INTEGRATED REPORT 2025

NNFH Nishi-Nippon Financial Holdings, Inc.

Group Management Philosophy

Aiming high and motivated by pride in our services, we are committed to becoming a leading financial group through our ability to respond to change and to grow with our customers

Group Brand Slogan

Sincere Relationships, Best Solutions

Meaning behind Our Logo

NNFH

Our logo uses the motif of the "Sun," the energy which creates our future, and the vibrant image of "Wings." The radiating wings symbolize the infinite future. And the color gradation from light to dark orange expresses the Nishi-Nippon Financial Holdings Group's commitment to evolving and transforming itself toward the future.

Editorial Policy

Nishi-Nippon Financial Holdings, Inc. (NNFH) has put together this Integrated Report 2025 in a bid to help investors and other stakeholders understand the initiatives by the NNFH Group to sustain business growth and create value. It has been compiled with reference to the International Integrated Reporting Framework released in December 2013 by the International Integrated Reporting Council (IIRC), bringing together financial and non-financial information, including management philosophy, management plans, and ESG (environmental, social, and governance) information.

Scope of Report

Period covered: April 2024 to March 2025 (Some subsequent information is also included.)

Organizations covered: Nishi-Nippon Financial Holdings, Inc. and its subsidiaries and affiliates

Cautionary Statement Regarding Forward-Looking Statements

The Report contains statements about the NNFH Group's future operating results. These forward-looking statements are not a guarantee of future performance but involve risks and uncertainty. Please note that actual results could differ from those indicated due to a variety of factors, including changes in the operating environment.

Notes

1. Amounts have been rounded down to the nearest unit in principle.
2. Conversion into U.S, dollars (solely for the convenience of readers outside Japan) has been made at the exchange rate of ¥149.52 to $1.

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Message from the President

Message from the President

We will work to solve your issues and increase our corporate value by fully leveraging the Group's collective strengths while assessing the external environment

Introduction

It gives me great pleasure to present Nishi-Nippon Financial Holdings, Inc.'s (NNFH) Integrated Report for the fiscal year ended March 31, 2025.

The NNFH Group's operating environment is rapidly evolving. Japan's population is shrinking and aging with a declining birthrate, digitalization is accelerating, and people are becoming more conscious of sustainability. These changes have made the needs of our corporate and individual customers more diverse and advanced. In addition, the external environment is becoming increasingly uncertain, including developments in U.S. tariff policies.

Meanwhile, the Kyushu Region, especially Fukuoka, where the Group mainly operates, has a strong economy. The area has an excellent market environment, with ongoing development projects in urban and surrounding areas, and semiconductor and other industry clusters. Inbound tourist demand has also recovered sharply. Furthermore, we expect that the rise in market interest rates following changes in the Bank of Japan's monetary policy will generally have a positive impact on the financial industry.

Amid these conditions, our current Medium-Term Business Plan (MTBP), "Leaping Forward 2026 - Connecting with Sincerity, Connecting the Future -" (covering the period from April 2023 to March 2026), which started in April 2023, has now entered its final fiscal year. Its central theme is strengthening relationship management, which connects customer needs to the Group's wide-ranging solution functions. As specific measures, we are focusing on enhancing our sales structure and human capital, and this year marks the final stage of these efforts.

Based on the never-changing belief that "Without regional development, there will be no growth of the Group," we aim for regional development and higher corporate value for the Group by assessing the external environment as we continue to steadily implement the strategies and measures set out in the MTBP described later.

Progress of the Medium-Term Business Plan (MTBP)

Under the MTBP, we strive to contribute to the sustainable development of local communities by providing customer-oriented "One-to-One Solutions" via physical ("human touch") and digital solutions while cherishing connection with various stakeholders.

To achieve this, the MTBP sets forth four basic strategies: providing customer-oriented "One-to-One Solutions", sales reform, human resource reform, and sustainability initiatives. We aim to achieve profitability, efficiency, soundness, and other management indicators by implementing nine focus measures around these four strategies.

Basic Strategy I. Providing Customer-Oriented "One-to-One Solutions" (See pages 29 to 39)

Providing customer-oriented "One-to-One Solutions" means offering products and services that cater to each customer's needs and issues in order to achieve greater customer satisfaction and build long-lasting business relationships. Under the current MTBP, we will fully utilize the Group's enhanced setup to deepen this approach.

● Providing Solutions to Corporate Customers

Amid a changing social environment, companies face wide-ranging challenges beyond those related to their finances, such as planning business succession, retaining talent, and responding to digitalization. To help them solve these issues, we will provide optimum solutions by fully leveraging the Group's collective strengths.

Under the current MTBP, we offer solutions to our corporate customers' critical and high-priority management challenges, covering business succession, M&As, digitalization, digital transformation, and human resources. We also focus on structured finance.

On the business succession and M&A front, we are committed to supporting a wide range of

Hideyuki Murakami

President

Nishi-Nippon Financial Holdings, Inc.

(Concurrently President of The Nishi-Nippon City Bank, Ltd.)

customers through specialized and advanced methods under the support framework of our headquarters. Furthermore, this year we have begun applying AI to predict potential business succession needs and to identify appropriate buyer candidates.

On the digitalization and digital transformation front, we focus on providing solutions corresponding to the size and issues of customers by collaborating with City Ascom Co., Ltd. and IJGN GROUP Inc., which have strengths in these areas. In February of this year, we also signed a DX Support Agreement with the Kyushu Institute of Technology and Kyutech ARISE, a wholly owned subsidiary of the university. By leveraging the strengths of all three parties, we will support our customers in realizing digital transformation by assisting with the development of related personnel and the implementation of contributing systems.

Deployment of Four Basic Strategies to Realize a Leading Financial Group

Basic strategy	Ⅰ. Providing customer-oriented "One-to-One Solutions"	[Strengthening solution capabilities]
Priority measures	(i) Providing solutions to corporate customers	
	(ii) Providing solutions to retail customers	
Basic strategy	Ⅱ. Sales reform	[Strengthening contact with customers]
Priority measures	(i) Strengthening the sales system	
	(ii) Digital strategy	
	(iii) Work reform	
Basic strategy	Ⅲ. Human resource reform	[Strengthening human capital]
Priority measures	(i) Human resource development	
	(ii) Greater job satisfaction	
Basic strategy	Ⅳ. Sustainability initiatives	[Strengthening sustainability]
Priority measures	(i) Contributions to a sustainable local community	
	(ii) Efforts for sustainable growth of the NNFH Group	

Progress of Target Management Indices

		FY2022 Results	FY2024 Results	FY2025 MTBP KPI	FY2025 Plan
Profitability	Consolidated net income * Figures in parentheses indicate the contributions made by Group companies other than the Nishi-Nippon City Bank.	¥26.1 billion (¥3.5 billion)	¥31.0 billion (¥4.5 billion)	¥32.0 billion (¥5.0 billion)	¥37.0 billion
	Consolidated ROE	4.95%	5.51%	Approx. 6%	Approx. 6.5%

		FY2022 Results	FY2024 Results	FY2025 MTBP KPI	FY2025 Plan
Efficiency	Consolidated core OHR	65.8%	63.5%	Approx. 60%	59.3%
Soundness	Consolidated capital adequacy ratio * Figures in parentheses are based on the full application of Basel III finalization.	12.10% (10.39%)	12.59% (10.39%)	Mid-11% range (Lower 10% range)	Approx. 11.5% (Approx. 10.3%)

On the human resources front, Group companies with HR solution functions are collaborating to provide optimum solutions to each customer. In February of this year, we established a new human resources support team within the Nishi-Nippon City Bank, Ltd., enabling us to offer more in-depth human resources consulting than ever before.

