Two Strengths for Paving the Way to the Future

Strength (1) Group's Comprehensive Strength

Message From the Group COO / Group CSO

COO : Chief Operating Officer
CSO : Chief Strategy Officer

Supporting the Growth of Our Customers and the Local Community Through the Group's Comprehensive Strength

— Linking the Expertise of Group Companies to Connect the Resolution of Local Issues to Sustainable Growth

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Addressing Increasingly Complex Local Issues

The Group's comprehensive strength that we demonstrate is the ability, as a regional comprehensive financial services group with the bank at its core, to link the expertise of Group companies, delve deeply into the issues of our customers and the region, and provide effective solutions.

The environment surrounding regional society is undergoing significant changes, and the issues faced by companies are becoming increasingly complex. Due to factors such as population decline, labor shortages, aging of business owners, digitalization, and responses to decarbonization, the issues companies face are not limited to a single theme but are intertwined with each other.

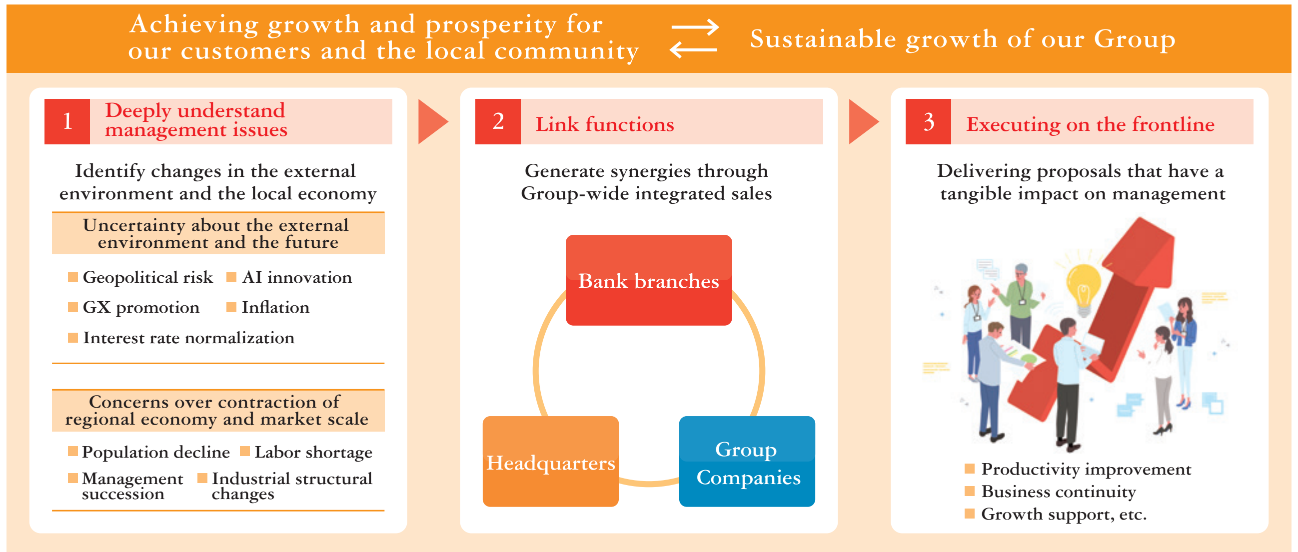
To respond to these changes, our Group has expanded its functions and expertise based on the connections and relationships of trust we have cultivated with our local customers over many years. In addition to the bank, from the mid-1970s to the early 1980s, we established companies for leasing, credit guarantees, clerical work, cards, and others, thereby building a community-based financial infrastructure. These companies also have not remained limited to their roles at the time of establishment. Instead, in response to the demands of the times and the region, they have expanded their business domains to include decarbonization support, advanced screening, productivity improvement, cashless payments, and more.

Furthermore, around the time of the transition to a holding company structure in October 2021, we successively established companies to handle new business domains such as securities, corporate investment, DX support, regional development, and support for management succession. A characteristic of our Group is that we possess both functions cultivated and evolved over a long history and new areas of expertise added in response to changes in the environment. By linking these with issues faced by customers and the local community as the starting point, we are expanding the breadth and depth of solutions even for issues that a bank alone cannot fully address.

