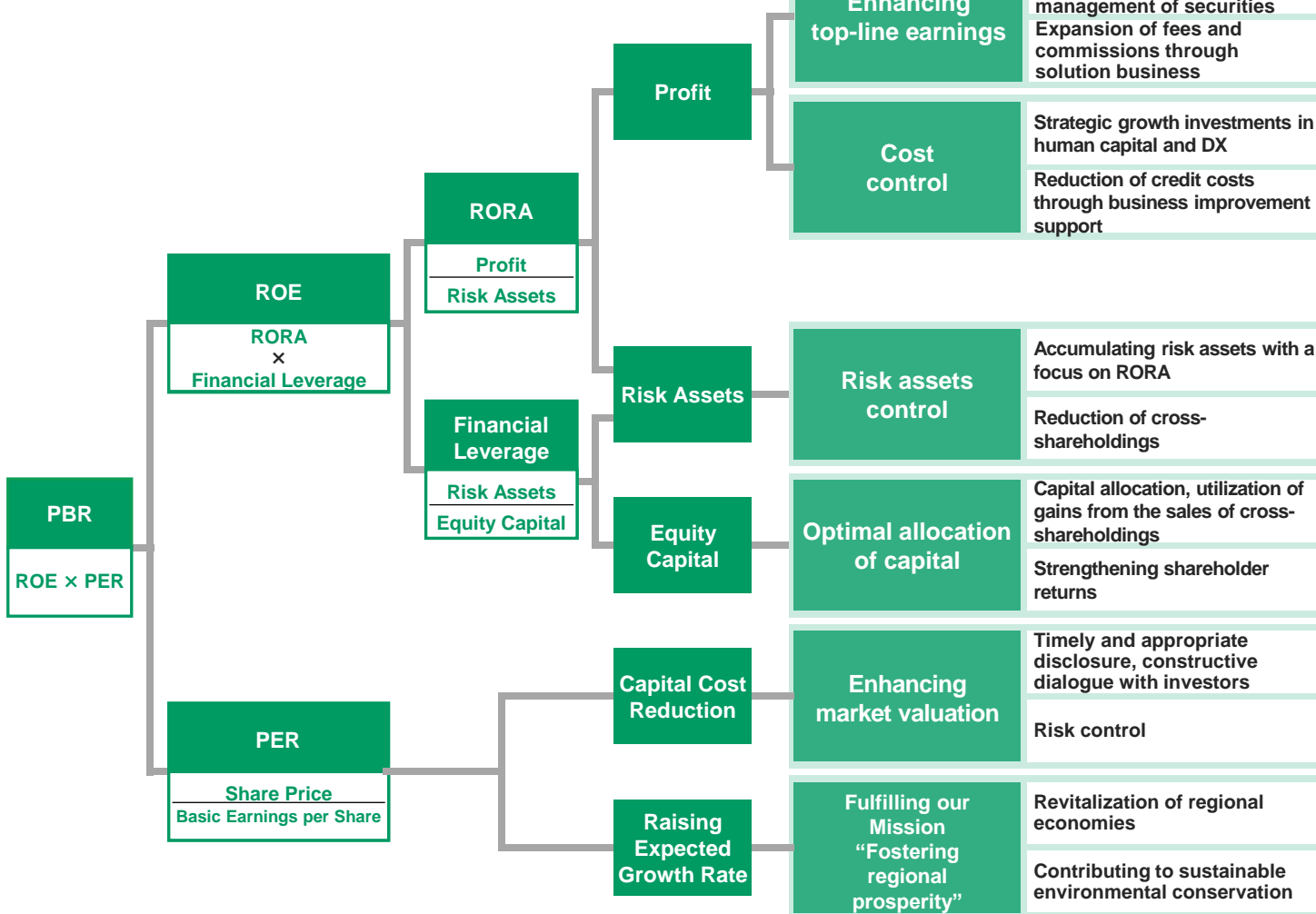
Vision 2030 (Ideals to achieve by March 2031)

The region’s leading financial group, growing alongside with our customers.

Our PBR Logic

$$\text{PBR} = \text{ROE} \times \text{PER}$$

Price Book-value Ratio = Return on Equity × Price Earnings Ratio



KPIs / Policies

Upward Revision in May 2025 Intermediate financial targets (FY2027)	Profit (consolidated): ¥20 billion
	ROE (consolidated): Over 6%
<Strategic pillars> Human capital strategy FY2030 targets	Core OHR: 50%+
	Loans and deposits: ¥10 trillion
Updated in April 2025 <Strategic pillars> DX strategy FY2027 targets	Human resources portfolio
	Female on-site representation ratio: 100%
	Work engagement: 3.60
	Diverse career experience ratio: 80%
	Reduction in Branch Office administrative hours: 15,000 hours/month
	Web transaction ratio for investment trusts: 65%
	DX support consultations: 100 cases/year
	Digital Utilization Human Resources: 150 over 3 years
	Digital Coordinators: 150 over 3 years
Equity capital policy	Appropriate level of consolidated capital adequacy ratio: around 12.5%
	Reduction in cross-shareholdings: 30% (¥12.4 billion) vs. FY2022 end
Shareholder return policy	Dividend payout ratio: around 30%
	Flexible share buybacks
<Strategic pillars> Sustainability FY2030 targets	ESG investments and loans: ¥500 billion
	CO ₂ emissions: -70%

Toward a PBR of 1.0 or higher

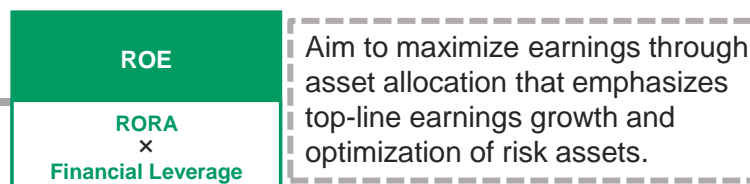


Our logic of PBR

$$\text{PBR} = \text{ROE} \times \text{PER}$$

Price Book-value Ratio = Return on Equity × Price Earnings Ratio

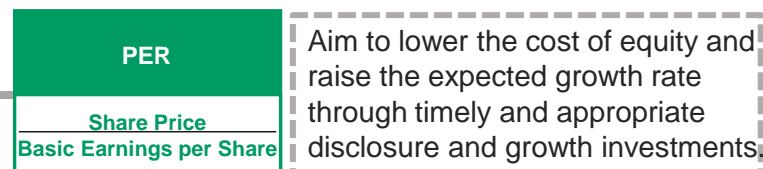
- Aim to enhance PBR through a dual approach: improving ROE by strengthening top-line earnings, while also lowering the cost of equity and raising the expected growth rate.



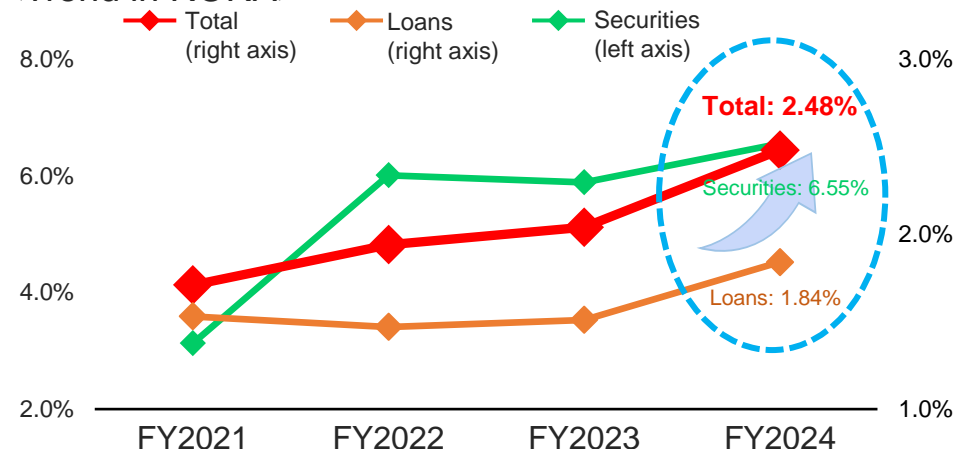
[Comparison of PBR, ROE, and PER with peer banks]

	Our Bank	Regional banks' avg.*
ROE	5.08%	4.37%
PER	8.77x	9.03x
PBR	0.46x	0.43x

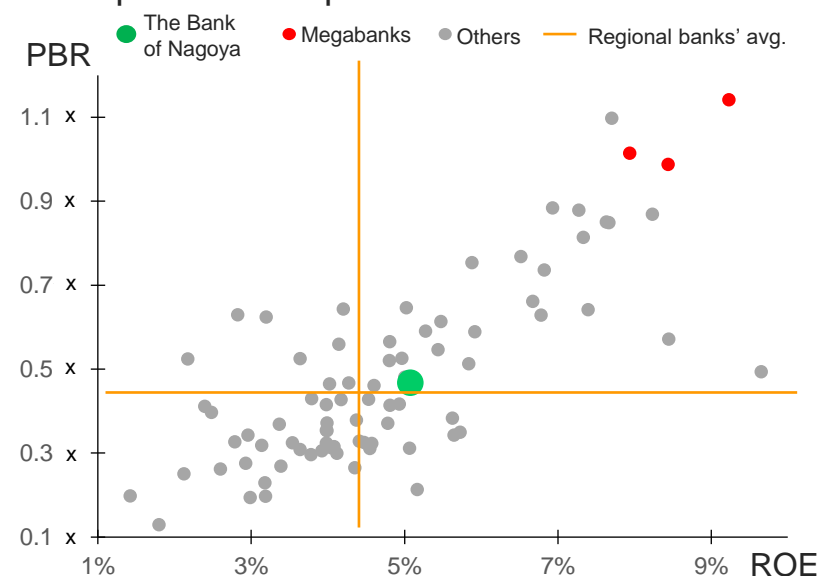
*Excluding our Bank. Equity and profit figures are for FY2024. Share prices are based on closing prices as of the end of March 2025 (according to our research).



<Trend in RORA>



<Comparison with peer banks>



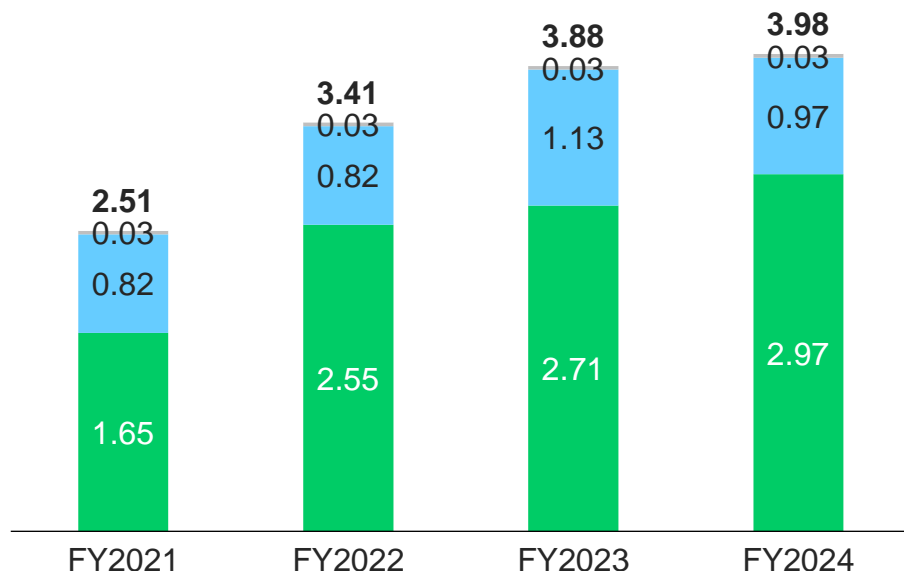
Corporate banking strategy

- Enhancing top-line earnings by leveraging a solid customer base



<Breakdown of corporate service fees> Billions of yen

Finance-related Solution-related Others



Support for subsidy applications

- As an approved support institution, we actively assist customers in subsidy applications, particularly for the “Monozukuri Subsidy (General Type)” and the “Business Restructuring Subsidy,” where we rank among the top performers nationwide.

<Monozukuri Subsidy (General Type)>
(Cumulative total: Rounds 1-18)

Rank	Financial institutions	No. of approved cases
1	A Shinkin Bank	280
2	The Bank of Nagoya	203
3	B Bank	202
4	C Shinkin Bank	175
5	D Shinkin Bank	134

<Business Restructuring Subsidy>
(Cumulative total: Rounds 1-11)

Rank	Financial institutions	No. of approved cases
1	E Shinkin Bank	766
2	The Bank of Nagoya	608
3	Government Financial Institution	577
4	F Shinkin Bank	576
5	G Shinkin Bank	551

(Survey by the Bank of Nagoya, by approved support financial institution nationwide)

Recruitment services

- Support our customers’ business growth by identifying their talent needs through business feasibility assessment and providing appropriate recruitment services.

No. of contracts closed	122
(FY2024)	

ICT support services

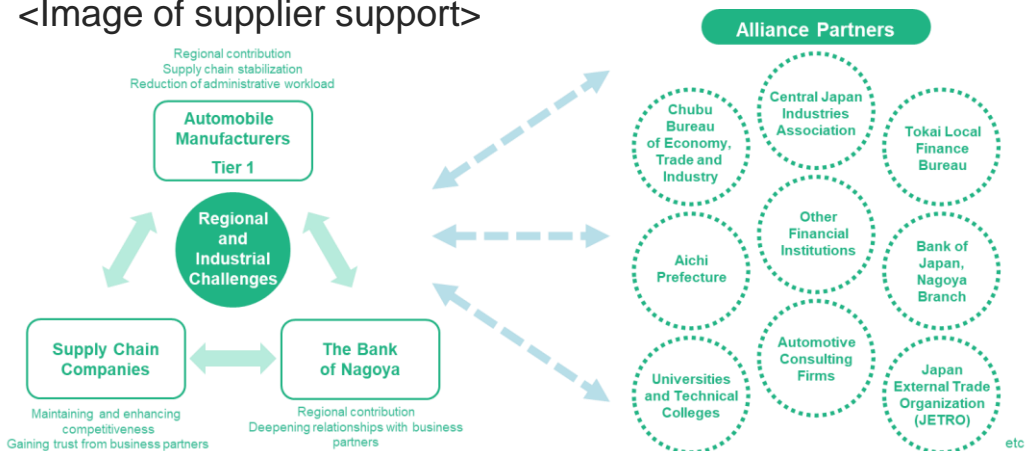
- Together with our consolidated subsidiary NAIS Co., Ltd. (an advanced banking service company), we promote customers’ ICT and DX initiatives and support productivity improvement.

