

Aichi Financial Group

Integrated Report

<Disclosure Book>

2026

Aichi FG

This Integrated Report has been prepared based on information available as of July 1, 2026, and therefore includes references to the business integration with the San ju San Financial Group, Inc. As announced in the press release dated September 10, 2026, entitled “Regarding Dissolution of Basic Agreement Concerning the Business Integration” the Company and San ju San Financial Group, Inc. have terminated the basic agreement concerning the business integration. Accordingly, the information in this Integrated Report relating to the business integration does not reflect the current status of the Company.

https://www.aichi-fg.co.jp/english/files/pdf/news20260910_en.pdf

Aichi Financial Group Corporate Slogan



Closest to you

People's lifestyles, the roles of corporations, everything keeps changing.

The challenges we face, the future we envision, and the things we seek are diverse, making it difficult to see what lies ahead.

That is why we believe that we must support our customers as closely as possible.

Sharing the daily joys and concerns about the future from the same perspective as our customers, we help them create a certain future.

Being the first to consult and being the most reliable partner in this region.

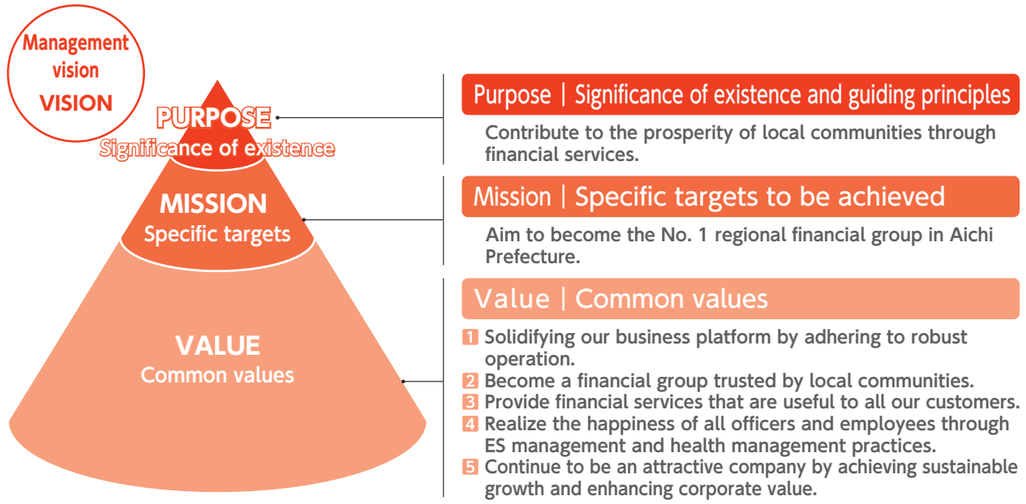
Steadfast and unwavering, unafraid to take on challenges.

Aiming to become the No. 1 regional financial group in Aichi Prefecture, we will create unprecedented new value.

Aichi FG



Management Philosophy of Aichi Financial Group



The financial Group's management philosophy is called the "VISION," a business vision composed of three elements, "Purpose," "Mission," and "Value," intended to guide all executives and employees in decision-making and in the form we pursue.

Initiatives for instilling the management philosophy in each and every employee:

The Group is constantly carrying out activities to ensure that each and every employee understands the management philosophy, recognizes it as something that relates to them personally, and embodies it in their day-to-day operations.

As part of these efforts, the President regularly Communicates messages aligned with our Management Philosophy through the President's Newsletter, while also engaging directly with employees through the President's New Year's address and visit to branches.

These initiatives help ensure that employees remain closely connected to our Management philosophy.

President's Newsletter No. 121 "Management vision" April 1, 2026

Today is the first day of the new fiscal year. We welcomed 124 new members to our Group today.
It has also been three and a half years since our management integration in October 2022.
In this management integration, Aichi Financial Group formulated its management vision made up of "Purpose," "Mission," and "Value."
Today, I would like to review this management vision again.
When a new employees are assigned to your branch, Managers are required to provide this President's Newletter to them to explain our management vision.

1. "Management vision"

A management vision generally represents an organization's mission and its significance of existence. It describes why the company exists. Aichi Financial Group's management philosophy is called the "VISION," a business vision composed of three elements, "Purpose," "Mission," and "Value," intended to guide all officers and employees in decision-making and in the form we pursue. Since it is intended to guide all officers and employees in decision-making and in the form we pursue, whenever all officers and employees make decisions in the course of their duties, their judgment and decisions must always be aligned with the management vision.

Excerpt from the President's Newsletter

Key Points of Integrated Report 2026

POINT 1 Solid growth and future success: Top management's steadfast resolve to become No. 1 in Aichi Prefecture

The Group aims to become the No. 1 regional financial group in Aichi Prefecture. The message from management discusses the Group's vision and specific results achieved under the 2nd Medium-Term Management Plan. It also discusses the basic agreement concluded with San ju San Financial Group in preparation for our management integration, and our top management's steadfast resolve to further enhance our corporate value.

POINT 2 The road to enhance corporate value as clearly set forth by the logic tree

In order to enhance our corporate value, we must not only sustainably increase our ROE but also improve our PER, which is an indicator of the expectations of the capital market, and establish profits capacity that consistently surpasses cost of shareholder's equity. The message from officer in charge of finance explains the specific measures the Group is working on, and the intentions behind them, in line with the enhancement of corporate value logic tree.

POINT 3 Progress of the 2nd Medium-Term Management Plan

A year has passed since the start of the Group's 2nd Medium-Term Management Plan, and we have made steady progress while generating integration synergies. This report discusses the status of specific initiatives based on our three basic strategies of deepening the breadth of a consulting solutions-based business model, strengthening our group management base, and accelerating our DX strategies.

● Reporting target

Period From April 2025 to March 2026
Information for April 2026 and beyond is included in some sections

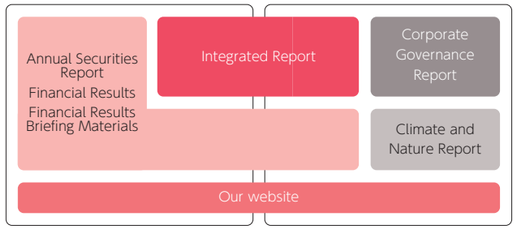
Scope Aichi Financial Group and its subsidiaries, associated companies

● Information on separate editions

For Disclosure Book 2026 (main text and reference materials), please visit Aichi Financial Group's website.

URL: https://www.aichi-fg.co.jp/

● Information disclosure communication



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Editorial Policy

We have prepared this Integrated Report in order for all of our stakeholders to have a better understanding of the Group's initiatives towards sustainable value creation.

We have compiled information such as the Group's management philosophy, medium-term management plan, and financial information, as well as non-financial information such as initiatives for value creation and sustainability in an integrated manner.

In compiling this report, we have referenced the International <IR> Framework proposed by the International Integrated Reporting Council (IIRC) as well as the Ministry of Economy, Trade and Industry's Guidance for Collaborative Value Creation. The report provides an integrated explanation of our business model and mechanisms for sustainable value creation.

Please refer to our 2026 Disclosure Book available on our website for detailed financial data and other information.

Environment Social Governance
価値協創ガイダンス

* The International Integrated Reporting Council (IIRC) and Sustainability Accounting Standards Board (SASB) were integrated in June 2021 to form the Value Reporting Foundation (VRF). The 2026 Disclosure Book prepared in accordance with the Banking Act is available on our website.

Message from Management

Closest to you



Yukinori Ito
Aichi Financial Group
Representative Director,
President and Executive Officer

As a new financial group, we will increase our presence in the Tokai area, contribute to the development of the region, and aim to enhance corporate value.

Aichi FG's Vision and Instilling Its Management Philosophy

The Group has set out a concrete goal to achieve: to become the "No. 1 regional financial group in Aichi Prefecture." Since the founding of Aichi Financial Group, I have communicated repeatedly, both inside and outside the Company, that what we aim for is not simply to be No. 1 in scale. As our corporate slogan, "Closest to you," expresses, our true aspiration is to be the regional financial group that stands closest to our customers, that they turn to first for advice, and that they rely on most.

When customers, whether corporate or individual, face a challenge, we want them to turn to Aichi Bank first. Through attentive support and the best possible solutions, we resolve that challenge so that they feel, "I am glad that I consulted Aichi Bank," and "I will consult Aichi Bank again next time." This, I believe, is what will lead to the realization of the "No. 1 regional financial group in Aichi Prefecture." That is why, at the meeting held at the start of every fiscal period with general managers from all our branches, I always begin by talking about the thoughts behind our corporate slogan. With organizational changes taking place and new human capital joining us every year, I believe it is essential that I, as the top executive, continue to communicate this spirit repeatedly in order to embed it throughout the Company.

I also work to instill our management vision, which consists of Purpose, Mission, and Value, by communicating it on an ongoing basis through the "President's Newsletter" on our internal groupware. The results of our annual employee engagement survey (ES survey) also give me a real sense that employees' understanding of and alignment with our management vision are steadily deepening. I believe that the spirit of "Closest to you" will never waver and will be carried forward into the future.

One Year Since the Launch of Aichi Bank Progress under the 2nd Medium-Term Management Plan and Integration Synergies

About one year has passed since the launch of Aichi Bank and the start of our 2nd Medium-Term Management Plan, and all initiatives aimed at realizing integration synergies are progressing at a pace ahead of the plan.

First, on top-line synergy, we are advancing "deepening the breadth of a consulting solutions-based business model," one of the basic strategies of the 2nd Medium-Term Management Plan. We are doing this by reallocating the strategic human capital created under the 1st Medium-Term Management Plan and by strengthening our solution menu, including through reinforcing our Group companies. The effects are becoming evident in areas such as net interest income and consulting-related revenue.

Notably, Sakaemachi Research & Consulting is growing steadily. Last October, we converted it from an internal company into an independent Group company and transferred part of our solution menu to it. It has also added a research function and begun taking on research work commissioned by regional public organizations and others. M&A and consulting fees are also increasing steadily, and we will continue to grow revenue across the entire Group.

In addition, the system integration carried out in January last year was completed smoothly. As for branch integration, we had completed integration of 18 locations as of March 31, 2026, under a plan to reduce the 154 locations we had at the time of the merger to 116 locations by the end of March 2027. At locations scheduled for integration, a single general manager serves concurrently at both locations, and liaison officers are consolidating their work bases. Through such measures, we are putting our sales system in place ahead of plan.

While the branch integration has delivered steady results in terms of cost synergies, we partially revised the branch integration plan in FY2025. When the plan was first formulated, we placed emphasis on efficiency because we were operating under negative interest rates. However, with the shift to a "world with positive interest rates," regional locations have grown more important as points of customer contact that lead to winning deposits. Therefore, we have reviewed the number of branches to be integrated, responding flexibly to changes in the environment.

On the other hand, we recognize that we still have some way to go in streamlining our head office

organization. While allocating personnel to new growth areas, we view further optimization and streamlining of head office functions as an urgent priority and will move quickly to make improvements.

In addition, to move forward with a range of initiatives, we are also continuing to develop and create "strategy reskilling human capital." For FY2025, we set a KPI of creating at least 100 such personnel and certified 107. We aim to create at least 700 such personnel in total by the final year of the 3rd Medium-Term Management Plan (end of March 2031), and we will continue to strengthen our human capital management.

Partly reflecting the early realization of integration synergies and other factors, ordinary profits for the fiscal year ended March 31, 2026, were 30.9 billion yen (up 20.6 billion yen year on year), and profit was 21.8 billion yen (up 12.7 billion yen year on year). We also raised the dividend per share from 110 yen to 135 yen.

This sharp increase in profit was driven mainly by several factors: integration-related expenses, including those for system integration, ran their course; interest on loans and bills discounted exceeded our assumptions following the shift to a "world with positive interest rates"; and credit-related costs remained at a low level. However, given that the growth in net interest income has been modest compared with that at other banks and that net fee and commission income declined year on year, we recognize that strengthening profits capacity in our core business is a challenge going forward.

A "World with Positive Interest Rates" Is a Major Tailwind Closely Monitoring the Impacts of Geopolitical Risks on Our Clients

The Group's business environment is undergoing major changes, marked by the shift to a "world with positive interest rates," rising geopolitical risks, accelerating restructuring of regional financial institutions, and intensifying competition with megabanks and internet banks. While these changes represent risks the Group cannot ignore, we also recognize them as an opportunity to transform our business model.

The full-scale shift to a "world with positive interest rates" is a major tailwind for financial institutions. At present, return on loans and bills discounted are lagging behind as deposit yields rise. We will quickly address this time lag and strengthen our revenue base in preparation for a phase of further increases in interest rates.

Rising geopolitical risks, stemming from factors such as heightened tensions in the Middle East, are driving up energy prices and disrupting supply chains and also affecting local companies. Our client survey conducted in April this year also confirmed that serious impacts are beginning to emerge in certain industries, such as transportation and manufacturing. Among SME customers in particular, conditions could deteriorate to the point of threatening business continuity. Therefore, we will pay close attention to future developments and promptly consider and implement appropriate support measures.

Our Approach to Improving ROE and Our Various Initiatives

• Improving RORA is an urgent priority

The Group's PBR recovered to 0.9x in April 2026 and currently stands at approximately 0.8x. To improve PBR, the challenge we must address is improving ROE. ROE for the fiscal year ended March 31, 2025, remained in the 2% range owing to the impacts of integration-related expenses associated with the bank merger, but improved to above 5% in the fiscal year ended March 31, 2026.

However, this remains below the cost of shareholder's equity expected by our shareholders and investors, making further improvement in capital efficiency an urgent priority. To achieve this, I am strongly pressing the entire organization to improve RORA. At the head office, awareness of the need to improve RORA has taken hold. However, at the branches, such awareness is still in the process of taking root. For some clients, we continue to extend loans that are not sufficiently profitable. Therefore, I am strongly urging a change in mindset on the front lines, so that we deepen our dialogue with clients with a view to revising terms and conditions and improving core transactions, including deposits.

I believe that steady, patient initiatives to improve RORA for individual companies will lead to improved profits capacity and capital efficiency across the Group as a whole.

In the corporate segment, we are working to strengthen our framework for comprehensively proposing and providing optimal solutions to management challenges such as customers' business diversification, strategic shifts, business succession, and M&As. Sakaemachi Research & Consulting is very much part of this effort. Our branches identify customers' management challenges, and Sakaemachi Research & Consulting provides end-to-end solutions, steadily delivering results.

On the other hand, in the individual segment, we are pursuing a wealth management strategy for high-net-worth customers. However, we recognize that there is still room to improve our organized and systematic approach. Moving forward, we will strengthen our proposal system by using our Personal Plazas and Asset Building Loan Centers, among other measures.

• Strengthening our support system for the automotive industry

The Group also does business with many companies that support the supply chain of the automotive industry, Aichi Prefecture's largest core industry. These automotive-related companies now face changes in the industrial structure centered on electrification. Providing hands-on support for their diverse management challenges, such as business diversification and strategic shifts, responses to decarbonization, and further productivity improvement at manufacturing sites, is an important theme for the Group.

Aichi Bank has recruited experienced practitioners from leading automotive parts manufacturers. It has deployed Manufacturing site Improvement Advisors, who directly help resolve challenges at manufacturing sites, and a Mobility Support Team, which gathers and analyzes information specific to the automotive industry. Through these efforts, the Bank has strengthened its system for supporting the industry. In October 2025, we transferred the Mobility Support Team from the Bank to Sakaemachi Research & Consulting, further enhancing the team's expertise.

In addition, to further expand our functions, Toyota Engineering, which has consulting expertise based on the Toyota Production System, joined the Group through an M&A in May this year. Toyota Engineering employs many specialists from Toyota Motor Corporation and provides practical guidance on quality and productivity improvement to a wide range of companies in Japan and overseas.

By making Toyota Engineering a wholly-owned subsidiary of Sakaemachi Research & Consulting, we will deepen collaboration among our specialist organizations, centered on Toyota Engineering. Through more advanced and diverse solutions, we will support the transformation of automotive-related companies, which are part of a core industry of the region.

• Rapid growth at our new Group companies as well

Our new Group companies are also beginning to contribute to revenue. Companies such as the AAST Group, a software developer that joined the Group in 2024, and Aichi FG Marketing, a newly established advertising company, have made a solid start in cooperation with the bank's sales division and are delivering results beyond our expectations.

Going forward, we will consider expanding mainly into new fields that have a strong affinity with banking and can help solve issues facing local communities and customers. Since non-financial fields in particular offer a higher ROE than financial fields, we will continue to focus on strengthening non-financial services based on customer needs.



• Operational reforms through the use of DX and AI

From the perspective of improving profitability, leveraging digital transformation (DX) to make operations more efficient and improve customer convenience is also an important point. Aichi Bank has planned 17.0 billion yen in systems investment over the three years of the 2nd Medium-Term Management Plan, including 9.0 billion yen in strategic systems investment. We position this as a strategic investment to ultimately raise the value we provide to customers by improving internal productivity and transforming our work styles.

We recognize that mastering the use of generative AI is the greatest challenge of recent years for companies, not only for financial institutions. In November last year, the Group introduced the generative AI tool "neoAI Chat." We are expanding its use as a platform to support employees at both the head office and branches in researching, summarizing, and writing.

To make branches smarter, we are using tablets to digitalize teller operations and make them paperless, and to move toward eliminating cash handling by tellers. Through these initiatives, we are working to fundamentally reduce routine administrative work at branches.

In addition, to strengthen customer services through DX, we are expanding non-face-to-face services. For individual customers, we are renewing the "Aigin App," and for corporate customers, we have launched a free, simplified inquiry-only Light Course for corporate internet banking, the first of its kind in the three (Aichi, Gifu, Mie) prefectures of the Tokai region.

Cross-Shareholding Reduction and Shareholder Returns as Capital Policies Conscious of the Cost of Shareholder's Equity

To improve PBR, we are raising ROE, and we also see reducing the cost of shareholder's equity as an important approach. Through careful disclosure, including this Integrated Report, and active dialogue with investors, we aim to deepen understanding of our business and thereby help reduce cost of shareholder's equity.

Aiming to improve capital efficiency, the Group is carrying out a wide range of measures under the 2nd Medium-Term Management Plan. At the core of these measures, we are accelerating the reduction of cross-shareholdings and actively redirecting the funds generated into strategic growth areas. Specifically, we are allocating funds on a priority basis to investments for the future, such as in enhancing our human capital management, promoting our DX strategy, and expanding our business domains through Group strategy, as well as to shareholder returns and other uses.

As for shareholder returns, we currently use a total return ratio of approximately 30% as our guideline. This reflects our current priority on accumulating internal reserves in order to restore the own capital ratio, which declined following the management integration, and to rebuild a solid financial base as a regional financial institution. We have set a target of raising the consolidated own capital ratio to approximately 9.5% in the final year of the 3rd Medium-Term Management Plan. By improving financial soundness and achieving sustainable growth at the same time, we will meet your expectations.

Enhancement of Governance Changes to the Composition of Outside Directors

The Company is a company with an Audit and Supervisory Committee. To date, all five Outside Directors have served as Audit and Supervisory Committee Members, offering candid opinions from an independent and objective standpoint at meetings of the Board of Directors and in other forums.

However, we determined that further improving our governance functions would require revisions to the previous composition, in which all Outside Directors concurrently served as Audit and Supervisory Committee Members. Therefore we introduced a new governance structure in June this year.

Specifically, the new structure comprises three Outside Directors who are not Audit and Supervisory Committee Members and three Outside Directors who are Audit and Supervisory Committee Members. We intend to entrust the former with roles such as providing strategic advice and recommendations on management, with an emphasis on "proactive governance" aimed at enhancing corporate value, and to have the latter assume the conventional roles of oversight and audit.



Regarding the Management Integration with San ju San Financial Group

In May 2026, Aichi Financial Group and San ju San Financial Group ("33 FG") concluded a basic agreement toward a management integration scheduled for April 2027. This report explains the background that led to this decision and the objectives behind it.

In the banking business, a certain scale of business and sufficient management resources are essential to creating new value.

Aichi Financial Group was created in October 2022 through the management integration of former The Aichi Bank and former The Chukyo Bank. Looking back on the circumstances at that time as President of former The Aichi Bank, I recall that among the seven regional banks and 2nd-tier regional banks with their head offices located in one of three prefectures of the Tokai region, former The Aichi Bank ranked fifth and former The Chukyo Bank seventh in total assets. With the negative interest rate environment continuing, expanding the consulting business and solution offerings in addition to the conventional deposit and loan business had become an urgent priority. However, at the time, it was difficult to secure management resources needed for this, particularly human resources. Out of a strong sense of crisis that we could not survive in Aichi Prefecture if we continue on that path, we decided to pursue the management integration with former The Chukyo Bank.

As a result, we became the largest regional financial institution with its head office located in Aichi Prefecture. As we had anticipated, new management resources were created, enabling us to roll out a wide range of measures that would have been difficult to achieve on our own. I feel that the Group's presence and recognition within Aichi Prefecture have also improved markedly.

However, looking across the three prefectures of the Tokai region as a whole, we remain in third or fourth place, largely on a par with the higher-ranked banks, and further expansion in scale was necessary to increase our presence in this region. Accordingly, as we explored ways to strengthen our foundations across a wider area, we began examining a management integration with 33 FG, which shared a similar view of the issues and a similar vision.

The Group also has a foundation and connections built up over the years in Mie Prefecture. However, there was room to go further in terms of supporting our customers. Joining forces with 33 FG, which has a solid base in Mie Prefecture, will significantly expand the Group's base of operations in Aichi Prefecture and Mie Prefecture. The new management resources created by the integration will allow us to pursue a wider range of measures than ever before.

San ju San Bank has advanced financial capabilities and outstanding expertise in solution businesses, and by extending these to customers in Aichi Prefecture as well, we expect to generate significant synergies. At the same time, we will be able to provide more comprehensive support to Aichi Bank customers in Mie Prefecture by using the extensive branch network of San ju San Bank.

When we announced the basic agreement on this management integration, we stated that, with the aim of strengthening our base in the Tokai area, "our door is always open to financial institutions that share the Group's vision." That open stance will remain unchanged going forward.

We plan to merge the bank holding companies in April 2027 and launch a new financial group. For banks, we will maintain the two brands for the time being, drawing on the strengths of each to enhance our competitiveness and increase our presence in the Tokai area.

To Our Stakeholders

The Group completed major transformations of management integration, bank merger, and system integration at an exceptionally fast pace for a regional financial group. During the 1st Medium-Term Management Plan period, integration costs associated with the bank merger were incurred up front. Under the current 2nd Medium-Term Management Plan, which we have positioned as the "Synergy Emergence Phase," we have entered a stage where we can go fully on the offensive to enhance corporate value.

Partly because the shift to a "world with positive interest rates" is progressing, we are keenly aware of the expectations that shareholders and investors hold for the Group. However, we recognize that the Group's potential is not yet fully reflected in its valuation. We will continue to provide careful disclosure and engage in constructive dialogue as we work to meet your expectations.

Aichi Prefecture is a region with high potential, home to the automotive industry that has driven Japan's manufacturing sector, as well as to a diverse range of other industries and abundant natural capital. As a financial group based in the heart of the region, we feel a strong responsibility for the future of this region.

We will create growth and prosperity for the entire region, together. We take pride in our belief that Aichi Financial Group, with the region's No. 1 customer base and Group functions, is the one that can take on that role.

We aim to be the regional financial group that customers turn to first for advice and rely on most, and by achieving sustainable growth, we will meet the expectations of all our stakeholders, including shareholders and investors. I sincerely hope that we will continue to receive your unwavering support.

Message from Officer in Charge of Finance



Enhancing Corporate Value

With the aim of enhancing corporate value, the Group is implementing various measures based on the 2nd Medium-Term Management Plan, which we have positioned as the integration synergy emergence phase. In order to enhance our corporate value, which is measured using PBR (Price Book-value Ratio), we must not only sustainably increase our ROE but also improve our PER, which is an indicator of the expectations of the capital market, and establish an profits capacity that consistently surpasses cost of shareholder's equity. In this message, we will review the trends of each indicator in line with the enhancement of corporate value logic tree, and explain the specific measures the Group is working on and the intentions behind them.

Review of FY2025

Achieved some of the KGIs in the 2nd Medium-Term Management Plan ahead of schedule and revised ROE and other targets upward

Since the establishment of Aichi FG in October 2022, we successfully completed the merger of former The Aichi Bank and former The Chukyo Bank in January 2025 after steadily progressing through the integration process, and the new Aichi Bank was born. We are pleased to once again report that we have been able to build a solid business foundation under this new structure.

In FY2025, in addition to integration-related expenses running their course, the emergence of synergies from the management integration and bank merger, and the improvement of net interest income due to rising interest rates contributed to a significant increase in consolidated profits and a substantial rise in ROE. As a result, we were able to achieve some of the KGIs set in the 2nd Medium-Term Management Plan two years ahead of schedule, and we raised these targets upward.

Following the end of negative interest rates in 2024, we entered a world with positive interest rates, and the environment surrounding banks underwent a period of major transformation. To respond swiftly and precisely to this new environment, we will step up efforts to expand the scale of our business in a sustainable manner and make qualitative improvements to our portfolio. We will implement various measures to maximize the synergies from the integration and merger and to achieve an ROE that exceeds cost of shareholder's equity as soon as possible.

KGI	FY2024 results	FY2025 results	Medium-Term Management Plan targets (FY2027)
ROE	2.48%	5.56%	6.0% or more 5.0% or more → 6.0% or more
Consolidated Profits	9.0 billion yen	21.8 billion yen	27.0 billion yen or more 19.0 billion yen or more → 27.0 billion yen or more
Core OHR	75.77%	66.99%	Less than 65%
Consolidated own capital ratio	8.78%	8.83%	Approx. 9.0%

Status Analysis of Indicators in the enhancement of Corporate Value Logic Tree

PBR remains on an upward trend

PBR (Price Book-value Ratio), an important indicator for measuring corporate value, can be broken down into ROE (Return on Equity) and PER (Price Earnings Ratio). It has a strong correlation with ROE and DOE (Dividend on Equity Ratio) in particular. Our PBR temporarily recovered to a level close to 1.0x due to a combination of factors, including higher ROE, expectations for revenue improvement on the back of rising interest rates, our characteristics as a regional bank based in an urban area, and expectations for industry reorganization, which led to an increase in PER. In particular, even during a period when profit temporarily declined due to integration-related expenses, the management decision to maintain the pre-integration dividend level functioned as a commitment to sustainable corporate value enhancement for our shareholders, and we recognize that it greatly contributed to the upward trend of PBR.

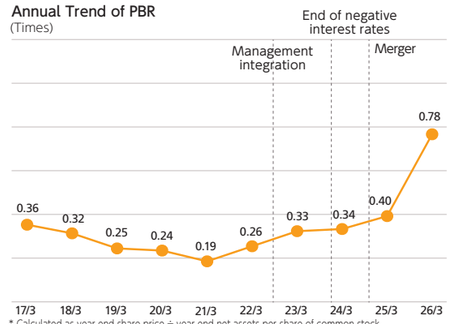
Steady improvement in ROE

ROE remained sluggish in the negative interest rate environment, but bottomed out before the management integration and began to rise. Subsequently, although ROE temporarily declined due in part to integration-related expenses associated with the management integration and bank merger, it reached 5.5% in the fiscal year ended March 31, 2026, exceeding the pre-management integration level, demonstrating a steady improvement in profitability.

PER at high levels following the management integration

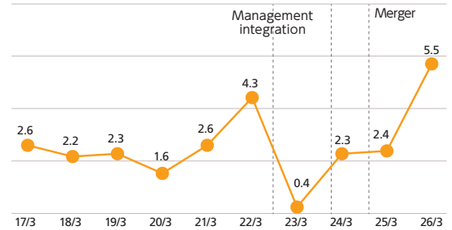
As for PER, before the management integration, the share price tended to remain relatively low compared with the pace of profit growth. However, after the management integration, this has reversed, with the shares now valued more highly relative to our profit growth. We recognize this as a reflection of the very high expectations we have garnered from the stock market, including expectations of a fundamental enhancement in corporate value owing to such factors as the emergence of synergies from the bank merger and profits capacity improvement stemming from rising interest rates, as well as expectations for industry reorganization and increased attention from a broader range of investors due to the increase in market capitalization and improved liquidity.

Annual Trend of PBR
(Times)



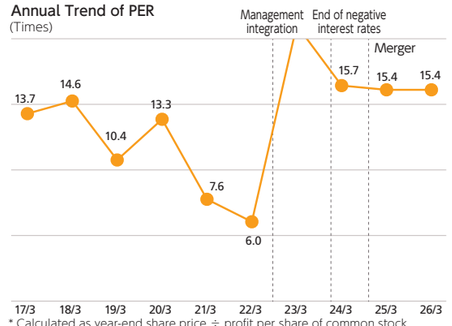
* Calculated as year-end share price ÷ year-end net assets per share of common stock
Figures up to March 2022 represent the sum of former The Aichi Bank and former The Chukyo Bank

Annual Trend of ROE
(%)



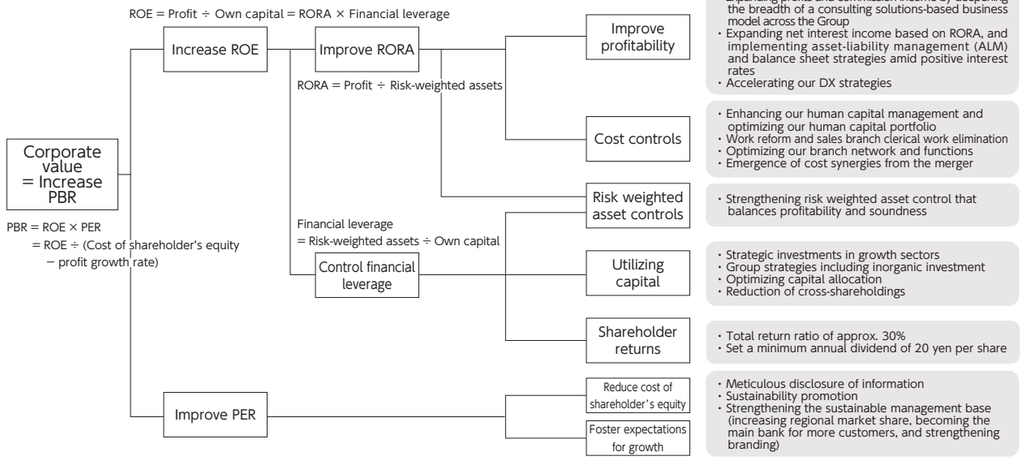
* Calculated based on year-end average net assets for the past two fiscal years
Figures up to March 2022 represent the sum of former The Aichi Bank and former The Chukyo Bank; figures for March 2023 exclude gain on negative goodwill

Annual Trend of PER
(Times)



* Calculated as year-end share price ÷ profit per share of common stock
Figures up to March 2022 represent the sum of former The Aichi Bank and former The Chukyo Bank. As the PER on this page is calculated assuming the exclusion of gain on negative goodwill, the PER for March 2023 is an outlier.

Corporate Value (PBR) Improvement Logic Tree



Cost of shareholder's equity currently recognized at approximately 6% to 9%

The Company's cost of shareholder's equity is currently recognized at approximately 9.2% (actual figure as of March 31, 2026: up 1.7% from September 30, 2025) using the capital asset pricing model (CAPM), and is on an uptrend due to the rise in the risk-free rate and beta relative to TOPIX. In contrast, our earnings yield (the inverse of PER) has fallen to approximately 6% due to the rise in PER. From these viewpoints, we currently recognize the cost of shareholder's equity at approximately 6% to 9%.

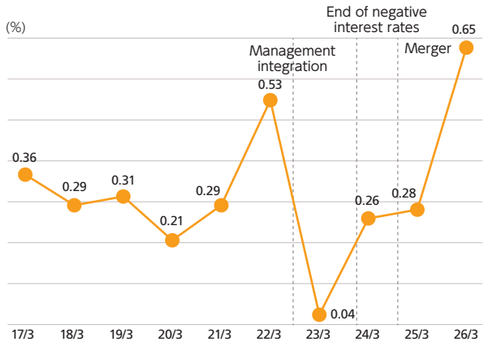
Although ROE is steadily increasing, it has not yet reached the cost of shareholder's equity. We are earnestly tackling this challenge, and will continue our initiatives to improve ROE based on the logic tree, with the aim of achieving an ROE that exceeds the cost of shareholder's equity as soon as possible.

Improving RORA is essential for improving ROE

We are working to increase ROE (Return on Equity) by breaking it down into "RORA × Financial leverage." Sustainably increasing ROE requires both RORA improvement and appropriate financial leverage control.

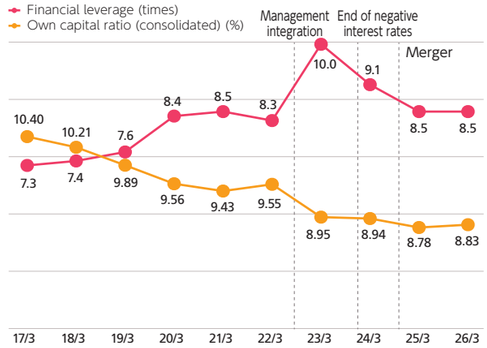
In a negative interest rate environment, we worked to maintain ROE levels by increasing financial leverage (i.e., lowering the own capital ratio) in response to the decline in RORA. However, to ensure a stable supply of risk-weighted assets to local communities, we have set the own capital ratio at 9.5% as a long-term target, which prevents us from continuing to increase financial leverage. As a result, significantly improving RORA has become all the more critical to sustainably increasing ROE, and we are firmly committed to advancing initiatives aimed at achieving this.

Annual Trend of RORA



* Calculated based on profit and year-end average risk-weighted assets for the past two fiscal years
Figures up to March 2022 represent the sum of former The Aichi Bank and former The Chukyo Bank
Figures for March 2023 exclude gain on negative goodwill

Annual Trend of Financial Leverage and Own Capital Ratio



* Financial leverage is calculated based on year-end average net assets and risk-weighted assets for the past two fiscal years
Figures up to March 2022 represent the sum of former The Aichi Bank and former The Chukyo Bank

Initiatives to Improve ROE

In this section, I will present the initiatives being carried out under the 2nd Medium-Term Management Plan to improve ROE based on the logic tree from the perspectives of improving profits capacity, cost control, and risk weighted asset control.

Prioritizing the supply of risk-weighted assets to local communities while also aiming to improve profitability

To fulfill our mission as a regional financial group, we have positioned the supply of risk-weighted assets for lending to SMEs and individuals as our top priority. To ensure the smooth circulation of funds in the local community, we will create an asset portfolio based on optimal risk weighted asset distribution while considering the balance of our customer base including deposits.

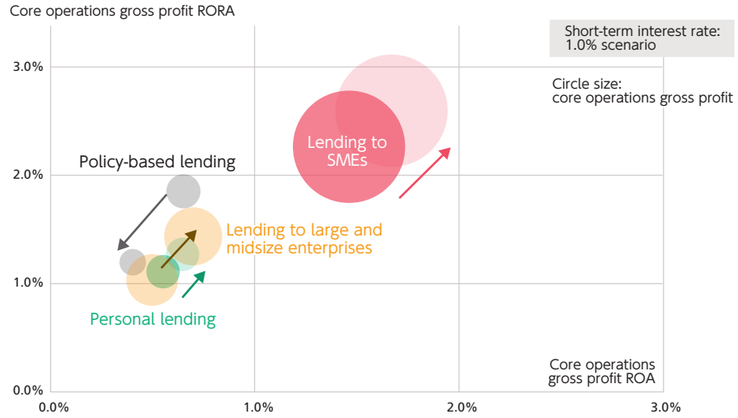
The Group is striving to improve the top line by increasing service income centered on solutions revenue and increasing net interest income through balance sheet improvement. We will achieve this by improving customer convenience and advancement through the basic strategies of the 2nd Medium-Term Management Plan, "deepening the breadth of a consulting solutions-based business model," "strengthening our group management base," and "accelerating our DX strategies."

RORA improvement driven by "rising interest rates" and "deepening the breadth of a consulting solutions-based business model"

By firmly meeting the funding needs of our SME customers, we expect RORA to improve on the back of benefits from increased solutions revenue and rising interest rates. Meanwhile, we will improve RORA by curbing lending to large corporations in Tokyo and Osaka, as well as policy-based lending, for which interest rates on loans and bills discounted are relatively low and are less likely to lead to deposit acquisition.

While mortgages, the mainstay of our lending to individuals, are unprofitable on their own, they are a strategic initiative aimed at strengthening our individual customer base and are expected to lead to consumer loans, asset building initiatives, and future deposit acquisition. Since the majority of such loans have variable interest rates, they are likely to benefit from rising interest rates, leading to an improvement in RORA.

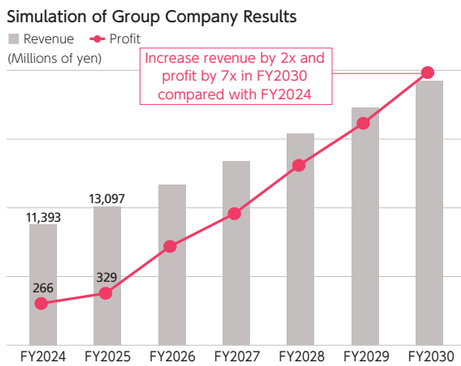
Loans and Bills Discounted Portfolio Gross Profit RORA/ROA Simulation
Assumed from 2nd half of FY2025 to FY2027



Improving profits capacity through enhanced functionality across the Group

Toward deepening the breadth of a consulting solutions-based business model, we are working to expand our business domains in addition to utilizing existing Group functions. In 2025, we spun off a consulting company from an internal company to establish a dedicated research division as well as a separate consulting division. Furthermore, in May 2026, we welcomed Toyota Engineering, which handles consulting for the manufacturing industry, into the Group. This new addition brings the Group to a total of 13 companies, including the bank. Under this structure, we are creating a framework that enables us to provide one-stop solutions that resolve customer issues. ROE in the banking business tends to be lower in general than that in other industries. As such, our entry into other industries should contribute significantly to increasing the ROE of the Group as a whole. Our aim is to increase the proportion of profit generated by Group companies other than the bank in the Group's total profit in the future.

Simulation of Group Company Results



Issuance of RMBS as part of initiatives to diversify funding methods

Stable funding is essential for the sustainable supply of risk-weighted assets. Aichi Bank has focused on acquiring deposits and expanding its balance sheet since before the end of the negative interest rate environment. However, the shift to a world with positive interest rates has further intensified competition for deposits. To address this situation, we raised 50.0 billion yen through the issuance of RMBS (residential mortgage-backed securities) with the aim of diversifying funding methods and securing stable funds over the long term. Deposits, which account for the majority of our funding, can lead to cost increases and instability when competition for deposits intensifies. As such, we believe that non-deposit funding methods will contribute to funding stability, cost reduction, and ultimately, the supply of risk-weighted assets to local communities. Going forward, to address the changing financial landscape, we will actively consider not only RMBS but also market-based funding and the effective utilization of the assets we hold.

Promoting growth investments such as human capital and DX investments

We are focusing on investments in human capital and DX as initiatives that contribute to both enhancing profits capacity and cost controls. To improve the top line, it is important to further advance the development and creation of strategic human capital capable of handling the new operations that will increase in line with changes in the business environment. To this end, we plan to increase our investment in human capital to approximately 1.6 times the FY2024 level in the final year of the 2nd Medium-Term Management Plan.

During the period of the 2nd Medium-Term Management Plan, we plan to make systems investments of approximately 17.0 billion yen at the bank, of which approximately 9.0 billion yen is positioned as "strategic systems investments" that directly contribute to accelerating our DX strategies. By utilizing new services and functions developed from these investments, we aim to improve the top line by enhancing customer convenience, and also increase future earnings through cost reductions achieved by streamlining operations.

Human development Investment in skills, careers, and health of individuals
- Investment in skills development: Training, e-learning, qualifications support, external trainee programs
- Investment in health management: Medical checkups, stress checks, exercise promotion, etc.

Organizational development Skills improvement and system development at the team and division level
- DE&I promotion investment: Female advancement, employment of persons with disabilities, subsidies, programs, etc.
- Human capital recruitment investment: New graduate and mid-career recruitment, alumni, etc.
- Talent management investment: Revision of personnel evaluation and compensation systems, evaluator training, etc.

Environmental development Investment in working environment and corporate culture
- Investment in employee engagement improvement: ES surveys, employee benefits, awards system, etc.
- Development-related capital investment: Training center maintenance, purchase of tablets for training, etc.

Maximizing merger synergies through branch network optimization and operational efficiency improvement

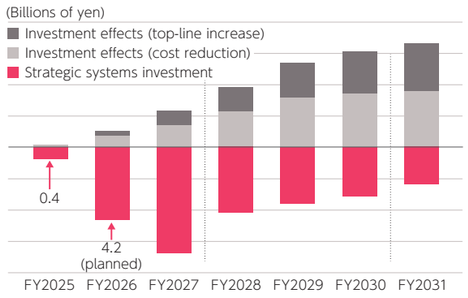
For cost controls, we will implement our branch strategy throughout the 2nd Medium-Term Management Plan period, as well as promote the shift to IT and DX in teller operations, enhance the efficiency of various operations through the use of generative AI, and concentrate operations at the head office, with the aim of achieving zero sales branch administrative duties. At the same time, we will strengthen our bloc sales framework and establish a framework for providing full banking functions on a bloc-by-bloc basis to optimize the branch network. We will strategically reallocate the human capital created through these initiatives to sales divisions and growth domains.

Reducing core OHR to less than 65%

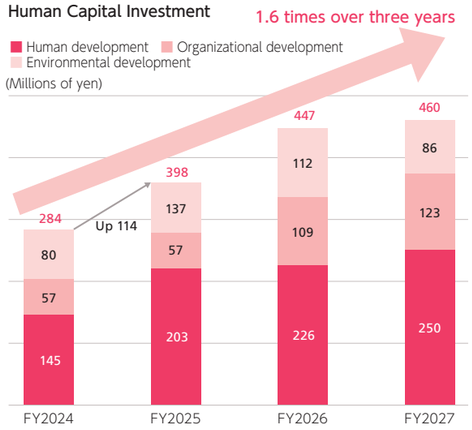
In FY2025, core OHR stood at 66.99%, a significant improvement from 75.77% in the previous fiscal year. This is just one step away from achieving the KGI of less than 65% in the 2nd Medium-Term Management Plan. Although there was an impact from cost increases stemming from inflation, as well as from various growth investments, the emergence of integration and merger synergies boosted the top line and helped reduce costs.

While we recognize that we are making steady progress toward achieving our KGIs, we will not be complacent. We will continue to pursue enhancing operational efficiency and improving productivity, and remain strongly committed to further reducing core OHR.

Strategic Systems Investment and Investment Effects

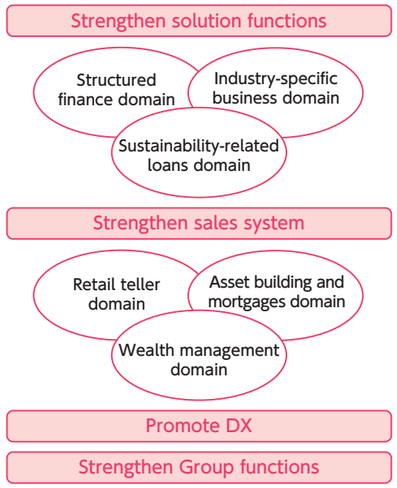


Human Capital Investment



Human Capital Reallocation Domains

- Promote consolidating and centralizing operations by restructuring branches and head office downsizing
- Human capital created through efficiency improvements plays an active role in growth domains



Initiatives to Improve PER

Reducing the cost of shareholder's equity through sustainability promotion, information disclosure, and proactive dialogue with investors

We newly established a Group Sustainability Management Department in April 2025, which is promoting the greater sophistication of sustainability management, including climate change responses, appropriate conservation of natural capital and biodiversity, and strengthening of initiatives to respect human rights. In particular, we are promoting the implementation of initiatives and proactive information disclosure surrounding the five key issues (materiality) that we have identified, which are "contributing to the prosperity of local communities," "sophistication of financial services," "response for environmental conservation," "improving employee engagement and advancement of diverse human capital," and "strengthening governance." By doing so, we believe that we can increase the transparency of non-financial information and contribute to the development of Aichi Prefecture, the Group's key market, thereby expanding the sustainability and potential for profit improvement in the future, and ultimately contributing to the reduction of cost of shareholder's equity.

We are also proactively engaging in dialogue with investors. While we aimed to conduct approximately 30 meetings with investors per year in our materiality KPIs, we conducted 46 meetings in FY2025. Aichi FG, which started with a market capitalization of approximately 80.0 billion yen in October 2022, has since seen this figure grow to 100.0 billion yen, 200.0 billion yen, and then 300.0 billion yen. Partly reflecting increased attention to the regional banking industry as a whole, the number of meetings with foreign investors in particular increased sharply. Meanwhile, there have been areas where information regarding the Group's strengths and strategies, as well as our position in the regional banking industry and Aichi Prefecture, has not been sufficiently shared due to insufficient communication and dialogue from the Group. We will further step up our IR activities to deepen understanding and improve our market valuation, thereby contributing to the reduction of cost of shareholder's equity.

Materiality	Materiality KPIs	Targets	Results	Progress rate
Contributing to the prosperity of local communities	Investments and loans related to sustainability	1 trillion yen by FY2030*1 Of which, environment-related: 500.0 billion yen	422.0 billion yen Of which, environment-related: 235.6 billion yen	42.2% Of which, environment-related: 47.1%
	Number of consulting support services contracted directly by the Group	300 by FY2027*2	120	40.0%
	Number of cases of support provided to startups	70 by FY2027*2	25	35.7%
Sophistication of financial services	Increase in banking app registrations	175,000 by FY2027*2	61,220	35.0%
	Increase in corporate IB contracts	4,900 by FY2027*2	1,901	38.8%
Response for environmental conservation	Achievement of carbon neutrality for Scope 1 and 2 GHG emissions	Achieve by FY2030	Reduction rate compared to FY2013: 79.5%	79.5%
	Number of cases of decarbonization support services provided	700 by FY2027*2	426	60.9%
Employee engagement and advancement of diverse human capital	Satisfaction rate for the ES survey	80 pt. by FY2027	78.5 pt.	Up 0.2 pt. compared to the previous fiscal year
	Developing strategy reskilling human capital	300 created by FY2027*2	107	35.7%
	Percentage of female managers	18% by FY2027	13.3%	Up 1.5 pt. compared to the previous fiscal year
	Ratio of temporary employees assigned to line positions	10% by FY2027	7.1%	Up 0.1 pt. compared to the previous fiscal year
Strengthening governance	Reduction of cross-shareholding: Percentage of FG consolidated net assets	Less than 20% by FY2028	23.4%	Down 1.3 pt. compared to the previous fiscal year
	Dialogue with investors	Approx. 30 times per year	46	153.3%
	Internal study sessions on compliance and human rights	2 times per year	3	150.0%

*1 Cumulative total from April 2022 *2 Cumulative total from April 2025

Fostering growth expectations by strengthening our management base and investing in growth areas

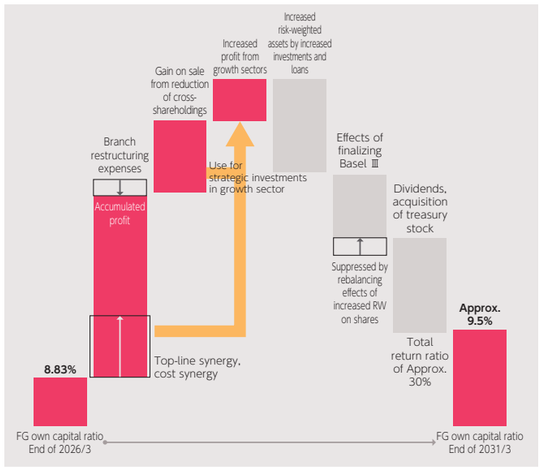
By increasing regional market share, becoming the main bank for more customers, and strengthening branding, we will establish a robust management base and work to reduce business risks through improvements in our business portfolio. Furthermore, as already mentioned in the section on our initiatives to improve ROE, we will achieve sustainable growth by strengthening our group management base and making growth investments, such as investments in human capital and DX. Through these initiatives, we aim to improve PER by reducing cost of shareholder's equity and fostering expectations for growth.

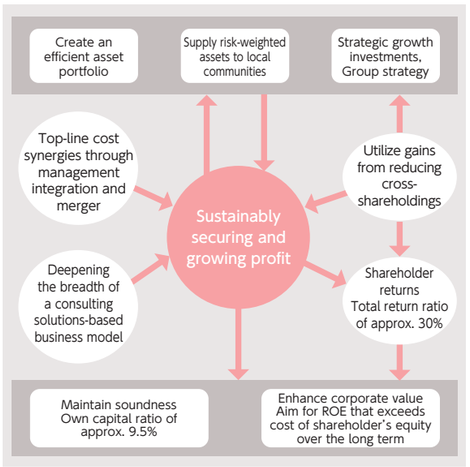
Basic Position on Capital Policy

Capital policy and our commitment to sustainable corporate value enhancement

Our capital policy is based on the basic policy of maximizing corporate value through sustainable profit growth, while ensuring an own capital ratio of 9.5% as a benchmark for financial soundness, in order to fulfill our responsibilities as a regional financial institution. While positioned as financial leverage control in the logic tree, we recognize that this not only contributes to improving ROE in the short term, but also that its implementation process and strategic decision-making enhance market valuation (PER) through a reduction in cost of shareholder's equity and the fostering of expectations for future growth, ultimately leading to sustainable corporate value enhancement. We reinvest the profits earned as a source of further growth. Specifically, we are reinvesting in the supply of risk-weighted assets essential for revitalizing the regional economy, investing in strategic growth areas that create various revenue opportunities, promoting Group strategies, and improving our asset portfolio. These strategic investments are not merely a redistribution of profits, but also a means of enhancing expectations for future profit growth and further solidifying the sustainability of management by strengthening our business foundation.

Capital Allocation Diagram

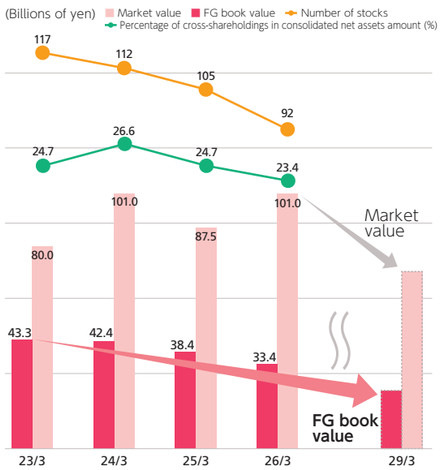




Promoting the utilization of gains from reducing cross-shareholdings

As part of our efforts to strengthen governance, we have positioned the reduction of cross-shareholdings as a key management issue. We have set the target of reducing the percentage of cross-shareholdings to less than 20% of consolidated net assets on a market value basis by the end of FY2028, and are steadily making progress toward this target. We will primarily use the funds obtained from this reduction for investments in strategic growth areas, such as enhancing our human capital management and accelerating our DX strategies, leading to sustainable value creation for the future.

Status of Reduction in Listed Cross-Shareholdings (Aichi FG basis)



Shareholder returns based on sustainable corporate value enhancement and ensuring financial soundness

Regarding shareholder returns, we aim for a minimum annual dividend of 20 yen per share (following the share split implemented in April 2026) with a target total return ratio of approximately 30%. We will actively return profits while balancing corporate value enhancement and maintaining financial soundness with internal reserves. We recognize that our total return ratio of 30% is a conservative level compared to industry peers. This is because we aim to achieve an own capital ratio of 9.5% with the goal of ensuring a stable supply of risk-weighted assets to local communities. We will continue to consider how best to provide shareholder returns.

