



TOMONY
HOLDINGS

Integrated Report 2025

 TOKUSHIMA TAISHO BANK

 KAGAWA BANK

This report was originally prepared in Japanese. In the event of any discrepancy between the Japanese and English versions, the Japanese version shall prevail. The Company assumes no obligation to update or revise any forward-looking statements contained herein, whether as a result of new information, future events or otherwise.

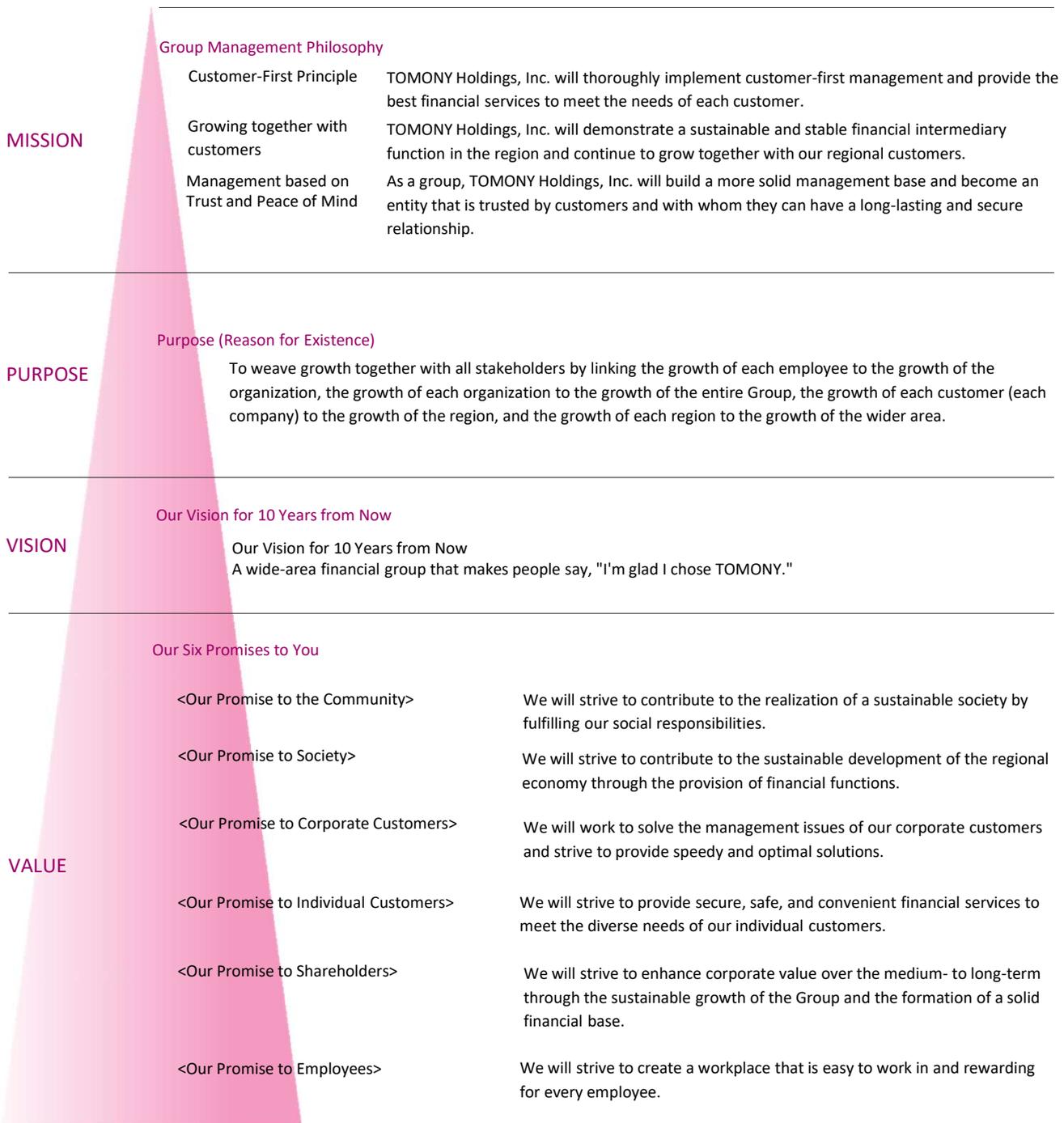
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Editorial Policy

This report provides an integrated overview of the TOMONY Holdings Group's initiatives to achieve sustainable value creation for all of our stakeholders. It combines the Group's management philosophy, management plans and financial information with non-financial information, including our efforts to help realize a sustainable society and enhance our corporate value over the medium- to long-term. In preparing this report, we have referred to the International Integrated Reporting Framework issued by the International Integrated Reporting Council (IIRC) and the Guidance for Integrated Corporate Disclosure and Company-Investor Dialogues for Collaborative Value Creation published by Japan's Ministry of Economy, Trade and Industry. This report contains forward-looking statements regarding our future performance. These statements do not constitute a guarantee of future results; actual outcomes may differ materially due to changes in the business environment and other factors.

Group Philosophy System



Brand Mark and Logo



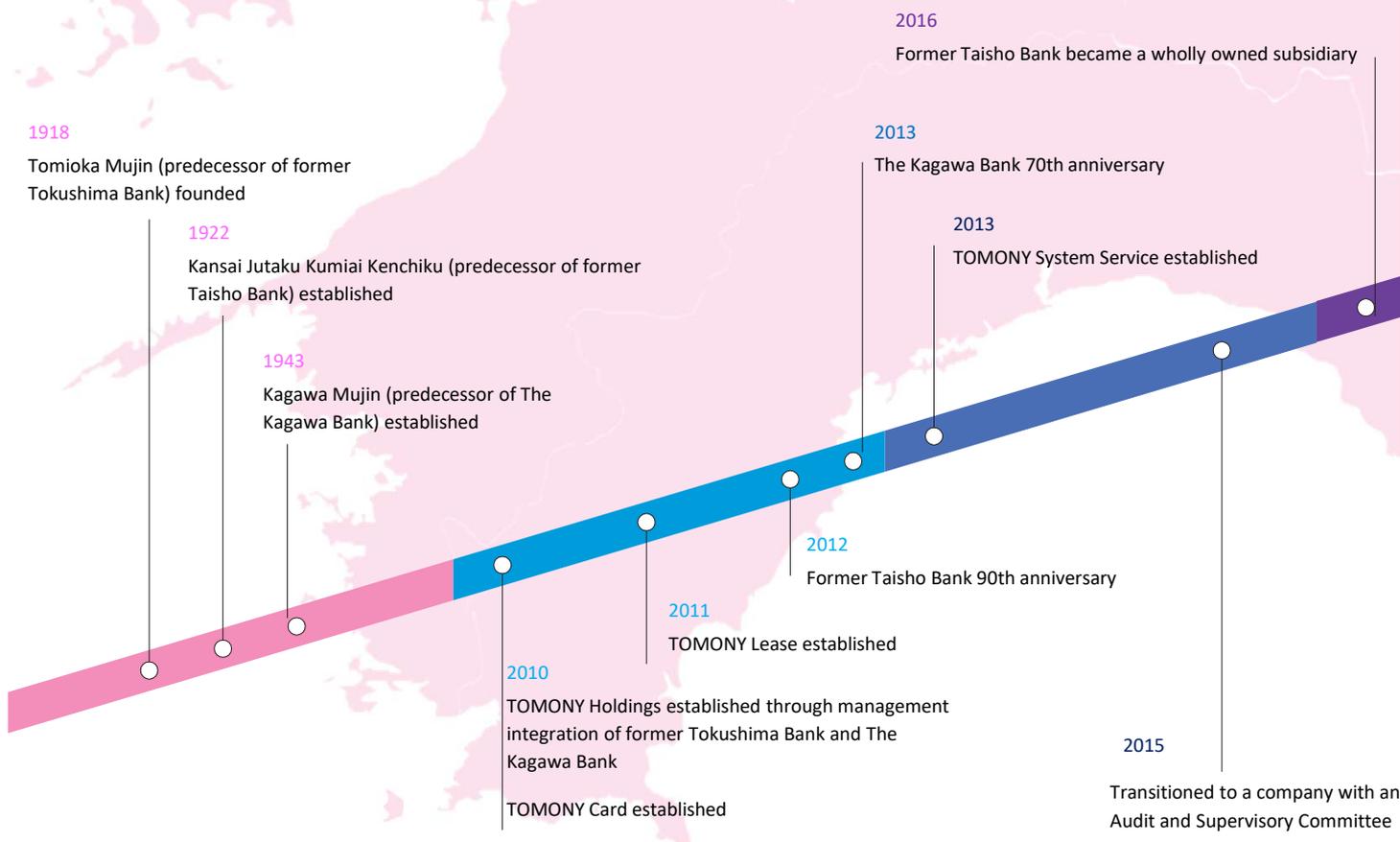
[Brand Mark]

トモニホールディングス株式会社
TOMONY Holdings, Inc.

[Logo Japanese/English]

The brand mark expresses our vision of working together in harmony with local customers to support their development toward tomorrow. It depicts the image of a bird spreading its wings and taking flight. The graceful curves extending to the left and right evoke a human and approachable image, while the vertical line created where the two shapes meet represents intelligence and reliability. Our brand color is based on a shade of red that conveys both an intellectual and human impression. We call this color "TOMONY Red."

The Tokushima Taisho Bank and The Kagawa Bank of the TOMONY Holdings Group have grown together with their local customers as financial institutions rooted in the community, with Tokushima Prefecture, Kagawa Prefecture, and Osaka Prefecture as their main business bases. Going forward, we will continue to maintain the trust and brand we have built in the region, while at the same time realizing a solid management base and a broad network as a group, providing the best financial services to meet customer needs, and realizing the enhancement of corporate and shareholder value.



TOMONY Holdings Group's Medium-Term Management Plan

April 2010 – March 2013 The 1st Medium-Term Management Plan

A trusted financial group

April 2013 – March 2016 The 2nd Medium-Term Management Plan

A financial group with a strong presence

About the Banks of TOMONY Holdings Group



TOKUSHIMA BANK TAISHO BANK

Merger

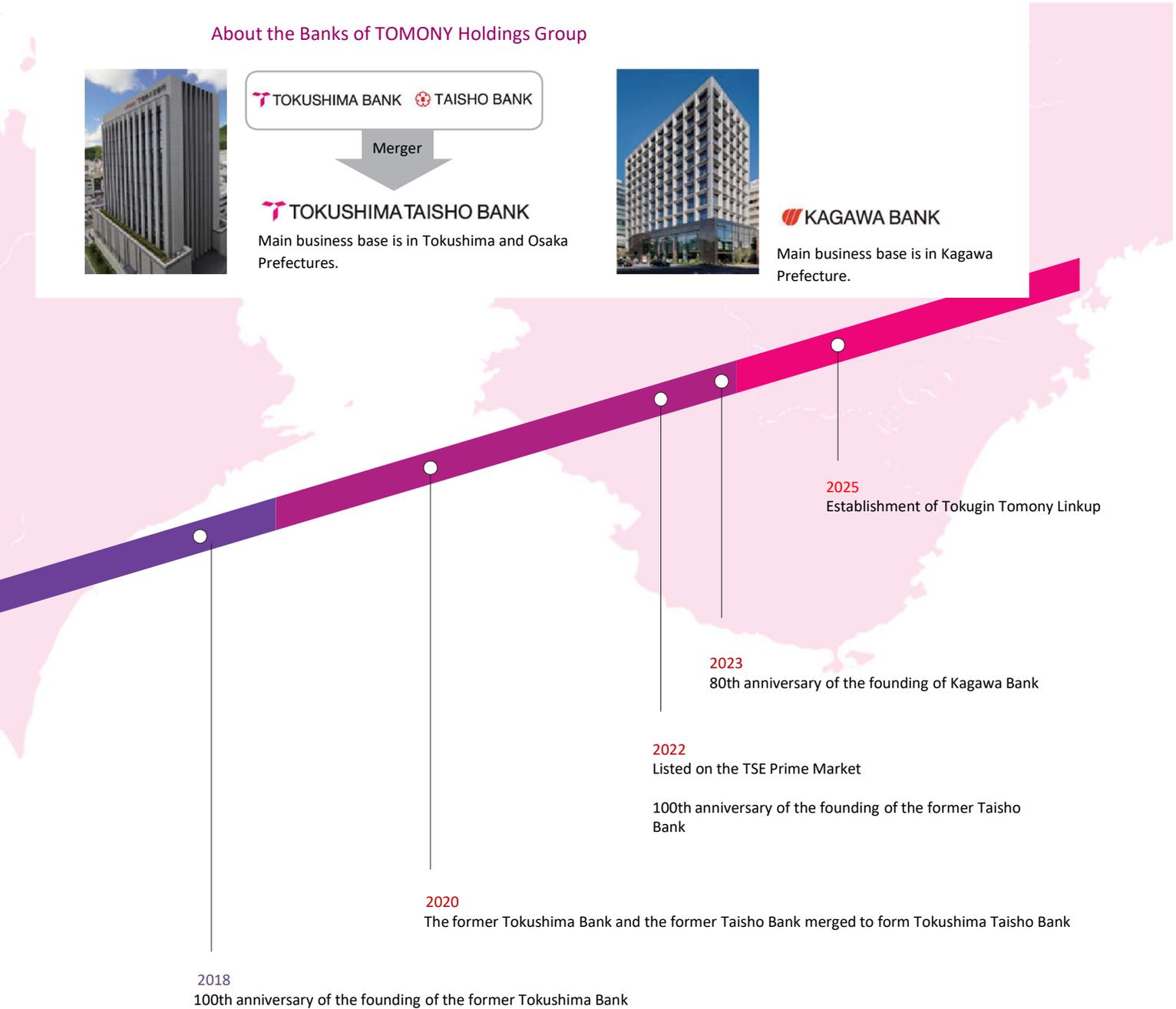
TOKUSHIMATAISHO BANK

Main business base is in Tokushima and Osaka Prefectures.



KAGAWA BANK

Main business base is in Kagawa Prefecture.



<p>April 2016 – March 2019 The 3rd Medium-Term Management Plan</p> <p>A growing wide-area financial group A wide-area financial group</p>	<p>April 2019 – March 2023 The 4th Medium-Term Management Plan</p> <p>A wide-area financial group that transforms and evolves A wide-area financial group</p>	<p>April 2023 – March 2026 5th Medium-Term Management Plan</p> <p>Our Vision for 10 Years from Now A wide-area financial group that makes people say, "I'm glad I chose TOMONY."</p>
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Representative Director, President and CEO
Takeshi Nakamura

Higher Value, Faster, Wider, Together

It has been 15 years since the establishment of TOMONY Holdings, Inc. Net income attributable to owners of the parent was 5.7 billion yen in our first fiscal year, and increased to 15.8 billion yen in the fiscal year ended March 31, 2025—approximately 2.8 times higher—achieving growth that exceeds the average for regional financial institutions. During this time, through our 3rd Medium-Term Management Plan (FY2016–FY2018) we clarified our direction as a wide-area financial group. Under the subsequent 4th Medium-Term Management Plan (FY2019–FY2022), with the slogan "Changing TOMONY, Unchanging 'Together'," we declared that while upholding the three management principles we have followed since our establishment—Customer-First, Growing Together with Customers, and Management based on Trust and Peace of Mind—we would boldly transform the ways in which we realize these principles. Guided by this stance, we undertook a number of major changes, including the merger of Tokushima Bank and Taisho Bank.

The fundamental question behind our 5th Medium-Term Management Plan is: What lies beyond change? As a regional financial institution, we have an important role to play in delivering higher value to our local customers. At the same time, amid dynamic and unpredictable changes in the environment—such as the global trend toward sustainability and shifts in international trade, exemplified by tariff policies in the United States, we are also expected to deliver such value faster. Furthermore, building on the face-to-face business style we have cultivated in our regions, we aim to expand our reach more widely as a wide-area financial group. By connecting customers with one another and linking the present with the future, we will work to weave growth together.

"Higher Value, Faster, Wider, Together" is the slogan of our 5th Medium-Term Management Plan (FY2023–FY2025), under which we have already achieved significant results over the past two years.

Achievements of the 5th Medium-Term Management Plan — Creating a sustainable regional economy

For example, in our efforts to create a sustainable regional economy for the future, we are generating solid results that reflect the characteristics of each region. Tokushima Prefecture was one of the first in Japan to enact an ordinance on decarbonization, demonstrating a high level of environmental awareness. In February 2025, Tokushima Taisho Bank established Tokugin Tomony Linkup Co., Ltd. as a company to advance banking and related businesses, going beyond the traditional framework of banking to co-create a decarbonized society with the region. Going forward, this new company will actively develop multifaceted initiatives, including GX consulting services and solution businesses that contribute to sustainable community development. At The Kagawa Bank, we are tackling labor shortages at small and medium-sized enterprises head-on. Building on our support in recent years for accepting care workers from Myanmar, we concluded an agreement with an Indonesian government-certified human resources agency (PT Jaya Indonesia Pandu Abhipraya). From April 2025, we expanded the range of industries and began introducing foreign human resources to local companies. To date, more than 200 care workers from Myanmar have been accepted. By continuing to respond to diverse human resource needs, we will support the growth of our business partners and, by extension, the regional economy.

In FY 2024, the number of business-matching cases across the Group doubled over the past three years to 1,218, while the number of M&A and business succession cases rose 40% to 82, demonstrating solid growth in both areas.

As we move beyond our traditional banking role of taking deposits and making loans and instead focus on providing solutions to the issues facing our customers, local communities and society—and on monetizing those solutions—enhancing the Group’s human capital is essential. Under the 5th Medium-Term Management Plan, we are strengthening human resource development in terms of both expertise and breadth of perspective through measures such as expanding secondment opportunities. At the same time, we have been working to create a more comfortable and rewarding workplace, including by introducing a personnel system that allows employees to work until the age of 70. As a result, I feel that employee morale is steadily improving.

Financial Strategy with a 10-Year Outlook

Under the 5th Medium-Term Management Plan, we have positioned balance sheet reinforcement as a key driver of sustainable growth, alongside the development of our human resources. As Japan’s transition toward a more normal economic environment—one with positive interest rates—has come into view, we have focused on strengthening capital, historically the Group’s greatest weakness. Building on this more robust financial base, we aim to proactively take appropriate risks together with our business partners (by increasing risk-weighted assets), generate stable earnings, and create a virtuous cycle of growth investment, internal reserves and shareholder returns.

It has now been a year and a half since our public share offering. Supported by the tailwind of rising interest rates, we are achieving this balance more quickly and on a larger scale than initially anticipated, representing steady progress under the Plan. By making full use of the capital entrusted to us by our shareholders, we are actively responding to funding needs while taking all feasible steps to secure and attract deposits based on our strengthened financial base. Deeper lending and deposit relationships are also generating information that contributes to higher non-interest income, and a positive cycle is emerging within the Group.

In February 2025, we announced targets of a return on equity (ROE) of 6% and a capital adequacy ratio of 9.5% for the time being, as well as a dividend payout ratio of 30% or more from FY 2025 onward, following a payout ratio of 20% for FY 2024. These measures have improved predictability for investors. Market indicators are gradually improving, and our share trading volume has exceeded the level prior to the public share offering, strengthening our presence in the capital markets. We will continue to pursue management that is mindful of the cost of capital and share price, while further enhancing our capabilities in advanced risk management and effective control of risk-weighted assets.

Toward the Next Medium-Term Management Plan

The current fiscal year marks both the final year of the 5th Medium-Term Management Plan and the year in which we will formulate the 6th Medium-Term Management Plan. We have already begun our analysis and discussions.

This year will be a time to deliver results from the initiatives launched under the 5th Medium-Term Management Plan—such as DX investments and business process re-engineering aimed at improving productivity—and to develop them further.

In his 2025 policy speech, the Prime Minister stated that Japan must create regions that young people and women choose. Regional financial institutions, which have talented people, the trust of their communities, and strong regional networks, have an important role to play in this effort.

In other words, we believe that becoming an indispensable partner for the regional economy is a fundamental condition for building a sustainable regional economy. The TOMONY Holdings Group has both the will and the capability to fulfill this role, supported by the human resources and financial base we have built.

We will continue to take on challenges with all our strength so that all stakeholders can truly say, “I’m glad I chose TOMONY.”

Profile (Takeshi Nakamura)

April 1986: Joined the Bank of Japan

July 2009: General Manager, Takamatsu Branch, Bank of Japan

July 2010: Counsellor, Financial System and Bank Examination Department, Bank of Japan

May 2012: Associate Director-General, Operations Department, Bank of Japan

May 2013: Director-General, Operations Department, Bank of Japan

June 2015: Director-General, Administration Department, Bank of Japan

April 2017: Retired from the Bank of Japan

June 2017: Representative Director and Senior Managing Director, TOMONY Holdings, Inc.

June 2018: Representative Director, President and CEO, TOMONY Holdings, Inc. (current position)

August 2024: Representative Director and President, Tomony System Service Co., Ltd. (current position)



Representative Director and Vice President
President and Representative Director, The Tokushima
Taisho Bank, Ltd.
Toyohiko Bando

Representative Director and Vice President
President and Representative Director, The Kagawa Bank, Ltd.
Hiroshi Ariki

We spoke with the presidents of our two bank subsidiaries, who also serve as Representative Directors and Vice Presidents of TOMONY Holdings, Inc., about the current situation and key topics at each bank.

About the TOPICS of each bank subsidiary

Bando: Tokushima Taisho Bank was established in January 2020, with the management philosophy of the former Tokushima Bank: 'Service, Creativity, and Discipline.' More than five years have passed. During these five years, all officers and employees have worked together with the single-minded goal of creating a more valuable bank as a new entity. We set sail amidst the COVID-19 pandemic, an unknown virus, and in a situation where interaction was cut off, we responded to newly established regulations and rules, and by mutually understanding differences in corporate culture and values, we have continued to achieve record profits every year since the merger, enhancing our presence in the region. In February 2025, we established 'Tokugin Tomony Linkup,' a wholly-owned subsidiary. Through this new company, we aim to contribute to the sustainable development of the region by working with local communities on decarbonization-related projects and the revitalization of primary industries.

Furthermore, in the digitalization and BPR projects being promoted across the entire bank, we have launched a corporate portal site, started a banking app service for individuals, and introduced a new branch system (semi-self-service). We have also decided to introduce the 'nCino Cloud Banking Platform' as our customer relationship management (CRM) and next-generation loan support system. By doing so, we aim to improve productivity and, by implementing base pay increases and wage improvements, enhance job satisfaction and ease of work, thereby improving employee engagement. We will continue to do our utmost to implement measures to 'fill people, the region, and society with smiles.'