No. of consultations	158
No. of contracts closed	64
(FY2024)	

Automobile Supply Chain Support Office

- Contribute to the revitalization and resilience of the regional economy by supporting the automotive industry's supply chain, which is a core sector in Aichi Prefecture.
- To strengthen our initiatives in supporting the automotive industry, we signed a MOU with 7 regional banks (Nagoya, Ashikaga, Gunma, Shizuoka, Hiroshima, Yamagata, and Yokohama) that are actively engaged in this field.

<Image of supplier support>



Key initiatives regarding tariff measures

- Promptly initiated information exchange with government ministries and analysts following the change of administration in the United States.
- Held information exchange meetings with Tier 1 companies in the automotive industry.
- April 2025: Co-hosted a seminar with JETRO on "U.S. Political and Economic Trends and Their Impact on Japanese Companies."



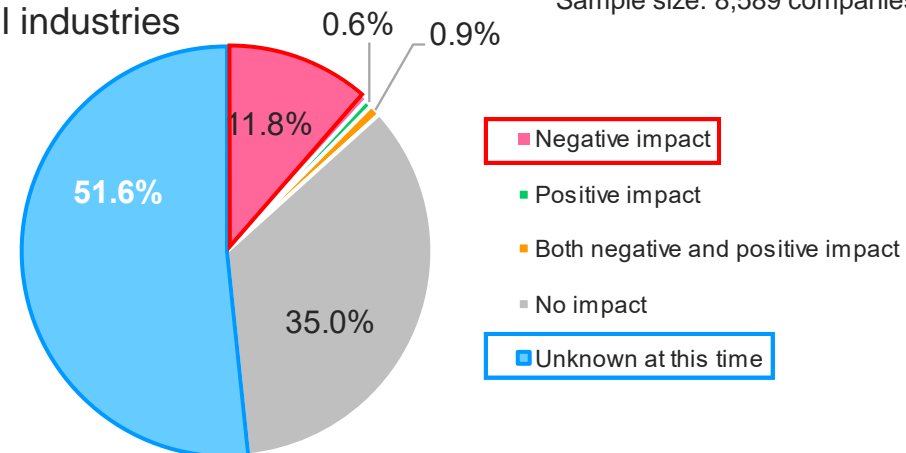
Conducting surveys of clients

- Following the change of administration in the United States, the first survey was conducted in February 2025 and the second in April 2025. As of April 2025, about half of the respondents answered, "Unknown at this time."
- Continue to closely monitor the situation and remain committed to supporting our clients.

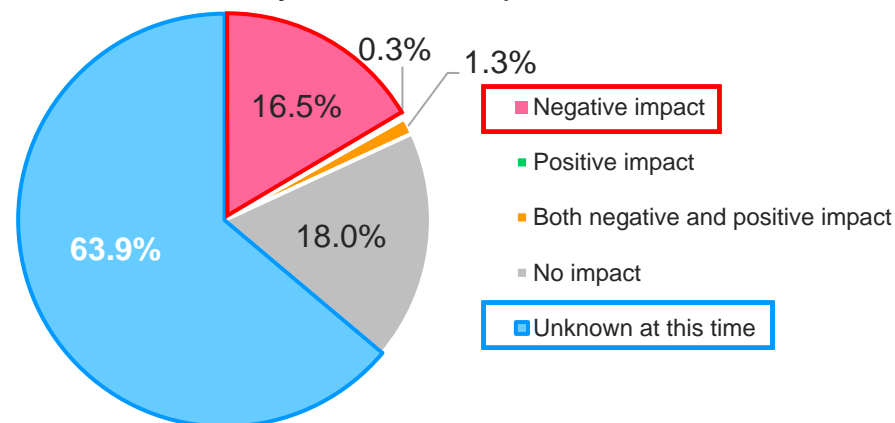
<Impact of U.S. tariff measures on our company (2nd survey)>

Sample size: 8,589 companies

○All industries



○Automotive industry-related companies



Sustainability management support

- Provide financing and consulting services to support the sustainability management of our corporate clients.

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

130

(cumulative as of
March 31, 2025)

Carbon neutrality declaration consulting

- Support our corporate clients in formulating declaration statements for their initiatives to reduce CO₂ emissions.

No. of contracted companies

123

(cumulative as of
March 31, 2025)

Health and productivity management consulting with hands-on support

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

No. of companies supported in
creating health declarations

3,130

No. of contracted companies

522

(cumulative as of
March 31, 2025)

- As a commissioned project by the City of Nagoya, we are implementing the "Nagoya Health and Productivity Management Support Project (N-Ken)" in collaboration with Tokio Marine & Nichido Fire Insurance Co., Ltd. and TOPPAN Edge Inc. to support health and productivity management among SMEs.

Corporate hometown tax matching

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

No. of matched companies

7

(cumulative as of
March 31, 2025)

<Local governments with corporate hometown tax matching support contracts
(as of June 2, 2025)>

Konan city, Nisshin city, Inazawa city, Nagoya city, Chiryu city, Seto city, Nagakute city,
Higashiura town, Tajimi city, Kasugai city, Komaki city, Chita city
(in order of service commencement)

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, 2025)

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

64

(cumulative as of
March 31, 2025)

"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

937

(cumulative as of
March 31, 2025)

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

43

(cumulative as of
March 31, 2025)

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.

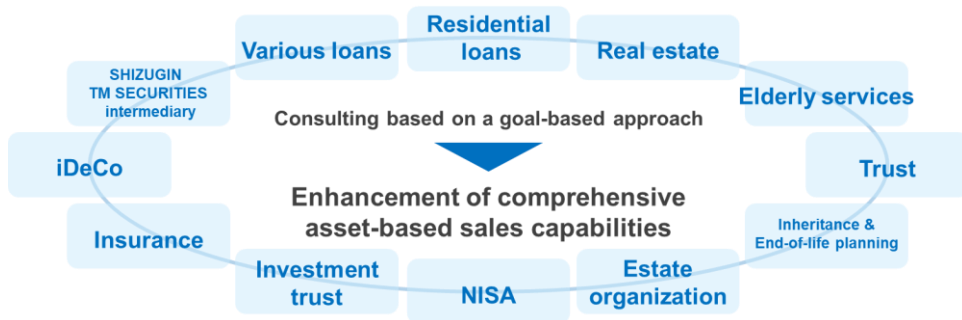
No. of cases handled

2

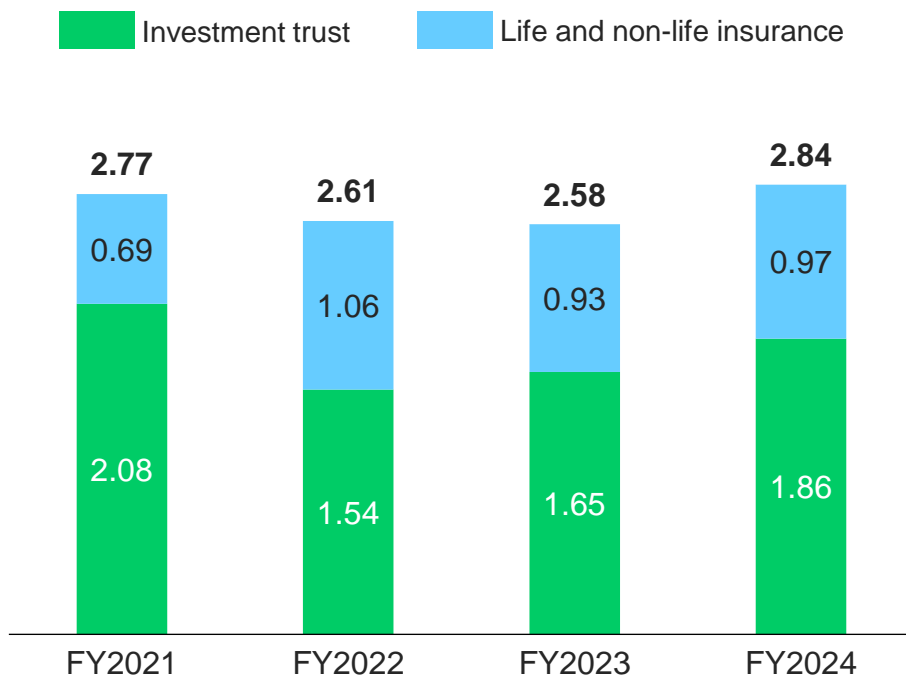
(cumulative as of
March 31, 2025)

Personal banking strategy

- Leverage our strong customer base to strengthen workplace-based initiatives.



<Breakdown of fee income from custody asset sales> Billions of yen



Inheritance services

- Obtained authorization to concurrently operate trust services, enabling us to provide one-stop support for our customers' inheritance and asset succession needs.

Track record in will trust services

110

(FY2024)

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)."
- Received "S" rating in "R&I Fiduciary Duty Ratings."*
- Support our customers in building long-term wealth in line with the Cabinet Office's Doubling Asset-Based Income Plan.



No. of NISA accounts

31,257

(FY2024)

* A rating system 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."

Financial education

- Promote financial education to support local customers in building assets from a medium- to long-term perspective.

<Financial education>

No. of sessions held

13

Total participants

2,455

(FY2024)

<Workplace seminars>

No. of sessions held

1,620

Total participants

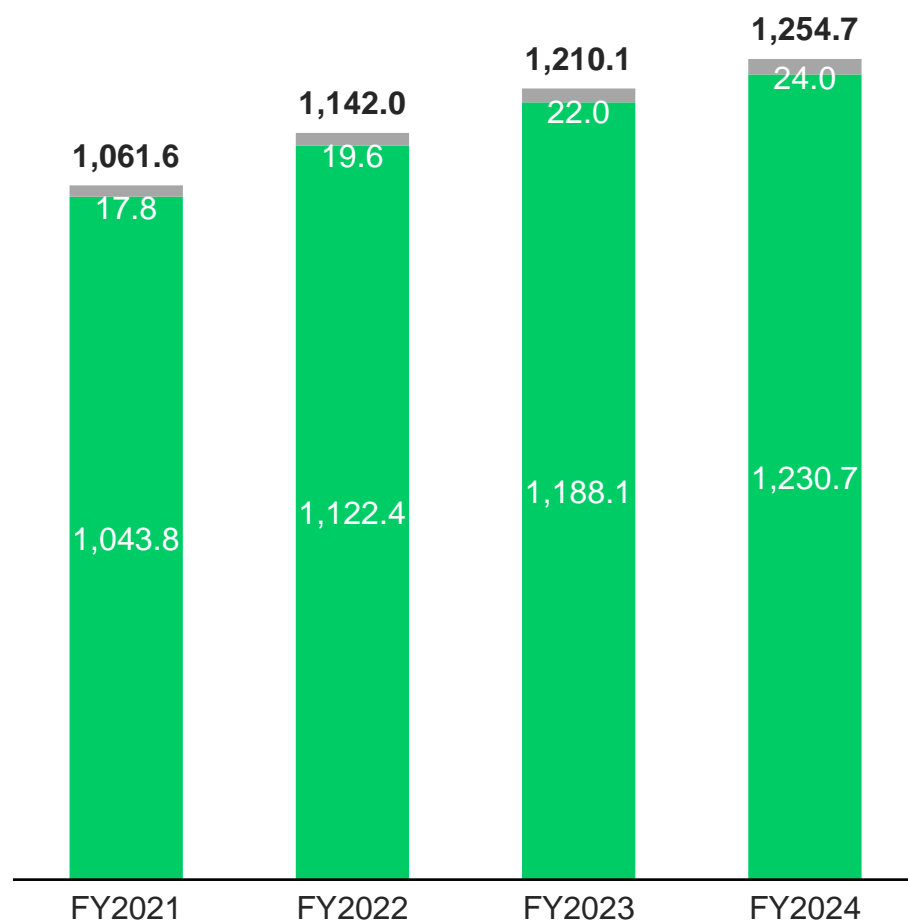
10,070

(FY2024)

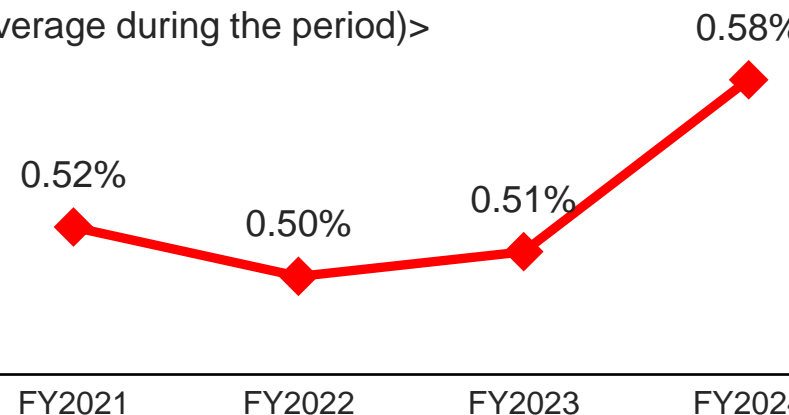
Personal banking strategy

<Consumer loans (balance at end of period)> Billions of yen

Residential loans Others

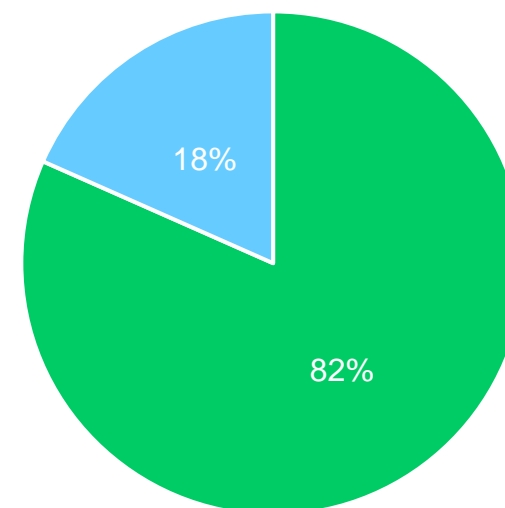


<Trends in residential loan interest rates for new loans (average during the period)>



<Breakdown of residential loan balances by interest rate type (as of the end of March 2025)>

Variable rate (selectable type) Fixed rate (selectable type)



Securities investment

- Control portfolio duration appropriately to mitigate sharp fluctuations in securities investment income.