As for structured finance, we have strengthened specialized units by externally hiring people with relevant expertise and taking other measures. We are exploring potential markets such as real estate, management buyouts and leveraged buyouts, and ships and aircraft, carefully assessing each and every case.

Providing Solutions to Retail Customers

We provide optimal solutions tailored to the life stages of a broad range of customers while ensuring that our business operations are customer-oriented.

In providing consulting services to people who are building their assets, we have tapped the asset-building needs around Nippon Individual Savings Account (NISA), a tax-exemption scheme for small investments. We have focused on propositions of long-term diversified investments to individual customers. As a result, the Nishi-Nippon City Bank ranked second among regional banks in terms of the number of NISA accounts, and within the Group, both the number of installment-type investment trust contracts and the NNFH Group's assets under management have been steadily growing.

As for loans, we have strengthened our organization by flexibly deploying staff at dedicated bases, and strong local housing demand has led to the balance of housing loans steadily increasing.

In addition, with an eye toward the Great Inheritance Era, we are enhancing our solutions to meet growing needs related to asset succession and inheritance. In December of last year, the Nishi-Nippon City Bank became the first regional bank in the Kyushu Region to sign a Partnership Agreement on Testamentary Trust Services with the Ashinaga Foundation, a general incorporated foundation that provides educational funding. We are now able to offer more comprehensive support to customers who wish to leave their assets to children in need.

In March of this year, the Group's customer-oriented approach to financial product sales was recognized by Rating & Investment Information, Inc. in the R&I Customer-Oriented Financial Sales Company Evaluation. The Nishi-Nippon City Bank received a rating of "SS," the highest among domestic banks, and Nishi-Nippon City Tokai Tokyo Securities Co., Ltd. received a rating of "S+," the highest among domestic securities companies. We will continue to strive to offer optimal asset management proposals tailored to the individual needs of each and every customer.

Basic Strategy II. Sales Reform (See pages 41 to 48)

A key concept we pursued under the current MTBP is an optimal mix of "human touch" and digital solutions. We will further strengthen digital channel functions, focusing on the "human touch" aspect. To properly connect the Group's various solution functions to customers' issues and needs, we have a policy of focusing our efforts on strengthening relationship management. As a specific measure, we are working to enhance headquarters' support for sales branches and coordination systems in the Group.

Strengthening the Sales Structure

The Nishi-Nippon City Bank has set up dedicated units in the headquarters for corporate and retail sectors to strengthen the interfaces that connect customers' issues and needs to the Group's solution functions. As a result, the number of information transfers from sales branches to headquarters and Group companies has increased significantly, leading to the provision of optimum solutions to customers. In addition to the increase in the number of information transfers, the incorporation of City Ascom and Kyushu Leasing Service Co., Ltd. into the Group has elevated the ratio of consolidated profit to parent company profit—an indication of the degree of contribution to the consolidated performance of Group companies—to one of the highest among all regional banks.

Digital Strategy

For the Nishi-Nippon City Bank, in order to increase touch points through digital channels, we are continuing to enhance the functions of the Nishi-Nippon City Bank app, a smartphone app for retail customers, and the NCB Business Station, a platform for corporate customers. As of the end of March this year, the Nishi-Nippon City Bank App has reached 1.17 million registered accounts, and the number of contracts for the NCB Business Station exceeded 60,000, reflecting steady growth in the use of digital channels.

Work Reform

Work reforms, launched in 2018 and continued under the current MTBP, have made significant contributions to enhancing the Group's productivity.

The Nishi-Nippon City Bank has significantly streamlined branch operations and, with the aim of making branches more focused on consulting, completed full system upgrades at all branches by March of this year.

The new system for sales branches allows customers to complete their transactions using tablets and cash machines installed at bank counters, with bank staff assisting them where needed. This will make our services more convenient

Message from the President

for our customers and increase the efficiency of clerical work at sales branches, allowing bank staff to shift away from such work to engage in face-to-face consultation with customers.

Through these work reforms, we strive to increase productivity, targeting a 1.6-fold increase in per employee operating income from customer services* in fiscal 2025, the final year of the current MTBP, from fiscal 2022.

* (Average balance of loans and bills discounted during the fiscal year × Loan-to-deposit spread + Net fee and commission income − General and administrative expenses) ÷ Average number of employees during the fiscal year

Basic Strategy III. Human Resource Reform

(See pages 49 to 58)

I want to create a diverse and vibrant corporate culture, and I have adhered to this single message ever since becoming president. It is essential to be such an organization in order to "respond to change and to grow with our customers," as stated in the Group's Management Philosophy. People contacting customers play critical roles in providing the Group's broad collective strengths and solution functions to meet their increasingly diverse and sophisticated needs and issues.

Under the current MTBP, we have invested more in people, who are the source of our business competitiveness. For example, we have enhanced talent development initiatives to improve the expertise and skills of our employees while taking action to create a workplace where diverse people feel satisfied and proud of their work.

Human Resource Development

To support each employee's growth, we have ensured uninterrupted implementation of training courses by job class and duties, and we have also enhanced reskilling initiatives.

In addition, we have expanded a program to support employees in acquiring advanced certifications such as those for 1st-grade Certified Skilled Professional of Financial Planning and SME Management Consultant. The aim is to strategically nurture people who will shoulder the future of the NNFH Group in consulting, digital transformation, planning, and other functions. Such talent is essential for achieving the Group's management strategies. We also actively assign employees to secondment positions at non-group companies and send employees to study at business schools and other institutions.

Greater Job Satisfaction

We are working to create a work environment that allows each employee to work lively and build an organizational culture where diverse people can take active roles. For example, we have reviewed employee welfare by raising salary levels, renewing aged branches, and promoting diversity and inclusion.

We have been making group-wide efforts to improve employee welfare. The Nishi-Nippon City Bank raised wages by around 5% on average for three consecutive years (annual salary including regular pay rises), increased starting salary levels, and we have increased the incentive payments for the employee stock ownership plan.

To improve the work environment, we are improving office conditions by restructuring the Nishi-Nippon City Bank's head office building, renewing aged branches, and adopting a business casual dress code.