My role as Group COO is to connect the bank, Group companies, and headquarters, and to ensure that the Group's functions are effectively implemented. The Group's comprehensive strength cannot be demonstrated if the expertise of Group companies remains limited to the initiatives of each individual company. We link the necessary functions, develop them into a form that bank branch managers, sales representatives, and others can use to make proposals, and implement them in the field. Enhancing that execution capability is an important role for me.

In particular, in a world with interest rates, it is important to accurately identify customers' needs for capital expenditures and working capital through proposals that contribute to customers' productivity improvement and growth, and to deepen deposit and loan transactions. Furthermore, we will incorporate the functions of Group companies such as leasing, corporate investment, DX, regional development, and management succession into banking sales, thereby expanding opportunities for non-interest income.

Moreover, as Group CSO, I will link the generated Group synergies not just to individual results, but to the Long-Term Vision and the 2nd Medium-Term Management Plan. We will connect the resolution of local issues to the growth of regional companies, the revitalization of the regional economy, and the strengthening of the Group's earnings foundation in order to elevate the Group's comprehensive strength into the growth strategy itself.



Delving Deeply into Local Issues and Achieving Concrete Results

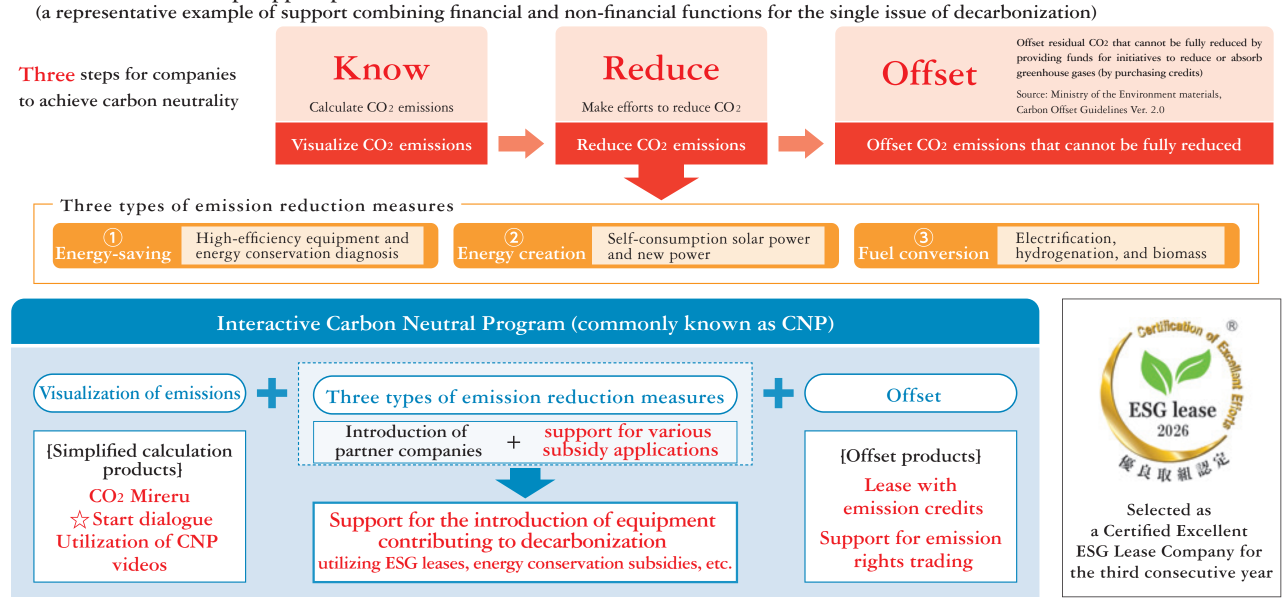
I served as President of Juroku Lease from October 2021 to June 2026. Juroku Lease does not view leasing merely as a means of equipment introduction; instead, it addresses the management challenges underlying the capital investment of regional businesses, expanding its support domains to include decarbonization, productivity improvement, and more sophisticated management. In particular, decarbonization support, which is closely linked to capital investment, is one of the initiatives that symbolize this evolution.