<Investment policy by asset category>

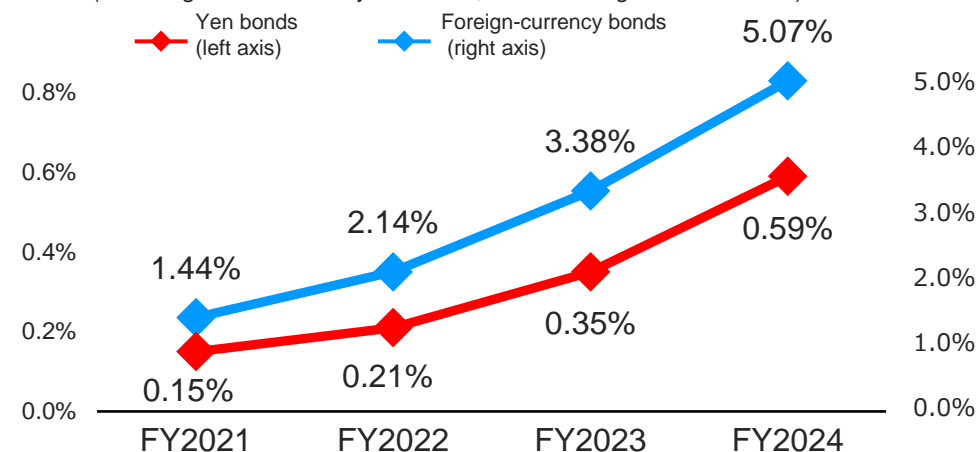
	Yen bonds	Foreign bonds	Investment trust	Equities
Balance	Increase	Maintain	Maintain	Reduce
Duration	Maintain	Maintain	-	-

<Valuation gains and losses on securities> Billions of yen

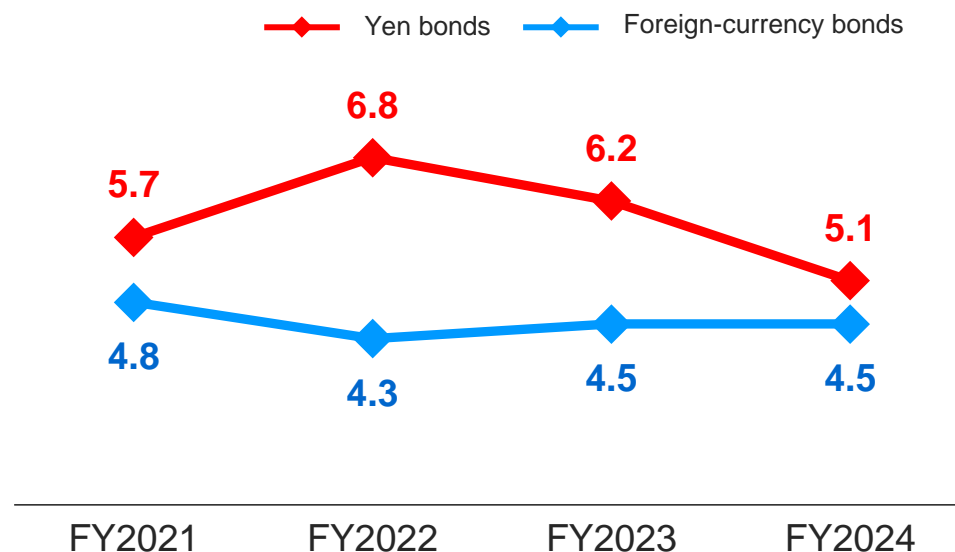
	FY2023	FY2024	YoY
Held-to-maturity	(2.5)	(7.9)	(5.3)
Available-for-sale	115.0	68.8	(46.1)
Equities	129.7	85.5	(44.2)
Bonds	(13.7)	(17.1)	(3.4)
Other	(0.9)	0.5	+1.5

Yield

(including held-to-maturity securities, on an average balance basis)



Duration trends (excluding held-to-maturity securities)

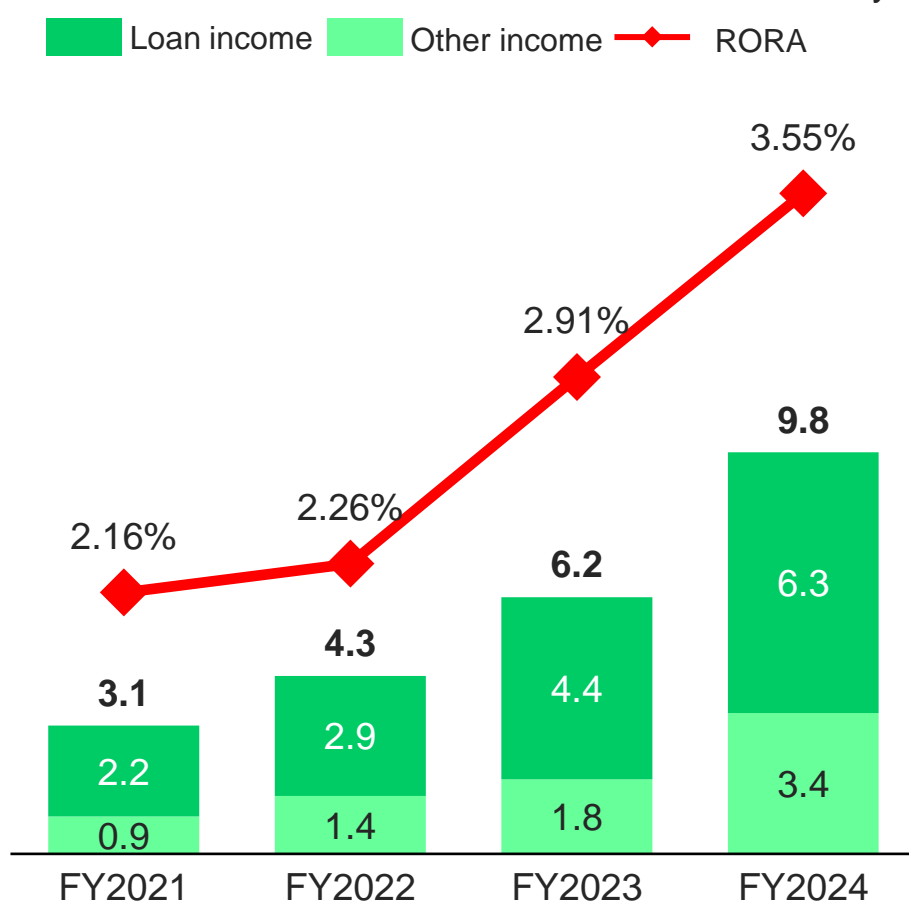


Structured finance

- Performance has been steady, contributing to our Bank's earnings strength.
- Continue to expand while appropriately controlling risk assets.

<Income (cash flow basis)>

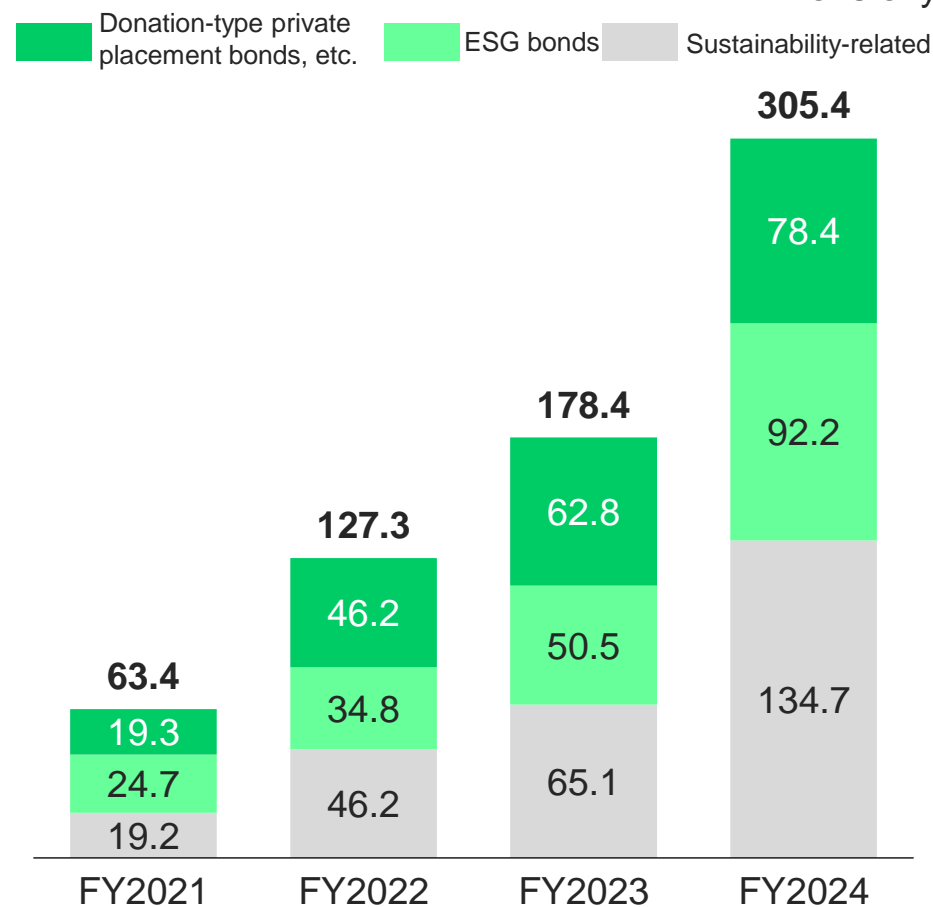
Billions of yen



ESG investments and loans

- Under the 22nd Management Plan, we have set a non-financial target of ¥500 billion in cumulative ESG investments and loans over the 10 years through FY2030.

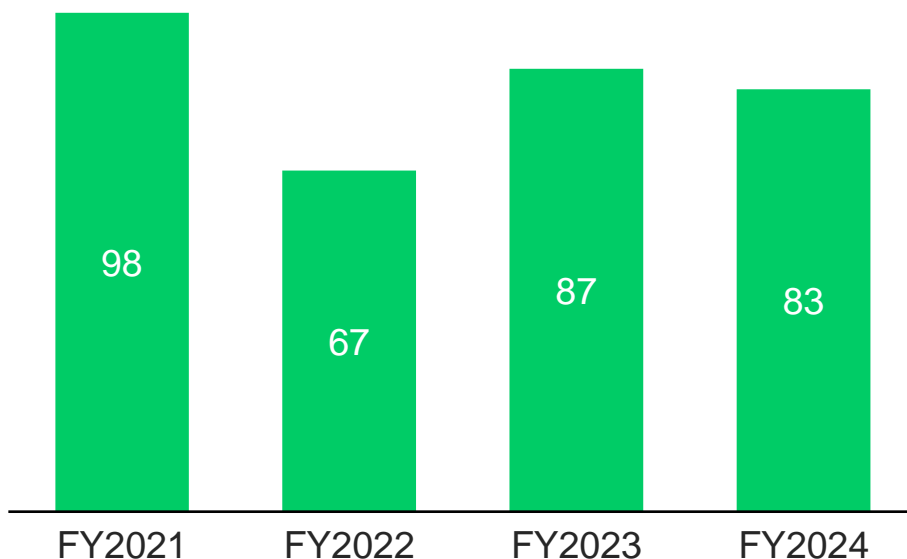
Billions of yen



Overseas business support

- Support in expanding overseas by leveraging our extensive network, including the opening of our Nantong Branch in China.
- Over more than 40 years, we have built strong relationships with China.
- 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 an infrastructural role 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 Ordinary Profit
(after deducting foreign exchange gains and losses)> Millions of yen



Shizuoka Nagoya Alliance

- Strengthening support for clients in key industries across Aichi and Shizuoka prefectures.
- Shared KPIs revised upward to further strengthen alliance and accelerate collaborative initiatives aimed at revitalizing regional industries by addressing customer challenges.