Ariki: In June 2025, I succeeded President Yamada, who had served as president for five years, and assumed the presidency of Kagawa Bank. Upon taking office, I considered 'what is the ideal bank?' and 'what kind of bank should Kagawa Bank aim to be?' Ultimately, I concluded that it is a bank that realizes our management philosophy of 'Contribution, Prosperity, and Happiness,' a bank that further enhances its presence in the region and is chosen by customers. To achieve this, we need to provide customers with a sense of security through a sound financial position and error-free administrative processing, offer attractive products and services, and provide solutions to offer merits and convenience to customers. By enhancing our brand image through the enrichment of our community contribution activities, we aim to increase our fans and expand our share in the region.

In addition, with the desire to produce Olympic athletes from Kagawa Prefecture and bring dreams and hope to the region, our women's handball team, 'Kagawa Bank GiraSol kagawa,' has entered the H League, the top domestic league. In December 2024, they won the Japan Championship, becoming the first team from Kagawa Prefecture to do so and achieving the title of Japan's number one. We will continue to do our utmost to implement measures to 'energize the region and our customers.'

About Your Motto

Ariki: 'Kani-ana Shugi' (Crab Hole Principle). In Eiichi Shibusawa's 'The Analects and the Abacus,' there is a saying, 'A crab digs a hole to match its shell,' which means 'know thyself' and 'live within your means.' It also implies that one should contribute to society by establishing oneself in one's area of expertise, as Shibusawa declined offers to become the Governor of the Bank of Japan or the Minister of Finance, saying, 'I have dug my hole in the business world, so I cannot crawl out of it now.' This may sound very conservative, but Shibusawa also stated, 'If you are satisfied with your means, but forget the desire to do new things, you can achieve nothing. You must strike a balance.' This adds the meaning of growing and expanding one's means little by little, like a crab molting. I believe this principle of growing while being aware of one's means, ambitiously challenging new things, and maintaining balance, is also applicable to bank management. I believe now is the time for Kagawa Bank to 'molt,' as the Crab Hole Principle suggests, and to slightly expand its means.

Bando: 'Chakugan Taikyoku, Chakushu Shoji' (Focus on the big picture, start with the small things). There is a saying from Xunzi, a disciple of Confucius, 'Chakugan Taikyoku, Chakushu Shokyoku,' which means to look at things from a broad perspective and practice from small things. This is my own coinage based on that. I interpret it as having a broad perspective while properly addressing the immediate tasks at hand. In my banking career before becoming president, even if I had my own opinions, I never shied away from the immediate tasks I was given and saw them through. I intend to continue to do my utmost for the region, our customers, and our employees with this 'Focus on the big picture, start with the small things' mindset. Since becoming president of Tokushima Taisho Bank in June 2020 after the merger, I have made 'Isshin Ichigan' (One Heart, One Team) the bank-wide slogan. As we face an environment that is not calm, with the end of negative interest rates after the COVID-19 pandemic, I believe that 'it is in times of crisis that the existence and true value of regional financial institutions are tested.' With the single-minded goal of 'creating a valuable bank as a new bank,' all officers and employees will continue to work together as one team.

TOMONY Style

While the bank subsidiaries, which are important entities supporting the region, compete with each other and grow together with their respective regional customers, TOMONY Holdings, Inc., as the holding company, strengthens the Group's management foundation and demonstrates its comprehensive capabilities as a wide-area financial group. By doing so, we support the growth of the bank subsidiaries and regional customers, which in turn leads to the growth of the entire Group and our wide-area customers. This is what we call the 'TOMONY Style.'

Profile (Toyohiko Bando)

April 1993: Joined The Tokushima Bank, Ltd. (now The Tokushima Taisho Bank, Ltd.)
June 2011: Director, The Tokushima Bank, Ltd.
June 2013: Managing Director, The Tokushima Bank, Ltd.
June 2016: Senior Managing Director, The Tokushima Bank, Ltd.
June 2018: Representative Director and Senior Managing Director, The Tokushima Bank, Ltd.
June 2020: President and Representative Director, The Tokushima Taisho Bank, Ltd. (current position)
June 2020: Director and Vice President, TOMONY Holdings, Inc.
October 2020: Representative Director and Vice President, TOMONY Holdings, Inc. (current position)

Profile (Hiroshi Ariki)

April 1989: Joined The Kagawa Bank, Ltd.
June 2019: Director, The Kagawa Bank, Ltd.
June 2020: Managing Director, The Kagawa Bank, Ltd.
June 2023: Senior Managing Director, The Kagawa Bank, Ltd.
June 2025: President and Representative Director, The Kagawa Bank, Ltd. (current position)
June 2025: Representative Director and Vice President, TOMONY Holdings, Inc. (current position)



Members of the Corporate Governance Committee

(Front row, center: Chairman of the Corporate Governance Committee, Lead Independent Outside Director, Yoshiaki Inoue)

We spoke with Mr. Yoshiaki Inoue, the Lead Independent Outside Director who serves as the Chairman of the Corporate Governance Committee, about the state of our corporate governance.

As the Chairman of the Corporate Governance Committee (Lead Independent Outside Director), how do you evaluate our corporate governance system?

The Corporate Governance Committee consists of five outside directors and three internal directors (the President and two Vice Presidents). Because outside directors are in the majority, the Committee is structured to confirm the rationality of management's decision-making. The principles of the Corporate Governance Code are implemented in a way that respects the autonomy of our core bank subsidiaries. In the Committee's discussions, I feel that governance is being strengthened through the way in which internal directors, who are well-versed in the business, and outside directors complement one another.

How do you evaluate our Group's initiatives in its DX strategy?

Regarding DX strategy initiatives, I feel that we are achieving results in system improvements and relationships with vendors through discussions between the two bank subsidiaries in the System Strategy Committee and in the actual system integration work. As a future vision, beyond DX based on the existing business model (mainly automation and labor-saving), I hope that you will aim for innovative corporate value creation that contributes to the realization of the future management vision, such as the creation of new businesses utilizing the big data and digital technologies you own, and furthermore, by connecting with diverse entities through digital technology to promote inter-company collaboration, thereby contributing to the resolution of social and industrial issues.

To achieve this, it is necessary to formulate strategies, discover and manage proprietary data, develop DX talent, utilize external resources, and ensure interoperability for data sharing and collaboration while protecting the data that needs to be protected. On the other hand, responding to cybersecurity risks remains a major issue. While making maximum efforts to reduce risks, it is necessary to clarify the procedures for dealing with incidents as something that cannot be completely prevented, and to develop the ability to respond immediately to emergencies by conducting repeated drills.

What do you think our Group should work on in the future to achieve sustainable growth and improve corporate value over the medium- to long-term?

Improving profitability, maximizing investment efficiency, and improving the financial situation are important elements in measuring corporate value, and they are verified numerically. However, since these are results, isn't it important to clarify what you are aiming for and what you will do, and to execute that process? For example, the TOMONY Group has identified regional revitalization as a wide-area financial group as an important issue, but I think it is also necessary to quantify or visualize the extent to which we have been able to solve problems in the financial and peripheral businesses. In turn, this will lead to an improvement in brand power and innovation.

From the perspective that an organization is made up of people, I believe that in addition to investment in human resources, employee satisfaction is a major factor for sustainable growth. There are many other elements to be addressed, but I believe that by sincerely addressing each social issue, our significance will increase, which will lead to sustainable and medium- to long-term growth. At the same time, I believe there is still room for improvement in how outside directors deepen their knowledge of the Group's businesses, for example through more opportunities to visit frontline operations.

Profile (Yoshiaki Inoue)

April 1986: Joined Osaka Gas Co., Ltd.
April 2013: Executive Officer, Osaka Gas Co., Ltd.
April 2015: Executive Vice President, Liquid Gas Co., Ltd. (now Osaka Gas Liquid Co., Ltd.)
President and Representative Director, Osaka Gas LPG Co., Ltd. (now ENEARC Co., Ltd.)
April 2018: Executive Officer, Osaka Gas Co., Ltd.
March 2021: Retired as Executive Officer, Osaka Gas Co., Ltd.
June 2021: Full-time Audit & Supervisory Board Member, Sakura Information Systems Co., Ltd.
June 2023: Full-time Audit & Supervisory Board Member, Osaka Gas Chemicals Co., Ltd. (current position)
Director, TOMONY Holdings, Inc. (current position)

Hometowns: Tokushima and Kagawa; Second Hometown: Osaka

The TOMONY Holdings Group is a wide-area financial group created through the business integration of The Tokushima Bank, which has its main business base in Tokushima Prefecture, and The Kagawa Bank, which has its main business base in Kagawa Prefecture. After adding The Taisho Bank, which has its main business base in Osaka Prefecture, The Tokushima Bank and The Taisho Bank merged. As a result, The Tokushima Taisho Bank operates in Tokushima Prefecture and Osaka Prefecture, while The Kagawa Bank operates in Kagawa Prefecture as their respective home regions.

Potential of Tokushima Prefecture



Three-quarters of Tokushima Prefecture's total area is forested, and it is blessed with a warm climate and abundant water resources. This rich natural environment forms the foundation of the residents' lives. Taking advantage of these natural conditions, representative local industries include agriculture producing sudachi citrus and sweet potatoes, aquaculture, and the woodworking industry manufacturing furniture and Buddhist altars. Manufacturing industries such as LEDs (light-emitting diodes) and pharmaceuticals are also thriving. As the prefecture is connected to the Keihanshin region by road via the Onaruto Bridge and the Akashi Kaikyō Bridge, many products made in the prefecture are shipped to the Kansai area.

The prefecture ranks first in Japan for the 'rate of company presidents per capita' (according to Tokyo Shoko Research) and the 'ratio of female presidents' (according to Teikoku Databank). The temperament of Awa merchants and deep exchanges with the Kansai area are cited as reasons.

Industrial base supporting Tokushima Prefecture

Population	680,000	44th in Japan
Prefectural income per capita	3.01 million yen	9th in Japan
Domestic bank deposits per capita	7.61 million yen	3rd in Japan
Ratio of female presidents	12.1%	1st in Japan

(Source) Statistics Bureau of Japan, 'Statistics on Prefectures'; Teikoku Databank, 'National Survey on Female Presidents' (2024)

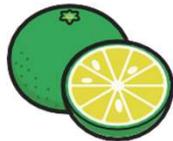
Products where Tokushima Prefecture has a high national market share



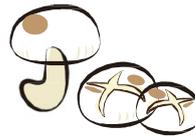
LED



Wakame (farmed)



Sudachi citrus

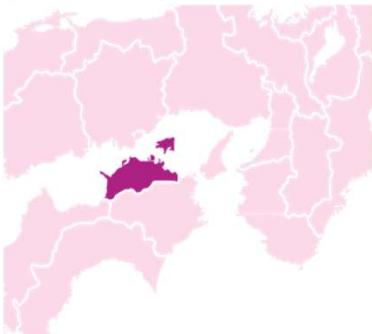


Fresh shiitake mushrooms



Sweet potatoes

Potential of Kagawa Prefecture



Kagawa Prefecture has many agricultural products that take advantage of its warm climate with little rainfall, and most domestically produced olives are from Kagawa. Facing the Seto Inland Sea, fishing is also prosperous, and the prefecture was the first in Japan to succeed in farming yellowtail. The center of industry is the Bannosu industrial area in Sakaide City, which is connected to Honshu by the Seto Ohashi Bridge, where heavy and chemical industries and shipbuilding are thriving. Additionally, Takamatsu City serves as a distribution hub for goods in the Shikoku region, with companies mainly in transportation and wholesale concentrated along the coast. Furthermore, there are many food-related companies, such as those for frozen foods and seasonings, resulting in an industrial structure that is not biased toward any specific industry.

A large portion of its area is flat, and the population is distributed throughout the prefecture, so another characteristic is that large commercial facilities and other roadside stores are distributed over a wide area within the prefecture.

Industrial base supporting Kagawa Prefecture

Population	910,000	38th in Japan
Prefectural income per capita	2.76 million yen	28th in Japan
Domestic bank deposits per capita	6.85 million yen	5th in Japan
Number of large retail stores per 100,000 people	9.2 stores	1st in Japan

(Source) Ministry of Internal Affairs and Communications, Statistics Bureau, 'Statistics on Prefectures, 'Kagawa Prefecture, 'Kagawa as Seen from 100 Indicators (FY 2025 Edition)'

Products in which Kagawa Prefecture has a high national share



Construction cranes



Leather gloves for sports



Uchiwa and folding fans (including frames)



Frozen prepared foods



Olives

Business Base of the TOMONY Holdings Group

○ Potential of Osaka Prefecture



Osaka Prefecture is the political and economic center of western Japan, with well-developed commerce and industry. The Hanshin Industrial Zone, formed along the coast of Osaka Bay with Hyogo Prefecture, has seen the development of heavy industries such as chemical, steel, and metal products. Additionally, there are many small and medium-sized factories with unique technologies, mainly in Higashiosaka City, producing metal products like electric wires and screws. The area around Sakai City is known for the production of floor coverings such as carpets. On the other hand, suburban agriculture is also practiced, shipping vegetables and fruits to the large urban population. Furthermore, the prefecture has many tourism resources, including a unique food culture and theme parks. With the Osaka-Kansai Expo scheduled to be held from April to October 2025, its global presence as a tourist destination is growing.

○ Industrial base supporting Osaka Prefecture

Population	8.75 million	3rd in Japan
Prefectural income per capita	2.83 million yen	22nd in Japan
Domestic bank deposits per capita	9.28 million yen	2nd in Japan
Ratio of habitable land area	70.0%	1st in Japan

(Source) Statistics Bureau of Japan, 'Statistics on Prefectures'

○ Products where Osaka Prefecture has a high national market share



Bolts and nuts



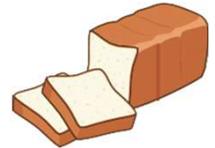
Thermoses and thermos cases



Carpets and rugs



Medical gauze and bandages



White bread

Initiatives for regional contribution

○ Participation in Awa Odori (The Tokushima Taisho Bank)

'Awa Odori' is a traditional performing art originating in Tokushima Prefecture with a history of over 400 years. The Tokushima Taisho Bank formed a corporate group in 1950 and participates in the Awa Odori as the oldest existing corporate group, contributing to regional revitalization.



○ Participation in the Sanuki Takamatsu Festival (The Kagawa Bank)

The 'Sanuki Takamatsu Festival' is known as one of the four major festivals of Shikoku and is a celebration that colors the midsummer nights of Sanuki. The Kagawa Bank participates in the grand dance, the climax of the three-day festival, as the Kagawa Bank Group, contributing to regional revitalization.

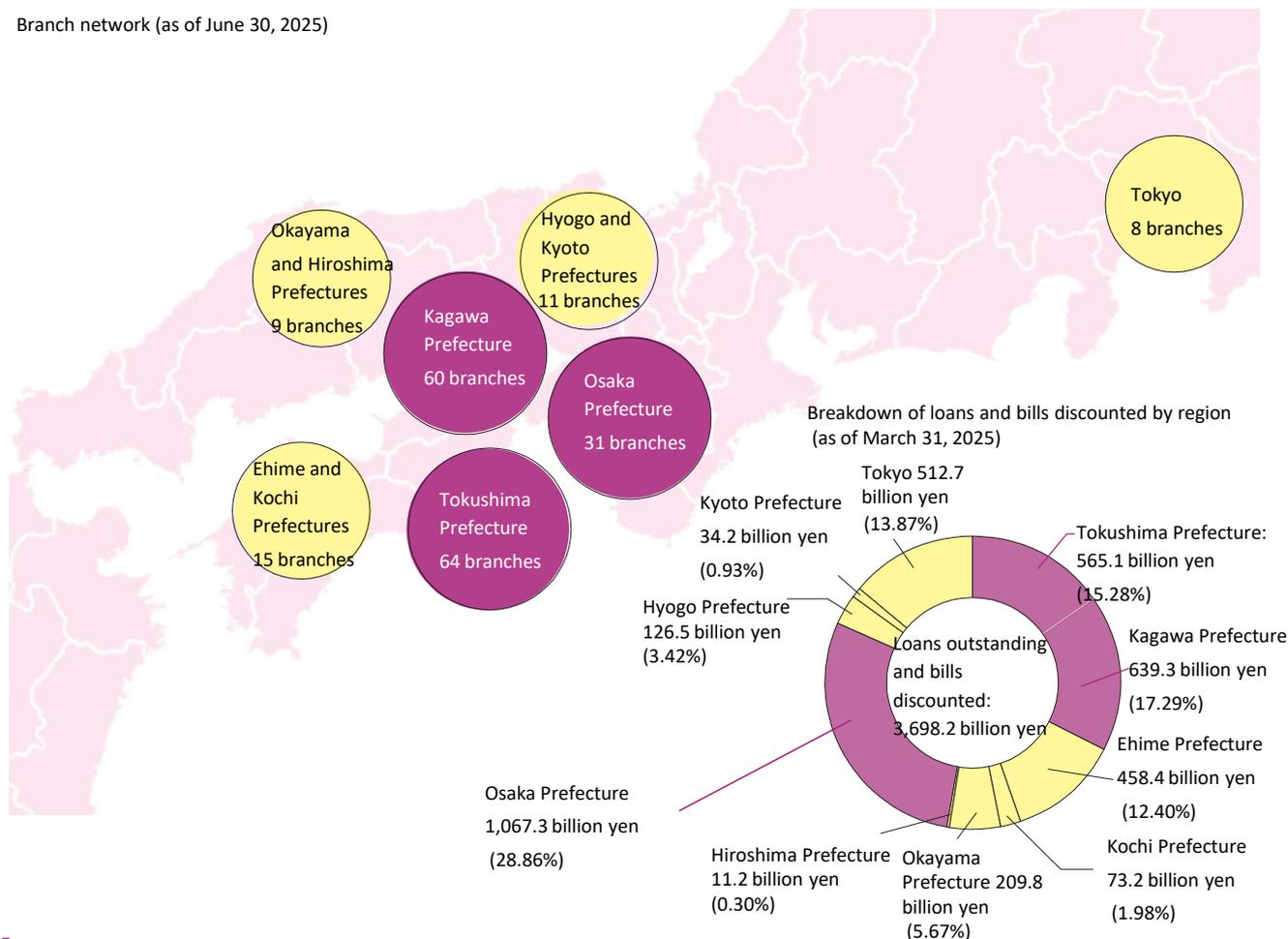


Strengths of the TOMONY Holdings Group

Extensive network and strong business foundation

The TOMONY Holdings Group has an extensive network with 64 branches in its home prefecture of Tokushima, 60 in Kagawa, and 31 in Osaka, as well as 24 branches in Chugoku and Shikoku, 11 in Kansai, and 8 in Kanto. The Group has built a strong business foundation centered on small and medium-sized enterprises and individual transactions, mainly in its home regions of Tokushima, Kagawa, and Osaka.

Branch network (as of June 30, 2025)

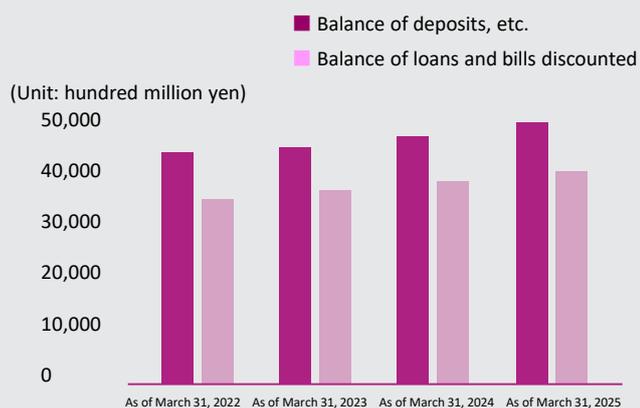


High growth potential through community-based management and high profitability through efficient management

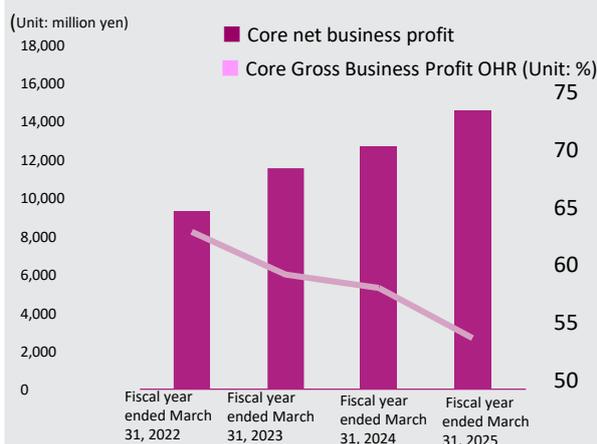
Based on its Group Management Philosophy, the TOMONY Holdings Group thoroughly implements customer-first management, provides the best financial services to meet customer needs, and continues to grow together with its regional customers by demonstrating a sustainable and stable financial intermediary function in the region. Additionally, by pursuing synergy effects from business integration, the Group practices efficient management and achieves high profitability.

The TOMONY Holdings Group will build a strong management foundation as a group and become an entity that customers can trust and have a long-lasting relationship with, thereby aiming for the Group's sustainable growth and long-term enhancement of corporate value.

Trends in deposits and loans and bills discounted (total of non-consolidated bank subsidiaries)



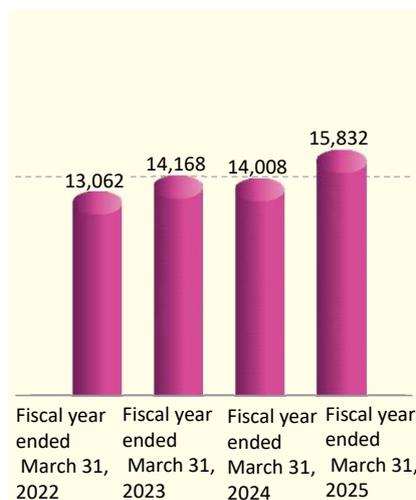
Core net business profit (after deducting foreign currency funding costs) and Core Gross Business Profit OHR (total of non-consolidated bank subsidiaries)



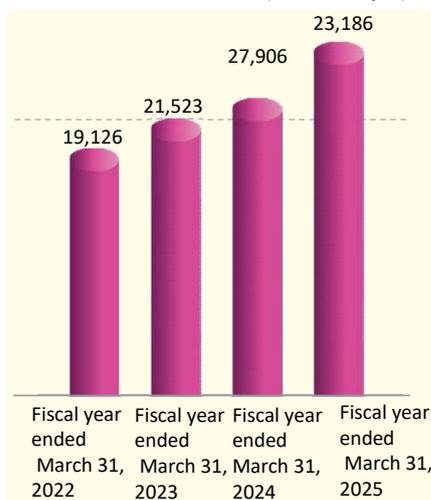
Note: OHR = Overhead ratio (operating expense ratio).