While decarbonization is an important management issue for regional businesses, for regional mid-sized companies and SMEs, day-to-day business operations and cost responses take priority, and even if they understand the necessity, it is difficult to take concrete steps toward decarbonization. That is precisely why it is important to go beyond environmental measures alone and deliver proposals that contribute to customers' management by focusing on energy conservation, lower electricity costs, and improvements to the P&L.

For example, there was a customer considering the introduction of solar power generation equipment on the roof of their factory. Simply installing the equipment does not make clear how much CO2 can be reduced or what the return on investment will be. Therefore, we visualized emissions, showed the reduction effect from equipment introduction and the impact on electricity costs, and then presented a comprehensive proposal that included utilization of subsidies and offset of any remaining CO2 emissions. Juroku Lease's one-stop support products are initiatives that combine the functions necessary for each individual issue and provide support all the way through to implementation.

In FY2024, these initiatives supporting local SMEs were highly evaluated, and the company became the first regional bank-affiliated leasing company nationwide to receive the Environment Minister's Award for Best Practice under the Principles for Financial Action for the 21st Century. Building on and expanding these decarbonization support efforts, in June

Details of the one-stop support products
(a representative example of support combining financial and non-financial functions for the single issue of decarbonization)



Selected as a Certified Excellent ESG Lease Company for the third consecutive year

2026, we were selected for the third consecutive year as a Certified Excellent ESG Lease Company under the Ministry of the Environment's ESG Lease Promotion Project. Among the certified companies for FY2026, only four companies nationwide, including Juroku Lease, have been selected for three or more consecutive years, and it is the only company in the Tokai region. These evaluations are a reflection of our initiatives that have balanced environmental responses with economic efficiency and have yielded tangible benefits for our customers' businesses.

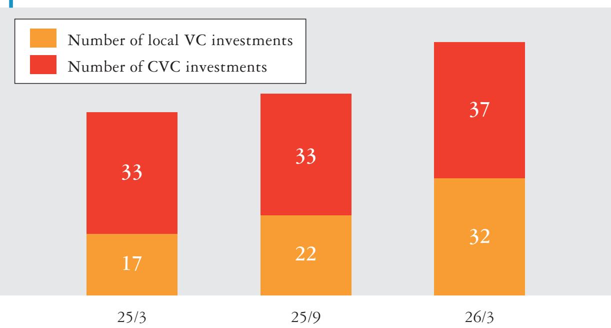
In the field of management succession, NOBUNAGA Succession is deeply involved in the survival and growth of regional businesses. The shortage of successors is not merely a problem for individual companies, but is an important issue related to employment, technology, business foundation, and the maintenance of regional industries. In the NOBUNAGA Search Fund No. 1, jointly established with J-Search Inc. [Refer to page 48], we link human resources aspiring to become managers with regional businesses facing management succession issues, with the aim of fostering the companies' sustainable growth and development. What sets the Group apart is that it expands management succession beyond mere support for transfer and acquisition to growth support led by the next generation of management personnel.

In the field of regional development, Kanda Machi Okoshi is working on the creation of advanced mechanisms for financial resource development that are among the most advanced in Japan. By visualizing the issues of local governments and regions and connecting the empathy of companies and individuals to donations and in-kind support, we are generating the financial resources necessary for resolving local issues. The cumulative amount of donations facilitated through "CoLoRs" corporate hometown tax donation matching service and the in-kind donation-type service "ITEMs" has exceeded ¥600 million. Expanding the fund cycle of donations, which goes beyond mere lending and investment, as a mechanism for solving local issues is a challenge unique to the Group. [Refer to page 53]

The new business companies (the four companies below) established around the time of the transition to a holding company structure are steadily building up track records in the fields of local VC and CVC investment, DX support, regional development, and management succession. The goal is not simply to establish a company and add functions. By viewing local issues as business opportunities and developing them into businesses that generate revenue, we will expand our Group's business foundation and drive sustainable growth.