<Revision of revenue synergy target (5-year cumulative, combined total for both banks)>

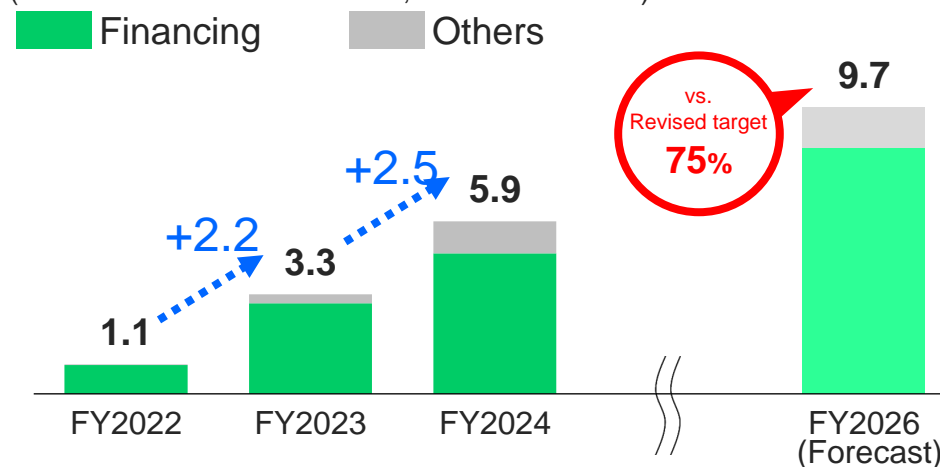
	Before Revision	After Revision
Cumulative revenue synergy (KPI)	¥10 billion	¥13 billion*

*Includes revenue from SHIZUGIN TM SECURITIES intermediary services, which was not included in the original KPI.

<Revenue synergy results

(combined total for both banks, after KPI revision)>

Billions of yen



静岡・名古屋 アライアンス

Shizuoka・Nagoya Alliance

Credit cost reduction

Credit cost reduction through business improvement support

- Assign dedicated staff at the headquarters to support business improvement and revitalization, and establish a structured support framework.
- Going beyond conventional cash flow assistance, provide tailored solutions aimed at business improvement and enhancing corporate value, through a deep understanding of our customers' management challenges.

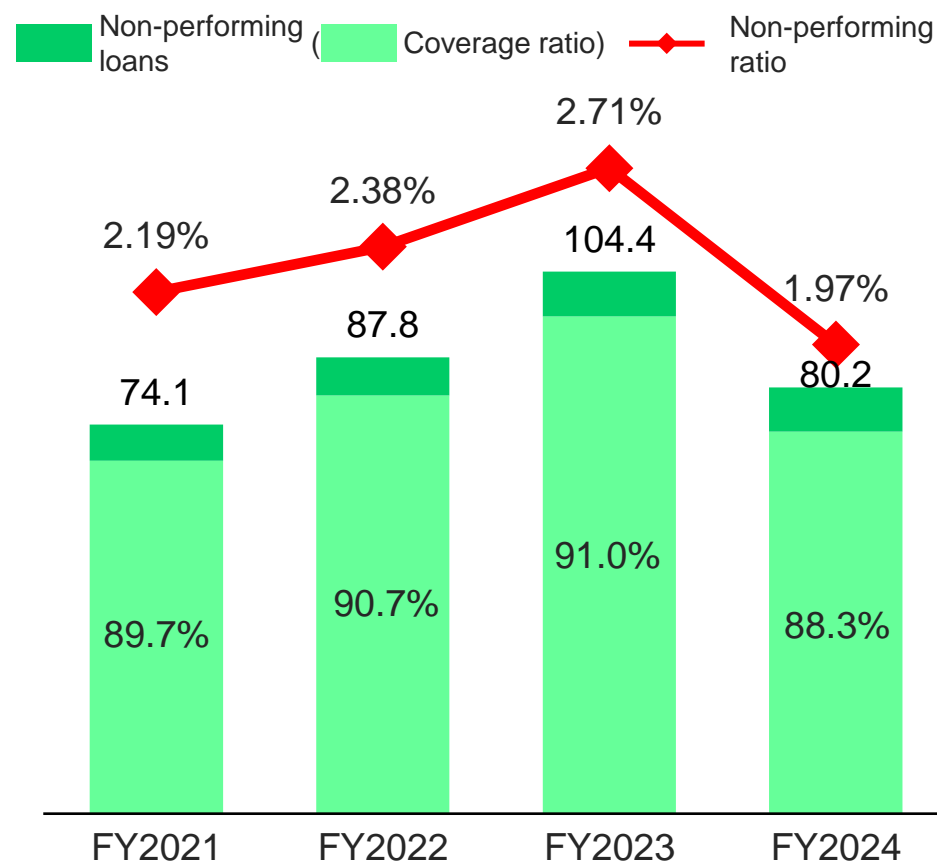
Corporate client business improvement = Credit cost reduction



Billions of yen

Loans based on the Financial Reconstruction Act

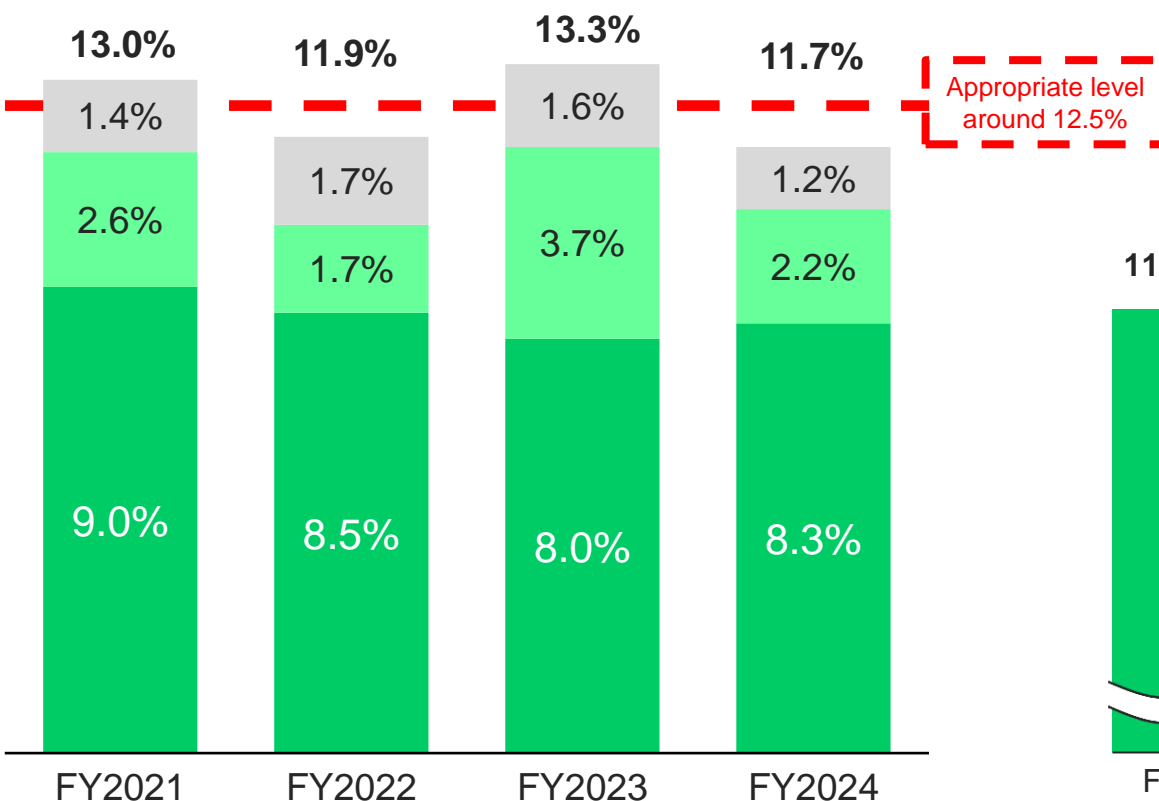
- In FY2024, the non-performing ratio declined as a result of upgrades in borrower credit ratings and the resolution of non-performing loans, combined with an increase in total loan balances.



Capital adequacy ratio (consolidated)

- Our target capital adequacy ratio is around 12.5%, which includes a 2% buffer above the regulatory requirement of 10.5%.

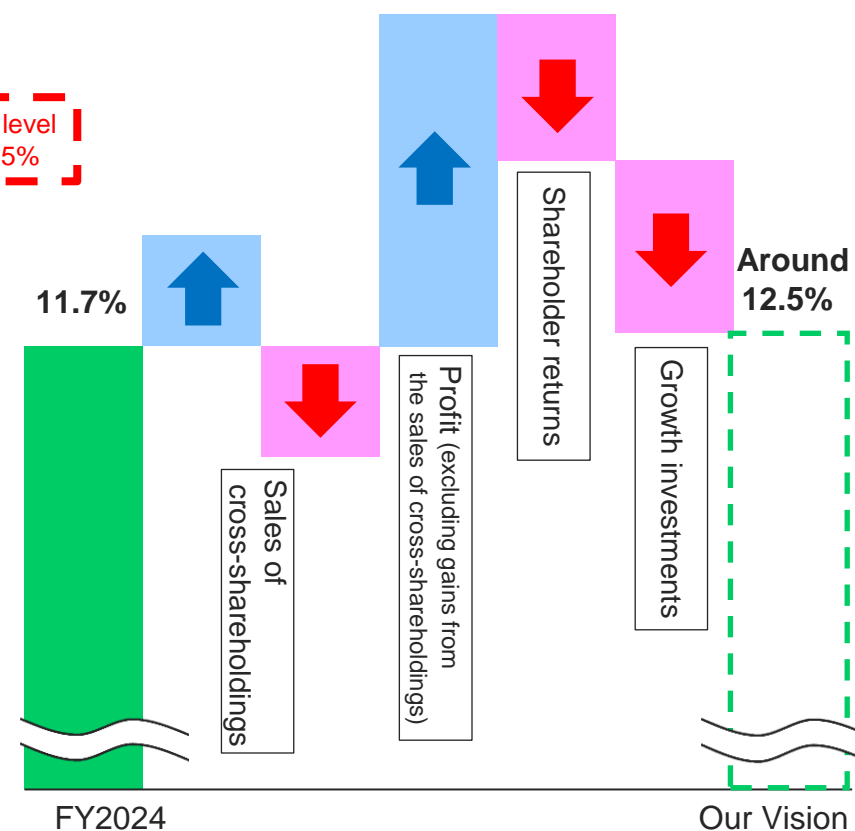
■ Capital instruments* - excl. accumulated other comprehensive income ratio
■ Accumulated other comprehensive income ratio
■ Capital instruments* ratio



Capital allocation

- Aim to maintain an appropriate capital adequacy ratio of around 12.5% by balancing growth investments and shareholder returns to enhance corporate value.

<Image>



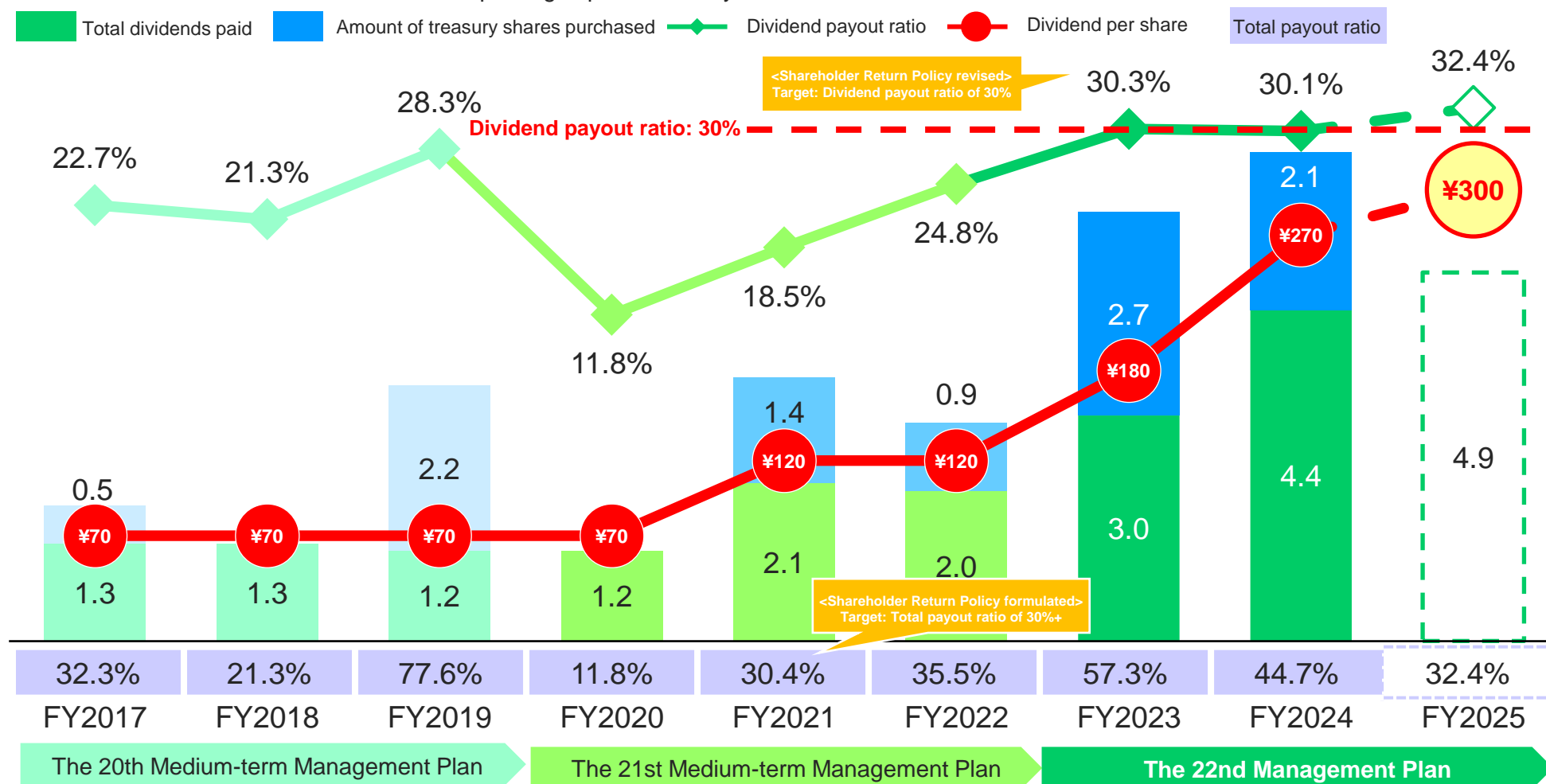
*Capital instruments: B3T2 bonds

Shareholder returns

Billions of yen

<Shareholder Return Policy>

- We will continue to provide shareholder returns in a manner that strikes an optimal balance between maintaining capital soundness and pursuing growth investment opportunities.
- Our dividend policy is to maintain the payout ratio of approximately 30%. In addition, we will continue to purchase treasury shares in a flexible manner as a shareholder return measure aimed at improving capital efficiency.