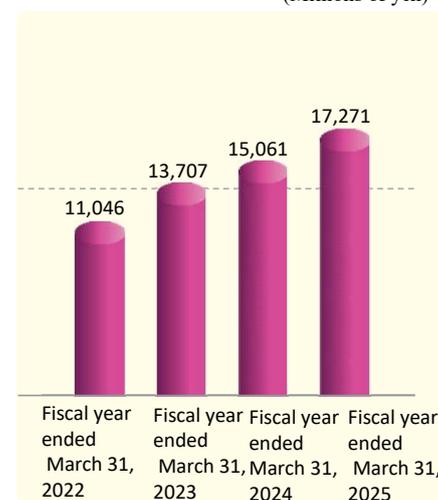
Profit attributable to owners of parent
[Consolidated]
(Millions of yen)



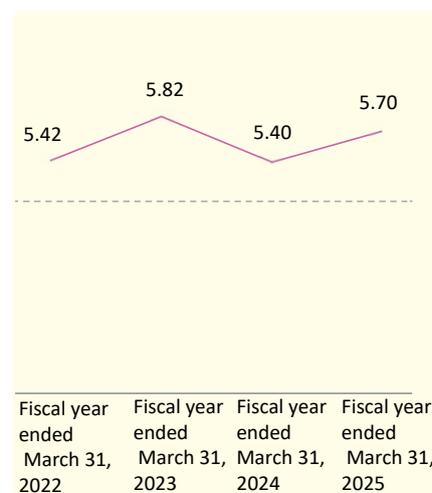
Core net business profit
[Non-consolidated]
(Millions of yen)



Core net business profit
(after deducting foreign currency funding costs)
[Non-consolidated]
(Millions of yen)



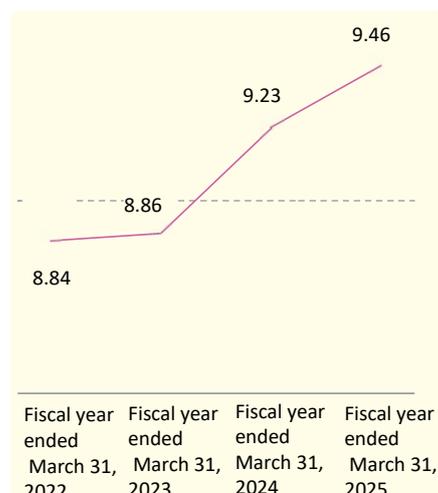
ROE [Consolidated]
(Unit: %)



Core Gross Business Profit OHR
[Non-consolidated]
(Unit: %)



Consolidated capital adequacy ratio [Consolidated]
(Unit: %)



Deposits including negotiable certificates of deposit (NCDs)
[Non-consolidated]
(Unit: hundred million yen)



Loans [Non-consolidated]
(Unit: hundred million yen)



The dotted line in each graph indicates the target value (for the fiscal year ending March 31, 2026) of 5th Medium-Term Management Plan.



Number of consulting services for SDGs declaration formulation handled

1,494 cases

(Cumulative contracts through fiscal year 2024, bank subsidiaries consolidated)

Number and amount of SDGs private placements underwritten

196 cases
18.1 billion yen

(Cumulative underwriting through fiscal year 2024, bank subsidiaries consolidated)

Amount of sustainable finance executed

263.4 billion yen
(Including environmental projects: 24.5 billion yen)

(Results for fiscal year 2024, bank subsidiaries consolidated)

Ratio of female managers

15.4%



(As of March 31, 2025, bank subsidiaries consolidated)

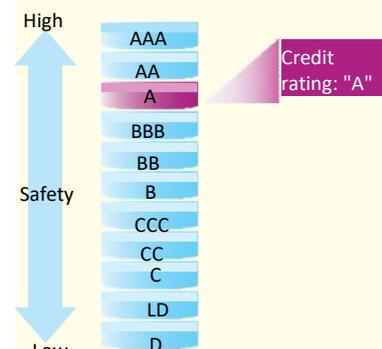
Male employees' childcare leave take-up rate

108.0%



(Results for fiscal year 2024, bank subsidiaries consolidated)

Rating Information



(As of March 31, 2025, Japan Credit Rating Agency, Ltd.)

External recognitions



The Tokushima Taisho Bank and The Kagawa Bank

As a company that practices health and productivity managementObtained "Certified Health & Productivity Management Outstanding Organization 2025 (Large Enterprise Category)" certification



The Tokushima Taisho Bank

The Kagawa Bank

As a company with excellent promotion of women's participation and advancement in the workplace
Obtained "Eruboshi" certification



The Tokushima Taisho Bank



The Kagawa Bank

Obtained "Kurumin" certification as an excellent company that promotes a balance between work and childcare

Endorsement of the Task Force on Climate-related Financial Disclosures (TCFD) recommendations



Aims to achieve a sustainable society by growing together with all its stakeholders.

External Environment Social Issues

Population decline, declining birthrate and aging population
 Creation of a sustainable society
 Rising interest rates
 Rapid depreciation of the yen
 Inflation
 Acceleration of wage increases
 Progress of DX
 Work style reform
 Climate change issues and
 Initiatives for a decarbonized society

Material Issues

Initiatives for sustainability, including climate change issues
 As a wide-area financial group, initiatives for regional revitalization and contribution to the regional economy
 Responding to an aging society in the local area
 Work style reform and human resource development
 Digitalization
 response and pursuit of further efficient management
 Strengthening of group governance and communication with each stakeholder

Management Resources



[Financial Capital]
 High growth potential
 High profitability through efficient management
 Sound financial base



[Human Capital]
 Diverse human resources to support community-based finance
 Appointment of specialized human resources
 Comprehensive education system



[Social and Relationship Capital]
 Community-based branch network
 Wide-area network
 Solid business foundation



[Intellectual Capital]
 Sharing of various know-how
 Accumulation of trust and brand in the region
 Group sales capabilities through a multi-bank system



[Natural Capital]
 Rich natural environment
 Abundant tourism resources

Group Management Philosophy

Customer-First Principle

TOMONY Holdings, Inc. will thoroughly implement customer-first management and provide the best financial services to meet the needs of each customer.

Growing together with customers

TOMONY Holdings, Inc. will demonstrate a sustainable and stable financial intermediary function in the region and continue to grow together with our regional customers.

Trust & Peace of Mind

As a group, TOMONY Holdings, Inc. will build a more solid management base and become an entity that is trusted by customers and with whom they can have a long-lasting and secure relationship.

Purpose

Weaving growth together with all our stakeholders by connecting the growth of each employee to the growth of the organization, the growth of each organization to the growth of the entire Group, the growth of each customer (each company) to the growth of the region, and the growth of each region to the growth of the wider area.

The TOMONY Holdings Group will thoroughly implement a customer-first approach, grow together with its customers, and aim to realize a sustainable society by growing together with all its stakeholders, based on its group management philosophy of forming a financial group that can be trusted and relied upon.

5th Medium-Term Management Plan (April 2023 – March 2026)

~Higher Value, Faster, Wider, Together~

Sustainability Strategy

Sales Strategy

Human Resources Strategy

Operational Strategy

Governance Strategy

Our Vision for 10 Years from Now

I'm glad I chose
TOMONY.
A wide-area financial group

Management Base Supporting Value Creation

Corporate Governance / Compliance
/ Risk Management

Value Provided



[Society]
Contribution to the realization of a sustainable society by fulfilling social responsibilities



[Region]
Contribution to the sustainable development of the regional economy through the provision of financial functions



[Corporate Customers]
Providing speedy and optimal solutions to solve the management issues of corporate customers



[Individual Customers]
Providing safe, secure, and convenient financial services for the diverse needs of individual customers



[Shareholders]
Improvement of corporate value over the medium- to long-term through the sustainable growth of the Group and the formation of a solid financial base



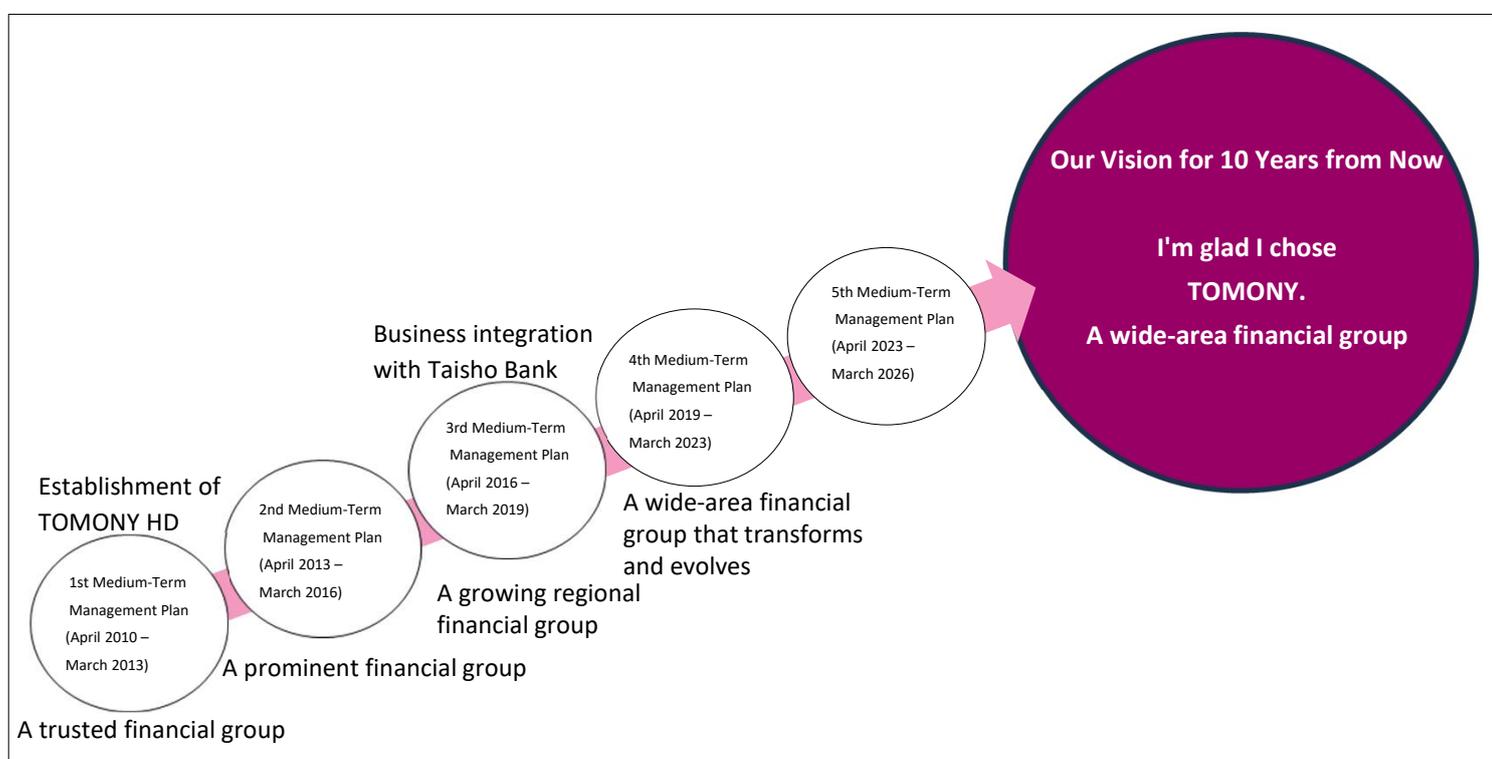
[Employees]
Creating a comfortable and rewarding workplace for every employee

Realization of a sustainable society

Overview of the 5th Medium-Term Management Plan

Name	5th Medium-Term Management Plan ~Higher Value, Faster, Wider, Together~
Plan Period	April 2023 – March 2026
Basic Strategy	I Sustainability Strategy II Sales Strategy III Human Resources Strategy IV Operation Strategy V Governance Strategy

Positioning of the 5th Medium-Term Management Plan



1. Since the establishment of the Group, from the 1st to the 4th Medium-Term Management Plan, we clarified our "Vision" for each plan and implemented specific strategies and measures, thereby achieving steady results and growth.

2. In the 5th Medium-Term Management Plan, based on future medium- to long-term demographic trends in the region, we clarify our "Vision for 10 years from now" as a wide-area financial group that will help realize a sustainable society, and then set out the management strategies and targets for the first three years to achieve this.

3. In the 5th Medium-Term Management Plan, with the aim of providing higher value, faster and more widely to all stakeholders and weaving growth together toward our "Vision for 10 years from now," we have adopted the slogan "**Higher Value, Faster, Wider, Together.**"

Basic Strategies of the 5th Medium-Term Management Plan

Basic Strategy	Specific Measures	Value Provided
I Sustainability Strategy	<ul style="list-style-type: none"> (1) Strengthening initiatives for sustainability, including SDGs and ESG (2) Strengthening support for initiatives for the sustainability of local communities (3) Strengthening initiatives for regional revitalization as a wide-area financial group 	<ul style="list-style-type: none"> ▶ Contribution to the realization of a sustainable society by fulfilling social responsibilities ▶ Contribution to the sustainable development of the regional economy through the provision of financial functions
II Sales Strategy	1. Area Strategy <ul style="list-style-type: none"> (1) Entire area (2) Local area (Tokushima/Kagawa area) strategy (3) Semi-local area (Ehime/Kochi/Okayama/Hiroshima area) strategy (4) Osaka area strategy (5) Tokyo area strategy 	<ul style="list-style-type: none"> ▶ Contribution to the sustainable development of the regional economy through the provision of financial functions
	2. Corporate Sales Strategy <ul style="list-style-type: none"> (1) Demonstrating financial intermediary and consulting functions by strengthening the corporate support system (2) Enhancing the consulting system by leveraging the strengths of the wide-area financial group (3) Expanding services provided as a regional trading company-like financial group 	<ul style="list-style-type: none"> ▶ Providing speedy and optimal solutions to resolve the management issues of corporate customers
	3. Retail Business Strategy <ul style="list-style-type: none"> (1) Providing safe, secure, and convenient financial services tailored to life stages (2) Demonstrating consulting functions by strengthening the individual support system (3) Strengthening initiatives for customer-oriented business operations 	<ul style="list-style-type: none"> ▶ Providing safe, secure, and convenient financial services to meet the diverse needs of individual customers
III Human Resources Strategy	<ul style="list-style-type: none"> (1) Creating a comfortable and rewarding work environment (2) Developing human resources by providing practical and effective learning opportunities (3) Initiatives to promote the active participation of diverse human resources 	<ul style="list-style-type: none"> ▶ Creating a comfortable and rewarding workplace for every employee
IV Operation Strategy	<ul style="list-style-type: none"> (1) Pursuing operational efficiency through BPR and DX utilization (2) Further management efficiency through group-based cost reductions (3) Commencing consideration of the next core system 	<ul style="list-style-type: none"> ▶ Enhancing medium- to long-term corporate value through operational efficiency, cost reduction, etc.
V Governance Strategy	<ul style="list-style-type: none"> (1) Strengthening the Group governance system by evolving the "TOMONY Style" (2) Implementing a capital policy (capital enhancement, capital utilization, shareholder returns) appropriate for a Prime-listed company (3) Strengthening group public relations functions 	<ul style="list-style-type: none"> ▶ Enhancing medium- to long-term corporate value through the Group's sustainable growth and the formation of a solid financial base

Initiatives and Results of 5th Medium-Term Management Plan

Basic Strategy		Initiatives and Results of 5th Medium-Term Management Plan	Reference Page
I Sustainability Strategy		<ul style="list-style-type: none"> • Promotion and results of sustainable finance • Initiatives toward achieving a decarbonized society • Initiatives for SDGs utilizing collaboration with other companies • Enhancement of financial education activities • Initiatives for regional contribution activities 	▶▶▶ P. 19-27 Initiatives for Sustainability
II Business Strategy	Area Strategy	<ul style="list-style-type: none"> • Branch strategy responsive to social changes • Branch development to expand business base • Highly individualized business development based on regional characteristics 	▶▶▶ P. 28 Initiatives to Revitalize the Regional Economy
	Corporate Strategy	<ul style="list-style-type: none"> • Strengthening of corporate consulting system • Providing optimal solutions for management issues • Promotion of start-up support through the "Chiiki to TOMONY Fund" 	▶▶▶ P.28-29 Initiatives to Revitalize the Regional Economy
	Retail Strategy	<ul style="list-style-type: none"> • Strengthening of individual consulting system • Customer-oriented business operations 	▶▶▶ P. 30 Initiatives to Revitalize the Regional Economy
III Human Resources Strategy		<ul style="list-style-type: none"> • Realization of a comfortable and rewarding workplace • Initiatives for effective human resource development • Initiatives to promote the active participation of women 	▶▶▶ P.31-32 Initiatives for Human Capital Management
IV Operations Strategy		<ul style="list-style-type: none"> • Support for DX for customers and the region • Enhancement of non-face-to-face channels • Digitalization of branches and operations • Establishment of a system for promoting DX 	▶▶▶ P. 33 Initiatives for Digital Transformation
V Governance Strategy		<ul style="list-style-type: none"> • Implementation of optimal capital policy (shareholder returns) 	▶▶▶ P.34-35 Initiatives for Management Conscious of Cost of Capital and Stock Price

Management Indicator Targets of 5th Medium-Term Management Plan

Management Indicator Targets		FY 2025 Targets	FY 2024 Results
Net income attributable to owners of the parent (consolidated)	Profitability	14.8 billion yen	▶▶▶ See P. 12 Financial Highlights
core net business profit (Total of non-consolidated banking subsidiaries)	Profitability	22.3 billion yen	
core net business profit (after deducting foreign currency funding costs) (Total of non-consolidated banking subsidiaries)	Profitability	14.1 billion yen	
ROE (Consolidated)	Efficiency	5.0% or more	
Core Gross Business Profit OHR (Total of non-consolidated banking subsidiaries)	Efficiency	60% or less	
capital adequacy ratio (CAR) (Consolidated)	Soundness	9.0% or more	
Deposits outstanding, etc. (Total of non-consolidated banking subsidiaries)	Growth	4.5 trillion yen	
Loans outstanding and bills discounted (Total of non-consolidated banking subsidiaries)	Growth	3.6 trillion yen	

(Note) 1. Core net business profit (after deducting foreign currency funding costs) = Average balance of loans and bills discounted × Loan-to-deposit spread - Foreign currency funding costs + net fees and commissions - Expenses

2. ROE = Net income attributable to owners of the parent (consolidated) / Average equity (Total net assets - Share acquisition rights - Non-controlling interests) × 100

Basic Policy

[Basic Policy on Sustainability]

The TOMONY Holdings Group recognizes that addressing issues related to sustainability—including environmental and social issues—is a key management challenge. Leveraging our role and characteristics as a regional financial group, we will actively promote sustainability initiatives with the dual aim of helping to realize a sustainable society and enhancing our corporate value over the medium- to long-term.

[Policy on Sustainable Investment and Lending]

The TOMONY Holdings Group will engage in responsible investment and lending in accordance with the following policy, with the aim of protecting the natural environment of our regions—blessed with a warm climate and rich seas and mountains—and contributing to the realization of a sustainable society and the enhancement of corporate value over the medium- to long-term.

1. Businesses to be actively supported

- (1) Businesses that contribute to the realization of a decarbonized society, such as energy conservation and renewable energy.
- (2) Businesses that contribute to the sustainable development of the regional economy, such as start-ups and business succession.
- (3) Businesses that contribute to the enhancement of medical care, nursing care and welfare to address issues such as an aging population and declining birthrate.
- (4) Businesses that have a positive impact on the formation of a sustainable society.

2. Activities we will not finance

(1) Coal-fired power generation business

As a general rule, TOMONY Holdings, Inc. will not provide financing to coal-fired power generation projects. However, we will assess individual projects on a case-by-case basis, taking into account the status of the transition to a decarbonized society and the introduction of advanced technologies.

(2) Weapons manufacturing-related business

TOMONY Holdings, Inc. will not provide financing to companies that manufacture inhumane weapons, such as cluster munitions used in warfare.

(3) Businesses involved in human rights violations, forced labor, etc.

TOMONY Holdings, Inc. will not provide financing to businesses where serious human rights violations, such as child labor or forced labor, are taking place.

(4) Palm oil plantation development and deforestation businesses

TOMONY Holdings, Inc. will carefully assess such projects on a case-by-case basis, taking into consideration their impact on the global environment, biodiversity and local communities, as well as the conservation of forest resources.

[Endorsement of TCFD Recommendations]

TOMONY Holdings, Inc. recognizes that responding appropriately to the risks and opportunities arising from climate change is an important management issue.

We endorse the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and will continue to enhance our climate-related governance, strategy, risk management, and metrics and targets based on these recommendations.

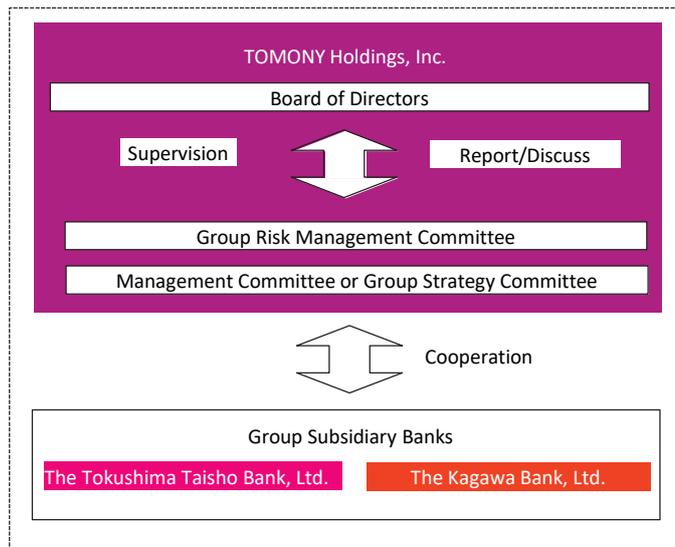


Governance

Under the supervision of the Board of Directors, TOMONY Holdings, Inc. has established a management and promotion system for sustainability-related initiatives, including environmental and social issues, with the aim of realizing a sustainable society and enhancing corporate value over the medium- to long-term.