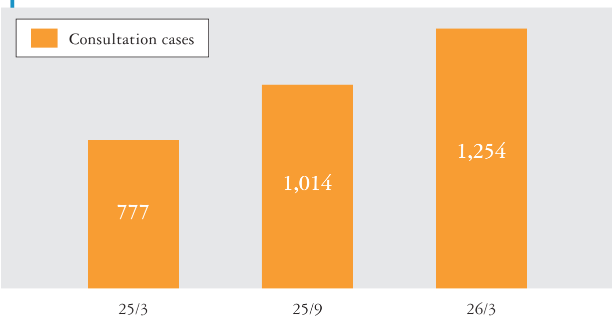
NOBUNAGA キャピタルビレッジ

[NOBUNAGA Capital Village] [Established in April 2021]
Investment in local VCs and CVCs
Corporate investment
Cumulative total from April 2021 to March 2026



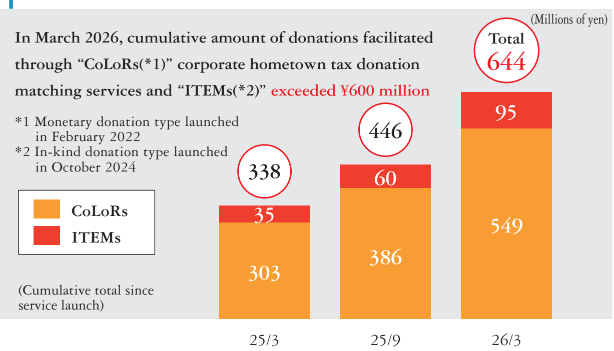
十六電算デジタルサービス

[Juroku Densan Digital Service] [Commenced operation in March 2022]
DX support
DX support
Cumulative total from March 2022 to March 2026



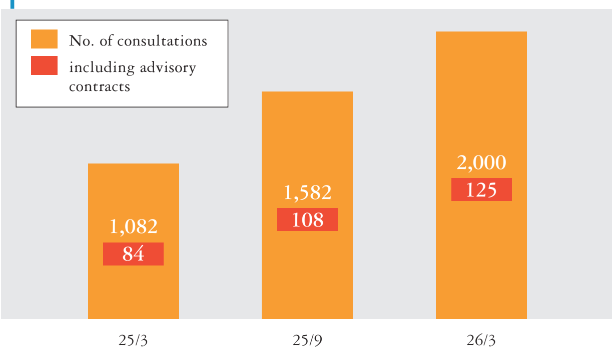
カンダまちおこし

[Kanda Machi Okoshi] [Established in April 2022]
Amount of donation facilitation for corporate hometown tax donations system
Regional development
Cumulative total from April 2022 to March 2026



NOBUNAGAサクセション

[NOBUNAGA Succession] [Established in July 2023]
Support for management succession
M&As
Cumulative total from July 2023 to March 2026