Dialogue with investors

Main themes of investor dialogue

Lending-related	Impact of policy rate hikes (effects on clients' business and lending rates), capital requirements, and credit costs outlook
Securities-related	Portfolio composition and the impact of policy rate hikes
Management Plan-related	Progress on publicly announced targets and human capital strategy
Cross-shareholdings-related	Progress toward reduction targets and future reduction policy

Status of investor dialogue

	FY2023	FY2024
Company briefings for institutional investors	1 time (June)	2 times (June and Dec.)
One-on-One meetings	10 meetings	9 meetings

Share split

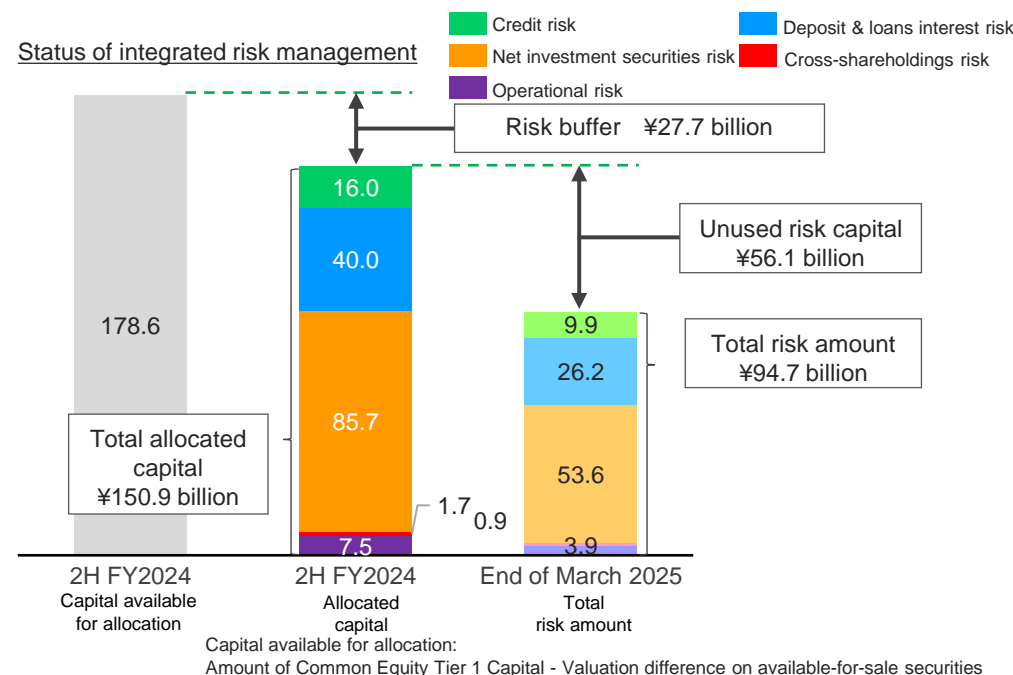
- Aim to lower the minimum investment amount per trading unit by implementing a share split, thereby creating an environment that facilitates investor participation.
- Seek to enhance the liquidity of our shares and further broaden our investor base.

Share Split Ratio **1:3**

Record Date: Tuesday, September 30, 2025
Effective Date: Wednesday, October 1, 2025

Risk control

Billions of yen



Interest Rate Risk in the Banking Book (ΔEVE: Economic value decrease under interest rate shock)

Economic value decrease (Max.)	Tier 1 Capital (End of March 2025)	Materiality test*
¥9.4 billion	¥247.5 billion	3.8% ≤ 15%

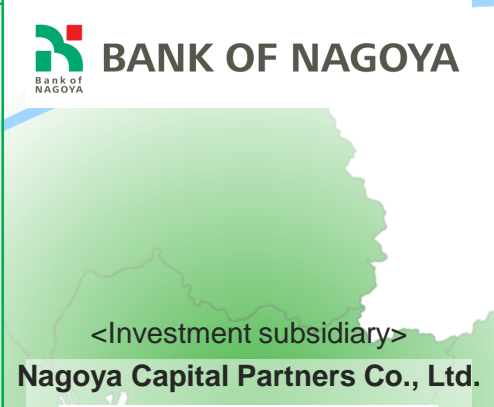

*In accordance with the supervisory guidelines issued by the Financial Services Agency, banks subject to international standards are required to keep ΔEVE within 15% of their Tier 1 Capital.

Liquidity Coverage Ratio (non-consolidated)

	End of March 2025	Daily average Q4 FY2024
Liquidity Coverage Ratio (LCR)	133.1% ≥ 100%	133.5% ≥ 100%

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		Aging of business owners and succession shortages
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.		<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	Creation of new core industries in the region		Business downturn caused by changes in the business environment
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.	<Investment subsidiary> Nagoya Capital Partners Co., Ltd.  <ul style="list-style-type: none"> ● Business succession fund 9 investments (including 1 Exit) ● Venture fund 5 investments ● Business revitalization fund 2 investments ● Regional revitalization fund 2 investments ● Shizuoka Nagoya Alliance fund 1 investment 	<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.

Social contribution activities

Meigin Green Foundation

- Established in 1975 as a commemorative project for the 25th anniversary of our Bank’s founding.
- For over 50 years, the foundation has promoted a wide range of greening initiatives, including school greening programs and collaboration with local governments throughout Aichi Prefecture.



Tree donations to elementary and junior high schools in Aichi Prefecture

Total of
572 schools

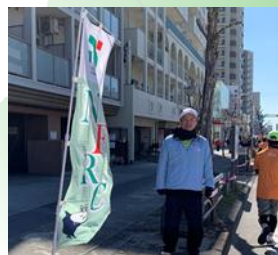
Tree donations and improvements of public facilities in Aichi Prefecture

Total of
53 facilities

(Cumulative total as of March 31, 2025)

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.
- Contribute to regional revitalization and the promotion of sports by supporting local sports teams through investment and sponsorship.



A scene from volunteer activities at the Nagoya-Aichi Marathon Festival

<Soccer: Nagoya Grampus> <Rugby: Toyota Verblitz> <Volleyball: Wolfdogs Nagoya>



©N.G.E.



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.
- Participated as volunteers in “Heartful Night,” a special admission-free program exclusively for persons with disabilities hosted by the Higashiyama Zoo and Botanical Gardens, and took part in the “Higashiyama Zoo and Botanical Gardens Flower-Filled Project” promoted by the City of Nagoya.
- Provided support funds for animal feed and other purposes based on the results of the “Higashiyama Zoo and Botanical Gardens Support Time Deposit” program (total to date: ¥18.2 million).



Donations to local governments

- Donated a portion of the fees received from corporate customers who supported loans designed to address the needs of collaboration with local governments and disaster preparedness, to municipalities in the Tokai region.
- Expanded the number of organizations with which agreements have been concluded for initiatives such as matching support contracts under the Regional Revitalization Tax System (commonly known as the corporate hometown tax) and bequest donation arrangements, in order to support customer contributions to regional revitalization.

No. of organizations with which matching support contracts under the corporate hometown tax were concluded

12

No. of institutions with which bequest donation agreements were concluded (including educational institutions)

23

(As of June 2, 2025)

Contributing to sustainable environmental conservation

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.

Support for TCFD recommendations

Status of addressing the TCFD recommendations	
Governance	The Sustainability Committee is chaired by the President and conducts deliberation on the basis of the Basic Policy on Sustainability.
Strategy	<p>The Bank will implement the following strategies to realize sustainable regional communities.</p> <ul style="list-style-type: none"> ● Facilitate client efforts for transitioning to a carbon-free society ● Promote ESG investments and loans in alignment with the ESG investment and loan policy ● Reduce CO₂ emissions ● Perform scenario analysis to evaluate risks and opportunities
Risk Management	<p>The Bank has established a risk management structure by drawing up the Climate Change Risk Management Regulations.</p> <p>The Bank addresses effects of climate change within its framework of enterprise risk management.</p>
Metrics & Targets	<p>ESG investments and loans to be implemented: ¥500.0 billion over 10 years through FY2030</p> <p>CO₂ emissions: By FY2030, achieve a 70% reduction in the Bank’s CO₂ emissions (Scopes 1 & 2) relative to levels of FY2013 By FY2050, achieve net-zero CO₂ emissions of the Bank</p>

Introduction of “C-Turtle” GHG emissions calculation tool

- Introduced the GHG emissions calculation tool “C-Turtle” in FY2025 to enhance efforts to reduce environmental impact by enabling accurate measurement and efficient management of emissions.
- Aim to deepen the engagement with clients through emissions management and promote the expansion of ESG-related investments and loans.

Reduction of CO₂ emissions

- Aim to reduce our Bank’s CO₂ emissions (Scopes 1 & 2) by 70% from FY2013 levels by FY2030 and achieve net-zero emissions by FY2050.

<Performance against CO₂ emissions reduction targets> Unit: t-CO₂

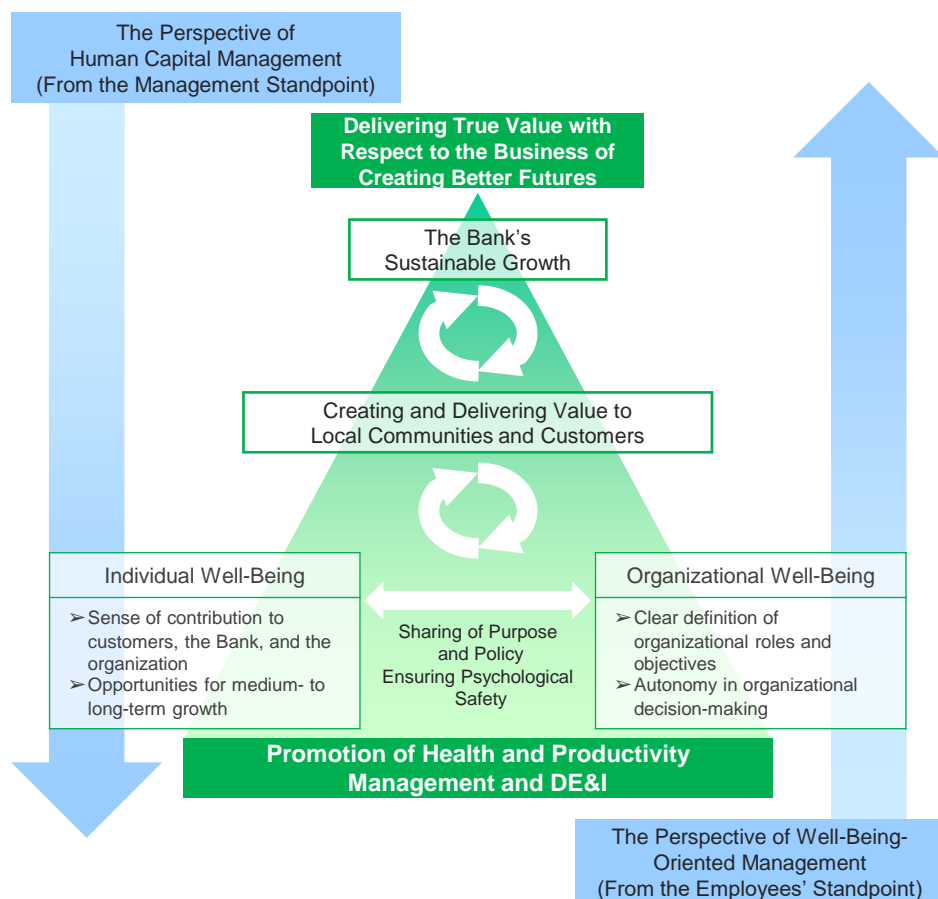
FY2013	FY2024	Reduction rate	FY2030 Reduction target
7,774	4,484	-42%	-70%

<CO₂ emissions in FY2024> Unit: t-CO₂

Scope 1 (direct emissions)	668
Scope 2 (indirect emissions)	3,816
Scope 3 (indirect emissions not included in Scopes 1 & 2)	7,690,792
Category 15 (investments and loans)	7,672,429
Total	7,695,276

Human capital management and well-being-oriented management

- Human capital management is a management approach that regards personnel as “capital” and aims to maximize their value to enhance corporate value over the medium to long term.
- Well-being-oriented management focuses on creating a “fulfilling” work environment from the employees’ perspective.



The 22nd Management Plan non-financial targets

	FY2022 (At mgmt. plan formulation)	FY2024 Results	FY2030 Targets
Female on-site representation ratio ^{*1}	82%	90%	100%
Work engagement ^{*2}	3.08	3.59	3.60
Diverse career experience ratio ^{*3}	44%	61%	80%

^{*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

Human resources portfolio

Unit: Persons

	FY2022 (At mgmt. plan formulation)				FY2024				FY2030 Targets			
	Head quart ers	Sales	Adm.	Total	Head quart ers	Sales	Adm.	Total	Head quart ers	Sales	Adm.	Total
Branch Manager Lv.	20	90	0	110	16	75	0	91	20	80	0	100
Section Manager Lv.	150	110	280	540	165	96	247	508	140	100	170	410
General Staff Lv.	150	470	420	1,040	177	548	266	991	120	630	140	890
Partners (Full-time)	60	0	250	310	51	7	229	287	140	30	430	600
Partners (Part-time)	40	0	460	500	34	4	430	468	50	0	300	350
Total Ratio	420 16.8%	670 26.8%	1,410 56.4%	2,500	443 18.9%	730 31.1%	1,172 50.0%	2,345	470 20.0%	840 35.7%	1,040 44.3%	2,350

Primarily through
reskilling
+60 people

Promotion of health and productivity management and Work Engagement Reform

TOPICS First-time selection for

KENKO Investment for Health 2025

- Selected for the “KENKO Investment for Health 2025,” jointly designated by Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange, as a company practicing outstanding health and productivity management.
- Certified as a White 500 company for the 3rd consecutive year based on top-50 overall rankings, receiving one of the highest evaluations among financial institutions.