- In terms of management, under the supervision of the Board of Directors, the Group Risk Management Committee, chaired by the President and CEO, formulates and implements response policies and action plans for risks related to the environment, society, and governance, including climate change. Important matters are reported to and discussed by the Board of Directors.

- In terms of promotion, the Management Committee or the Group Strategy Committee discusses and decides on sustainability-related measures, including those related to climate change, and promotes them in close cooperation with the Group's subsidiary banks.



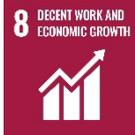
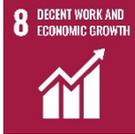
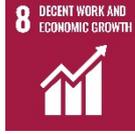
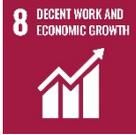
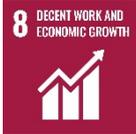
Strategy and Risk Management

The TOMONY Holdings Group positions its response to sustainability-related issues as one of its key management challenges. In the process of formulating the three-year 5th Medium-Term Management Plan, which started in April 2023, we evaluated the risks and opportunities of issues that need to be addressed from an ESG (Environment, Society, and Governance) perspective, and selected material issues that should be prioritized with greater specificity. Based on this, we have clarified the medium- to long-term direction of the Group's initiatives for each material issue and will contribute to the achievement of the SDGs by taking concrete actions.

[Medium- to long-term Direction of Initiatives for Material Issues]

Material Issues		Risks and Opportunities (● Risk, ○ Opportunity)
Environment (E)	Initiatives for sustainability, including climate change issues	<ul style="list-style-type: none"> ● Risk of impact on business due to damage to the Group's business locations from large-scale wind and flood disasters ● Risk of impact on business due to damage to customers' business locations from large-scale wind and flood disasters ● Risk of damage to real estate collateral due to large-scale wind and flood disasters ● Risk of impact on the Group's business due to changes in regulations and tax systems related to climate change ● Risk of impact on customers' businesses due to changes in regulations and tax systems related to climate change ○ Increased demand for funds and related financing to support customers' response to climate change ○ Enhancement of consulting and services related to supporting customers' response to climate change
Society (S)	Initiatives for regional revitalization and contribution to the local economy as a wide-area financial group	<ul style="list-style-type: none"> ● Decline in regional vitality due to population decline and decrease in the number of business establishments ○ Increased demand for funds and related financing due to stable job creation and population inflow into the region through regional revitalization
	Responding to the aging society in the local area	<ul style="list-style-type: none"> ● Labor shortage due to a decrease in the working-age population caused by the declining birthrate and aging population ● Decline of the social security system due to the declining birthrate and aging population ○ Growing needs for asset management and asset formation in an aging society
Governance (G)	Work style reform and human resource development	<ul style="list-style-type: none"> ● Worsening recruitment environment and rising recruitment costs due to a decrease in the working-age population ● Decline in competitiveness due to a lack of diverse human resources ○ Promotion of corporate growth through improved motivation ○ Securing and retaining excellent human resources
	Responding to digitalization and pursuing further management efficiency	<ul style="list-style-type: none"> ● Increased costs associated with system implementation and updates ● Decreased productivity due to inefficient operations ○ Leveling of costs and realization of efficient business operations through effective system investment ○ Improved productivity and services provided through business process re-engineering
	Strengthening of group governance and communication with each stakeholder	<ul style="list-style-type: none"> ● Occurrence of losses due to the materialization of unexpected risks ● Expansion of damage and delay in recovery from accidents, disasters, etc. ● Deterioration of financial position and loss of trust from customers, markets, etc. due to financial instability, rapid economic fluctuations, etc. ○ Improved competitiveness through appropriate risk-taking ○ Enhancement of corporate value and expansion of business base through management conscious of each stakeholder

SUSTAINABLE DEVELOPMENT GOALS

medium- to long-term Direction of Initiatives	Corresponding SDGs
<ul style="list-style-type: none"> Strengthening initiatives for sustainability, including SDGs and ESG Strengthening support for local community sustainability initiatives 	      
<ul style="list-style-type: none"> Strengthening initiatives for regional revitalization as a wide-area financial group Demonstrating financial intermediary and consulting functions by strengthening the corporate support system Enhancing the consulting system by leveraging the strengths of the wide-area financial group Expanding services provided as a regional trading company-like financial group 	   
<ul style="list-style-type: none"> Providing safe, secure, and convenient financial services tailored to life stages Demonstrating consulting functions by strengthening the individual support system Strengthening initiatives for customer-oriented business operations 	   
<ul style="list-style-type: none"> Creating a work environment that is easy to work in and rewarding Developing human resources by providing practical and effective learning opportunities Initiatives to promote the active participation of diverse human resources 	    
<ul style="list-style-type: none"> Pursuing business efficiency through BPR and DX utilization Further management efficiency through group-based cost reduction Commencing consideration of the next core system 	 
<ul style="list-style-type: none"> Strengthening the Group governance system by evolving the "TOMONY Style" Implementing capital policies appropriate for a Prime-listed company (capital enhancement, capital utilization, shareholder returns) Strengthening the Group's public relations function 	   

Status of Climate Change-Related Risks

Climate change-related risks consist of two types: transition risks, which affect assets and liabilities due to the transition to a decarbonized society, such as policy changes, and physical risks, which affect assets and liabilities due to the increased severity and frequency of extreme weather events and more long-term changes in weather patterns.

(1) Transition Risk (Scenario, Scope of Analysis, Analysis Method, Analysis Period, Analysis Results)

Scenario	1.5°C Scenario (Note)
Scope of Analysis	"Shipping" and "Land Transport" among the Group's borrowers
Analysis Method	Calculated the impact of the introduction of a carbon tax associated with the transition to a decarbonized society by estimating the fluctuation in future earnings up to fiscal 2050, and estimated the increase in credit-related costs.
Analysis Period	From the end of March 2025 to 2050
Analysis Results	Increase in credit-related costs: 1 billion yen

(Note) The International Energy Agency's (IEA) Net Zero Emissions by 2050 Scenario (NZE 2050) is used.

(2) Physical risks (scenario, scope of analysis, analysis method, analysis period, and analysis results)

Scenario	4°C scenario (Note)
Scope of Analysis	Borrowers throughout the TOMONY Holdings, Inc. Group's operating area
Analysis Method	Damage to real estate collateral due to flooding (river flooding and storm surges) caused by rising temperatures The impact of business stagnation due to flooding was calculated by considering the damage rate by location, and the increase in credit-related costs was estimated.
Analysis Period	From the end of March 2025 to 2050
Analysis Results	Increase in credit-related costs: Cumulative total of 4.6 billion yen

(Note) The RCP (Representative Concentration Pathway) 8.5 scenario (4°C scenario) of the Intergovernmental Panel on Climate Change (IPCC) is used.

(3) Concentration of carbon-related assets (As of March 31, 2025)

Carbon-related assets (Note) account for 39.6% of the total credit balance. The TOMONY Holdings, Inc. Group will continue to enhance its scenario analysis and expand the scope of sectors analyzed, and through engagement with these sectors, will consider providing various solutions for decarbonization in addition to sustainable finance.

(Note) Carbon-related assets are defined as the total credit balance for the following four sectors, as defined by the partial revision of the TCFD recommendations in October 2021 (compiled based on the classification of "BOJ industry classification, input-output tables, and TCFD carbon-related sectors" published by the Ministry of the Environment). However, water supply businesses, renewable energy power generation businesses, etc. are excluded.

Energy	Transportation	Materials and buildings	Agriculture, food, and forest products
1.2%	10.3%	26.2%	1.8%

Metrics and Targets

The TOMONY Holdings, Inc. Group uses the following metrics to manage and promote its sustainability-related initiatives. The targets and results for these metrics are as follows.

Metrics (Note 1)		FY 2024 Results	FY 2025 Target	FY 2030 Target
Environment (E)	CO ₂ emission reduction rate (Note 2) Compared to FY 2013	(45.3%)	-	By FY 2030 (50%)
	Sustainable finance execution amount (Note 3)	Cumulative total for FY 2023– 2024 263.4 billion yen	Cumulative total for FY 2023– 2025 210.0 billion yen	Cumulative total for FY 2023– 2030 550.0 billion yen
	Of which, environmental field	24.5 billion yen	35.0 billion yen	90.0 billion yen
Society (S)	Of which, social field	238.8 billion yen	175.0 billion yen	460.0 billion yen
Governance (G)	Female manager ratio	15.4%	20% or more	-
	Male employee childcare leave acquisition rate	108.0%	100%	-

(Note) 1. Of the above metrics, those excluding the CO₂ emission reduction rate are based on the combined figures of the consolidated subsidiaries, The Tokushima Taisho Bank, Ltd. and The Kagawa Bank, Ltd., as targets and results.

2. Regarding the CO₂ emission reduction rate, TOMONY Holdings, Inc. has set the following medium- to long-term CO₂ emission reduction targets to reduce CO₂ emissions generated through its business activities over the medium- to long-term and contribute to the realization of the government's goal of carbon neutrality by 2050. The CO₂ emissions are the total of Scope 1 (direct emissions) and Scope 2 (indirect emissions), calculated in accordance with the standards of the periodic report under the Act on the Rationalization of Energy Use. The CO₂ emission results for the base year of FY 2013, as well as for FY 2022, FY 2023, and FY 2024, are as follows.

	FY 2013	FY 2022	FY 2023	FY 2024
Scope 1 (direct emissions)	695.5 tCO ₂	507.3 tCO ₂	513.6 tCO ₂	520.2 tCO ₂
Scope 2 (indirect emissions)	8,170.3 tCO ₂	5,157.6 tCO ₂	4,793.1 tCO ₂	4,325.3 tCO ₂
Total	8,865.8 tCO ₂	5,664.9 tCO ₂	5,306.7 tCO ₂	4,845.5 tCO ₂
Reduction results (Compared to FY 2013)	-	(36.1%)	(40.1%)	(45.3%)

(*) The scope of calculation covers TOMONY Holdings, Inc. and its consolidated subsidiaries, The Tokushima Taisho Bank, Ltd. and The Kagawa Bank, Ltd.
3. Sustainable finance refers to financing that supports and promotes initiatives aimed at resolving social and environmental issues.

<Initiatives to ascertain Scope 3 emissions>

While long-term targets have been set and results calculated for Scope 1 and Scope 2, starting from FY 2023, TOMONY Holdings, Inc. has expanded the calculation scope to include Scope 3 Categories 1-14. Furthermore, Scope 3 Category 15 is considered an important indicator for capturing risks and opportunities related to climate change, and its calculation is currently under consideration.

(Unit: tCO₂)

Calculation item		FY 2023	FY 2024
Category 1 (Purchased goods and services)	Consumables, repairs, communication, advertising, etc.	8,867.7	9,273.2
Category 2 (Capital goods)	Business buildings, movable property, software	6,065.5	5,146.5
Category 3 (Fuel- and energy-related activities not included in Scope 1 or 2)	Electricity consumed, gas purchased	681.5	672.4
Category 4 (Upstream transportation and distribution)	Shipping and postage for logistics services	1,247.9	1,263.9
Category 5 (Waste generated in operations)	Waste generated from business operations	85.0	42.9
Category 6 (Business travel)	Employee business travel	323.6	321.2
Category 7 (Employee commuting)	Employee commuting	898.9	892.9
Total		18,170.1	17,612.9

(*) The scope of calculation covers TOMONY Holdings, Inc. and its consolidated subsidiaries, The Tokushima Taisho Bank, Ltd. and The Kagawa Bank, Ltd.

(*) There are no items to be calculated for Category 8 (Upstream leased assets), 9 (Downstream transportation and distribution), 10 (Processing of sold products), 11 (Use of sold products), 12 (End-of-life treatment of sold products), 13 (Downstream leased assets), and 14 (Franchises).

The 17 SDGs and the TOMONY Holdings Group's Initiatives

Goal	Initiatives of The Tokushima Taisho Bank, Ltd. and The Kagawa Bank, Ltd.
<p>1. No Poverty</p> <p>End poverty in all its forms everywhere</p> 	<p>(1) Initiatives to support education</p> <ul style="list-style-type: none"> • Handling of products such as education loans and school expense loans <p>(2) Initiatives for financial and economic education</p> <ul style="list-style-type: none"> • Holding financial institution tours for parents and children • Dispatching lecturers to educational institutions • Accepting interns • Providing financial education for students, including elementary, junior high, and high school students • Providing financial education in collaboration with the Japan Financial and Economic Education Promotion Organization (J-FLEC)
<p>2. Zero Hunger</p> <p>End hunger, achieve food security and improved nutrition and promote sustainable agriculture</p> 	<p>(1) Initiatives to support sales channel development for local products</p> <ul style="list-style-type: none"> • Opening of antenna shops 'Tomony Market' (in Tokyo and Ehime Prefecture) • Holding 'Tomony Marche' product sales events and 'Tomony mini Business Meeting' food business meetings <p>(2) Initiatives to reduce food loss and support people in need</p> <ul style="list-style-type: none"> • Referral services for customers engaged in initiatives to reduce food loss • Providing emergency food supplies and daily necessities to the community • Offering time deposits to energize the community and customers (Kagawa Bank donates to children's cafeterias in Kagawa Prefecture according to the deposit amount) (Kagawa Bank)
<p>3. Good Health and Well-being</p> <p>Ensure healthy lives and promote well-being for all at all ages</p> 	<p>(1) Initiatives for financial support and information provision to medical and nursing care providers</p> <ul style="list-style-type: none"> • Offering various financial products for medical and nursing care providers, and holding 'Tomony Medical Management Seminars' <p>(2) Initiatives to maintain and promote health</p> <ul style="list-style-type: none"> • Establishment of the 'Health and Productivity Management Declaration' to actively promote measures for maintaining and improving employee health • Certified as a 'Certified Health & Productivity Management Outstanding Organization 2025 (Large Enterprise Category)' • Participation in and sponsorship of various community events • Implementation of measures against passive smoking • Regularly holding in-house health check events as an initiative to foster employee health awareness (Kagawa Bank) • Holding the 'SDGs Relay Marathon 2025' by the 'Kagawa Alliance' (Kagawa Bank) <p>(3) Initiatives for medical contribution</p> <ul style="list-style-type: none"> • Conducting workplace blood drives
<p>4. Quality Education</p> <p>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p> 	<p>(1) Initiatives to support lifelong learning activities and cultural projects</p> <ul style="list-style-type: none"> • Subsidies for lifelong learning activities and cultural projects • Holding lectures by the Tokugin Lifelong Learning Promotion Foundation (The Tokushima Taisho Bank) • Subsidies from the Kagawa Bank Charitable Trust for Senior Citizens' Lifelong Learning Support Fund (Kagawa Bank) <p>(2) Initiatives for human resource development and educational support</p> <ul style="list-style-type: none"> • Participation in human resource development projects • Support for youth in international exchange, education, sports, and music, including overseas dispatch programs by the Kagawa Bank Youth Development Support Foundation (Kagawa Bank) • Providing financial education in collaboration with the Japan Financial and Economic Education Promotion Organization (J-FLEC) • Activities by 'Kagawa Bank Girasol Kagawa,' which plays in Japan's top league 'H League,' to promote the sport, improve skills, and develop junior players (Kagawa Bank)
<p>5. Gender Equality</p> <p>Achieve gender equality and empower all women and girls</p> 	<p>(1) Initiatives to promote women's empowerment</p> <ul style="list-style-type: none"> • Acquisition of 'Eruboshi' certification • Implementation of health literacy training <p>(2) Initiatives to support work-life balance with childcare</p> <ul style="list-style-type: none"> • Acquisition of 'Platinum Kurumin Plus' (The Tokushima Taisho Bank) and 'Kurumin' (Kagawa Bank) certifications • Systematization of childcare leave for male employees • Systematization of leave for cancer treatment and fertility treatment (The Tokushima Taisho Bank) <p>(3) Initiatives for gender equality</p> <ul style="list-style-type: none"> • Support for LGBTQ individuals in housing loans
<p>6. Clean Water and Sanitation</p> <p>Ensure availability and sustainable management of water and sanitation for all</p> 	<p>(1) Initiatives for environmental conservation</p> <ul style="list-style-type: none"> • Offering of environmental private placement bonds • Use of environmentally friendly service items (e.g., adoption of eco-friendly gift items, use of recycled products) • Investment in green bonds • Participation in coastal and river cleanup activities
<p>7. Affordable and Clean Energy</p> <p>Ensure access to affordable, reliable, sustainable and modern energy for all</p> 	<p>(1) Initiatives to reduce environmental impact</p> <ul style="list-style-type: none"> • Progressive introduction of solar power generation and LED lighting in branches • Introduction of environmentally friendly branches that have obtained 'ZEB Ready' certification (The Tokushima Taisho Bank) <p>(2) Initiatives to support environmentally friendly management activities</p> <ul style="list-style-type: none"> • Visualization and calculation support for customers' GHG/CO₂ emissions • Offering of various environmentally related products (loans, private placement bonds, etc.) • Selected as a designated financial institution for the 'Value Chain Decarbonization Loan Promotion Interest Subsidy Program' and 'Energy-Saving Equipment Investment Interest Subsidy' • Conclusion of a 'Partnership Agreement for the Realization of a Carbon-Zero City' with local governments (The Tokushima Taisho Bank) • Support for achieving carbon neutrality using J-Credits (The Tokushima Taisho Bank)
<p>8. Decent Work and Economic Growth</p> <p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p> 	<p>(1) Initiatives to revitalize the local economy</p> <ul style="list-style-type: none"> • Support for businesses in the start-up phase (offering financial products, holding 'Tomony Start-up Seminars,' support for subsidy utilization, etc.) • Support for business growth and succession (fund management and participation, entry into human resource referral services, support for subsidy utilization, etc.) • Holding 'Start-up Seminars' in collaboration with financial institutions in Kagawa Prefecture (Kagawa Bank) • Support for sustainable regional economic development through collaboration with educational institutions (industry-academia collaboration) <p>(2) Initiatives to create a comfortable working environment</p> <ul style="list-style-type: none"> • Certified as a 'Certified Health & Productivity Management Outstanding Organization 2025 (Large Enterprise Category)' • Implementation of a year-round no-necktie policy • Introduction of shorter working hours and staggered work hours • Extension of the employment period to age 70 (The Tokushima Taisho Bank) <p>(3) Introduction of a side-business system</p>

Goal	Initiatives of The Tokushima Taisho Bank, Ltd. and The Kagawa Bank, Ltd.
<p>9. Industry, Innovation and Infrastructure</p> <p>Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</p> 	<p>(1) Initiatives for management support</p> <ul style="list-style-type: none"> •Support for business growth and succession (fund management, holding various business meetings, promoting business matching) •Support in M&A, business succession, and inheritance fields in collaboration with government and economic organizations <p>(2) Initiatives to support technological innovation</p> <ul style="list-style-type: none"> •Support for technical consultations in collaboration with educational institutions, government, and economic organizations (The Tokushima Taisho Bank)
<p>10. Reduced Inequalities</p> <p>Reduce inequality within and among countries</p> 	<p>(1) Initiatives for diversity</p> <ul style="list-style-type: none"> •Development and enhancement of personnel systems and workplace environments •Support for customers with hearing or speech difficulties through the 'Telephone Relay Service' •Creating accessible branches, including barrier-free designs, for all customers to use with peace of mind <p>(2) Initiatives for work style reform</p> <ul style="list-style-type: none"> •Implementation of 'Work Style Reform Seminars' for customers
<p>11. Sustainable Cities and Communities Make cities and human settlements inclusive, safe, resilient and sustainable</p> 	<p>(1) Initiatives for regional disaster prevention and safety</p> <ul style="list-style-type: none"> •Strengthening of the business continuity system •Implementation of activities to watch over the elderly and provision of branches as emergency shelters for children •Implementation of disaster prevention drills in collaboration with the community <p>(2) Initiatives for creating sustainable communities</p> <ul style="list-style-type: none"> •Participation in public service projects in collaboration with local governments •Offering "Tomony Senior Life Support" •Establishment of Tokugin Tomony Link-Up Co., Ltd. (The Tokushima Taisho Bank)
<p>12. Responsible Consumption and Production</p> <p>Ensure sustainable consumption and production patterns</p> 	<p>(1) Initiatives for environmentally friendly management</p> <ul style="list-style-type: none"> •Participation in the "Eco-Drive Campaign" to reduce CO₂ emissions •Implementation of waste reduction, separation, and recycling •Promotion of disaster-resilient community development •Participation in cleanup volunteer activities •Promotion of paperless operations (transactions using tablet devices, handling of passbook-less accounts, DX/ICT support, etc.) <p>(2) Initiatives to support the management of local businesses</p> <ul style="list-style-type: none"> •Support for corporate PR and sales channel expansion utilizing the in-store multi-purpose space "Kagawa Bank Hyogo-machi Community Terrace"(Kagawa Bank) •Holding of joint sales events by "Kagawa Alliance" (Kagawa Bank) •Dissemination of local tourism information using the "Minami Shinmachi 5-banchi ATM" corner facing the shopping street (Kagawa Bank)
<p>13. Climate Action Take urgent action to combat climate change and its impacts</p> 	<p>(1) Initiatives for environmental conservation</p> <ul style="list-style-type: none"> •Initiatives based on the "ISO 14001 Self-Declaration of Conformity" (The Tokushima Taisho Bank) and the "Kagawa Bank Environmental Policy" (Kagawa Bank) •Implementation of "Cool Biz" and "CO₂ Reduction/Lights Down" campaigns •Switching to LED lighting and implementing energy-saving measures •Introduction of environmentally friendly branches that have obtained 'ZEB Ready' certification (The Tokushima Taisho Bank) <p>(2) Initiatives to support environmentally friendly management activities</p> <ul style="list-style-type: none"> •Visualization and calculation support for customers' GHG/CO₂ emissions •Offering of various environmentally related products (loans, private placement bonds, etc.) •Selected as a designated financial institution for the 'Value Chain Decarbonization Loan Promotion Interest Subsidy Program' and 'Energy-Saving Equipment Investment Interest Subsidy' •Initiatives to reduce CO₂ through business matching •Conclusion of a 'Partnership Agreement for the Realization of a Carbon-Zero City' with local governments (The Tokushima Taisho Bank) •Support for achieving carbon neutrality using J-Credits (The Tokushima Taisho Bank) •Establishment of Tokugin Tomony Link-Up Co., Ltd. (The Tokushima Taisho Bank) •Participation in the "Kagawa Prefecture Regional ESG Decarbonization Equipment Investment Promotion Consortium" (Kagawa Bank) •Handling of carbon offset private placement bonds (Kagawa Bank)
<p>14. Life Below Water</p> <p>Conserve and sustainably use the oceans, seas and marine resources for sustainable development</p> 	<p>(1) Initiatives for environmental conservation</p> <ul style="list-style-type: none"> •Offering of environmental private placement bonds •Support for commercialization utilizing local resources •Investment in green bonds •Participation in coastal and river cleanup activities •In collaboration with "Kagawa Marine Debris Leaders" through the Kagawa Alliance, conducted coastal cleanups and "Kagawa Satoumi University Order-made Courses" (Kagawa Bank)
<p>15. Life on Land</p> <p>Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</p> 	<p>(1) Initiatives for forest conservation</p> <ul style="list-style-type: none"> •Promotion of paperless operations (transactions using tablet devices, handling of passbook-less accounts, DX/ICT support, etc.) •Installation of solar power generation systems •Offering of environmental private placement bonds •Support for commercialization utilizing local resources •Investment in green bonds •Participation in forest maintenance activities (The Tokushima Taisho Bank) •Support for forest management and establishment of a consultation service based on a cooperation agreement with the government (The Tokushima Taisho Bank)
<p>16. Peace, Justice and Strong Institutions</p> <p>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p> 	<p>(1) Initiatives for corporate governance</p> <ul style="list-style-type: none"> •Response to money laundering (FATF) •Severing ties with anti-social forces •Response to terrorist financing •Prevention of financial crimes •Conclusion of an "Agreement on Cooperation for Fraud Prevention, etc." with the Tokushima Prefectural Police Headquarters (The Tokushima Taisho Bank) <p>(2) Initiatives for compliance and risk management</p> <ul style="list-style-type: none"> •Strengthening of the risk management system •Thorough compliance
<p>17. Partnerships for the Goals</p> <p>Strengthen the means of implementation and revitalize the global partnership for sustainable development</p> 	<p>(1) Initiatives through industry-government-academia collaboration</p> <ul style="list-style-type: none"> •Initiatives for regional revitalization based on cooperation agreements with local governments, etc. •Initiatives for regional revitalization based on cooperation agreements with local universities and technical colleges •Initiatives for regional economic development based on cooperation agreements with regional economic organizations, etc. •Support for overseas expansion based on a cooperation agreement with the Japan External Trade Organization (JETRO) (The Tokushima Taisho Bank) <p>(2) Initiatives through collaboration with local financial institutions</p> <ul style="list-style-type: none"> •Initiatives for regional economic development based on a business cooperation agreement with Takamatsu Shinkin Bank (Kagawa Alliance) and an agreement with The Shoko Chukin Bank, Ltd.(Kagawa Bank) <p>(3) Formation of business partner exchange organizations</p> <ul style="list-style-type: none"> •Initiatives by the cross-industry exchange organizations for business partners, "Tokugin Success Club" and "Kagawa New Business Club (KNBC)" <p>(4) Participation in regional events</p> <p>(5) Overseas human resources introduction business</p> <ul style="list-style-type: none"> •In partnership with an Indonesian government-certified human resources dispatch agency, commenced introduction services for specified skilled foreign workers from Indonesia (Kagawa Bank)
<p>1. to 17. Items common to all goals</p>	<ul style="list-style-type: none"> •Offering of SDGs declaration formulation support services for customers •Handling of SDGs private placement bonds •Handling of sustainable finance