To promote diversity and inclusion, the Group has long focused on initiatives encouraging diverse people to take active roles, such as women's empowerment and mid-career hiring. As a result, the share of women in managerial positions has risen year by year, and the number of mid-career hires has also increased.

The Nishi-Nippon City Bank has also been conducting engagement surveys to visualize and analyze the state of employee engagement within the organization. In fiscal 2024, we conducted our first group-wide survey and found that psychological safety and various other areas were generally rated positively, while there remains room for improvement in areas such as empathy with company policies. The results of this survey will be used to develop and implement future initiatives aimed at enhancing employee engagement.

Basic Strategy IV. Sustainability Initiatives

(See pages 9 to 12 and 59 to 72)

Contributions to a Sustainable Local Community

Contributing to a sustainable society is a priority in the NNFH Group's management strategies. The Nishi-Nippon Financial Holdings Group Sustainability Declaration states our commitment to this. As part of these efforts, we have set a goal of achieving carbon neutrality by fiscal 2030, and are formulating and working toward achieving CO_2 emission reduction targets. In addition, we provide our customers with financial support, with a cumulative execution target of 2 trillion yen over the period from fiscal 2021 to fiscal 2030 in sustainable finance—our term for finance that contributes to the realization of a sustainable society. At the same time, we have also been working to ensure thorough disclosure of climate-related information in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). This year, we conducted and disclosed an analysis of the relationship between the business activities of our investment and financing recipients and natural capital, in line with the Task Force on Nature-related Financial Disclosures (TNFD) framework.

We will continue to work alongside our customers and local communities to address a wide range of environmental and social challenges, to contribute to the creation of a sustainable society.

Efforts for Sustainable Growth of the NNFH Group

Efforts to Enhance Corporate Value

NNFH's stock price has been rising since the launch of the current MTBP in April 2023, outperforming TOPIX, driven by factors such as better shareholder returns and rising market interest rates. With the rise in stock price, the PBR recovered to the 0.52-fold level at the end of March this year. However, it still remains below 1, and we recognize that the stock remains undervalued. Meanwhile, in fiscal 2024, consolidated ROE rose compared to the previous year to 5.51%, supported by steady progress under the current MTBP and tailwinds such as rising domestic interest rates. For 2025, the final year of the current plan, we expect ROE to reach approximately 6.5%, surpassing the initial KPI set in the MTBP.

Furthermore, we will work to improve our PER by continuously disclosing the progress of measures under the MTBP and engaging in dialogue with investors. Through these efforts, we aim to further increase our corporate value (higher PBR).

Capital Policy

Under the current MTBP, our approach to capital management balances three elements—securing a sufficient level of capital, investing for future growth, and enhancing returns to shareholders and investors—to ensure the Group's sustainable growth and increase our corporate value.

We aim to maintain a capital adequacy ratio in the low 10% range to secure a sufficient level of capital in the final year of the current MTBP based on the full application of Basel III, excluding transitional arrangements. At present, we expect to achieve a result of approximately 10.3%, which is largely in line with the plan.

In investing for future growth, in addition to human capital investments, as described earlier, we are making strategic system investments aimed at boosting productivity, efficiency, and customer convenience.

As for enhancing shareholder returns, in fiscal 2023, we raised the total return ratio target from around 30% to around 40% of the profit attributable to the owners of the parent company. We increased the annual dividend per share in fiscal 2024 by 20 yen from the previous fiscal year to 75 yen, or 10.5 billion yen in total dividends. Together with a share buyback worth 2 billion yen, the total shareholder return was 12.5 billion yen, and the total return ratio was 40.3%. We forecast an increase in the annual dividend in fiscal 2025 by 15 yen to 90 yen per share, which will mark the fifth consecutive year of dividend increase.

We announced a target to reduce our strategic shares to below 20% of consolidated net assets (based on market value) during the period of the current MTBP. Continued efforts to reduce the balance from the previous fiscal year resulted in the ratio of strategic shares to consolidated net assets declining to 17.7% as of the end of March 2025, falling below the target of 20%.

We will continue to periodically assess the appropriateness of holding each stock and consider ways to further reduce the balance.

In Conclusion

2025 marks the final year of the current MTBP. During this crucial year, we will further accelerate the execution of our four basic strategies and their focus measures to achieve our management targets, while also formulating strategies for the next MTBP. Our Group Management Philosophy is "Aiming high and motivated by pride in our services, we are committed to becoming a leading financial group through our ability to respond to change and to grow with our customers." To achieve this never-changing philosophy that all employees share, we will work toward the sustainable development of local communities and achieving higher corporate value.

We look forward to your continued support and patronage.

Initiatives for Sustainable Growth of the NNFH Group

Initiatives for Higher Corporate Value

NNFH will strive to increase ROE by steadily carrying out the Medium-Term Business Plan (MTBP) started in fiscal 2023. At the same time, it will work to increase its corporate value (improve PBR) by increasing the PER through continuous disclosure of progress in initiatives and dialogue with investors.

In formulating the MTBP, we recognized that low market valuation (e.g., stock price, PBR) was one of our management challenges. Therefore, we adopted a plan, by a resolution of the Board of Directors, that incorporates strategies, measures, key performance indicators (KPIs), etc. that will increase our corporate value.

To gain the understanding of investors and a broad range of other stakeholders, we have explained the progress of our MTBP in financial results briefings for institutional investors and analysts, including our awareness of market valuation and the cost of capital.

Deployment of Four Basic Strategies to Realize a Leading Financial Group

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Progress of Target Management Indices

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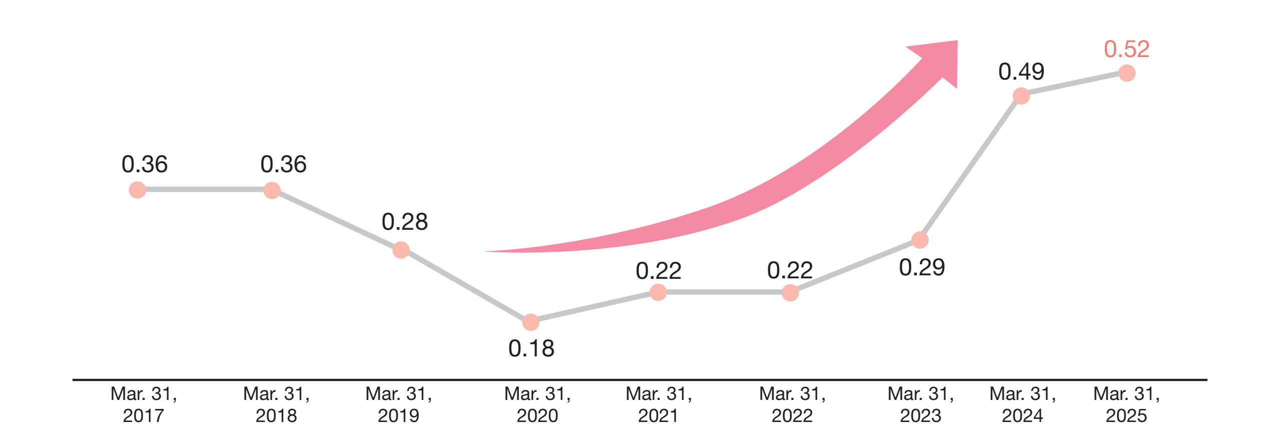
Profitability	Consolidated ROE	4.95%	5.51%	Approx. 6%	Approx. 6.5%
Efficiency	Consolidated core OHR	65.8%	63.5%	Approx. 60%	59.3%
Soundness	Consolidated capital adequacy ratio * Figures in parentheses are based on the full application of Basel III finalization.	12.10% (10.39%)	12.59% (10.39%)	Mid-11% range (Lower 10% range)	Approx. 11.5% (Approx. 10.3%)