- Position health and productivity management as a key initiative in the human capital strategy.
- Through the promotion of “Work Engagement Reform,” which aims to create an environment where employees can find fulfillment in their work, we seek to further strengthen a proactive and warm organizational culture, and to develop “human resources capable of continuing to thrive into the future.”

Promotion of DE&I

- In response to the amended Act for Eliminating Discrimination Against Persons with Disabilities, which came into effect in April 2024, all employees have obtained “Level 3 Certification of the Universal Manners Test”^{*} to provide safer and more inclusive service by offering reasonable accommodations and meeting the diverse needs of customers.



^{*}The test is organized and operated by Mirairo Inc. and certified by the Japan Universal Manners Association.

- Developed an inclusive work environment that enables diverse talent to thrive and maintained an employment rate of persons with disabilities exceeding the statutory requirement.

Employment rate of persons with disabilities

2.78% ≥ 2.50%^{*}

(As of April 1, 2025)

^{*}Statutory employment rate of persons with disabilities at private-sector companies

Support for work-life balance

- Aim to create a workplace environment where individuals can fully demonstrate their abilities and work in their own way while managing various life circumstances, such as childcare, nursing care, or illness.

<Main initiatives to support for work-life balance>

Jan. 2023	Established the “Team Himawari Plus+” to design DE&I initiatives incorporating employee perspectives.
Apr. 2023	Added “infertility treatment” as an eligible reason for the use of accumulated paid leave.
July 2023	Introduced the Femtech service “LunaLuna Office.” Introduced the “Shortened Working Hour System for Employees with Illnesses” and the “Shortened Working Hour System for Pregnant and Postpartum Employees.”
Apr. 2024	Established a women’s rest area.
Sept. 2024	Conducted training for all employees on “Support for Balancing Work with Childcare and Nursing Care.”
Oct. 2024	Established a consultation desk as part of support for balancing work with nursing care. Added “nursing care” as an eligible reason for the use of accumulated paid leave.
Feb. 2025	Conducted training for managers on the work-life balance support system.
Apr. 2025	Introduced the “Flextime System” to enhance the work-life balance support system.

- Only 2 companies, including our Bank, have obtained the “Platinum Kurumin Plus” certification (granted by the Ministry of Health, Labour and Welfare) within the jurisdiction of the Aichi Labor Bureau.

(As announced by the Ministry of Health, Labour and Welfare in February 2025)



Increase in starting salaries for new graduates

- Raised starting salaries for new graduates to promote well-being-oriented management, with the aim of enhancing employee work engagement as part of our human capital strategy.

	Until Apr. 2023	From Apr. 2024	From Apr. 2025	From Apr. 2026
University / Graduate school	¥220 thousand	¥240 thousand	¥260 thousand	¥300 thousand [*]
Junior college	¥181 thousand	¥201 thousand	¥221 thousand	¥243 thousand
High school	¥174 thousand	¥194 thousand	¥214 thousand	¥236 thousand

^{*}Including job allowance

Review and future initiatives

FY2020 to FY2022

FY2023

FY2024

FY2025

FY2026

FY2027

FY2030

The 21st Medium-term Management Plan

The 22nd Management Plan



DX Strategy

Oct. 2022 to FY2024
(Oct. 2022 to Mar. 2025)

FY2025 to FY2027
(Apr. 2025 to Mar. 2028)

Strategies

- **Digital connect**
Strengthening non-face-to-face channels.
- **Operational efficiency**
Shifting management resources to sales.
- **HR development and infrastructure**
Developing digital talent and fostering external collaboration.

Achievements

- ✓ Banking services have become more comprehensive, leading to increased use of non-face-to-face channels.
- ✓ Branch office administrative hours are being reduced through automation and centralization at headquarters.
- ✓ Sales-focused personnel reallocation is progressing.

Issues

- ✓ Efforts to strengthen customer engagement through non-face-to-face channels are still in progress.
- ✓ Ongoing need to share and implement the Bank's data-driven vision internally.

Future initiatives

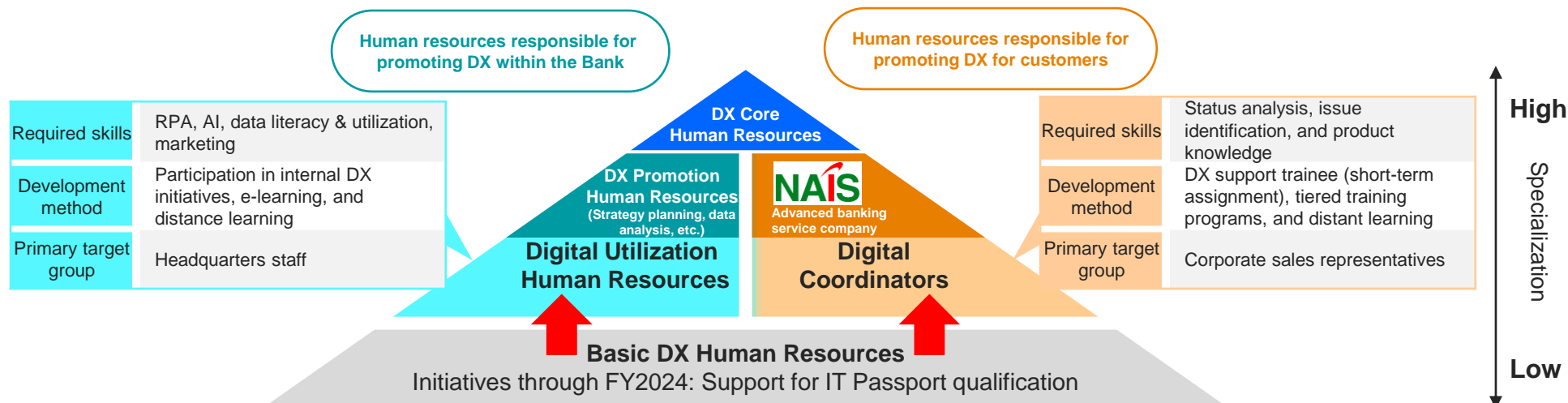
- **Strengthen customer engagement through the use of digital foundation.**
- **Promote data utilization to enhance sales quality.**
- **Reallocate freed-up capacity to high-value-added operations.**

From Foundation Building to Expanded Utilization



Human resources development

- In anticipation of the growing importance of skills such as data utilization and generative AI, we have defined new talent models (Digital Utilization Human Resources and Digital Coordinators) and are developing them systematically to enable practical application of digital tools in day-to-day operations.



Public targets

- The FY2024 targets for foundational development have been largely achieved, and new targets have been set for FY2027 to further expand utilization.

<FY2024 Targets>

	FY2024 Targets	FY2024 Results (Achievement rate)
No. of IT Passport holders	600	639 (106.5%)
No. of Bank of Nagoya App registrations	180,000	190,886 (106.0%)
No. of Smart Account openings	35,000	40,532 (115.8%)
Share of applications via non-face-to-face channels	30%	14.4% (48.0%)*
No. of corporate EB contracts	22,000	22,236 (101.0%)

*In March 2025 alone, the figure was 31.0% (achievement rate: 103.3%)

<FY2027 Targets>

	DX Strategic Pillars			FY2027 Targets
	DX of banking services	Clerical work efficiency	Support for customer DX	
Reduction in Branch Office administrative hours		●		15,000 hours/month
Web transaction ratio for investment trusts	●	●		65%
DX support consultations			●	100 cases/year
Digital Utilization Human Resources		●		150 over 3 years
Digital Coordinators		●	●	150 over 3 years

Appendix

Deposits and loans



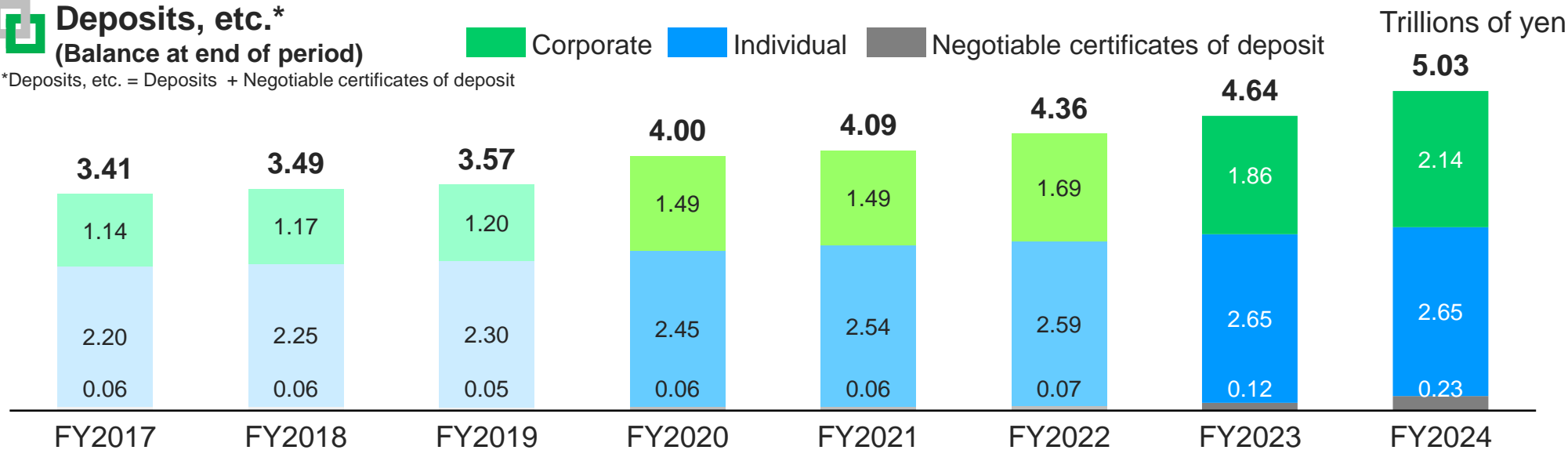
BANK OF NAGOYA

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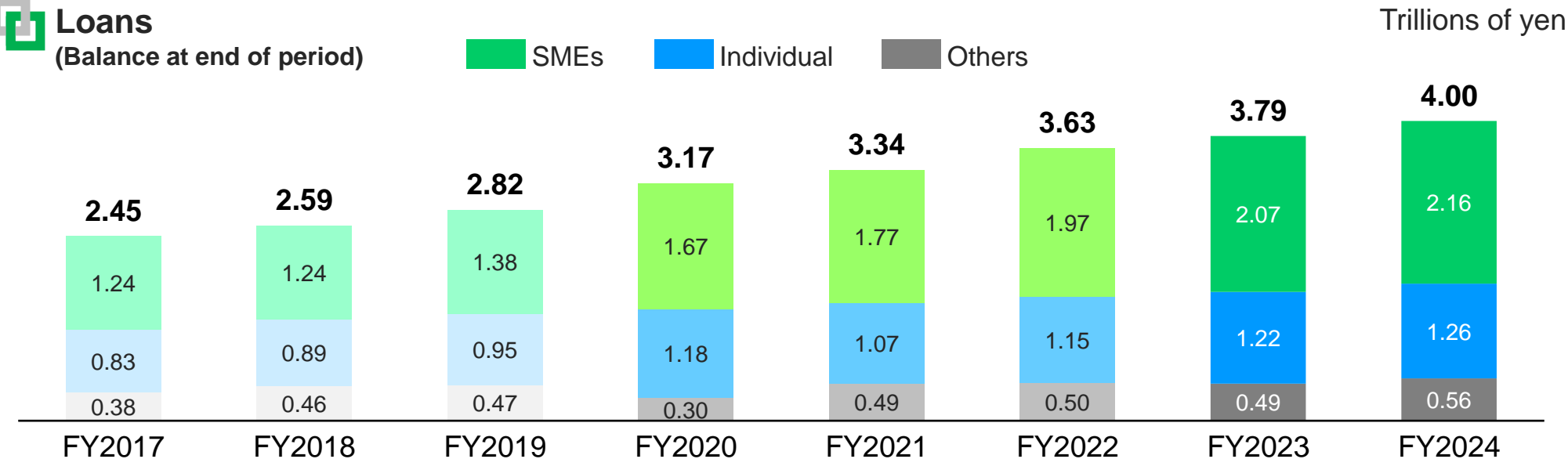


Deposits, etc.* (Balance at end of period)

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



Loans (Balance at end of period)