Initiatives to Realize a Sustainable Society through Financial Functions

Promotion of Sustainable Finance

The Tokushima Taisho Bank and Kagawa Bank have established sustainable finance targets to contribute to the creation of a sustainable society through their financial functions, and support regional customers who are working to strengthen sustainability management and enhance corporate value.

○ Sustainable Finance Execution Amount and Targets

	FY 2024 Results	Cumulative Target for FY 2023 to FY 2025	Cumulative Target for FY 2023 to FY 2030
Sustainable Finance Execution Amount (hundred million yen)	2,634	2,100	5,500
Of which, environmental field (hundred million yen)	245	350	900

○ Support for Business Expansion through Financial Assistance (The Tokushima Taisho Bank)

The Tokushima Taisho Bank provided financial support for the necessary funds to relocate and renovate the store of a customer in the confectionery manufacturing and sales business who wanted to expand their production system.

As sales channels expanded not only to store sales but also to commercial facilities, the financial support for relocating the store and expanding the production system became an initiative that contributed to new job creation and regional revitalization.



○ Financial Support Based on Business Feasibility Assessment (The Kagawa Bank)

The Kagawa Bank provided financing based on a business feasibility assessment for the operating funds of a beekeeping customer's regional revitalization project, which involved opening a "Nature Experience Farm Park." This project also leads to providing learning opportunities through various experiences and creating a foundation for nurturing the next generation of farmers.

Initiatives for a Sustainable Local Community

Initiatives for Coexistence with the Local Community

○ Donation of Daily Necessities to the Tokushima Prefectural Council of Social Welfare (The Tokushima Taisho Bank)

The Tokushima Prefectural Council of Social Welfare, together with municipal welfare councils in Tokushima Prefecture, is engaged in initiatives to support people in need due to various circumstances. The Tokushima Taisho Bank, in agreement with this purpose, solicited donations of daily necessities from its employees. In January 2025, daily necessities such as food, hygiene products, and clothing (30 cardboard boxes) provided by officers and employees were donated to the Tokushima Prefectural Council of Social Welfare.



○ Donation of 1 million yen to Children's Cafeterias in Kagawa Prefecture (The Kagawa Bank)

The Kagawa Bank donated to the Kagawa Prefectural Council of Social Welfare an amount equivalent to 0.005% of the deposits from the second installment of the "Time Deposit to Energize the Region and Customers," which was handled from April to September 2024, with the bank bearing the cost.

This is to support children's cafeterias in Kagawa Prefecture and the creation of an environment where children can grow up healthy.



○ Holding of a Parent-Child Financial Education Event in Collaboration with the Japan Financial Education and Literacy Promotion Council (J-FLEC) (The Tokushima Taisho Bank)

The Tokushima Taisho Bank held a parent-child financial education event co-hosted with the Matsushige Town Board of Education at the Matsushige Town Exchange Hub Facility, Matsushigate.

19 people, mainly elementary school students and their parents from the town, participated. This was the first initiative by a financial institution in Tokushima Prefecture to conduct financial education in collaboration with J-FLEC.



○ Implementation of "Money Seminars" (The Kagawa Bank)

In response to the growing need for financial education for young people, such as the lowering of the age of adulthood and the introduction of "asset formation" into high school curricula, we are conducting "Money Seminars" to support school initiatives. We also accept workplace experience learning for junior high school students in the prefecture and hold parent-child classes during winter vacation.



○ Activities by the "Tokugin Foundation for Lifelong Learning Promotion" (The Tokushima Taisho Bank)

The foundation, with the aim of supporting projects related to the lifelong learning of local residents, has provided grants totaling approximately 71 million yen to 424 organizations to date. Additionally, it holds annual lectures by prominent figures from various fields. In February 2025, rakugo storyteller and TV personality Yonesuke gave a lecture titled "A Life with Vigor and Laughter."



○ Activities by the "Kagawa Bank Foundation for Youth Development Support" (The Kagawa Bank)

The foundation's business purpose is to support the healthy growth of children who will carry the future of the region and contribute to the development of the local community through various forms of support for young people, including international exchange, education, sports, and music. In the "Kagawa Olive Boys and Girls Choir," which celebrated its 31st anniversary, children from elementary to high school are actively participating.



○ Activities for Regional Revitalization through Local Professional Sports (The Tokushima Taisho Bank)

The Tokushima Taisho Bank sponsors the Tokushima Gambarous, a professional basketball team belonging to the B.

LEAGUE. In February 2025, it held a sponsor match, "The Tokushima Taisho Bank PRESENTS Tokushima Gambarous VS Iwate Big Bulls," contributing to regional revitalization through sponsorship of the local professional sports team.



○ Activities of the Women's Handball Team "Kagawa Bank Girasol Kagawa" (The Kagawa Bank)

Kagawa Bank Girasol Kagawa, with a 32-year history, plays in H League, the top domestic league. In

December 2024, the team won the Japan Championship for the first time in Kagawa Prefecture's history. Under the slogan 'An Olympian from Kagawa Prefecture,' the team is also working to promote the sport of handball.



Strengthening the Management Base by Leveraging a Wide-Area Sales Network

Branch Strategy Responding to Social Changes

- Introduction of environmentally friendly branches that have obtained ZEB Ready certification (The Tokushima Taisho Bank)

As part of its decarbonization efforts to achieve carbon neutrality, The Tokushima Taisho Bank has opened its newly built Kokufu Branch, which features highly insulated and highly efficient energy-saving specifications and is the first financial institution in Tokushima Prefecture to obtain ZEB Ready* certification.



Exterior of Kokufu Branch



Opening ceremony

(*) ZEB stands for Net Zero Energy Building. Among ZEBs, buildings that achieve energy savings of 50% or more through high insulation and energy-saving equipment are called ZEB Ready.

- Contributing to regional revitalization with diverse branches (The Kagawa Bank)

As part of its efforts to contribute to the community, The Kagawa Bank has established the Kagawa Bank Hyogomachi Community Terrace, a multi-purpose space, inside its Hyogomachi Branch.

In addition to being available to customers as a space for product displays and sales, it can also be used for posting local information, events, meetings, and other purposes.

In addition, the Minami-Shinmachi 5-banchi ATM Corner (formerly the Minami-Shinmachi Sub-branch) has been renovated as a space that serves as both an ATM and a source of tourist information.



Hyogomachi Community Terrace



Minami-Shinmachi 5-banchi ATM Corner

Management Support by Demonstrating Consulting Functions

Strengthening the Corporate Consulting System

- Establishment of a new company, Tokugin Tomony Linkup Co., Ltd. (The Tokushima Taisho Bank)

In February 2025, The Tokushima Taisho Bank established a subsidiary, Tokugin Tomony Linkup Co., Ltd., which is engaged in decarbonization-related businesses. The new company will work with local communities to promote decarbonization and revitalization of primary industries by utilizing abundant natural capital in order to contribute to solving regional issues, revitalizing the regional economy, and creating sustainable communities.



Press conference for the establishment of the new company

New Company Overview

Name: Tokugin Tomony Linkup Co., Ltd.

Date of Establishment: February 4, 2025

Share capital: 100 million yen (100% owned by The Tokushima Taisho Bank)

Business activities: GX (Green Transformation) business, Primary industry revitalization business

Sustainable community development business, Subsidy application support business

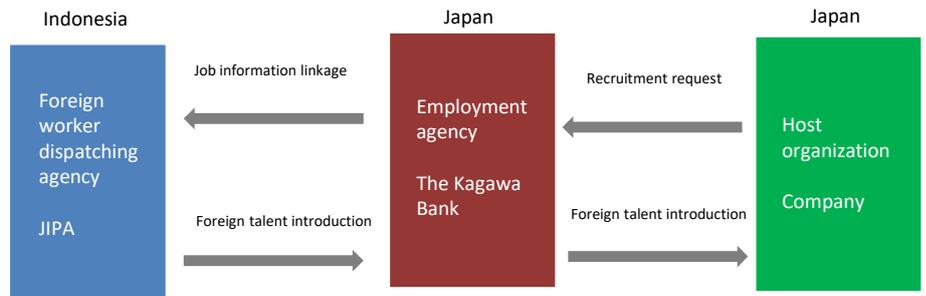
○ Launch of foreign human resources referral service to support labor shortages (The Kagawa Bank)

The Kagawa Bank has signed a business alliance agreement with PT Bank J Trust Indonesia, Tbk., based in Indonesia, to support local small and medium-sized businesses in securing overseas human resources and expanding their overseas operations.

In March 2025, the bank also signed a contract with PT Jaya Indonesia Pandu Abhipraya, an Indonesian government-certified human resources dispatch agency, to act as an intermediary for job placement applications for specified foreign human resources from Indonesia, and in April of the same year, the bank began its foreign human resources referral service.



Contract signing with J Trust Bank Indonesia



Overview of human resources referral service Providing Optimal Solutions for Management Issues

○ Business expansion support through M&A brokerage (The Tokushima Taisho Bank)

The Tokushima Taisho Bank provided business expansion support through M&A brokerage by providing information on the sale of a restaurant to a customer with a need to expand its restaurant business.

The company operates yakiniku restaurants, cafes, and other restaurants, and the opening of a Japanese restaurant, which is not part of its existing business, has led to business diversification. In addition, by using part of the purchased property as an office for the TOMONY Holdings, Inc. Group, it will contribute to the improvement of the business balance of the entire Group, which will lead to the further business development of the Group.



Japanese restaurant acquired through M&A

○ Support activities utilizing business matching (The Kagawa Bank)

The Kagawa Bank is actively engaged in business matching to expand sales channels and develop customers for its business partners.

In collaboration with Sailor Advertising Co., Ltd., the bank holds sales events and other activities utilizing the 'Joint/Collaborative Sales Channel Development Support Subsidy.' In September 2024, it held an overseas exhibition for seven of its business partners at the Shimizu Service Area in Taichung, Taiwan, which is visited by an average of approximately 14,000 people per day.



Scene from the Taiwan exhibition

Startup support through the 'Chiiki to Tomony Fund'

The Tokushima Taisho Bank and The Kagawa Bank of the TOMONY Holdings, Inc. Group have jointly established the 'Chiiki to Tomony No. 1 Investment Limited Partnership (Chiiki to Tomony Fund)' with MIRAIDOA Inc. (formerly Future Venture Capital Co., Ltd.). The 'Chiiki to Tomony Fund' invests in 'start-up companies and companies undertaking a second founding,' 'companies in need of business succession,' and 'other companies that contribute to the revitalization of the regional economy' that have their head office or a base in the business areas of The Tokushima Taisho Bank and The Kagawa Bank. By utilizing this fund, the Group contributes to the revitalization of the regional economy as a regional financial group.

○ Investment performance of the 'Chiiki to Tomony Fund'

Number of investments and amount invested up to fiscal 2024	
12	349 million yen

Initiatives to Revitalize the Regional Economy

Initiatives to Improve Customer Satisfaction

Customer-Oriented Business Operations

Based on the Group's management philosophy of 'Customer First,' 'Growing with Customers,' and 'Management of Trust and Confidence,' the TOMONY Holdings, Inc. Group has established the 'Policy on Customer-Oriented Business Operations' as a common basic policy for the Group when providing financial services such as asset formation and asset management for customers, and is engaged in customer-oriented business operations in accordance with this policy. In addition, the status of our efforts to operate our business in a customer-oriented manner is announced annually on our website, and the 'Policy on Customer-Oriented Business Operations' is also reviewed periodically to ensure better business operations, taking into account the evaluation of the status of our efforts based on each policy.

○ Development of an environment for providing information (The Tokushima Taisho Bank and The Kagawa Bank)

Since 2016, we have introduced online investment trusts to improve customer convenience, and we offer a uniform 20% discount on sales commissions for investment trusts purchased online. In addition, to reduce the burden on customers when purchasing investment trusts and life insurance, we have made it possible to provide clearer guidance and explanations using tablet devices at branch counters, and have established a system that allows customers to complete the process from application to contract without a seal and without paper.

Number of Investment Trust Sales and Online Investment Trust Utilization Rate
(Fiscal 2024, Bank Subsidiaries Combined)

Total number of investment trust sales	23,251
Of which, number of online sales	16,026
Online investment trust utilization rate	68%

Paperless Acceptance Rate

(As of March 2025, Bank Subsidiaries Combined)

	Acceptance rate
investment trusts	94%
Life insurance	100%

In addition, we conduct a 'Satisfaction Survey' for customers who have purchased assets under custody (investment trusts and life insurance), and we strive to further improve our services by reflecting customer evaluations and opinions in our business operations.

Customer Satisfaction Survey Results (Fiscal 2024, Bank Subsidiaries Combined)

Question	Percentage of 'Satisfied' and 'Somewhat Satisfied'
Were we able to propose products that met your needs and life plan?	92%
Were we able to explain the product's characteristics, risks, fees, etc. in an easy-to-understand manner?	94%
In addition to the product description, were we able to provide you with appropriate information that would be helpful to you?	92%

○ Holding seminars for customers (The Tokushima Taisho Bank and The Kagawa Bank)

We strive to provide appropriate information according to customers' financial knowledge, experience, and asset status by holding seminars mainly for employees of our business partners on themes such as asset formation utilizing NISA and installment-type investment trusts, as well as inheritance and gifts.



Status of Seminars Held for Customers (Fiscal 2024, Bank Subsidiaries Combined)

Number of seminars held	87 times
Number of participants	1,224 people

○ Implementation of after-sales follow-up in accordance with customers' asset formation objectives, etc. (The Tokushima Taisho Bank and The Kagawa Bank)

We conduct after-sales follow-up based on the following criteria for the purpose of continuously understanding customer needs and providing information.

Types and Implementation Standards for After-Sales Follow-Up
◇After-sales follow-up in daily operations We provide information and other services through our daily operations.
◇Regular after-sales follow-up We follow up with customers who meet certain criteria, such as being over a certain age.
◇Ad-hoc after-sales follow-up In the event of sudden market changes, we provide necessary information such as market trends to customers who hold investment trusts.

Status of Regular After-Sales Follow-Up Implementation
(Fiscal 2024, Bank Subsidiaries Combined)

Target customers	18,552
Customers for whom follow-up was conducted	18,552
Implementation rate	100%

Strengthening the Personal Consulting System

○ Bank employee training, human resource development, etc. (The Tokushima Taisho Bank and The Kagawa Bank)

In order to have the financial literacy appropriate for officers and employees of a regional financial institution and to provide sincere and trustworthy proposals to a wide range of customers, including those with little investment experience, we will work to develop and improve the skills of our employees through various training programs and study sessions.

Status of Training for Bank Employees (FY 2024, Consolidated Banking Subsidiaries)

Number of seminars held	198 times
Number of participants	5,660 people



Initiatives to Promote Human Resource Development

Creating a workplace that is easy and rewarding for every employee to work in

The TOMONY Holdings, Inc. Group has established a "Human Resource Strategy" as one of the basic strategies in its 5th Management Plan, and is working to create a comfortable and rewarding work environment, develop human resources by providing practical and effective learning opportunities, and promote the active participation of diverse human resources.

Creating a Comfortable Work Environment

- External Evaluation of Health and Productivity Management (The Tokushima Taisho Bank and The Kagawa Bank)

The Tokushima Taisho Bank and The Kagawa Bank have been certified as "Certified Health & Productivity Management Outstanding Organizations 2025 (Large Enterprise Category)" under the Certified Health & Productivity Management Outstanding Organizations Recognition Program implemented by the Ministry of Economy, Trade and Industry. By visualizing our efforts for employee health, we aim to raise awareness of health maintenance and promotion.



- Introduction of a Side-Job System (The Tokushima Taisho Bank and The Kagawa Bank)

The Tokushima Taisho Bank and The Kagawa Bank have introduced a side-job system with the aim of contributing to the revitalization of the local economy by having employees provide their skills and special abilities to local residents, and to increase the added value of their main business by gaining new skills and experience.

[Examples] •Seminar lecturer •Awa Odori dance performance for tourists

•Web design production •Tennis coach, etc.



Side job: "Awa Odori dance performance for tourists utilizing special skills"

- Recognized as a High-Engagement Company in the "Motivation Cloud" Organizational Diagnosis Survey (The Tokushima Taisho Bank)

The Tokushima Taisho Bank has established a system to measure the state of the organization and link it to the implementation of organizational reform measures in order to increase employee engagement. In light of the changes and diversification of employee values, we are focusing on creating an organization that continues to grow by quantitatively grasping the state of the organization in a short span of time and implementing measures to improve job satisfaction in a timely and pinpointed manner. In March 2025, the bank was recognized as a high-engagement company, ranking 10th in the mid-sized enterprise (1,000 or more employees) category.



- In-house Health Check Event to Foster Health Awareness (The Kagawa Bank)

The Kagawa Bank, in cooperation with the Takamatsu City Health Promotion Division, holds in-house health check events for the purpose of fostering health awareness among its officers and employees. The events provide an opportunity to review eating habits and other lifestyle factors by "visualizing" the current situation through estimated vegetable intake and bone density measurements, as well as through food model displays and tabletop awareness-raising activities. In fiscal 2024, the event was held twice, with a total of approximately 200 participants.



Initiatives for Human Capital Management

Initiatives for Human Resource Development

The TOMONY Holdings, Inc. Group is actively engaged in human resource development by providing practical and effective opportunities for each employee's growth to lead to the growth of the organization.

The banking subsidiaries hold group training sessions by level and job function, such as step-up training to challenge for higher positions and qualifications, and job performance training to acquire the necessary knowledge and skills to perform each job.

In addition, through OJT (on-the-job training) at the actual work site,

we provide guidance and education tailored to individual abilities. Furthermore, by actively supporting employees in taking correspondence courses, passing external certification exams, and acquiring public qualifications, we are helping every employee to grow.

○ Personnel Exchange with Tokushima Prefectural Police ~Dispatching an employee as a police officer on a fixed-term appointment~ (The Tokushima Taisho Bank)

As part of a public-private personnel exchange with the Tokushima Prefectural Police, The Tokushima Taisho Bank dispatched one employee to the Tokushima Prefectural Police in October 2024 as a police officer on a fixed-term appointment.

By strengthening cooperation with the Tokushima Prefectural Police, we will further strengthen our management system for measures against criminal proceeds, including money laundering. This is the first time in Japan that a regional financial institution has dispatched an employee to a prefectural police force in this field as a police officer on a fixed-term appointment.

○ Implementation of Overseas Inspection Training (The Kagawa Bank)

The Kagawa Bank is conducting overseas inspection training for all of its approximately 300 corporate account managers for five years starting in fiscal 2023, with the aim of fostering a global mindset and deepening their understanding of economic activities overseas. They are expanding their knowledge by visiting JETRO (Japan External Trade Organization) and local subsidiaries of our business partners.

Initiatives to Promote Women's Active Participation

The banking subsidiaries of TOMONY Holdings, Inc. are working to create an employment environment in which women can play an active role as managers by implementing training programs aimed at developing female managers, and are also promoting the acquisition of childcare leave by male employees to help them balance their work and family lives.