Aim for ROE That Exceeds Cost of Shareholder's Equity Over the Medium to Long Term

Supporting manufacturing and co-creating the prosperity of local communities will lead to the Group's sustainable growth

Aichi Prefecture, the Group's base of operations, has significant growth potential, with a high concentration of manufacturing industries centered on the automotive industry. As Aichi Bank's regional market share in Aichi Prefecture remains below 20% despite this favorable environment, we see significant room for growth with an eye to achieving sustainable growth.

In this region, the supply chain for the manufacturing industry is structured in multiple layers, with many companies supplying parts and materials. We recognize that a crucial mission for the Group as a regional financial group is how we can provide strong support for enhancing the competitiveness and structural transformation of our customers.

With a view to realizing a "total support group that goes beyond banking" as outlined in the 2nd Medium-Term Management Plan, we will further enhance our presence in the region by proposing and providing various solutions that contribute to solving customer issues as a Group.

To reiterate, as stated in the Group's Purpose, we believe that contributing to the prosperity of local communities represents the significance of our existence and, in turn, is strongly tied to the Group's sustainable growth.

Basic agreement toward a management integration concluded with San ju San Financial Group, with the aim of achieving sustainable corporate value enhancement

We have signed a basic agreement with San ju San Financial Group regarding a management integration.

To strengthen our competitiveness in the Tokai region, which has high growth potential, we intend to fully leverage advanced financial capabilities and various lineup of solutions that San ju San Financial Group possesses, as well as the economies of scale from the integration.

If the management integration successfully goes through, this will bring our asset portfolio to over 11 trillion yen. In this era of positive interest rates, we have determined that management integration is the most efficient option for expanding scale while also maintaining quality. While we expect a temporary increase in costs immediately after the management integration, we intend to pursue sustainable profit growth and corporate value enhancement.

Furthermore, we will look beyond this integration to explore all options to maximize corporate value, including strengthening strategic collaborations with other financial groups and the possibility of management integration, depending on future market conditions and business strategies.

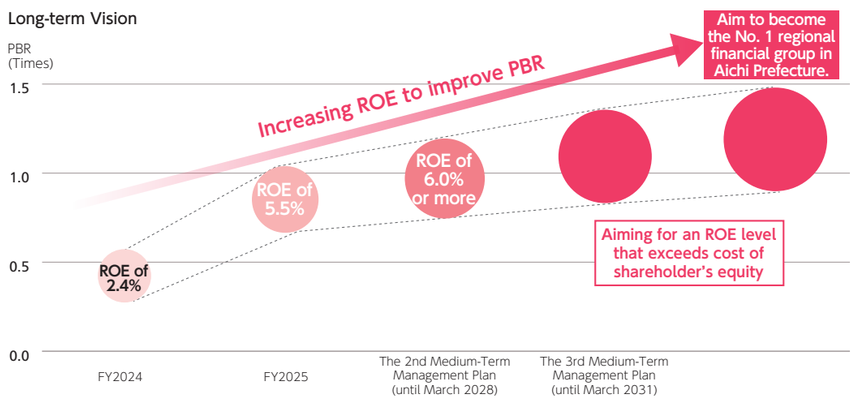
Aiming for sustainable profit growth while maintaining financial soundness

We will strive to promote a highly effective capital policy while maintaining a solid financial base and pursuing sustainable profit growth as two wheels. Through these initiatives, we aim to further enhance corporate value and become a company that earns the unwavering support of all stakeholders, including our shareholders and the local community.

As the officer in charge of finance, I am keenly aware of my heavy responsibility to reliably support the goal of becoming the No. 1 regional financial group in Aichi Prefecture from a financial standpoint, and contribute to the sustainable prosperity of local communities. I will do my utmost to meet shareholder expectations by maintaining a sound financial position while also working to improve capital efficiency and maximize shareholder returns.

I sincerely ask for your continued support in these endeavors and hope that you will look forward to the Group's future growth.

Long-term Vision



Message from Outside Directors

To further strengthen discussions aimed at enhancing corporate value, we have newly appointed Outside Directors who are not Audit and Supervisory Committee Members, in addition to the existing Outside Directors who are Audit and Supervisory Committee Members. These Outside Directors will be engaged with management from a closer perspective, providing advice and recommendations to the Board of Directors from different perspectives and with expertise distinct from that of internal directors. Through discussions based on the candid opinions reflecting the diverse perspectives of these Outside Directors, we aim to support the Board of Directors from both supervisory and advisory standpoints, thereby improving the quality of decision-making.

New Directors (Outside)

Q1. Please tell us about your career history to date.
Q2. What role will you play going forward?



Tsunehiro Matsuno
Outside Director

A1.
I was responsible for finance, accounting, and tax matters at Toyota Motor for many years. During that time, I also had the opportunity to participate in the development of accounting rules as a member of the Financial Services Agency's Business Accounting Council. I also held management positions at Toyota Motor Sales, U.S.A. and Aisin AW (currently AISIN). I am currently involved in management as an advisor at Toyoda Gosei, in strategy formulation and operation at Nagoya University, and in fund management at Tokai National Higher Education and Research System. From June 2022, I served for four years as an Outside Director (Audit and Supervisory Committee Member) of The Aichi Bank, Ltd. (currently Aichi Bank, Ltd.), a core company of the Group.

A2.
As also outlined in Japan's Corporate Governance Code, we are seeing a shift in the expectations of Outside Directors toward a more proactive role. To further contribute to the prosperity of local communities by deepening the breadth of a consulting solutions-based business model, I will leverage the knowledge I have cultivated in a background different from the financial industry to contribute to the development of Aichi FG by making recommendations that not only enhance governance but also contribute to the expansion and diversification of its business portfolio.



Toshio Haigo
Outside Director

A1.
After joining Nagoya Railroad, I was engaged in finance and accounting, as well as planning and group management strategy. I also gained experience through secondments to hotels and bus companies within the Meitetsu Group, where I gained firsthand experience of the realities of various industries. Furthermore, during the COVID-19 pandemic, I worked on business transformation as the head of a travel company, and actively engaged in regional revitalization projects leveraging the characteristics of a nationwide organization. The Meitetsu Group, same as Aichi FG, is a corporate group based in Aichi Prefecture. Although the industries differ, there are commonalities in terms of contributing to and coexisting with local communities.

A2.
I believe that corporate governance is not merely about creating systems, but it is essentially about translating corporate governance into correct action. As an Outside Director, I will protect the interests of shareholders and other stakeholders, and, by leveraging my experience and knowledge in corporate management, contribute to the sustainable growth and development of Aichi FG by offering recommendations and opinions from a multifaceted perspective, in order to realize the theme of Aichi FG's 2nd Medium-Term Management Plan of being a "total support group that goes beyond banking."



Toshihiro Oritate
Outside Director

A1.
I worked at the Bank of Japan for 32 years and at the Japan Securities Finance Group for 13 years. At the Bank of Japan, I gained experience in a wide range of fields, from research and operations to internal control, and also participated in the operation of a stock exchange through a secondment. At the Japan Securities Finance Group, I worked on governance reforms required of listed companies and the expansion of business foundation as a member of the management team. I also gained experience in a variety of other areas, including leading the establishment of joint ventures overseas.

A2.
With negative interest rates ending and bank management entering a new phase, Aichi FG moved from management integration to bank merger in a short period of time, and under the 2nd Medium-Term Management Plan, is pursuing a new growth trajectory by strengthening its consulting functions and enhancing its business model and productivity through the shift to DX and IT. I believe that the basis of these new developments lies in three areas: (1) contributing to the prosperity of local communities by providing high-quality services to companies and individuals, (2) creating a fulfilling workplace and enhancing human capital, and (3) strengthening governance. I believe that the efforts in these areas will lead to the enhancement of corporate value. As Aichi FG moves forward with these initiatives, I will participate in management by offering recommendations based on my diverse experience in the financial industry, thereby contributing to the development of Aichi FG.

Directors (Audit and Supervisory Committee Members, Outside)

Q1. What have you dedicated yourself to on the Board of Directors so far?
Q2. How will you utilize your skills to help address the issues you have identified?



Chieko Murata
Outside Director
(Audit and Supervisory Committee Member)

A1.
I have focused on monitoring the appropriateness of management decision-making processes, considering whether Aichi FG's various measures can gain the trust and confidence of local communities, whether they contribute to the maintenance and development of sound corporate management, and whether there are any compliance risks. Utilizing the financial accounting and tax knowledge I have cultivated in my years as a certified public tax accountant, as well as my administrative experience at the National Tax Agency and other organizations, I strive to actively express my opinions whenever I feel doubts or risks regarding proposals at the Board of Directors and other meetings.

A2.
Amid the increasing uncertainty in the business environment stemming from factors such as rising interest rates and unclear economic conditions, Aichi FG needs to strive for sustainable growth based on sound risk management and solid management to evolve into a regional financial group with an overwhelming presence in the Tokai region. The trust of shareholders, local communities, and employees, who support the Group as it takes on various challenges, is indispensable to achieving this. I will fulfill my responsibilities from an independent and objective standpoint to ensure that Aichi FG remains a group trusted by all stakeholders. In particular, I will fully leverage my expertise as a certified public tax accountant and my administrative experience to comprehensively examine and propose solutions to complex financial and tax issues. While reflecting the perspectives of investors in our management, I will strive to contribute to the prosperity of local communities as well as to the sustainable enhancement of corporate value.

Message from Outside Directors

Q1. What have you dedicated yourself to on the Board of Directors so far?
Q2. How will you utilize your skills to help address the issues you have identified?



Takumi Azuma
Outside Director
(Audit and Supervisory Committee Member)

A1.
Leveraging my experience in promoting systems and DX at IT companies, I have actively participated in discussions at the Board of Directors, particularly with respect to bank mergers and systems integration. In particular, as an Audit and Supervisory Committee Member with specialized IT skills, I made specific recommendations on the integration of core banking systems through dialogue and discussions with officers in charge and audit divisions. Based on my experience as a member of senior management and auditor, I also made recommendations regarding the internal control structure of subsidiary banks after the merger.

A2.
Initiatives for the consulting solutions business and DX strategies must be stepped up even further. Aichi FG, following the merger of subsidiary banks, is also working to reallocate personnel to growth areas by streamlining operations, including DX, to reduce labor and improving efficiency. Meanwhile, I recognize that these initiatives present challenges not only in terms of human capital development but also in organizational management, making compliance and risk management crucial. To address these issues, I will leverage my experience at IT companies and my expertise as a member of senior management and auditor to exercise oversight over the executive team. In particular, with respect to DX strategy, I will not only participate in discussions at Board of Director meetings, but will also engage in dialogue and discussions with officers in charge to better understand the situation and make recommendations based on my expertise and experience in order to enhance Aichi FG's corporate value.



Asako Itakura
Outside Director
(Audit and Supervisory Committee Member)

A1.
Amid efforts toward deepening the breadth of a consulting solutions-based business model, I closely monitored the progress of post-merger integration (PMI), including the realization of synergies from the merger, headway with unifying business operations, and the smooth integration of employee relationships and corporate cultures. With regard to unifying business operations in particular, I have strived to understand whether the psychological care provided to employees who have not fully adapted is appropriate, and whether the root cause of the problem lies in systems, operations, or communication, and to utilize this information in providing advice and making recommendations.

A2.
I recognize that effective governance and thorough compliance are important issues for Aichi FG, which consists of various Group companies in addition to the traditional bank. As such, we need to accurately identify and manage compliance risks while taking into account the legal regulations and human capital characteristics unique to each industry. I believe that the Group needs to build an effective governance structure by establishing an information sharing framework according to importance, while maintaining the speed of decision-making through the appropriate delegation of authority in line with the business characteristics and actual circumstances of each Group company. Drawing on my past experience and expertise in legal and human resources matters, I will continue to oversee management and strive to contribute to enhancing the credibility of Aichi FG.

Basic Agreement Concerning the Management Integration

Aichi Financial Group, Inc. and San ju San Financial Group, Inc. have concluded a basic agreement concerning the management integration toward a management integration through a merger between the two companies (hereinafter the "Companies").

Background, Purpose and Basic Policy of Management Integration

Management Philosophy and Purpose of the Companies

Aichi Financial Group, Inc.

- Contribute to the prosperity of local communities through financial services.

Mutual utilization of the Companies' respective strengths and management resources

三十三フィナンシャルグループ San ju San Financial Group

- Contributing to creating a vibrant future as a financial group which is favorable for clients and grows along with the region.

Based on the spirit of mutual trust and equality, the Companies have entered into a basic agreement to proceed with consultations and considerations toward the realization of the management integration.

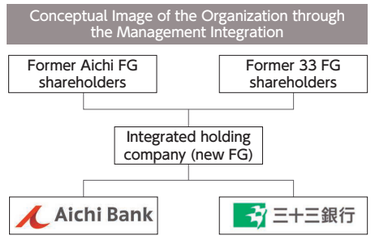
Purpose

The Companies aim to utilize the synergies realized through the management integration to further enhance their presence in Aichi and Mie prefectures and the neighboring areas more than ever before, contribute to the sustainable development of the regional economy and society, and seek to enhance corporate value.

Basic Policy

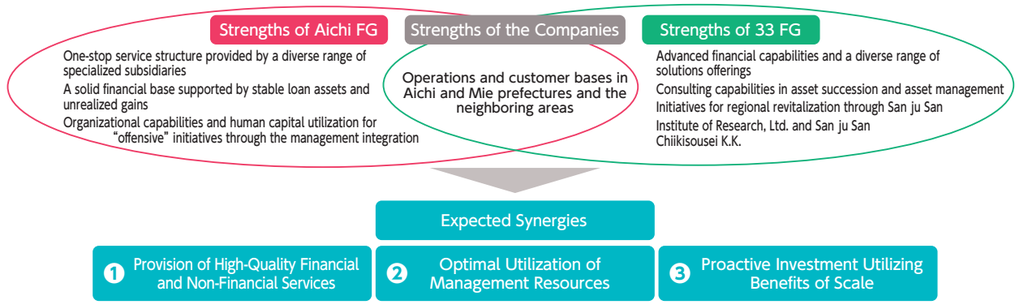
- The Companies will provide high-quality financial and non-financial services aimed toward the increasingly diverse and complex management challenges and needs faced by customers by fully utilizing their mutual strengths, and will evolve the Company's businesses into a sustainable business model that enables growth together with customers and local communities.
- The Companies will promote the expansion of opportunities for active engagement by a diverse range of human resources to enable each employee to fully maximize their value and to realize an enhanced sense of job fulfillment (engagement) for all employees.
- The Companies will establish a sound management base by achieving further efficiency and rationalization through the optimal utilization of the management resources held by the Companies, and thereby promote the enhancement of corporate value.

Conceptual Image of the Organization through the Management Integration



Synergies Expected from Management Integration and Schedule of Management Integration

The Companies will generate synergies such as the "provision of high-quality financial and non-financial services," "optimal utilization of management resources," and "proactive investment utilizing benefits of scale," by mutually utilizing the Companies' strengths and management resources, and will thereby promote their contribution to the sustainable development of the regional economy and society and the enhancement of corporate value.



Schedule of Management Integration * The schedule below reflects the current plan and is subject to change depending on circumstances such as future consultations between the Companies.

Scheduled Date	Outline
May 13, 2026	Execution of Basic Agreement Concerning the Management Integration
September 2026 (scheduled)	Execution of Definitive Agreement; Execution of Absorption-Type Merger Agreement Concerning the Merger
December 2026 (scheduled)	Date of resolutions at the respective extraordinary general meetings of shareholders of the Companies
April 1, 2027 (scheduled)	Effective date of the merger

* The implementation of the management integration is premised on obtaining the necessary permissions and other approvals from the relevant authorities. Should any event occur that results in a delay to the schedule of the management integration due to the status of obtaining such permissions and other approvals, the Companies will promptly make disclosure thereof.

Source of Value Creation and Our Group's vision

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History of Aichi FG

Aichi Bank From 1900s to 2000s







Management Philosophy

Valuing the trust of local communities and contributing to their prosperity

- **Sep. 1910** Japan Chochiku Kogyo K.K. (later Nagoya Mujin) established in Nagoya
- **Jun. 1918** Aichi Mujin established in Oguchi
- **Feb. 1942** Aichi Mujin K.K. established (merger between Nagoya Mujin and Aichi Mujin)
- **May 1944** Aichi Godo Mujin Corporation established (merger between Aichi Mujin, Kangyo Mujin and Tokai Mujin)
- **Oct. 1951** Renamed to Chuo Sogo Bank, Ltd. (due to enactment of the Mutual Banking Act)
- **Sep. 1954** Head office relocates to current location
- **Sep. 1960** 50th anniversary of founding
- **Feb. 1964** Listed on 1st Section of Nagoya Stock Exchange
- **Feb. 1989** Converts to an ordinary bank, The Aichi Bank is born
- **Aug. 1992** Listed on 1st Section of Tokyo Stock Exchange
- **Sep. 2010** 100th anniversary of founding
- **Mar. 2019** First-time selection as "2019 Certified Health & Productivity Management Outstanding Organization (large enterprise category) - White 500 enterprise -"
- **Jan. 2020** Established "Aigin Group SDGs Declaration"

- **Dec. 2021** Signed master agreement on management integration

CHUKYO BANK From 1900s to 2000s





Management Vision

Contributing to the prosperity of local communities

- **Mar. 2020** First-time selection as "2020 Certified Health & Productivity Management Outstanding Organization (large enterprise category)"
- **Oct. 2019** Chukyo Bank SDGs declaration
- **Feb. 2013** 70th anniversary of founding
- **Nov. 1989** Listed on 1st Section of Tokyo Stock Exchange
- **Feb. 1989** Converts to an ordinary bank, The Chukyo Bank is born
- **Feb. 1970** Listed on 1st Section of Nagoya Stock Exchange
- **Nov. 1969** Constructed and relocated head office to former head office of The Chukyo Bank
- **May 1969** Merged with Nagoya Shinkin Bank, renamed to Chukyo Sogo Bank, Ltd.
- **Oct. 1961** Listed on 2nd Section of Nagoya Stock Exchange
- **Oct. 1951** Renamed to Taido Sogo Bank, Ltd. due to enactment of the Mutual Banking Act
- **Dec. 1945** Head office relocated to Nabari, Mie Prefecture
- **Feb. 1943** Hakko Mujin and Kisei Mujin merged to establish Hakko Mujin K.K.
- **Feb. 1918** Hokusei Mujin established (predecessor of Hakko Mujin)

Aichi FG From 2022

Philosophy Behind the Establishment of Aichi Financial Group

On October 3, 2022, The Aichi Bank and The Chukyo Bank conducted a management integration, creating Aichi Financial Group, Inc., the parent company of both banks.

The Aichi Bank was established in 1910 and The Chukyo Bank was established in 1918, so both had histories spanning more than a century. Throughout their histories, these regional financial institutions have grown alongside their local customers and supported the development of local companies and the livelihood of local people through financial services.

On January 1, 2025, the two banks embarked on a new chapter as Aichi Bank, Ltd. The name "Aichi," which appears in the names of both the Group and the bank, represents our desire to become the No. 1 regional financial group in Aichi Prefecture by growing together with the prefecture while cherishing the region, our main base of operations.

To realize the Aichi Financial Group's Purpose of "Contribute to the prosperity of local communities through financial services," we are striving to become the No. 1 regional financial group in Aichi Prefecture by becoming the first to turn to for consultation and the most reliable partner in this region. Through this, we will create new and unprecedented value.

Oct. 2022
- Aichi FG established
- 1st Medium-Term Management Plan launches
- Sustainability policy established
- Expressed endorsement of TCFD recommendations

Jul. 2023
- Formulated DX promotion plan

Nov. 2023
- Formulated human rights policy
- Identified materiality

Apr. 2024
- Group Management Strategy Department established
- Made AAST Group a subsidiary

May 2024
- Participated in the TNFD Forum

Aug. 2024
- Aichi FG Marketing established

Jan. 2025
- Formation of Aichi Bank

Apr. 2025
- 2nd Medium-Term Management Plan launches

Oct. 2025
- Business Commencement of Sakaemachi Research & Consulting

Jan. 2026
- Formulated Transition Plan for Achieving Carbon Neutrality

Mar. 2026
- Formulated Aichi Financial Group Digital Human Capital Development Plan

1st Medium-Term Management Plan
Theme: Speed, Fusion & Chemistry

2nd Medium-Term Management Plan
Theme: "Total support group that goes beyond banking"

Oct. 2022 — Preparation Phase — Apr. 2025 — Synergy Emergence Phase

Value Creation Process

Through the Group's Purpose of "Contribute to the prosperity of local communities through financial services," we accurately identify changes in the external environment, fully leverage the capital we have built over the years, and solve the issues faced by local communities as we sustainably enhance the Group's corporate value.

Management vision

PURPOSE
Contribute to the prosperity of local communities through financial services

MISSION
Aim to become the No. 1 regional financial group in Aichi Prefecture

VALUE
1. Solidify the business platform by adhering to robust operation
2. Become a financial group trusted by local communities
3. Provide financial services that are useful to all our customers
4. Realize the happiness of all officers and employees through ES management and health management practices
5. Continue to be an attractive company by achieving sustainable growth and enhancing corporate value

Materiality

- Contributing to the prosperity of local communities
- Sophistication of financial services
- Response for environmental conservation
- Improving employee engagement and advancement of diverse human capital
- Strengthening governance

External Environment

- Progress of climate change and countermeasures
- Drastic shift in the automotive industry with EV adoption
- Generational change in business owners Chronic labor shortage
- Increased social awareness regarding respect for diverse values
- Advancement of digital technologies such as generative AI
- Increased awareness of asset management in Japan
- Shift to a "world with positive interest rates"
- Addressing societal issues such as biodiversity and human rights following climate change is gaining momentum

INPUT

Human capital
- Strategic human capital needed for the consulting solutions-based business model

Social capital
- The region's No.1 solid customer base
- Business foundation with high growth potential and optimal branch network

Intellectual capital
- Diverse functions that contribute to the solving of customers' issues

Financial capital
- Risk-weighted assets that balance profitability and soundness

Natural capital
- Abundant water resources such as Ise Bay and the Kiso River
- Diverse ecosystems in the Chubu region

Business Activities



- DX and operational efficiency P.71~
- Human capital creation P.59~

Governance
- Risk Management P.113~
- Corporate Governance P.103~
- Compliance P.119~
- Response to ESG P.79~

OUTCOME

Financial capital (2027 targets)

ROE	Consolidated Profits	Core OHR	Consolidated own capital ratio
6.0% or more	27.0 billion yen or more	Less than 65%	Approx. 9.0%

Realize **ROE** that exceeds cost of shareholder's equity

Non-financial capital (targets)

- Investments and loans related to sustainability: 1 trillion yen (of which, 500.0 billion yen are related to the environment) (FY2030)
- Number of consulting support services contracted directly by the Group: 300 cases (FY2027)
- Increase in banking app registrations: 175,000 cases (FY2027)
- Scope 1 and 2 GHG emissions: Achieving carbon neutrality (FY2030)
- ES Survey (employee engagement survey): Satisfaction score 80pt (FY2027)
- Developing strategy reskilling human capital: 300 created (FY2027)
- Percentage of female managers: 18% (FY2027)
- Reduction of cross-shareholding Percentage of FG consolidated net assets: Less than 20% (FY2028)
- Dialogue with investors: Approx. 30 times per year (Ongoing)

- Regional revitalization and economic Revitalization
- Sustainable development of local communities
- Expanding opportunities for a diverse human capital
- Environmental conservation and climate change countermeasures

Sources of Aichi FG's Competitive Advantages/ Capital We Have Built

We have developed five types of capital, including a solid customer base rooted in the local communities and a business foundation with high growth potential, intellectual and human capital that produce diverse solutions, and a sound financial foundation. We aim to achieve sustainable growth by comprehensively leveraging this capital to solve regional issues while at the same time enhancing corporate value.

Human Capital

Strategic human capital needed for the consulting solutions-based business model

To deepen our consulting solutions-based business model, since the start of the 1st Medium-Term Management Plan, we have been working to create strategic human capital, a new ideal of human capital capable of dramatically transforming customer experience value. In the first year of the 2nd Medium-Term Management Plan, we created a total of 512 people as strategic human capital by March 31, 2026.

Number of Strategic Human Capital Created in the First Year of the 2nd Medium-Term Management Plan (as of March 31, 2026)

Sales branch professional human capital
Human capital capable of proposing solutions that meet the advanced needs of customers
251 people

Head office solutions experts
Human capital with high expertise and problem-solving skills who support the advancement services provided by branches
86 people

Business Process Re-engineering internal Consulting
Human capital that constantly strives to reform operations at the head office and branches and improves operational efficiency
68 people

Strategy reskilling human capital
Human capital that proactively acquires skills that fit our times and can be leveraged in new domains
107 people

Capital to be strengthened
① Further development of strategic human capital
② Strengthening expertise in fields such as DX, sustainability, and overseas business
③ Working environment in which diverse human capital can thrive

Direction of Future Initiatives
① Systematic development of strategic human capital and support for obtaining professional certifications
② Enhancement of reskilling
③ Operation of a personnel system that promotes health management and DE&I and encourages taking on new challenges

Social Capital

The region's No.1 solid customer base

The percentage of companies in Aichi Prefecture that recognize Aichi Bank as their main bank is 12.27%, which is the highest share among regional banks, 2nd-tier regional banks, and shinkin banks. We also have a solid customer base, with loans and bills discounted and deposit balances that are the highest of any local financial group in Aichi Prefecture.

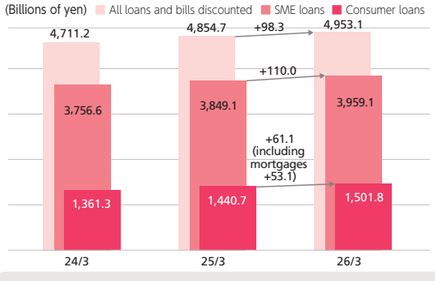
Main Bank Share of Aichi Bank

FY2023	FY2024	FY2025
12.37% (1st)	12.38% (1st)	12.27% (1st)

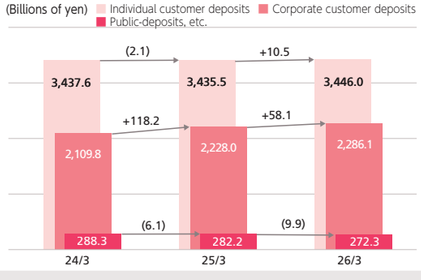
No.1 main bank share among regional and shinkin banks
(Research by TEIKOKU DATABANK, Ltd.)

* Rankings are within regional banks, 2nd-tier regional banks and shinkin banks
* Share for FY2023 and FY2024 is the sum total of former The Aichi Bank and former The Chukyo Bank, and the survey results are based on figures prior to the merger.

Balance of Loans and bills discounted (term-end balance)



Deposits Balance (term-end balance)



Capital to be strengthened
① Expanding our engagement with younger generation and new industries
② Further utilization of non-face-to-face and digital channels
③ Reinforcement of project based relations

Direction of Future Initiatives
① Holding seminars and consultations, reinforcing support for startups
② Promotion of banking app and digital marketing
③ Strengthening of solution proposal capability

Social Capital

Business foundation with high growth potential and optimal branch network

The market where branches of Aichi Bank locate is an industrial cluster that plays a central role in monozukuri (manufacturing), and is an exceedingly attractive region with considerable growth potential, even taking future population decline into account. By not only leveraging the advantage of this favorable region but also responding to its growth and our customers' needs, we aim to achieve sustainable management. Regarding the branch networks of Aichi Bank, the sales foundation has been expanded significantly due to the management integration of The Aichi Bank and The Chukyo Bank, and convenience has also increased due to the bank merger.

Market Potential of Aichi Prefecture

Key Indicators for Aichi Prefecture

Prefectural gross product	Value of goods shipped, etc.	Annual wholesale and retail sales
3rd in Japan (2022)	1st in Japan (2023)	3rd in Japan (2022)

Demographics of Aichi Prefecture

Total population (Total number)	Birth rate	Working population (Census data)
4th in Japan (2024)	4th in Japan (2024)	4th in Japan (2020)

* Source: Statistics Dashboard (https://dashboard.e-stat.go.jp/)

Branch Network of Aichi Bank (Number of Branches)

Aichi	124
of which within Nagoya City	65
Gifu, Mie, and Shizuoka	10
Tokyo and Osaka	2
Total number of branches	136

* Branch numbers are as of Mar. 31, 2026.
* In-branch branches and virtual branches such as Internet branches are excluded.

Capital to be strengthened
① Redefining revenue opportunities in response to population decline and changes in the industrial structure
② Room for optimization of branch network and differentiation of functions
③ Expanding our reach into growth areas

Direction of Future Initiatives
① Revision of area strategies and revenue structure based on data
② Establishment of optimal branch network through branch consolidation, closures, joint storefronts, etc.
③ Promoting business initiatives that leverage digital technologies

Intellectual Capital

Diverse functions that contribute to the solving of customers' issues

We are contributing to the solving of various customers' issues by providing services not only in the financial domain, including traditional banking services, but also in non-financial domains. By leveraging the diverse functions of the Group, we provide highly specialized solutions, including consulting and research services and software development.

Solutions Offered by Aichi Bank
- Finance
- Business matching
- Decarbonization support services
- Asset management
- Inheritance measures and asset succession, etc.

Solutions Offered by Group Companies

Financial domain	Non-financial domain
• Leasing • Credit card • Agency payment collection • Agency administrative service • Bank administrative service business • Investment operations, etc.	• Business successions and M&As • Formulation of business plans • Subsidy support • Staffing services • Human resources and labor • Digitalization support • Overseas expansion support • Research service • Advertising and marketing • Software development, etc.

Capital to be strengthened
① Further deepening of expertise and know-how across the Group
② Advancement of proposal model that utilizes data
③ Brand power and recognition of non-financial solutions

Direction of Future Initiatives
① Accumulation and sharing of solution cases and knowledge
② Strengthening consultation proposals based on data analysis
③ Establishment of an integrated Group-wide proposal system and strengthening the promotion of non-financial services

Financial Capital

Risk-weighted assets that balance profitability and soundness

Consolidated own capital ratio*
8.83%

ROE*	Loss (gain) on valuation of securities*
5.56%	128.8 billion yen

* As of March 31, 2026

Capital to be strengthened
Achieving an ROE that exceeds the cost of shareholder's equity

Direction of Future Initiatives
Message from Officer in Charge of Finance
P.11-

Natural Capital

- Abundant water resources such as Ise Bay and the Kiso River
- Diverse ecosystems in the Chubu region



Materiality

Our Group has identified five materiality issues from the perspective of Double Materiality issues that are important to both society and our Group. In April 2025, we set materiality KPIs in line with the 2nd Medium-Term Management Plan, based on their impact on our business and financial performance. The three basic strategies in the 2nd Medium-Term Management Plan, "deepening the breadth of a consulting solutions-based business model," "strengthening our group management base," and "accelerating our DX strategies," are aligned with the materiality. We will strive to address KPIs is periodically confirmed by the Group Sustainability Committee and then reported to the Board of Directors. The materiality is periodically reviewed in light of changes in the external environment.

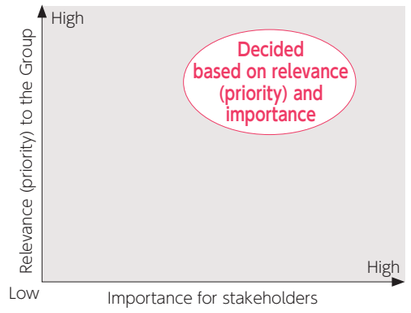
Materiality Identification Process

STEP 1 A wide variety of 207 issues were selected, including the 169 SDGs targets, issues within Japan, and regional issues.

STEP 2 Issues were narrowed down to those of high relevance (priority) to the Group and similar issues were consolidated into 20 issues.

STEP 3 After a screening process that factored in relevance to stakeholders, hearings with the management and reflecting the opinions of Outside Directors, they were narrowed down to 14 issues.

STEP 4 To encourage employees to see materiality as relevant to them, **survey were conducted in individual workplaces and management engaged in discussions that took into account the results of these survey.**



Issues considered particularly important by employees based on the survey results

- Improving financial services
- Customer-oriented business operations
- Improving employee engagement
- Promoting active participation of diverse human capital
- Regional revitalization
- Deepening compliance

Main views of management

- The Group's Purpose is "Contribute to the prosperity of local communities through financial services," and contributing to local communities should be our highest-priority material issue.
- For the sophistication of financial services, the perspectives not only of DX but also asset building contributions are important.
- Materiality must be incorporated in medium-term management plans and must be aligned with management strategies.

Five materiality issues and KPIs were decided by the Group Executive Committee following discussions by the Group Sustainability Committee

Materiality

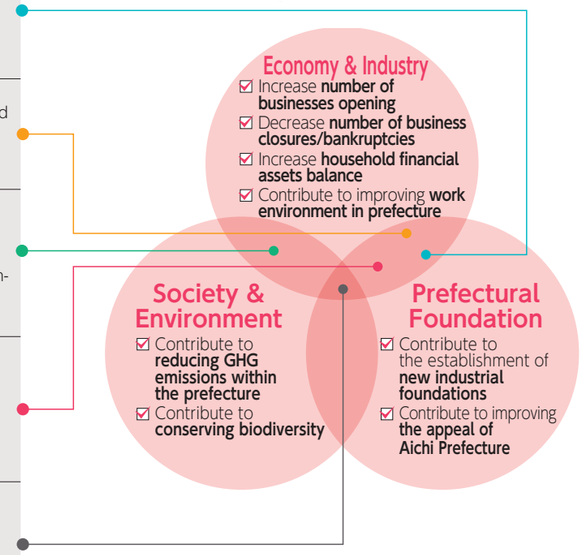
*1 Cumulative total from 2022 *2 Cumulative total from April 2025

Three basic strategies of the Medium-Term Management Plan
Ⅰ Deepening the breadth of a consulting solutions-based business model
Ⅱ Strengthening our group management base
Ⅲ Accelerating our DX strategies

	Related basic strategies and measures	KPIs/Results as of the end of FY2025 (progress rate)	Year of achievement	Impact on corporate value
01 Contributing to the Prosperity of Local Communities	Ⅰ ● Support Procuring Funds Through Sustainability-related Investments and Loans P.47~ ● Support for Business Succession and M&A P.43 ● Support for Startups P.44	● Investments and loans related to sustainability*1 **1 trillion yen / 422.0 billion yen (42.2%)** (Of which, environment-related) **500.0 billion yen / 235.6 billion yen (47.1%)** ● Number of consulting support services contracted directly by the Group*2 **300 cases/120 cases (40.0%)** ● Number of cases of support provided to startups*2 **70 cases/25 cases (35.7%)**	FY2030 <Medium-term> FY2027 <Short-term>	● Expansion of loans and non-interest revenue through growth of local economies
02 Sophistication of Financial Services	Ⅰ Ⅱ Ⅲ ● Promoting DX P.71~ ● Asset Building Support and Customer-oriented Business Operations P.49~	● Increase in banking app registrations*2 **175,000 cases/61,220 cases (35.0%)** ● Increase in corporate IB contracts*2 **4,900 cases/1,901 cases (38.8%)**	FY2027 <Short-term>	● Enhancement of customer base through customer-oriented business operations and the sophistication of services using digital technologies
03 Response for Environmental Conservation	Ⅰ Ⅱ ● Initiatives for Addressing Climate Change P.81~ ● Initiatives on Natural Capital and Biodiversity P.88~	● Scope 1 and 2 GHG Emissions **Achievement of carbon neutrality/79.5% reduction from FY2013 levels** ● Number of cases of decarbonization support services provided*2 **700 cases/426 cases (60.9%)** <Long-term goals> Achievement of carbon neutrality for GHG emissions from investment and loan portfolio by FY2050	FY2030 <Medium-term> FY2027 <Short-term>	● Improvement of portfolio soundness through reduction of climate change risk ● Creation of new revenue sources by acquiring environmental business opportunities
04 Improving Employee Engagement and Advancement of Diverse Human Capital	Ⅱ ● Human Capital Development P.61~ ● Diversity, Equity & Inclusion P.65~ ● Health Management and Work Style Reform P.68	● Satisfaction score in the ES Survey (employee engagement survey) **80pt/78.5pt (+0.2pt compared to the previous year)** ● Developing Strategy reskilling human capital*2 **300 employees/107 employees (35.7%)** ● Percentage of female managers **18%/13.3% (+1.5pt compared to the previous year)** ● Ratio of temporary employees assigned to line positions **10%/7.1% (+0.1pt compared to the previous year)**	FY2027 <Short-term>	● Achieving sustainable growth and increasing profits capacity by increasing productivity, creating innovation, and improving hiring capabilities
05 Strengthening Governance	Ⅱ ● Reduction of Cross-shareholding P.98 ● Communication with Shareholders P.97 ● Initiatives to Respect Human Rights P.91~ ● Compliance Initiatives P.119~	● Reduction of cross-shareholding: Percentage of FG consolidated net assets **Less than 20%/23.4% (-1.3pt compared to the previous year)** ● Dialogue with investors **Approx. 30 times per year/46 times (153.3%)** ● Internal study sessions on compliance and human rights **2 times per year/3 times (150.0%)**	FY2028 <Short-term> Ongoing goal	● Reduction of cost of shareholder's equity by earning the trust of investors through the sophistication of capital efficiency, corporate governance, risk management, and compliance

Social Impact the Group Can Contribute

The Group has organized significant regional issues faced by Aichi Prefecture and the social impact the Group can contribute as shown below. We contribute to social impacts organized by Economy & Industry, Society & Environment, and Prefectural Foundation through measures to address the materiality.



* Created based on Aichi Prefecture's Aichi Economy & Labor Vision 2021-2025, Aichi Tourism Strategy 2024-2026, and Aichi's Future Outlook and Potential Events/Risks in 2030.

Long-Term Plan—Vision for 2030—

The Group was established in October 2022 through a joint share transfer between The Aichi Bank and The Chukyo Bank. Based on the initiatives of the 1st Medium-Term Management Plan, we are now carrying out our 2nd Medium-Term Management Plan to establish integrated Group management with the new bank at its core and realize a "total support group that goes beyond banking."

During the 1st Medium-Term Management Plan, we developed human capital standards and created and developed strategic human capital with an eye toward the bank merger in January 2025. Through our 2nd Medium-Term Management Plan, we will realize our "consulting solutions-based business model" by optimally deploying this strategic human capital. We have established basic strategies of "deepening the breadth of a consulting solutions-based business model," "strengthening our group management base," and "accelerating our DX strategies." Under our 3rd Medium-Term Management Plan, which will begin in 2028, we will maximize synergies and aim to become the No. 1 regional financial group in Aichi Prefecture.

Aim to become the No.1 regional financial group in Aichi Prefecture

Being No.1 in Aichi Prefecture
is not just refer to being the largest group. It also refers to being the regional financial group that stands closest to our customers, that they turn to first for advice, and that they rely on most. That is our goal.

Aichi FG Established

- Develop management vision and corporate slogan
- Identify materiality
- Establish group companies and strengthen cooperation

Establish and Promote Aichi FG Brand

- Clarify Aichi FG brand linked to our management vision and strategy
- Information dissemination to local communities, customers, markets, and investors
- Promote our management vision and strategy among employees

Oct. 2022 FG established

1st Medium-Term Management Plan
Theme
Speed, Fusion & Chemistry

FY2024 Consolidated profit
9.0 billion yen

Jan. 2025 Bank merger (a new bank was born)

2nd Medium-Term Management Plan
Theme
"Total support group that goes beyond banking"

FY2027 Integration synergy
8.0 billion yen or more

FY2027 Consolidated profit
27.0 billion yen or more

3rd Medium-Term Management Plan

FY2030 Integration synergy
10.0 billion yen or more

Preparation Phase

Oct. 2022

- Established a consulting solutions-based business model
- Create and develop strategic human capital
- Swift emergence of synergy through management efficiency

Results for the period of the 1st Medium-Term Management Plan	
Top-line synergy + cost synergy	13.0 billion yen
Integration-related expenses	(25.0) billion yen
Integration synergy (net)	(12.0) billion yen

Integration costs increased first during the 1st Medium-Term Management Plan period

FY2024 results	
ROE	2.48%
Consolidated profit	9.0 billion yen
Core OHR	75.77%
Consolidated own capital ratio	8.78%

Accomplishments

- We have established a system to propose solutions in new domains. The Group's sales system is now in place, and preparations for a consulting solutions-based business model have been completed.
- We have achieved the KPI for the number of strategic human capital created as a whole. We have completed the creation and development of human capital necessary to implement a consulting solutions-based business model.
- Major KPIs have been generally achieved.

Synergy Emergence Phase

Apr. 2025

Three basic strategies
Ⅰ. Deepening the breadth of a consulting solutions-based business model
Ⅱ. Strengthening our group management base
Ⅲ. Accelerating our DX strategies

	FY2025 results	FY2027 targets
	8.6 billion yen	Integration synergy (net) 8.0 billion yen or more
(Including branch restructuring expenses)	(1.5) billion yen	
	7.1 billion yen	

	FY2025 results	FY2027 targets
ROE	5.56%	6.0% or more*
Consolidated profit	21.8 billion yen	27.0 billion yen or more*
Core OHR	66.99%	Less than 65%
Consolidated own capital ratio	8.83%	Approx. 9.0%

Initiative Status

- Consulting-related revenue, an area where the Group is focusing its efforts, is steadily growing
- We merged 18 branches by March 2026, and we reallocated the 212 employees freed up by the branch integration and head office downsizing to sales departments and growth domains
- In November 2025, we introduced our "neo-AI Chat" generative AI to improve operation efficiency

* In addition to the 2nd Medium-Term Management Plan progressing steadily, the management environment saw domestic interest rates that were higher than expected, so we changed our numerical targets

Synergy Maximization Phase

Apr. 2028 — Mar. 2031

- Significant improvement in top-line growth
- Expansion of non-financial business revenues

Synergy measures

① Top-line synergy	Through the creation of large numbers of strategic human capital by management integration: ・Increase in solution-related fees ・Increase in fees for assets under custody ・Increase in mortgage fees ・Increase in interest on loans and bills discounted from increase in loan balance ・Others (Creation of new revenue streams)
② Cost synergy KPIs	・Cost reduction from branch restructuring (BinB) ・Cost reduction from system integration ・Other cost reductions ・Cost reduction from optimizing personnel placement
③ Integration-related expenses	・System modifications ・Installation of office equipment ・Branch restructuring expenses ・Other integration-related expenses

Integration Synergy (net) = 1) + 2) - 3)
* Integration synergy (net) calculated relative to FY2021 amounts

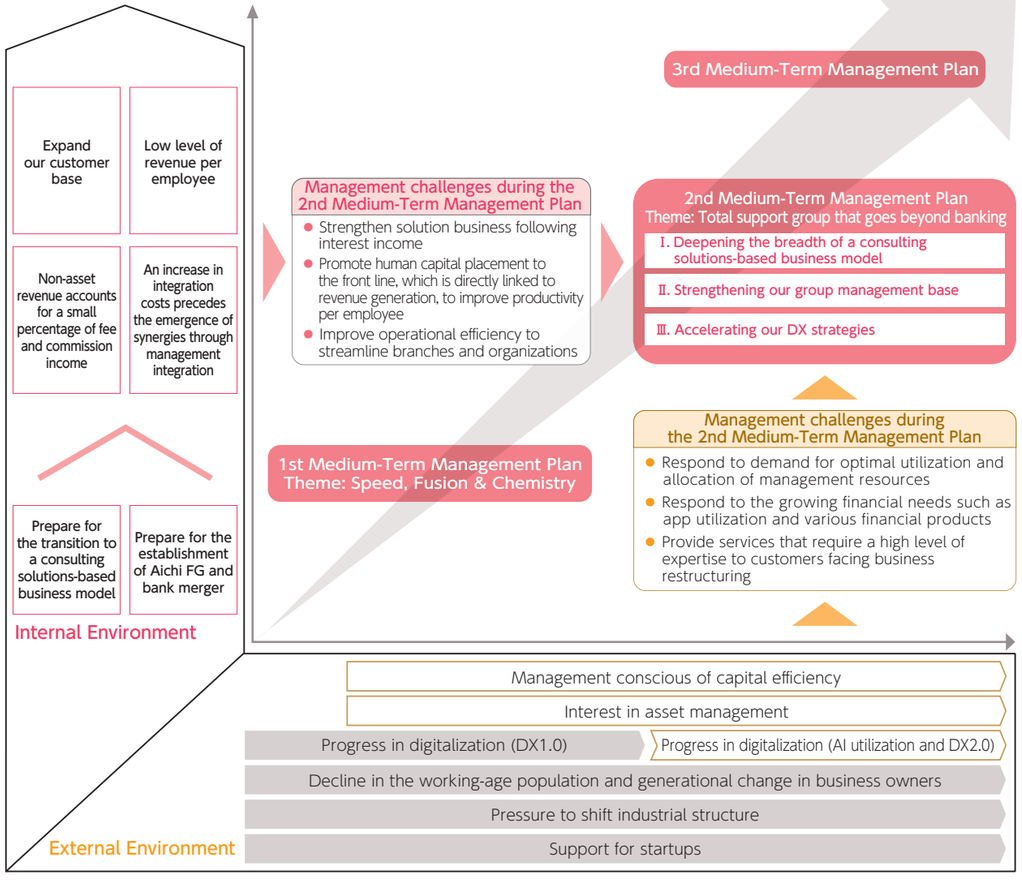
2nd Medium-Term Management Plan

To achieve the theme of being a "total support group that goes beyond banking," as put forth in the 2nd Medium-Term Management Plan that began in April 2025, we are linking the implementation of our three basic strategies and promoting them in an integrated manner. We have positioned "deepening the breadth of a consulting solutions-based business model" at our core, and we are making maximum use of our group management base to provide greater value, as well as proactively and speedily accelerate our DX strategy to efficiently and effectively promote our initiatives, thereby helping solve the diverse issues faced by our corporate and individual customers and contributing to the sustainable growth of local communities.

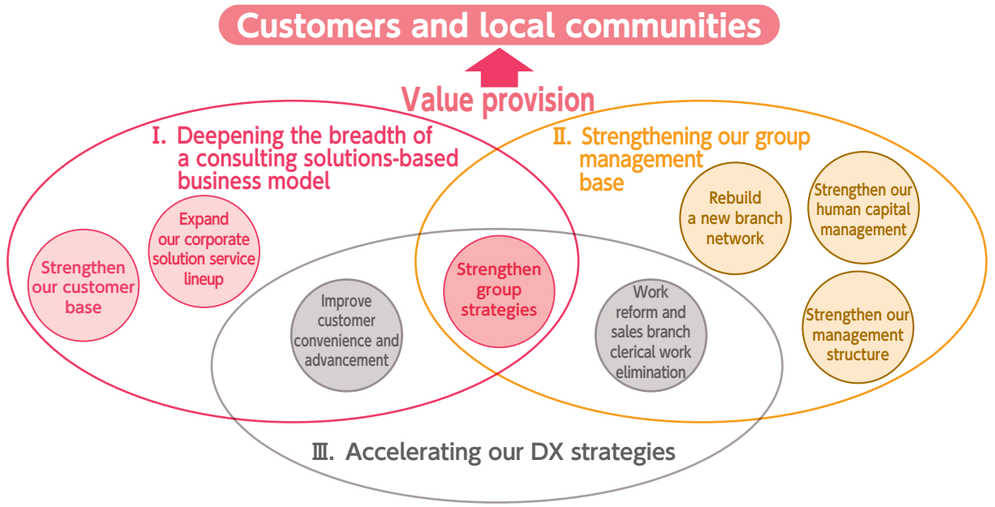
Basic Strategies Based on the External and Internal Environments

In developing the 2nd Medium-Term Management Plan, we analyzed the external and internal environments surrounding the Group, and identified management challenges for the Group. Regarding the external environment, in light of the requirement for management conscious of capital efficiency, the decline in the working-age population, and the generational change in business owners, we consider "meeting the request for optimally using and distributing management resources," "catering to rising financial service needs such as for application using and various financial instruments," and "providing services requiring high specialty to customers pressured to undergo business structure transformation" as key management challenges.

Regarding the internal environment, based on the situation immediately after the merger and analysis from the perspective of B/S and P/L, we consider "strengthening our solutions business after net interest income," "improving productivity per employee by promoting the deployment of human capital to the front office, an area directly leading to revenue generation," and "operational efficiency toward downsizing branches and organizations" as management challenges and lead them to three basic strategies in the 2nd Medium-Term Management Plan.



Three basic strategies are not worked on independently of each other, but we implement integrated measures for them. For example, with the aim of "deepening the breadth of a consulting solutions-based business model," we "make maximum use of our group management base" as well as "proactively and speedily advance our DX strategy" to efficiently and effectively promote our initiatives.



I. We will make full use of our Group's functions to offer consulting solutions that solve the diverse problems encountered by our corporate and individual customers.
II. We will rebuild and enhance our systems which support Basic Strategy I (branch channels and human capital), and we will strengthen our management structure for appropriate and properly operating these systems.
III. We will accelerate our DX strategy to more efficiently and effectively implement our customer-centric Basic Strategy I and our management base-focused Basic Strategy II.

Progress Status of KGIs

Our ROE and consolidated profit in FY2025 surpassed our targets for the final fiscal year of the 2nd Medium-Term Management Plan. Furthermore, in addition to the 2nd Medium-Term Management Plan progressing steadily, the management environment saw domestic interest rates that were higher than expected, so we changed our ROE and consolidated profits targets.

KGIs	FY2024 results	FY2025 results	Medium-Term Management Plan targets (FY2027)
ROE	2.48%	5.56%	6.0% or more 5.0% or more → 6.0% or more
Consolidated Profits	9.0 billion yen	21.8 billion yen	27.0 billion yen or more 19.0 billion yen or more → 27.0 billion yen or more
Core OHR	75.77%	66.99%	Less than 65%
Consolidated own capital ratio	8.78%	8.83%	Approx. 9.0%

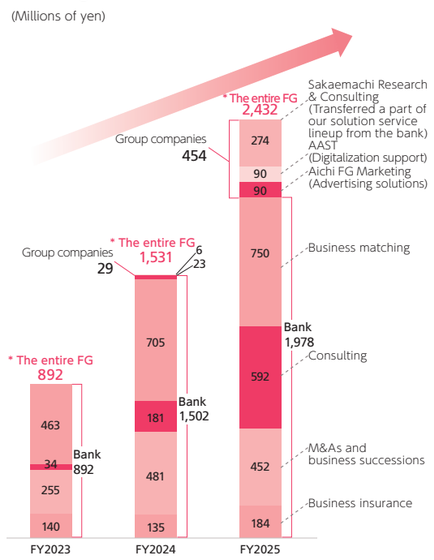
Status of Initiatives in the 2nd Medium-Term Management Plan

Basic strategy I: Deepening the breadth of a consulting solutions-based business model

▶ Please see P.41～ for details

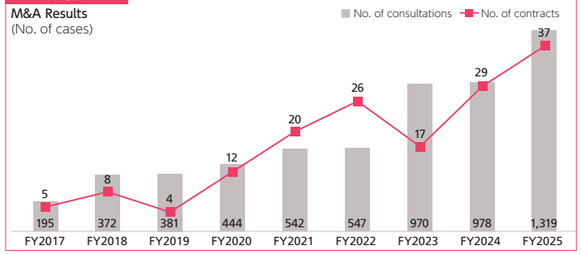
Consulting-related revenue, an area which is not reliant on assets and in which the Group is focusing its efforts, is steadily growing The Group is also steadily expanding its solution service lineup. Some of these, such as M&As, have been transferred to Sakaemachi Research & Consulting, which was launched in October 2025. The Group will continue to work in a unified manner to realize our consulting solutions-based business model.