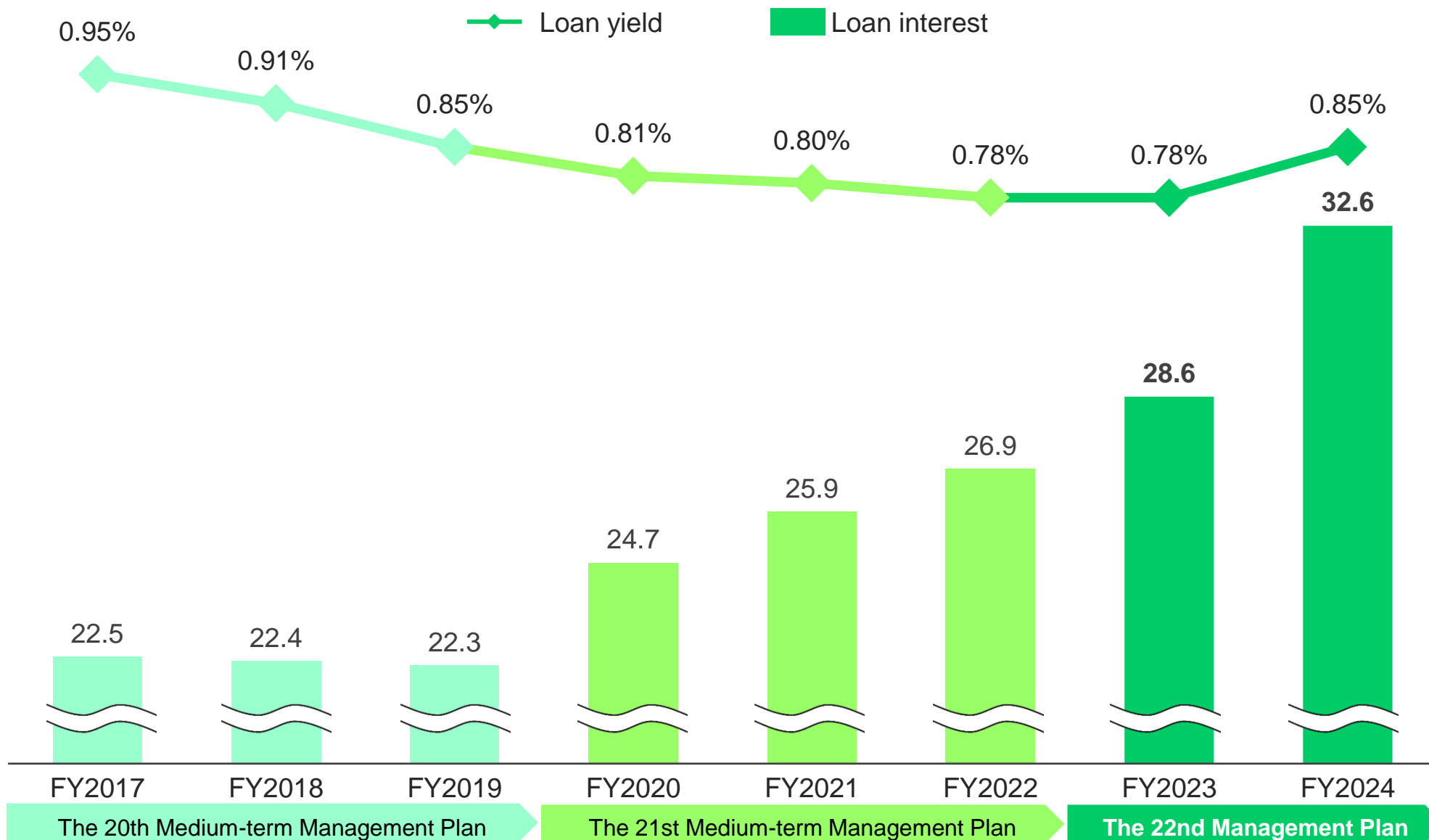
The 20th Medium-term Management Plan

The 21st Medium-term Management Plan

The 22nd Management Plan

Loan interest and yield

Billions of yen

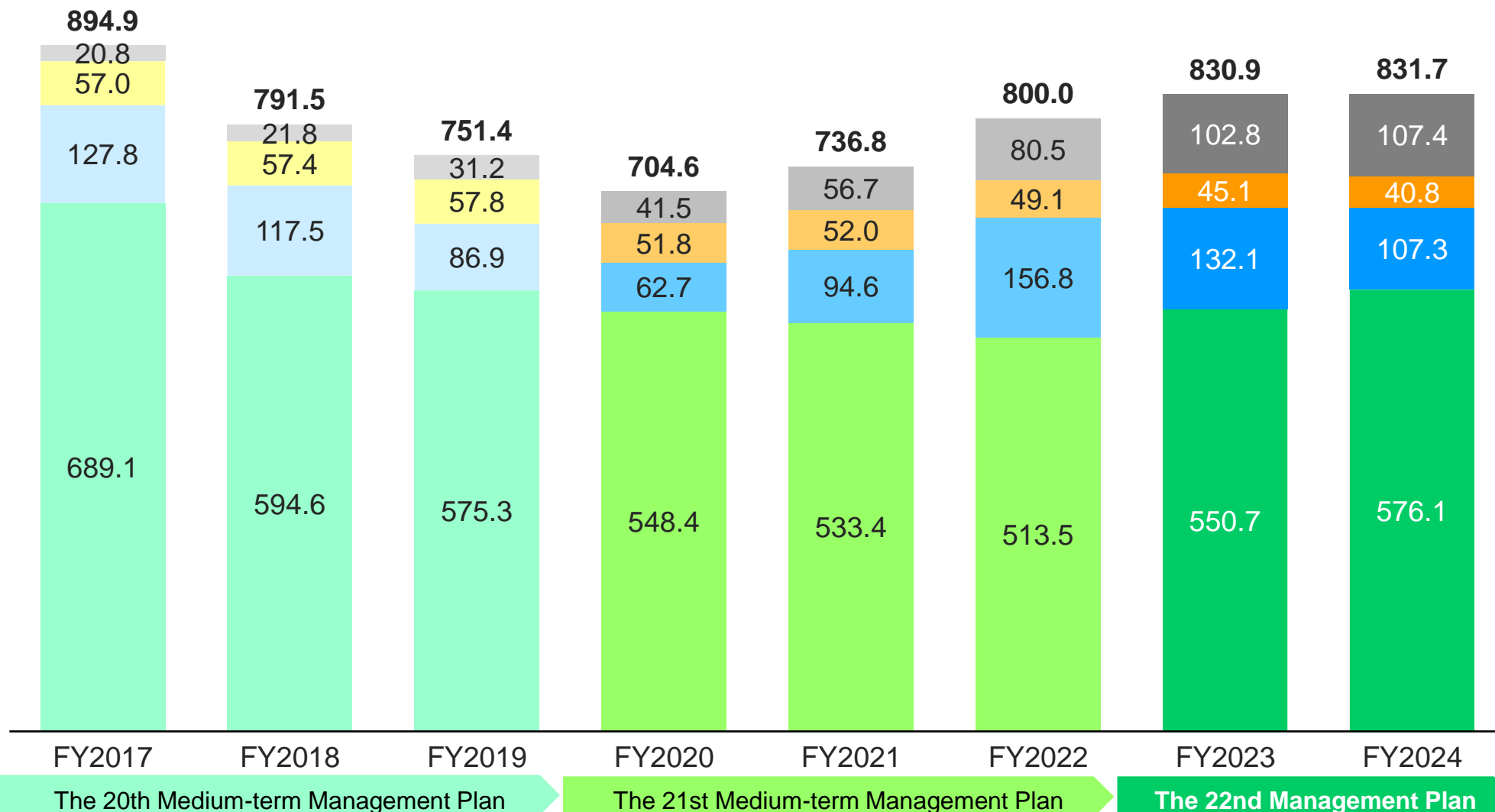




Securities (Average balance during the period)

Billions of yen

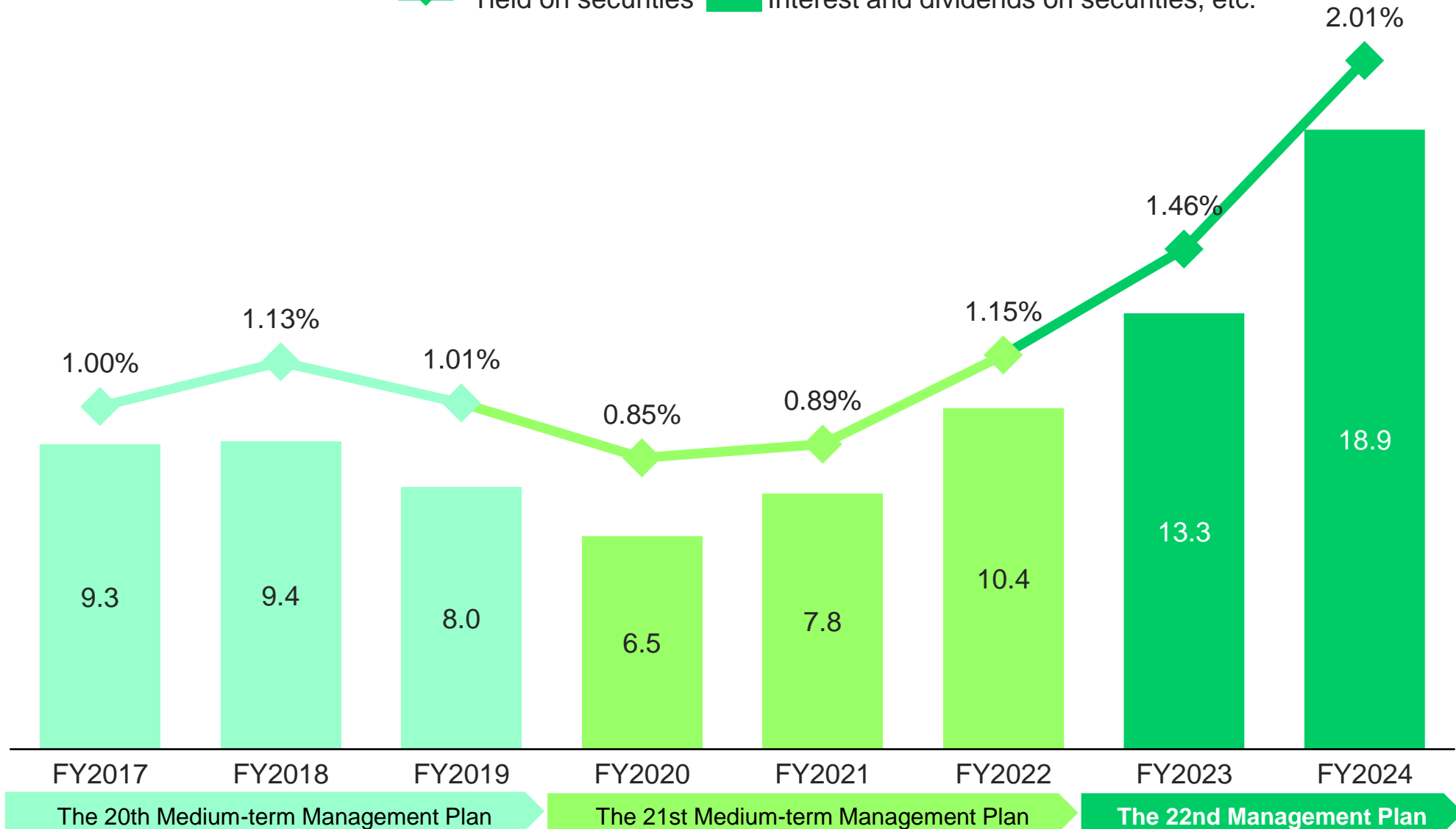
Yen bonds Foreign-currency bonds Equities Investment trusts, etc.



Interest and dividends on securities, etc.

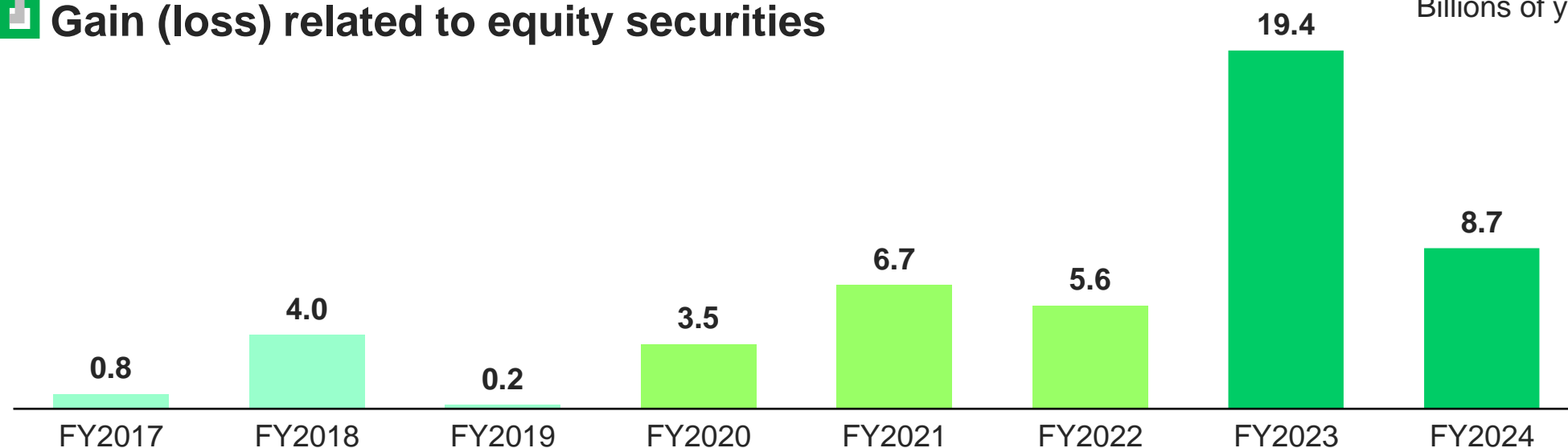
Billions of yen

◆ Yield on securities ■ Interest and dividends on securities, etc.