Current Analysis and Assessment of PBR

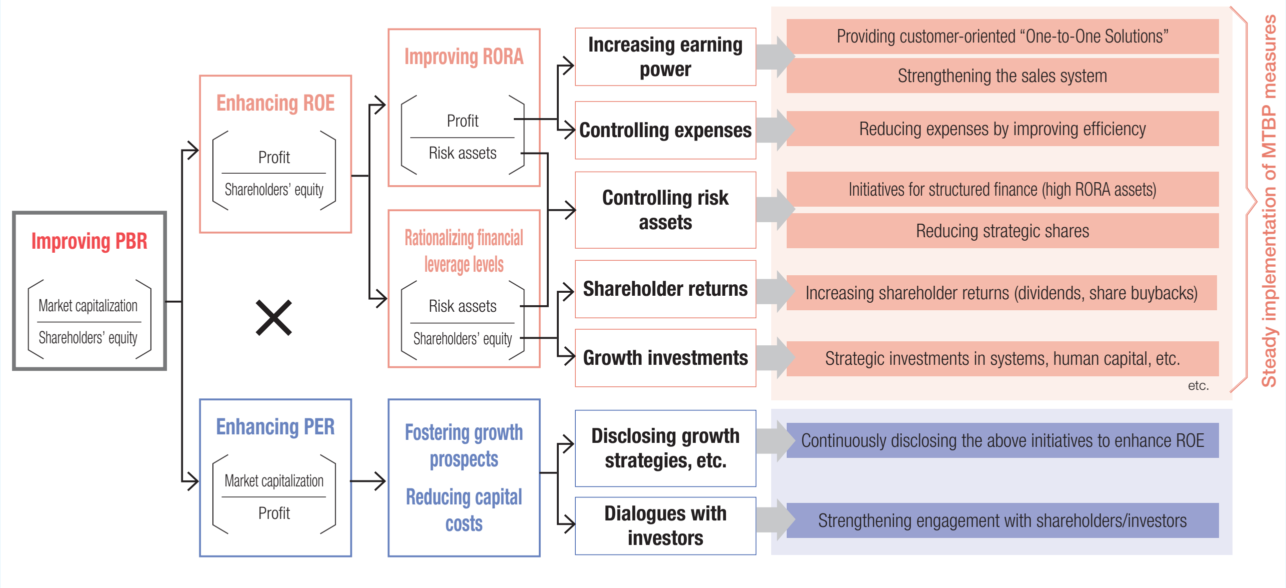
NNFH's PBR has been very low since its establishment in October 2016, but with the rise in stock prices, it is now on a rising trend, achieving 0.52-fold increase as of March 31, 2025.

<Changes in the PBR>



Direction of Initiatives for improving PBR

We are aware that, to improve the PBR, in addition to achieving higher ROE by increasing the return on risk asset (RORA) and adjusting financial leverage to a proper level, we need to proactively disclose such policies and the progress we are making, in order to raise the PER (e.g., foster growth expectations, cut capital costs).



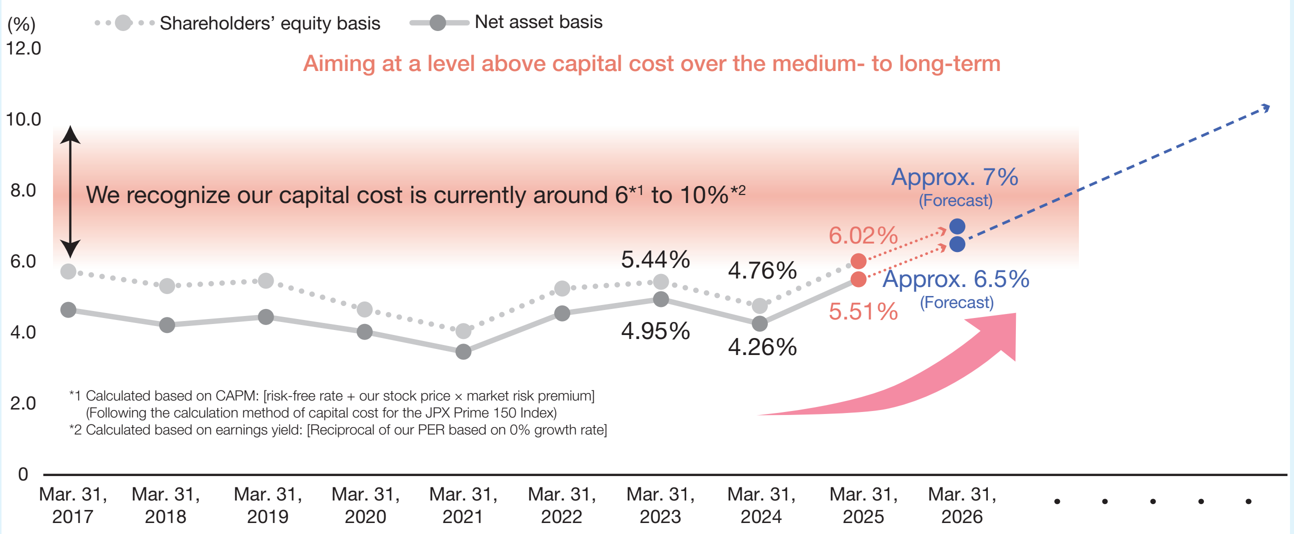
Current Analysis and Assessment of ROE

Consolidated ROE for fiscal 2024 was 5.51% on a net asset basis. We recognize the need to raise ROE above capital costs, which is a crucial element for achieving a higher PBR.

Direction of Initiatives for Higher ROE

Under the MTBP, we will implement various measures to increase ROE. These will include improving RORA by boosting earnings power through provision of the NNFH Group's diverse solutions, cutting expenses with higher operational efficiency, and holding more assets that will increase RORA, as well as adjusting financial leverage to a proper level by enhancing shareholder returns and strategically investing in systems. We expect that steadily implementing these measures will raise consolidated ROE (based on net assets) to around 6.5% in fiscal 2025, the final year of the current MTBP, exceeding the 6% KPI set forth in the MTBP.