Consulting-Related Revenue for the Entire Aichi FG



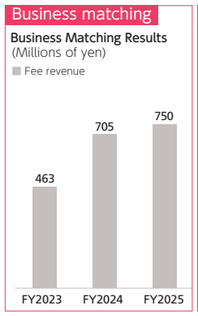
M&A

M&A Results
(No. of cases)



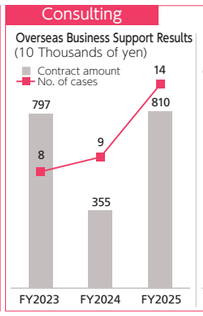
Business matching

Business Matching Results
(Millions of yen)

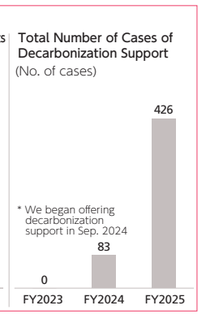


Consulting

Overseas Business Support Results
(10 Thousands of yen)



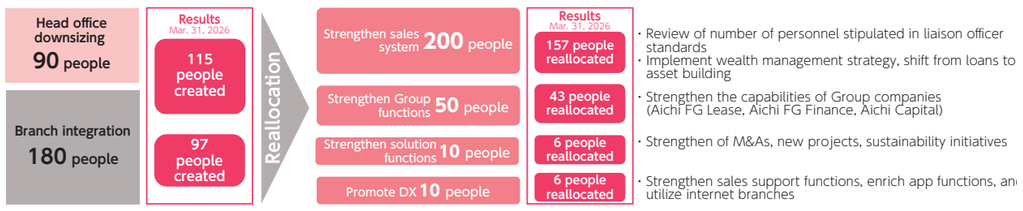
Total Number of Cases of Decarbonization Support
(No. of cases)

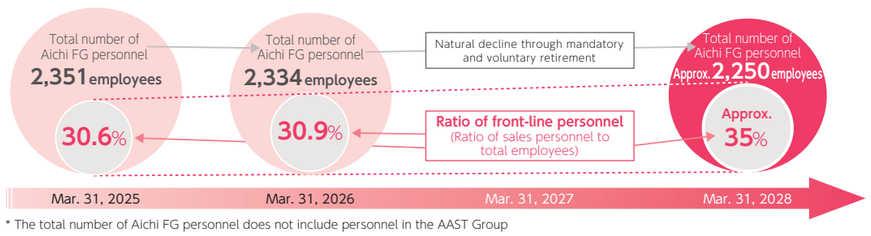


Basic strategy II: Strengthening our group management base

▶ Please see P.59～ for details

Under the 2nd Medium-Term Management Plan, we will reallocate the human capital freed up by the branch integration and head office downsizing resulting from the bank merger to sales departments and growth domains. We plan to raise the ratio of front-line personnel (branch liaison officers and head office sales personnel) to 35% by March 31, 2028. As of March 31, 2026, we created 212 human capital and reallocated them to sales departments and growth domains. We will continue to enhance our sales capabilities by reallocating human capital.





* The total number of Aichi FG personnel does not include personnel in the AAST Group

Basic strategy III: Accelerating our DX strategies

▶ Please see P.71～ for details

In November 2025, our Group introduced "neoAI Chat," the generative AI tool. We are training bank personnel to further utilize it in operations and improving operational efficiency through the use of generative AI. From April 2027, we will begin a pilot program of smart branch solutions using tablets. We plan to introduce these solutions across all branches around September 2027, and we will strive to provide a wide range of customers with greater convenience while also improving our administrative efficiency.

Initiatives for Utilizing Generative AI

- Nov. 2025: Introduction of the generative AI tool "neoAI Chat"
- Dec. 2025: ・Sharing messages from the president ・Generative AI assistant creation training
- Jan. 2026: Training sessions for business process re-engineering internal consulting staff
- Mar. 2026: Formulation and announcement of Digital Human Capital Development Plan
- Apr. 2026: ・Promotion of acquisition of G-Certificate (incentive payments) ・Self-development seminars for all employees ・Basic training for newly hired bank employees

Plan to introduce an award program to recognize employees who make proposals that contribute to the Group's internal DX

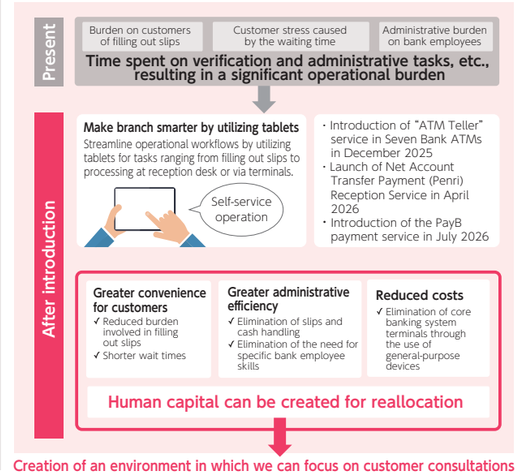
Search for Internal bank manuals, procedures, etc.
Reduce the number of inquiries within the bank

Create prompts
Rewrite questions and instructions to make generative AI more effective

Prepare materials for officers' meetings
Support the preparation of officers' meeting materials based on plans and approval documents

Prepare meeting minutes
Transcribe and summarize meetings using audio data from voice recorders, etc.

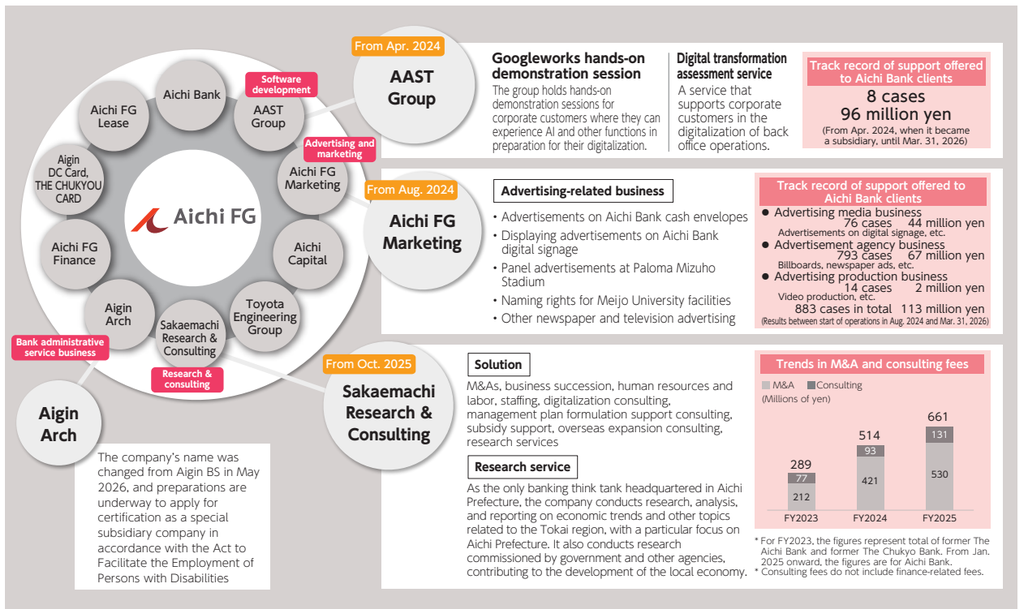
Branch Downsizing



Strengthening Group strategies

▶ Please see P.52～ for details

We are striving to strengthen collaboration among Group companies and enhance their functions in our efforts to provide diverse solutions that leverage Group capabilities and realize a "total support group that goes beyond banking," the theme of the 2nd Medium-Term Management Plan. The two Group companies that were established in FY2024 and became part of the Group are steadily building a track record of business performance.



Growth Strategy for Achieving Value Creation

Initiatives to Improve ROE

Basic Strategy Ⅰ

Deepening the Breadth of a Consulting Solutions-based Business Model

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Overall Image of a Consulting Solutions-Based Business Model



In our region, there is a need for operational efficiency and productivity improvements to deal with the labor shortage resulting from population decline. Labor savings and DX are urgent issues. Furthermore, the management issues surrounding companies, such as decarbonization, geopolitical risk, and soaring raw material prices, are becoming more complex and diverse. For our main clients, SMEs, in particular, it is not easy to address these issues with their limited management resources. Additionally, in the retail segment, the adoption of cashless payment and the shift from savings to investment have made payment methods more diverse and asset building needs more sophisticated.

Under these circumstances, as a regional financial institution, the Group is responsible for accurately identifying the varied issues encountered by both our corporate and individual customers. Our role is to contribute to the development of the local economy by providing optimized solutions. At the same time, the Group must, itself, also be managed sustainably and soundly, and we must work to enhance corporate value over the medium and long term.

The 2nd Medium-Term Management Plan sets “deepening the breadth of a consulting solutions-based business model” as the basic strategy. We offer solutions with high added value through our broad-ranging services, which go beyond loan-centric financial products to also include non-financial services. We strive to increase our fee and commission income that is not reliant on assets by increasing profits and commission income from transactions through business succession and M&A and strengthening our asset management proposals for customers with accounts or mortgages, strengthening our solutions business as a pillar of revenue. Moreover, to steadily implement these initiatives, we fully leverage the functions of the entire Group, not only the bank, by enhancing our coordination to create a holistic support system that is closely aligned with each and every one of our customers. Through these efforts, we strive to embody our slogan of “Closest to you,” to be the first financial institution that our customers turn to for consultation, and to contribute to solving issues faced by our regional customers.

Priority Measures for Deepening the Breadth of a Consulting Solutions-based Business Model

The Group is deepening the breadth of a consulting solutions-based business model in order to solve various issues faced by our corporate and individual customers through the following four priority measures set forth in the 2nd Medium-Term Management Plan.



Priority measures under the 2nd Medium-Term Management Plan	Specific policy for initiatives
1 **Enhance our corporate solution service lineup**	① Deepen our management support structure ② Sophisticate and diversify financing method ③ Expand sustainability-related solutions
2 **Strengthen our customer base**	④ Strengthen our corporate customer base ⑤ Strengthen our individual customer base ⑥ Strengthen our sales support functions
3 **Strengthen group strategies**	⑦ Enhance the utilization of existing Group functions ⑧ Develop new business ⑨ Enhance our DX support structure for customers*
4 **Improve customer convenience and advancement**	Strengthen customer service*

* For information on the promotion of DX, the improvement of customer convenience and advancement, please see P.71-76.

Specific Policy for Initiatives

Priority measure 1: Enhance our corporate solution service lineup

Amid the diversifying needs of our corporate customers, we offer products that contribute to the business development of our customers, including not only financial products centered on loans, but also non-financial products.

Deepen our management support structure	● By providing a range of management support offerings, we will strengthen relationships with our customers and increase our profits and commission income. ● We will expand our lineup of solutions for addressing our customers’ diverse management issues, and we will develop our human capital and systems for providing these solutions.
Sophisticate and diversify financing method	● To deal with needs related to M&As, large-scale facility overhauls, business transformation, etc., we will strive to improve our loan products for corporate customers and expand our finance-related fees. ● Our branches, head office, and Group companies will coordinate with each other and divide roles among themselves in order to develop product lineups tailored to customers’ needs.
Expand sustainability-related solutions	● As sustainability-related needs increase and become more diverse, we will strive to capture business opportunities, in both from financial and non-financial areas. ● We will create a lineup that meets our customers’ needs, and our branches, with the support of the head office, will improve their systems for providing services.

Priority measure 2: Strengthen our customer base

We will increase the number of both corporate and individual customers and strengthen our relationships to provide diverse solutions.

Strengthen our corporate customer base	● We have defined specific industries as focus industries, and we will conduct analyses and propose solutions tailored to these industries. ● We will establish divisions that specialize in specific industries and have a high level of expertise.
Strengthen our individual customer base	● We will focus our efforts on two areas: wealth management strategy and shift from loans to asset building. ● In our wealth management strategy, we will strengthen our sales capabilities through the creation of new teams and the reformation of our organization. In the shift from loans to asset building, we will reinforce our proposal system through the establishment of Personal Plazas and Asset Building Loan Centers.
Enhance our sales support functions	● We will strengthen the branch support functions of our Finance Support Department so that it can serve its role as a concierge customers can consult about any type of loan. ● To strengthen the roles of the Finance Support Department, we will acquire advanced credit know-how through human capital development and free up resources by improving the efficiency of screening operations.

Priority measure 3: Strengthen group strategies

We will promote reinforcing our functions across the Group to solve our customers’ issues.

Enhance the utilization of existing Group functions	● We will provide our Group's various financial solutions to the new customers for contribute to the utilization and expansion of our customer base. ● We will strive to enhance our solutions by strengthening collaboration among Group companies and through human capital exchanges.
Develop new businesses	● To meet our customers’ diverse needs, we will leverage the Group’s capabilities and provide non-financial services. ● We will build up know-how while providing services for the Group, leading to its external expansion.
Enhance our DX support structure for customers	● To address DX issues faced by our customers and Group companies, we provide DX solutions that will improve operational efficiency and add value to services. ● The AAST Group is responsible for strengthening our frameworks for the provision of contracted systems development and DX human capital development services.

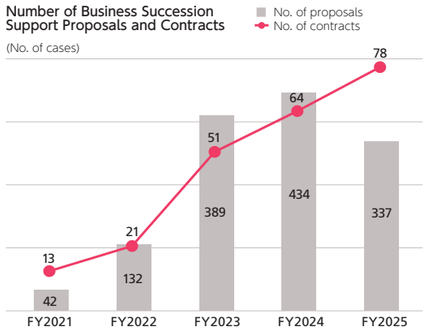
Enhance Our Solution Service Lineup

Amid the diversifying needs of our corporate customers, the Group offers a range of solution services that contribute to the business development of our customers, including not only financial products centered on loans, but also non-financial products. For details on our consulting-related revenue, please see P.37.

Support for Business Succession

Based on the belief that business succession is crucial for appropriately transferring businesses, management rights, and property rights, and for enabling successors to inherit the management resources necessary for stable management, the Group provides comprehensive support from the formulation through to the implementation of business succession plans, taking into account the specific issues faced by each company.

In October 2025, we transferred our business succession support operations to Sakaemachi Research & Consulting, a subsidiary specializing in M&A, consulting, and regional economic research. Our dedicated staff collaborate with affiliated tax accountants and other licensed professionals to provide consulting services related to stock valuation, organizational restructuring support, and management and employee buyout (MEBO) support. The Group made a total of 337 consulting proposals in FY2025, resulting in 78 contracts signed.



* Figures through FY2023 represent the results of the former The Aichi Bank. Figures for FY2024 onward represent the consolidated results of the Group.

Support for M&A

With M&A gaining recognition as a valuable tool for business succession and growth strategies, demand for its utilization is growing. We leverage our extensive network of customers and external partner organizations in the Chubu region, which we have cultivated over the years, while further strengthening our internal promotion and management systems. The Group received a total of 1,319 M&A consultations in FY2025, with 37 contracts signed. For details on our M&A, please see P.37.

Support for Asset Succession

Aichi Bank supports its customers' amicable and smooth asset succession through asset succession consulting services. We conduct an asset diagnosis to thoroughly assess the status of a customer's assets, and based on the issues identified in the diagnosis results, propose optimal solutions from three perspectives: "dividing assets," "tax-paying funds," and "asset succession." In FY2025, we provided asset succession support to 505 customers in collaboration with partners such as consulting companies, trust companies, and real estate agents.

Measures to divide assets	We provide support for the preparation of wills for customers when it is expected that it will be difficult for their heirs to divide the estate or customers who wish to have an inheritance that can only be realized through a will.
Measures for tax-paying funds	For customers who are expected to have difficulty paying inheritance taxes due to a high proportion of real estate in their assets, we provide support for securing funds for inheritance tax payments through real estate utilization or sales, after having estimated inheritance tax amount based on the asset diagnosis.
Measures for asset succession	We assist our customers in inheriting their estates in line with their wishes by effectively utilizing real estate held by them.

Aichi Capital

In January 2022, the Group established Aichi Capital, an investment subsidiary specializing in fund management services and supplying equity, focusing on contributing to local communities through supporting business successions and the nurturing of venture companies and startup companies. As of March 31, 2026, the subsidiary made cumulative investments of 1,330 million yen in 37 projects.

Managed funds	Aigin Venture Fund No. 1 Investment Limited Partnership (a.k.a. Kin-shachi) Aigin Venture Fund No. 2 Investment Limited Partnership (a.k.a. Kin-shachi 2) Aichi Startup Fund No. 1 Investment Limited Partnership (a.k.a. Takechiyo) Aigin Business Succession Fund No. 1 Investment Limited Partnership (a.k.a. Kakehashi)
Investment performance	Cumulative investment: 37 companies/1,330 million yen (As of March 31, 2026)

Support for Startups

To put into practice our Group's Purpose of "Contribute to the prosperity of local communities through financial services," we are actively supporting startups poised to become new growth engines for the regional economy. Aichi Prefecture is currently experiencing an unprecedented transformation in its startup ecosystem, catalyzed by the opening of world-class startup hub STATION Ai. By combining our community-rooted network with the full strength of our Group, including our investment subsidiary, Aichi Capital, we continue to take on the challenge of creating next-generation industries.

Aichi Startup Consortium "Hina no Kai"

Aichi Bank collaborated with Aichi Capital, Aichi Credit Guarantee Corporation, Nagoya Credit Guarantee Corporation, Nagoya Chamber of Commerce & Industry and Japan Finance Corporation to establish the Aichi Startup Consortium "Hina no Kai" in September 2022 with the aim of discovering and supporting startup companies in the Tokai region, centered on Aichi Prefecture.

In cooperating and collaborating with participating supporting organizations, we contribute to creating a sustainable society by offering financial support for startup companies that will play a leading role in innovation, as well as by hosting joint seminars and entrepreneurship training.

Holding Seminar on Founding and Startup Support Seminar 2026

Aichi Bank held a seminar to explain Enterprise Value Charge, a new system attracting attention as a fund-raising option for startups and other businesses.

On the day of the seminar, Tomio Mizutani, Director of the Cash Flow-Based Lending Promotion Office, Financial Services Agency, gave a lecture on "Changes and Recent Developments for Legislation Promoting Cash Flow-Based Lending: Promoting Lending Focused on Future Cash Flow," and Koji Mizuno, Dean of the Faculty of Management at Otemon Gakuin University, gave a lecture on "The Paradigm Shift in the Concept of Collateral! The Appeal and Potential of Enterprise Value Charge." Over 60 people participated, including representatives from startups, established companies, and support organizations.

Holding "Hina no Kai" Office Hours

Aichi Bank holds Office Hours (individual consultations) once a month at STATION Ai, as part of the initiatives of the Aichi Startup Consortium "Hina no Kai."

Organizations participating in "Hina no Kai" take turns serving as counselors each month, providing consultations to a wide range of startup companies, including tenants and non-tenants of STATION Ai.

We will continue to provide hands-on support through Hina no Kai to support startups to contribute to their business growth.

Cooperation to foster a regional startup ecosystem

Aichi Bank provides entrepreneurship development financial support, and hands-on support to startups through initiatives aimed at forming a startup ecosystem implemented by local governments and academic institutions in the region.

We consider our active involvement in various projects involving industry, government, academia, and the financial sector to be a strategic investment geared toward enhancing the industrial competitiveness of the region over the medium to long term. Based on our strong relationships with local governments and academic institutions, we are pursuing new forms of financial services to contribute to the formation of a startup ecosystem in the region.

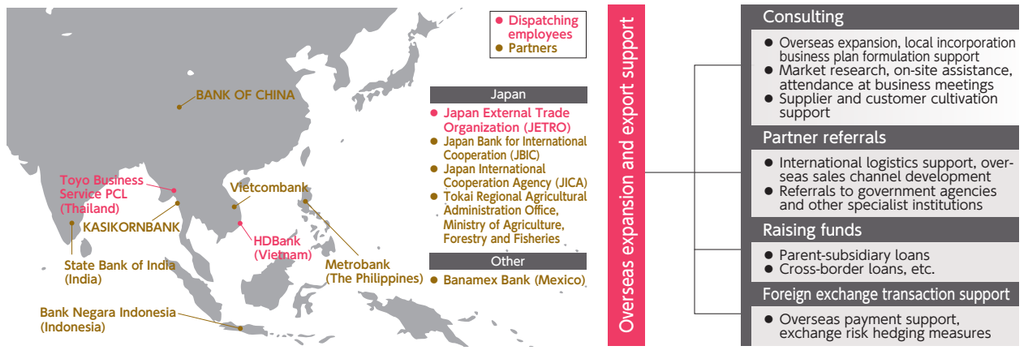


Major Initiatives in FY2025
① Sponsored the Tech GALA JAPAN as a gold sponsor
② Sponsored the STATION Ai as a standard sponsor
③ Sponsored the Startup World Cup 2026 Nagoya Regional as a special platinum sponsor for the regional qualifiers
④ Sponsored the Tongali as a gold sponsor

Enhance Our Solution Service Lineup

Support for Overseas Business

Aichi Bank has established a system to offer one-stop support for our customers' overseas operations, including overseas expansion, overseas procurement, market development, and trade transactions, in collaboration with specialist institutions both in Japan and abroad. We conduct high value-added business support by providing financial assistance for overseas subsidiaries as well as offering our lineup of solutions depending on project phases such as overseas expansion and trade. For details on earnings performance for the overseas business, please see P.37.



Holding overseas seminars and various events

Aichi Bank hosts seminars and various events related to overseas business to provide our customers with information and support in solving their issues. In FY2025, we held a total of 8 seminars and events. We provide useful information to our local customers, thereby contributing to enhancing the corporate value of our customers and the sustainable growth and development of local communities.

Overseas seminars and various events held in FY2025

Schedule	Target countries/regions	Event details
May 2025	U.S.A.	A seminar explaining exchange rate trends and impact on supply chains based on U.S. tariff measures
Sep. 2025	Vietnam	A business seminar and networking (cross-industry exchange) event for Japanese companies operating in Vietnam
Sep. 2025	Worldwide	A seminar explaining the latest economic and exchange rate trends and countermeasures based on the U.S.-Japan framework agreement regarding tariffs
Oct. 2025	India	A seminar featuring experienced experts from India who discuss the latest investment trends and introduce case studies of successful companies
Nov. 2025	China	A consultation session where experts provide direct advice on the practical aspects of withdrawing from, scaling down, and restructuring businesses in China
Nov. 2025	China, Southeast Asia	International students from Aichi University sample products from partner companies aiming for export and overseas market expansion, and exchange opinions with these companies on issues and areas for improvement regarding sales in China and Southeast Asia, etc.
Feb. 2026	India	A business tour accompanying client companies to explore Delhi, the capital, and Bengaluru, known worldwide as India's Silicon Valley
Feb. 2026	Worldwide	A seminar providing an overview, success stories, key points for acceptance, and tips for human resources retention with regards to the immigration system for highly-skilled foreign professionals

— Taking our Japan-India business one step further with hands-on, on-site support —

Hosted "Namaste India! A Trip to Experience a Growing Market" tour

In February 2026, Aichi Bank held its first business tour to India, accompanying client companies. The aim of this tour was to enable customers to collect information in a practical manner and gain insight into the local situation ahead of their expansion into India. It included briefings on the investment environment by government agencies and economic organizations, networking and exchange sessions with companies already operating in India, and factory tours of Japanese companies in India.

Aichi Bank is conducting initiatives to provide one-stop support to customers considering expansion into India, covering everything from on-site surveys and establishing local bases to human resource strategies, fundraising, and supply chain optimization.


Briefing at the Japan Bank for International Cooperation (JBIC) New Delhi Office

Staffing Services

After obtaining a Paid Employment Placement Service license, Aichi Bank has been conducting staffing services since October 2020. Following the commencement of operations at Sakaemachi Research & Consulting in October 2025, we obtained a Paid Employment Placement Service license for the subsidiary in February 2026 and transferred our staffing services to it.

In addition, we have continued to participate in the Pioneering HR Matching Project put forth by Japan's Cabinet Office, supporting efforts to solve human resources issues with a focus on high-level human resources. This contributes to strengthening the ability of local companies to address management issues (business succession, growth investment, shortage of human resources, etc.) and enhances the added value we provide as a regional financial institution.

Total number of consultations (March 31, 2026): **3,379 cases**

Gave a lecture at the "Job Change Support Seminar for Professionals with Experience at Large Corporations"

Job Change Support Seminar for Professionals with Experience at Large Corporations

REVIC (Regional Economy Vitalization Corporation of Japan) hosted a seminar on March 19, 2026 (Thursday). This seminar focused on leveraging the experience gained at large corporations to support the management and growth of regional companies. It was an online event introducing U-turn and I-turn job changes (involving relocation to one's hometown or a new region) as a new career option.

Introducing examples of job changes using REVICareer

At this seminar, a representative from Aichi Bank, a regional financial institution connecting companies and human resources, and an individual who had gone through an I-turn job change using REVICareer*, shared examples to convey that experience that is commonplace at large corporations is of great value in regional areas.



* REVICareer is a platform operated by REVIC as part of a joint subsidy program implemented by the Financial Services Agency and the Ministry of Economy, Trade and Industry. Regional financial institutions act as intermediaries, matching job openings for management candidates and other positions at regional medium-sized enterprises and SMEs with individuals with experience in large corporations.

Support for Health Management

Amid the worsening labor shortage due to the birthrate decline and population aging, the idea that employee health is an important "investment" for the future has been spreading among companies in recent years. Aichi Bank is focusing on supporting our customers' health management initiatives to enhance the sustainability of our client companies.

Support for Health Declaration

Aichi Bank supports the Health Declaration program of the Japan Health Insurance Association (hereinafter the "Kyokai Kenpo") for customers who are committed to health management. The Health Declaration is a system in which employers and Kyokai Kenpo collaborate and cooperate to promote employee health. Employers declare their commitment to health promotion throughout the workplace, and Kyokai Kenpo supports these initiatives. Promoting an environment that helps maintain and improve employees' health through the Health Declaration contributes not only to organizational revitalization and reduced employee turnover, but also to securing and retaining human resources and enhancing corporate image. Since starting support in June 2023, Aichi Bank has supported 4,255 client companies with their Health Declarations as of March 31, 2026.

Support for obtaining certification under the Recognition Program for the Outstanding Organizations of KENKO Investment for Health

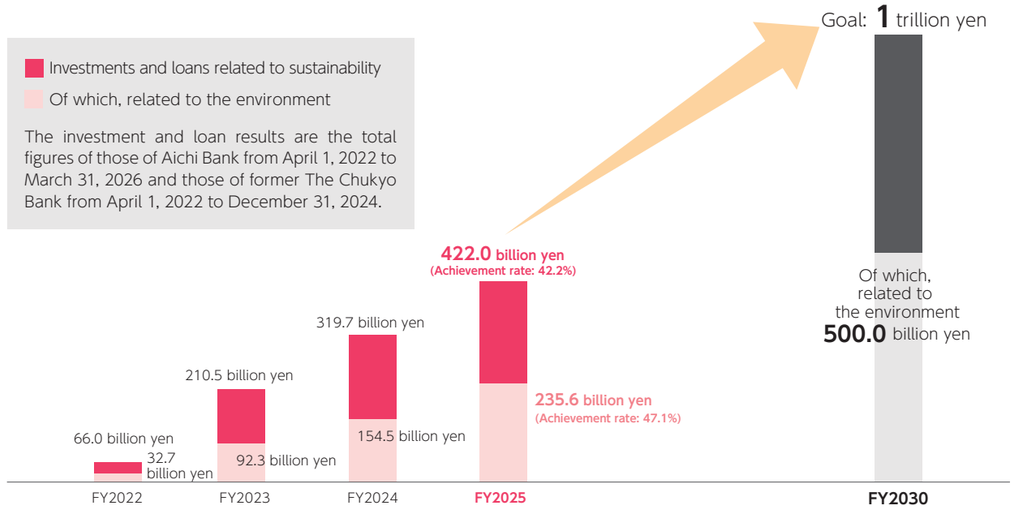
For client companies considering taking the next step beyond the Health Declaration, we help them identify issues in promoting health management, consider countermeasures, and then support them in obtaining certification under the Recognition Program for the Outstanding Organizations of KENKO Investment for Health established by the Ministry of Economy, Trade and Industry.

Enhance Our Solution Service Lineup

Investments and Loans Related to Sustainability

Financial services play an important role in shifting society to a more sustainable form by responding to environmental issues such as climate change as well as societal issues of local communities. As a regional financial group, the Group supports the sustainable growth and development of local communities through funding.

Based on this approach, the Group has set a goal of investments and loans related to sustainability to a cumulative total of 1 trillion yen (of which, 500.0 billion yen are related to the environment) from FY2022 to FY2030. As of March 31, 2026, we executed sustainability-related investments and loans of 422.0 billion yen (achievement rate: 42.2%), of which 235.6 billion yen are related to the environment (achievement rate: 47.1%).

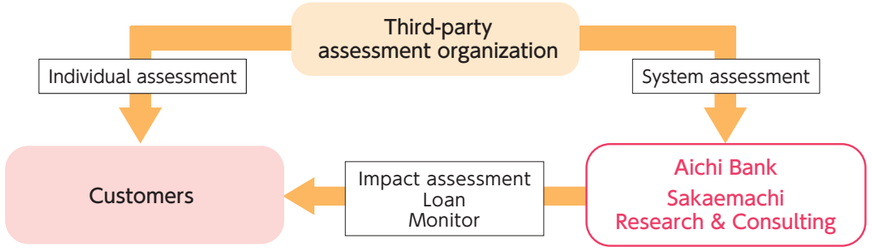


Funding utilizing Positive Impact Finance

Positive Impact Finance is a financial product in line with an international framework of finance principles that comprehensively analyzes and assesses the environmental, societal and economic impacts of a customer's business activities (hereinafter "Impact Assessment"). Targets are set and monitored to support initiatives to increase positive effects and decrease negative effects identified by Impact Assessments (hereinafter "KPIs"). Furthermore, by externally communicating the process of achieving KPIs, we can expect to improve the public esteem of our customers.

Positive Impact Finance Initiatives
Cumulative total amount of initiatives from Apr. 2022: **48 cases, 16.9 billion yen**

<Positive Impact Finance Scheme>



Sustainability-Linked Loans

A financing product that sets SDGs in accordance with the internationally set Sustainability-Linked Loan Principles or targets pertaining to ESG (Sustainability Performance Targets: SPTs), and borrowers can receive interest incentives in conjunction with the achievement rate of SPTs.

We contribute to the advancement of our customers' decarbonization management by incentivizing goal attainment by linking decarbonization goals to lending terms.

11.3 billion yen*

Sustainable Management Support Loan

A financing product that sets management targets related to SDGs and ESG (one target from a selection of specified targets), and borrowers can receive interest incentives based on the achievement of management targets.

We contribute to the advancement of our customers' initiatives for decarbonization by setting goals for GHG (greenhouse gas) emissions in the management targets.

126.8 billion yen*

Green Loan

A financing products with limited use of funds for businesses aimed at improving the environment (green projects). We support our customers' business activities that are conscious to the environment by ensuring transparency in the use of funds through tracking management and reporting after execution.

11.9 billion yen*

Contributing to the local communities utilizing Donation-Type Private Placement Bonds and Consulting Plus Community Contribution (Donation) Course

We support our customers' local community contribution activities by donating a portion of fees Aichi Bank receives through donations for items for schools and regional public organizations of the customer's choice, or donations to organizations designated by Aichi Bank that engage in SDGs.

* Consulting Plus: a program unique to Aichi Bank that provides consulting courses according to our customers' needs based on their funding.

Status of Donations (FY2025)

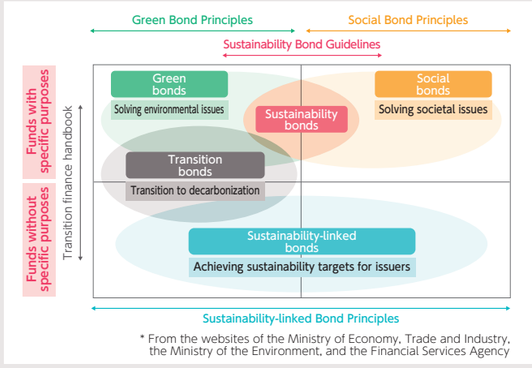
Donation recipients	Amount
Medical and welfare (hospitals, nursing care facilities, public corporations, etc.)	75,065,769 yen
Education and sports (schools, public interest incorporated foundation, etc.)	57,982,092 yen
Biodiversity (zoos, botanical gardens, and aquariums)	128,340,029 yen
Support for local children's cafeterias	126,985,494 yen
Others (regional public organizations, environmental organizations, etc.)	22,797,536 yen
Total	411,170,920 yen

Initiatives for Sustainability-related Investments

Investment in SDGs Bonds, Etc.

As an investor with a long-term horizon, the Group addresses a variety of issues pertaining to sustainability of local communities through investments in SDGs bonds, etc. for the realization of a sustainable society.

As the figure to the right shows, we contribute to the prosperity of local communities through investments in financial products that contribute to various SDGs.



* From the websites of the Ministry of Economy, Trade and Industry, the Ministry of the Environment, and the Financial Services Agency

Investments That Contribute to Decarbonization Such as Green Bonds

We contribute to society's initiatives for decarbonization through investments in green bonds issued by companies and regional governments to finance businesses that are conscious to the environments (green projects), transition bonds issued to raise funds for the transition to a decarbonized society (transition), and sustainability-linked bonds, whose terms and conditions vary depending on the achievement status of targets set by companies for the realization of a sustainable society.

71.3 billion yen*

* The amount is the cumulative total of initiatives from Apr. 2022

Strengthen Our Customer Base

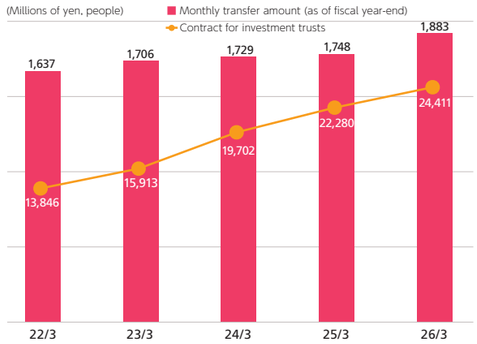
Strengthen Our Individual Customer Base

As we approach an era of a 100-year life customer needs become more diverse, and the development and improvement of a variety of financial services is needed. At the same time, the Group believes that it is also important to provide services and information that are easily understood by customers. In April 2026, Aichi Bank established a new Wealth Management Group within the Business Solution Department, and it is strengthening its sales capabilities for various financial products. In addition to supporting the asset building of our customers, we ensure customer-oriented business operations and the enhancement of our financial services.

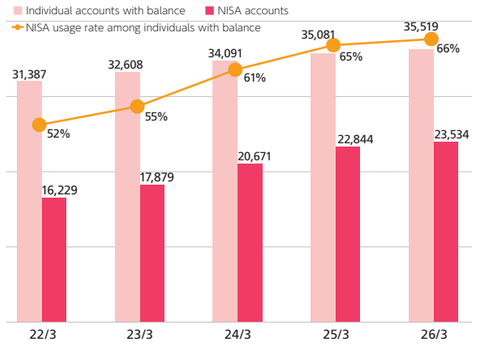
Initiatives to support asset building

Aichi Bank has focused on expansion of investment trusts and NISA (Nippon Individual Savings Account, a tax exemption scheme for small investment), which contribute to customers' stable medium- to long-term asset building. To promote the use of investment trusts, NISA, etc., we are implementing various initiatives (such as promotional campaigns). Due to these initiatives, the market environment, and other factors, the monthly transferred amount and number of contracts for investment trusts have both increased, as has the rate of customers using NISA.

Monthly Transfer Amount, Contract for Investment Trusts



NISA Use Rate



Initiatives for Customer-oriented Business Operations

The Group has formulated the Customer-oriented Business Operation Policy to pursue the best interest of our customers in providing proposals and information for asset building, and ensures sound business operation by all employees. The Group will periodically confirm our initiatives based on this policy, disclose the results and conduct continuous reviews.

Please see the Group's website for more details. (https://www.aichi-fg.co.jp/customeroriented/)

<Specific initiatives>

Provide ongoing follow-up services

The Group provides regular follow-up with customers who own investment trusts or life insurance that meet follow-up criteria. In the event of a sharp decline in the market or a reduction in dividends, we provide timely and appropriate information to customers who hold the products in question.

Proposals for financial products, services and portfolios based on life plans

The Group uses a money plan guide to confirm the necessary amount of funds based on customers' life events and to explain its classification of funds for the appropriate allocation of assets. It then makes proposals suited to customers and communicates the key points of asset management.

Revisions to product lineup

The Group selects products that are suitable for long-term, diversified and accumulative investments that are in the best interest of customers. We also provide a lineup for customers to select appropriate products based on their investing experience, status of assets, asset management needs and stance on risks. In FY2025, we selected eight new investment trust products and discontinued ten investment trust products.

Seminars for customers





The Group hosts small seminars for different generations of customers with the aims of increasing their financial literacy and building assets. Furthermore, to promote participation by customers in an even wider range of generations, in February 2026, we conducted an asset management seminar to commemorate the first anniversary of Aichi Bank at the ANA Crowne Plaza Hotel Grand Court Nagoya.

Confirming awareness of Customer-oriented Business Operation Policy among all employees

With regard to the Customer-oriented Business Operation Policy, the Group informs all employees of the contents of the policy when it issues its annual announcement, and it provides training for general managers to ensure that all employees are aware of the contents of the policy. In addition, we also provide regular online training for employees who hold a sales certification and conduct tests using an e-learning system to improve their understanding of this policy as well as its initiatives. Furthermore, head office employees visit branches to conduct on-site monitoring to confirm whether sales are conducted based on the Customer-oriented Business Operation Policy, such as confirming the process that leads up to sales and conducting interviews with employees in charge.

Handling of ESG-related funds

Aichi Bank carries ESG-related funds which select stocks based on an ESG viewpoint. As of March 2026, we carry nine types and 12 products related to decarbonization, environmental technologies, etc.

ESG is an important factor in investing, and we offer an ESG investment opportunity for our customers.

ESG-related funds (nine types and 12 products)
Sumitomo Mitsui Japan Stock ESG Fund
Nissay SDGs Global Select Fund (Asset Growth Type with foreign currency hedging)/ (Asset Growth Type without foreign currency hedging)
Clean Tech Equity Fund (Asset Growth Type)
Global Hydrogen Equity Fund
Decarbonization Japan
GS Global Environment Leaders Biannual Settlement Course
Decarbonization-related Global Equity Strategy Fund (Asset Growth Type)/ (Estimated Distribution Proposal Type)
Baillie Gifford Impact Investment Fund
Global ESG Balance Fund (with foreign currency hedging) Biannual Settlement Type/(without foreign currency hedging) Biannual Settlement Type

Initiatives for personal loans

Mortgages

Aichi Bank places loan advisors at each loan plaza so that customers can ask for advice with peace of mind. We have also introduced online applications for preliminary review and electronic contracts to allow for contactless procedures and increase convenience for our customers.

Furthermore, Aichi Bank website also provides a mortgage product informational video to reduce in-store processing time and provide a better understanding of the nature of mortgage products and important matters to consider. https://www.aichibank.co.jp/loan/housing/

We will continue to expand both face-to-face and non-face-to-face services, and strive to be a bank chosen by many customers. In response to the recent rise in interest rates, when customers inquire about the contents of their existing contracts or seek advice regarding repayments, their respective branches strive to respond carefully and in a manner tailored to each customer's circumstances.

Unsecured loans

Aichi Bank strives to provide proposals that are tailored to customers' various life stages. We offer a wide range of products, from purpose-specific loans such as car loans, eco-car loans, education loans, and house renovation loans, to loans whose funds can be used freely, such as usage-restriction-free loans and loans on credit cards, and usage-restriction-free loans for business proprietors, which can be used by sole proprietors, corporate representatives, and officers.

For the purpose-specific loans, loans on credit cards, etc., we offer web-based products that can be processed without visiting a branch. We strive to provide greater convenience and meet the needs of our customers through products such as loans on credit cards that can partially be used immediately after signing the contract and card-based education loans with no restrictions on deposits and withdrawals.

In addition to proposals for such loans, we will continue to strive to assist customers in optimizing their whole life plan, such as reviewing insurance policies.

Strengthen Our Customer Base

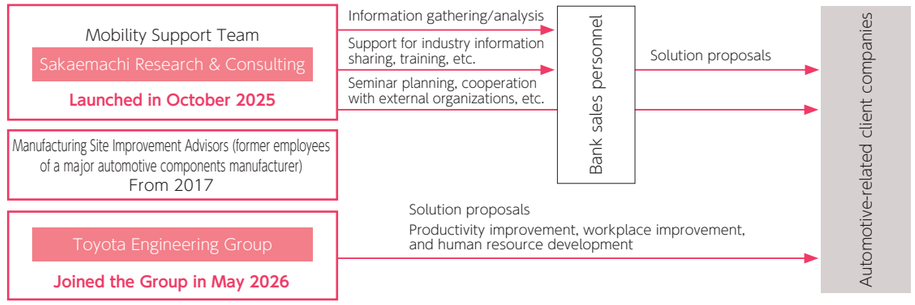
Strengthen Our Corporate Customer Base —Support for the Core Industry of Manufacturing—

Aichi Prefecture, the Group's main base of operations, has developed robust supply chains due to its high concentration of the world's leading automobile manufacturers. The automotive industry is now accelerating its efforts to carry out large-scale structural reforms. As a regional financial group in the region, the Group will support our client companies that sustain the automotive industry.

The Group's support system for the automotive industry

Since 2017, the Group has hired former employees of a major automotive components manufacturer to serve as "Manufacturing Site Improvement Advisors." They provide productivity improvement support to client companies in the manufacturing industry.

The Mobility Support Team analyzes, investigates, and researches the automotive industry to heighten our expertise and enable us to provide appropriate solutions that address the issues faced by the industry. In October 2025, in conjunction with the launch of operations by Sakaemachi Research & Consulting, the operations of the Mobility Support Team were transferred to the newly established company, thereby enhancing our ability to solve management issues in the automotive industry by further refining our expertise.



Lineup of Support Services to Address Issues in the Automotive Industry

Management issues in the automotive industry		Lineup of support services
Acceleration of decarbonization across the supply chain	• Demand for reduction of CO_2 emissions across the entire life cycle by OEM • Increased pressure to achieve decarbonization from investors, etc.	● Sustainability-linked loans ● Positive impact finance ● SDGs assessment services ● Support for decarbonization declaration ● Support for formulating GHG emissions targets
Advancement of overseas production	• Rebuilding of supply chains affected by geopolitical risks and exchange rate fluctuations • Acceleration of local procurement by OEM	● Support to enter into overseas markets and establish overseas bases ● Support to cultivate overseas suppliers and customers ● Cross-border ● M&A support ● Holding overseas business seminars, etc.
Development of the mobility industry and changes in added value	• Entry of companies from other industries and intensified competition due to the development of CASE and MaaS • Shift from engine components to services and solutions	● Business matching ● Support to formulate business plans ● Business succession and M&A support ● Staffing operations (management executives, specialized human resources)
Advancement of EV adoption and changes in component structures	• The 2050 carbon neutral targets of Japan, the U.S.A., and Europe and the EV shift in new car sales • Switchover to motor and battery components and decline in sales of conventional components	● Digitalization and DX support ● Support for subsidies applications ● Dispatching of Manufacturing Site Improvement Advisors ● Support for industry-government-academia cooperation (technological consultation and joint research)

Seminars for Automotive Suppliers and Manufacturing sectors

Schedule	Event details
August 2025	Holding of fair business dealing and price pass-on seminars for automotive component suppliers
August to September 2025	A total of three seminars on "Stance of Toyota Production System and Workplace Improvement" were held by Manufacturing Site Improvement Advisors



Strengthen Group Strategies

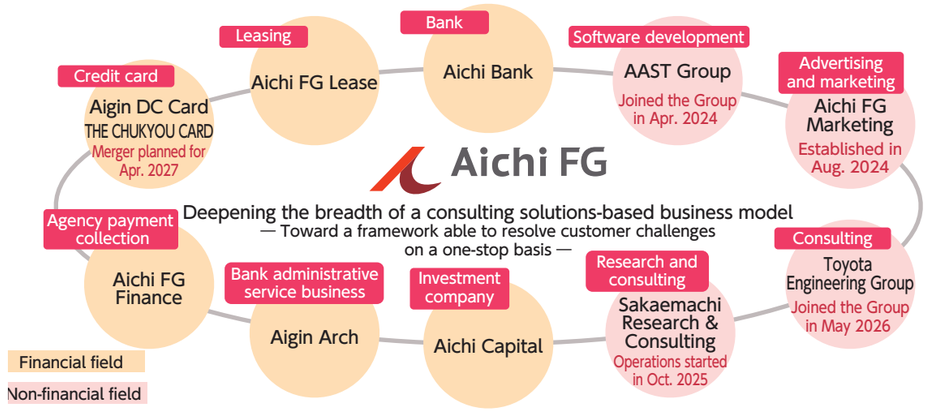
The Group consists of 13 Group companies (consolidated subsidiaries) from various industries, centered on Aichi Bank. They operate financial businesses such as leasing, credit card, and venture capital businesses, and non-financial businesses such as software development and advertising and marketing. We are striving to strengthen cooperation among and the functions of Group companies in our efforts to provide diverse solutions that utilize Group functions and realize a "total support group that goes beyond banking," the theme of the 2nd Medium-Term Management Plan.

Strengthening of Cooperation among Group Companies

The Group Management Strategy Department plans, proposes, and formulates Group strategies. It is responsible for the overall administration of Group companies other than Aichi Bank. It also strives to strengthen internal and external cooperation by serving as a bridge between Aichi Bank and the other Group companies and between Group companies and customers.

To respond to the various needs and issues of customers from both financial and non-financial aspects, we expanded the Group's business domains through various initiatives. These include establishing a company for advertising and marketing operations, Aichi FG Marketing, through a joint investment with Shinto Tsushin Co., Ltd., and also welcoming the Toyota Engineering Group, a group of consulting companies that use the Toyota Production System, into the Aichi Financial Group. We are also planning the merger of our two credit card companies, and are working to improve the efficiency of management resources and maximize corporate value.

We will continue to strengthen the functions of the Group companies in our efforts to respond to customers' various needs and issues on a one-stop basis in a timely manner.



Growth Investment Resulting From Strengthening Group Strategy

The Group is investing in growth areas and expanding its business domains for the strengthening of group strategies. With broad consideration of expansion into non-financial services as well as financial services, we will continue to work on the enhancement of the Group revenue.

Advances into New Fields from FY2024 onward

Date Acquired/Established	Company Name	Main Business	Acquisition Style
April 2, 2024	AAST Group: 2 companies AAST Co., Ltd. AAST TOKYO Co., Ltd.	Software development and education business	M&A
August 1, 2024	Aichi FG Marketing Company Limited	Advertisement agency business	Incorporated
October 1, 2025	Sakaemachi Research & Consulting Co., Ltd.	Consulting business	Change of business*
May 1, 2026	Toyota Engineering Group: 3 companies Toyota Engineering Corporation Toyota Management Institute TMS&TPS Certificate Institution [Non-Consolidated Subsidiary]	Consulting business	M&A
May 1, 2026	Aoi Building Management Co., Ltd. [Equity method affiliate]	Real estate management business	Incorporated

* Changes to both name and business contents of Aigin CS Co., Ltd.

Strengthen Group Strategies

Establishment of Sakaemachi Research & Consulting

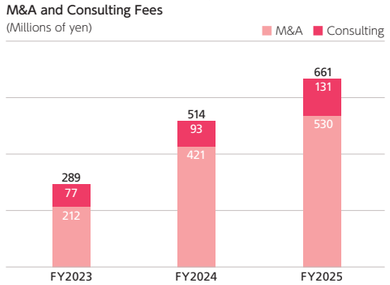
Sakaemachi Consulting was established as an internal company within the former The Aichi Bank in April 2021. It carried out human capital development and expanded its service lineup in order to contribute to local economic revitalization and sustainable growth as it supported customers in solving the wide range of issues they faced. In October 2025, it began operating as Sakaemachi Research & Consulting Co., Ltd., with a team of 39 members in total, and with Mr. Miyanoya, a former Executive Director of the Bank of Japan, as its advisor. In the future, it will appoint external human capital and engage in even more specialized activities to contribute to the solving of customers' management issues and the development of society as a whole.



Vision

FY2030		Income breakdown	
Personnel	Approx. 100	M&A business	1.0 billion yen
Income	1.5 billion yen	Consulting business	0.4 billion yen
		Research services	0.1 billion yen

M&A and Consulting Fees



* For FY2023, the figures represent total of former The Aichi Bank and former The Chukyo Bank. For FY2024 onward, the figures are for Aichi Bank.
* Consulting fees do not include finance-related fees.

Business description

Consulting business	■ Business succession consulting ■ Support for business plan formulation ■ Subsidy consulting	■ Staffing services ■ Overseas expansion consulting ■ Management consulting	■ Human resources and labor consulting (including various types of contracted training) ■ BPR-related and digitalization support
M&A business	■ M&A advisory operations		
Research services	■ Contracted public operations ■ Regional economic research operations ➡ Commissioned first research work in October 2025		
Contracted management and administration operations	■ Contracted management and administration of Aigin Premier Club		

Video introducing the business activities of Sakaemachi Research & Consulting ▶ https://sakaemachi-rc.co.jp/

Commissioned project on the FY2025 Study of Activities by Foreign-Owned Companies, etc., in the Greater Nagoya Area

The Public Foundation of Chubu Science and Technology Center commissioned Sakaemachi Research & Consulting to perform the FY2025 Study of Activities by Foreign-Owned Companies, etc., in the Greater Nagoya Area. This project is Sakaemachi Research & Consulting's first commissioned research project and consisted of investigating what led foreign-owned companies to come to the Greater Nagoya Area* and the activities they are currently carrying out. The aim is to improve the appeal of activities aimed at overseas companies, foreign government agencies, and other organizations to promote their investment in Japan. This project is contributing to the further advancement of the local economy.

* Greater Nagoya Area: The 100 km radius economic zone centered around Nagoya



We began operation in October 2025, striving to be our customers' closest partner. As corporate needs are growing more sophisticated and diverse, we provide one-stop service that encompasses various consulting services (business succession, business planning, digitalization, human resources and labor, staffing services, overseas consulting, and more), M&A business, and research functions. We use the know-how of our specialists to create solutions with even higher added value.

As the core of Aichi FG's consulting solutions-based business model, we will engage in even tighter cooperation within the Group and provide prompt and effective support.

Our first goal will be to become the research and consulting company that customers in Aichi Prefecture turn to first for consultation. All of our employees will work together to take on this challenge and contribute to the development of the local economy.

Diverse Solutions that Leverage the Group's Functions

Toyota Engineering Group

In May 2026, the three companies of the Toyota Engineering Group (hereinafter the "TEC Group") joined the Group. The Tokai region is a major hub for the automotive and manufacturing industries, leading Japan's manufacturing. We see it as our vital mission as a regional financial group to help these industries enhance their competitive and support their structural transformation.

The TEC Group has exceptional expertise and experience with automotive companies, both in Japan and overseas, in fields such as productivity improvement, worksite improvement, and human resource development based on the Toyota Production System (TPS). By enhancing cooperation with the TEC Group, we will provide greater impetus to the sustainable growth and increased competitiveness of the automotive and other manufacturing industries in the Tokai region. Our aim is to be a total support group that goes beyond banking, and as such, we will further accelerate the integration of finance and consulting.

Toyota Engineering Group [Joined the Group in May 2026]

豊田エンジニアリング株式会社 Toyota Engineering Corporation
TOYOTA MANAGEMENT INSTITUTE
社団法人 TMS & TPS検定協会 TMS & TPS Certificate Institution



Toyota Engineering is a consulting company established in 2002 that specializes in the Toyota Production System (TPS). Its teams of specialists, made up of consultants with extensive experience at Toyota Motor and other related companies, practice Toyota's unique Total-TPS Kaizen (improvement) method, whose goals are to improve quality and productivity. Toyota Engineering works closely with customers and promotes the widespread use of sustainable improvement methods in supply chains and factory operations. We have provided improvement support to over 200 companies around the world. As a member of Aichi FG, I believe we can make even more contributions to the advancement of our customers and the region by using Total-TPS as a powerful method for strengthening the corporate constitution of the manufacturing industry and other industries.