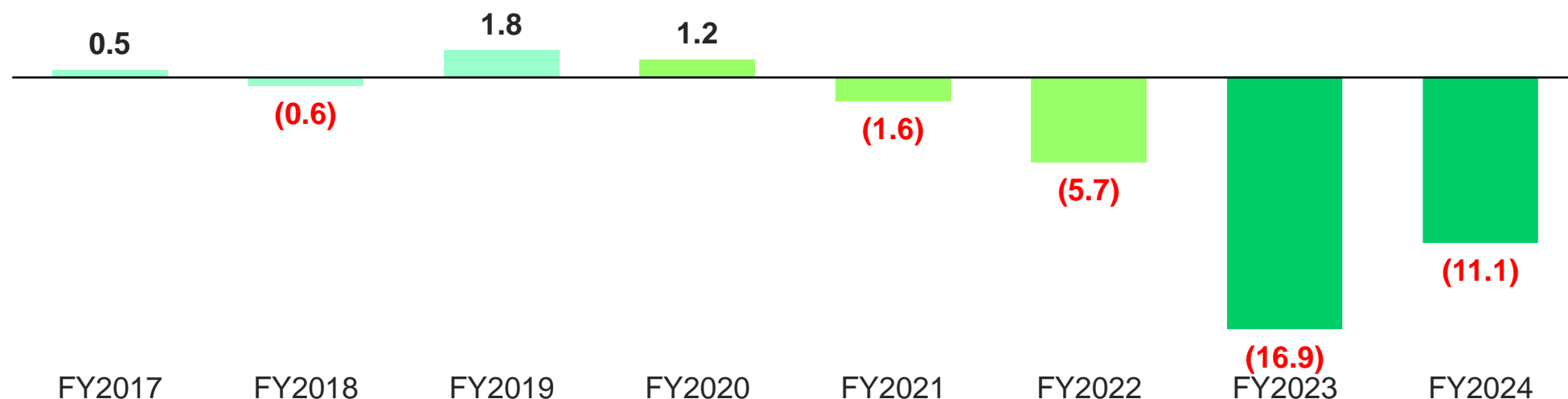
Gain (loss) related to equity securities

Billions of yen



Gain (loss) on bonds

Billions of yen



The 20th Medium-term Management Plan

The 21st Medium-term Management Plan

The 22nd Management Plan

Fees and commissions



BANK OF NAGOYA

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Fees and commissions



Corporate-related



Custody assets

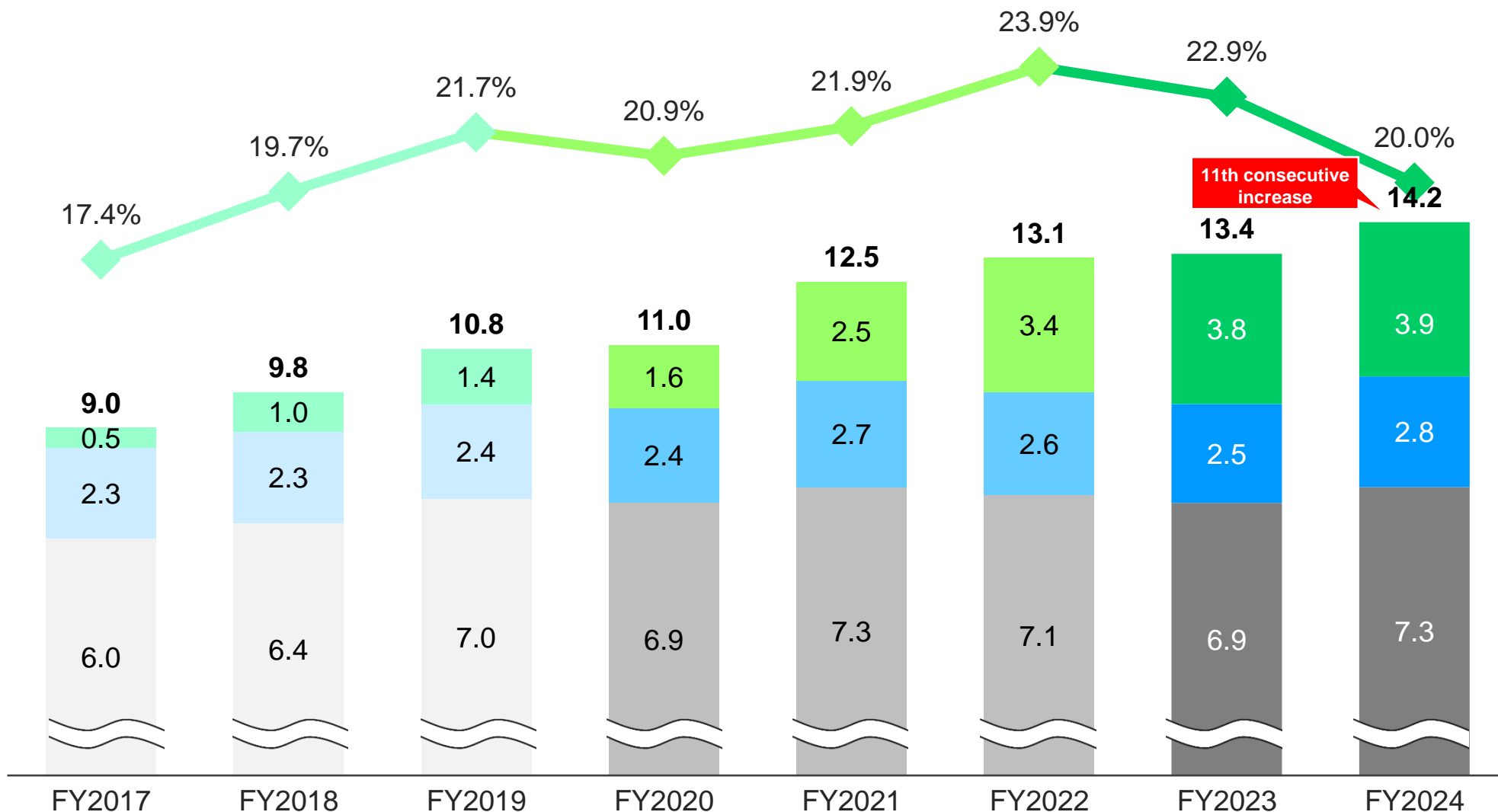


Others



Fees and commissions
income ratio*

Billions of yen



11th consecutive
increase

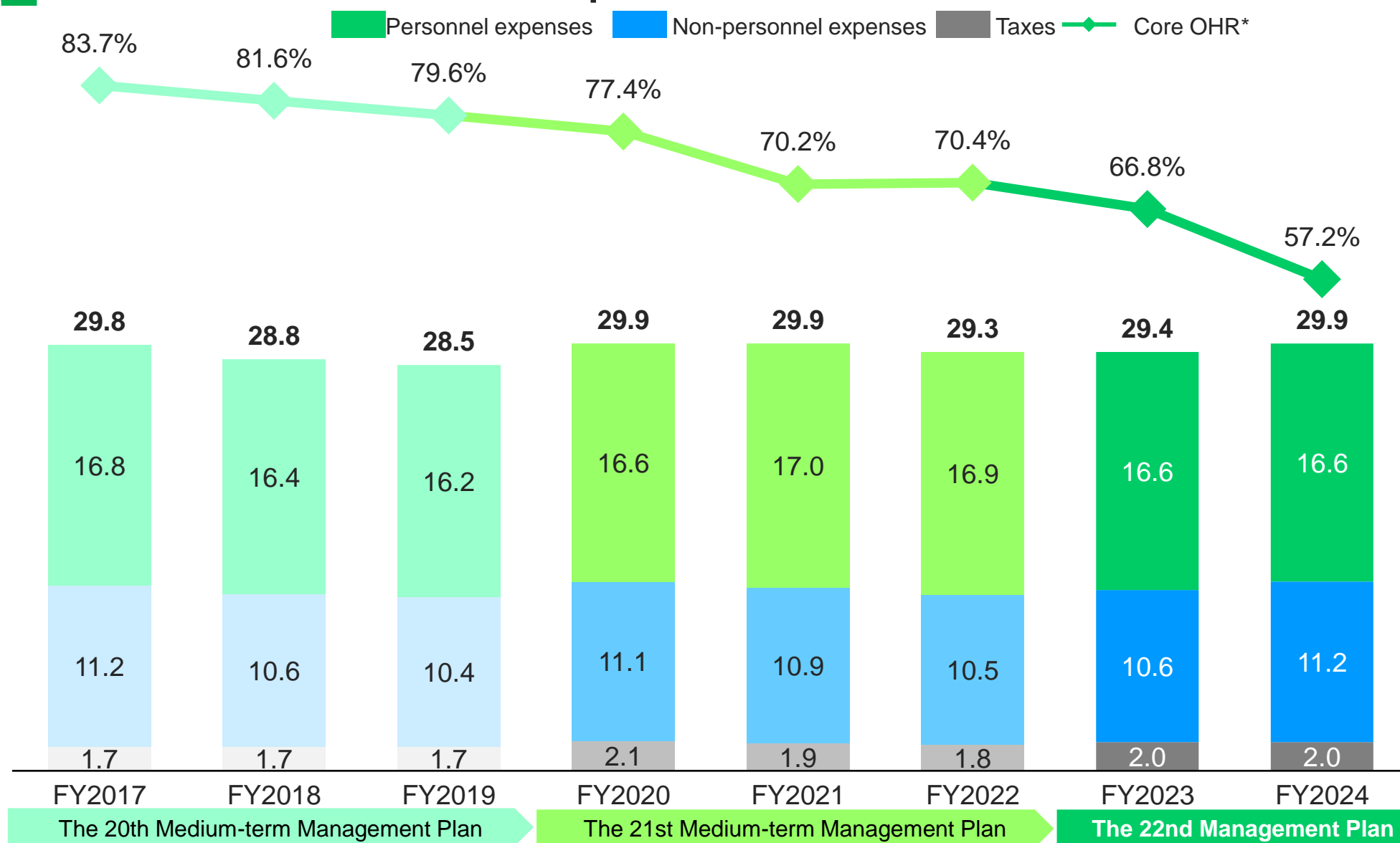
The 20th Medium-term Management Plan

The 21st Medium-term Management Plan

The 22nd Management Plan

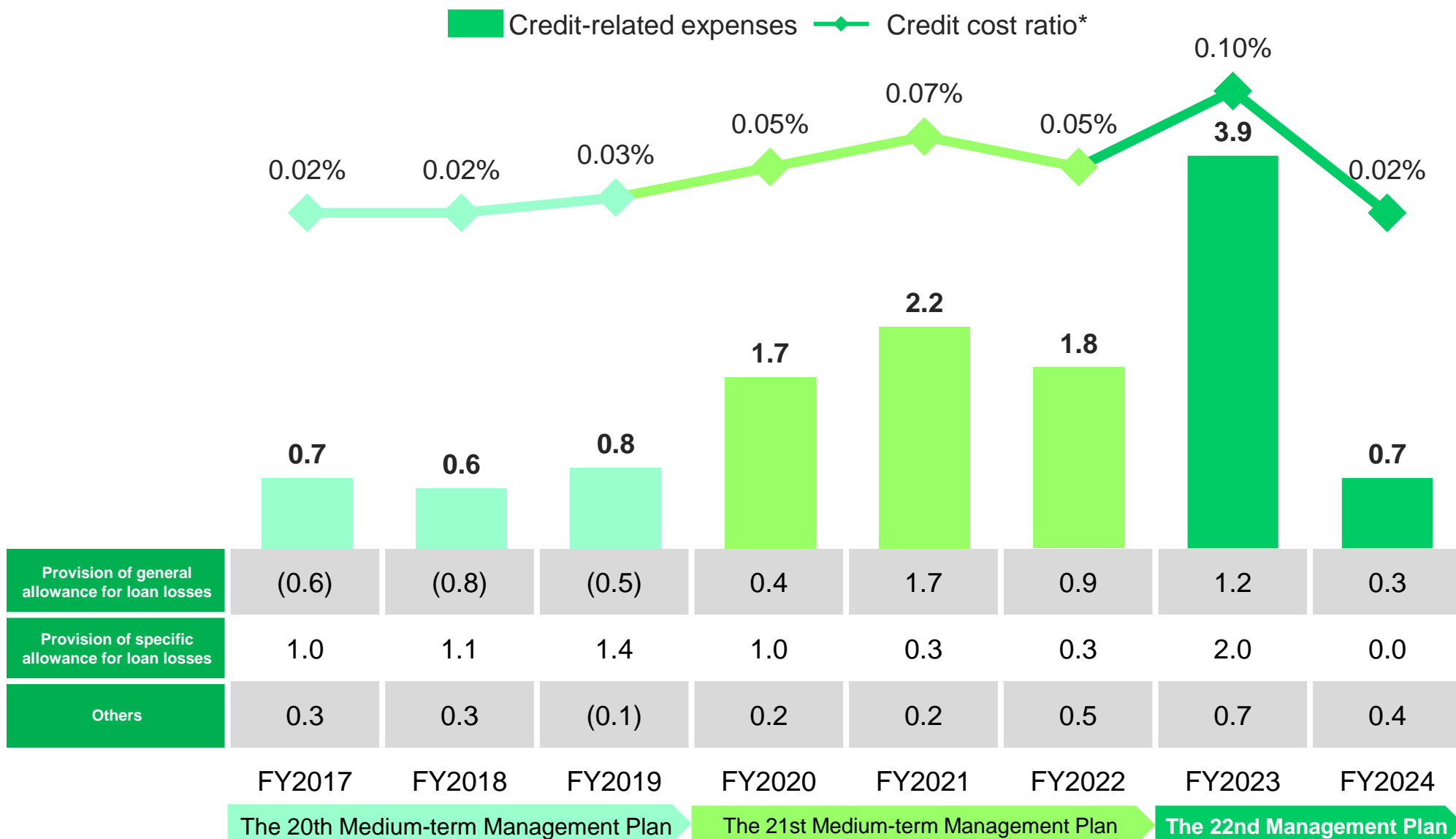
General and administrative expenses

Billions of yen



Credit-related expenses

Billions of yen





BANK OF NAGOYA

The Bank of Nagoya, Ltd.
Public Relations Group,
Corporate Planning Division

TEL: (052)962-7996

FAX: (052)962-1843

E-Mail: ir_info@ex.meigin.co.jp

URL: <https://www.meigin.com/>

This document contains forward-looking statements regarding future performance. These statements do not guarantee future performance and involve risks and uncertainties. Please note that future performance may differ from targets due to changes in the business environment and other factors.

*As a general rule, amounts in this document have been rounded down to the nearest unit.