○ Acquisition of "Eruboshi" Certification (The Tokushima Taisho Bank and The Kagawa Bank)

The Tokushima Taisho Bank and The Kagawa Bank have obtained "Eruboshi" certification based on the Act on Promotion of Women's Participation and Advancement in the Workplace (hereinafter referred to as the "Act on Promotion of Women's Active Participation"). The "Eruboshi" certification is granted by the Minister of Health, Labour and Welfare to companies that have formulated and submitted a general employer action plan based on the Act on Promotion of Women's Active Participation and meet certain requirements, such as having an excellent implementation status of initiatives to promote women's active participation. We will continue to actively work to create a workplace environment where women can work easily and play an active role.



The Tokushima Taisho Bank The Kagawa Bank

○ Percentage of Women in Management Positions

	As of March 31, 2025 (Actual)			As of March 31, 2026 (Target)
	The Tokushima Taisho Bank, Ltd.	The Kagawa Bank, Ltd.	Consolidated Banking Subsidiaries	Consolidated Banking Subsidiaries
Percentage of Women in Management Positions	16.6%	13.9%	15.4%	20% or more

(Note) Management positions refer to positions of Branch Manager Agent and above

○ Male Childcare Leave Acquisition Rate

	As of March 31, 2025 (Actual)			As of March 31, 2026 (Target)
	The Tokushima Taisho Bank, Ltd.	The Kagawa Bank, Ltd.	Consolidated Banking Subsidiaries	Consolidated Banking Subsidiaries
Male employee childcare leave acquisition rate	112.5%	100.0%	108.0%	100%

(Note) The Kagawa Bank also includes the acquisition of childcare-purpose leave.

Initiatives to Enhance Corporate Value through DX Utilization

Improving Productivity and Providing New Services and Experiences through Digital Transformation (DX)

The TOMONY Holdings, Inc. Group has established an "Operations Strategy" as one of the basic strategies in its 5th Management Plan, and will strive to enhance its corporate value over the medium- to long-term by improving business efficiency and reducing costs through the use of DX, as well as providing new services and experiences to customers.

Support for DX of Customers and the Region

○ Adoption of a Cloud-Based Integrated Banking Platform (The Tokushima Taisho Bank)
The Tokushima Taisho Bank has decided to adopt the cloud-based integrated banking platform provided by nCino, Inc. as its next "Customer Management/External Relations Support/Loan Business Support System," with the aim of providing greater value to customers, reforming work styles, and improving employee engagement.

This will be the first full-scale adoption in Japan in the area of business lending, and the system is scheduled to go live in October 2026.

To support customers in solving issues and enhancing corporate value—and to promote DX in the region as well as the Bank's own digitalization—we are advancing initiatives across the entire Bank.



Expansion of Non-Face-to-Face Channels

○ Strengthening Information Dissemination Using SNS (The Kagawa Bank)
As part of its DX initiatives, The Kagawa Bank actively uses SNS such as LINE, Instagram, and X to disseminate information on events and initiatives that contribute to regional revitalization.

This will expand our digital touchpoints with customers and local residents, and we aim to build deeper connections.

○ Establishment of Virtual Branches "Tokugin Net Branch" and "Self Udon Branch" (The Tokushima Taisho Bank and The Kagawa Bank)

The Tokushima Taisho Bank and The Kagawa Bank operate branches exclusively for internet transactions. Customers can apply to open an account from areas where the banks do not have branches, and can conduct transactions via PC, smartphone, and affiliated ATMs nationwide. We also offer products exclusively for online use, such as campaigns limited to virtual branches.



Digitalization of Branches and Operations

○ Introduction of In-Store Tablets (The Tokushima Taisho Bank and The Kagawa Bank)

The Tokushima Taisho Bank and The Kagawa Bank have introduced in-store tablets to reduce the burden on customers of filling out forms and shorten waiting times at their branches. Customers can open accounts and complete procedures for investment trusts and life insurance on the tablet terminals. By improving convenience at the branches and creating time and personnel for consulting sales to solve customer issues, we will further deepen our relationships with the region and our customers.



Establishment of a System to Promote DX

○ Development of DX Human Resources (The Tokushima Taisho Bank and The Kagawa Bank)

The Tokushima Taisho Bank and The Kagawa Bank are working to develop digital human resources. We have established a specialized department to promote DX, and are working to raise the IT literacy of all employees, as well as strengthening the planned development and recruitment of specialized personnel with high digital skills. By promoting the acquisition of the "IT Passport Examination" to acquire basic IT knowledge and expanding in-house training by level and field, we will foster a DX mindset and contribute to the digitalization of the region.

○ Number of IT Passport Examination Passers (Consolidated Banking Subsidiaries)

	As of March 31, 2025 (Actual)
Number of IT Passport Examination Passers	421 people

Initiatives to Enhance Corporate Value

Current Assessment and Analysis

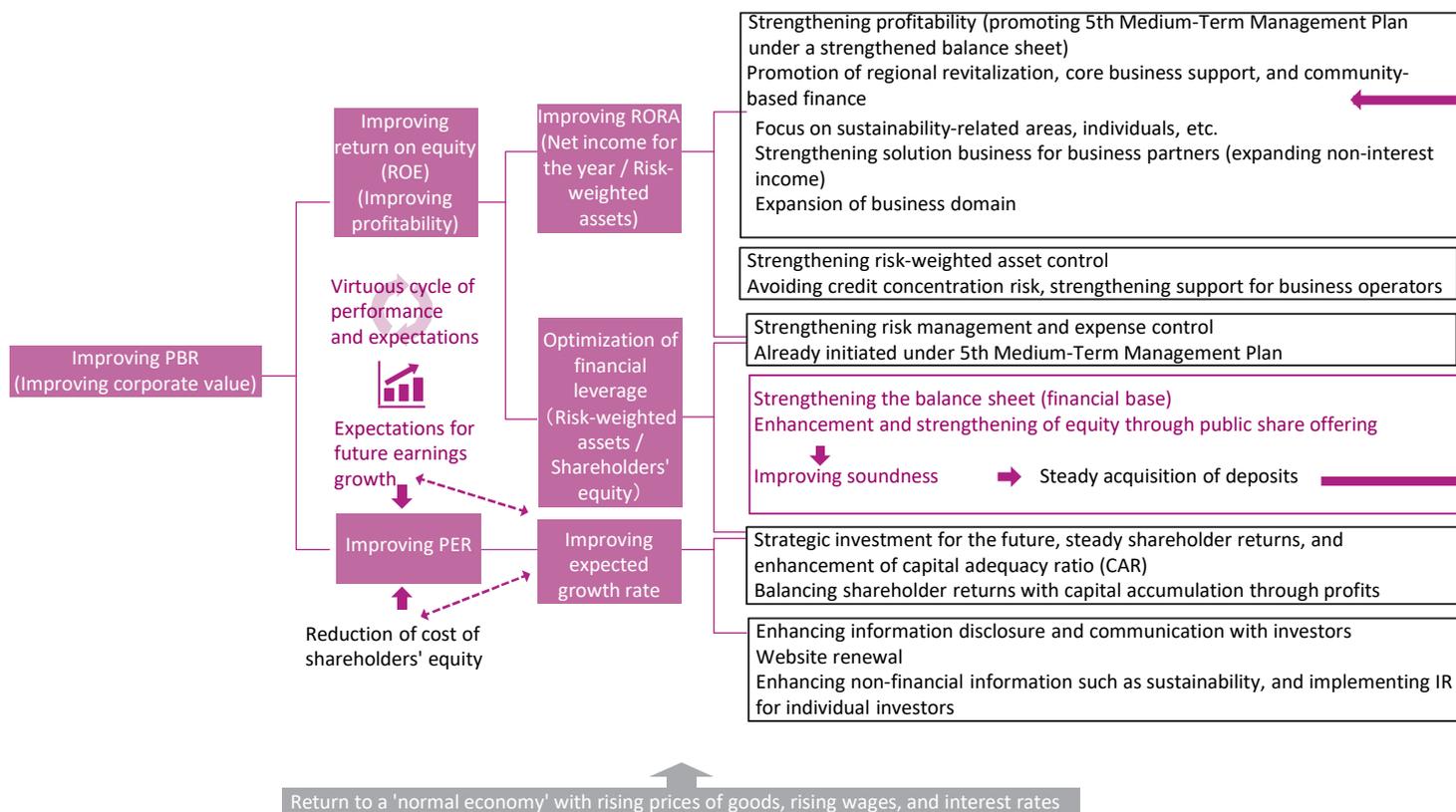
○ Comparison of Cost of Capital and return on equity (ROE)

Cost of Capital		ROE	
Estimate by CAPM (TOMONY Holdings, Inc. 's own standards)	6-7%	FY 2023	5.40%
Expectations of domestic institutional investors	Around 8%	FY 2024	5.70%
Estimate by stock earnings yield	Around 15%		

TOMONY Holdings, Inc. is working to enhance its corporate value by achieving "improvement in return on equity (ROE)" and "improvement in PER" through the implementation of each strategy in its management plan. We recognize that our cost of shareholders' equity is "at least around 6-8% in our case," taking into account both theoretical values and the perspective of investors, but we have not yet achieved a return on equity that exceeds this. Although return on equity (ROE) has improved from the previous fiscal year and is relatively high among regional financial institutions, we believe that further improvement is necessary, and we recognize this as a management issue along with the improvement of PER.

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
PBR	0.35 times	0.30 times	0.26 times	0.21 times	0.21 times	0.23 times	0.29 times	0.36 times
ROE	5.25%	4.63%	3.70%	4.38%	5.42%	5.82%	5.40%	5.70%
PER	6.89 times	6.75 times	7.09 times	5.18 times	4.02 times	4.02 times	5.09 times	6.53 times
Dividend payout ratio	11.6%	12.8%	15.8%	12.7%	11.0%	11.4%	13.3%	20.0%
DOE	0.61%	0.59%	0.58%	0.56%	0.59%	0.66%	0.75%	1.14%
Dividend yield	1.69%	1.90%	2.22%	2.46%	2.74%	2.83%	2.63%	3.06%
RORA	0.49%	0.42%	0.31%	0.38%	0.48%	0.50%	0.48%	0.51%
capital adequacy ratio (CAR)	8.97%	8.72%	8.52%	8.82%	8.84%	8.86%	9.23%	9.46%

Factor analysis and countermeasures for improving corporate value



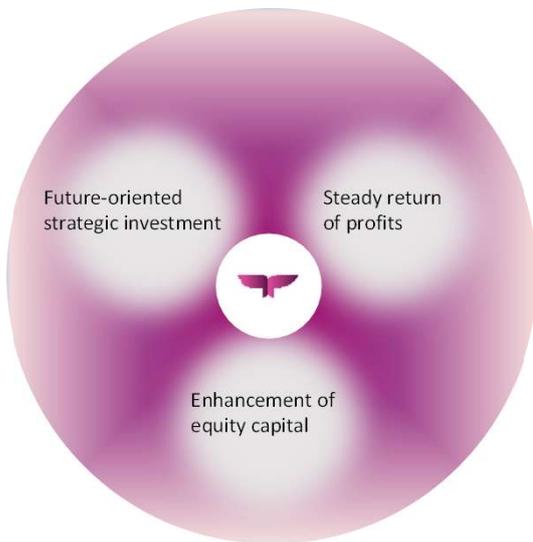
Direction of Capital Policy and Shareholder Returns

<Basic approach>

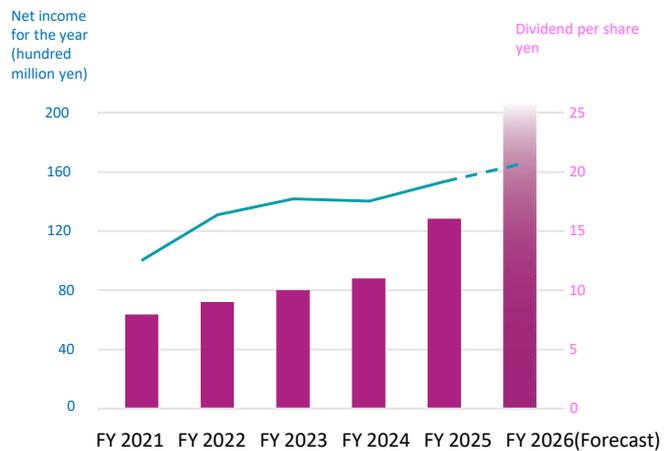
TOMONY Holdings, Inc. positions the return of profits to shareholders as one of its most important management issues, with the aim of continuously improving corporate value. Our basic policy is to implement a stable dividend policy, taking into consideration the need to further strengthen our management structure and enhance internal reserves necessary for aggressive business development.

<Shareholder return policy>

Dividends have been increased for four consecutive fiscal years since fiscal year 2021. As for the shareholder return policy for fiscal year 2025, TOMONY Holdings, Inc. is aiming for a dividend payout ratio of 30% or more (DOE of 1.6% or more). Based on the concept of progressive dividends, we will strive to maintain a stable dividend level while taking into account the status of profits and equity, aiming for stable and sustainable shareholder returns.



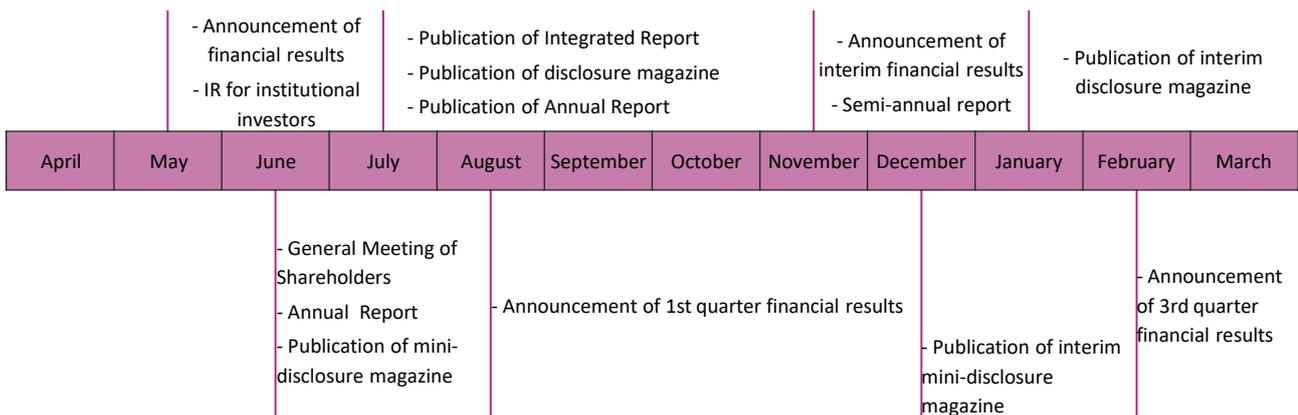
Dividend trends for TOMONY Holdings, Inc. shares



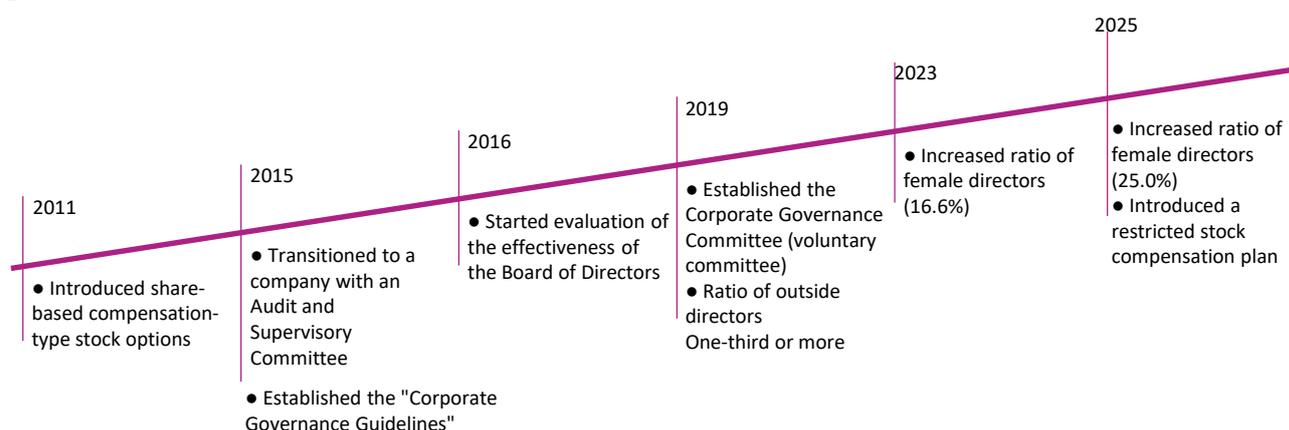
Enhancing information disclosure and communication with investors

TOMONY Holdings, Inc. strives to promote constructive dialogue with shareholders and investors to achieve sustainable growth and enhance the corporate value of the TOMONY Holdings Group over the medium- to long-term.

● IR Calendar



History of Corporate Governance



Basic Policy

Based on the Group Management Philosophy, as a bank holding company, TOMONY Holdings, Inc. manages the business of its subsidiaries, centered on its core bank subsidiaries, to ensure the sound and appropriate operation of the entire TOMONY Holdings Group, and aims to achieve sustainable growth and enhance corporate value over the medium- to long-term.

<Group Management Philosophy>

"Customer First"

We are committed to a customer-first approach and provide the best financial services to meet the needs of each customer.

"Growing with Customers"

We will fulfill our sustainable and stable financial intermediary function in the region and continue to grow together with our local customers.

"Management based on Trust and Peace of Mind"

As a group, we will build a more solid management base and become an entity that customers can trust and feel secure in doing business with for many years to come.

Details of Governance Bodies

TOMONY Holdings, Inc. has adopted a company with an Audit and Supervisory Committee structure, and has established the Board of Directors, the Audit and Supervisory Committee, and an Accounting Auditor as the main bodies of its corporate governance system, as well as the Corporate Governance Committee and the Management Meeting as supplementary bodies.

[Board of Directors]

The Board of Directors is composed of 12 directors (four of whom are directors who are Audit and Supervisory Committee members) and meets twice a month in principle to decide on the basic management policies of TOMONY Holdings, Inc. and its subsidiaries, matters stipulated by laws and regulations, and other important matters concerning management, such as risk management and compliance, as well as to supervise the execution of duties by directors. In addition, TOMONY Holdings, Inc.'s Articles of Incorporation stipulate that a resolution of the Board of Directors shall be deemed to have been passed when the requirements of Article 370 of the Companies Act (when all directors agree in writing or by electromagnetic record) are met, and that the Board of Directors may delegate a part of the important business execution decisions to the directors.

Of the 12 directors, 5 are outside directors (including 4 directors who are Audit and Supervisory Committee members).

[Audit and Supervisory Committee]

The Audit and Supervisory Committee is composed of four outside directors and meets once a month in principle. In order to enhance the effectiveness of audits by the Audit and Supervisory Committee, the Committee has appointed one full-time Audit and Supervisory Committee member and has established a system whereby information is promptly provided to the Audit and Supervisory Committee by assigning employees to assist the Audit and Supervisory Committee in its duties.

The Audit and Supervisory Committee audits and supervises the execution of duties by directors based on the audit policy and audit plan formulated by the Audit and Supervisory Committee, and also strives to improve the effectiveness of its audit and supervisory functions by attending important meetings and investigating the status of business and assets. The Audit and Supervisory Committee also works closely with the internal control departments to strengthen its audit and supervisory functions and improve the effectiveness of its audit and supervisory activities.

[Accounting Auditor]

TOMONY Holdings, Inc. has an audit contract with Ernst & Young ShinNihon LLC as its accounting auditor and entrusts it with accounting audits. The accounting auditor formulates an audit plan that includes audit items, the audit system, and the audit schedule, and holds an accounting audit report meeting on the interim financial results for the interim period and an accounting audit report meeting on the year-end financial results for the fiscal year-end, and reports to the Audit and Supervisory Committee. The General Manager of the Corporate Planning Department, who is in charge of accounting, participates in these reporting meetings.

[Corporate Governance Committee]

The Corporate Governance Committee deliberates on matters related to improving the effectiveness of the Board of Directors, the appropriateness of the nomination process for executive management, including the President (CEO), and director candidates, and the verification of the appropriateness of the process for determining remuneration, etc., in order to improve the effectiveness of the Board of Directors and strengthen the independence, objectivity, and accountability of the Board of Directors' functions related to nomination and remuneration. The Corporate Governance Committee is composed of all Representative Directors (3 members) and all Independent Outside Directors (5 members), with a majority of its members being Independent Outside Directors, and the Lead Independent Outside Director serving as the chairperson.