Aichi FG Marketing

Aichi FG Marketing is a specialist advertising company established in August 2024 as a joint venture with Shinto Tsushin Co., Ltd., a leading local advertising company. In addition to formulating the Group's long-term advertising strategies, as the advertising company that is closest to the local community, it also provides consulting services in areas such as our business partners' brand building, digital media strategies, and market development support. For details regarding the support services that the company has offered, please see P.38.

It makes full use of the banking group's network and media, offering a diverse lineup of products to provide powerful support for the growth of regional companies and help them address various challenges through a non-financial approach.

Main products

Advertising on digital signage



Effective promotion using signage in bank branches

Advertising on cash envelopes



Advertising media that directly reach customers who use banking services

Aichi 100 Selected Companies



Support for local companies' recruitment efforts through interviews conducted for job-search information pamphlets created in collaboration with students

Growth Strategy for Achieving Value Creation

Initiatives to Improve ROE

Basic Strategy Ⅱ

Strengthening Our Group Management Base

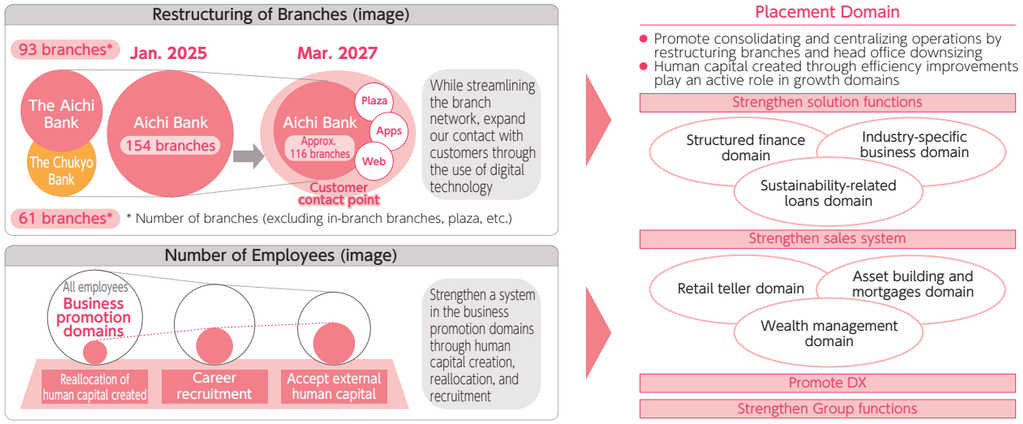
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Reconfiguration of a New Branch Network

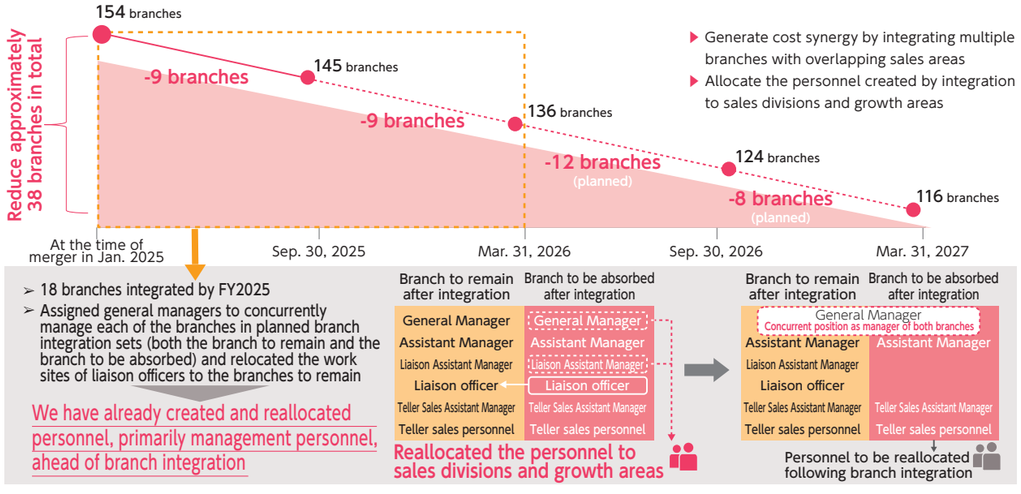
Reconstruction of Branch Network and Reallocation of Human Capital

In the 2nd Medium-Term Management Plan, we will not only reduce costs associated with management integration and bank merger, but also achieve significant reduction in administrative duties by vigorously promoting business reforms, as well as increase our contact with customers by shifting human capital created to the sales areas. In our January 2025 merger, we sought to streamline the Group by integrating branches, reducing the number from 154 to 116. We will reallocate the human capital created through the 38-branch restructuring to divisions that promote the consolidation and centralization of operations to improve the efficiency of sales branch operations, to face-to-face and non-face-to-face areas to strengthen sales power, and to growth domains.



Branch Strategy

From the time of the merger to March 2026, we integrated 18 Aichi Bank branches, and for the branches that we plan to integrate in the future, we have assigned concurrent positions to general managers to cover the branches that will be integrated, and we also consolidated liaison officers in advance of the integration. In FY2026, we plan to integrate 20 more branches. However, given Japan's return to a world with positive interest rates, we are deliberating the creation of optimal branch channels based on market conditions. Furthermore, by reviewing and revising branch functions, we will establish a framework for providing full banking functions on a bloc-by-bloc basis, with multiple branches working as a single entity.



Message from Officer in Charge of Human Resources



Keiichi Ishikawa
Aichi Financial Group
Director and Executive Officer in charge of Group Human Resources
Strategy Department and Group General Affairs Department

Our stance on human capital management

The Group believes that each employee, in other words, our "human capital," is an important asset to the company. In the belief that the source of realizing the Group's management vision and increasing corporate value lies in our human capital, we have positioned human capital management as a key pillar of our management strategy.

Under the theme of the 2nd Medium-Term Management Plan, being a total support group that goes beyond banking, we are deepening the breadth of a consulting solutions-based business model, strengthening our group management base, and accelerating our DX strategies. To achieve this, it is vital that we not only provide financial services but also secure and develop human capital that can work with our customers to solve their management issues and human capital that can promote business reforms and the use of digital technologies. Even in areas where investment in human capital tends to be seen as personnel costs, we have redefined this as growth investment. Led by our human capital strategies, which are aligned with our management strategies, we steadily invest in human capital and continuously disclose our approach, progress, and results regarding human capital to enhance our corporate value. The aim of the Group Human Resources Strategy Department is to create workplaces in which each and every employee can demonstrate their own capabilities and work with a sense of purpose, while optimizing the human capital portfolio and enhancing employee engagement, thereby enhancing the Group's corporate value over the medium and long term.

Toward optimizing our human capital portfolio

Supporting the sustainable growth of employees requires the strategic placement and utilization of human capital with the necessary skills, experience, and diversity. Building on the foundation of strategic human capital creation and DX human capital development established under the 1st Medium-Term Management Plan, we are further accelerating the shift toward a human capital portfolio that increases solutions revenue and improves productivity under the 2nd Medium-Term Management Plan. To this end, we are working to make our human capital visible. We use a talent management system to promote the integration of human capital data, such as various skills including solution sales, office work, sales of assets under custody, and qualifications. This will clarify the gap between our ideals organizational and human capital portfolio (To-Be) and the current state (As-Is). We will align our hiring, development, placement, and evaluation initiatives with our management strategies and prioritize them as we carry them out.

To develop "human capital that continues to take on challenges," the human capital profile to which the Group aspires, we conduct secondments and trainee programs in specialized areas through public recruitment and other initiatives, in our efforts to create a culture that will enable highly motivated employees to take on challenges. Human capital investment is positioned as part of the 2nd Medium-Term Management Plan's growth investment. We will increase our investment in training, reskilling, and expertise enhancement, and we will continuously monitor the results of these efforts.

Furthermore, we will reallocate the human capital created by the branch integration and head office streamlining to our sales divisions and other areas in order to strengthen the Group functions. We will also secure experts through mid-career hiring and use them to create synergy throughout the Group while increasing our top-line profits.

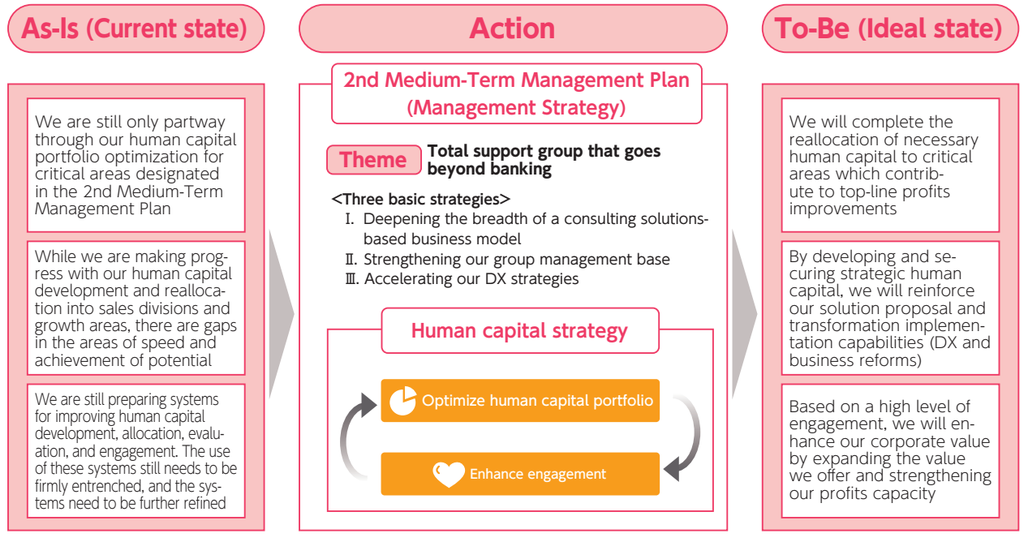
To improve employee engagement

We recognize improving employee engagement as another key management issue. Since 2021, the Group has conducted ES surveys (employee engagement surveys) once a year to visualize the voices of frontline employees, and uses the outcomes to make improvements. In the future, we will introduce systems for assessing the implementation status of measures in a timely manner, and further refine our application of the PDCA cycle, from identifying issue to implementing and improving response measures. Aiming to build a work environment in which employees take pride in their work and foster a sense of unity with the organization, we are promoting human capital development based on rank-based and function-based training programs. By expanding career development support and reskilling opportunities, we aim to enhance sustainable human capital value. Further, we are working to create workplaces in which human capital with diverse backgrounds can thrive by making the perspective of Diversity, Equity and Inclusion (DE&I) a core element of our organizational culture. The promotion of health management and work style reform are also essential factors in enhancing employee engagement. Through the promotion of measures to support employees' physical and mental health and flexible work styles, we will establish an environment in which employees can engage in their work independently and take on challenges with peace of mind. Going forward, we will continue to pursue "value creation that starts with people" and to realize human capital management that achieves the growth of individual employees and the growth of the Group in harmony with each other.

Strengthen Our Human Capital Management

The Group aims to become a total support group that goes beyond banking based on a foundation of creating integration synergies, which we have promoted under the 1st Medium-Term Management Plan, and creating and developing strategic human capital and DX human capital. To realize this goal, we will steadily implement human capital strategies with a primary policy of optimizing the human capital portfolio and increasing engagement.

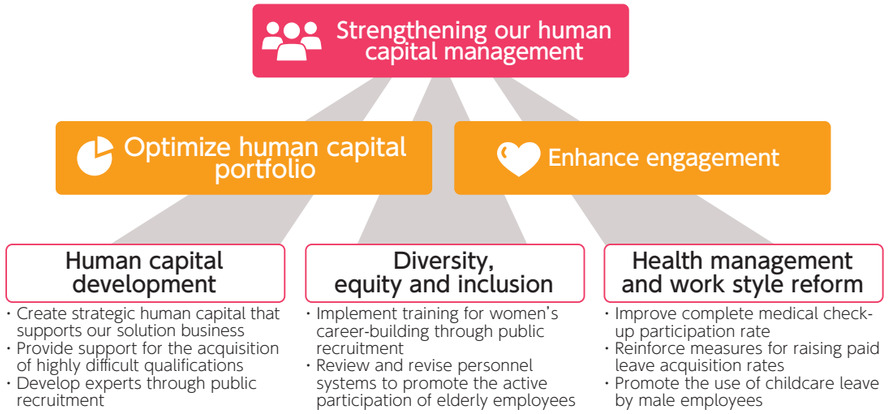
How Management Strategy Links to Human Capital Strategy



Initiatives for Human Capital Management

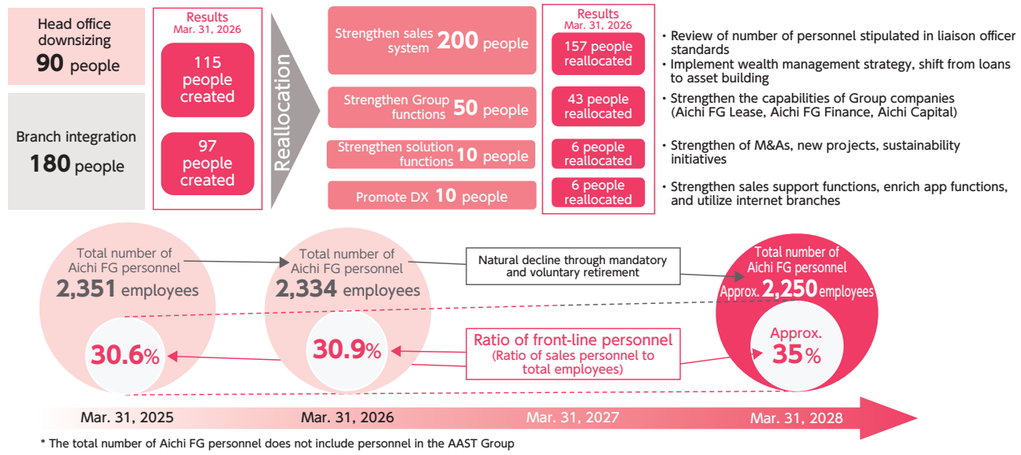
The Group considers our employees as valuable capital (human capital), and in order to maximize their value, we will work on "human capital development," "diversity, equity and inclusion," and "health management and work style reform," led by our policy of optimizing our human capital portfolio and enhancing engagement.

In particular, the importance of women and the elderly playing an active role has grown more than ever before, and we will aim to improve their motivation by implementing career training, reskilling training, and appropriate placement, as well as to expand opportunities for them to play an active role by promoting work style reform.



Strengthen sales power through human capital reallocation

We will raise the ratio of front-line personnel (sales branch liaison officers and head office sales personnel) to 35% by reallocating the human capital created by the branch integration and head office downsizing measures to sales divisions and growth areas, thereby enhancing top-line profits.



* The total number of Aichi FG personnel does not include personnel in the AAST Group

Approach to creating strategic human capital

We will advance our initiatives for the "creation of strategic human capital," which we have been pursuing since the 1st Medium-Term Management Plan, and aim to develop and strengthen these initiatives more than ever before so that our employees can maximize their skills not only in the banking operations but also in our Group companies.

For the detailed initiatives for strategic human capital creation, please see P.61.

Branch professional human capital

Place multiple personnel at consolidated external communication branches and solution business units to build a platform designed to meet customer needs adequately

Head office solutions experts

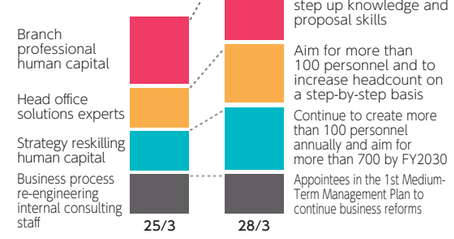
Place them in M&A, business successions, and block support teams to increase the value of the solution menu offered

Strategy reskilling human capital

Perform well for expanding new projects, give DX support to customers and in Group companies' branches activities

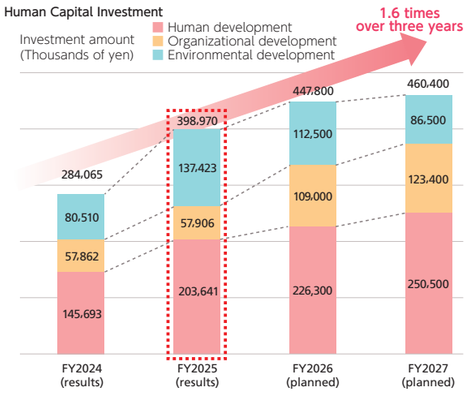
Business process re-engineering internal consulting staff

Promote business reform and zero branch administrative duties stated in the DX strategy



Strengthen our human capital investment

The core pillars of our human capital investment are people, organizations, and environments. We will actively invest in employee skills development, health management, DE&I promotion, and employee engagement improvement. By FY2027, we will increase this investment to approximately 1.6 times compared to FY2024.



- Human development: Investment in skills, careers, and health of individuals
  Investment in skills development...Training, e-learning, qualifications support, external trainee programs
  Investment in health management...Medical checkups, stress checks, exercise promotion, etc.
- Organizational development: Skills improvement and system development at the team and division level
  DE&I promotion investment...Female advancement, employment of persons with disabilities, subsidies, programs, etc.
  Human capital recruitment investment...New graduate and mid-career recruitment, alumni, etc.
  Talent management investment...Revision of personnel evaluation and compensation systems, evaluator training, etc.
- Environmental development: Investment in working environment and corporate culture
  Investment in employee engagement improvement...ES surveys, employee benefits, awards system, etc.
  Development-related capital investment...Training center maintenance, purchase of tablets for training, etc.

Human Capital Development

Basic Policy on Human Resources

We formulated the Basic Policy on Human Resources based on the Group's management philosophy and have indicated there the human capital profile that Aichi Financial Group aims for. We have defined the human capital profile that Aichi Financial Group aims for to be 1) human capital that continues to take on challenges based on Aichi Financial Group's management philosophy, 2) professional human capital that changes the customer experience, 3) experts at the head office who support branches and 4) human capital that takes on operational reform challenges, and support the growth of each individual to the image they aspire to be.

Human Capital Profile Aichi Financial Group Aims for

Human capital that continues to take on challenges based on Aichi Financial Group's management philosophy		
Human capital that takes pride in our work as members of Aichi Prefecture's No. 1 regional financial group, act with fairness and integrity, and continue to challenge themselves to improve their skills and acquire knowledge necessary to contribute to the prosperity of customers and local communities unconstrained by fixed ideas.		
Professional human capital that changes the customer experience	**Experts at the head office who support branches**	**Human capital that takes on operational reform challenges**
Human capital capable to propose solutions that meet the advanced needs of customers and transform the customer experience	Human capital with high expertise and problem-solving skills who support the sophistication of branch services.	Human capital that constantly strives to reform head office and branch operation and improves operational efficiency unconstrained by conventional banking practices

Initiatives for the Creation of Strategic Human Capital and Development of DX Human Capital

Initiatives for the creation of "strategic human capital"

We have defined the human capital we need for the consulting solutions-based business model we are striving for as "strategic human capital." Ever since the 1st Medium-Term Management Plan, we have been continuously striving to create this strategic human capital. In the 1st Medium-Term Management Plan, we set a target of creating 450 people as strategic human capital. We actually created 515 people (achievement rate of 114.4%), and in FY2025, the first year of the 2nd Medium-Term Management Plan, we also created more strategic human capital than our KPI target. We will continue to strive to create 100 people as strategy reskilling human capital (RS) each year, and by the end of the 3rd Medium-Term Management Plan, we aim to create over 700 people as strategy reskilling human capital.

Number of "Strategic Human Capital" Created (People)

Human capital profile that we aim for	The 1st Medium-Term Management Plan		The 2nd Medium-Term Management Plan (1st year)		
	KPI	Mar. 31, 2025	KPI	Mar. 31, 2026	Achievement rate
Branch professional human capital [RM]	200	225	230	251	109.1%
Head office solutions experts [SE]	100	71	80	86	107.5%
Business process re-engineering internal consulting staff [CS]	50	58	50	68	136.0%
Strategy reskilling human capital [RS]	100	161	100	107	107.0%
Total	450	515	460	512	111.3%

* RS represents the number of people newly created during the period, while the other figures represent cumulative numbers of certified employees.

Programs for the development of "strategic human capital"

Category	1st half					2nd half					
	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
Branch professional human capital (RM)					Check skills	Aggregation/certification					Check skills	Aggregation/certification
Head office solutions experts (SE)	● Held year-round: Skill development based on OJT by operation, external training, dispatching as a trainee, etc. → Certification with assignment to a post specialized in consulting											
Business process re-engineering internal consulting staff (CS)	● People who promote operation efficiency improvements using generative AI, RPA, etc. → Certification with appointment by head office departments											
Strategy reskilling human capital (RS)												
DX-based human capital	● Held year-round: Training (e-learning, etc.), external courses (DX, AI, etc.), preparatory courses for acquiring IT qualifications, etc.											
Branch multi-skill human capital					Check skills	Aggregation/certification					Check skills	Aggregation/certification
	● Held year-round: Operational training for multi-skill acquisition, trainee work (loans, mortgages, assets under custody), job rotation, etc.											
Head office multi-skill human capital	● Acquiring multiple specialized skills					Certification						Certification
Professionally based human capital					Check skills	Aggregation/certification					Check skills	Aggregation/certification
	● Held year-round: Operational training to acquire solutions skills, OJT, self-development courses, etc.											
New sales force human capital	Held year-round: short-term trainee (LA, liaison officer, etc.), e-learning, etc. → Certification with transfer to a liaison job, etc.											
Human capital for new domains	External secondment to a different sector (IT, trust, etc.), participation in external training courses, etc. to explore new domains → Certification upon completion											
High skills human capital	Acquiring challenging public certifications (Small and Medium Enterprise Management Consultant, tax accountant, labor and social security attorney, 1st-grade Certified Skilled Professional of Financial Planning, etc.) → Certification upon qualification											
DX consultant human capital			Training			Training		Training			Training	
	Classroom instruction by AAST → Effectiveness measurement (on-site visits accompanied by AAST personnel) → Certification											

Initiatives for the creation of DX human capital

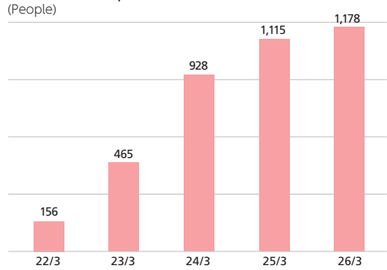
The DX Promotion Plan formulated in July 2023 has now entered Phase 2, "Transformation into a DX Company." To realize these initiatives, in April 2026, we formulated a new Digital Human Capital Development Plan. Based on this plan, we are working to create DX human capital.

For details of the Digital Human Capital Development Plan, please see P.73.

Status of IT Passport acquisition

To raise the level of IT literacy within the company, we set a target of having 1,400 IT Passport holders by FY2027. As of March 31, 2026, we have 1,178 IT Passport holders (up 63 from the previous year).

Number of IT Passport Holders
(People)



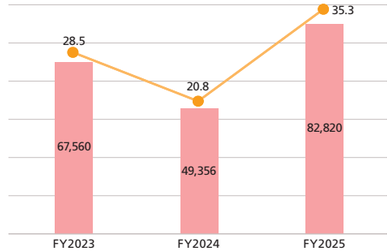
Initiatives for Human Capital Investment

Enhancement of human capital development training

Aichi Bank is providing greater opportunities to take part in human capital development training, which is the foundation of our human capital investment. Over the course of the year, we have provided a total of 82,820 hours of training, with each person receiving an average of 35.3 hours of training. This figure surpasses the levels recorded in the previous two fiscal years.

The reason for the decline in FY2024 is that training was suspended for a period of time in conjunction with the bank merger, as we prioritized administrative operations related to the merger.

Annual Training Hours and Average Training Hours per Person
(Hours) ■ Annual training hours ◆ Average training hours per person



Leadership training

The roles of leaders in Aichi Bank change with the times. We conduct training for General Managers and Liaison Assistant Managers to provide them with the skills they need to motivate subordinates and leverage their full potential.

We have also conducted training for new managers and women's leadership training for the next generation of female leaders (a total of four times). The president served as a speaker at self-development seminars held on weekends, directly teaching participants how to strengthen our organizational capabilities, including through branch management. By carrying out initiatives such as these, we are working to change the mindset of management personnel.

Status of Leadership Training (People)

Name of training (timing)	Eligible participants	Number of participants	Details
New Assistant Manager Training (Sep.)	New Assistant Managers	23	Communication skills that spur people to action
Branch Management* (Sep.)	General Managers	83	Practical management skills for use in branch management
Middle Management* (Jan.)	Assistant Managers	87	Practical management skills for improving organizational capabilities
New Assistant Manager Training (Oct.)	New Assistant Managers	37	Communication skills that spur people to action
Management Skills Enhancement Training (Dec.)	Liaison Assistant Managers	107	Team-building, how to engage in dialogue with subordinates, etc.
Coaching Skills Improvement Training (Dec.)	General Managers	97	Development of subordinates and organizational revitalization
Women's Leadership Development Training "Wing" (Dec. and Feb.)	Women (Section Chiefs and Chiefs)	25	What is required from the next generation of female leaders, etc.
Total		459	

* These were held as self-development seminars on weekends, with the president as the lecturer.

Development of experts through public recruitment

Aichi Bank conducts the placement of experts at the head office through public recruitment to establish a challenging corporate culture.

We conduct open recruitment for experts in areas such as business successions, M&As, overseas-related operations and structured finance, and make decisions based on motivation and aptitude among applicants. We, then, dispatch them as trainees to partner financial institutions for them to acquire specialized skills before placing them in specialized departments of the head office.

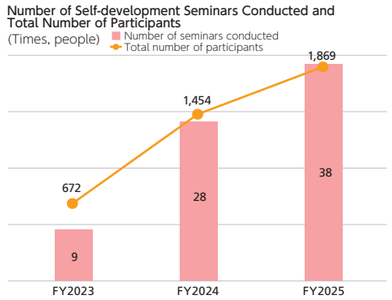
In addition, in the IT and digital fields, we work to develop digital human capital as a group, through proactive dispatch of trainees to AAST and other measures.

Human Capital Development

Self-development support (1) —self-development seminars—

The Group regularly holds self-development seminars for all employees of the Group with the aim of providing voluntary learning opportunities. In FY2025, we offered 38 courses, an increase from the previous year, with a total of 1,869 participants. The seminars primarily consisted of courses on practical skills, such as solutions, sales of assets under custody, and mortgages, as well as a wide range of topics that assist with operations, such as using generative AI, time management, and courses on communicative writing techniques.

Furthermore, as part of the Group's cooperation efforts, AAST conducted six Excel classes over the course of the year.



Self-development support (2) —support for acquiring certifications—

We have designated human capital that has highly difficult professional certifications as high skills human capital as part of the creation of strategy reskilling human capital. We support employees seeking to acquire qualifications by offering various exam preparation courses and incentives based on our skills development incentive program regulations. From April 2026, we began offering to pay 50% of course costs for personnel who complete correspondence courses as an incentive. In addition, we conduct preparatory courses to take the test for the 1st-grade Certified Skilled Professional of Financial Planning (five times in total), and we share interviews with officers and employees who have passed difficult certification exams internally as "Self-development News" to increase motivation for the self-development of officers and employees.

Number of Certification Holders and Amount of Incentives Provided

(People)

Certification name	25/3	26/3	YoY change	Amount of incentives
1st-grade Certified Skilled Professional of Financial Planning	100	113	Up 13	150,000 yen
Real estate transaction specialist	250	262	Up 12	30,000 yen
M&A Senior Expert	39	79	Up 40	Full examination fee

Self-development support (3) —support for pursuing higher education, such as graduate school or professional school, while working (KINJIRO Project)—

In April 2026, Aichi Bank launched the KINJIRO Project to support reskilling through self-development. It assists employees in pursuing higher education, such as graduate school or professional school, while working. This provides participants with new knowledge and skills, and encourages their reskilling.

Participants apply for the project through public application, and the bank covers the full enrollment fee.

Introduction of tablets for training

As an initiative for environmental development of human capital investment, in April 2026, we introduced tablets for training*1. These are assisting with reductions in the costs associated with training preparation and administration*2, and they are helping make training more productive.

While we will continue to actively invest in human capital, we will also strive to make human capital development more efficient by giving a great deal of thought to how to improve the productivity of training administration, such as by going paperless.



*1 In conjunction with the introduction of tablet devices, we have completed outfitting two training sites with power outlets and connectivity to the internal LAN via Wi-Fi

*2 Personnel and physical costs involved in copying handouts, bringing in materials, placing materials on desks, mailing reports after the training ends, etc.

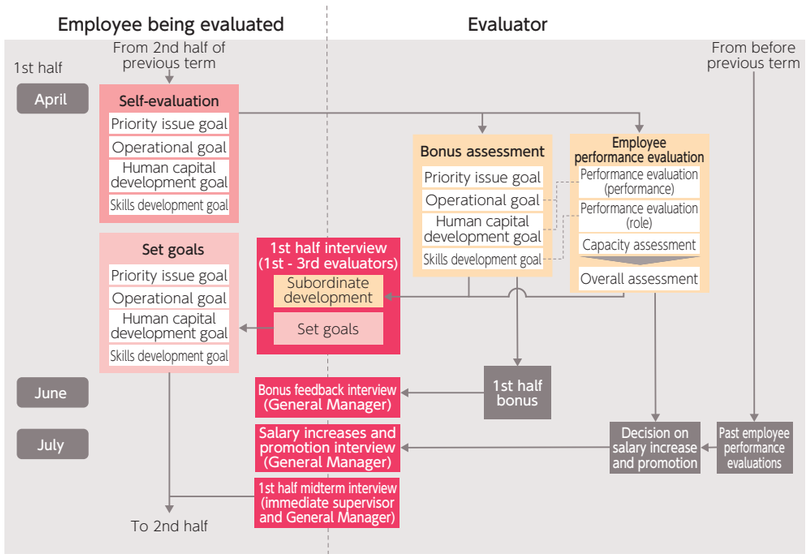
Employee performance evaluation system

Aichi Bank has established an employee performance evaluation system to comprehensively evaluate employees' attendance records, work performance status and results, acquired competencies, and demonstrated capabilities to provide fair compensation and suitable placement. Employees assigned to branches receive individual evaluations and, every six months, are also evaluated at the sales-block level to recognize the achievements of each block and branch. The results of these evaluations are reflected in employee performance evaluations.

In these employee performance evaluations, superiors and subordinates periodically meet to set adequate goals, confirm the progress of such goals, and also provide support and feedback to improve on any issues. Through these interviews, the Group effectively promotes employee motivation and skills development, fostering human capital that continues to challenge themselves based on the Group's management philosophy.

Not only do superiors provide feedback to subordinates, but those subordinates also provide feedback to their superiors, so feedback is provided from multiple perspectives.

We also hold performance evaluation seminars to unify evaluation criteria and train evaluators. We aim to improve employee satisfaction and engagement by promoting fair and transparent evaluation practices that are not influenced by emotions or personal viewpoints.



Using internships to hire new graduates and secure human capital

Internship programs are held every year to provide an opportunity for students who wish to apply to Aichi Bank to experience banking operations. In FY2025, the Group held a total of 14 internship programs for applicants joining in April 2027, with approximately 600 students participating.

We have also launched a new initiative of offering internships in the Kanto and Kansai regions for students studying outside the region with the aim of encouraging them to return and hiring them as human capital with diverse experience who can contribute to the region.

We are maintaining our window of approximately 4,000 applications for hiring upon graduation. We hired 140 new graduates in FY2024, 119 in FY2025, and 124 in FY2026. After hiring, we use training programs and career development support to develop them into human capital that can contribute to the local community.

In the Mynavi/Nikkei ranking of companies university students want to work for (for the Tokai area, for students graduating in 2027), we ranked in 8th place, indicating a high level of interest among students.

Initiatives for local hiring and hiring local applicants

We recognize the local community as one of our important stakeholders, and we believe it is important to contribute to its sustainable development, not only through community contribution activities, but also through local hiring and information exchange with local governments. From these perspectives, as a regional financial institution with firm roots in the community, the Group actively hires local applicants as well as people originally from the region who wish to return. We will continue to actively hire in the region and contributing to the revitalization of the local economy.

Diversity, Equity and Inclusion

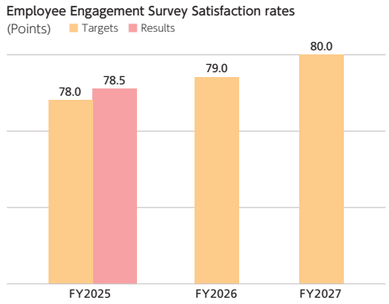
Employee satisfaction (ES) management is part of our management vision. By improving ES, we aim to fully leverage the capabilities of each and every employee and create an engaging organization. To realize this management vision, we have established the DE&I Promotion Group within Aichi Bank's Human Resources Department. We conduct various training regarding diversity, equity and inclusion (DE&I), and we are enhancing systems that support flexible work styles.

Initiatives for ES Management and Engagement Improvement

ES surveys (employee engagement survey)

To reform corporate culture for the realization of our management philosophy, Aichi Bank conducts an annual ES survey (employee engagement survey) with the aim of improving employee engagement. The results are reported to the Group Sustainability Committee and disclosed to all employees to ensure transparency. Furthermore, in each department at the head office, the results are used to deliberate and carry out ES improvement measures and implement a PDCA cycle. By practicing ES management, we are working to foster a corporate culture with a high level of engagement, in which each and every employee finds their work rewarding.

Under the 2nd Medium-Term Management Plan, we set a satisfaction score in the ES survey as a KPI. Our target is to achieve a score of 80 points or above by FY2027. In FY2025, the satisfaction score was 78.5 points.



Pulse survey

In addition to the annual ES survey, we also conduct pulse surveys of all employees at the beginning of every month,. Through these surveys, we assess changes in employee motivation and workplace conditions in a timely manner. We use this information, for example, to create detailed support frameworks for younger employees, contributing to greater productivity and engagement across the organization.

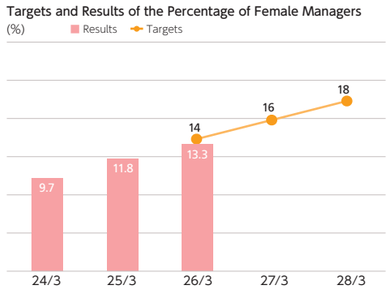
Initiatives to Enable All Employees to Continue to Work for Many Years with Peace of Mind

Initiatives for female advancement

The Group is engaged in initiatives to increase the percentage of female managers based on the Female Management Development Plan formulated in April 2024. We have prepared level-specific training programs to provide skilled and motivated female employees with greater opportunities to take on new challenges, with the goal of enhancing both their mindsets and their skill sets. In the "Wing" women's leadership development training, which uses a public recruitment, we provide training at regular intervals over the course of eight months. In our first call for applications, we received applications from 47 employees, exceeding the maximum number of participants. In the program, we identify participants' concerns and issues through career interviews and provide them with support so that they can set stretch goals, unhindered by preconceptions. This helps encourage their autonomous career development.

In addition, to promote the active participation of women throughout the company, we also conduct lectures for General Managers and next-in-rank personnel on the promotion of active participation by women. The goals of these lectures are to eliminate gender bias and promote initiatives for developing female subordinates.

Furthermore, Aichi Bank provides opportunities for the exchanging of opinions about issues and challenges of female managers, such as through round-table discussions between the President and female managers.





Initiatives for eliminating unconscious bias

Every year, Aichi Bank conducts unconscious bias training for new employees. In October 2025, we conducted a self-development seminar "Unconscious Bias—Improve Your Communication Abilities, and Change the Mood of Your Team—." The goal is to deepen mutual understanding and improve teamwork by eliminating unconscious bias.

Supporting employees returning from childcare leave

Aichi Bank holds Daddy-Mommy Return-to-Work Support Seminars, with childcare provided, for employees and their spouses who are caring for children, to support a smooth return to work after childcare leave. We provide support to help employees return to work with peace of mind. Furthermore, we have introduced e-learning programs that employees can access from home, as well as systems that allow employees on leave to view company notifications upon request. Before employees return to work, we conduct Pre-return Interviews. After they return to work, we conduct Return-to-Work Seminar for Childcare Leave Employees to help alleviate any concerns they might have. As a result of these initiatives, the female childcare leave acquisition rate remains 100%.


Daddy-Mommy Return-to-Work Support Seminar

Promoting the use of childcare leave by male employees

Aichi Bank has endorsed the "100% Male Parental Leave Declaration." Starting from October 2022, the leave system was revised so up to 10 days of saved paid leave can be allocated if an employee acquires leave for the birth of a child, creating an environment where both men and women can balance work and childcare. As a result of these initiatives, the male childcare leave, etc. acquisition rate for FY2025 was 100%. The number of days of childcare leave taken is also increasing. In FY2025, 20 male employees took two or more weeks of childcare leave.

Supporting work-life balance and promoting flexible work styles

Support for balancing fertility treatment and work
- Family support leave, which can be used for fertility treatment and family support
- Establishment of fertility treatment consultation services (clinics and Human Resources Department)
- Training on "balancing fertility treatment and work"

Support for balancing childcare and work
- Shorter working hours beyond statutory requirements
- Personnel placement that takes commuting times into consideration
- Annual paid leave usage in one-hour increments

Support for balancing nursing care and work
- Nursing care leave system that goes beyond statutory requirements (up to a total of 366 days of leave can be taken)

Enhancement of employee benefits system

Aichi Bank has expanded its benefits system to enhance employees' sense of meaning and satisfaction in their work.

Enhancement of work-life balance
- Expanding leave system
- Offering recreational facilities
- e-learning system for self-development

Support and compensation system to work without worry
- Sick leave system
- Congratulatory or consolatory/Disaster compensation monetary gift
- Establishment of mutual aid association
- Establishment of consultation desks (health management, fertility treatment, smoking cessation, and mental health care*1)

*1 Dependents are also eligible.

Support for asset building
- Property accumulation savings system (subsidies available)
- Mortgages program
- Life planning support program
- Employee shareholding system*2

*2 An incentive payment of 60 yen is provided for every 1,000 yen deposited to support asset-building by employees, while also fostering a mindset and culture focused on enhancing corporate value. In addition to regular employees, temporary employees, fixed-term employees, and fixed-term temporary employees are also eligible to use the system.

Health improvement and management
- Regular health exams with examined items exceeding legal requirements
- Subsidies for various expenses (complete medical check-ups and brain checkups, medical costs for smoking cessation, etc., and vaccinations)
- Establishment of cafeterias

Responses to harassment

Aichi Bank's work regulations explicitly prohibit workplace harassment, sexual harassment, and other forms of harassment. The Bank also provides harassment prevention training for all employees to deepen their understanding of harassment and has established harassment consultation channels with workplace supervisors, the Human Resources Department, the employee union, and external specialist organizations. Through these initiatives, we are working to prevent harassment and ensure appropriate responses to harassment-related issues.

Diversity, Equity and Inclusion

Initiatives for Increasing Autonomy and Job Satisfaction

Autonomous career development support initiatives

Aichi Bank supports employees in pursuing autonomous career development by expanding and enhancing its job posting system. The number of employees seconded through the job posting system increased from two in FY2024 to 11 in FY2025, and we have also expanded and enhanced training programs offered through public recruitment. In addition, we encourage reskilling through career training for employees in their 50s and career interviews with employees in their fifth year with the company. We also support employees in developing concrete action plans to address career-related issues. Through these initiatives, we promote autonomous career development and the retention of human capital.

Promoting the active participation of the elderly human capital

To further enhance our remuneration system for the diverse human capital working across the Group, based on their roles and achievements, we have reviewed and revised our remuneration policies for experts (employees aged 55 and older) and temporary employees (employees rehired after reaching the retirement age).

We have revised our compensation program to reflect the scale of employees' roles and responsibilities. We are fostering a workplace culture in which diverse human capital can actively takes on new challenges regardless of their age, through measures such as enabling temporary employees to be appointed to line positions after retirement.

Activities of the Diversity Promotion Committee (Ai Team)

The Diversity Promotion Committee (Ai Team), which was established by Aichi Bank in 2019, is made up of diverse members from different positions and age groups and is constantly engaged in various initiatives.

In FY2025, its 15 members were divided into three teams to address the issues of reskilling, improving engagement, and promoting diverse human capital. These teams identified issues and explored potential solutions. The opinions of the Ai Team are taken as the voice of employees and reflected in future human resource initiative deliberations to help create more welcoming workplace environments.



Meetings to exchange opinions between the Diversity Promotion Committee (Ai Team) and the Human Resources Department

Centralized management of human capital information through the Talent Management System

Aichi Bank has introduced a talent management system to develop strategic human capital and promote communication among employees. By visualizing skills, attendance records, training participation information, and certification and qualification information, this system is promoting efficient and effective human capital development and the strategic placement of human capital that leverages the skills of individuals. This contributes to improved productivity. Going forward, we will expand the range of skills that can be managed and introduce a system for sending Thanks Points to express appreciation among employees in their day-to-day work.

Take Café round-table discussions with the President

Aichi Bank holds Take Café round-table discussions, which provide opportunities for employees to talk directly with the President. At these round-table discussions, employees who applied to participate through public recruitment engage in a free and lively exchange of opinions with the President. These round-table discussions help foster a more open corporate culture in which employees feel free to speak their minds and also provides valuable opportunities for the President to share the Group's management vision and his thoughts on its business. We launched the Take Café round-table discussions in July 2025 and have held a total of 13 sessions to date.



One of the round-table discussions between the President and employees

Promote the Employment of Persons with Disabilities

The Group actively improves its workplace environments to enable persons with disabilities to work with peace of mind and to fully demonstrate their individuality and capabilities. We have created a system tailored to the characteristics of each individual to provide support throughout the entire process, from hiring to placement and retention. By doing so, we have worked to create workplaces where persons with disabilities can thrive over the long term.

Aichi Bank's employment rate of persons with disabilities was 2.7% as of March 31, 2026, exceeding the legally mandated rate of 2.5%. In addition, as the number of employees with disabilities has increased, the Human Resources Department, clinics within the bank, and workplaces where persons with disabilities are assigned cooperate to consider and discuss job responsibilities and placements so that persons with disabilities can continue working in their workplaces.

Initiatives for obtaining certification as a Special Subsidiaries company employing persons with disabilities

In May 2026, Group company Aigin BS Co., Ltd. changed its name to Aigin Arch Co., Ltd. and began preparations to apply for certification as a special subsidiary company under the Act to Facilitate the Employment of Persons with Disabilities. The new company name represents the idea of being an arch that connects the Group's foundation of trust with the potential of its diverse human capital.

Health Management and Work Style Reform

Health Management

Purpose of Health Management

To "Realize the happiness of all officers and employees through ES management and health management practices," one of the values embraced in our management vision, Aichi Bank has formulated the Aigin Health Declaration, engaging in improving each employee's health awareness, promoting physical and mental well-being and creating a comfortable work environment.

Structure for the promotion of Health Management

Aichi Bank has appointed its Representative Director, President and Executive Officer as Chief Health Management Officer in order to implement health management initiatives in an organized and strategic manner.

Health measures for improving employees' health issues are planned and formulated primarily by the Health Conference composed of representatives from the bank, the health insurance society, clinics, and employees. To incorporate specialized knowledge in the planning and formulation of measures, the conference cooperates with relevant departments. Policies for health management initiatives and their progress are regularly discussed and reported at the Health Management Conference composed of officers.

Major initiatives for Health Management

Purpose	Details	Eligible participants
Lifestyle improvement	・Hosted a walking event using a smartphone app to improve exercise habits ・Introduced "Aichi Fresh Exercise" for employees, together with Chukyo University, to improve exercise habits ・Fully subsidized sleep apnea syndrome screening to improve sleeping habits	All employees
Increasing health literacy	・Held health literacy improvement seminars ・Carried out exercise habit improvement project within career training for employees in their 50s	Newly joined employees Employees in their 50s
Improvement of women-specific health issues	・Viewing of training video on health issues faced by working women	All employees
Improving complete medical checkup participation rate	・Fully subsidized complete medical checkup fees (fully subsidized employee-borne portion)	Employees with health insurance
Support for pollen allergy treatment	・Subsidized half of the costs of medical treatment for employees receiving radical pollen allergy treatment	All employees
Dental and oral health improvement	・Awareness activities for dental checkups and full subsidy for dental checkup expenses	All employees
Smoking cessation support for smokers	・Fully subsidized costs of smoking cessation support for smokers	Employees with health insurance

Work Style Reform

Initiatives to reduce overtime work

The Group encourages employees to leave work on time to improve productivity and maintain employee health in compliance with the 36 Agreement through group-wide initiatives such as designating the 2nd Wednesday of every month as "On-time Leave Reinforcement Day."

The Group manages and monitors overtime work hours to ensure compliance with laws and regulations. Upper limits and operational rules are clearly stipulated in work rules and related regulations, and we have created a working hour management system that uses attendance management systems to objectively assess working hours, combined with monitoring by management personnel. Overtime work wages are paid in accordance with Group regulations.

Furthermore, Aichi Bank has endeavored to reduce overtime work by improving operational efficiency at sales branches through the centralization of branch administrative duties at the head office and the promotion of DX. We have also introduced "neoAI Chat," a generative AI tool, to reduce operational burden and increase quality.

Initiatives to improve paid leave acquisition rates

Aichi Bank strives to create a culture where employees can easily take paid leave, aiming to improve employee engagement. It also offers institutional leave, providing an environment where employees can take paid leave in a planned manner. In FY2025, the paid leave acquisition rate significantly increased from 73.4% in the previous fiscal year to 87.9%, exceeding the annual target of 78% set forth in the 2nd Medium-Term Management Plan.

Compliance with laws and regulations

The Group complies with the provisions of all labor laws and regulations including the Labor Standards Act, such as the minimum wage requirements and equal-pay-for-equal-work principle, regardless of the employment type —whether an official, full-time employee, part-timer or any other employment type.

Aichi Bank honors collective agreements by providing opportunities to hear the opinions of employees, such as the Management Council and Central Labor-Management Conference with employee unions. In addition, it conducts collective bargaining with the employee union every year, and respects and supports the right to collective bargaining.

Growth Strategy for Achieving Value Creation

Initiatives to Improve ROE

Basic Strategy Ⅲ

Accelerating Our DX Strategies

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Overview of Our DX Promotion



Hiroaki Yoshikawa
Aichi Financial Group
Representative Director and Managing Executive Officer in charge of Group DX & Business Process Re-engineering Management Department

The financial industry is undergoing a period of transformation driven by technological innovations, including AI, and the digitalization of society. The Group views these changes as a growth opportunity, positioning DX as our most important management priority, and will make the most of digital technology to create new value and achieve sustainable growth.

Amid the advancement of digitalization, the value of face-to-face interaction as a regional financial institution is becoming increasingly important. We believe that building trust through attentive dialogue is one of our strengths as a regional financial institution. Under the concepts of Plus digital and Digital shift, we will create a customer experience unique to the Group by integrating the convenience of digital technology with warm, genuine communication, and providing high-quality and secure financial services while staying close to our customers.

The key to promoting DX is the strategic use of data, which can be described as an asset that supports the enhancement of operational efficiency, value creation, and the sophisticated decision-making. We will strengthen data governance and develop digital human capital as two key pillars for establishing a system that leverages data and promotes data-driven organizational transformation.

Moving forward, we will leverage the benefits of digital technology as we continue to walk alongside our customers as a financial group rooted in the local community, cherishing human connections.

Basic Policy for DX Promotion

The environment surrounding financial services is changing rapidly, driven by technological advancements in AI, cloud computing, and other areas. We are also facing growing competition from new entrants such as IT companies, and the level of convenience and speed demanded by customers is also rising.

To respond to these changes and continuously meet the standards expected of us, we must enhance the value we provide and enhance our business operations through the use of digital technology. Therefore, we are urgently addressing the creation of new business models that leverage digital technology as a key priority.

The Group has organized the three stages of DX development in our DX Promotion Plan as shown in the diagram on the right. We are currently in Phase 2, and are proceeding with the implementation of the DX initiatives we have been exploring to date.

For details of the DX Promotion Plan, please see the Group's website.
https://www.aichi-fg.co.jp/release/files/pdf/news20250919.pdf



Phase 1 FY2022-FY2024	Phase 2 FY2025-FY2027	Phase 3 FY2028-FY2030

Phase 1	Period of creation of a digital infrastructure	Creation of a foundation for digital utilization as a DX-ready company
Phase 2	Period of transformation into a DX company	Creation of new business models with digital technology
Phase 3	Period of DX promotion	Expansion of services and transformation of our revenue structure through new business models

DX Initiatives Based on Our Strengths

Amid the advancement of digitalization, our strengths as a regional financial institution lie in the sense of security and strong relationships of trust that arise from the attentive services provided by our liaison officers and branches. We will leverage these strengths to promote DX, enhancing the value of our existing "real" services while actively expanding the "digital" services needed by our customers.

Furthermore, by seamlessly integrating these real and digital services and combining the capabilities of the Group, we aim to provide high-quality, convenient, and secure financial services and new customer experiences (CX), while also working to promote secure DX through the enhanced cybersecurity measures.

DX Promotion Policy

The Group is promoting DX and digitalization in line with the following concepts. We will achieve effective promotion through the synergistic effects of cooperation between realms..

"Plus digital" concept ····· Mainly customers
- Current mainly "real" services, plus "digital"
- Improve conveniences with "digital" services and add new customer experiences (CX)

"Digital shift" concept ····· Mainly internal
- Current mainly "real" operations, shift to "digital"
- Operational efficiency + data utilization, establish a foundation for DX promotion

▶ Promote DX and digitalization in the below four categories in line with the above concepts
▶ Realize effective promotion through the synergistic effects of cooperation between realms

① Strengthen non-face-to-face channels
- Provide a service foundation for customers to connect with banks anytime, anywhere and easily.
- Create a scheme that enables paperless procedures from smartphones and computers, increasing convenience and promoting laborsaving.

② Customer support, local communities support
- Create a system to support customers and local communities regarding issues related to IT, digital, and DX, from problem identification to resolution.
- Development of IT and digital human capital, as well as creating systems and solutions needed for problem-solving in collaboration with IT and DX-related companies, etc.

Synergy

③ Operational reforms, branch reforms
- Digitalize and automate internal operations such as written and manual work to promote laborsaving and speed.
- Allocate resources created through laborsaving to highly productive sectors such as promotion of DX and digitalization and sales activities.

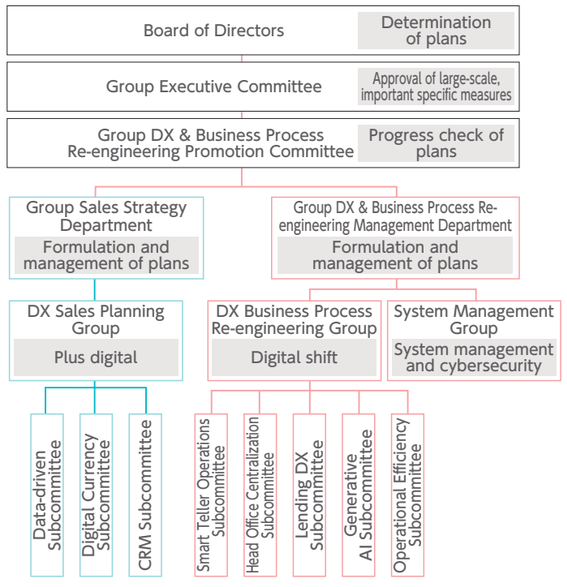
④ Construct IT and computer system foundations
- Transfer the current system environment into one that is highly compatible with digitalization such as the Internet and cloud, constructing it as an IT and computer system foundation necessary for DX.
- Promote a transition to a data-driven organization through the reconstruction of information systems and the creation of AI-based foundations.

DX Promotion Structure

To realize the Plus digital and Digital shift concepts under our DX Promotion Policy, the Group established the Group DX & Business Process Re-engineering Management Department. This department serves as the secretariat for DX promotion and plays a key role in coordinating DX across our subsidiary banks and Group companies, overseeing DX promotion across the entire Group.