<Changes in consolidated ROE>



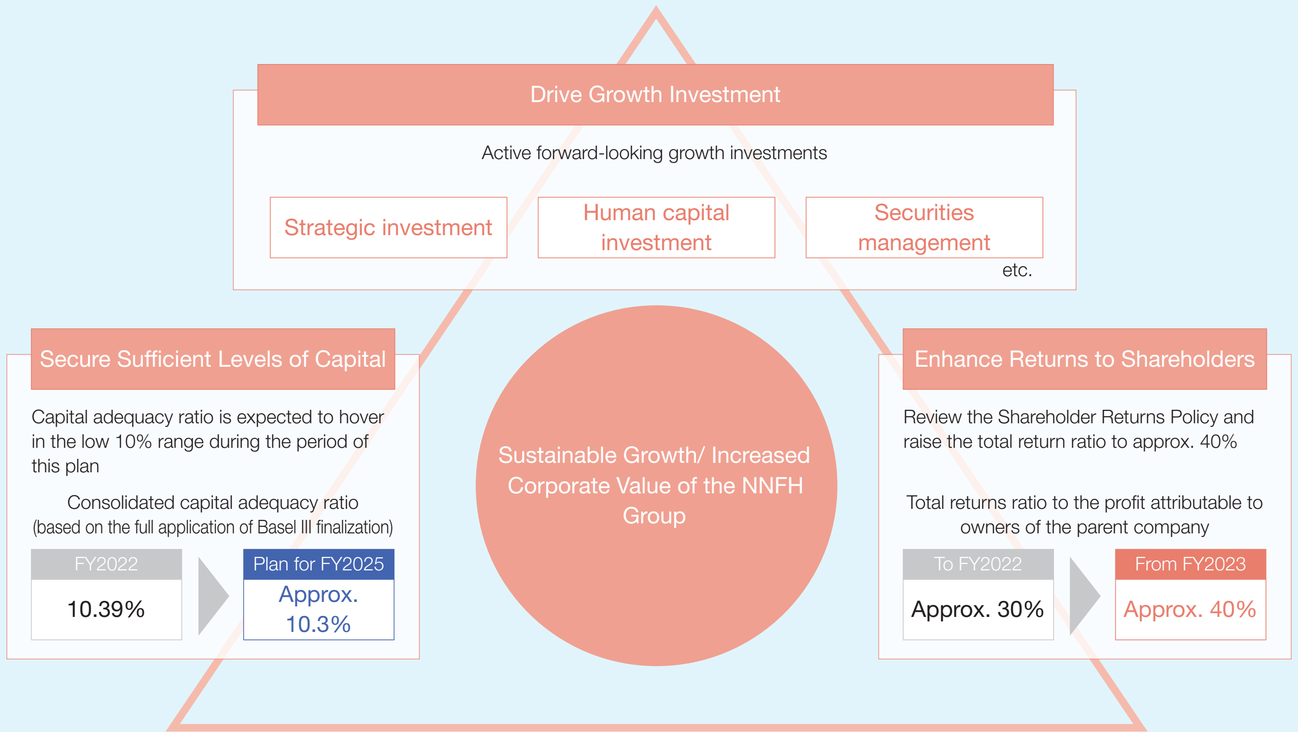
*1 Calculated based on CAPM: [risk-free rate + our stock price × market risk premium] (Following the calculation method of capital cost for the JPX Prime 150 Index)
*2 Calculated based on earnings yield: [Reciprocal of our PER based on 0% growth rate]

Direction of Initiatives for a Higher PER

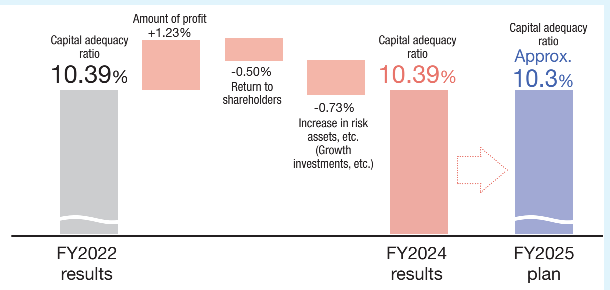
To increase the PER, we will continuously disclose the NNFH Group's growth strategy and other relevant information to our broad stakeholders. At the same time, we will mitigate imbalances in the dissemination of information, foster growth expectations, and cut capital costs by engaging more with our shareholders and investors.

Capital Policy

NNFH actively makes forward-looking growth investments while securing sufficient levels of capital for sustainable growth and improving the corporate value of the Group, and also increases returns of profits to shareholders and investors.

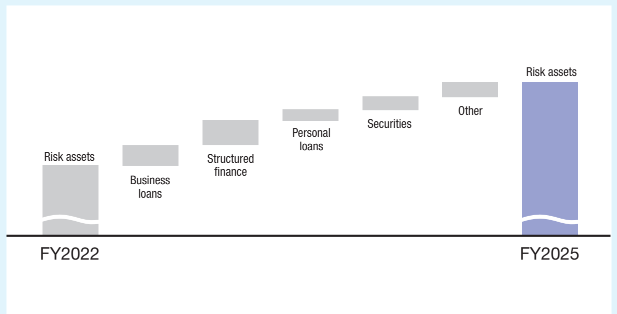


<Capital allocation>



* Capital adequacy ratio is based on the full application of Basel III finalization.

<Increases/decreases in risk assets during the MTBP period (image)>

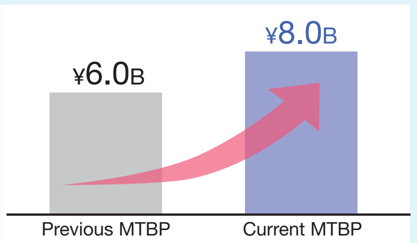


Expand Strategic Investment

Increase strategic systems investments

The NNFH Group expands strategic investments in systems that improve productivity and efficiency and maximize customers' convenience.

<Increase strategic systems investments>



<Key strategic systems investments>

Previous MTBP	Current MTBP
Upgrade to new ATMs	Introduce the next version of branch systems
Fully upgrade outside sales devices	Introduce the next version CRM/SFA systems
Expand digital channel functions	Expand digital channel functions
etc.	etc.