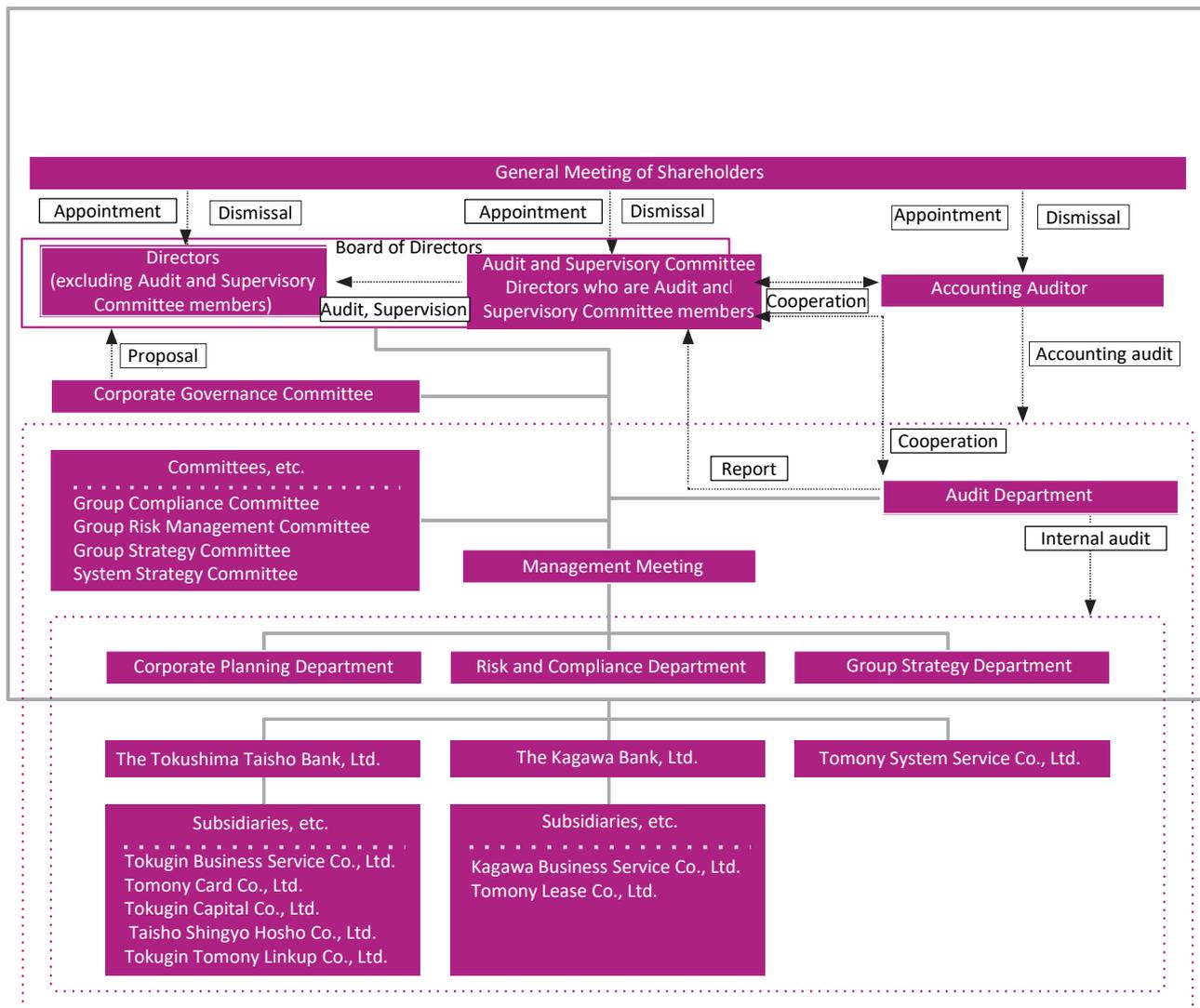
[Management Committee]

The Management Committee, composed of Managing Directors and above, meets twice a month in principle to discuss the direction of various measures related to important management matters in order to establish general execution policies based on the basic management policies determined by the Board of Directors. It also exercises overall control over business execution and makes resolutions on matters delegated by the Board of Directors.

In addition, full-time Audit and Supervisory Committee Members attend the Management Committee meetings and express their opinions as appropriate.

Corporate Governance System Chart

(As of July 1, 2025)



[Reasons for TOMONY Holdings, Inc.'s Adoption of a Company with an Audit and Supervisory Committee]

The reasons why TOMONY Holdings, Inc. has adopted a Company with an Audit and Supervisory Committee as its corporate governance structure are as follows.

(1) Strengthening the supervisory function of the Board of Directors

From the perspective of enhancing the supervisory function of the Board of Directors, by appointing multiple Outside Directors who do not execute business themselves, it is possible to separate business execution from supervision, while enabling these Outside Directors to perform their supervisory function by being involved in the selection and dismissal of Representative Directors, as well as being responsible for audits.

(2) Implementation of audits utilizing the internal control system

In an increasingly globalized and complex business environment, it is possible to conduct indirect audits utilizing the internal control system in cooperation with the internal audit division, compliance division, accounting auditors, etc., rather than direct audits such as on-site inspections.

Appointment Policy (Reason for Appointment) of Directors

(1) Appointment Policy and Reasons for Appointment of Directors (excluding Directors who are Audit and Supervisory Committee Members)

Directors (excluding Directors who are Audit and Supervisory Committee Members; hereinafter referred to as "Directors other than Audit and Supervisory Committee Members") are nominated by the Board of Directors and appointed at the General Meeting of Shareholders.

Candidates for Directors other than Audit and Supervisory Committee Members are nominated from among individuals who possess the qualities to contribute to the sustainable growth and medium- to long-term enhancement of corporate value of the TOMONY Holdings, Inc. Group based on the Group's management philosophy, and who have high ethical standards and sufficient social credibility, and who satisfy the following requirements.

[Internal Directors]

- Knowledge and experience to execute bank management accurately, fairly, and efficiently

[Outside Directors]

- Extensive experience and outstanding abilities and insight in fields such as corporate management, economics, legal affairs, finance, and consulting
- Knowledge and experience to supervise the execution of duties of Directors accurately, fairly, and efficiently

Name	Name	Position and Responsibilities	Reason for Appointment ([Outside] and Summary of Expected Role)
Takeshi	Nakamura	Representative Director, President and CEO (Chief Executive Officer)	He has been appointed as a Director based on his track record of leading the entire Group with strong leadership as the Representative Director, President and CEO (Chief Executive Officer) of TOMONY Holdings, Inc., as well as his extensive experience and deep insight from serving as the General Manager of the Takamatsu Branch, Director-General of the Operations Department, and Director-General of the Administration Department at the Bank of Japan.
Toyohiko	Bando	Representative Director and Vice President	He has been appointed as a Director based on his track record of leading the entire Group and the bank as a whole with strong leadership, having served as the Executive Vice President of TOMONY Holdings, Inc. and as the President of The Tokushima Taisho Bank, Ltd., a subsidiary of TOMONY Holdings, Inc., as well as his deep insight.
Hiroshi	Ariki	Representative Director and Vice President	He is expected to contribute to the further development of the TOMONY Holdings, Inc. Group based on his track record of leading the bank as a whole as Senior Managing Director of The Kagawa Bank, Ltd., a subsidiary of TOMONY Holdings, Inc., and his deep insight, and has therefore been appointed as a Director.
Hitoshi	Fujii	Managing Director, General Manager of Corporate Planning Department	He has been appointed as a Director based on his track record of making significant contributions to strengthening the overall management system of the Group as Managing Director in charge of the Corporate Planning Department of TOMONY Holdings, Inc., and his extensive experience in the planning departments of bank subsidiaries.
Hitoshi	Kioka	Managing Director, General Manager of Risk & Compliance Department	He has been appointed as a Director based on his track record of making significant contributions to strengthening the Group's overall risk management and compliance systems as Managing Director in charge of the Risk & Compliance Department of TOMONY Holdings, Inc. since his appointment in June 2024, and his extensive experience in the sales and lending departments of bank subsidiaries.
Noriyoshi	Kanaoka	Managing Director, General Manager of Audit Department	He is expected to contribute to the further development of the TOMONY Holdings, Inc. Group based on his experience as an Executive Officer, Director, and Managing Director of The Kagawa Bank, Ltd., a subsidiary of TOMONY Holdings, Inc., where he was in charge of branch management, lending, administration and systems, and branch inspection, and his extensive knowledge based on that experience, and has therefore been appointed as a Director.
Jun	Nagao	Director, General Manager of Group Strategy Department and in charge of Regional Trading Company-like Financial Functions	He is expected to contribute to the further development of the TOMONY Holdings, Inc. Group based on his experience as an Executive Officer and Managing Executive Officer of The Tokushima Taisho Bank, Ltd., a subsidiary of TOMONY Holdings, Inc., where he was in charge of branch management and the head of the credit examination department, and his extensive knowledge based on that experience, and has therefore been appointed as a Director.
Yoshiaki	Inoue	Outside Director	He has been appointed as an Outside Director because he is expected to contribute to the enhancement of the TOMONY Holdings, Inc. Group's corporate governance, based on his experience in business execution as a director and executive officer at a major gas company, his direct involvement in corporate management as a representative director of a group company, and his involvement in the management of an IT company as a full-time auditor at an information systems company of a major financial group. He meets the requirements for an independent officer as stipulated by the Tokyo Stock Exchange. He also satisfies the "Independence Criteria" established by TOMONY Holdings, Inc.

(2) Appointment Policy and Reasons for Appointment of Directors who are Audit and Supervisory Committee Members

Directors who are Audit and Supervisory Committee Members (hereinafter referred to as "Audit and Supervisory Committee Members") are nominated by the Board of Directors after obtaining the consent of the Audit and Supervisory Committee, and are appointed at the General Meeting of Shareholders.

Candidates for Audit and Supervisory Committee Members are nominated from among individuals who understand the Group's management philosophy, share the high public mission and social responsibility of a regional financial group, strive to maintain an independent position, are able to supervise and audit from a neutral and objective perspective with a consistently fair and impartial attitude, and possess high ethical standards and sufficient social credibility, and who satisfy the following requirements.

[Internal Audit and Supervisory Committee Members]

- Extensive experience and outstanding abilities and insight in financial practice
- Knowledge and experience to audit the execution of duties of Directors accurately, fairly, and efficiently

[Outside Audit and Supervisory Committee Members]

- Extensive experience and outstanding abilities and insight in fields such as corporate management, economics, legal affairs, finance, and consulting
- Knowledge and experience to audit the execution of duties of Directors accurately, fairly, and efficiently

Name	Name	Position at TOMONY Holdings, Inc.	Reason for Appointment ([Outside] and Summary of Expected Role)
Hitoshi	Tada	Outside Director, Audit and Supervisory Committee Member (Full-time)	Although he has no experience in direct corporate management, he was appointed as an Outside Director who is an Audit and Supervisory Committee Member because he is expected to contribute to the enhancement of the TOMONY Holdings, Inc. Group's corporate governance, based on his many years of experience in supervising financial institutions, including banks, and in regional economic affairs at the Shikoku Local Finance Bureau, and his track record of appropriately fulfilling his role and responsibilities as an Outside Director who is an Audit and Supervisory Committee Member of TOMONY Holdings, Inc.
Sayaka (Name on family register: Sayaka Kajino)	Tomie	Outside Director, Audit and Supervisory Committee Member (Part-time)	Although she has no experience in direct corporate management, she was appointed as an Outside Director who is an Audit and Supervisory Committee Member because she is expected to contribute to the enhancement of the TOMONY Holdings, Inc. Group's corporate governance, based on her extensive experience and specialized knowledge as a lawyer, her high sense of legal compliance, and her track record of appropriately fulfilling her role and responsibilities as an Outside Director who is an Audit and Supervisory Committee Member of TOMONY Holdings, Inc.
Mayumi (Name on family register: Mayumi Tanabe)	Takeda	Outside Director, Audit and Supervisory Committee Member (Part-time)	She was appointed as an Outside Director who is an Audit and Supervisory Committee Member because she is expected to contribute to the enhancement of the TOMONY Holdings, Inc. Group's corporate governance, based on her involvement in corporate management as a manager of a local small and medium-sized enterprise, her sufficient insight into corporate management from auditing various companies as a certified public accountant, her extensive experience and specialized knowledge as a certified tax accountant, and her track record of appropriately fulfilling her role and responsibilities as an Outside Director who is an Audit and Supervisory Committee Member of The Kagawa Bank, Ltd., a subsidiary of TOMONY Holdings, Inc.
Yasuyo	Yoshizawa	Outside Director, Audit and Supervisory Committee Member (Part-time)	Although she has no experience in direct corporate management, she was appointed as an Outside Director who is an Audit and Supervisory Committee Member because she is expected to contribute to the enhancement of the TOMONY Holdings, Inc. Group's corporate governance, based on her specialized knowledge of management and regional policies that contribute to regional revitalization as a graduate school professor, and her expertise in human resource development.

(3) Skills Matrix (Skills and Expertise the Board of Directors Should Possess)

The areas in which Internal Directors have experience (as executive officers or general managers of relevant departments) and the areas in which Outside Directors are particularly expected to contribute are as follows.

Name		Corporate Management / Management Strategy	Corporate Governance	Legal Affairs/Risk Management	Finance / Accounting	Finance / Economics	Sustainability	Regional Revitalization/Sales/Customer Support	Human Resources/Human Resource Development	IT/Digital	Market Operations
Directors other than Audit and Supervisory Committee Members	Takeshi Nakamura	○	○	○	○	○	○		○	○	○
	Toyohiko Bando	○	○	○	○	○	○	○	○	○	○
	Hiroshi Arika	○	○	○	○	○	○	○	○	○	○
	Hitoshi Fujii	○	○		○	○	○				
	Hitoshi Kioka	○		○	○	○	○	○			
	Noriyoshi Kanaoka	○		○			○	○		○	
	Jun Nagao	○	○				○	○		○	
Audit and Supervisory Committee Member	Hitoshi Tada		○			○	○				
	Sayaka Tomie		○	○			○				
	Registered name: Sayaka Kajino										
	Mayumi Takeda	○	○		○						
	Registered name: Mayumi Tanabe							○	○		
Yasuyo Yoshizawa		○					○	○			

*Details of Skills and Expertise

Skills and Expertise	Details
Corporate Management / Management Strategy	Experience in corporate management, expertise in planning and executing management strategies
Corporate Governance	Expertise in corporate governance (corporate governance and business administration)
Legal Affairs/Risk Management	Expertise in legal affairs and risk management
Finance / Accounting	Expertise in finance and accounting
Finance / Economics	Expertise in finance and the regional economy
Sustainability	Expertise in ESG, SDGs, environmental conservation, fair trade, and crisis management
Regional Revitalization/Sales/Customer Support	Expertise in regional revitalization, corporate and individual sales, sales strategy, loan screening, and corporate revitalization and support
Human Resources/Human Resource Development	Expertise in human resources and labor management, human resource development, and human rights
IT/Digital	Expertise in IT and digital
Market Operations	Expertise in market operations

Evaluation of the Effectiveness of the Board of Directors and Initiatives to Enhance Effectiveness

Since fiscal 2015 (April 2015 to March 2016), TOMONY Holdings, Inc. has been analyzing and evaluating its overall corporate governance system, including the effectiveness of its Board of Directors. An overview of the analysis and evaluation results for fiscal 2024 (April 2024 to March 2025) is as follows.

1. Method of Analysis and Evaluation

(1) A questionnaire on the effectiveness of the Company's Board of Directors (Note) was prepared and distributed to all Directors (including Directors who are Audit and Supervisory Committee Members), and responses were received from all of them.

(Note) Main items of the questionnaire: Composition of the Board of Directors, operation of the Board of Directors, agenda of the Board of Directors, support system for the Board of Directors, and status of improvements based on the previous fiscal year's evaluation results

(2) The officer in charge of the Corporate Planning Department analyzed and evaluated the tabulated results of the responses, and after deliberation at the Company's Management Committee, compiled a report based on the opinions of the Audit and Supervisory Committee.

(3) The Board of Directors deliberated based on the report, determined the evaluation of the effectiveness of the Board of Directors as a whole, and deliberated and decided on improvement measures to enhance the effectiveness of the Board of Directors.

2. Overview of Analysis and Evaluation Results

(1) The Company's Board of Directors was evaluated as having maintained its overall effectiveness from the following perspectives.

- The composition of the Board of Directors is appropriate in terms of the number and composition of its members, including the ratio of Outside Directors at 41.6% (one-third or more) and female Directors at 16.6%, ensuring diversity among its members.
- The Board of Directors is operated appropriately, with meetings held twice a month and sufficient time secured for thorough deliberation, based on a predetermined schedule of expected agenda items. The content and volume of Board materials are also appropriate, and sufficient time is secured for prior review of the materials. Explanations are concise, and the atmosphere is conducive to free expression. By reporting and deliberating on matters at an early stage, sufficient deliberation time is secured at the Board of Directors for in-depth discussions. Regarding the issue of expanding the scope of matters delegated to the Management Committee and other bodies, which was a challenge in the previous year's evaluation, the review of matters to be submitted to the Board of Directors is progressing, and specific operations have commenced.
- The agenda of the Board of Directors is appropriately selected to include matters that should be deliberated by the Group, and sufficient time is secured for deliberation on individual agenda items, allowing for appropriate discussions. Regarding the review of the approach to discussions on the succession plan, which was a challenge in the previous year's evaluation, this is being addressed as a medium- to long-term theme, utilizing discussions at the Corporate Governance Committee, which is mainly composed of Outside Directors. Regarding the review of responses to issues surrounding sustainability, information is being disclosed in the securities report and integrated report, and specific measures are being implemented based on deliberations at the Board of Directors.
- A support system for the Board of Directors is appropriately established for each member. The support system for Outside Directors has been enhanced through the introduction of a system for providing Board materials in advance and the provision of training opportunities. In light of the increase in the number of Outside Directors, it is necessary to provide information on banking business practices and other matters as appropriate, in addition to financial information.

(2) Based on this evaluation and the opinions of each Director, from the perspective of further enhancing the effectiveness of the Board of Directors, the following points have been identified as issues with room for improvement, and we will strive to enhance the effectiveness of the Board of Directors by implementing further improvements.

- Continuous review of matters to be submitted to the Board of Directors, including delegation of authority to the Management Committee and other meeting bodies
- Review of the approach to discussions on the succession plan
- Review of responses to issues surrounding sustainability

Overview of the Executive Compensation System

TOMONY Holdings, Inc. resolved the policy for determining the content of individual compensation, etc. for Directors (excluding Directors who are Audit and Supervisory Committee Members) at the Board of Directors meeting held on May 13, 2025. Prior to this Board of Directors resolution, the content to be resolved was deliberated by the Corporate Governance Committee, and its appropriateness was confirmed.

The content of the policy for determining the content of individual compensation, etc. for Directors (excluding Directors who are Audit and Supervisory Committee Members) is as follows.

1. Basic Policy

The compensation for Directors shall be a compensation system that functions as an incentive for the sustainable growth and medium- to long-term enhancement of corporate value of the TOMONY Holdings Group, and the determination of individual compensation shall be based on a level that is appropriate in light of the Company's business performance, the responsibilities of each position, and the performance of each individual's duties.

Specifically, the compensation for Executive Directors shall consist of basic compensation, performance-linked compensation, etc., and stock compensation, while the compensation for Non-Executive Directors shall consist of basic compensation only, in light of their responsibilities.

2. Policy for determining the amount of individual compensation, etc. for basic compensation (cash compensation) or the method of calculating it (including the policy for determining the timing or conditions for granting compensation, etc.)

Basic compensation shall be a fixed cash compensation paid monthly, and the amount of compensation for each position shall be determined for each position by comprehensively considering responsibilities, the presence or absence of execution of duties, employee salary levels, and other factors.

3. Policy for determining the content and amount of performance-linked compensation, etc. (cash compensation) or the method of calculating it (including the policy for determining the timing or conditions for granting compensation, etc.)

Performance-linked compensation, etc. shall be performance-linked cash compensation paid as an executive bonus at a certain time each year as consideration for the execution of duties in each fiscal year, and shall be determined for each individual based on the amount calculated by multiplying the basic compensation for each position by a payment multiple determined by considering the Company's business performance (the degree of achievement of targets for each fiscal year for management indicators related to profitability targeted in the management plan) and other factors, according to their contribution to the execution of duties and business performance.

4. Policy for determining the content and number of stock compensation (non-cash compensation) or the method of calculating it (including the policy for determining the timing or conditions for granting compensation, etc.)

Stock compensation is a restricted stock compensation that allocates common shares of TOMONY Holdings, Inc. with a transfer restriction period set from a certain period after retirement, at a certain time for each fiscal year during the term of office, for the purpose of enhancing the incentive effect for medium- to long-term performance improvement and corporate value enhancement by promoting value sharing with shareholders. The number of shares to be allocated is determined for each individual based on the standard amount determined for each position and the stock price level at the time of allocation.

5. Policy for determining the ratio of the amount of basic compensation, performance-linked compensation, etc., and stock compensation to the amount of individual compensation of Directors

The composition ratio of Directors' compensation is determined so that the ratio of stock compensation increases for higher-ranking positions, with reference to the levels of companies of the same scale and in the same industry.

6. Matters concerning the determination of the content of individual compensation of Directors

The compensation of Directors shall be determined by the Board of Directors after the President (CEO) formulates a proposal for each individual's compensation within the scope of the amount resolved at the General Meeting of Shareholders, and after taking into account the opinions of the Audit and Supervisory Committee. In making the determination, the Corporate Governance Committee shall verify the appropriateness of the process in advance and make recommendations, etc. to the Board of Directors as necessary.

The compensation for Directors who are Audit and Supervisory Committee Members is based on a fixed compensation system, without performance-linked compensation, from the perspective of ensuring independence from management, in order to effectively exercise their management oversight function.

List of Officers



Back row, from left:

Director, Audit and Supervisory Committee Member (Outside)
Mayumi Takeda

Director, Audit and Supervisory Committee Member (Outside)
Hitoshi Tada

Director (Outside)
Yoshiaki Inoue

Director, Audit and Supervisory Committee Member (Outside)
Sayaka Tomiie

Director, Audit and Supervisory Committee Member (Outside)
Yasuyo Yoshizawa

Front row, from left:

Managing Director

Noriyoshi Kanaoka

Managing Director

Hitomi Fujii

Representative Director and Vice President

Toyohiko Bando

Representative Director, President and CEO

Takeshi Nakamura

Representative Director and Vice President

Hiroshi Ariki

Managing Director

Hitoshi Kioka

Directors

Jun Nagao

Compliance Initiatives

TOMONY Holdings, Inc., its subsidiaries, and its affiliates (hereinafter referred to as the "TOMONY Holdings Group") recognize that fulfilling their public mission and social responsibilities is an important duty as a regional financial group. We position compliance with laws and regulations as a top management priority and will build a corporate culture of fair and sincere activities.

[TOMONY Holdings Group Compliance Policy]

The TOMONY Holdings Group has a high degree of public trust as a regional financial group and has an important mission to contribute to the sound development of the economy and society at large. To fulfill this mission, it is essential to ensure sound and appropriate business operations and, through this, to establish unwavering trust and confidence.

The officers and employees of the TOMONY Holdings Group declare that they will strictly observe all laws and regulations and act fairly, without violating social norms or the legitimate interests of customers, in order to maintain and enhance the trust and confidence of our customers.

The TOMONY Holdings Group positions compliance with laws and regulations as a top management priority and will establish a corporate culture of fair and sincere conduct based on the following basic policies.

<Establishment of Trust>

1. The TOMONY Holdings Group will always be aware of its social responsibilities and public mission as a regional financial group and will strive to establish the unwavering trust of society and our customers through sound and appropriate business operations.

<Establishment of a Compliance System Befitting a Regional Financial Group>

2. The TOMONY Holdings Group will strictly comply with all laws and rules, and will establish a compliance system befitting a regional financial group through fair and sincere corporate activities that do not violate social norms or the legitimate interests of customers, regardless of the existence of laws and regulations.

<Communication with Society>

3. The TOMONY Holdings Group will strive for appropriate communication with society at large, including the active and fair disclosure of management and other information.