Digital shift is currently being promoted by the DX Business Process Re-engineering Group under this department. Meanwhile, Plus digital is being handled by the DX Sales Planning Group established within the Group Sales Strategy Department, with the aim of strengthening coordination with our Group-wide sales strategies.

Moreover, to further strengthen the execution capabilities and governance of our DX initiatives, we have established the System Management Group within the Group DX & Business Process Re-engineering Management Department. This group comprehensively manages all systems and cybersecurity measures, promoting DX initiatives and ensuring a high level of system security to support them.

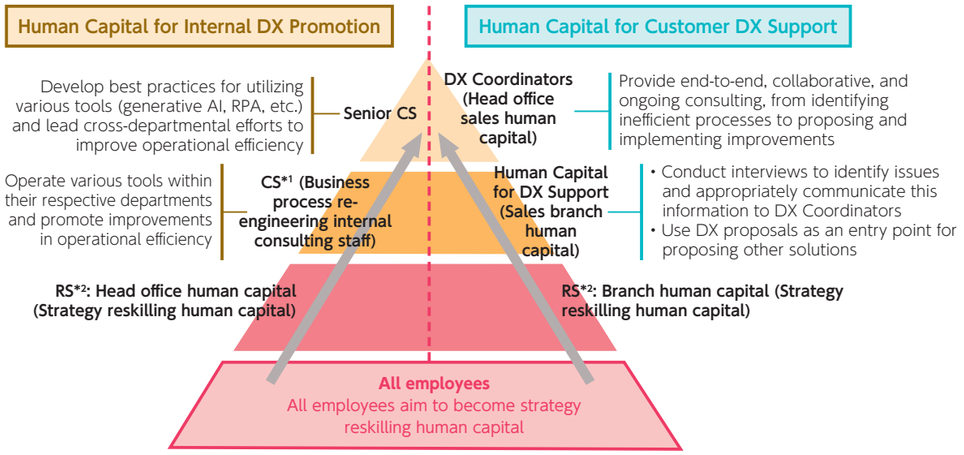


Digital Human Capital Development Plan

In order to systematically develop practical and high-quality digital human capital, the Group has formulated a Digital Human Capital Development Plan in cooperation with Development of Digital Human Resources, with which we signed a cooperation agreement in October 2025. This plan aims to differentiate us from other banks through two axes of promoting internal DX and supporting the DX of our customers. Over the two years spanning FY2026 to FY2027, we will promote digital human capital development based on three pillars of (1) systematization, (2) quantification, and (3) visualization.

① Systematization: Our digital human capital profile

The Group defines the digital human capital profile it aims to develop as a four-tiered pyramid model based on employees' skills and roles. This four-tiered model is organized along two axes of human capital for internal DX promotion and human capital for customer DX support, clarifying their respective roles and expected skills.



*1 Among the "strategic human capital" outlined in the Human Capital Management section of the 2nd Medium-Term Management Plan, human capital that identifies inefficient tasks and plans and promotes improvements in operational efficiency
*2 Human capital that has reached a certain level of proficiency through reskilling, such as expanding beyond their traditional scope of work to take on new tasks or acquiring skills to work in new domains

② Quantification: Digital human capital development goals and plans

We have set two-year digital human capital development goals and planned training programs for each of the four tiers of the model. We aim to certify four Senior CS, four DX Coordinators, 60 CS, and 60 Human Capital for DX Support.

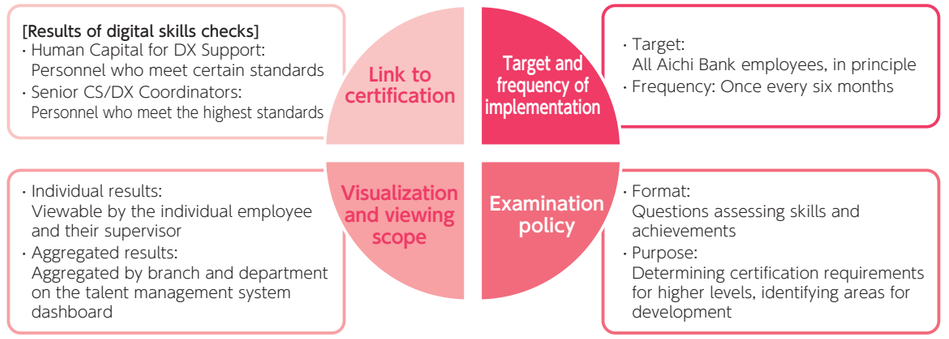
Furthermore, to improve basic digital skills across the company, we have set a target of 1,400 employees holding the IT Passport certification by FY2027. We will support new employees in obtaining the certification from the job offer stage. We have also set a target for the G-Certificate and the Information Security Management Examination, and are promoting employees' acquisition of these qualifications.

Digital human capital profile		Development goals	Plan FY2026	Plan FY2027
Human Capital for Internal DX Promotion	Senior CS CS RS: Head office human capital	4 people 60 people –	Training period for developing certified employees CS training DX mindset training for head office managers	External project management training CS training DX mindset training for head office managers
Human Capital for Customer DX Support	DX Coordinators Human Capital for DX Support RS: branch human capital	4 people 60 people –	Training period for developing certified employees External DX consulting training Training provided by Group company, AAST	External sales DX training External DX consulting training Training provided by Group company, AAST
All employees		–	・Holding of individual technical training (generative AI, etc.) and self-development seminars ・Encouraging all employees to view "e-JINZAI (video content)" ・Target: 1,400 IT Passport holders	

Visualization: Clarifying certification requirements for digital human capital

To visualize the development status of digital human capital, Aichi Bank will conduct a digital skills check every six months for employees at the head office and branches. The skills check consists of questions that assess digital-related skills and achievements and aims to measure the extent to which each type of human capital in the four-tier model meets the certification requirements, as well as to gain detailed understanding of the organization's overall development status. The results of the skills check can be viewed individually by employee and their supervisor, while aggregated results are compiled by department and branch to monitor the progress of human capital development across the organization. This enables us to develop more effective human capital development initiatives.

[Implementation of Digital Skills Checks] —Visualization and Implementation of Certification Requirements—



Training for CS (Business process re-engineering internal Consulting Staff)

Aichi Bank introduced the generative AI service "neoAI Chat" in November 2025, and conducted two training sessions on generative AI to promote its use at the workplace. During the generative AI introduction training, participants learned about the mechanism of generative AI and the basic operation of neoAI Chat. (For details on neoAI Chat, please see P.76)

In the neoAI assistant creation training, participants learned how to use the service to improve operational efficiency by creating an assistant* themselves. We will continue to hold hands-on assistant creation training sessions as needed to support CS (Business process re-engineering internal consulting staff) in creating assistants independently.

* An operations support chatbot specialized for specific uses and tasks.



Image of the neoAI assistant creation training



Gaku Hashizume
Contact Center,
Digital Business Department

Participant feedback

Participating in this training allowed me to learn about a wide range of topics, from the basics of generative AI to its practical application in our operations. This gave me the opportunity to think about how I should utilize AI in my work as a CS. Creating assistants as part of group work allowed me to experience how the answers generated can vary depending on how prompts are written. This made me realize that this type of practical training is essential for effectively using generative AI going forward. I believe that, with appropriate adjustments, assistant can perform better than conventional generative AI tools and provide valuable support for our work. I will continue to actively explore ways to utilize AI to support branches and improve operational efficiency.

Improving Customer Convenience and Advancement

DX for Customers

Aichi Bank is promoting various measures to improve customer convenience and ease of use. We are providing new functions and services through various non-face-to-face channels, including our banking app and internet banking services for corporate customers, while also strengthening security to ensure safe and secure services. We also provide information and solutions to support DX for our corporate customers.

Strengthening functions and security of banking app

Aichi Bank aims to strengthen the functions and security of its banking app to increase the number of users and enable customers to conduct banking transactions anytime, anywhere, and with ease. As of March 31, 2026, the Aigin App had approximately 276,000 registered users (an increase of 61,220 since April 2025), showing steady growth. We plan to implement further enhancements in FY2026, including the addition of new functions and improvements to usability. The functions added in FY2025 are as follows.

- **Scheduled transfers (date-specified transfers)**
  Customers can schedule transfers up to 14 days in advance by specifying the transfer date.
- **Smartphone ATM**
  This service allows customers to easily deposit and withdraw cash using only their smartphones, without using ATM cards. It can be used at Seven Bank ATMs nationwide.
- **Opening eKYC accounts**
  We have changed to account opening process as follows to improve customer convenience and streamline identity verification.
  Old method: Taking photograph of identity verification documents and a facial photograph
  New method: entering the password for the electronic signature certificate on the Individual Number Card and reading the IC chip
- **Detection of high-risk transfers**
  If our system determines that a transfer or bill payment is high-risk, we will require authentication using a registered telephone number as an additional identity verification step to protect our customers' valuable deposits.

Internet banking for corporate customers (free course)

To allow customers who do not currently use our corporate internet banking service to experience its convenience and security, we have introduced the Inquiry-only Light Course, which allows users to check the balance and transaction details free of charge. We are the first financial institution headquartered in one of the three Tokai region prefectures to offer such a service. Customers can start using the service by entering their account information on the Aichi Bank website.

Digital transformation assessment service

We offer Digital Transformation Assessment Service to support our corporate customers in identifying and organizing issues in back office operations and implementing digitalization measures to address them. We identify current issues from over 90 hearing items for our customers aiming to improve operational efficiency in their back office, and determine the priority of digitalization and propose countermeasures. We have developed a system in which dedicated staff and our business partner provide support for our customers' issues in back office operations identified through this service.

Seminars for customers

The Group concluded a cooperation agreement with Development of Digital Human Resources in October 2025, with the aim of contributing to the local community through activities related to digital human capital development. As part of this initiative, in March 2026, we co-hosted a seminar with the Aigin Premier Club and Aigin Business Club on the theme of "Practical Tips for Promoting DX That Everyone Can Follow."

The Group will continue to work to hold seminars that meet the needs of our customers, providing solutions to the challenges they face in promoting DX and developing digital human capital.



Work Reform and Zero Branch Administrative Duties

Internal DX

Introduction of generative AI

In November 2025, we introduced the generative AI service "neoAI Chat" with the aim of improving operational efficiency and the quality of administrative process. We aim to enhance the sophistication of our operations and improve productivity by actively incorporating new technologies such as generative AI, and transforming our existing operational processes.

This service is a corporate cloud service that provides a general-purpose chat function using a large language model, while also enabling users to design and operate business-specific AI assistants on a single platform. It can be used for a wide range of purposes, such as generating, editing, and summarizing documents, brainstorming ideas for projects, and creating proposals, as well as building support chatbots specialized for specific tasks.

We are currently using this service to improve operational efficiency, such as proposing ways for operational improvements through idea generation and creating proposal drafts, etc. Utilizing it to search for the necessary information from among our extensive internal regulations also contributes to realizing the provision of speedy and appropriate solutions for our customers.

Going forward, we will continue to promote the integration of this service into our operations and expand the scope of its application, aiming to improve productivity through DX and further sophisticate our solutions.

* neoAI Chat is a generative AI service provided by neoAI Inc.



Branch downsizing

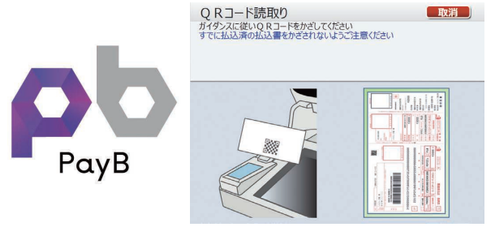
Aichi Bank recognizes the need to review our teller operations due to the spread of cashless payments, labor shortages, and other issues. Against this backdrop, Aichi Bank will begin a trial of branch downsizing solutions utilizing tablets in April 2027, with plans to implement them across all branches around September of the same year. By standardizing routine tasks from filling out slips to receiving and processing applications, and utilizing navigation functions, we aim to reduce the workload of employees and use the time freed up by these efficiency improvements to provide more personalized proposals to our customers.

Introduction of the PayB payment service

In July 2026, Aichi Bank became the first financial institution headquartered in one of three Tokai region prefectures (Aichi, Gifu, and Mie prefectures) to introduce a payment service, PayB. By using PayB, customers can pay taxes and other bills by scanning the QR codes or barcodes on their payment slips using the multifunctional readers installed in ATMs, allowing them to pay with cash or their Aichi Bank ATM cards, thus reducing the workload of employees.

PayB also improves customer convenience, as payments can also be made outside of sales branch teller service hours (9 a.m. to 3 p.m.), as long as the payments are made during ATM operating hours (8 a.m. to 9 p.m.).

* PayB is a payment service provided by Billing System Corporation.



Lending DX

In July 2026, Aichi Bank introduced an approval document creation support system that utilizes generative AI.

This system automatically aggregates and summarizes the wide range of data accumulated within the bank and creates draft approval documents, significantly reducing the administrative burden on our staff and enabling consistency in the quality of the screening process. We expect this to result in up to 13,400 hours of operational efficiency improvement per year.

Growth Strategy for Achieving Value Creation

Initiatives to Reduce Cost of Shareholder's Equity

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Governance and Promotion Structure of Sustainability Management

To solve societal issues while at the same time achieving sustainable growth, the Group has linked its five materiality issues with the three basic strategies of the 2nd Medium-Term Management Plan, incorporating sustainability into our management strategies. Based on our governance structure, which includes the Board of Directors, Group Executive Committee, and Group Sustainability Committee, and policies such as our Sustainability Policy, Human Rights Policy, and Investment and Loan Policy to Realize a Sustainable Society, we have introduced an ESG evaluation framework into our officer compensation system and carried out initiatives to firmly establish this framework within the company. Through these initiatives, we are working to increase the effectiveness of our sustainability management.

Relationship Between Sustainability and Management Strategy

To help solve societal issues in the region through business and to realize sustainable local communities, we view those issues as business opportunities and seek to further synchronize them with our own management issues, i.e., sustainability transformation (SX). Based on that stance, we identified five key issues as materiality that are important for both society and the Group (double materiality). They are "contributing to the prosperity of local communities," "sophistication of financial services," "environmental conservation," "improving employee engagement and advancement of diverse human capital" and "strengthening governance."

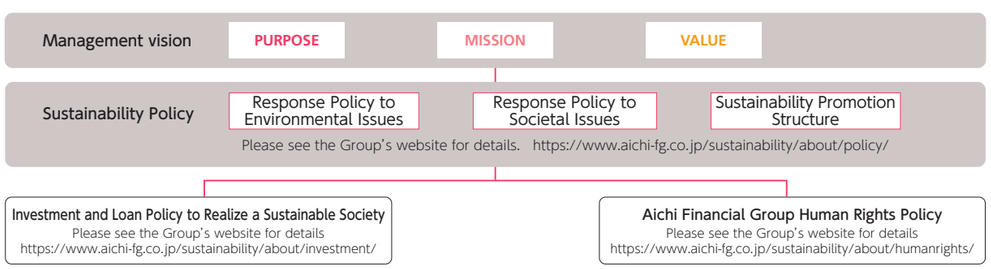
Five materiality issues	Three basic strategies Ⅰ. Deepening the breadth of a consulting solutions-based business model	Ⅱ. Strengthening our group management base	Ⅲ. Accelerating our DX strategies
Contributing to the prosperity of local communities	●	●	●
Sophistication of financial services	●	●	●
Response for environmental conservation	●	●	●
Improving employee engagement and advancement of diverse human capital	●	●	●
Strengthening governance	●	●	●

The basic strategies in the 2nd Medium-Term Management Plan launched in FY2025, "deepening the breadth of a consulting solutions-based business model," "strengthening our group management base," and "accelerating our DX strategies" are linked to these five materiality issues, and we are helping resolve them by promoting these three basic strategies.

Sustainability Policy

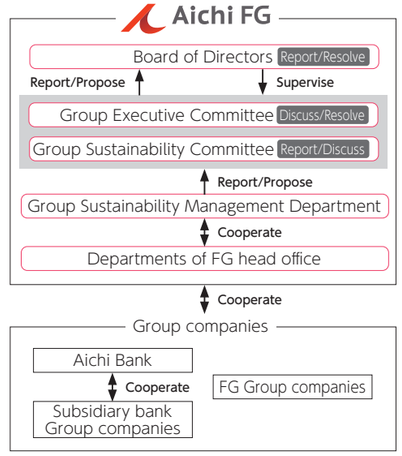
The Group pledged to "Contribute to the prosperity of local communities through financial services" under the Purpose of its management vision. With this philosophy, we strive for the realization of a sustainable society and sustainable growth of the Group through our business activities. The Sustainability Policy was developed to promote the Group's initiatives to address the variety of issues pertaining to sustainability in a unified manner. The Sustainability Policy consists of the Response Policy to Environmental Issues, Response Policy to Societal Issues, and Sustainability Promotion Structure. Of these, the Response Policy to Environmental Issues states that we will work to reduce environmental impact and preserve biodiversity through our business activities.

Additionally, to fulfill our role as a responsible financial institution for financing and investing in specific businesses and sectors that may have an impact on the environment and society, we have formulated the Investment and Loan Policy to Realize a Sustainable Society. Additionally, to clarify the Group's basic stance on respect for human rights, we have established the Aichi Financial Group Human Rights Policy.



Governance Structure Related to Sustainability

The Group Sustainability Committee was established to adequately respond to the identified materiality, to promote and strengthen the sustainable management of the Group and to improve the efficacy of medium- to long-term measures. The Group Sustainability Committee mainly discusses and reports on strategy proposals regarding important matters related to sustainability, as well as the supervision and management of progress for initiatives. In April 2025, we established the Group Sustainability Management Department to enhance our specialization in sustainability management and enhance corporate value. ESG and sustainability initiatives (such as response to opportunities and risks related to climate change, biodiversity, and respect for human rights) are conducted under a robust governance structure and supervised by the Board of Directors. The supervision and management of progress of sustainability initiatives are reported to the Group Sustainability Committee at least once every six months and to the Board of Directors at least once a year. Important matters are proposed to the Board of Directors and Group Executive Committee for decision-making.



Major Matters Discussed and Reported at the Group Sustainability Committee

- Overall Sustainability
  - Status and issues of sustainability initiatives [Proposed to Board of Directors for deliberation]
  - Setting and reviewing materiality KPIs [Proposed to Group Executive Committee for deliberation]
- Respect for Human Rights
  - Review of Aichi FG Human Rights Policy [Proposed to Board of Directors for deliberation]
  - Formulation of basic rules concerning respect for human rights [Proposed to Group Executive Committee for deliberation]
- Natural Capital and Biodiversity
  - Results of analyses performed in accordance with TNFD recommendations
- Human Capital Management
  - Results of ES Surveys (Employee Engagement Survey)
- Climate Change Responses
  - Formulation of long-term targets and transition plans for reducing GHG emissions from investment and loan portfolio [Proposed to Group Executive Committee for deliberation]
  - GHG emissions (Scope 1 and 2) forecasting and switchover plans for eco-cars
  - Sophistication of initiatives based on TCFD recommendations [Proposed to Group Executive Committee for deliberation]
    - Results of analyses of climate change opportunities, risks, and scenarios
    - Review of investment and loan policy to realize a sustainable society
    - Calculation and disclosure of GHG emissions
    - Progress in investments and loans related to sustainability

* Deliberation proposals regarding sustainability-related initiatives, such as climate change, are issued to the Board of Directors and to the Group Executive Committee, which is made up of Directors (excluding Outside Directors and Directors who are Audit and Supervisory Committee Members) and Executive Officers in charge of respective functions.

Participants in Group Sustainability Committee

● Representative Director and President ● Director ● Executive Officers ● General Managers of each department
● Presidents of Group companies ● Outside Directors ● Audit and Supervisory Committee Members, etc.

Main Comments of the Group Sustainability Committee

- In light of the current situation regarding company vehicles, as identified through the integration of branches and consolidation of liaison offices, we must first reduce the number of vehicles to reduce GHG emissions (Scope 1). We must then switch to EVs and HVs, taking into consideration costs, driving distances, and other factors.
- To achieve carbon neutrality, it is essential that we set long-term targets for GHG emissions from our investment and loan portfolio. We must focus on ensuring that branches can engage in dialogues with client companies about decarbonization efforts on a daily basis, and we must further accelerate related initiatives.
- To promote greater respect for human rights among our clients, it is important that the Group fosters broad awareness that our management places great importance on our Human Rights Policy, and we must ensure that people are fully aware of our Human Rights Policy. This foundation makes it easy for us to engage in discussions with clients even in the event that a human rights violation occurs.

Initiatives for Fostering a Sustainability Mindset

Reflecting ESG-related items in the Officer Compensation System

To create greater corporate value over the medium to long term by more closely linking sustainability management with officer compensation, we reflect some ESG-related items in our officer compensation. Please see P.110 for details.

Initiatives to firmly establish sustainability within the Company

We regularly conduct study sessions for Directors, Executive Officers, and other members of management to promote a more appropriate recognition of risks and opportunities in light of the latest sustainability trends and regulations. In FY2025, we conducted study sessions with the theme of "The Climate Change Response Demanded of Financial Institutions."

We also regularly issue "Sustainability Newsletter: Be Sustainable!" that shares related information in an easy-to-understand manner with the goals of fostering a mindset of sustainability among each and every employee so that they see sustainability as their own issue.

Initiatives on Climate Change
—Disclosures Based on TCFD Recommendations—

The Group has positioned climate change as one of its material issues with an impact on local communities, our customers, and the Group. When the Company was founded in October 2022, it formulated a Sustainability Policy and announced its endorsement of the recommendations of the Taskforce on Climate-related Financial Disclosures (TCFD). We will continue to provide ongoing support that contributes to decarbonization in the region, and we will work toward creating sustainable communities while achieving the sustainable growth for the Group.

Roles of Aichi FG in Achieving Carbon Neutrality

Aichi Prefecture, the Group's primary sales area, is a manufacturing cluster with some of Japan's top manufacturers. The region's overall energy consumption and GHG emissions are high, and a structural transition toward carbon neutrality is required. We do business with many SMEs that support supply chains of major manufacturers. However, some of our customers are unable to work on initiatives towards carbon neutrality due to limited funding, human resources, or information. We recognize that one of the important roles that we play as a regional financial institution is to respond to these customers' issues and support both regional economic growth and the achievement of carbon neutrality.

Governance

For governance, please see P.79-80.

Strategy

Risks and opportunities related to climate change

The Group analyzes the risks and opportunities related to climate change. Short-term, medium-term and long-term timelines have been set for such analyses. In order to capture the impact of climate change which is highly uncertain, we have used the 1.5°C scenario (NZE scenario) of IEA (International Energy Agency) and the 4°C scenario (SSP5-8.5 scenario) of IPCC (Intergovernmental Panel on Climate Change) and categorized the extent of effect by large, medium and small to better understand the impact of each of the risks and opportunities. We have also been working to respond to each of the risks and opportunities identified based on our sustainability policy.

Category of risk/opportunity			Details	Risk category	Extent of senario Impact 1.5℃	Extent of senario Impact Over 4℃	Timeline Short-term: 2028 Medium-term: 2030 Long-term: 2050	Initiatives of the Group
Risks	Transition risk	Policies and regulations	Impact on business activities of clients due to increased costs resulting from the introduction of the carbon tax	Credit risk	Lrg	Sml	Short- to long-term	Strengthen engagement with the recipients of investments and loans in the manufacturing industry including the automotive sector, which is Aichi Prefecture's main industry and the Group's major customer base, and support their decarbonization efforts
		Market	Impact on business activities of clients due to increased raw material prices resulting from the transition to a decarbonized society	Credit risk	Lrg	Sml	Short- to long-term	
			Price fluctuations of held securities related to industries affected by the transition to a decarbonized society	Market risk	Lrg	Sml	Short- to long-term	
		Reputation	Lowering of corporate value due to delay in appropriate response and disclosure of climate change and environmental conservation	Operational risk	Lrg	Sml	Short- to long-term	・Respond appropriately to social demands, etc. ・Enhance disclosure of non-financial information
	Physical risk	Urgent	Impact on business activities of clients and devaluation of pledged assets due to increasing severity of weather phenomena such as typhoons and flooding	Credit risk	Med	Lrg	Short- to long-term	Estimate the amount of impact on recipients of investments and loans and the Group
			Damage resulting from a disaster to the Group's branches due to increasing severity of weather phenomena such as typhoons and flooding	Operational risk	Med	Lrg	Short- to long-term	Implement the Group disaster prevention and BCP measures
			Outflow of the Group's deposits due to deteriorating cash flow of clients from weather phenomena such as typhoons and flooding	Liquidity risk	Med	Lrg	Short- to long-term	Raise awareness of physical risks and the need of BCP measures among recipients of investments and loans
		Chronic	Impact on business activities of clients and devaluation of pledged assets due to increased average temperature and rising sea levels	Credit risk	Sml	Lrg	Long-term	Raise awareness of physical risks and the need of BCP measures among recipients of investments and loans
Opportunities		Products, services	Demonstrate financial intermediation functions in response to increased demands for funds such as capital investments, including ESG financing, for clients engaged in environmental conservation measures	–	Lrg	Sml	Short- to long-term	・Raise awareness of decarbonization initiatives among recipients of investments and loans ・Support decarbonization efforts of recipients of investments and loans ・Expand sustainable financing ・Assist recipients of investments and loans with subsidies
			Demonstrate consulting functions for clients that face issues related to decarbonization and environmental conservation responses	–	Lrg	Sml	Short- to long-term	
		Asset efficiency	Lowering business costs through the utilization of energy-saving options, renewable energy and new technologies	–	Lrg	Med	Short- to long-term	ZEB conversion and energy-saving promotion at the Group's new branches, etc.
		Resilience	Increase in corporate value due to appropriate response and disclosure of climate change and environmental conservation	–	Lrg	Med	Short- to long-term	Enhance disclosure of non-financial information

Scenario analysis

We conduct scenario analyses regarding both transition risks and physical risks to better understand the effects climate change risks may have on the Group. The results of scenario analysis are estimated based on certain assumptions. These estimates based on the current assumptions showed a limited impact on the Group, however, we will continue to review our assumptions including the method of analysis to further refine the process.

Transition risk

For the analysis of transition risks, of industries that are said to be susceptible to climate change effects by TCFD recommendations, the electricity, automotive, and real estate sectors were selected as we believe they will have significant impacts on transition risks of the Group. Details of the analysis are as follows.

Target sector		Electricity sector, automotive sector, and real estate sector
Selection reason	Electricity sector	By sector, GHG emissions of the electricity sector account for approximately 40% of Japan's emissions
	Automotive sector	The main industry of the Group's main sales area of Aichi Prefecture
	Real estate sector	Loans the real estate sector account for a large portion of Aichi Bank's total loan balance.
Scenario		IEA's 1.5°C scenario
Content of analysis		Analyze the effects of increased costs from the introduction of the carbon tax on financial performance
Target period		Calculated based on March 31, 2026, and covering the period up to 2050
Analysis results		Annual increase of approximately 5.9 billion yen in the impact on credit cost (based on March 31, 2026)

Physical risk

Based on the IPCC's 4°C scenario and assuming an increased frequency of flooding, we analyzed the impact on credit costs of damage to real estate collateral held by clients of the Group's operating basis (see a hazard map) where flooding is predicted. Details of the analysis are as follows.

Scenario	Based on IPCC's 4°C scenario
Content of analysis	Assuming an increased frequency of flooding, impact on credit costs of damage to real estate collateral held by clients of the Group's operating basis (see a hazard map) where flooding is predicted.
Subject of analysis	Estimated for flood damage and business-based credit
Target period	Calculated based on March 31, 2026, and covering the period up to 2050
Analysis results	Cumulative increase of approximately 1.5 billion yen in impact on credit cost (based on March 31, 2026)

Decarbonization support for client companies —overview—

Aichi Bank actively engages in constructive dialogue (=engagement activities) to promote the support for customers' decarbonization. These engagement activities are conducted through a process of 1) assessing current conditions, 2) calculating GHG emissions and promoting the setting of targets, 3) providing emissions volume reduction support and sustainable financing support, and 4) confirming progress. When we visit customers in the course of these engagement activities, we provide them with proposals based on the current state of their decarbonization management, supply them with information, provide GHG emissions calculation tools and propose support for improving the energy efficiency of facilities, obtaining decarbonization-related certifications, and creating J-Credits.

For the number of cases of decarbonization support, please see P.37.

Lineup of Decarbonization Support Services Offered by Aichi Bank

Step	1) Identify	2) Measure	3) Reduce
	1)-1 Gather information ✓ Know climate change information trends as well as business partners' developments 1)-2 Consider policies ✓ Consider intended direction for decarbonization in light of the company's situation	2)-1 Visualize emissions ✓ Measure GHG emissions from business activities 2)-2 Set reduction targets ✓ Specify business activities and facilities that are the main sources of emissions and determine the scope of priority initiatives	3)-1 Formulate a reduction plan ✓ Formulate measures to reduce GHG emissions as well as an execution plan 3)-2 Carry out GHG reduction measures ✓ Execute GHG reduction measures and periodically review them

Lineup of support services

- Hold seminars for customers
- Liaison officer to provide information
- Introduce expert consultants (external partners)
- Provide "Aigin Decarbonization Support"
- Support calculating GHG emissions from business partners
  - Provide support in performing calculations using the "Persefoni Pro" carbon accounting platform
  - Introduce Sustech's Decarbonization Start Package

NEW Create engagement tools



Created for use in engagement activities with customers

<Contents>

1. Aichi Bank's carbon neutrality approach
2. The fundamentals of climate change
3. Risks and opportunities related to climate change
4. Status of initiatives by SMEs
5. Lineup of support services by Aichi Bank

Plan	■ Assist planning in cooperation with consultants from external partners
Energy-saving shift	■ Introduce maintenance service companies for energy-saving and production equipment ■ Support applying for subsidies
Renewable energy shift	■ Introduce power purchase agreement (PPA) ■ Introduce CO_2-free electricity ■ Introduce suppliers of renewable energy equipment (such as solar power generation equipment) and battery ■ Assist applying for grants and subsidies
Carbon offset	■ Introduce companies that provide carbon credit generation and procurement services ■ Offer Aigin J-Credit time deposits

Support procuring funds through sustainable financing

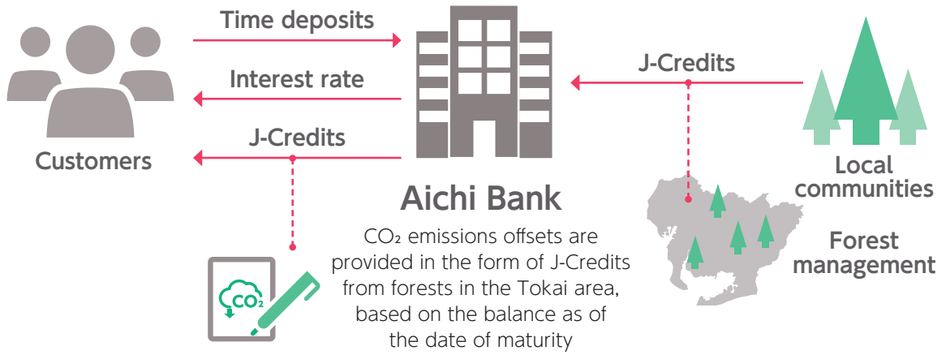
Initiatives on Climate Change
—Disclosures Based on TCFD Recommendations—

Decarbonization support for client companies —sustainable financing—

Aichi Bank provides a range of financing products (sustainable financing) to meet the capital requirements of its customers' decarbonization efforts. For details of financing products, please see P.47-48.

Decarbonization support for client companies —J-Credit time deposits—

Aichi Bank is the first financial institution headquartered in the Chubu region to offer savings products that grant carbon offsets, in the form of J-Credits, based on the principal at the time of maturity. These products indirectly contribute to the proper management of forests in the Tokai area through making a time deposits. They also provide customers with opportunities to engage in decarbonization initiatives. These products have been well received by numerous customers, and over the course of approximately one month, we received 120 cases for a combined total of approximately 10.9 billion yen in deposits.



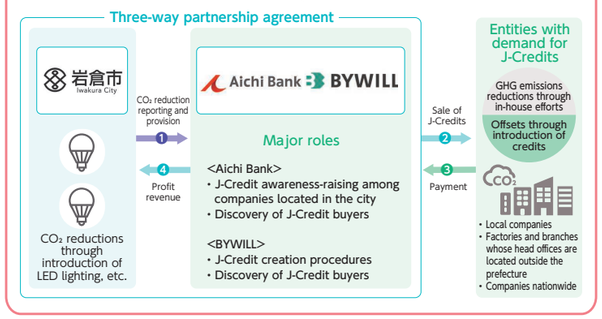
Engagement with the local community —coordination with local governments and enterprises—

As a regional financial group, the Group plays an important role by supplying capital and providing ongoing support as part of decarbonization efforts in the region. However, we recognize that regional decarbonization is not something that can be accomplished by a single company or a single local government, but an issue that should be taken on by the entire community. To make decarbonization initiatives in the region effective, we actively coordinate with local governments and other enterprises.

Coordination with Local Governments and BYWILL Inc. in Creating J-Credits

Aichi Bank has collaborated with local governments and BYWILL Inc., a company that creates J-Credits, to create carbon credits for the region. BYWILL Inc. creates J-Credits from the environmental value generated by energy-saving measures such as using LED lighting in public facilities operated by local governments. The Group has relationships with numerous local companies with a demand for carbon offsets, so we introduce these J-Credits to them, promoting "local production and local consumption" for J-Credits. As of March 31, 2026, we had concluded partnership agreements with eight local governments regarding this initiative.

<Example of coordination with Iwakura City, Aichi Prefecture>



Participation in the Aichi Decarbonization Management Support Platform

SMEs account for a large proportion of companies in Aichi Prefecture. Based on the recognition that decarbonization management support is essential to achieving decarbonization, the Aichi Decarbonization Management Support Platform was established in November 2023. In this platform, economic organizations, financial institutions, and government agencies that deal closely with regional SMEs and other companies work together as one to provide community-wide support for their decarbonization management efforts. Aichi Bank participates in this platform, assisting SMEs and other companies in implementing decarbonization management by providing them with information and ongoing support, procuring funding, aiding with the introduction of equipment, etc.

Establishment of Ichinomiya Mirai Energy Co., Ltd.

In January 2023, Aichi Bank, Ichinomiya City, TOHO GAS Co., Ltd., and Urban Energy Corporation jointly established Ichinomiya Mirai Energy Co., Ltd., a new local power company focused on local production and local consumption of electricity. Ichinomiya Mirai Energy Co., Ltd. supplies electricity generated from renewable energy produced by the Environmental Center, a waste incineration facility in Ichinomiya City, to public facilities, thereby promoting local production and local consumption as well as reducing carbon dioxide emissions. Furthermore, revenue from its electricity retailing business is used to maintain and expand renewable energy facilities within the city. The circulation of funds within the region is helping address the issues faced by the city.

Formulation of a Transition Plan for Achieving Carbon Neutrality

To actively promote decarbonization in the region, the Group has formulated a transition plan for achieving carbon neutrality. This transition plan covers not only the reduction of our own GHG emissions and support for client companies but also customers' decarbonization engagement approaches, initiative policies, and more.

For details of transition plan, please see the Group's website.

https://www.aichi-fg.co.jp/sustainability/files/pdf/library_tcfd_report2026.pdf

Climate Action Report
—A Transition Plan for Achieving Carbon Neutrality—



Overview of the Transition Plan



Overview of our engagement strategy

The progress made in corporate carbon neutrality initiatives varies by industrial sector and business type. Accordingly, we have divided these segments into priority sectors, in which we prioritize carbon neutral-related dialogue, and overall (baseline), in which we engage in dialogue based on customers' conditions, and will carry out engagement activities with customers. The automotive and capital goods sector* have been designated as priority sectors, and we engage in in-depth dialogue with these sectors. Along with that, for overall (baseline) customers, we confirm the status of customers' carbon neutrality initiatives, promote the widespread implementation of these initiatives, and provide support to customers who have needs.

* Capital goods sector: Sector linked to capital investment and infrastructure demand, such as the industrial machinery and facility, civil engineering, electrical, and pipe-laying construction services

Approach to priority sectors

Based on the results of our engagement with customers, we have determined that the support that is needed varies depending on the company's position in the supply chain. When engaging with customers in priority sectors, we must carefully consider the objectives and methods of engagement for each position in the supply chain.

Therefore, we will divide the priority sectors into three engagement layers: Tier 1, Tier 2 and 3, and Tier 4 and beyond, and proceed with our engagement activities accordingly. We will apply the expertise gained through our engagement with Tier 1 and Tier 2 and 3 to downstream layers and roll it out to other industries as well.

Rolling out to other sectors

Rolling out to downstream layers

Layer	Major approach	Party responsible
Tier 1	• Confirmation of initiative progress • Confirmation of requests to downstream suppliers • Interviews regarding issues faced in initiatives • Need-based support	Head office specialist + Branches (General Managers and employees in charge)
Tier 2 and 3	• Confirmation of status of upstream requests • Interviews regarding issues • Support for resolving issues (calculation, targets, reductions) • Raising awareness of initiatives	
Tier 4 and beyond	• Information provision • Raising awareness of initiatives, such as through seminar invitations	Branches (General Managers and employees in charge)

Approach to overall (baseline)

This sector is divided into three segments based on the status of customer initiatives, with customer engagement policies defined for each segment. For each segment, we will engage with customers based on their progress status.

Status of customer initiatives	Segment	Engagement policies	Lineup of major support services	Party responsible
Customers are voluntarily and actively implementing initiatives Customers are implementing activities in response to requests from their clients	Early adopters	Confirm the current status of initiatives and engage with customers with the aim of accelerating and enhancing their initiatives	• Support for calculating GHG emissions • Support for setting reduction targets • Various types of support for reducing emissions • Provision of funding through sustainable financing • Support for creating J-Credits	Branches (General Managers and employees in charge) Support provided by the head office depending on the nature of the initiative
Customers have received requests from their clients but have not yet begun implementing initiatives (*) Customers recognize the need to implement initiatives, but have not yet done so	Implementation support	Confirm the status of decarbonization requests from clients and carry out engagement activities aimed at addressing bottlenecks (*) The status marked with an asterisk indicates a high level of urgency, and the engagement priority is raised accordingly	• Aigin Decarbonization Support • Support for calculating GHG emissions • Support for setting reduction targets	
Customers are not implementing initiatives (and have no plans to implement them)	Awareness-raising	Raise awareness regarding initiative by inviting customers to seminars, sharing information, etc.	• Provide information on various seminars • Information provision	Branches (employees in charge)

Risk Management

Risk management process

- Regarding risks faced by the Group, in order to ensure the soundness of management, we conduct Integrated risk management, a self-managed risk management that comprehensively compares and contrasts risks assessed by risk category against the Group's strength of management.
- We manage climate change risks and opportunities under the recognition that they have the possibility of affecting our business activities or financial performance. Specifically, we mainly manage credit risks, such as those arising from effects on business activities or changes in business conditions of the Group's clients caused by climate change, and operational risks, such as those arising from damage to the Group's branches from disasters, and take various measures as necessary.
- Furthermore, the Group is analyzing nature-related risks and opportunities. In FY2025, we identified nature-related risks and opportunities in priority sectors. Going forward, we will continue to strive to manage risk appropriately by performing analyses including identifying our own nature-related risks and opportunities of the Group.

Climate change risks

The Group has organized climate change risks into the four categories of credit risks, market risks, liquidity risks and operational risks. Examples of transition risks and physical risks that may arise from climate change are as follows.

Risk category	Definition	Transition risk examples	Physical risk examples	Timeline Short-term: 2028 Medium-term: 2030 Long-term: 2050
Credit risk	Risks that the Group will incur losses when the value of assets declines or disappears due to worsening financial conditions of the party to whom credit has been extended	Effects on business activities and finances of clients arising from the inability to respond to changes in policies, regulations, customer requests, or technological development	Spillover effects on customer business activities and finances arising from direct damage to customer assets due to extreme weather or indirect impacts on the supply chain	Short- to long-term
Market risk	Risks that the Group incurs loss from changes in the value of assets and liabilities held due to fluctuations in a variety of market risk factors such as interest rates, value of securities, etc. and foreign exchange, and risk that the Group incurs loss from fluctuations in income generated from assets and liabilities	Price fluctuations of held securities related to industries affected by a transition to a decarbonized society	Market confusion due to the effects of extreme weather, and accompanying fluctuation in the value of securities held	Short- to long-term
Liquidity risk	Risks of incurring loss due to difficulty in securing necessary funds because of a mismatch between operational and procurement timeframes or unforeseen outflow of funds or being forced to raise funds at interest rates significantly higher than normal, or risk of incurring loss due to the inability to conduct market transactions due to market confusion or being forced to conduct transactions at significantly less favorable prices than normal	Worsening market procurement environment due to lowered reputation arising from delayed response to a transition to a decarbonized society	Increase in the outflow of funds arising from deposit withdrawals for the restoration and recovery by clients affected by extreme weather	Short- to long-term
Operational risk	Risks that the Group indirectly or directly incurs loss due to inappropriate internal processes or inappropriate conduct by officers or employees, the system not functioning properly, or external events	Worsening reputation arising from delayed response to a transition to a decarbonized society	Interruption in operations at branches and data centers due to damage from extreme weather	Short- to long-term

Carbon-related assets

Of carbon-related assets encouraged to be disclosed by the TCFD recommendations, loan balances by sector and proportion by all sectors are shown below.

Percentage of Carbon-related Assets in Loan Balance (as of March 31, 2026)

Sector		Loan balance (Millions of yen)	Share	
Energy	Oil & gas	34,332	1.18%	3.01%
	Coal	154	0.01%	
	Electric utilities	53,549	1.83%	
Transportation	Air freight	2,652	0.09%	9.96%
	Passenger air transportation	670	0.02%	
	Maritime transportation	3,771	0.13%	
	Rail transportation	44,954	1.54%	
	Trucking services	116,561	3.99%	
	Automobiles and components	122,380	4.19%	
Materials and buildings	Metals and mining	44,692	1.53%	43.42%
	Chemicals	59,550	2.04%	
	Construction materials	37,111	1.27%	
	Capital goods	572,021	19.58%	
	Real estate management and development	554,941	19.00%	
Agriculture, food, and forest products	Beverages	9,968	0.34%	2.85%
	Agriculture	3,967	0.14%	
	Packaged foods and meats	45,255	1.55%	
	Paper and forest products	24,002	0.82%	
Total		1,730,530		59.24%

Applicable assets	General business loans for corporations and individuals of Aichi Bank (excluding repackaged loans and other policy-based loans)
Applicable balance	Loan balance as of March 31, 2026
Sector classification method	Industry classifications for the Group are categorized into sector classifications defined by the TCFD according to the Japan Standard Industrial Classification and reference sheet for the 18 TCFD classification equivalents released by the Ministry of the Environment

Investment and loan policy to realize a sustainable society

The Group will conduct investments and loans to specific businesses and sectors that may have an effect on the environment or society based on the Investment and Loan Policy to Realize a Sustainable Society, taking appropriate actions to contribute to realizing a sustainable society.

For details on the Investment and Loan Policy to Realize a Sustainable Society, please see P.42 of Aichi Financial Group Climate and Nature Report 2026 (https://www.aichi-fg.co.jp/sustainability/library/).

Metrics and Targets

Metrics and targets related to carbon neutrality

To realize a decarbonized society, we have set a goal of achieving carbon neutrality in our GHG emissions (Scope 1 and 2) by FY2030. With respect to GHG emissions from our investment and loan portfolio, we have set a goal of achieving carbon neutrality by FY2050. Our KPIs for achieving carbon neutrality in our investment and loan portfolio include the number of investments and loans related to sustainability cases and the number of decarbonization support cases. In addition, we have also established monitoring metrics to assess progress toward carbon neutrality.

Targets related to carbon neutrality

- GHG Emissions (Scope 1 and 2): Achieving carbon neutrality by **FY2030**
  - Reduction rate for FY2025 (compared to FY2013): **-79.5%**
- GHG emissions from our investment and loan portfolio
  - Long-term target: Achieving carbon neutrality by **FY2050**
  - Investments and loans related to sustainability (cumulative total from FY2022 to FY2030): Target: **1** trillion yen (of which, **500.0** billion yen are related to the environment)
    - Results as of Mar. 31, 2026: **422.0 billion yen** (of which, 235.6 billion yen are for the environment)
  - Number of cases of decarbonization support services provided (cumulative total from FY2025 to FY2027): Target: **700** cases
    - Results as of Mar. 31, 2026: **426 cases**
  - Loans for coal-fired power generation plants: **Zero balance** by approximately FY2038

Monitoring metrics

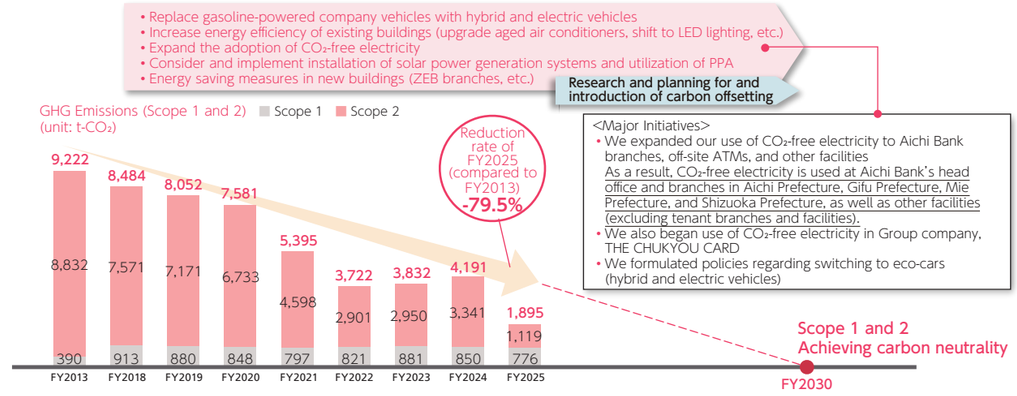
	Monitoring metrics	Major purpose	Progress status
GHG emissions (Scope 1 and 2)	① Trends in GHG emissions from in-house operations (Scope 1 and 2)	Management of progress toward achieving the FY2030 target	P.86▶
GHG emissions from our investment and loan portfolio	② Status of customer initiatives based on business owner surveys	Confirmation of the status of customer initiatives and changes in customer awareness	※
	③ Status of engagement with customer	Confirmation of the status of engagement with customers	※
	④ Trends in financed emissions (FE)	Assessment of trends in GHG emissions from our investment and loan portfolio	P.87▶
	⑤ Trends in FE data quality scores	Assessment of status of the use of primary data in FE calculations	P.87▶
	⑥ Results of scenario analysis	Impact of climate change on finances	P.82▶

For the progress on the items marked with an asterisk, please see P.36 and P.38 of Aichi Financial Group Climate and Nature Report 2026 (https://www.aichi-fg.co.jp/sustainability/library/).

GHG emissions (Scope 1 and 2)

- In terms of the Group's GHG emissions (Scope 1 and 2), we initially aimed as our targets to "reduce GHG emissions by 70% from FY2013 levels by FY2030 and achieve carbon neutrality by FY2050." However, in February 2025, we revised our targets upward, setting a goal of achieving carbon neutrality by FY2030.
- In FY2025, we expanded the use of CO_2-free electricity to Aichi Bank branches, off-site ATMs, and other facilities. As a result, we reduced our emissions by 79.5% in FY2025 (compared to FY2013). We will continue to strive to reduce our own emissions, and we will deliberate the use of carbon offsets for areas where we cannot make sufficient reductions ourselves.

Roadmap to Scope 1 and 2 Carbon Neutrality



GHG emissions (Scope 3)

Regarding GHG emissions (Scope 3), from FY2023, emissions in Categories 1 to 5 and 15 of Scope 3 are calculated in addition to the previously calculated Categories 6 and 7 emissions. We will continue to expand our scope of calculations and advance the sophistication of our calculation methods.

* For calculation results for Categories 1 to 7 of Scope 3, please see P.127.

Initiatives on Climate Change
—Disclosures Based on TCFD Recommendations—

GHG emissions (Scope 3, Category 15:Financed emissions)

The Group calculates financed emissions using a carbon accounting platform provided by Persefoni, which strictly adheres to PCAF standards. These calculated results are likely to change significantly in the future with increased disclosure by our customers as well as advancements in estimation methodologies and changes in sector classifications.

(Unit: kt-CO_2)

Sector		Business loans								Listed equity and corporate bonds							
		Scope 1 and 2				Scope 3				Scope 1 and 2				Scope 3			
		GHG emissions		DQ score		GHG emissions		DQ score		GHG emissions		DQ score		GHG emissions		DQ score	
		FY 2024	FY 2025	FY 2024	FY 2025	FY 2024	FY 2025	FY 2024	FY 2025	FY 2024	FY 2025	FY 2024	FY 2025	FY 2024	FY 2025	FY 2024	FY 2025
Energy	Oil & gas	109.8	28.0	3.30	3.13	264.0	275.6	3.30	3.13	21.3	13.0	1.00	1.03	291.0	194.2	1.00	1.03
	Coal	6.3	6.5	4.00	4.00	1.5	0.7	4.00	4.00	0.0	0.0	-	-	0.0	0.0	-	-
	Electric utilities	81.6	112.4	2.87	2.37	505.7	551.0	2.87	2.37	268.8	234.5	2.42	2.19	195.4	125.8	2.42	2.19
Transportation	Air freight	0.8	1.0	3.52	4.00	1.7	1.9	3.52	4.00	0.0	0.0	-	-	0.0	0.0	-	-
	Passenger air transportation	2.7	1.3	2.10	4.92	0.8	0.8	2.10	4.92	3.4	0.8	1.00	4.22	0.7	0.5	1.00	4.22
	Maritime transportation	18.7	15.3	3.74	3.21	20.0	10.6	3.74	3.21	12.8	9.7	1.00	1.00	3.8	13.1	1.00	1.00
	Rail transportation	13.6	16.0	2.52	1.88	24.4	37.2	3.09	1.97	2.0	3.1	3.72	3.42	4.6	11.0	3.72	3.42
	Trucking services	10.1	148.5	3.99	3.99	212.2	198.2	3.99	3.99	1.8	2.0	2.11	4.00	7.4	4.5	2.58	4.00
	Automobiles and components	53.4	67.1	2.83	2.35	677.7	962.0	3.02	2.51	8.4	9.1	1.17	1.04	300.9	326.5	1.17	1.08
Materials and buildings	Metals and mining	167.4	114.5	3.45	3.50	325.2	169.3	3.45	3.50	66.2	10.6	2.33	1.79	136.4	81.5	2.33	1.79
	Chemicals	80.4	58.5	3.50	3.36	262.4	229.0	3.50	3.36	40.4	28.1	1.57	1.61	98.2	57.7	1.57	1.61
	Construction materials	522.6	212.3	2.73	2.12	157.5	158.2	2.73	2.12	21.0	0.0	2.02	-	39.9	0.0	2.02	-
	Capital goods	286.5	168.6	3.89	3.86	2,545.7	1,577.0	3.89	3.86	25.2	25.4	1.69	1.63	2,005.2	637.7	1.70	1.64
	Real estate management and development	20.4	26.9	4.05	3.99	184.5	197.6	4.05	4.00	0.6	0.5	1.24	1.40	9.5	2.7	1.24	1.40
Agriculture, food, and forest products	Beverages	6.3	2.4	3.35	2.16	29.7	20.6	3.35	2.16	2.1	1.2	1.15	1.18	14.3	7.8	1.15	1.18
	Agriculture	6.3	5.4	4.03	4.02	23.0	16.2	4.03	4.02	0.4	0.4	1.00	1.00	23.2	10.0	1.00	1.00
	Packaged foods and meats	37.4	23.8	3.83	3.54	213.4	160.4	3.83	3.56	4.6	2.4	2.24	2.07	32.9	18.5	2.24	2.07
	Paper and forest products	73.3	62.1	3.18	2.91	100.8	96.1	3.18	2.91	6.8	4.6	1.56	1.67	7.7	6.9	1.56	1.67
Other		409.9	451.4	3.86	3.79	1,734.2	1,600.7	3.87	3.79	35.5	24.4	2.48	2.38	377.9	506.7	2.48	2.44
Total		1,907.3	1,522.2	3.77	3.66	7,284.5	6,263.1	3.79	3.67	521.4	369.9	2.14	2.06	3,549.1	2,005.1	2.15	2.09

* Applicable assets: ・Business loans
General business loans for corporations and individuals (excludes repackaged loans and other policy-based loans)
・Listed equity and corporate bonds (including financial bonds, industrial bonds, and foreign bonds, excluding repackaged bonds and private placement bonds)
* Applicable balance: Balance of investments and loans as of March 31, 2026
* Data source: Emissions are based on company disclosure data and CDP data. Financial information is based on internal data and company disclosure data.
* Calculation method: Financed emissions = emissions of each recipient of investments and loans × attribution factor
・Emissions of each investment or loan recipient:
Figures disclosed by each recipient of investments and loans are used, or estimated figures are used if unavailable.
・Attribution factor: Investment or loan amount ÷ (Liabilities + assets of each recipient of investments and loans)
* Calculation coverage rate:
・Business loans 100%: Balance of loans to the recipient ÷ Total loan balance
・Listed equity and corporate bonds 100%: Listed equity and corporate bonds of the investee ÷ Total listed equity and corporate bonds

Third-party verification of GHG emissions

The Scope 1 to 3 GHG emissions data of the Group for FY2024 and FY2025 have undergone third-party verification by SOCOTEC Certification Japan. We will continue to work to further improve and refine our calculation methods.