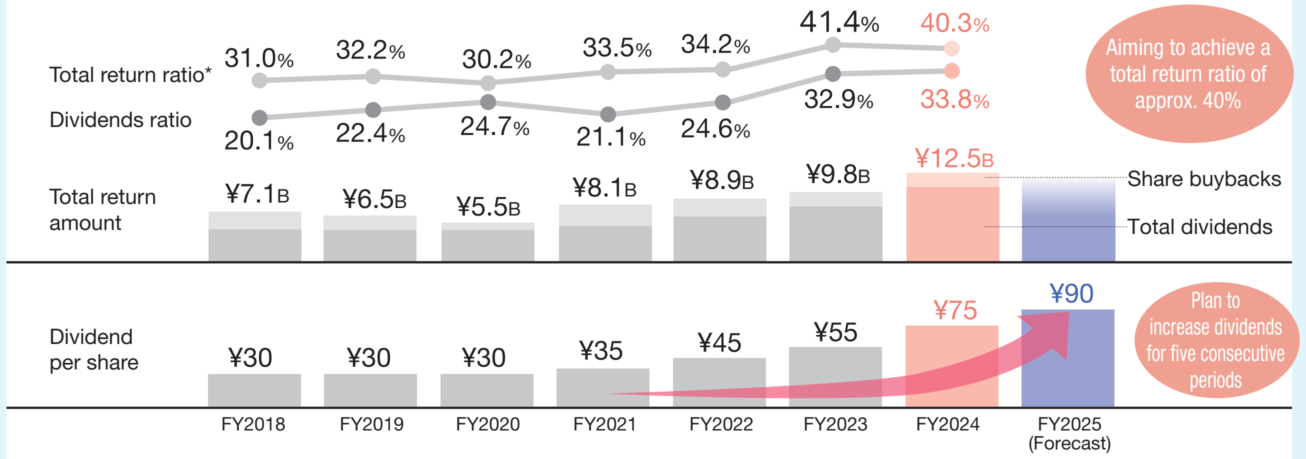
Enhancing Shareholder Returns

Based on the Group's enhanced management foundation and earnings outlooks under the MTBP, we have revised the target total return ratio from around 30% to around 40%, effective in fiscal 2023.

In addition, we have raised our dividend forecast for fiscal 2025 to 90 yen per share to return more to shareholders and increase capital efficiency. This will mark the fifth consecutive year of dividend increase.

Shareholder Returns Policy

In light of the public nature of a bank holding company and the importance of maintaining its sound management, we strive to strengthen our financial resilience by retaining an appropriate level of internal reserves and providing stable dividend payments to our shareholders. Specifically, with roughly 40% of the ratio of total return to profit attributable to owners of parent as rough guidance for the time being, we decide what and how much to each term by taking into account the current economic circumstances, financial conditions, earnings forecasts, and other parameters.



* Returns of profits (dividends + share buybacks) / profit attributable to owners of parent

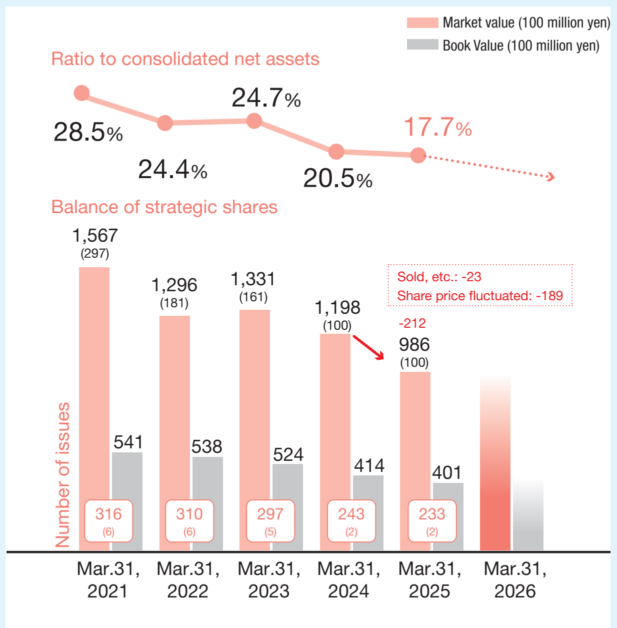
Reduction in Strategic Shares

We announced a target to reduce our strategic shares to below 20% of consolidated net assets (based on market value) during the period of the current MTBP.

In fiscal 2024, continued efforts to reduce the balance from the previous fiscal year resulted in the ratio of strategic shares to consolidated net assets declining to 17.7%, falling below the target of 20%.

We will continue to periodically assess the appropriateness of holding each stock and consider ways to further reduce the balance.

<Balance of strategic shares, number of issues, ratio to consolidated net assets>



* Figures are for the Nishi-Nippon City Bank who has the largest balance of strategic shares in the NNFH Group.
* The figures in parentheses in the graph are the number of shares deemed to be held.

<Balance and number of pure investment stock issues>

Mar. 31, 2024	
Number of Issues	Book Value
27	¥10.7B

Mar. 31, 2025	
Number of Issues	Book Value
18	¥6.4B

Group History

The starting point of the Nishi-Nippon City Bank, Ltd., the core entity of the NNFH Group, was a financial institution specializing in financial services for SMEs. It inherited the DNA of developing SMEs, cultivated in its two predecessor banks, and has grown with many local SMEs, overcoming various hardships, including bad debt problems.

We have implemented various measures to strengthen our management foundation, aiming to contribute more to the regional economy and maximize the Group's corporate value. For example, we have transitioned to a holding company system and added leading ICT and leasing companies in the Kyushu Region and a digital transformation support company to the Group.

2004

Birth of the Nishi-Nippon City Bank

The Nishi-Nippon City Bank was established in October 2004 through a merger between Nishi-Nippon Bank and Fukuoka City Bank. The merger was intended to further strengthen the management foundation.

We realigned and consolidated the operations of the two banks' subsidiaries and affiliated companies to leverage their strengths to the maximum extent, aiming to enhance the group's total financial capabilities.

2016

Birth of NNFH and transition to the holding company structure

In October 2016, we built a new management structure, having transitioned to a holding company system with NNFH at the top, to strengthen unity and coordination in the Group and properly respond to various changes in the business environment and risks in the future.

2022

Enhancing the Group's collective strengths

To enhance the Group's collective strengths, it added City Ascom Co., Ltd., a leading ICT company in Kyushu, Kyushu Leasing Service Co., Ltd., the top leasing company in Kyushu by operational scale in October 2022, and IJGN GROUP Inc. a company with strengths in digital transformation consulting and service development using digital technologies, in December 2022.

2023

Start of the MTBP "Leaping Forward 2026 – Connecting with Sincerity, Connecting the Future"

We started the Medium-Term Business Plan (MTBP), "Leaping Forward 2026 – Connecting with Sincerity, Connecting the Future" covering the three-year period from April 2023 to March 2026.

To become a leading financial group, as pledged in the Group Management Philosophy, we are implementing four basic strategies: 1. Providing customer-oriented "One-to-One Solutions"; 2. Sales reform; 3. Human resource reform; and 4. Sustainability initiatives.

1950 | 2000 | 2010 | 2020

History of the NNFH Group

Sep. 1912
Established Taisho Finance

Dec. 1944
Established Nishi-Nippon Mutual Loan Company, Ltd.

Oct. 1951
Established THE NISHI-NIPPON SOGO BANK, LTD.

Apr. 1984
Established THE NISHI-NIPPON BANK, LTD.

Jun. 1924
Established Fukuoka Mutual Loan Company

Oct. 1951
Established The Fukuoka Sogo Bank, Ltd.