<Respect for Employee Human Rights>

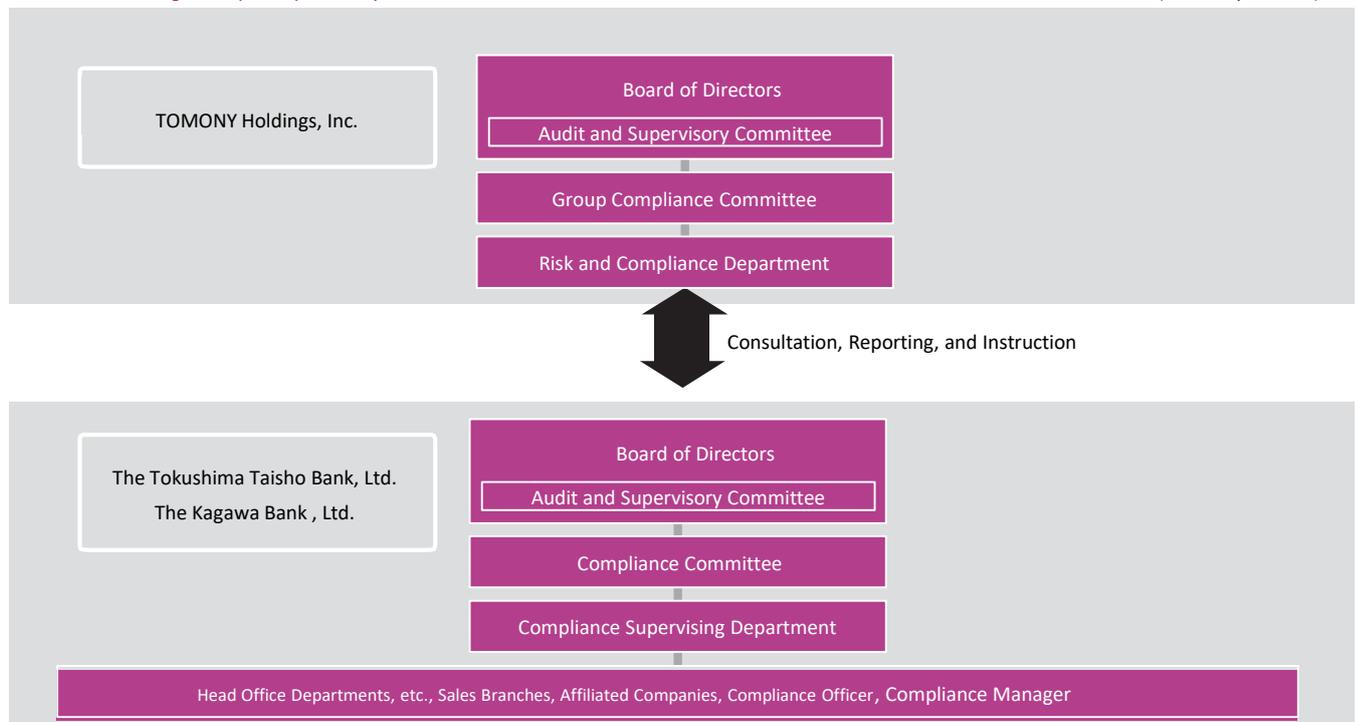
4. The TOMONY Holdings Group will respect the human rights and individuality of its employees and ensure a safe and comfortable working environment with good communication.

<Severing Ties with Anti-Social Forces and Responding to Threats such as Terrorism>

5. The TOMONY Holdings Group will resolutely confront anti-social forces that threaten the order and safety of civil society and will thoroughly sever all relationships. We will also strive to enhance our measures against money laundering and the financing of terrorism, and work to prevent the expansion of criminal proceeds.

TOMONY Holdings Group Compliance System Chart

(As of July 1, 2025)



[Compliance Manual and Compliance Program]

To achieve compliance, the Group has established a "Compliance Manual" that provides specific explanations of compliance-related laws and regulations, and has made it available for all officers and employees to view at any time. In addition, the Group formulates a "Compliance Program" each fiscal year as a specific action plan to ensure compliance, and strives to monitor and improve its progress.

[Initiatives for the Protection of Personal Information]

We comply with the Act on the Protection of Personal Information and other related laws and regulations, handle personal information entrusted to us by customers appropriately, and protect the rights and interests of individuals while giving due consideration to the usefulness of personal information.

The TOMONY Holdings Group has established a "Privacy Policy," which is published on our website, and we strive to earn the utmost trust of our customers.

[Response to Anti-Social Forces]

The TOMONY Holdings Group has established and adheres to a "Basic Policy against Anti-Social Forces" to sever all ties with anti-social forces that threaten the order and safety of society and hinder the sound development of the economy and society.

[Initiatives to Prevent Money Laundering, etc.]

The TOMONY Holdings Group has established the "TOMONY Holdings Group Policy for Preventing Money Laundering, etc." Recognizing the importance of preventing money laundering, terrorist financing, proliferation financing, and sanctions violations, the Group strives to mitigate risks by accumulating and analyzing various data through the introduction of IT systems, and is working to prevent and strengthen measures against money laundering, etc., under the leadership of its management.

[Initiatives for the Financial ADR System]

The banking subsidiaries of the TOMONY Holdings Group have established customer consultation desks and take other appropriate measures to respond to consultations, requests, and complaints from customers. In addition, we have concluded a contract with the Japanese Bankers Association as a designated dispute resolution organization for banking services and are working to achieve flexible resolutions.

[Contact for Consultations, Requests, Complaints, etc.]

•The Tokushima Taisho Bank, Ltd. Customer Consultation Office
Toll-free: 0120-87-1090 (Reception hours: Weekdays 9:00 a.m. to 5:00 p.m.)
Email: gyoumucenter@tokugin.co.jp
•The Kagawa Bank, Ltd. Customer Consultation Desk
Toll-free: 0120-226-695 (Reception hours: Weekdays 9:00 a.m. to 5:00 p.m.) Please use the "Inquiry Form" on our website.
<https://www2.kagawabank.co.jp/inquiry/input.aspx>



•Japanese Bankers Association Consultation Office
Telephone number: 0570-017109 or 03-5252-3772
(Reception hours: Weekdays 9:00 a.m. to 5:00 p.m.)
The Japanese Bankers Association is a designated dispute resolution organization for banking services under the Banking Act and the Norinchukin Bank Act.

Group Risk Management System

The risks faced by financial institutions are becoming more diverse and complex due to the globalization of finance and advances in financial technology. In this environment, the TOMONY Holdings Group considers the strengthening of its risk management system to be one of its key management issues, and operates the entire Group based on the basic policy of ensuring management soundness and stable and appropriate profits.

TOMONY Holdings, Inc. has established the "Group Risk Management Committee" to identify and control risks specific to the Group structure, such as the uneven distribution or concentration of risks within the Group. In addition, the "Risk and Compliance Department" has been established as the department that comprehensively manages the risks of the entire Group, and the "Group Integrated Risk Management Policy" and "Group Integrated Risk Management Regulations" have been established to enhance group risk management.

The banking subsidiaries have also established a "Risk Management Committee" and an "ALM Committee" to monitor the risk status of each bank, and have designated departments to comprehensively manage various risks to enhance their risk management systems.

[Integrated Risk Management]

The TOMONY Holdings Group calculates the maximum expected loss for each risk category and manages the total amount to ensure that it remains at an appropriate level in comparison to its management strength (equity).

Each risk, namely "credit risk," "market risk," and "operational risk," is quantified as much as possible using the same method for risk amount (maximum loss amount), thereby striving to manage risks in an integrated manner.

[Credit Risk Management]

Credit risk is the risk of loss due to a decrease or loss of the value of assets (including off-balance sheet assets) resulting from a deterioration in the financial condition of a borrower, and is recognized as a major risk for the TOMONY Holdings Group. The TOMONY Holdings Group as a whole strives to avoid industry concentration risk and large credit concentration risk, and also works to enhance risk management by measuring and analyzing credit risk amounts and conducting stress tests based on various stress scenarios.

The banking subsidiaries have introduced an internal rating system and conduct appropriate credit risk management by utilizing it for case-by-case examinations by the credit examination department, which is independent of the sales promotion department, and for loan portfolio management by the risk management department. In addition, we have established appropriate self-assessment standards and conduct strict asset assessments to ensure financial soundness.

[Market Risk Management]

Market risk is the risk of loss due to fluctuations in the value of assets and liabilities (including off-balance sheet items) caused by changes in various market risk factors such as interest rates, foreign exchange rates, and stock prices, and the risk of loss due to fluctuations in income generated from assets and liabilities. The TOMONY Holdings Group as a whole monitors risk amounts such as VaR and conducts various stress tests and simulations.

We monitor the market risk status of our assets and liabilities.

The banking subsidiaries measure market risk by quantifying risk amounts such as VaR, and have established an ALM Committee to understand the asset and liability structure and consider measures to secure profits commensurate with the risks. In addition, we have established a system to consider organizational responses in the event of significant market fluctuations and have established loss-cut rules to prevent the expansion of losses.

[Liquidity Risk Management]

Liquidity risk refers to the risk of incurring losses due to difficulties in securing necessary funds or being forced to procure funds at significantly higher interest rates than usual due to a mismatch in the terms of fund management and procurement or an unexpected outflow of funds (funding liquidity risk), and the risk of incurring losses due to being unable to conduct transactions in the market or being forced to conduct transactions at significantly disadvantageous prices due to market turmoil (market liquidity risk).

The TOMONY Holdings Group monitors the status of fund procurement and management and manages its funding position appropriately to ensure a stable supply of funds, secure appropriate profits, and establish a strong financial base.

The banking subsidiaries have established a thorough liquidity risk management system by making detailed funding forecasts and striving to secure a certain amount or more of assets that can be easily converted into cash.

[Operational Risk Management]

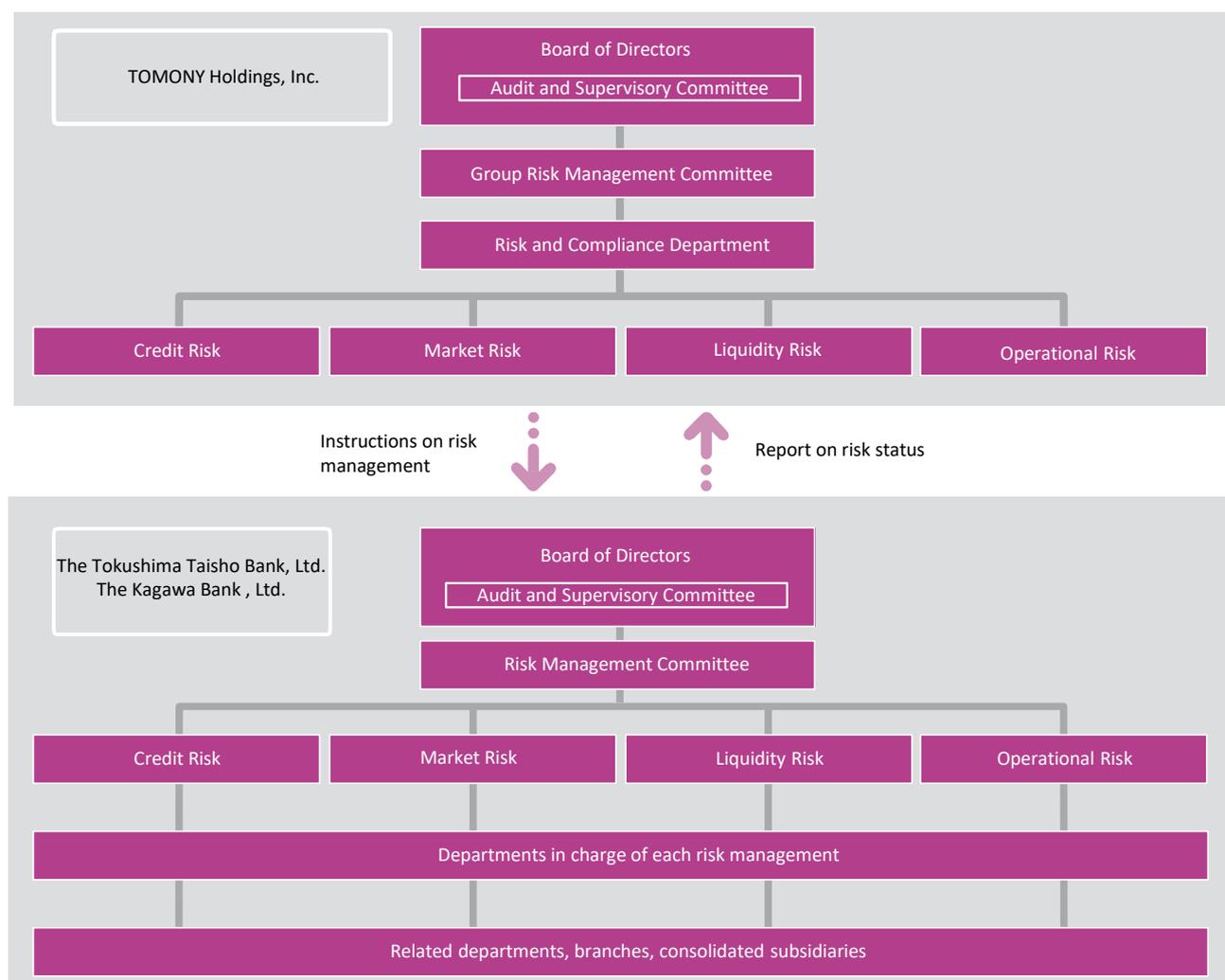
Operational risk is the risk of loss arising from inadequate or failed internal processes, people, and systems, or from external events.

The TOMONY Holdings Group has identified the following subdivided risks as major operational risks, has designated a department in charge of each risk, and is working to reduce risks and losses.

Administrative Risk	The risk that the TOMONY Holdings Group will incur losses due to officers and employees failing to perform accurate administrative work, or due to accidents, misconduct, etc.
System Risk	The risk that the TOMONY Holdings Group will incur losses due to computer system downtime or malfunctions, or other system deficiencies, as well as the risk that the TOMONY Holdings Group will incur losses due to unauthorized use of computers.
Legal Risk	The risk of incurring losses due to acts of officers and employees that violate laws and regulations, and the risk arising from various transactions where the legal relationship of the transaction is uncertain.
Human Resource Risk	The risk of incurring damages due to acts that violate laws or agreements concerning employment, health, or safety, payment for personal injury, industrial accidents, or discriminatory acts, and sexual harassment, power harassment, etc.
Tangible Asset Risk	The risk of damage to tangible assets due to natural disasters or other events.
Reputational Risk	The risk of incurring losses due to a deterioration in the reputation of the TOMONY Holdings Group in the market or among customers.

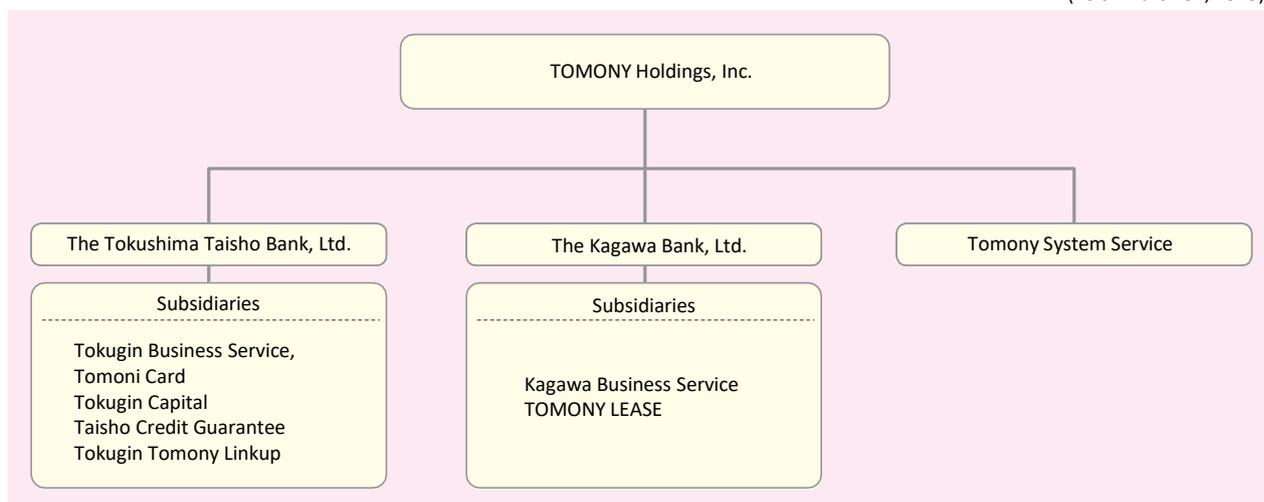
TOMONY Holdings Group Risk Management System Chart

(As of July 1, 2025)



Group Overview

(As of March 31, 2025)



Profile (Non-Consolidated Basis)

(As of March 31, 2025)

TOMONY Holdings, Inc.

Date of Establishment	April 1, 2010
Location	7-1 Kamei-cho, Takamatsu, Kagawa
Capital	30.2 billion yen
Nature of Business	Bank holding company
Number of Employees	86 (including 50 concurrently serving at each subsidiary bank)
Exchange Listing	Tokyo Stock Exchange (Prime Market)

The Tokushima Taisho Bank, Ltd.

Date of Foundation	March 3, 1919
Location Capital	1-41 Tomidahama, Tokushima, Tokushima
Deposits	14.1 billion yen
Outstanding	2,462.8 billion yen
Loans Outstanding and Bills Discounted	2,032.6 billion yen
Number of Branches	108 (including 10 sub-branches)
Number of Employees	1,141

The Kagawa Bank, Ltd.

Date of Foundation	February 1, 1943
Location Capital	6-1 Kamei-cho, Takamatsu, Kagawa
Deposits	14.1 billion yen
Outstanding	2,088.7 billion yen
Loans Outstanding and Bills Discounted	1,665.5 billion yen
Number of Branches	90 (including 6 sub-branches)
Number of Employees	950

Status of Shareholders by Owner

(As of March 31, 2025)

Category	Shareholding Status (Number of shares per unit: 100)								Shares Less Than One Unit (Shares)
	Government and Local Governments	Financial Institutions	Financial Instruments Business Operators	Other Corporations	Foreign Corporations, etc.		Individuals and Other	Plan	
					Other than individuals	Individuals			
Number of Shareholders(persons)	-	26	32	1,458	159	10	10,460	12,145	-
Number of Shares Held (units)	-	484,576	61,800	528,061	294,736	57	564,650	1,933,880	145,011
Shareholding Ratio (%)	-	25.05	3.19	27.30	15.24	0.00	29.19	100.00	-

(Note) 1. Treasury shares of 1,141,603 shares are included in "Individuals and Other" as 11,416 units and in "Shares Less Than One Unit" as 3 shares.
 2. The "Other Corporations" and "Shares Less Than One Unit" columns include 50 units and 50 shares, respectively, held in the name of Japan Securities Depository Center, Inc.

Major Shareholders

(As of March 31, 2025)

Name	Address	Number of Shares Held (Thousands of shares)	Shareholding Ratio to Total Number of Issued Shares (Excluding Treasury Shares) (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	1-8-1 Akasaka, Minato-ku, Tokyo Akasaka Intercity AIR	24,857	12.92
Custody Bank of Japan, Ltd. (Trust Account)	1-8-12 Harumi, Chuo-ku, Tokyo	12,658	6.57
TOMONY Holdings, Inc. Employee Stock Ownership Plan	7-1 Kamei-cho, Takamatsu, Kagawa	7,395	3.84
MURAKAMI TAKATERU (Standing Proxy: Mita Securities Co., Ltd.)	SINGAPORE (3-11 Nihonbashi Kabutocho, Chuo-ku, Tokyo)	6,941	3.60
NICHIA CORPORATION	491-100 Oka, Kaminaka-cho, Anan-shi, Tokushima	5,838	3.03
ACN Wind Y. K.	14F JP Tower Osaka, 3-2-2 Umeda, Kita-ku, Osaka-shi, Osaka	3,858	2.00
STATE STREET BANK AND TRUST COMPANY 505223 (Standing Proxy: Mizuho Bank, Ltd. Settlement & Clearing Services Department)	P. O. BOX 351 BOSTON, MASSACHUSETTS 02101 U. S. A. (Shinagawa Intercity Tower A, 2-15-1 Konan, Minato-ku, Tokyo)	2,900	1.50
JP MORGAN CHASE BANK 385781 (Standing Proxy: Mizuho Bank, Ltd. Settlement & Clearing Services Department)	25 BANK STREET, CANARY WHARF, LONDON, E 145JP, UNITED KINGDOM (Shinagawa Intercity Tower A, 2-15-1 Konan, Minato-ku, Tokyo)	2,549	1.32
Nipponham Co., Ltd.	2-4-9 Umeda, Kita-ku, Osaka-shi, Osaka	2,045	1.06
STATE STREET BANK AND TRUST COMPANY 505001 (Standing Proxy: Mizuho Bank, Ltd. Settlement & Clearing Services Department)	ONE CONGRESS STREET, SUITE 1, BOSTON, MASSACHUSETTS (Shinagawa Intercity Tower A, 2-15-1 Konan, Minato-ku, Tokyo)	2,019	1.04
Plan	-	71,065	36.93

Tokushima Taisho Bank, Ltd.

Major Shareholders

(As of March 31, 2025)

Name	Address	Number of Shares Held (Thousands of shares)	Shareholding Ratio to Total Number of Issued Shares (%)
TOMONY Holdings, Inc.	7-1 Kamei-cho, Takamatsu, Kagawa	77,162	100.00
Plan	-----	77,162	100.00

Kagawa Bank, Ltd.

Major Shareholders

(As of March 31, 2025)

Name	Address	Number of Shares Held (Thousands of shares)	Shareholding Ratio to Total Number of Issued Shares (%)
TOMONY Holdings, Inc.	7-1 Kamei-cho, Takamatsu, Kagawa	75,689	100.00
Plan	-----	75,689	100.00



TOMONY Holdings, Inc.

7-1 Kamei-cho, Takamatsu-shi, Kagawa

TEL: +81-87-812-0102

Website: <https://www.tomony-hd.co.jp/>

Tokushima Taisho Bank, Ltd.

1-41 Tomidahama, Tokushima-shi, Tokushima

TEL: +81-88-623-3111

Website: <https://www.tokugin.co.jp/>

Kagawa Bank, Ltd.

6-1 Kamei-cho, Takamatsu-shi, Kagawa

TEL: +81-87-861-3121

Website: <https://www.kagawabank.co.jp/>