* We underwent third-party verification of our Scope 3, Category 15 emissions in FY2024, using t-CO_2 as the unit of measurement.

Investments and loans related to sustainability

The Group has set a goal of investments and loans related to sustainability to a cumulative total of 1 trillion yen (of which, 500.0 billion yen are related to the environment) from FY2022 to FY2030. As of March 31, 2026, we executed sustainability-related investments and loans of 422.0 billion yen (achievement rate: 42.2%), of which 235.6 billion yen are related to the environment (achievement rate: 47.1%). For investments and loans related to sustainability, please see P.47-48.

External Evaluation Related to ESG

Obtained "B" score in CDP Climate Change Report 2025

CDP is an international environmental assessment body that evaluates companies' commitment to climate change action on an eight-level scale (A, A-, B, B-, C, C-, D, D-). The Group obtained a "B" score in the CDP Climate Change Report 2025, recognizing that the Group assesses its own environmental risks and impacts and takes action accordingly.

Selected as a constituent of the "FTSE JPX Blossom Japan Index" and "FTSE JPX Blossom Japan Sector Relative Index"

The Group has been selected as a constituent of the FTSE JPX Blossom Japan Index and the FTSE JPX Blossom Japan Sector Relative Index, indices to measure the performance of Japanese companies with high ESG ratings developed by FTSE, one of the leading ESG rating agencies. The indices are used by investors around the world as benchmarks for investment decisions.

Initiatives on Natural Capital and Biodiversity
—Disclosures Based on TNFD Recommendations—

Ever since we endorsed the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD) in May 2024, we have conducted nature-related analyses based on the TNFD framework.

Governance

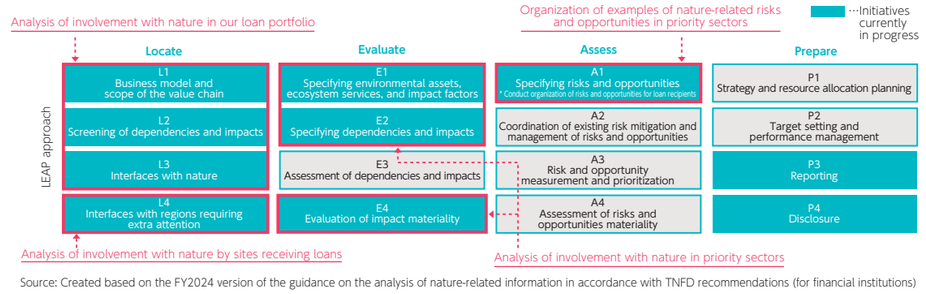
For governance, please see P.79-80.

Strategy

Status of initiatives under the LEAP approach

We assess the connections between our loan portfolio and nature using the LEAP approach*. Based on the results, we have analyzed the relationships between nature and the priority sectors that we have confirmed to have a high level of dependency and impact on nature, and we have identified nature-related opportunities and risks. We will continue to expand the range of sectors we analyze and refine our own analyses, including identifying the Group's own nature-related opportunities and risks.

* The LEAP approach: A guide that helps companies incorporate nature consideration into the risk management process for its value chain and financial institution portfolios

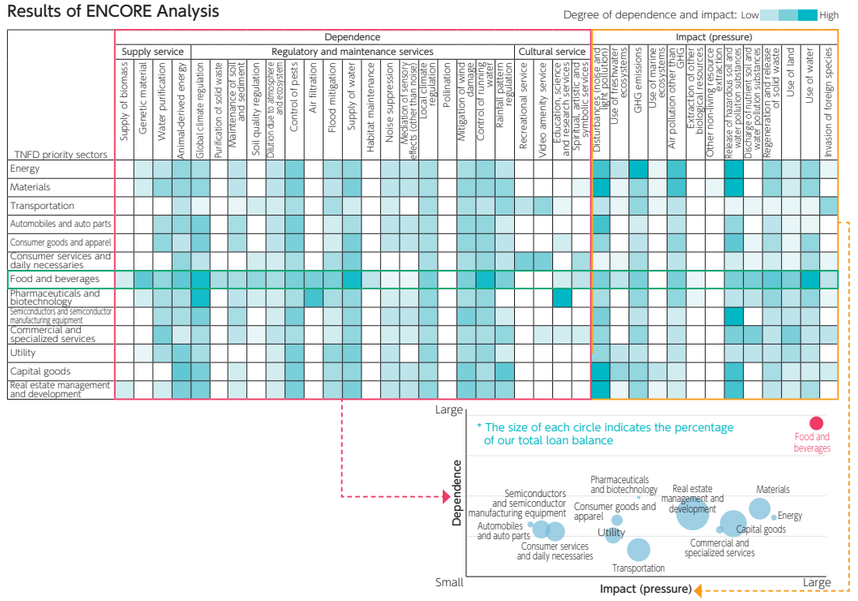


Source: Created based on the FY2024 version of the guidance on the analysis of nature-related information in accordance with TNFD recommendations (for financial institutions)

Loan portfolio analysis —analysis of involvement with nature in our loan portfolio—

As in the previous fiscal year, we assessed our dependence and impact of our nature capital by using "ENCORE," a tool that identifies the extent of dependence and impact on nature in accordance with the TNFD recommendations. Furthermore, in FY2025, for the first time, we analyzed its relationship with the Group's loan portfolio. Our analysis found that our highest level of dependence is on the "food and beverages" sector, and we re-confirmed the high level of dependence on water. We still have a significant loan balance in the food and beverages sector, and this could have a major impact on the Group's loan portfolio. Accordingly, we have selected the "food and beverages" sector as a priority sector for analysis.

Results of ENCORE Analysis

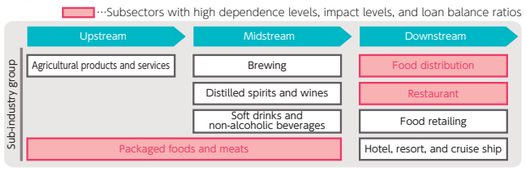


Initiatives on Natural Capital and Biodiversity
—Disclosures Based on TNFD Recommendations—

Investment and loan portfolio analysis —analysis of involvement with nature in priority sectors—

Regarding the "food and beverages sector" selected as a priority sector for analysis, we have organized value chains in this sector and analyzed dependence and impact for each sub-industry group. In light of these analysis results and the ratios of the Group's loan balance in each sub-industry group, we identified three sub-industry groups: "packaged foods and meats," "food distribution," and "restaurants."

Organizing the Food and Beverages Sector Value Chain



Investment and loan portfolio analysis —analysis of involvement with nature by sites receiving loans—

Of the three sub-industry groups we identified while organizing the food and beverages sector value chain, we selected five companies in the "packaged foods and meats" group to which we had provided loans, taking into consideration their loan balances, information about their manufacturing sites, etc. We used Aqueduct*1 and Overlay Hazard Map*2 to analyze contact points with regions with high levels of risk from the perspectives of water, for which these companies' manufacturing sites and the food and beverages sector as a whole have a high level of dependence and impact. Our analysis found that Aichi Prefecture had a comparatively high level of water scarcity risk, with both a high level of water stress (water supply insufficient to meet water demand) and drought risk. From the perspective of water quality risk, we found extremely high levels of algal growth and dysoxic environment risk*3 due to excess nutrient salt in coastal regions. We confirmed concerns of impacts on ecosystems, fishery, landscapes, and the tourism industry.

*1 Tool provided by the World Resources Institute (WRI) for evaluating and analyzing water risk around the world
*2 Tool provided by the Ministry of Land, Infrastructure, Transportation and Tourism for viewing disaster and disaster-prevention information
*3 Risk that fertilizer runoff from agricultural land and increased nutrient loads (particularly nitrogen and phosphorus) from sewage, industrial wastewater and other sources are transported via rivers into coastal waters, causing excessive algal growth (such as blue-green algae growth) and oxygen depletion (dysoxic conditions)

Aqueduct and Overlay Hazard Map Analysis Results (Excerpt)

Sites		Aqueduct											Overlay Hazard Map
		Water scarcity risks	Details							Water quality risk	Details		
			Water stress	Water depletion	Annual variability	Seasonal variability	River flooding risk	Coastal flooding risk	Drought risk		Connected untreated wastewater	Eutrophication potential of coastal areas	Predicted maximum scale of flooding
Company A	a	High (3-4)	Medium - High (20-40%)	Insignificant Trend	Low - Medium (0.25-0.50)	Low - Medium (0.33-0.66)	Medium (0.4-0.6)	Low - Medium (1 in 1,000 to 2 in 1,000)	Medium - High (7 in 100,000 to 3 in 10,000)	Low - Medium (1-2)	Low - Medium (30-60%)	Extremely High (> 5)	3.0m ~ 5.0m
	b	High (3-4)	Medium - High (20-40%)	Insignificant Trend	Low - Medium (0.25-0.50)	Low - Medium (0.33-0.66)	Medium (0.4-0.6)	Low - Medium (1 in 1,000 to 2 in 1,000)	Medium - High (7 in 100,000 to 3 in 10,000)	Low - Medium (1-2)	Low - Medium (30-60%)	Extremely High (> 5)	-
Company B	c	High (3-4)	Medium - High (20-40%)	Insignificant Trend	Low - Medium (0.25-0.50)	Low - Medium (0.33-0.66)	Medium (0.4-0.6)	Low - Medium (1 in 1,000 to 2 in 1,000)	Medium - High (7 in 100,000 to 3 in 10,000)	Low - Medium (1-2)	Low - Medium (30-60%)	Extremely High (> 5)	3.0m ~ 5.0m
	d	High (3-4)	Medium - High (20-40%)	Insignificant Trend	Low - Medium (0.25-0.50)	Low - Medium (0.33-0.66)	Medium (0.4-0.6)	Low - Medium (1 in 1,000 to 2 in 1,000)	Medium - High (7 in 100,000 to 3 in 10,000)	Low - Medium (1-2)	Low - Medium (30-60%)	Extremely High (> 5)	Less than 0.5m
	e	High (3-4)	Medium - High (20-40%)	Insignificant Trend	Low - Medium (0.25-0.50)	Low - Medium (0.33-0.66)	Medium (0.4-0.6)	Low - Medium (1 in 1,000 to 2 in 1,000)	Medium - High (7 in 100,000 to 3 in 10,000)	Low - Medium (1-2)	Low - Medium (30-60%)	Extremely High (> 5)	0.5m ~ 3.0m
Company C	f	Medium - High (2-3)	Low - Medium (10-20%)	Insignificant Trend	Low - Medium (0.25-0.50)	Low (< 0.33)	Low - Medium (0.2-0.4)	Low - Medium (1 in 1,000 to 2 in 1,000)	High (3 in 10,000 to 2 in 1,000)	Low (0-1)	Low - Medium (30-60%)	Low (< -5)	-
	g	Medium - High (2-3)	Low - Medium (10-20%)	Insignificant Trend	Low - Medium (0.25-0.50)	Low (< 0.33)	Low - Medium (0.2-0.4)	Low - Medium (1 in 1,000 to 2 in 1,000)	High (3 in 10,000 to 2 in 1,000)	Low (0-1)	Low - Medium (30-60%)	Low (< -5)	3.0m ~ 5.0m
Company D	h	High (3-4)	Medium - High (20-40%)	Insignificant Trend	Low - Medium (0.25-0.50)	Low - Medium (0.33-0.66)	Medium (0.4-0.6)	Low - Medium (1 in 1,000 to 2 in 1,000)	Medium - High (7 in 100,000 to 3 in 10,000)	Low - Medium (1-2)	Low - Medium (30-60%)	Extremely High (> 5)	3.0m ~ 5.0m

Investment and loan portfolio analysis —nature-related risks and opportunities in priority sectors—

Based on our analysis results, we identified the following risks and opportunities in the food and beverages sector.

Nature-related Risks and Opportunities in Food and Beverages Sector

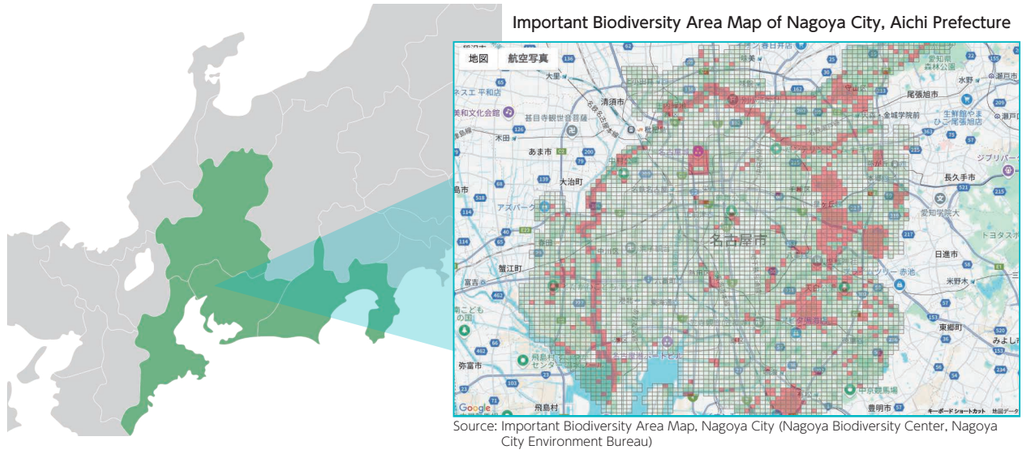
Types of risks and opportunities			Explanation
Risks	Transition risk	Policy risk	Stricter water intake restrictions, GHG emissions restrictions, and other regulatory restrictions, as well as increased costs associated with compliance with such requirements
		Market risk	Decline in sales due to consumers preferentially selecting products with lower environmental impacts
		Technical risk	Increase in costs due to transition to new technologies that help conserve natural capital
		Reputation risk	Decline in revenue due to reputational damage or damaging rumors related to impacts on the surrounding environment, environmental destruction, and other issues
	Physical risk	Acute risk	Increased risk of facility failures or operation interruptions caused by natural disasters, as well as increased production and procurement costs due to instability in agricultural and marine products
		Chronic risk	Decline in sales due to lower yields of agricultural and marine products or increased response costs, decline in sales due to reduced production volume of specialty products or impact on tourism resources, such as changes in scenery
Opportunities		Market	Increase in sales through entry into new markets by utilizing new technologies that contribute to the conservation of natural capital, improvement in ESG evaluations through enhanced nature-related information disclosures
		Reputational capital	Increase in customers driven an improved brand image resulting from initiatives that contribute to the conservation of natural capital
		Protection, restoration, and utilization of ecosystems	Maintenance of a stable business environment through initiatives that contribute to the protection and restoration of highly biodiverse regions

Analysis of our own sites

The TNFD recommendations require companies to identify whether their direct sites are located in areas important for natural capital, identify nature-related dependencies and impacts, risks and opportunities, and assess, prioritize, and monitor them. In order to know our own bases potentially impacting nature capital, we surveyed points of contact with important areas for biodiversity preservation by using the "Important Biodiversity Area Map" published by the Nagoya City Environment Bureau with regard to branches in Nagoya City (Aichi Prefecture), home to the biggest base group of the Group.

As a result, areas important for biodiversity-preservation purposes were found to exist, as evidenced by rare species living and growing in the vicinity of 16 branches in Nagoya City, such as on the shores of the Shonai River and in the Odaka green area. Going forward, we will study the extent of the impact of our operations on biodiversity and analyze our dependencies and impacts on natural capital.

Important Biodiversity Area Map of Nagoya City, Aichi Prefecture



Source: Important Biodiversity Area Map, Nagoya City (Nagoya Biodiversity Center, Nagoya City Environment Bureau)

Initiatives related to natural capital and biodiversity

Certification under the Aichi Biodiversity Company Certification Program

Aichi Bank has been certified under the Aichi Biodiversity Company Certification Program by Aichi Prefecture. Based on the Aichi Biodiversity Strategy 2030 (formulated in February 2021), Aichi Prefecture promotes biodiversity conservation initiatives through cooperation of diverse entities, including companies, universities, environmental organizations and the government sector. To promote corporate initiatives for biodiversity conservation, through this system, Aichi Prefecture certifies companies that engage in outstanding initiatives, with the aim of motivating companies to take action and spreading action to other companies, helping excellent initiatives to spread throughout the prefecture.

Letter of appreciation received for contributions to the Higashiyama Zoo and Botanical Gardens Life-sustaining Fund

Through ASUNARO, Aigin's SDGs private placement bond, and Consulting Plus, Aichi Bank has made donations to the Higashiyama Zoo and Botanical Gardens together with local customers. The Higashiyama Zoo and Botanical Gardens Life-sustaining Fund (Nagoya City Higashiyama Zoo and Botanical Gardens Fund) is used for initiatives such as the construction of exhibition facilities, species and habitat conservation, improving animal welfare, and enhancing environmental education. As of September 2025, we had contributed a cumulative total of more than 16.33 million yen. In recognition of these contributions, Nagoya City presented us with a letter of appreciation as we satisfied the certification standards of a Platinum Partner, the highest rank of the Life-sustaining Partner System.



* For other initiatives on natural capital and biodiversity, please see P.96.

Risk Management/Metrics and Targets

For risk management, metrics and targets, please see P.85-87.

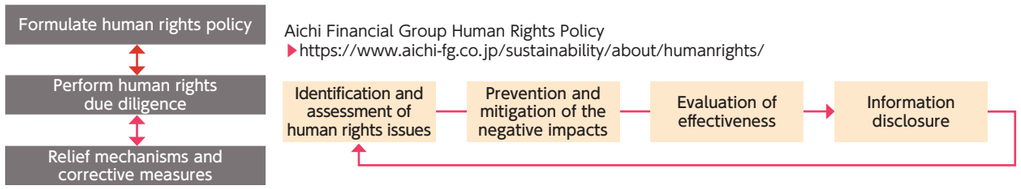
Initiatives to Respect Human Rights

In moving forward with various activities, the Group recognizes respect for human rights as a key issue and will fulfill our responsibility to respect human rights in all of our business activities.

Human Rights Policy and Management Structure

The Group's Board of Directors has formulated the Aichi Financial Group Human Rights Policy (hereinafter "Aichi FG Human Rights Policy") in accordance with international standards for human rights, such as the Universal Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and the Guiding Principles on Business and Human Rights, and the Group carries out initiatives to respect human rights. The Aichi FG Human Rights Policy explicitly states that the Group will not accept violations of human rights, including discrimination, harassment, forced labor, or child labor. We respect the human rights of all stakeholders, such as employees, customers, recipients of investments and loans, and suppliers. We perform human rights due diligence and establish mechanisms for taking corrective action and handling complaints.

The Group Sustainability Committee monitors the status of initiatives and measures to respect human rights. The Group Sustainability Committee also periodically reports on the contents of its deliberations to the Board of Directors, which supervises the Committee.



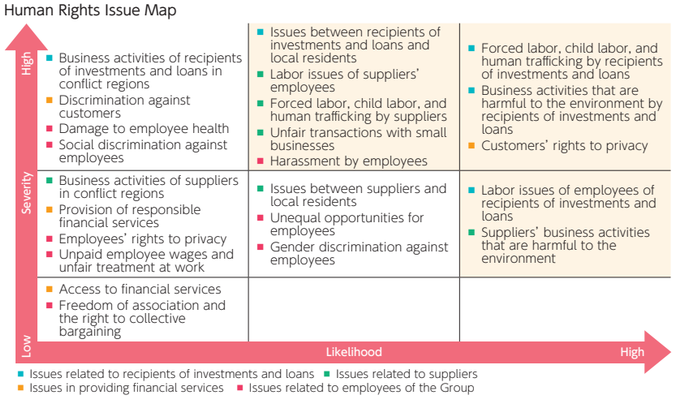
Aichi Financial Group Human Rights Policy
▶https://www.aichi-fg.co.jp/sustainability/about/humanrights/

Identification and Assessment of Human Rights Issues

The Group creates a human rights issue map to effectively and sustainably promote initiatives to respect human rights by identifying and assessing human rights risks related to business activities and prioritizing responses to important issues. Based on the outcome of the human rights issue map, we are considering an enhanced response to human rights issues that should be prioritized.

The human rights issue map created will be reviewed continually based on changes in the internal and external business environment.

Human Rights Issue Map



Approach to Human Rights Issue Map

Extracting human rights issues	By referring to human rights issues in the ILO Declaration, the International Human Rights Charter, and other international human rights standards, we extracted noticeable human rights issues for the Group.
Sorting out human rights issues each stakeholder is expected to face	We sorted out whether human rights risks extracted for each stakeholder (the Company, recipients of investments and loans, and suppliers) are likely to occur.
Identifying the process of human rights violation risk occurrence (specific human rights violation cases)	We identified specific cases of human rights violation risks that have been sorted out.
Assessing extracted human rights issues based on the two axes of severity and likelihood	For the human rights issues and human rights violation risks that have been sorted out, we assessed the severity of each human rights issue based on three criteria: the scale of negative impact, the scope of negative impact, and irremediability. The likelihood of human rights violations where the Group is involved was also assessed.

Prevention and Mitigation of the Negative Impacts

The Group uses the human rights issue map to identify and evaluate human rights risks. Based on the results, we prioritize the prevention and mitigation of the negative impacts of issues with high levels of severity or likelihood. We focus on the stakeholders who are affected by the Group's business activities, such as our employees, customers, recipients of investments and loans, and external contractors, and we deliberate and implement measures based on each of their risk characteristics. Specifically, since FY2024, we have implemented processes for confirming the status of compliance with the Aichi FG Human Rights Policy by loan recipients and leasing clients. Furthermore, in FY2025, we also established new processes for confirming the status of external contractors' initiatives to respect human rights. If, through these processes, we recognize a likelihood of human rights violations, we urge customers to take appropriate action through dialogue with them, thereby striving to prevent or minimize the negative impacts of human rights violations throughout the entire supply chain.

Major initiatives

Employees	▶ Initiatives to prevent long working hours	The Group is working to manage and improve working hours through initiatives to prevent long working hours by officers and employees, including monitoring for any violations of the agreement stipulated in Article 36 of the Labor Standards Act as well as the number of overtime hours worked.
	▶ Respecting the freedom of association and the right to collective bargaining	An employee union is organized at Aichi Bank. The bank and the union meet periodically to discuss a variety of topics while being in consideration of and respectful to each other's positions.
	▶ Holding training on respecting human rights	To prevent various types of harassment, Aichi Bank strives to foster greater human rights awareness by holding harassment prevention training for officers and general managers as well as holding human rights awareness training for all Group employees.
Customers	▶ Initiatives for the elderly and customers with disabilities	● We have introduced the Fairnavi web accessibility improvement tool on the Group's and Aichi Bank's websites to realize an environment that is accessible and easy to use for everyone, regardless of age or physical ability. ● Aichi Bank has stationed dementia supporters and created a desk for written communication, so that the elderly and customers with disabilities can comfortably and safely visit its branches. Additionally, in preparation for customers who are not under an adult guardianship system or the support program for self-reliance in daily life having issues with banking transactions, we allow a proxy designated by the customer to conduct banking procedures such as withdrawals for everyday living expenses.
	▶ Initiatives for gender equality	As one aspect of creating a work-friendly society, customers who wish may open an Aichi Bank account under their maiden name.
	▶ Initiatives for LGBTQ	Aichi Bank has included same-sex partner as a definition for a spouse for mortgages, and customers can apply for pair loans or with the combined income of their same-sex partner.
Loan Recipients	▶ Confirmation of compliance with Human Rights Policy	Aichi Bank implements a process during the loan application procedure to confirm customers' compliance with the Aichi FG Human Rights Policy. If customers are confirmed not to be in compliance, the Group will foster dialogue with the customers and encourage them to take adequate measures. In addition, Aichi FG Lease also implements a similar confirmation process during the leasing application procedure.
Suppliers	▶ Initiatives related to management of external contractors	During the selection and monitoring of external contractors, Aichi Bank informs the external contractors of the Aichi FG Human Rights Policy and confirms the status of their related initiatives.

Relief Mechanisms and Corrective Measures

The Group has established a harassment consultation desk and internal reporting channels for employees to handle various consultations regarding human rights. We accept consultations through a wide range of channels, including email and telephone. The details of consultations are strictly managed in accordance with our confidentiality requirements, and we strive to protect the privacy of those involved, including individuals seeking consultation and other relevant parties. Furthermore, Aichi Bank has established a customer consultation desk to receive inquiries from customers and suppliers on human rights violations. In cases where negative impacts on human rights have occurred and corrective action is required, we strive to prevent recurrence by strengthening measures to prevent and mitigate negative impacts on human rights and evaluating the effectiveness of these initiatives.

Co-creation of Value with Stakeholders

Cooperation Between Industry, Government, and Academia

Aichi Bank collaborates extensively with local universities and other organizations to help address issues faced by client companies, support students in their career development, and implement sustainability initiatives. Through these cooperation, we aim to create new value and drive innovation.
<Cooperation agreement partners (by order of execution)>
Nagoya Institute of Technology, Toyohashi University of Technology, Nagoya University, NAGOYA CITY University, Meijo University, National Institute of Technology (KOSEN) Toyota College, Nihon Fukushi University, KINDAI UNIVERSITY, Chubu University, Aichi University, Gifu University, Nagoya University of the Arts, Umemura Educational Institutions (CHUKYO UNIVERSITY, Chukyo University Senior High School), Nanzan University, NAGOYA SCHOOL OF MUSIC & DANCE (15 schools)

Cooperation between CHUKYO UNIVERSITY and a local companies to solve issues

CHUKYO UNIVERSITY and Kakudaiseika



We engaged in industry-academia cooperation with Nakamura Seminar at CHUKYO UNIVERSITY SCHOOL OF MANAGEMENT and Kakudaiseika Co., Ltd., which is well known for its Kuppy Ramune. Students planned three new dishes to be sold from food trucks and then actually sold them on the CHUKYO UNIVERSITY campus.
Through this industry-academia cooperation, students had the opportunities to learn about business processes and management. This experience contributed to their career education and, in turn, to the revitalization and development of the local communities.

CHUKYO UNIVERSITY and Akame 48 Falls Valley Environment Preservation Association

We also engaged in industry-academia cooperation with Nakamura Seminar at CHUKYO UNIVERSITY SCHOOL OF MANAGEMENT and the Akame 48 Falls Valley Environment Preservation Association, which strives to maintain and promote tourism at the Akame 48 Falls, one of the scenic attractions in Nabari City, Mie Prefecture. A workshop was held in which students made lanterns using bamboo trimmings from an unmanaged bamboo grove, which helps prevent landslides, damage caused by wild animals, and the growth of other plants. By holding the workshop and providing students with an opportunity to learn about the current state of unmanaged bamboo groves, we contributed to the revitalization of local industries and the conservation of biodiversity.

CHUKYO UNIVERSITY and Takihyo

We engaged in industry-academia cooperation with Kato Seminar at CHUKYO UNIVERSITY SCHOOL OF MANAGEMENT and Takihyo Co., Ltd., one of the leading textile trading companies in Aichi Prefecture. In response to a challenge posed by the company regarding business development and recruitment methods and activities to secure the human resources needed to sustainably expand its textile and apparel business, students identified issues based on an analysis of the current situation and proposed measures from a student perspective. By leveraging the students' analysis and proposals to contribute to the company's recruitment activities, we provide students with hands-on learning opportunities while contributing to the expansion of local employment.

Cooperation between Aichi University and the Tokai Regional Agricultural Administration Office, Ministry of Agriculture, Forestry and Fisheries

Together with Aichi University and the Tokai Regional Agricultural Administration Office, Ministry of Agriculture, Forestry and Fisheries, Aichi Bank held an export promotion tasting event by Aichi University's foreign students. This was a test-marketing event aimed at developing overseas sales channels.
Foreign students at Aichi University tasted the products from client companies seeking to export their products or expand their overseas sales channels. They also shared their opinions on the issues related to overseas sales to China, Southeast Asia, and other regions, as well as suggestions for improvement.
The Tokai Regional Agricultural Administration Office, which has concluded a cooperation agreement with Aichi Bank, also gave a presentation on promoting food exports and inbound consumption.

Collaborative projects to provide career development support for students

Offering a sponsored course at Nanzan University

Aichi Bank has concluded a Cooperation and Collaboration Agreement with Nanzan University. As part of its initiatives, we offered a sponsored course, "Special Topics Lecture: The Diversifying Roles of Regional Financial Institutions," to more than 100 enrolled students. In addition to basic financial theory, corporate and risk analysis, and securities investment, the diverse curriculum also included M&A, digital transformation, cybersecurity, and support for venture companies. By providing students with knowledge about finance, we contribute to the revitalization and development of the local communities.

Joint company information forum at AICHI SANGYO UNIVERSITY

Aichi Bank co-hosted a joint company information forum together with AICHI SANGYO UNIVERSITY to support students in their job-hunting activities and companies in their recruitment activities. The event was attended by 20 companies and more than 100 students.
Through this industry-academia cooperation, we will contribute to the revitalization of the local communities by serving as a bridge between students and local companies.

Cooperation with Nagoya Six Universities Joint PBL



Aichi Bank cooperated in the operation of the "Nagoya Six Universities Joint PBL" hosted by six universities in Nagoya (Nagoya University, Nagoya Institute of Technology, NAGOYA CITY UNIVERSITY, Nanzan University, Meijo University, and CHUKYO UNIVERSITY).
In this program, students from different fields of specialization cross university boundaries to discuss and analyze shared regional issues and develop proposals. The goal is to discover new issues and create new solutions by applying new perspectives.
Students spend approximately three months conducting research, analyzing data, and developing proposals related to the issues assigned by Aichi Bank. In their final presentations, they presented new ideas for addressing issues faces by local communities. This project strengthened cooperation among companies, universities, and government agencies.
In addition, by giving students experience with actual issues faced by companies, the program provided valuable learning opportunities for students to develop their issue identification skills, logical thinking abilities, and teamwork. Going forward, through this industry-academia cooperation with the six universities in Nagoya, we will contribute to the development of the local communities and the next-generation of human capital.

Comprehensive Cooperation Agreement with Nagoya City.



In February 2026, Aichi Bank concluded a Comprehensive Cooperation and Support Agreement with Nagoya City. As a regional financial institution headquartered in Nagoya City, we had already been engaged in various collaborations with the city. Based on this agreement, we will contribute to the realization of the five city visions set out by Nagoya City in its Nagoya City Master Plan by further enhancing our collaboration and cooperation with the city.

Cooperation for female advancement

Aichi Bank has created Sustainable Management Support Loan, which offers preferential interest rates to companies that have obtained certifications or qualifications under the system for recognizing and awarding companies that promote female advancement. By encouraging initiatives to promote female advancement, these loans help increase the number of companies that obtain certifications and qualifications under this system. We also distribute flyers and conduct promotional activities to raise awareness of these loans among client companies in Nagoya City. By supporting efforts to promote female advancement, we contribute to creating a more diverse society.

Collaboration to promote companies' expansion

Aichi Bank has established a comprehensive consultation desk to address issues such as the management challenges faced by companies considering expanding their business into Nagoya City. We offer business matching and a range of solutions. Moreover, we use surveys for client companies outside Nagoya City and Aichi Prefecture to identify their needs related to expanding their business into Nagoya City. Through these activities, we contribute to attracting companies to Nagoya City and retaining companies already doing business in the city.

Cooperation related to city promotion activities



Aichi Bank has created "Oideyo Nagoya" ("Come on Over to Nagoya"), a promotional brochure highlighting the attractions of Nagoya City. Client companies in the city can use the brochure to showcase what makes Nagoya City attractive when recruiting employees from outside the city, thereby contributing to efforts to promote the city's attractions. Furthermore, employees place stickers featuring the city promotion initiative's brand logo on their business cards, which help increase awareness of the initiative and actively contributes to the development of the local communities.

Cooperation Purposes	We aim to promote mutual and sustainable development through close cooperation and support, improve citizen services, and revitalize the region.
Cooperation Contents	We will deliberate on achieving the following five city visions, indicated in the master plan formulated by Nagoya City, and cooperate and support on collaboration items decided through these discussions. ① A city where human rights are respected, and everyone can live a lively life and play an active role ② A city where you can raise your children with peace of mind and where children and young people can grow up to be prosperous ③ A city where people support each other, are resilient to disasters, and can live safely with peace of mind ④ A city where a comfortable urban environment and nature are in harmony ⑤ An open city full of charm and vitality that attracts people and businesses from all over the world

Initiatives for Financial Education

Financial education classes for elementary school through university students



In conjunction with the addition of financial education to the mandatory school curriculum, Aichi Bank has begun dispatching lecturers to high schools throughout the prefecture and hosting financial education endowment lectures at universities.

In addition, as a "Nagoya Career Time Supporter," which cooperates in the promotion of career education in Aichi Prefecture and Nagoya City, we conduct outreach classes and workplace visits for elementary schools, junior high schools, and high schools in the prefecture.

We will continue to conduct activities on themes such as life planning and the importance of investment to help improve financial literacy. Through these financial and economic education initiatives, we will also support and promote children's rights, including their rights to know, understand, and learn.

Entrepreneurship education program "Gather, Future Managers!"



As part of industry-academia cooperation, Aichi Bank, together with Nagoya City University and STATION Ai Corporation, hosted an entrepreneurship education event for elementary school students. In the event, students identified social issues on their own and learned how to take on challenges to address these issues, as well as how to work with others to explore potential solutions. The aim of the event was to foster the students' creativity, challenging spirit, and inquisitiveness.

This year's event included a "Company President Experience Stamp Rally" that allowed them to experience company management under the theme of "President," as well as a board game that taught them how business works and the flow of money, which are basics of management.

By fostering an entrepreneurial spirit among the next generation, we will help stimulate the local economy in the future and promote innovation.

Startup seminar

Along with Aichi Credit Guarantee Corporation, a participating organization of Aichi Startup Consortium "Hina no Kai," Aichi Bank hosted a total of two seminars based on the themes of creating capital policy and creating a business startup plan, for students from the National Institute of Technology (Kosen), Toyota College who are interested in starting a business. For the "Campus Pitch Meeting" for students aiming to launch their own companies, judges were dispatched from Group company Aichi Capital and Japan Finance Corporation. This event helped foster an entrepreneurial spirit among the younger generation and contributed to the creation of an ecosystem that produces regional startups.

Nagoya City University, "Invitation to Data Sciences"

Aichi Bank hosted a lecture, taught by our employees, on data utilization in the banking industry as part of "Invitation to Data Sciences," a course lectured by several companies and government officials under the theme of how data analysis is used in business. This course is offered in the School of Data Science of Nagoya City University.

Through this industry-academia cooperation, we shared practical utilization case examples with students. The event contributed to the development of human resources with advanced expertise who can drive DX and the enhancement of the competitiveness of local industry.

Joint financial education classes with Mitsui Sumitomo Insurance Company

In order to broaden the scope of learning and improve overall financial literacy through a joint provision of a single course by banks and insurance companies, Aichi Bank held a joint class with Mitsui Sumitomo Insurance Company at TAKI Junior High School & TAKI Senior High School. We provided explanations on topics such as "the basics of household financial management, necessary funds for various life events, and investment methods," and "risks lurking in our daily lives and how to prepare for them."

Hosting Economics Koshien Aichi Tournament



Every year since the second Economics Koshien Aichi Tournament, Aichi Bank has hosted this event for high school students in Aichi Prefecture, who will play an important role in the next generation. The objective is to promote financial and economic education by having students compete in quizzes that test their knowledge of finance and economics.

(2nd Tokai Region Tournament - 20th Aichi Tournament)
Total participants: 784 students

Volunteering Activities

The Group conducts community-based volunteer and community contribution activities through each branch of the employee union. Through these activities, we aim that each employee can contribute to local communities.

Activity location	Activity contents and purposes	Organizing branch	Number of participants
Cleanup activities at Osu Shopping Street	This activity was conducted to clean and beautify the Osu Shopping Street, a popular tourist and commercial district that attracts many visitors.	Meio branch	80 participants
Cleanup activities at Odaka Green Park	This activity was conducted to clean, beautify, and protect the nature of Odaka Green Park, a beloved park that serves as a place of rest and relaxation for members of the community.	Ainan branch	102 participants
Cleanup activities at Fujimae-higata	We participated in the "Fujimae-higata (tidal flats) Cleanup Campaign," organized by a citizen's group, with the following objectives: (1) to make Fujimae-higata that lives up to the Ramsar Convention, (2) to restore a tidal flat and river where children can play with peace of mind, and (3) to form a network that considers the issues of garbage and water in the entire river basin. This activity was conducted to foster awareness of protecting the ecological environment.	Meinan branch	53 participants
Cleanup activities around Kiso Sansen Park	Every year, a location is selected within the branch's area and cleanup activities are conducted to clean and beautify the surrounding area.	Aisai branch	88 participants
Cleanup activities around Takeshima Aquarium	These activities are conducted to clean and beautify the area around Takeshima Aquarium, a popular tourist destination beloved by many visitors, and to preserve the local landscape.	Mikawa branch	55 participants
Cleanup activities at Hori River	We conducted the activity, with the aim of protecting the biological environment inhabiting the Hori River, a canal that runs north to south through the center of Nagoya City and has supported the city's logistics and daily life for approximately 400 years.	Aihoku branch	58 participants

Volunteering for marathon event



Aichi Bank's Employee Union has joined the "Marathon Festival Nagoya/Aichi" as group volunteers every year, participating in course control and guiding the flow of spectators. In FY2025, a total of 111 officers and employees of the Group participated.

Sponsorship of Sports Team

FIGHTING EAGLES NAGOYA (basketball)



©FE NAGOYA」

As a sponsor of the FIGHTING EAGLES NAGOYA, a B.LEAGUE professional basketball team based in Nagoya, Aichi Bank supports regional sports and contributes to regional revitalization through sports.

BOYS LEAGUE (youth baseball)



Aichi Bank sponsors the BOYS LEAGUE (the Aichi East, West, and Central Divisions of the Japan Youth Baseball League). Through activities such as hosting the Aichi Bank Cup Competition, we support the healthy development and challenging spirit of the next generation of children. We also contribute to the revitalization of the local community by helping foster connections among parents, coaches, and members of the community.

Donations

Aichi FG Education Cultural Foundation



Every year, Aichi FG Education Cultural Foundation provides grants to individuals and organizations involved in education and culture in various regions of Aichi Prefecture, as well as provides assistance for cultural and physical education activities of high schools within Aichi Prefecture. In April 2026, we began a new project, providing support for the artistic and musical activities of university students.

Cumulative total of grant recipients (from FY1990 to FY2025):
874 cases/329.7 million yen

Communication with Shareholders

The Group places great importance on constructive dialogue with all of our shareholders and investors to contribute to medium- to long-term improvements in corporate value. In April 2026, we established the IR Public Relations Group within the Group Corporate Planning Department. We disclose appropriate and easily understood information in a timely manner to shareholders and investors, and we are working to enhance opportunities for dialogue and strengthen our support framework.

Policy on constructive dialogue with shareholders

- The Company strives for constructive dialogue with our shareholders to a reasonable extent and in a reasonable manner to contribute to sustainable growth and medium- to long-term improvement in corporate value.
- The officer in charge of the Group Corporate Planning Department is responsible for dialogue with shareholders, and provides opportunities for dialogue and responds in organic cooperation with related divisions.
- As an aspect of dialogue with shareholders, we will strive for appropriate and easily understood information disclosure through informational meetings as well as through our website and disclosure books.
- We provide appropriate feedback to management regarding opinions received through dialogue with shareholders.
- In dialogue with our shareholders, we ensure proper management of insider information and the fairness of information disclosure in accordance with the Financial Instruments and Exchange Act.

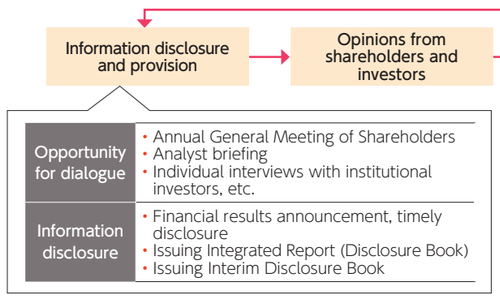
Establishment of the IR Public Relations Group within the Group Corporate Planning Department

In April 2026, the Group established the IR Public Relations Group within the Group Corporate Planning Department to further enhance constructive dialogue with shareholders and investors. The IR Public Relations Group consistently and thoroughly discloses appropriate information in a timely manner to shareholders and investors. It also promotes bidirectional communication by enhancing our ability to speedily and carefully respond to opinions and questions from stakeholders. Through such initiatives, we will deepen understanding of the Group's growth strategies and initiatives to enhance corporate value, while striving to build long-term relationships of trust.

Status of dialogue with shareholders and investors

The status of dialogue with shareholders and investors for FY2025 is as follows.

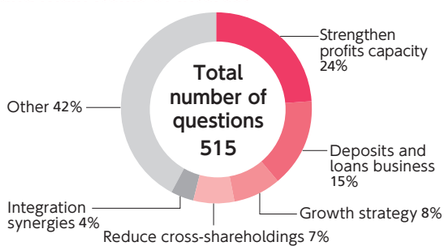
Opinions received through dialogue with our shareholders and investors are reported at Board of Directors meetings and taken into consideration when formulating the Company's management strategy and policies.



Major Activities in FY2025

Third Annual General Meeting of Shareholders	Number of participants: 147 people (including online participants)
Analyst briefing	Number of meetings held: 2 times Number of participants: approximately 180 people
Number of individual interviews with institutional investors, etc.	46 times

Main Topics of Shareholder and Investor Dialogues and Main Items of Interest



* Total number of questions from investors attending investor interviews in FY2025

Opinions from Shareholders and Investors and Measures Taken in Response

Major opinions	Measures taken in response to opinions
Shareholders seek greater returns	We issued a bank merger commemorative dividend and reviewed and revised the shareholder benefit program
Shareholders/investors want the Group to consider the speed of its plans to reduce cross-shareholdings	We reviewed and revised our policy on reducing cross-shareholdings
Shareholders/investors want to know what we are doing in response to PBR falling below 1	We reviewed and revised the Medium-Term Management Plan revenue targets and our ROE targets

Cross-shareholdings

Policy on cross-shareholdings

- The Group thoroughly reviews the necessity of cross-shareholdings as well as economic rationality as a regional financial group and reduces its holdings with the full understanding of the corporations in which it has such holdings if they do not lead to the maintenance and improvement of the Group's corporate value.
- If a cross-shareholder expresses an intent to sell such shares, we will not prevent the sale, such as by suggesting a reduction in transactions.
- In addition, we do not conduct transactions with a cross-shareholder that harm the interest of both the Company and the cross-shareholder, such as continuing transactions with the cross-shareholder without verifying the economic rationality of such transactions.

Verification, etc.

For individual cross-shareholding stocks, we check necessity of holding based on the criteria that take account of the medium- to long-term economic rationality of cross-shareholdings in light of risks and returns and capital costs, among other factors. Then, we review our cross-shareholdings for stocks that are deemed unnecessary. We will continue to try to reduce cross-shareholdings while strengthening communication.

* We calculate RORA to check the economic rationality of holding each stock. For risk weighted assets such as stocks, the calculation is based on market value.
RORA = (dividends + interest on loans and bills discounted profits and commission income and commission income - interest on deposits - expenses - credit costs) ÷ (market value of stock or bond × risk weight + loans and bills discounted × risk weight)

Standards for exercising voting rights

Voting rights of cross-shareholdings will be exercised based on whether or not such exercise is adequate for the sustainable growth and medium- to long-term improvement in corporate value of both the Group and the company in which we hold cross-shareholdings. For proposals that require careful consideration, such as those that affect the Group's corporate value or shareholder interests, we will determine whether to vote for or against through individual dialogue with the company in which we hold cross-shareholdings.

Reduction targets

We aim to reduce the percentage of cross-shareholdings **to less than 20%** of consolidated net assets on a market value basis by the end of FY2028.

Reduction results

In FY2025, we reduced our cross-shareholdings for 13 issues by 4.6 billion yen from the end of the previous fiscal year, including partial reductions, based on the book value, and achieved a total sale amount of 13.9 billion yen.

Based on market value, due in part to the impact of rising share prices, this represented 13.5 billion yen increase from the end of the previous fiscal year to account for 23.4% of consolidated net assets.

Reduction status

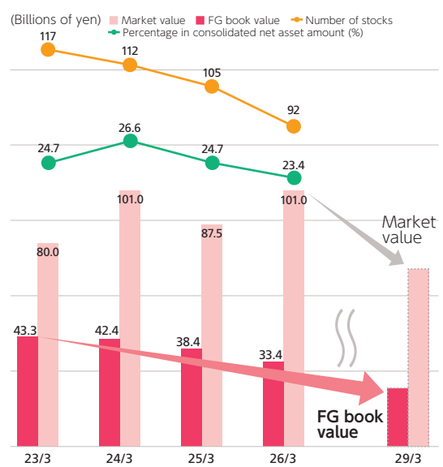
Status of Listed Cross-shareholdings

	24/3	25/3	26/3	YoY change
Number of stocks	112 stocks	105 stocks	92 stocks	(13) stocks
Book value	32.1 billion yen	28.7 billion yen	24.1 billion yen	(4.6) billion yen
FG book value	42.4 billion yen	38.4 billion yen	33.4 billion yen	(5.0) billion yen
Market value (A)	101.0 billion yen	87.5 billion yen	101.0 billion yen	+13.5 billion yen
Nikkei Stock Average	40,369 yen	35,617 yen	51,063 yen	+15,446 yen
FG net asset amount (B)	379.5 billion yen	353.8 billion yen	431.0 billion yen	+77.2 billion yen
Percentage of cross-shareholding in FG net asset amount (A/B)	26.6%	24.7%	23.4%	▲1.3%

(Reference) Status of Shares Switched to Being Purely Investment-purpose Holdings

	Mar. 31, 2025	Mar. 31, 2026	YoY change
Number of stocks held	8 stocks	5 stocks	(3) stocks
Book value	1.5 billion yen	0.8 billion yen	(0.7) billion yen
Market value	5.7 billion yen	5.7 billion yen	(0.0) billion yen

* Since FY2025, there have been no re-categorizations of shares from cross-shareholdings to purely investment-purpose holdings.



Use of funds arising from reduction

Funds arising from the reduction of cross-shareholdings will be used for the medium- to long-term improvement of corporate value while taking into consideration capital efficiencies, such as investments in human capital, investments in DX, and investments for deployment of Group strategy as well as enhancing capital that serves to supply risk weighted assets to local communities, and shareholder returns.

Communication with Customers

Business owner surveys

Aichi Bank regularly conducts an anonymous online survey to better understand the business confidence of business owners of its client companies as well as their response to management issues. The survey's target audience is business owners having loan transactions above a certain amount with the bank.

By understanding and analyzing the results of the survey, we strive to develop products and services tailored to the actual situations of customers and local communities.

Eligible participants in the second half of FY2025: 10,831 companies
(of which, valid responders: 3,654 companies)

Customer feedback survey

Aichi Bank has customer feedback survey forms available in their branches to gather a wide range of voices from customers.

The valuable feedback we receive from customers is used to improve the quality of various services.

Customer satisfaction survey

Aichi Bank conducted a customer satisfaction survey for customers who opened accounts between December 2025 and January 2026. We strive to conduct operational improvements and further improve customer satisfaction from the feedback we received through this survey.

As for results of the survey, 78.8% of responses were "Satisfied," 20.7% responded "Neither satisfied nor dissatisfied" and 0.5% responded "Dissatisfied" in total satisfaction.

Placing Service Care Attendants (SCAs)

Aichi Bank has placed SCAs at many of its branches so that all customers, not limited to elderly customers and those with disabilities, can use services with ease.



Free SDG gifts for children

As part of its SDG initiatives, Aichi Bank provides free gifts for children at the counters of its sales branches.

Eco-friendly animal origami:

- Only FSC-certified paper is used for these origami gifts.
- This origami set features endangered species listed in the RED DATA BOOK AICHI and allows children to create animal figures, helping them begin to think about environmental issues.



Cooperation with Community Elderly Watch-Over Programs

Aichi Bank has been cooperating with the local communities in watching over senior citizens to help create community environment in which elderly people can continue to live with peace of mind in their familiar areas.

Collaborators (in Japanese alphabetical order)

- Aichi Prefecture: Ichinomiya City, Inazawa City, Inuyama City, Iwakura City, Oguchi Town, Oharu Town, Obu City, Okazaki City, Owariasahi City, Kasugai City, Kanie Town, Kitanagoya City, Kiyosu City, Konan City, Komaki City, Seto City, Chiryu City, Tsushima City, Tokai City, Toyoake City, Toyota City, Toyoyama Town, Nagakute City, Nagoya City, Nishio City, Nisshin City, Handa City, Hekinan City
- Gifu Prefecture: Tajimi City
- Mie Prefecture: Kuwana City

Placing dementia supporters

Aichi Bank places dementia supporters at each branch so that the branches can be used with peace of mind by people with dementia and their family members.

Communication with Employees

Management Council



Aichi Bank's Employee Union holds the Management Council for the betterment of the bank with both labor and management in attendance. In December 2025, we held a meeting with the theme of "Strengthening Organizational Capabilities —Aiming to become the true No. 1."

The union presented specific recommendations on how to become a "total support group that goes beyond banking." These recommendations focused on three themes: "Retaining human capital and building careers that realize employee growth," "Maximizing customer contact points and building regional brand value," and "Initiatives for further reinforcing coordination in order to generate a synergy effect throughout the organization." Members of management and labor engaged in passionate discussions on these topics.

Central Labor-Management Conference

Aichi Bank's Employee Union holds Central Labor-Management Conference meetings throughout the fiscal year to discuss, with the bank's management, establishing and revising various systems and creating workplaces that will lead to the maintenance and improvement of working conditions in light of issues identified in each workplace.

At the Central Labor-Management Conference meetings this fiscal year, explanations are given about topics such as "1. initiative for human resources systems leading to organizational revitalization in response to environmental changes," "2. improving work environment to enable a better work-life balance," and "3. implementing various events through cooperation between the union, the bank, and the health insurance association," which are being seriously discussed by participants.

Conferences between President and Leaders of Branches



Conferences between the President and the Leaders of Branches, representing each area (branch) in Aichi Bank's Employee Union, are held to provide participants with opportunities to share issues based on current workplace conditions and to present policy recommendations. The theme of the FY2025 conference was "Creating an organization that strengthens the Group's sales power while also improving employee motivation." This was divided into three points: (1) strengthening sales power, (2) accelerating the onboarding of the younger generation and fostering a sales mindset, and (3) initiatives that contribute to improving operational efficiency. The Leaders of Branches shared their concerns as feedback from the workplaces.