Feb. 1989
Established THE FUKUOKA CITY BANK, LTD.

Oct. 2004
Established The Nishi-Nippon City Bank, Ltd.

Oct. 2016
Established The Nishi-Nippon Financial Holdings, Inc.

Nov. 1912
Established Nagasaki Deposit Company, Ltd.

Oct. 1951
Established Nagasaki Sogo Bank, Ltd.

Feb. 1989
Established The Bank of Nagasaki, Ltd.

Jul. 1980
Established The Kyushu Credit Service Co., Ltd. (currently The Kyushu Card Co., Ltd.)

May 2010
Opened Nishi-Nippon City Tokai Tokyo Securities Co., Ltd.

Jan. 1971
Established Ascom Co., Ltd. (currently City Ascom Co., Ltd.)

Dec. 1986
Established Nishigin Management Information Service Co., Ltd. (currently NCB Research & Consulting Co., Ltd.)

Feb. 2001
Established Kyushu Servicer Co., Ltd.

Apr. 1984
Established Nishi-Nippon Credit Guarantee Co.

Nov. 1974
Union Lease Co., Ltd. (currently Kyushu Leasing Service Co., Ltd.)

Oct. 2020
Established IJGN GROUP Inc.

DNA of developing SMEs

The Nishi-Nippon City Bank, the core subsidiary of the NNFH Group, has a history of starting as a mutual loan company and changing its form to a mutual bank and then to an ordinary bank.

When it operated as a mutual bank, the size of companies it could lend to was restricted under the Mutual Loan and Savings Bank Act. As a financial institution specializing in financial services for SMEs, it proactively worked to assist many local SMEs and supported their growth.

The Nishi-Nippon City Bank continues to carry on the DNA of developing SMEs cultivated in the two predecessor banks.

NNFH

- The Nishi-Nippon City Bank, Ltd.
- The Bank of Nagasaki, Ltd.
- The Kyushu Card Co., Ltd.
- Nishi-Nippon City Tokai Tokyo Securities Co., Ltd.
- City Ascom Co., Ltd. (2022 Became a financial group)
- NCB Research & Consulting Co., Ltd.
- Kyushu Servicer
- Nishi-Nippon Credit Guarantee Co.
- Kyushu Leasing Service Co., Ltd. (2022 Became a financial group)
- IJGN GROUP Inc. (2022 Became a financial group)

Partner companies

History of partner companies

Sep. 1949
Established Okuma Printing Co., Ltd. (currently Diamond Shukosha Printing, Ltd.)

Apr. 1951
Established Yuukoh Co., Ltd. (currently Nishi-Nippon Yuukoh shoji, Inc.)

Jun. 1961
Established Nishinippon Fudosan Kaihatsu Co., Ltd.

Dec. 1974
Established Kyushu Sogo Shinyo CO., Ltd.

Jan. 1952
Established Nishi Nippon Building Co., Ltd.

Jul. 1969
Established Fukuoka FM Music Broadcasting Co., Ltd. (currently FM Fukuoka Broadcasting Co., Ltd.)

Dec. 1978
Established The Nishi-Nippon Shoko Center, Ltd.

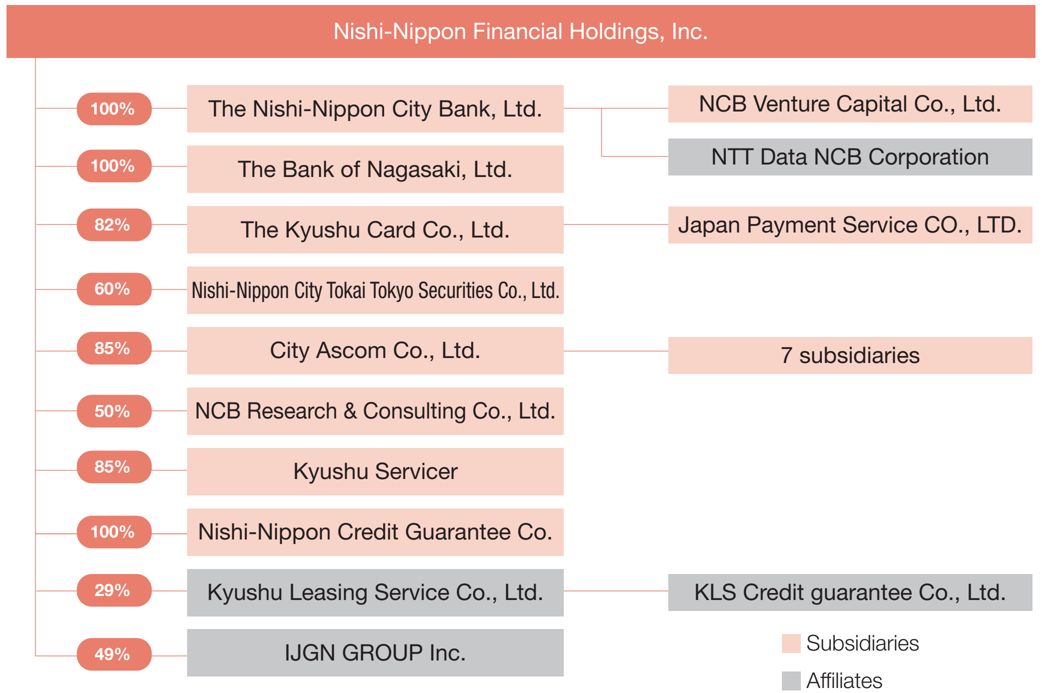
The NNFH Group historically has close links with major companies operating diverse businesses.
We have built a system to meet the wide-ranging needs of customers by strengthening our cooperation with such partner companies, in addition to our subsidiaries and affiliates.

	Established The Nishi-Nippon City Bank	Established NNFH	
Total assets	¥6.7 trillion Mar. 31, 2025	¥9.5 trillion Mar. 31, 2017	¥13.6 trillion Mar. 31, 2025
	The Nishi-Nippon City Bank (consolidated)	NNFH (consolidated)	NNFH (consolidated)
Profit	¥14.5 billion FY2004	¥22.2 billion FY2016	¥31.0 billion FY2024

Outline of the Nishi-Nippon Financial Holdings Group

Group Structure

The NNFH Group has adopted a parallel structure whereby NNFH serves as a control tower to direct and guide each Group company whilst also assuming a birds-eye perspective in order to oversee them across the board, thereby building a management framework that allows this comprehensive financial group to best exploit its strengths.