Generating Group Synergies Centered Around the Bank

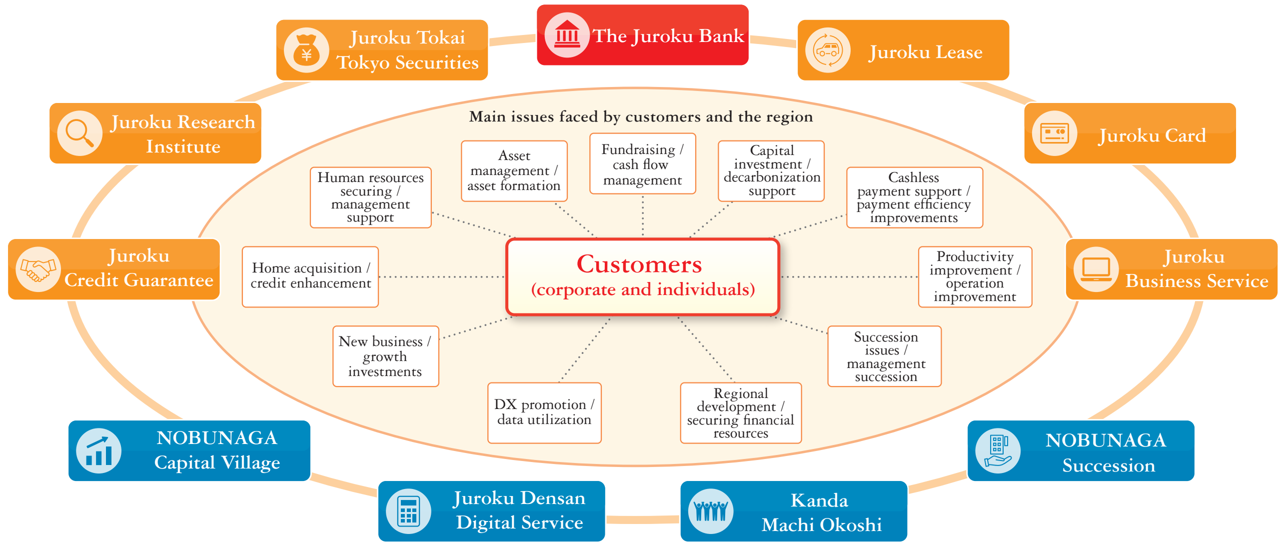
To translate the Group's comprehensive strength into results, what is important is not simply lining up the products and services of Group companies. It is to take customers' issues as the starting point, combine the necessary specialized functions, and deliver proposals that drive business results.

The starting point for this is our customer-centric (customer-first) approach. Rather than unilaterally imposing solutions, we strive to understand the nature of customers' business, revenue structure, capital investment plans, future growth strategies, and other factors, and carefully consider what will lead to improved productivity and growth for customers. With bank branch managers and sales representatives standing at the forefront of the Group and proposing Group company services as part of their toolkit, synergies that go beyond mere introductions are generated.

The Bank identifies issues through dialogue with customers, Group companies provide expertise, and headquarters provides cross-sectional support. For example, NOBUNAGA Capital Village links its insights into investment in and growth support for startups, Juroku Densan Digital Service links its insights into DX and operational efficiency improvements, Kanda Machi Okoshi links its insights into financial resource development for local governments and regional issues, and NOBUNAGA Succession links its insights into management succession, respectively, to bank sales activities. By combining these specialized functions according to customers' issues with the Bank as the starting point, we can expand the breadth and depth of solutions even for issues that the Bank alone cannot fully resolve.

These initiatives not only support customers' growth but also lead to the growth of the Group itself. Deepening existing domains by building on our deposit and loan business as the foundation, while pioneering new fields to solve challenges is how we will leverage the Group's comprehensive strength, centered on the Bank.

Combining the specialized functions of Group companies with customer and regional issues as the starting point



Our Growth Strategy Toward the 150th Anniversary of Our Founding and Beyond

The 150th anniversary of our founding is an important milestone for the Group, which has walked hand in hand with the local community up until now, to express our gratitude to the people of the region in concrete form and to take a step forward toward further growth. In anniversary branding and regional events, the Bank and Group companies will bring their respective strengths together and, as a unified Group, celebrate this milestone with the local community. I myself will stand at the forefront of the organization as the Group COO and Group CSO and bring together the strengths of each company to ensure that our 150th anniversary serves as an opportunity to demonstrate the Group's comprehensive strength and pave the way for our next phase of growth.

Furthermore, at the new headquarters scheduled to open in FY2027, we will gather the functions of the Group and further enhance collaboration among Group companies. By fostering closer touchpoints between employees, Group companies, and our customers and the local community, we will combine the functions of each company on a daily basis to create new value.

Taking the 150th anniversary of our founding and the new headquarters as a new starting point, we will connect the Bank and Group companies and link the resolution of regional issues to the growth of the Group. By elevating the Group's comprehensive strength into a force that drives the region's future, we will contribute to "achieving growth and prosperity for our customers and the local community" as an entity that "stays ahead of the curve to always serve the region."