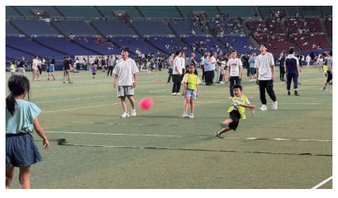
Union Branch Social Sports Festival



In April 2026, the Aichi Bank Employee Union held a Union Branch Social Sports Festival. With over 1,000 participants, the event was a great opportunity for increasing communication in each department through sports competitions and kids' activities planned by union branches.

We will continue to hold this event regularly, providing opportunities for dialogue with officers and interaction among employees, thereby contributing to improving job satisfaction and fostering a sense of unity within the organization.

Dodgeball Tournament for All Branches, open to all employees



In July 2025, Aichi Bank's Employee Union held a dodgeball tournament for employees from all branches to commemorate the establishment of the new union. The event brought together approximately 1,900 participants, consisting of Group employees and their family members, with the aim of fostering interaction among employees through sports. Furthermore, officers moves around the venue and actively engaged in conversations with employees, creating opportunities for dialogue with employees who have little contact with officers in their daily work. This helped foster harmony across divisions and positions, making the event a meaningful opportunity.

Management Base that Supports Value Creation

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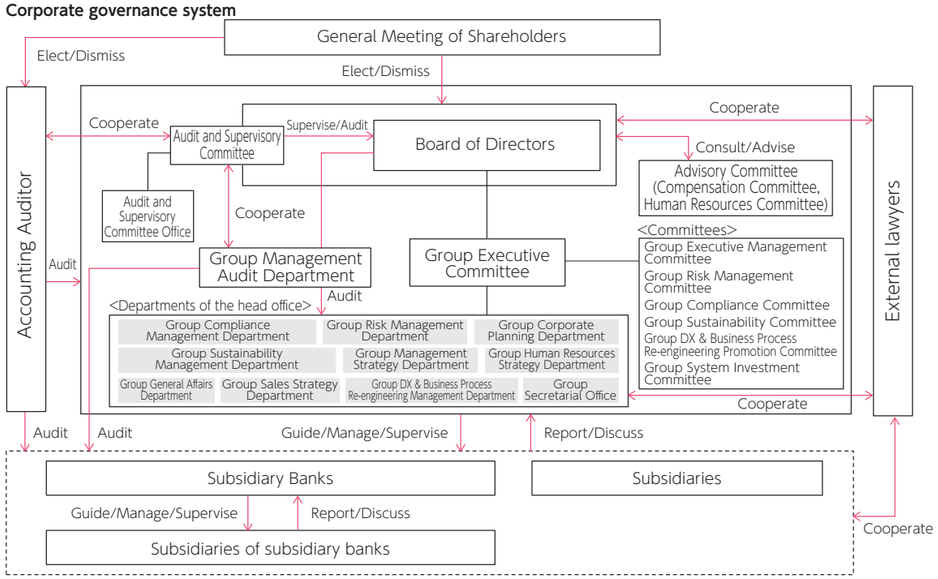
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Corporate Governance

Basic Stance

Of the three aspects of our management philosophy, the Company has determined to "Contribute to the prosperity of local communities through financial services" within our PURPOSE. In order to further ensure trust from all stakeholders including our customers, local community, employees, and shareholders, and contribute to the prosperity of local communities as a regional financial group, we will work to strengthen and enhance an effective corporate governance system that aims to ensure transparent, fair, prompt and decisive decision-making, as one of our most important management priorities.

Corporate governance system



Board of Directors

As a general rule, the Company's Board of Directors is held every month to discuss and resolve business matters such as matters required by law as well as important matters related to management and supervise the Directors' execution of their duties. There are 13 Directors in total, of which 6 are Outside Directors. Of these Directors, Directors who are not Audit and Supervisory Committee members are 9, of which 3 are Outside Directors. Directors who are Audit and Supervisory Committee members are 4, of which 3 are Outside Directors.

In addition, the Board of Directors has established two advisory committees, the Compensation Committee as an organization to discuss matters relating to Directors' compensation and the Human Resources Committee as an organization to discuss matters relating to the election and dismissal of Directors. Outside Directors become members of each of the committees (an Outside Director acts as the chair for each committee) to increase the objectivity and transparency of the selection process.

Board of Directors



Main agenda items for Board of Directors meetings in FY2025	
Matters concerning management	• Management policy [Resolution] • Revisions to Medium-Term Management Plan KGIs [Resolution] • Revisions to earnings forecasts and dividend forecasts [Resolution] • Commencement of new businesses and establishment of a subsidiary [Resolution]
Matters concerning sustainability	• Status of sustainability initiatives [Report] • Review of the Aichi Financial Group Human Rights Policy [Resolution]
Matters concerning corporate governance	• Effectiveness assessment of the Board of Directors [Resolution] • Reduction target for listed cross-shareholdings/Verification of cross-shareholdings [Resolution]
Matters concerning risks and compliance	• Formulation of the Group Compliance Program [Resolution]/Progress status [Report] • Overview of risks [Report]
Matters concerning DX	• Formulation of Digital Human Capital Development Plan [Resolution] • Review of the DX promotion plan [Resolution]

Audit and Supervisory Committee

As a general rule, the Audit and Supervisory Committee meets every month, conducting the audit and supervision of execution of duties by Directors in accordance with laws and regulations and Audit and Supervisory Committee rules, etc. There are 4 Directors who are Audit and Supervisory Committee members, of which 3 are Outside Directors.

Matters related to audits by the Audit and Supervisory Committee are outlined in the Audit and Supervisory Committee rules formulated by the Audit and Supervisory Committee as well as Audit and Supervisory Committee Audit, etc. Standards. Directors who are Audit and Supervisory Committee members attend the Board of Directors as directors with voting rights. Audit and Supervisory Committee members also attend important meetings of the Group Executive Management Committee and the Group Sustainability Committee to verify the content of proposals and audit and supervise the execution of business operations.

Audit and Supervisory Committee



As a general rule, full-time Audit and Supervisory Committee members attend meetings of the Group Compliance Committee and the Group Risk Management Committee held every other month, provide input as needed, and supervise compliance with laws and regulations and risk management.

For audits in accordance with the Companies Act and audits in accordance with the Financial Instruments and Exchange Act, the Company has signed an audit agreement with KPMG AZSA LLC (Designated Limited Liability Partners/Engagement Partners/Certified Public Accountants Tadashi Ikegaya and Masaki Yamada, 14 certified public accountants, 7 persons who have passed the CPA Examination, 45 others). There are no special interests between the said audit firm and the Company, nor between the Engagement Partners of said audit firm engaged in auditing the Company and the Company.

The Audit and Supervisory Committee, internal auditing division (Group Management Audit Department), and the financial auditor (KPMG AZSA LLC) maintain a system for close cooperation, including holding regular meetings to share information.

Group Executive Committee and Various Committees

As a general rule, the Group Executive Committee, comprised of Directors (excluding Outside Directors and Directors who are Audit and Supervisory Committee members) and Executive Officers in charge of respective functions, and established beneath the Board of Directors, meets once a week. In addition to discussing and deciding on matters delegated from the Board of Directors, the Group Executive Committee deliberates on matters delegated to Directors from the Board of Directors to ensure transparency and fairness in decision-making.

There is a system in place where Outside Directors and Audit and Supervisory Committee members join the Group Executive Committee and state their opinions as necessary.

In addition, for important matters related to the execution of the Group's operations, we have established various cross-organizational committees to increase managerial involvement and widely discuss important management matters such as adherence to laws and regulations and profit management.

Purpose of the committees

Group Executive Management Committee	To discuss important management matters, including the Group's management policy, management plan, total budget, sales initiatives, personnel planning, ALM, etc.
Group Risk Management Committee	To discuss the Group's policy for managing various risks, matters relating to systems and methods, and matters related to the status and analysis of various risks.
Group Compliance Committee	To receive reports or discuss on compliance management, information management, customer protection, and other related matters, in order to ensure the stringent operation of the Group's business.
Group Sustainability Committee	To discuss the formulation of sustainability strategies, as well as the supervision and management of the progress of the initiatives with the aim of enhancing sustainability across the entire Group.
Group DX & Business Process Re-engineering Promotion Committee	To receive reports and discuss on the creation of new business models utilizing digital technology, the formulation and promotion of business reform plans through DX, and initiatives for DX-related services and products.
Group System Investment Committee	To review and verify the Group's system investments and discuss the formulation and revision of the group systematization promotion plan and the group system investment plan.

For details on our policies and standards, etc. for the election of Director candidates and the dismissal of Directors, please see the Group's website.
https://www.aichi-fg.co.jp/company/governance/

Effectiveness Assessments

Every year, the Company conducts self-assessments and analyses to measure the effectiveness of the Board of Directors and shares issues and items to be strengthened based on assessment results to further improve the effectiveness of the Board of Directors.

Self-assessments and analyses are conducted with the following method with advice from third-party organizations. Analysis and assessment were conducted at the Board of Directors, based on the aggregate results.

Execution Method

- An anonymous survey conducted for all Directors (including Audit and Supervisory Committee members)
- Directly responding to a third-party organization to ensure objectivity and transparency
- Conducted discussions at a briefing session by a third-party organization on the analysis and evaluation of issues identified for the Company based on comparisons with previous results and other companies, as well as improvement measures

Main Assessment Items

- Composition and operation of Board of Directors
- Management strategy and management plan
- Training
- Support system for Directors
- Dialogue with shareholders (investors)
- Performance of Outside Directors
- Nomination and compensation

Summary of Effectiveness Assessment of Board of Directors for FY2025

(1) Conclusion

Based on analysis and assessment, the effectiveness of the Board of Directors has been confirmed.

(2) Improvement status for issues identified in the effectiveness assessment for FY2024

- Issues recognized included the appropriateness of the number of items for deliberation, securing sufficient deliberation time, and insufficient discussions on the vision for creating value through data and digital technology.
- To improve on these issues, we reviewed the items that require deliberation at Board of Directors meetings, reducing the average number of deliberation items per Board of Directors meeting from 10.7 (FY2024) to 7.9 (FY2025). Furthermore, at the Group DX & Business Process Re-engineering Promotion Committee, newly established in 2025, discussions were deepened regarding the promotion system and human capital development policies for group-wide DX, in preparation for the resolution of the Board of Directors regarding the formulation of a DX promotion plan and a digital human capital development plan.

(3) Analysis for results of the effectiveness assessment for FY2025 and issues identified

- Particularly noteworthy points of the survey results are that the Company has appropriately set KPIs that enable the achievement of sustainable growth, and that sufficient feedback regarding the status of dialogue with shareholders (investors) is being provided to the Board of Directors.
- The issues identified from the survey results are as follows.
  ① Appropriateness of the number of items for deliberation (a continuing issue from the previous year)
  ② Whether group-wide management strategies and management plans, etc. are sufficiently discussed and determined, taking into account the status of deliberations at the Board of Directors meetings of subsidiaries
  ③ Whether there are appropriate discussions on the approach, goals, and human resource development policies for ensuring the diversity of core human resources

(4) Actions in FY2026 based on assessment results and issues

- As improvement measures to maintain the appropriateness of the number of deliberation items and secure sufficient deliberation time, which continued to be identified as issues from the previous year, we are considering re-examining the items to be approved, reviewing the matters to be resolved and reported, and establishing new matters for deliberation (matters to be deliberated on throughout the year) in addition to the matters to be resolved and reported. We believe that this will enable us to maintain the appropriateness of the number of items for deliberation and secure sufficient deliberation time. This will allow for deeper discussions on the group-wide management strategies and management plans, etc., which were newly identified as challenges this fiscal year, as well as on ensuring diversity among core human capital and setting goals and development policies, which we believe will lead to improved assessment results.
- We will continue to strengthen the functions of the Board of Directors for the sustainable growth of the Group in the medium to long term and enhance corporate value.

Standards for the Election of Outside Director Candidates

Name	Audit and Supervisory Committee member	Independent officer	Reason for appointment
Tsunehiro Matsuno		●	After holding important positions at the TOYOTA MOTOR Group, Tsunehiro Matsuno has also been involved at Nagoya University as CPO (Chief Project management Officer), Manager of Strategy Office of the President, and Designated Professor. He also serves as an Outside Director (Audit and Supervisory Committee member) of Group subsidiary, Aichi Bank, Ltd., where he performs a management oversight function. He has abundant knowledge and experience in corporate governance, financial accounting, and finance at listed companies. We expect him to provide accurate advice and recommendations from an objective perspective and to strengthen governance. He has been judged to be an executive with a high degree of independence not likely to cause any conflict of interest with general shareholders in light of criteria for determining independence set forth by the stock exchange and the Company and has thus been determined to be qualified as an independent officer.
Toshio Haigo		●	After holding important positions in finance and group business operations at Nagoya Railroad Co., Ltd., Toshio Haigo gained experience in core management at its group company. He has abundant knowledge and experience in finance, group strategy, and overall corporate governance at listed companies. We expect him to provide accurate advice and recommendations from an objective perspective and to strengthen governance. He has been judged to be an executive with a high degree of independence not likely to cause any conflict of interest with general shareholders in light of criteria for determining independence set forth by the stock exchange and the Company and has thus been determined to be qualified as an independent officer.
Toshihiro Oritate		●	After holding important positions in research, payment and settlement infrastructure, and human resources and labor departments, etc. at Bank of Japan, Toshihiro Oritate gained experience in core management at the Japan Securities Finance Group. He has advanced knowledge and experience in financial and capital markets, as well as abundant international experience such as overseas projects. We expect him to provide accurate advice and recommendations from an objective perspective and to strengthen governance. He has been judged to be an executive with a high degree of independence not likely to cause any conflict of interest with general shareholders in light of criteria for determining independence set forth by the stock exchange and the Company and has thus been determined to be qualified as an independent officer.
Chieko Murata	●	●	Chieko Murata has held important positions at the Nagoya Regional Taxation Bureau and other organizations, and is expected to leverage her deep insights gained from her current position as certified tax accountant to provide recommendations for ensuring accuracy and transparency in our taxes, accounting, and finances, and to perform a management oversight function. She has been judged to be an executive with a high degree of independence not likely to cause any conflict of interest with general shareholders in light of criteria for determining independence set forth by the stock exchange and the Company and has thus been determined to be qualified as an independent officer.
Takumi Azuma	●	●	We expect Takumi Azuma to provide recommendations based on his deep insights in the IT and systems area, which was cultivated through his experience in core management at TIS INTEC Group, and to perform a management oversight function based on his experience as an auditor. He has been judged to be an executive with a high degree of independence not likely to cause any conflict of interest with general shareholders in light of criteria for determining independence set forth by the stock exchange and the Company and has thus been determined to be qualified as an independent officer.
Asako Itakura	●	●	We expect Asako Itakura to provide recommendations based on her experience in core management at companies such as Nagoya Broadcasting Network Co., Ltd., and her deep insights in human resources, labor affairs, and legal matters cultivated through her current position as a labor and social security attorney and small and medium enterprise management consultant and to perform a management oversight function. She has been judged to be an executive with a high degree of independence not likely to cause any conflict of interest with general shareholders in light of criteria for determining independence set forth by the stock exchange and the Company and has thus been determined to be qualified as an independent officer.

Expertise and Experience, Etc. (Skills Matrix) of Directors of the Company (including Audit and Supervisory Committee Members)

In order to realize the Group's management vision of PURPOSE, MISSION, and VALUE, as well as our 2nd Medium-Term Management Plan, we select the skills of particularly high importance from those that the Board of Directors as a whole should possess, which are then deliberated and approved by the Human Resources Committee. The expertise and experience, etc. of Directors of the Company are as follows.

Directors (excluding Outside Directors)

Name	Position	Expertise, experience, etc.						
		Corporate management, group management and sustainability	Finance and accounting	Compliance and risk management	Human resources and DE&I	Regional contribution	DX strategy	Consulting and solutions
Yukinori Ito	Representative Director, President and Executive Officer	●	●	●		●	●	
Makoto Hayakawa	Representative Director and Managing Executive Officer	●	●	●				
Hiroaki Yoshikawa	Representative Director and Managing Executive Officer	●	●		●	●	●	
Takehiro Suzuki	Director and Managing Executive Officer	●				●	●	●
Keiichi Ishikawa	Director and Executive Officer	●	●	●	●	●		
Toshiyuki Kitagawa	Director and Executive Officer	●	●	●				
Takashi Okaniwa	Director (Audit and Supervisory Committee member) [Full-time, inside]	●					●	

Directors (Outside Directors)

Name	Position	Expertise, experience, etc.					
		Corporate management	Finance, accounting and tax affairs	Law and corporate legal affairs	Human resources and labor	Public administration and regional revitalization	IT and computer systems
Tsunehiro Matsuno	Director [Outside]	●	●			●	
Toshio Haigo	Director [Outside]	●	●			●	
Toshihiro Oritate	Director [Outside]	●	●		●	●	
Chieko Murata	Director (Audit and Supervisory Committee member) [Outside]		●			●	
Takumi Azuma	Director (Audit and Supervisory Committee member) [Outside]	●	●				●
Asako Itakura	Director (Audit and Supervisory Committee member) [Outside]	●		●	●		

* The skills matrix indicates areas where each Director is expected to make a particularly significant contribution based on their expertise and experience in light of their respective roles. It does not represent all of their expertise and experience.

Reason for selecting skill items

Skill items Inside Directors

	Reasons for selecting skills (Skills required to drive our company's management vision/medium-term management plan)
Corporate management, group management and sustainability	• We believe that experience and insight regarding corporate management and group management are important to make transparent, fair, timely, and decisive decisions and to build an effective corporate governance system, while also establishing integrated Group management with the bank at its core in order to realize a total support group that goes beyond banking. • We believe that experience and knowledge regarding sustainability tied to banking operations are important to contribute to environmental conservation, including climate change, and to solve regional social issues, thereby aiming to realize a sustainable local community.
Finance and accounting	• We believe that experience and insight regarding finance and accounting are important to improve various financial indicators as part of efforts to enhance corporate value, and to achieve risk asset control while balancing profitability and soundness.
Compliance and risk management	• We believe that experience and insight regarding compliance, including legal compliance, are important to fulfill our social responsibility and to strive to foster a corporate culture that prioritizes compliance. • As the risks we face become increasingly diversified, risk management is the most critical issue. We believe that experience and insight regarding risk management are important to ensure soundness of management through appropriate risk management.
Human resources and DE&I	• We believe that experience and insight in human resources and DE&I are important to practice ES management and health management by treating employees as valuable human capital, maximizing their value, and driving human capital development, diversity & inclusion, health management and work-style reform based on enhancing engagement.
Regional contribution	• We believe that experience and insight in regional contribution and regional revitalization are important to become a financial group trusted and relied upon by local communities through committing to a community-focused sales approach, promoting community-based banking and facilitating a smooth flow of regional finance.
DX strategy	• We believe that experience and insight in DX, digital planning and promotion are important to achieve "Secure DX" with cybersecurity by driving digitalization through our customer-facing "Plus Digital" and internal "Digital Shift."
Consulting and solutions	• We believe that experience and insight in consulting and solutions are important, given our basic strategy of "Deepening the consulting solutions-based business model" to provide diverse solutions as customer needs become increasingly sophisticated and diverse.

Skill items Outside Directors

	Reason for selecting skills (Skills required to provide advice and recommendations from neutral and professional viewpoints)
Corporate management	• We believe that abundant and broad corporate management experience and insight in diverse fields are important to provide appropriate advice and recommendations to the Company's management, as we strive to realize a total support group that goes beyond banking.
Finance, accounting, and tax affairs	• We believe that abundant expertise, and broad experience and insight in finance, accounting and tax affairs are important to provide appropriate advice and recommendations to the Company's management, as we strive to build a management structure that balances profitability and soundness.
Law and corporate legal affairs	• We believe that expertise in law and corporate affairs, as well as abundant and broad experience and insight in legal community, are important to provide appropriate advice and recommendations to the Company's management, in order to foster a corporate culture that prioritizes compliance.
Human resources and labor	• We believe that expertise, as well as abundant and broad experience and insight in human resources, human resource development, and labor affairs, are important to provide appropriate advice and recommendations to the Company's management in order to practice ES management and health management.
Public administration and regional revitalization	• We believe that expertise, as well as abundant and broad experience and insight in public administration and regional revitalization, are important to provide appropriate advice and recommendations to the Company's management in order to promote community-based banking.
IT and computer systems	• We believe that expertise, as well as abundant and broad experience and insight in IT and computer systems, are important to provide appropriate advice and recommendations to the Company's management in order to drive our DX strategy.

Advisory Committees of the Board of Directors

In order to supplement the functions of the Board of Directors, the Human Resources Committee, an organization to discuss matters relating to the election and dismissal of Directors, and the Compensation Committee, an organization to discuss matters relating to Directors' compensation, have been established within the Board of Directors.

Independent Outside Directors become members of each of the committees (an Outside Director becomes committee chair) to increase the objectivity and transparency of the decision-making process.

	Human Resources Committee	Compensation Committee
Matters for discussion	● Matters relating to the election and dismissal of Directors ● Matters relating to the election and dismissal of Representative Directors and Executive Directors ● Other matters related to personnel changes of Directors	● Matters relating to the compensation of Directors
Composition of members	An Outside Director serves as committee chair and the committee is comprised of 3 Outside Directors including the committee chair and 2 Representative Directors.	
Number of meetings held	6 times	3 times
Main matters for discussion	• Election of Directors • Election of Representative Directors and Executive Directors • Division of duties among Directors and delegation of duties to general managers	• Decision on the amount of compensation for Directors • Decision on the amount of performance-linked compensation • Revision of the performance-linked compensation system

Number of meetings held and main matters for discussion are actual FY2025 results.

Attendance for FY2025

Committee chair and members		Human Resources Committee		Compensation Committee	
		Name	Attendance rate	Name	Attendance rate
Committee chair	Outside Director	Yasutoshi Emoto	100%	Chieko Murata	100%
Members	(Independent officers)	Yuki Shibata	100%	Yasutoshi Emoto	100%
		Chieko Murata	100%	Yuki Shibata	100%
		Asako Itakura	100%	Takumi Azuma	100%
	Representative Directors	Yukinori Ito	100%	Yukinori Ito	100%
		Makoto Hayakawa	100%	Makoto Hayakawa	100%

Of the members of the Human Resources Committee, Chieko Murata retired from her position as committee member on June 27, 2025, and Asako Itakura was then appointed as committee member on the same day.
Of the members of the Compensation Committee, Yuki Shibata retired from his position as committee member on June 27, 2025, and Takumi Azuma was then appointed as committee member on the same day.

Officer Compensation System

To achieve the sustainable growth and medium- to long-term enhancement of the corporate value of the Group, we have established a policy on the calculation method for the amount of compensation for officers of the Company. Furthermore, the same policy as the Company's system is established in the officer compensation system at Aichi Bank, a major consolidated subsidiary of the Company.

Basic Policy

The compensation system functions as an incentive for the sustained improvement of corporate value for the Group that takes into account the link to shareholder profit and attainment level of the medium-term management plan.

Director Compensation Structure

Compensation for Directors (excluding Directors who are Audit and Supervisory Committee members) is comprised of basic compensation, performance-linked compensation, and restricted stock compensation. To ensure neutrality in light of the responsibilities of the position, compensation for Directors who are Audit and Supervisory Committee members is comprised only of basic compensation.

Type of compensation	Directors (excluding Audit and Supervisory Committee members)	Audit and Supervisory Committee members	Outline of compensation
Basic compensation	●	●	Compensation paid monthly based on position
Performance-linked compensation	●	—	Compensation paid at a certain time each year that reflects performance indicators
Restricted stock compensation	●	—	Stock compensation to motivate employees to increase share prices and enhance corporate value

Resolution by General Meeting of Shareholders Regarding Compensation

The total amount of Director compensation is resolved at General Meetings of Shareholders.

Eligible persons	Type of compensation	Total compensation amount (yearly amount)	Resolution body	Date of resolution
Directors (excluding Audit and Supervisory Committee members)	Basic compensation	260 million yen	First Annual General Meeting of Shareholders	June 23, 2023
	Performance-linked compensation			
	Restricted stock compensation	100 million yen		
Audit and Supervisory Committee members	Basic compensation	90 million yen		

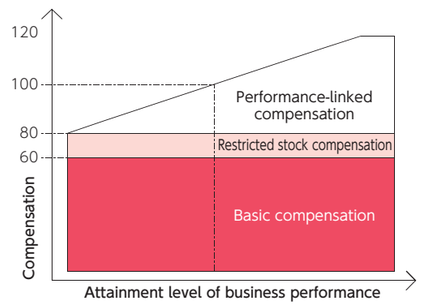
Decision-making Process

Compensation for Directors (excluding Directors who are Audit and Supervisory Committee members) is resolved by the Board of Directors after discussion by the Compensation Committee, an advisory committee of the Board of Directors, based on the above basic policy and Compensation Committee rules. Compensation for Directors who are Audit and Supervisory Committee members is resolved through discussion by Directors who are Audit and Supervisory Committee members, based on Audit and Supervisory Committee rules.

Overview of Performance-linked Compensation

The Company's performance-linked compensation is a system in which the amount paid fluctuates based on the attainment level of Profit attributable to owners of parent and Core operations net profit of subsidiary banks.

If the compensation amount for achieving the target value is set at 100, the system is designed so that the amount will be adjusted by approximately ± 20% depending on attainment level. The figure to the right shows the relationship between the compensation amount paid and the attainment level of business performance.



Reflecting ESG-related Items in the Officer Compensation System

From the perspective of improving corporate value over the medium to long term, we have added the following ESG-related items to the performance indicators reflected in performance-linked compensation for FY2026 onward: the number of consulting support services contracted directly by the Group, the number of cases of decarbonization support services provided, ES survey (employee engagement survey) satisfaction rates, and strategy reskilling human capital, which are performance indicators set as part of our sustainability initiatives.

Company Officers (Directors)

Aichi Financial Group

Aichi Financial Group, Inc.

Yukinori Ito
Representative Director, President and Executive Officer
(Concurrent position: Representative Director and Chairman of Aichi Bank, Ltd.)



Apr. 1980 Joined The Aichi Bank, Ltd. (currently Aichi Bank, Ltd.)
June 2010 General Manager of Operations Administration Department
June 2013 Director, General Manager of Internal Audit Department
June 2015 Director, General Manager of Securities & Foreign Business Department
June 2017 Managing Director
June 2019 President
Oct. 2022 President and Representative Director of the Company
Jan. 2025 President of Aichi Bank, Ltd.
Apr. 2025 Representative Director, President and Executive Officer of the Company (current position)
Apr. 2025 Representative Director and Chairman of Aichi Bank, Ltd. (current position)
In charge of Group Management Strategy Department of the Company (current position)

Makoto Hayakawa
Representative Director and Managing Executive Officer
(Concurrent position: Representative Director and Managing Executive Officer of Aichi Bank, Ltd.)



Apr. 1985 Joined The Chukyo Bank, Ltd.(currently Aichi Bank, Ltd.)
May 2008 General Manager of General Planning Department
June 2011 Executive Officer, General Manager of General Planning Department
May 2013 Executive Officer, General Manager of Operations Administration Department
May 2014 Executive Officer, General Manager of Business Planning & Promotion Department
Mar. 2016 Executive Officer, General Manager of Risk Management Department
Apr. 2018 Executive Officer, General Manager of General Planning Department
June 2019 Managing Executive Officer, General Manager of General Planning Department
Oct. 2022 Director of the Company
Oct. 2022 Director, Managing Executive Officer and General Manager of General Planning Department of The Chukyo Bank, Ltd.
Jan. 2025 Representative Director of the Company
Jan. 2025 Managing Director of Aichi Bank, Ltd.
Apr. 2025 Representative Director and Managing Executive Officer of the Company (current position)
Apr. 2026 Representative Director and Managing Executive Officer of Aichi Bank, Ltd. (current position)
In charge of Group Management Audit Department (current position)

Hiroaki Yoshikawa
Representative Director and Managing Executive Officer
(Concurrent position: Director and Managing Executive Officer of Aichi Bank, Ltd.)



Apr. 1985 Joined The Aichi Bank, Ltd. (currently Aichi Bank, Ltd.)
June 2015 General Manager of Corporate Administration Department
June 2017 Executive Officer, General Manager of General Planning Department
June 2019 Executive Officer, General Manager of Operations Administration Department
June 2020 Director
June 2022 Managing Director
Oct. 2022 Director of the Company
Jan. 2025 Managing Director of Aichi Bank, Ltd.
Apr. 2025 Director and Managing Executive Officer of the Company
June 2025 Representative Director and Managing Executive Officer (current position)
Apr. 2026 Director and Managing Executive Officer of Aichi Bank, Ltd. (current position)
In charge of Group DX & Business Process Re-engineering Management Department of the Company (current position)

Takehiro Suzuki
Director and Managing Executive Officer
(Concurrent position: Representative Director, President and Executive Officer of Aichi Bank, Ltd.)



Apr. 1988 Joined The Aichi Bank, Ltd. (currently Aichi Bank, Ltd.)
Oct. 2018 General Manager of Corporate Sales Department
June 2019 Executive Officer, General Manager of Corporate Sales Department
June 2021 Executive Officer, General Manager of Securities & Foreign Business Department
June 2022 Senior Executive Officer, General Manager of Business Planning & Promotion Department
Oct. 2022 Senior Executive Officer, General Manager of Business Planning Department
June 2023 General Manager of Operations Administration Department of the Company
June 2023 Director, General Manager of Business Administration Department of The Aichi Bank, Ltd.
Apr. 2024 General Manager of Sales Strategy Department of the Company
June 2024 Director
Jan. 2025 Director, General Manager of Business Administration Department of Aichi Bank, Ltd.
Apr. 2025 Director and Executive Officer of the Company
Apr. 2025 Representative Director, President and Executive Officer of Aichi Bank, Ltd. (current position)
June 2026 Director and Managing Executive Officer of the Company (current position)

Keiichi Ishikawa
Director and Executive Officer
(Concurrent position: Director and Managing Executive Officer of Aichi Bank, Ltd.)



Apr. 1988 Joined The Aichi Bank, Ltd. (currently Aichi Bank, Ltd.)
June 2019 Executive Officer, General Manager of Securities & Foreign Business Department
June 2021 Executive Officer, General Manager in charge of General Planning Department
June 2022 Senior Executive Officer, General Manager of General Planning Department
Oct. 2022 General Manager of Merger Promotion Department of the Company
June 2023 General Manager of Internal Audit Department
June 2023 Senior Executive Officer, General Manager of Internal Audit Department of The Aichi Bank, Ltd.
June 2024 Director, General Manager of Internal Audit Department
Jan. 2025 Director, General Manager of Internal Audit Department of Aichi Bank, Ltd.
Apr. 2025 Managing Executive Officer of the Company
Apr. 2025 Director and Managing Executive Officer of Aichi Bank, Ltd. (current position)
June 2026 Director and Executive Officer of the Company (current position)
In charge of Group Human Resources Strategy Department and Group General Affairs Department (current position)

Toshiyuki Kitagawa
Director and Executive Officer
(Concurrent position: Director and Executive Officer of Aichi Bank, Ltd.)



Apr. 1991 Joined The Aichi Bank, Ltd. (currently Aichi Bank, Ltd.)
Apr. 2024 General Manager of Corporate Planning Department of the Company
Apr. 2024 General Manager of General Planning Department of The Aichi Bank, Ltd.
Jan. 2025 General Manager of General Planning Department of Aichi Bank, Ltd.
Apr. 2025 General Manager of Group Corporate Planning Department of the Company
Apr. 2025 Executive Officer, General Manager of General Planning Department of Aichi Bank, Ltd.
Apr. 2026 Director and Executive Officer (current position)
June 2026 Director and Executive Officer of the Company (current position)
In charge of Group Corporate Planning Department and Group Sustainability Management Department (current position)

Tsunehiro Matsuno
Director (Outside)



Apr. 1980 Joined Toyota Motor Co., Ltd. (currently Toyota Motor Corporation)
Jan. 2009 General Manager of Finance Division
June 2012 Managing Director of Aisin AW Co., Ltd. (currently AISIN CORPORATION)
June 2013 Director and Senior Managing Executive Officer
June 2014 Representative Director and Executive Vice President
Apr. 2021 Member of Funds Managing Committee of Tokai National Higher Education and Research System (current position)
June 2022 Director Audit and Supervisory Committee Member (Outside) of The Aichi Bank, Ltd. (currently Aichi Bank, Ltd.)
Apr. 2025 CPO, Manager of Strategy Office of the President and Designated Professor of Nagoya University, Tokai National Higher Education and Research System (current position)
June 2026 Director (Outside) of the Company (current position)

Toshihiro Oritate
Director (Outside)



Apr. 1980 Joined Bank of Japan
Apr. 2008 Director-General of Payment and Settlement Systems Department
Nov. 2009 Director-General of Currency Issue Department
June 2010 Director-General of Personnel and Corporate Affairs Department
June 2012 Managing Director of Japan Securities Finance Co., Ltd.
June 2016 Senior Managing Director
June 2018 President of JSF Trust and Banking Co., Ltd.
June 2025 Non-Executive Special Advisor (current position)
Dec. 2025 Outside Auditor of Insource Co., Ltd. (current position)
June 2026 Director (Outside) of the Company (current position)

Chieko Murata
Director (Audit and Supervisory Committee member) (Outside)
(Concurrent position: Head of Chieko Murata Certified Public Tax Accountant Office)



Apr. 1982 Joined Nagoya Regional Taxation Bureau
July 2015 District Director of Ogaki Tax Office
July 2016 Manager of Information Technology of Large Enterprise Examination Division, Examination Department, Nagoya Regional Taxation Bureau
July 2017 Manager of Accounts Division, Planning and Administration Department
July 2018 Deputy Manager of Planning and Administration Department
July 2019 District Director of Nagoya Naka Tax Office
Aug. 2020 Head of Chieko Murata Certified Public Tax Accountant Office (current position)
June 2022 Director (Audit and Supervisory Committee member) (Outside) of The Aichi Bank, Ltd. (currently Aichi Bank, Ltd.)
Oct. 2022 Director (Audit and Supervisory Committee member) (Outside) of the Company (current position)
June 2023 Outside Statutory Auditor of KIMURA UNITY CO., LTD. (current position)

Asako Itakura
Director (Audit and Supervisory Committee member) (Outside)
(Concurrent position: Representative of Office Itakura Asako)



Apr. 1983 Joined Nagoya Broadcasting Network Co., Ltd.
Feb. 2004 Executive Officer and Station Manager
Oct. 2005 Executive Officer and Station Manager General Manager of Compliance Office
June 2008 Assistant to President's Office, Senior Managing Director of NagoyaTV Enterprise Co., Ltd.
June 2016 Senior Managing Director of NagoyaTV Enterprise Co., Ltd.
July 2021 Business Advisor (current position)
Feb. 2022 Representative of Office Itakura Asako (Specified Labor and Social Security Attorney and Small and Medium Enterprise Management Consultant Office) (current position)
June 2023 Director (Audit and Supervisory Committee member) (Outside) of the Company (current position)
June 2024 Outside Director of Aichi Tokei Denki Co., Ltd. (current position)

Takumi Azuma
Director (Audit and Supervisory Committee member) (Outside)



Apr. 1981 Joined INTEC Inc.
Apr. 2013 Executive Officer, General Manager of No. 2 Financial Solutions Division
June 2015 Managing Director, General Manager of General Affairs Department, Hokkoku INTEC Service Inc.
June 2016 President and Representative Director
Apr. 2018 Managing Executive Officer, Manager of Chubu Headquarters, INTEC Inc.
Apr. 2019 Managing Executive Officer, Manager of Hokuriku Industrial Division
June 2021 Full-time Audit & Supervisory Board Member
Oct. 2022 Director (Audit and Supervisory Committee member) (Outside) of the Company (current position)

Toshio Haigo
Director (Outside)



Apr. 1981 Joined Nagoya Railroad Co., Ltd.
June 2006 Director and Finance Manager of Miyakoh Co., Ltd. (currently Miyagi Transportation Co., Ltd.)
June 2012 Director of Nagoya Railroad Co., Ltd.
June 2014 Senior Managing Director, Assistant Division Director of Group Headquarters, and General Manager of Business Planning Department
June 2016 Representative Senior Managing Director and Division Director of Group Headquarters
June 2018 Representative Director and Vice President
June 2020 Representative Director and Vice President of Meitetsu World Travel, Inc.
June 2021 Representative Director
Apr. 2024 Director
June 2026 Director (Outside) of the Company (current position)

Takashi Okaniwa
Director (Audit and Supervisory Committee member)
(Concurrent position: Director (Audit and Supervisory Committee member) of Aichi Bank, Ltd.)



Apr. 1991 Joined The Aichi Bank, Ltd. (currently Aichi Bank, Ltd.)
June 2020 General Manager of Operations Administration Department
June 2022 Executive Officer, General Manager of Operations Administration Department
June 2024 Senior Executive Officer, General Manager of Operations Administration Department
Jan. 2025 Senior Executive Officer, General Manager of Operations Administration Department of Aichi Bank, Ltd.
Apr. 2025 General Manager of Group Compliance & Risk Management Department of the Company
Apr. 2025 Senior Executive Officer, General Manager of Compliance & Risk Management Department of Aichi Bank, Ltd.
Apr. 2026 Senior Executive Officer
June 2026 Director (Audit and Supervisory Committee member) of the Company (current position)
June 2026 Director (Audit and Supervisory Committee member) of Aichi Bank, Ltd. (current position)

Executive Officers

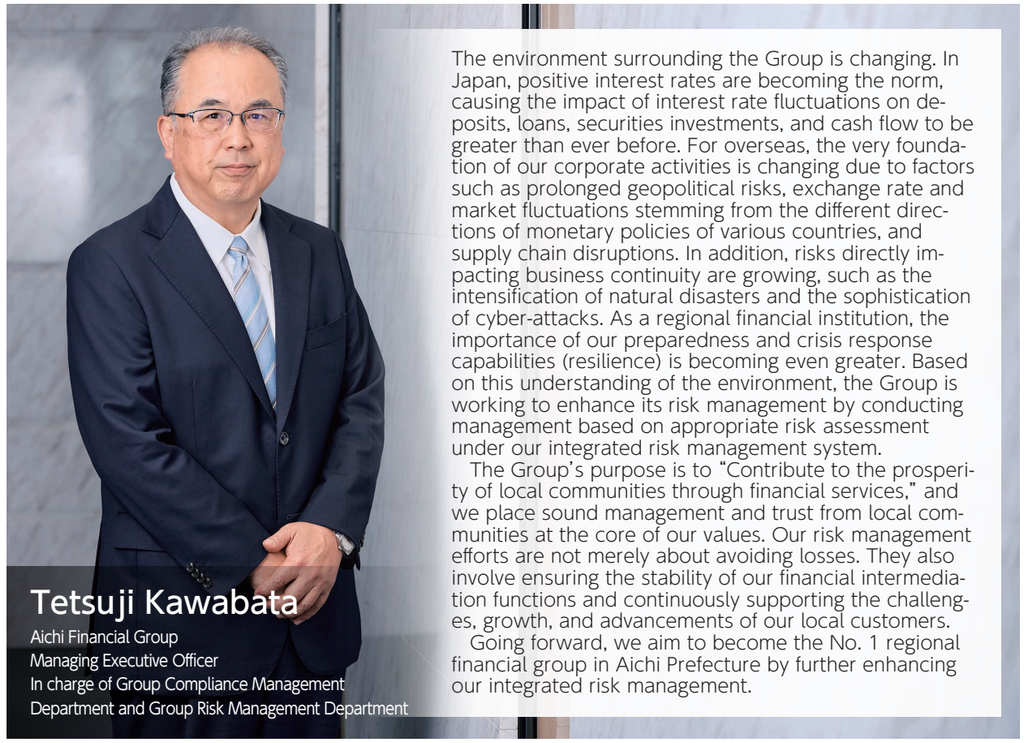
Tetsuji Kawabata
Managing Executive Officer
(Concurrent position: Director and Executive Officer of Aichi Bank, Ltd.)

Tatsuya Sakamoto
Managing Executive Officer
(Concurrent position: Representative Director and President of Aichi FG Lease Co., Ltd.)

Manabu Ozeki
Managing Executive Officer
(Concurrent position: Director and Executive Officer of Aichi Bank, Ltd.)

Tatsuhiro Morita
Senior Executive Officer
(Concurrent position: Senior Executive Officer of Aichi Bank, Ltd.)

Risk Management



The environment surrounding the Group is changing. In Japan, positive interest rates are becoming the norm, causing the impact of interest rate fluctuations on deposits, loans, securities investments, and cash flow to be greater than ever before. For overseas, the very foundation of our corporate activities is changing due to factors such as prolonged geopolitical risks, exchange rate and market fluctuations stemming from the different directions of monetary policies of various countries, and supply chain disruptions. In addition, risks directly impacting business continuity are growing, such as the intensification of natural disasters and the sophistication of cyber-attacks. As a regional financial institution, the importance of our preparedness and crisis response capabilities (resilience) is becoming even greater. Based on this understanding of the environment, the Group is working to enhance its risk management by conducting management based on appropriate risk assessment under our integrated risk management system.

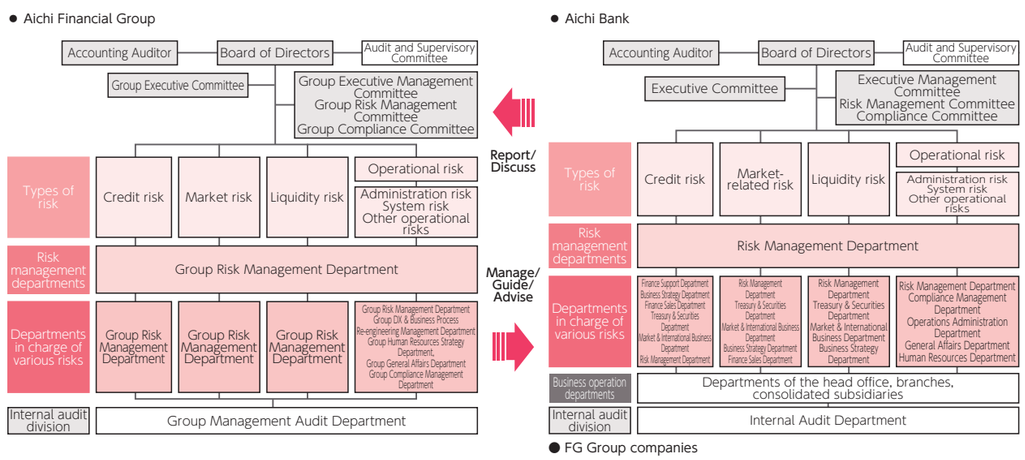
The Group's purpose is to "Contribute to the prosperity of local communities through financial services," and we place sound management and trust from local communities at the core of our values. Our risk management efforts are not merely about avoiding losses. They also involve ensuring the stability of our financial intermediation functions and continuously supporting the challenges, growth, and advancements of our local customers.

Going forward, we aim to become the No. 1 regional financial group in Aichi Prefecture by further enhancing our integrated risk management.

Tetsuji Kawabata
Aichi Financial Group
Managing Executive Officer
In charge of Group Compliance Management Department and Group Risk Management Department

Risk Management Policy

The Group positions risk management as one of the most important issues in Group management to ensure confidence by all stakeholders including customers, local communities, employees and shareholders and contribute to the development of local communities as a regional financial group. Regarding risks faced by the Group, in order to ensure the soundness of management, we conduct integrated risk management, a self-managed risk management that comprehensively compares and contrasts risks assessed by risk category against the Group's strength of management. This integrated risk management includes sustainability risks such as climate change, and these are discussed with management in various meetings.



Aichi Financial Group Risk Management Policy

The Aichi Financial Group Risk Management Policy is decided every year by the Board of Directors for the sophistication of risk management. Events that should be responded to with priority are shared. Main events decided in FY2026 are as follows.

Event	Response
Enhancement of the cybersecurity management system	Establish the Group's management system based on the recognition of the importance of cybersecurity
Enhancement of the credit risk management system	Manage credit risks based on sufficient understanding of the actual situations of customers, and develop a screening and management system with enhanced analytical capabilities
Enhancement of market risk management	Enhance management according to the risk characteristics of investment products
Establishment of a BCP system	Improve the effectiveness of the Group's crisis response system through drills and other measures

Business Continuity Plan (BCP)

We consider it a social responsibility as a regional financial institution to maintain cash supply and payment systems for residents in areas affected by a crisis, such as a large earthquake, large-scale storm and flood, or global pandemic. To fulfill this responsibility, Aichi Bank has developed a BCP.

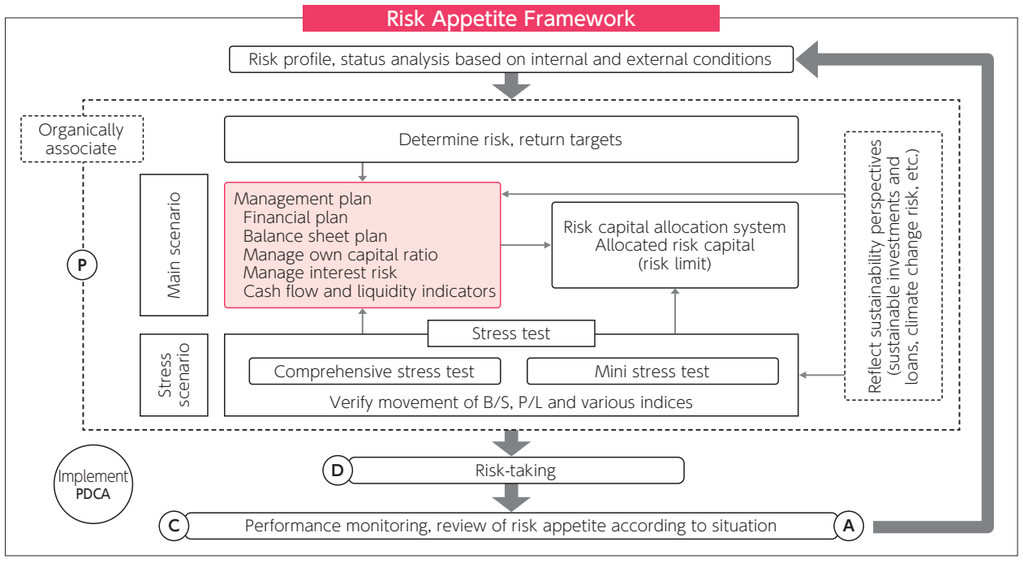
Based on the BCP, action plans are reviewed every year to improve the effectiveness of the business continuity system. In addition, business continuity drills take place regularly to increase the effectiveness of the BCP.

Main components of business continuity drills	
Tsunami evacuation drill	Safety confirmation drill
Disaster prevention drill for typhoon and heavy rain	Alternative cash center launch drill
Backup system launch drill	Cyber-attack response drill
System glitch drill	Drill of infection prevention measures

Risk Appetite Framework

In order to realize our management vision, the Group has implemented a Risk Appetite Framework (RAF) that clarifies the types and total amount of risk known as risk appetite and uses this as a starting point to conduct business management and risk management with an integrated view of earnings, risk and capital.

The Group properly manages and operates earnings, risk and capital within a certain scope by implementing PDCA cycles without interruption based on the RAF to achieve expected returns while properly managing risk and reflecting a sustainability perspective (sustainable investments and loans, climate change risk, etc.) in order to optimize the balance between the expansion of revenue opportunities and capital.



Identifying Risks and Management System

The Group categorizes recognized risks as either credit risk, market risk, liquidity risk or operational risk, and in addition to assigning a department in charge to manage each risk, we have established the Group Risk Management Department as the supervisory department of such risks to monitor the risk situation of the Group as a whole.

Identified risk situations are reported to the periodically held Group Risk Management Committee meetings, and appropriate risk management is practiced and we are engaged in measures to enhance our risk management.

When Aichi Bank introduces new products and services, departments in charge of each of the risks identify and evaluate inherent risks beforehand. The Risk Management Department generalizes the risks identified and evaluated by the risk management departments by not just the type and degree of risk, but perspectives on the possibility of monitoring and managing such risks, and if necessary, the introduction of new products and services is discussed at various meetings, including the management team.

In order to properly execute risk management activities, the Board of Directors verifies either periodically or as necessary the efficacy of the risk management system based on reports and investigative results related to the risk management status, and reviews the system in a timely manner. Based on these verification results, we formulate a risk management policy each year and approve it at the Board of Directors. The officer in charge of the Group Risk Management Department, who is separate from Audit and Supervisory Committee members, clearly recognizes the status of the Group's risk management and reports such information to the Representative Directors and Board of Directors.

Credit Risk Management System

Credit risk is the risk the Group will incur losses when the value of assets (including off-balance sheet assets) declines or disappears due to worsening financial conditions of the party to whom credit has been extended.

The Group formulated the Credit Risk Management Regulations to establish a basic policy to manage credit risks to control the amount of credit risk that arises through credit transactions, establishing appropriate risk management and necessary systems.

As the basic policy for credit risk management, the Group strictly adheres to laws and regulations and rules based on the Group's public and social mission. In addition, the Group strives for a more enhanced risk management and appropriate organizational management system that prevents the credit risk concentration toward specific industries and specific groups and diversifies risk as well as human capital development such as adequate placement of human capital that takes into account knowledge and experience for reasonable credit risk management and training.

Market Risk Management System

Market risk is the risk the Group incurs loss from changes in the value of assets and liabilities held due to fluctuations in a variety of market risk factors such as interest rates, value of securities, etc. and foreign exchange, and risk that the Group incurs loss from fluctuations in income generated from assets and liabilities.

The Group formulated the Market Risk Management Regulations to recognize the measurable amount of risk by category of market risk that occurs in the course of operations, and strives for the efficient operation and management of funds within a certain range and improve our risk management abilities.

In managing market risk, VaR and BPV are measured. In order to recognize risks that cannot be captured by VaR alone, stress tests are conducted on a regular basis and reported to the Group Risk Management Committee.

Liquidity Risk Management System

Liquidity risk is a risk of incurring loss due to a mismatch between operational and procurement timeframes and unforeseen outflow of funds, difficulty in securing necessary funds, or being forced to raise funds at interest rates significantly higher than normal (funding risk), or risk of incurring loss due to the inability to conduct market transactions due to market confusion or being forced to conduct transactions at significantly less favorable prices than normal.

The Group formulated the Liquidity Risk Management Regulations to conduct efficient and stable funding and prepare for market confusion by creating a Group-based liquidity crisis management system that anticipates normal conditions, concerning conditions and crisis conditions.

Further, we secure a certain level of liquid assets that can be converted into cash to ensure soundness and compliance status is reported to the Group Risk Management Committee.

Operational Risk Management System

Operational risk is a risk that the Group indirectly or directly incurs loss due to inappropriate internal processes or conduct by officers or employees, the system not functioning properly, or external events.

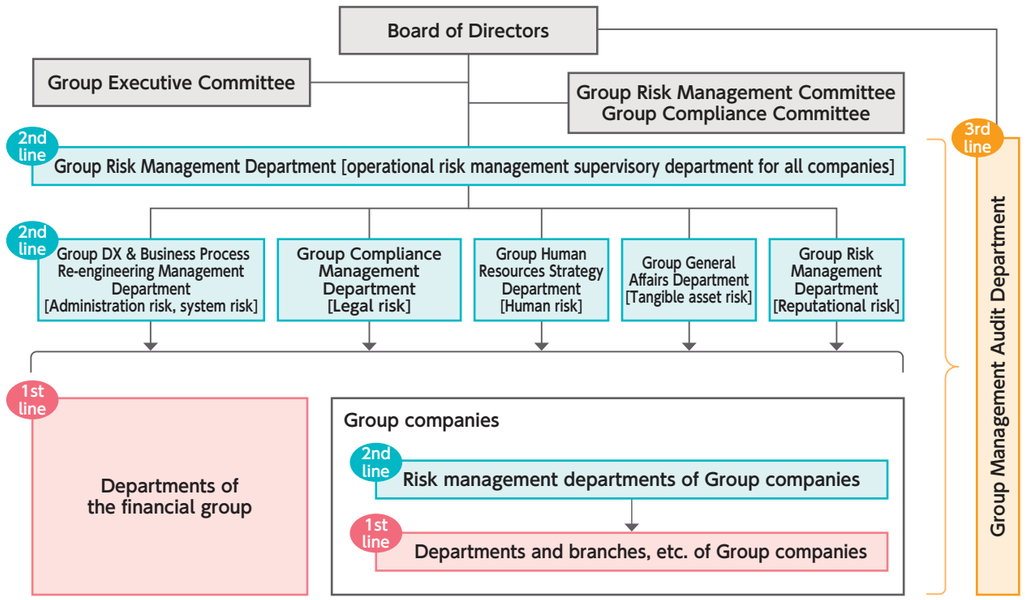
The Group has established a risk management system in accordance with the "three lines of defense" approach outlined in the Corporate governance principles for banks published by the Basel Committee on Banking Supervision. We formulated the Operational Risk Management Regulations, categorizing operational risks by cause of occurrence into multiple risk categories and assigning a department in charge of each risk category with the Group Risk Management Department overseeing and managing all operational risks.

Further, we are engaged in strengthening the operational risk management system by establishing management regulations for each risk category and gathering, and analyzing internal loss data.

The officer in charge of the Group Compliance Management Department, which oversees the Group's legal risks, regularly reports matters related to legal risks to the Board of Directors.

Types and definitions of operational risks subject to management by the Group

Administration risk	Risk of loss due to negligence of officers and employees to perform accurate administration, accidents or fraud
System risk	• Risk of loss due to system inadequacies such as computer systems going down or malfunctioning • Risk of loss due to the unauthorized use of computers (including cyber-attacks)
Human risk	Risk of loss or damage due to inequity and unfairness in human resource operations (issues pertaining to compensation, benefits, dismissal, etc.), discriminatory behavior
Tangible asset risk	Risk of damage or loss to tangible assets arising from disasters and other events
Legal risk	Risk of loss or damage due to negligent breach of duty to customers and improper business and market practices (including supervisory actions and fines arising from settlements, etc., penalties and damages)
Reputational risk	Risk of loss or damage due to decreased trust arising from deterioration of reputation and spread of rumors, etc.



Cybersecurity

To protect customers from increasingly severe and sophisticated cyberattacks, the Group is engaged in strengthening and improving cybersecurity measures.
We promote the expansion of financial services and operational reforms utilizing digital technology while ensuring system security and strive to provide high-quality financial services to our customers.

Cybersecurity Governance

Involvement by Management

The Group has positioned cybersecurity risks as an important issue in management and is engaged in management-led cybersecurity measures.
The Group DX & Business Process Re-engineering Management Department manages the cybersecurity systems for the entire Group. In addition to sharing incidents in a timely manner within the Group, it is also responsible for identifying and defending against risks, detecting and responding when incidents occur, and creating a system for swift recovery and resolution, as stipulated in information security management regulations. The system is arranged to periodically report to the Group's Risk Management Committee on the status of security measures and various measures based on threats and external trends.
Further, such reported matters are also reported to the Group Executive Committee and Board of Directors as appropriate according to changing conditions.

Incident Response System

The Group has established CSIRT, a team dedicated to cybersecurity comprised of relevant departments, at Aichi Bank, gathers information and monitors the latest method of cyber-attacks, conducts periodic inspections by performing vulnerability assessments and participates in trainings hosted by authorities to strengthen our structure to prepare for emergencies. We have established a system to take urgent countermeasures if a cyber-attack incident occurs, with CSIRT leading the swift internal information-sharing process and initial response, and establishing a crisis management task force under the direction of management, depending on the circumstances.
In addition, Aichi Bank jointly established CMS-CSIRT which is comprised of banks participating in the Regional Bank Integrated Service Center where NTT DATA operates the core system, as well as banks participating in MEJAR in FY2023. We are engaged in strengthening our security posture through forming relationships with the security divisions of participating banks, as well as joint training and study sessions.

Overview of CMS-CSIRT

Members

Regional Bank Integrated Service Center participants: **13** banks
<Regional Bank Integrated Service Center>
Joint core center for regional banks and 2nd-tier regional banks created and operated by NTT DATA

MEJAR participants: **6** banks
<MEJAR>
Joint core center for regional banks and 2nd-tier regional banks created by NTT DATA and operated mainly by banks

NTT DATA

Activities

1	Promoting exchange between security departments
2	Promoting information-sharing between participants
3	Holding study sessions
4	Joint training and exercises for security response
5	Investigations, discussions, etc. to realize joint security measures

Third-party Assessment

In addition to system audits by internal auditing divisions, the Group utilizes cybersecurity system assessments by third parties to strengthen cybersecurity measures and conduct continued initiatives to improve identified issues.

Response to Supply Chain Risk

Recently, cyber-attacks that exploit vulnerabilities in supply chains have become a huge threat. The Group considers the creation of a cybersecurity posture for the entire Group as a pressing issue and has held regular meetings to discuss countermeasures and actively supported activities to improve the cybersecurity posture of Group companies.
If the Group outsources all or some of its operations, in addition to an eligibility assessment at the time of selecting contractors, we regularly verify that security levels are maintained after the contract is concluded.

Access Restrictions and Data Protection

To appropriately manage internal information, the Group uses a system to restrict access based on affiliation or position.
In addition, we have created a system to prevent unauthorized access and leak of information to external parties by implementing a system of checks and balances when sending documents to external parties via email, limiting the use of unauthorized external storage media and collecting logs of computers used for business.

The Group has also implemented a variety of initiatives for our customers to safely use services over the Internet, such as implementing a system to swiftly detect unauthorized access, as well as encrypting communications when customers connect to Internet banking services from their devices.

Education and Awareness

Education and Training for Employees

In addition to conducting periodic training for cyber-attacks for all employees of the Group, the Group also holds multiple trainings for targeted email attacks to improve employees' email literacy.
Regarding education, the Group conducts cybersecurity education through Group-wide study sessions held by CSIRT members on topics such as recent cases of cyber-attacks and how to ensure the security of information assets, and through the utilization of various seminars offered by external organizations that are tailored to different levels, such as newly appointed personnel for the systems division and management.
Furthermore, to improve digital literacy not limited to cybersecurity, the Group also encourages employees of Aichi Bank to take the Information Technology Passport, G-Certificate, and Information Security Management Examination, and provide support for employees aiming to obtain certification, such as by holding preparatory courses and paying incentives for skill development.

Awareness Activities for Customers

As a measure against financial crimes such as phishing scams, which have increased rapidly in recent years, Aichi Bank provides warning information for customers on its website about financial crimes.
Please see Aichi Bank's website for details.
https://www.aichibank.co.jp/



Compliance Initiatives

The Group has identified “Strengthening governance” as a materiality and considers compliance an important issue. All employees of the Group work together as a whole to enhance the compliance structure under the Basic Compliance Policy.

Compliance System

The Group considers the Group Compliance Management Department the supervising department on matters concerning compliance. As the person responsible for matters concerning compliance, the officer in charge of the Group Compliance Management Department drafts plans related to compliance, monitors recognition and awareness, supports Group companies in compliance and reports significant matters to the Board of Directors.

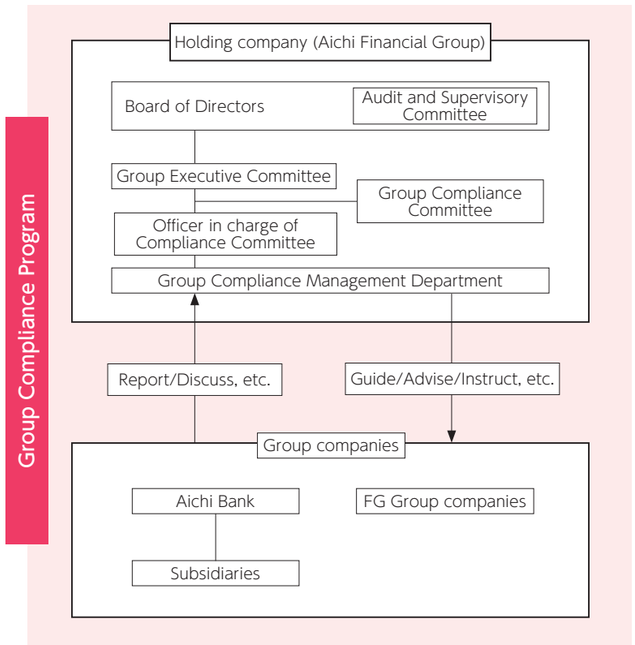
Specifically, we have established the Basic Compliance Policy and the Charter of Ethics & Code of Conduct, which provides a clear explanation of laws and regulations and actions to be complied with, and we are working to ensure that the contents are understood by all employees. In addition, we strive for thorough compliance by continuously implementing compliance training to educate all employees.

Further, if there is a violation of laws and regulations, we investigate the actual situation, take measures to prevent recurrence, and report the case to the Group Compliance Committee and the Board of Directors.

The Group determined the Group Compliance Program at the Board of Directors, which serves as a guide and detailed initiative plan for ensuring that all employees maintain high ethical standards and act in accordance with compliance. We follow its progress and regularly verify its effectiveness. We also monitor compliance with the Group Compliance Program and identify any violations. The FY2026 Group Compliance Program focuses on initiatives such as fostering an awareness of compliance, creating a Group management structure, reinforcing a misconduct prevention system, strengthening the customer protection management system, strengthening the information management system and enhancing an AML/CFT system (including severing relations with antisocial forces).

We regularly hold the Group Compliance Committee attended by the President, Directors, Executive Officers, General Managers, representatives from Group companies, and others to monitor the status of the Group Compliance Program, receive reports of and discuss suspected cases of compliance violations, and report important cases to the Board of Directors.

The Group also continuously holds seminars and study sessions for officers, including all Directors, on compliance and risks such as money laundering.



Initiatives to Prevent Corruption

In the Basic Policy on Prevention of Bribery, etc., the Group promotes fair transactions based on high ethical standards to maintain soundness and appropriateness of our operations and to contribute to the development of a sustainable society. To ensure competition within a society that is free and highly transparent, we have designated the officer in charge of the Group Compliance Management Department the person responsible for matters for the prevention of bribery, etc., and are engaged in measures to prevent bribery and corruption, stipulating that all bribery and corruption practices are strictly prohibited.

The Group prohibits any act that, with the intention of wrongfully exercising duties or authority or accepting a request for inaction, provides or promises to provide inappropriate benefits or receives or requests to provide inappropriate benefits (any and all tangible and intangible valuables, including money, goods, services, entertainment, and employment of family relatives) for the purpose of offering special favors to the provider, regardless of whether the act involves the government or the private sector.

The Group also communicates the Basic Policy on Prevention of Bribery, etc., to all employees, and study sessions are held to ensure compliance. An internal reporting system has been established to allow reporting of infractions of laws and regulations and rules concerning bribery, etc. or the discovery of any conduct that raises such concerns to an internal hotline as well as a designated external channel. Further, we ensure that no one shall be treated unfairly due to such reports.

Through such initiatives, there were no disciplinary measures or termination due to acts of corruption in FY2025. In addition, no expenses for fines or settlements have been incurred.

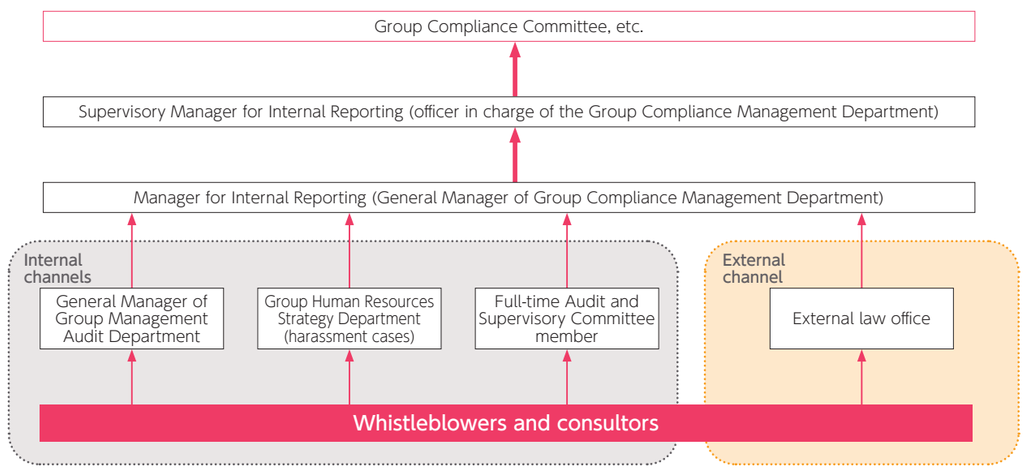
Internal Reporting System

The Group recognizes its social responsibility and public mission, and in accordance with the Whistle-Blower Protection Act, has set up internal reporting channels in order to create a work environment to practice strict adherence to laws and regulations and rules, and to prevent, detect early, and correct fraud, illegal conduct, conduct that violates social norms and corporate ethics and bribery. The internal reporting system has set up multiple channels including not only a hotline within the Company but a reporting and consultation hotline by an external lawyer where all employees within the Group (including seconded employees, temporary employees and temporary employees) can directly report and receive advice on compliance issues.

The internal reporting channel accepts anonymous tips for whistleblower protection, and investigations are conducted under strict information management by the person engaged in dealing with whistleblower disclosures so that the whistleblower cannot be identified, and that the whistleblower is not searched or treated unfavorably in any way because of his or her report.

If a report is received, a factual investigation is conducted depending on the content of the report, corrective actions and measures to prevent recurrence are enacted as necessary depending on the results of the investigation and feedback is provided to the whistleblower within the necessary scope while taking into consideration the whistleblower’s trust, honor and privacy. If a lawyer is involved as the external hotline, investigation results are also reported to said lawyer.

In addition, posters are displayed and study sessions for all employees are held to enhance and make known the internal reporting system, including the protection of whistleblowers.



Managing Conflicts of Interest

Based on the Basic Policy on the Management of Conflicts of Interest, the Group intends to manage transactions appropriately so that customers' interests will not be unjustly impaired in transactions between the Group and a customer or between the Group's customers. To that end, the Group Compliance Management Department has been designated as the department for overall management of conflicts of interest, and the department centrally manages transactions that involve conflicts of interest for the entire Group.

A transaction that involves a conflict of interest refers to a transaction that causes a conflict of interest between the Group and a customer or between customers, a transaction that involves competing interests between the Group and a customer or between customers, and a transaction carried out by the Group or a customer using information the Group has obtained through the relationship with another customer, whose interest is unjustly impaired in the transaction.

Customer Protection Initiatives

The Group has positioned customer protection as a key management issue and practices appropriate management based on the Basic Management Policy on Customer Protections to protect customer's interests and improvement of convenience at each Group company.

In addition, as the main department in charge of customer protection management for the Group as a whole, the Group Compliance Management Department ensures that all Group companies are aware of the importance of customer protection, constantly reviews the quality of operations of each Group company and implements persistent initiatives for their improvement, as well as ongoing efforts to protect the legitimate interests of customers and improve convenience.

With regard to major complaints that may affect the Group as a whole or cases where there is concern that customer interests may be violated, the Group Compliance Management Department receives reports and discussions from each Group company, taking appropriate measures as the Group as a whole.

Initiatives Taken at Aichi Bank

Aichi Bank has established a supervisory department dedicated to openly receiving and responding promptly and appropriately to customer opinions, requests, consultations, and complaints. The supervisory department centrally collects and analyzes customer feedback, and gives specific instructions and guidance to relevant departments aimed at swiftly resolving any issues, and also thoroughly considers and implements measures to prevent recurrence. To ensure transparency and promote continuous improvement, the status of responses, including analysis of the causes of complaints and the implementation of improvement measures, are reported regularly at Compliance Committee meetings. Aichi Bank thus continues to work on the improvement of response to customers.

Response to the Financial ADR System

To swiftly, fairly and appropriately respond to complaints and inquiries by customers, Aichi Bank has entered into a basic contract for the implementation of dispute resolution procedures with the Japanese Bankers Association, a designated dispute resolution organization under the Banking Act. Involving the JBA Customer Relations Center, which provides resolution support from a fair and neutral standpoint, enables us to seek resolutions from an objective and professional perspective.

We view consultations and complaints received from customers as valuable opportunities for service improvement, and thus strive to investigate the causes and prevent recurrence.

Contact

JBA Customer Relations Center
TEL: 0570-017109 or 03-5252-3772

Initiatives to Protect Personal Information, Specific Personal Information, etc.

In order to protect personal information, the Group has created the Declaration of Personal Information Protection for the appropriate protection and use of customer's personal information as well as customers' personal information acquired in connection with the Group's operational transactions, making it known to all employees.

Moreover, the Group recognizes the appropriate handling of customer's specific personal information as our social obligation and seeks to protect specific personal information through the formulation and announcement of the Basic Policy on the Handling of Specific Personal Information, as well as making sure all employees comply with such policy.

Please see the Group's website for detailed initiatives related to personal information, etc.

- Declaration of Personal Information Protection ····· https://www.aichi-fg.co.jp/privacy/policy/
- Basic Policy on the Handling of Specific Personal Information····· https://www.aichi-fg.co.jp/privacy/basic_policy/
- Shared use of personal data and corporate information within the Group ··· https://www.aichi-fg.co.jp/privacy/share/

Severing Relationships with Antisocial Forces

The Group takes resolute responses to antisocial forces that threaten the order and safety of civil society and sever such relationships, establishing the Basic Policy on Antisocial Forces with the Group as a whole adhering to this policy.

As the main department in charge of this basic policy, the Group Compliance Management Department strives to block relationships by each Group company with antisocial forces and, if a business partner is discovered to be an antisocial force after transactions have begun, takes appropriate responses in accordance with the basic policy.

The supervisory divisions of each company of the Group cooperate with police, lawyers, etc. to sever relationships with antisocial forces.

Initiatives to Prevent Damage from Financial Crimes

Enhancing Transaction Monitoring

In recent years, damage from investment and romance fraud on social media has become serious across Japan, and obscure corporate accounts and internet banking have been used inappropriately for laundering money taken from fraud victims. In response to this, Aichi Bank has further enhanced transaction monitoring using a transaction monitoring system in accordance with the Financial Services Agency's "Further enhancement of measures to prevent unauthorized use of bank accounts, including corporate bank accounts" and other measures, and strives for the prevention and early detection of damage.

Concluding the Agreement on the Provision of Financial Crime Information

In February 2025, Aichi Bank concluded the Agreement on the Provision of Financial Crime Information with the Aichi Prefectural Police Department and The Bank of Nagoya, taking collaborative initiatives to prevent the spread of damage from financial crimes.

Measures for the Prevention of Money Laundering

The Group has positioned responding to money laundering, financing of terrorism, proliferation financing and economic sanctions as an important management issue based on demands of the international community, and has established, under a Group-wide management system, the Basic Policy on Prevention of Money Laundering and Financing Terrorism to maintain soundness of financial systems. Furthermore, the Group has included "enhancement of AML/CFT system" as an action item in the Group Compliance Program, engaging in the prevention of money laundering Group-wide.

In practicing the appropriate prevention of money laundering, the Group has appointed the officer in charge of the Group Compliance Management Department as the person responsible for the prevention of money laundering. Furthermore, as the managing supervisory department, the Group Compliance Management Department centrally manages significant risks that arise at Group companies.

Specific initiatives

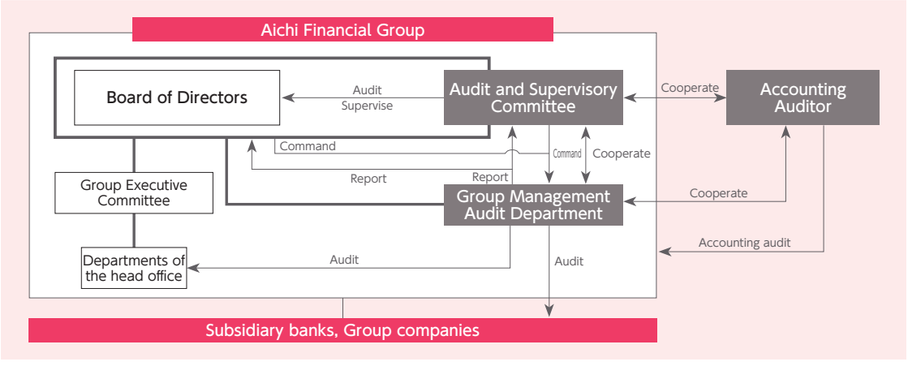
- **Reducing risks based on the latest risk assessment**
  A company-wide evaluation of risks such as money laundering is conducted annually, and a risk assessment document for the Group that includes results of the investigation and analysis of risks is created to put in place, based on a risk-based approach, effective risk mitigation and customer management measures. In addition to regularly reviewing the risk assessment, we review it as necessary during any occurrence of events that may have significant effects on countermeasures for money laundering and the financing of terrorism.
- **Verifying the effectiveness**
  In accordance with the Act for Prevention of Transfer of Criminal Proceeds and other relevant laws and regulations, the Financial Services Agency's "Guidelines for Anti-Money Laundering and Combating the Financing of Terrorism," "Issues and Practices for Dialogue on Validation of Effectiveness of AML/CFT Frameworks" disclosed by the Financial Services Agency in March 2025, and other documents, Aichi Bank has set "preventing money laundering and financing of terrorism and severing relationships with antisocial forces" as the top priority in the Compliance Program. We verify the effectiveness of anti-money laundering and other measures and work on the enhancement of the risk management system, in accordance with the Implementation Plan for the Validation of Effectiveness of AML/CFT Frameworks.
- **Raising awareness of all employees**
  To ensure the effectiveness of the prevention of money laundering, the Group regularly holds training and instruction on money laundering countermeasures to deepen the understanding of all employees. Furthermore, examples of financial crimes are shared to increase their awareness and strengthen their ability to respond to such crimes.

Internal Audit System

Role of Internal Audits

The Group has established the Group Management Audit Department, independent of executive divisions and under the direct control of the Board of Directors, to conduct internal audits for the whole Group. The goal of internal audits is to enhance and preserve the value of the organizational entity. The Group Management Audit Department ensures sound and appropriate operational management and makes internal controls function, supporting the achievement of management goals by the Group. The department mainly verifies and evaluates the status of operational execution and organizational structure related to the governance process, risk management and controls. It also checks the status of compliance with the Charter of Ethics & Code of Conduct.

The Board of Directors establishes the Group's internal auditing rules including the basic policy on internal audits, and approves internal audit plans every fiscal year. Based on approved rules and plans, the Group Management Audit Department evaluates whether there are any problems in the establishment or operational status of the Group's management system, whether there are processes in place to prevent accidents, fraud and errors and whether preparations for unforeseen circumstances are appropriate.



Execution of Internal Audits

For audits of the head office and Group companies, the Group Management Audit Department first formulates individual plans and then determines the purpose, scope, timing and allocation of resources for internal audits through discussions. Preliminary investigations on the locations and themes subject to internal audit are conducted for the formulation of individual plans. In order to grasp the overall image of the audit as well as verify and identify the scope and depth of audit items, information gathering is conducted through review of data and documents and monitoring beforehand and risks related to the relevant location or themes are identified to the extent possible.

Audits on branches are basically conducted at Aichi Bank. After conducting preliminary investigations, the content of audits is reviewed as needed when rules and procedures are changed. All audits are conducted without announcement to enhance the restraining effect of audits to prevent fraud and scandals in the frontline that is the sales field.

Main investigations are conducted based on individual plans formulated based on preliminary investigations and approved by the General Manager of the Group Management Audit Department. Main investigations mainly verify the following contents.

① Creation and operation of internal controls to ensure the appropriateness of operations and prevent incidents, as well as its establishment in the organizational body
② Establishment of a system for management risks that may arise from changes in daily operational activities or the surrounding environment
③ Management status of cooperation between companies of the Group, departments and sections, as well as of officers involved in the execution of business
④ Maintenance status of the security and compliance of information systems and ensuring its efficacy and efficiency as well as the efficacy of system strategy

Through such verification activities, we evaluate (1) whether risks can be prevented by deterrents for fraud and scandals within the organization and the swift detection of inappropriate events; (2) whether operations in line with rules and manuals allow controls within the organization to function appropriately to maintain the efficacy and efficiency of operations and lead to a comfortable work environment; and (3) whether operations towards the Group's management targets are executed and lead to the strengthening and improvement of the management system. Evaluation results are reported to all Directors and Audit and Supervisory Committee members through an internal audit report, and recommendations for improvement are made to the audited locations, related departments and Group companies.

A follow-up on improvement measures and improvement status is conducted after an audit to review the effectiveness of measures and degree of recognition.

Independence of the Internal Audit Divisions and Measures for Quality Improvement and Sophistication

The internal audit divisions must be organizationally independent in order to play an important role in the development of the Group and ensure effectiveness in performing fair and impartial duties and responsibilities. The Group Management Audit Department realizes independence within the internal audit divisions by obtaining approval from the Board of Directors that stipulates that the Audit Department preserves access to records, persons and assets to conduct audits, maintains two reporting channels (dual reporting line), and is not being subject to unnecessary interference or restrictions from other divisions.

Due to the fact that it is necessary for audit results and improvement recommendations from the internal audit to be trusted and accepted by audited entities and their relevant locations to maintain and improve the effectiveness of internal audits while meeting management's expectations, the Group Management Audit Department conducts internal evaluations on the effectiveness of internal audits by verifying whether internal audits are conducted at or above a certain level. Internal evaluations are conducted through two methods, continuous monitoring, which systemically includes the monitoring functions in management operations of internal audit divisions and continuously conducts quality assessments and improvement activities, and a periodic review, in which after audit operations, persons other than those participating in operations determines compatibility to international standards and conducts an internal review. Results of such internal evaluations are reported to the Board of Directors. Further, timely and appropriate actions are taken to improve the quality and sophistication of internal audits such as the development of human capital by encouraging the acquisition of certifications related to internal audits and attendance of external training, as well as the utilization of external institutions for sectors that require expertise.

Group Financial Data

Overview of FY2025 Financial Results

<Aichi Bank, non-consolidated profit (loss)>

Net business profits (before provision for general reserve for losses on loans) rose significantly from 2.0 billion yen in FY2024 to 13.9 billion yen in FY2025.

❶ Net interest income: 52.5 billion yen (up 2.2 billion yen year on year)

- Interest on loans and bills discounted increased by 12.9 billion yen, and interest and dividends on securities increased by 1.2 billion yen.
- A 12.3 billion yen increase in interest on deposits worked to lower net interest income.

❷ Net fee and commission income: 10.5 billion yen (down 0.8 billion yen year on year)

- Consulting-related revenue, an area of our focus, has grown steadily each period, increasing by 0.4 billion yen year on year.
- Net fee and commission income decreased on the whole, due mainly to a decrease in fees related to assets under custody.

❸ Net other operating income: (6.9) billion yen (up 6.5 billion yen year on year)

- The Bank recorded net losses related to bonds of 6.7 billion yen, a year-on-year improvement of 5.9 billion yen.

❹ Expenses: 42.1 billion yen (down 4.0 billion yen year on year)

- Non-personnel expenses decreased by 3.6 billion yen.
  (Cost reductions due to merger, absence of integration-related expenses)

❺ Net gains related to stocks: 16.8 billion yen (up 3.8 billion yen year on year)

- While the Bank reduced cross-shareholdings, stock prices rose, resulting in increased gains on sales of stocks.

❻ Credit-related costs: (2.4) billion yen (down 3.5 billion yen year on year)

- Due to a decrease in the loan loss ratio and a reduction in receivables outstanding from borrowers at risk of bankruptcy or lower, general reserve for possible losses on loans and reserve for contingencies were reversed.

<Aichi FG consolidated results>

- Consolidated results showed increases in both ordinary profits and profit attributable to owners of parent.

Aichi Bank, non-consolidated profit (loss)

(Billions of yen)	FY2024	FY2025	YoY change
Gross profits	48.2	56.1	7.9
Core gross profits	60.9	62.9	2.0
Net interest income	50.3	❶ 52.5	2.2
Interest on loans and bills discounted	39.8	52.8	12.9
Interest and dividends on securities	16.6	17.8	1.2
Interest on deposits	5.9	18.2	12.3
Net fee and commission income	11.4	❷ 10.5	(0.8)
Net other operating income	(13.5)	❸ (6.9)	6.5
Expenses	46.1	❹ 42.1	(4.0)
Personnel expenses	20.4	20.4	(0.0)
Non-personnel expenses	22.0	18.4	(3.6)
Net business profits (before provision for general reserve for losses on loans)	2.0	13.9	11.9
Net business profits (before provision for general reserve for losses on loans) from core business area	14.7	20.7	6.0
Provision for general reserve for possible losses on loans (1)	(1.8)	–	1.8
Net business profits	3.8	13.9	10.1
Net gains (losses) related to bonds	(12.7)	(6.7)	5.9
Net non-recurring gains (losses)	6.5	16.7	10.2
Net gains (losses) related to stocks	13.0	❺ 16.8	3.8
Expenses related to portfolio problems (2)	2.9	–	(2.9)
Reversal of reserve for possible losses on loans (3)	–	2.0	2.0
Reversal of reserve for contingencies (4)	–	0.4	0.4
Ordinary profit	10.3	30.7	20.3
Net extraordinary gains (losses)	(0.6)	(1.4)	(0.8)
Total income taxes	0.1	7.8	7.6
Profit	9.6	21.4	11.8
Credit-related costs (1) + (2) - (3) - (4)	1.1	❻ (2.4)	(3.5)

Aichi FG Consolidated Results

(Billions of yen)	FY2024	FY2025	YoY change
Ordinary income	101.0	125.1	24.1
Ordinary profits	10.2	30.9	20.6
Profit attributable to owners of parent	9.0	21.8	12.7

Consolidated Financial Statements

Consolidated Balance Sheets

Assets

(Millions of yen)

Item \ FY	As of March 31, 2025	As of March 31, 2026
Cash and Due from Banks	612,643	790,694
Call Loans and Bills Purchased	732	–
Other Debt Purchased	7,211	6,280
Trading Account Securities	–	2
Securities	1,190,784	1,269,694
Reserve for Possible Losses on Investments	(0)	(0)
Loans and Bills Discounted	4,845,754	4,941,172
Foreign Exchange Assets	2,587	2,863
Other Assets	66,888	71,765
Tangible Fixed Assets	67,061	67,351
Building	11,426	10,890
Land	48,978	50,083
Lease Assets	68	26
Construction in Progress	964	1,467
Other Tangible Fixed Assets	5,622	4,884
Intangible Fixed Assets	3,321	3,157
Software	1,564	1,569
Goodwill	1,573	1,408
Software in Progress	31	34
Lease Assets	27	17
Other Intangible Fixed Assets	124	127
Net Defined Benefit Asset	21,610	29,914
Deferred Tax Assets	565	568
Customers' Liabilities for Acceptances and Guarantees	5,460	5,707
Reserve for Possible Losses on Loans	(24,918)	(20,835)
Total Assets	6,799,701	7,168,337

Liabilities and Net Assets

(Millions of yen)

Item \ FY	As of March 31, 2025	As of March 31, 2026
Deposits	5,932,927	5,989,342
Negotiable Certificates of Deposit	1,600	47,900
Call Money and Bills Sold	–	19,000
Guarantee Deposits Received under Securities Lending Transactions	79,760	159,802
Borrowed Money	336,166	368,896
Foreign Exchange Liabilities	1,416	1,216
Other Liabilities	57,050	85,277
Reserve for Bonus Payments	1,136	1,172
Reserve for Directors' Bonus Payments	106	118
Net Defined Benefit Liability	111	139
Reserve for Director Retirement Benefits	129	177
Reserve for Contingencies	2,699	2,250
Reserve for Demolition Costs of Fixed Assets	–	718
Deferred Tax Liabilities	22,702	50,991
Deferred Tax Liabilities for Revaluation Reserve for Land	4,623	4,623
Acceptances and Guarantees	5,460	5,707
Total Liabilities	6,445,891	6,737,335
Share Capital	20,026	20,026
Capital Surplus	36,939	36,907
Retained Earnings	234,255	250,680
Treasury Shares	(36)	(1,020)
Total Shareholders' Equity	291,185	306,594
Net Unrealized Gains (Losses) on Other Securities	42,623	89,543
Deferred Gains (Losses) on Hedges	5,397	15,837
Revaluation Reserve for Land	8,178	8,178
Remeasurements of Defined Benefit Plans	6,108	10,565
Total Accumulated Other Comprehensive Income	62,307	124,124
Share Acquisition Rights	300	262
Non-controlling Interests	18	20
Total Net Assets	353,810	431,001
Total Liabilities and Net Assets	6,799,701	7,168,337

Consolidated Statements of Income

(Millions of yen)

Item \ FY	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Ordinary Income	101,036	125,137
Interest Income	58,422	73,778
Interest on Loans and Bills Discounted	39,831	52,728
Interest and Dividends on Securities	16,837	18,028
Interest on Call Loans and Bills Purchased	62	100
Interest on Due from Banks	1,450	2,782
Other Interest Income	241	140
Fee and Commission Income	18,245	18,005
Other Operating Income	6,908	7,752
Other Ordinary Income	17,459	25,600
Gain on Reversal of Reserve for Possible Losses on Loans	–	1,772
Gain on Reversal of Reserve for Reimbursement of Deposits	80	–
Gain on Reversal of Reserve for Contingencies	–	449
Recovery of Written-off Claims	1	1
Other	17,377	23,377
Ordinary Expenses	90,754	94,225
Interest Expenses	7,977	21,178
Interest on Deposits	5,920	18,227
Interest on Negotiable Certificates of Deposit	16	18
Interest on Call Money and Bills Sold	–	62
Interest on Securities Lending Transactions	398	556
Interest on Borrowed Money	579	1,389
Other Interest Expenses	1,062	924
Fee and Commission Expenses	5,664	5,952
Other Operating Expenses	20,081	13,856
General and Administrative Expenses	47,750	45,002
Other Ordinary Expenses	9,281	8,235
Provision for Reserves for Possible Losses on Loans	714	–
Provision for Reserve for Possible Losses on Investments	0	0
Provision for Reserve for Contingencies	530	–
Other	8,036	8,235
Ordinary Profits	10,282	30,912
Extraordinary Gains	10	0
Gains on Disposition of Fixed Assets	10	0
Extraordinary Losses	567	972
Losses on Disposition of Fixed Assets	102	121
Losses on Impairment of Fixed Assets	7	132
Provision for Reserve for Demolition Costs of Fixed Assets	–	718
Losses on Revision of Retirement Benefit Plan	457	–
Income before Income Taxes	9,725	29,940
Income Taxes - Current	824	9,115
Income Taxes - Deferred	(195)	(985)
Total Income Taxes	629	8,130
Profit	9,095	21,810
Profit (Loss) Attributable to Non-controlling Interests	(1)	1
Profit Attributable to Owners of Parent	9,097	21,808

Consolidated Statements of Comprehensive Income

(Millions of yen)

Item \ FY	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Profit	9,095	21,810
Other Comprehensive Income (Loss)	(29,988)	61,817
Net Unrealized Gains (Losses) on Other Securities	(33,763)	46,919
Deferred Gains (Losses) on Hedges	4,662	10,440
Revaluation Reserve for Land	(130)	–
Remeasurements of Defined Benefit Plans	(757)	4,457
Comprehensive Income	(20,892)	83,627
Comprehensive Income Attributable to Owners of Parent	(20,891)	83,626
Comprehensive Income Attributable to Non-controlling Interests	(1)	1

Group Non-financial Data

* Unless otherwise specified, figures are the total for the Aichi Financial Group.

Environment

Energy use

Item	Unit	Aichi FG		
		FY2023	FY2024	FY2025
City gas	Thousand m³	101	109	100
LP gas	Thousand m³	—	0.06	0.06
Heavy oil	KL	20	20	14
Gasoline	KL	249	250	230
Electricity	Thousand kWh	13,165	13,584	12,124

* Energy use in FY2024 and FY2025 has been verified by a third party. For details, please see P.87.

Greenhouse gas (GHG) emissions

Item	Unit	Aichi FG		
		FY2023	FY2024	FY2025
Scope 1 (Direct emissions)	t-CO_2	881	850	776
Scope 2 (Indirect emissions) Market-based	t-CO_2	2,950	3,341	1,119
Location-based	t-CO_2	5,781	5,746	5,128
Scope 3	t-CO_2	8,068,734	13,290,718	10,185,088
Category 1 (Purchased goods and services)	t-CO_2	17,907	19,121	17,945
Category 2 (Capital goods)	t-CO_2	9,678	4,373	3,076
Category 3 (Fuel-and-energy-related activities not included in Scope 1 and 2)	t-CO_2	897	1,121	1,001
Category 4 (Upstream transportation and distribution)	t-CO_2	1,717	2,249	1,397
Category 5 (Waste generated)	t-CO_2	15	22	13
Category 6 (Business travel)	t-CO_2	449	448	465
Category 7 (Employee commuting)	t-CO_2	1,011	1,009	1,032
Category 15 (Investments)	t-CO_2	8,037,060	9,191,858	7,785,240
(Listed equity and corporate bonds)	t-CO_2	—	4,070,517	2,374,919
Total emissions (Scope 1 and 2)	t-CO_2	3,832	4,191	1,895
Total emissions (Scope 1, 2, and 3)	t-CO_2	8,072,565	13,294,910	10,186,983

* Scope 1 and Scope 2 emissions are calculated for branches of the entire Group, including Aichi Financial Group and all of its consolidated subsidiaries.
* Scope 3, Categories 1 to 5 and 15 emissions are calculated for former The Aichi Bank and former The Chukyo Bank through December 2024, and for Aichi Bank from January 2025.
* Scope 3, Categories 6 and 7 emissions are calculated for employees of the Aichi Financial Group as of April 1 of each fiscal year.
* Scope 3, Categories 8 to 14 are not applicable due to the nature of the business.
* For Scope 3, Category 15, please see P.87.
* GHG emissions in FY2024 and FY2025 have been verified by a third party. For details, please see P.87.

Society

Human capital (diversity, etc.)

Item	Unit	Aichi FG		
		FY2023	FY2024	FY2025
Number of employees	Persons	2,367	2,371	2,345
Of which, female employees	Persons	843	857	867
Percentage of female employees	%	35.6	36.2	37.0
Number of temporary employees and fixed-term employees	Persons	292	279	278
Percentage of temporary employees and fixed-term employees	%	12.3	11.8	11.9
Number of fixed-term employees promoted to regular employees	Persons	4	5	5
Average age	Years	40.7	40.8	40.8
Average years of service	Years	18.0	17.5	17.2
Average years in employment for male employees	Years	19.6	18.8	18.6
Average years in employment for female employees	Years	14.9	14.8	14.6
Average annual salary	Thousands of yen	6,181	6,459	6,639
Average monthly salary	Thousands of yen	411	431	443
Gender wage gap (all workers)	%	45.6	48.5	48.5
Gender wage gap for regular workers	%	57.5	60.3	61.6
Gender wage gap for part-time and non-permanent workers	%	51.0	52.3	52.4
Employee union membership rate	%	75.7	77.0	77.6
Number of new hires	Persons	191	160	156
Of which, number of female hires	Persons	89	67	68
Total new graduate hires	Persons	174	140	119
Of which, number of female hires	Persons	84	55	51
Total mid-career hires*1	Persons	17	20	37
Of which, number of female hires	Persons	5	12	17
Number of employees who used the re-hiring system*2	Persons	40	51	52
Employment rate of persons with disabilities	%	2.5	2.3	2.7
Number of employees who left their jobs voluntarily	Persons	95	104	103
Voluntary turnover rate	%	4.0	4.4	4.4
Turnover rate*3	%	5.7	6.3	7.2
Number of managers*4	Persons	916	919	918
Of which, female managers	Persons	89	108	122
Percentage of female managers	%	9.7	11.8	13.3
Total number of employees with titles*4	Persons	1,163	1,191	1,203
Of which, number of female employees with titles	Persons	191	220	242
Percentage of female employees with titles	%	16.4	18.5	20.1
Average days of paid leave taken	Days	15	14	17
Average paid leave acquisition rate	%	78.3	73.4	87.9
Childcare leave acquisition rate (male)	%	94.1	100	100
Average days of childcare leave taken (male)	Days	8.5	15.1	19.3
Childcare leave acquisition rate (female)	%	100	100	100
Childcare leave acquisition rate (male and female)	%	96.7	100	100
Number of employees who took nursing care leave	Persons	1	1	2
Satisfaction score in the ES survey*5	Points	77.5	78.3	78.5
Number of industrial accidents	Cases	36	41	50
Frequency rate (frequency of deaths in accidents)	%	0.83	0.88	1.15
Severity rate (severity of accidents)	%	0.01	0.02	0.02
Number of employees who received health checkups	Persons	3,352	3,354	3,243
Health checkup rate	%	100	100	100
Percentage of employees who required follow-up observation and visited a medical institution*6	%	95.6	85.2	92.9
Stress check rate	%	96.5	99.4	98.9
Complete medical checkup rate (age 40 or older)	%	64.3	56.4	78.9
Number of employees subject to specific health guidance	Persons	339	307	336
Percentage of employees subject to specific health guidance	%	14.0	12.8	14.5
Percentage of employees who sleep six hours or longer on weekdays	%	50.2	55.5	54.2
Percentage of employees who walk 8,000 steps or more a day on average	%	21.3	21.4	24.2
Percentage of smokers	%	13.8	14.5	13.5

* All figures for FY2023 cover former The Aichi Bank and former The Chukyo Bank, and those for FY2024 and FY2025 cover Aichi Bank.
*1 Including employees who converted to regular employees.
*2 Number of regular employees rehired as temporary employees after mandatory retirement.
*3 The percentage of regular employees who either left their jobs at Aichi Bank voluntarily, or retired due to mandatory retirement, or the appointment to executive positions, etc.
*4 Managers are defined as employees whose position levels are assistant manager or higher, and employees with titles are defined as employees whose position levels are section chief or higher.
*5 Quantified results of the ES survey (50 questions) targeting all employees of Aichi Bank. (The maximum score is 100.)
*6 Results for FY2023 are for former The Aichi Bank, and those for FY2024 and FY2025 are for Aichi Bank.

Human capital (human capital development)

Item	Unit	Aichi FG		
		FY2023	FY2024	FY2025
Number of employees who applied for internal job posting	Persons	3	2	11
Annual training expenses*7	Thousands of yen	127,703	98,370	159,640
Annual training hours*7	Hours	67,560	49,356	82,820
Average training hours per person*7	Hours	28.5	20.8	35.3
Total number of training participants*7	Persons	10,915	7,316	11,066

*7 Figures decreased in FY2024 compared with FY2023 because a "training freeze period" was set between October 2024 and February 2025 to prepare for system integration following the bank merger.

Social contribution activities

Item	Unit	Aichi FG		
		FY2023	FY2024	FY2025
Donations to nonprofit organizations	Millions of yen	15.4	9.1	9.7
Support to Aichi FG Education Cultural Foundation	Millions of yen	9.4	9.1	9.7
Donations	Millions of yen	6.0	0	0
Number of persons who received financial education	Persons	361	480	534
Cumulative total of donations through financial products (deposits, investment trusts, etc.)	Millions of yen	7	0	0
Total donations and contributions from SDGs private placement bonds	Millions of yen	14.8	20.4	19.2
Of which, donations to nonprofit organizations	Millions of yen	4.4	3.8	3.6
Total donations and contributions through other loan products	Millions of yen	—	43.6	391.9
Of which, donations to nonprofit organizations	Millions of yen	—	10.1	74.4

Governance

Corporate governance

Item	Unit	Aichi FG		
		FY2023	FY2024	FY2025
Number of Directors	Persons	15	14	12
Of which, number of Outside Directors	Persons	5	5	5
Number of Audit and Supervisory Committee members	Persons	6	6	6
Of which, number of Outside Directors	Persons	5	5	5
Number of female Directors*8	Persons	2	2	2
Percentage of female company officers	%	13.3	14.3	16.7
Average attendance rate of the Board of Directors	%	98.8	98.7	97.4

*8 Including Outside Directors.

Compliance

Item	Unit	Aichi FG		
		FY2023	FY2024	FY2025
Number of consultations with the Customer Service Center	Cases	241	243	346
Of which, consultations via telephone	Cases	87	78	110
Complaints	Cases	202	205	313
Inquiries	Cases	39	38	33
Number of internal reports received (via hotlines)	Cases	5	4	0
Compliance training sessions conducted*9	Times	32	20	15
Number of compliance violations*10	Cases	0	1	0
Number and total amount of fines exceeding $100 million	Cases/ Millions of yen	0	0	0
Number and total amount of settlements exceeding $100 million	Cases/ Millions of yen	0	0	0

* All figures for FY2023, and April to December 2024 are results for former The Aichi Bank and former The Chukyo Bank, and those for January 2025 onward are results for Aichi Bank.
*9 Including rank-based training, in addition to training for all employees.
*10 Number of misconduct cases reported to the authorities based on Article 53 of the Banking Act and Article 35 of the Regulation for Enforcement of the Banking Act.

External Evaluation

Inclusion in ESG indices (as of June 30, 2026)

FTSE JPX Blossom Japan Index

FTSE JPX Blossom Japan Sector Relative Index

S&P/JPX Carbon Efficient Index

CDP

We obtained a B rating in the 2025 climate change survey conducted by the CDP, an international environmental assessment organization.

Aichi Women's Brilliance Company

Aichi Bank has been certified by Aichi Prefecture as a company that works on the promotion of female advancement, advancement of work-life balance, creation of an environment where employees can balance work with childcare and nursing care, and other measures.

Platinum Kurumin

Aichi Bank has acquired the Platinum Kurumin certification as a child-care support company specified by the Ministry of Health, Labour and Welfare based on the Act on Advancement of Measures to Support Raising Next-Generation Children.

Eruboshi

Aichi Bank has acquired the second stage of Eruboshi certification, in recognition of our initiatives for female advancement.

Outstanding Organization of KENKO Investment for Health

Aichi Bank has been selected as a 2026 Outstanding Organization of KENKO Investment for Health (large enterprise category) White 500 in the 2026 Recognition Program for the Outstanding Organizations of KENKO Investment for Health, implemented by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi.

DX Certification

The Group has been certified as a DX Certified Business Operator, which complies with basic matters in the Digital Governance Code.

Participation in initiatives

Corporate Information

Aichi Financial Group, Inc.

Trade Name	Aichi Financial Group, Inc.
Location	⟙460-8678 14-12, Sakae 3-chome, Naka-ku, Nagoya
Business Description	(1) Business management of banks and companies capable of being subsidiaries under the Banking Act (2) All business that is incidental or related to the business set forth in the preceding subparagraph (3) In addition to the businesses listed in the two preceding subparagraphs, business that can be carried out by a bank holding company under the Banking Act
Share Capital	20.0 billion yen
Date of Incorporation	October 3, 2022
Closing Date	March 31
Stock Exchange Listings	Tokyo Stock Exchange Prime Market and Nagoya Stock Exchange Premier Market
Accounting Auditor	KPMG AZSA LLC
Shareholder Register Administrator	Mitsubishi UFJ Trust and Banking Corporation

Major Shareholders

Name of shareholder	Address	Number of shares held (shares)	Percentage of shares held to total number of issued shares (excluding treasury shares) (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	Akasaka Intercity AIR, 8-1, Akasaka 1-chome, Minato-ku, Tokyo	4,574,200	9.38
Goldman Sachs International	Plumtree Court, 25 Shoe Lane, London EC4A 4AU, U.K.	3,987,900	8.18
Misono Service Co., Ltd.	15-56, Heian 2-chome, Kita-ku, Nagoya	3,500,000	7.18
Custody Bank of Japan, Ltd. (Trust Account)	8-12, Harumi 1-chome, Chuo-ku, Tokyo	1,817,400	3.72
Aichi Financial Group Employees' Shareholding Association	14-12, Sakae 3-chome, Naka-ku, Nagoya	1,048,774	2.15
Nippon Life Insurance Company	6-6, Marunouchi 1-chome, Chiyoda-ku, Tokyo	925,845	1.90
TOHO GAS Co., Ltd.	19-18, Sakurada-cho, Atsuta-ku, Nagoya	911,792	1.87
Ariake Master Fund	C/O HARNEYS FIDUCIARY (CAYMAN) LIMITED, 4TH FLOOR HARBOUR PLACE,103 SOUTH CHURCH STREET, POBOX10240, GRAND CAYMAN KY1-1002, CAYMAN ISLANDS	843,100	1.73
SUMITOMO LIFE INSURANCE COMPANY	2-1, Yaesu 2-chome, Chuo-ku, Tokyo	703,500	1.44
Ark Securities Co., Ltd.	4-1, Marunouchi 3-chome, Chiyoda-ku, Tokyo	587,000	1.20
Total	—	18,899,511	38.76

Subsidiary Bank

Aichi Bank

Trade Name	Aichi Bank, Ltd.
Location	⟙460-8678 14-12, Sakae 3-chome, Naka-ku, Nagoya
Share Capital	18.0 billion yen
Year Incorporated	1910
Deposit Balance	6,004.4 billion yen
Loans and Bills Discounted Balance	4,953.1 billion yen
Number of Employees	2,345

Group Companies

Company Name	Location	Phone Number	Main Business
Aichi FG Lease Co., Ltd. (former AIGIN LEASE CO., LTD.)	⟙460-0002 15-15, Marunouchi 1-chome, Naka-ku, Nagoya	052-551-0660	Comprehensive leasing business
Aigin DC Card Company Limited	⟙450-0002 22-20, Meieki 4-chome, Nakamura-ku, Nagoya	052-551-0510	Credit card business Money lending business Credit guarantee business
THE CHUKYOU CARD CO LTD	⟙461-0002 20-5, Daikan-cho, Higashi-ku, Nagoya	052-935-8171	Credit card business Money lending business Credit guarantee business
Aichi FG Finance Co., Ltd. (former Chukyo Finance Co., Ltd.)	⟙460-0008 33-13, Sakae 3-chome, Naka-ku, Nagoya	052-238-3270	Collection agency business
Sakaemachi Research & Consulting Co., Ltd. (former Aigin CS Co., Ltd.)	⟙450-0002 22-20, Meieki 4-chome, Nakamura-ku, Nagoya	052-551-0766	Consulting business M&A business Research business Contracted management and administration business
Aigin Arch Co., Ltd. (former Aigin BS Co., Ltd.)	⟙450-0002 22-20, Meieki 4-chome, Nakamura-ku, Nagoya	052-551-0881	Bank administrative service business
Aichi Capital Company Limited	⟙466-0064 2-32, Tsurumai 1-chome, Showa-ku, Nagoya	052-735-3220	Operation and management business of investment limited partnerships (funds) Comprehensive consultancy business for investee companies
AAST Co., Ltd.	⟙460-0003 11-20, Nishiki 1-chome, Naka-ku, Nagoya	052-219-5420	Software development business Education business
AAST TOKYO Co., Ltd.	⟙101-0052 2-8, Kanda Ogawamachi 2-chome, Chiyoda-ku, Tokyo	03-3518-9530	Software development business
Aichi FG Marketing Company Limited	⟙460-0008 14-12, Sakae 3-chome, Naka-ku, Nagoya	052-262-9517	Advertisement agency business
Toyota Engineering Corporation	⟙466-0848 45-1, Nagato-cho 5-chome, Showa-ku, Nagoya	052-842-2080	Consulting business
Toyota Management Institute	⟙466-0848 45-1, Nagato-cho 5-chome, Showa-ku, Nagoya	052-842-2050	Consulting business



Learn all about Arch

Aichi Financial Group, Inc.

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