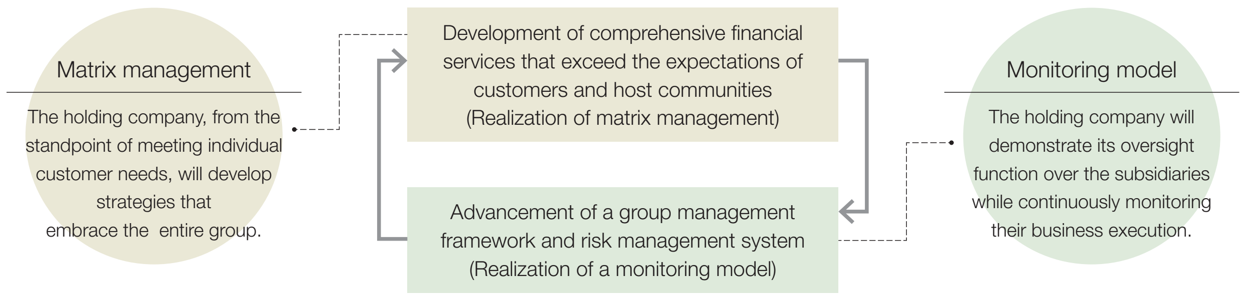


* The percentage indicates the percentage of voting rights held (including indirect ownership by subsidiaries).

(As of March 31, 2025)

Group Management Strategy

Under the holding company structure, we will promote two Group Management Strategies: "Development of comprehensive financial services that exceed the expectations of customers and host communities (Realization of matrix management)" and "Advancement of a group management framework and risk management system (Realization of a monitoring model)."



Strengths of the Nishi-Nippon Financial Holdings Group

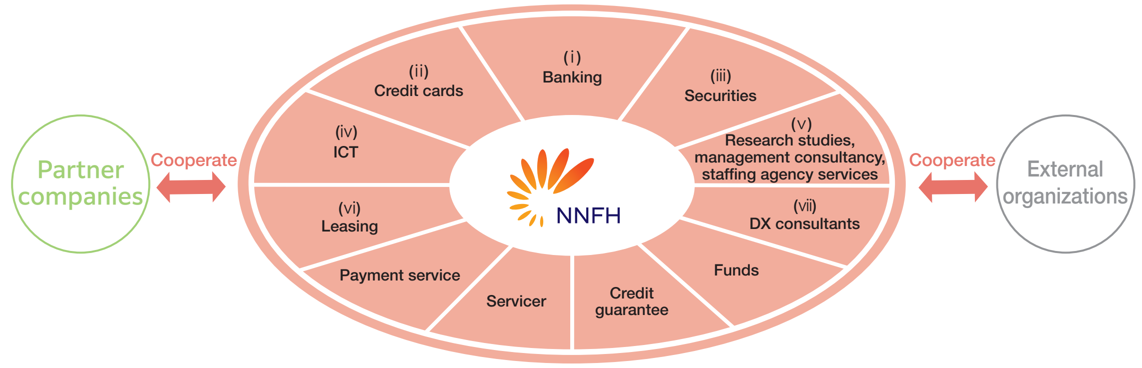
The Group's Collective Strengths

In October 2016, the NNFH Group shifted to a holding company structure consisting of seven subsidiaries offering a diverse range of distinctive services in parallel, including banking, financial instruments exchange, and credit cards under its umbrella.

To further boost the Group's collective strengths, City Ascom Co., Ltd., a top-class ICT company in Kyushu, and Kyushu Leasing Service Co., Ltd., a leasing company with the largest business scale in Kyushu, joined the NNFH Group in October 2022, and IJGN GROUP Inc. which has expertise in DX consulting and service development using digital technologies, joined in December 2022.

The Group is evolving into a regional financial group that offers a diverse range of solutions beyond the scope of finance by implementing matrix management, which oversees business activities by each Group company in an integrated manner.

The Group enjoys close ties with a group of influential companies with a diverse array of businesses, which allow us to respond to a broad spectrum of customer needs through alliances with such external partners, as well as our Group companies. We are also proactive in forming open and innovative partnerships and alliances with external companies, local governments, universities, and others, with a view toward providing diverse and advanced services and revitalizing the local economy.

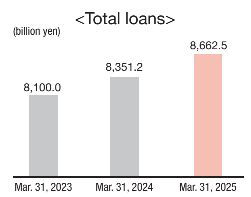


(i) Banking

The Nishi-Nippon City Bank, Ltd.

We are ranked the top fifth regional bank in terms of loans, and the core of the NNFH Group.

Aiming high and motivated by pride in our services, we are committed to becoming the leading bank in Kyushu through our ability to respond to the changing times and to grow together with our customers, with the firm belief that "Without our customers and regional development, there will be no growth of the Nishi-Nippon City Bank."

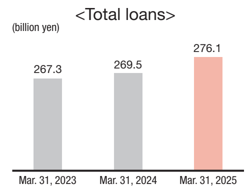


*Excluding loans to the Ministry of Finance

The Bank of Nagasaki, Ltd.

We are based in Nagasaki and ranked as the second regional bank. We celebrated our 110th anniversary in November 2022.

As a regional financial institution, we are committed to being closely tied to the community and contributing to the development of the local community, and we work hard to be worthy of community support.



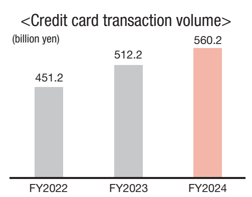
*Excluding loans to the Ministry of Finance

(ii) Credit cards

The Kyushu Card Co., Ltd.

We are the top regional bank-affiliated credit card company in terms of transaction volume.

Since our establishment in 1980, we have been working to popularize credit card services and provide local customers with affluence, comfort, and peace of mind.



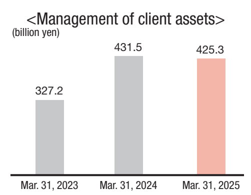
(iii) Securities

Nishi-Nippon City Tokai Tokyo Securities Co., Ltd.

We are a securities company established in 2010 as a joint venture with Tokai Tokyo Financial Holdings, Inc.

We aim to be the securities company most chosen by customers by providing consulting proposals and solutions that meet the investment needs of each individual customer.

In April 2022, we became the first regional bank-affiliated securities company in Japan to participate in the lead-managing service business.

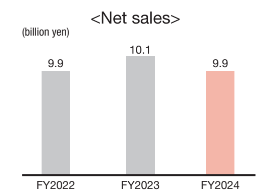


(iv) ICT

City Ascom Co., Ltd.

We are one of the top-class ICT companies in Kyushu in terms of sales scale and number of engineers, and we joined the NNFH Group in October 2022.

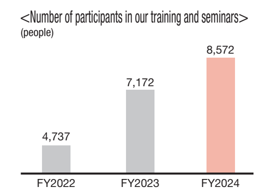
Based on our philosophy of being "an ICT partner that creates the future with our customers," each and every employee aims to earn the trust of our customers and contribute to the development of local communities by providing high-quality technologies and services.



(v) Research studies, management consultancy, staffing agency services

NCB Research & Consulting Co., Ltd.

In addition to providing economic and financial information, we provides recruitment services in Japan and overseas, training and seminars, and assistance in building human resource systems, to help companies resolve their personnel management issues such as recruiting, training, and retaining talented workers. Furthermore, we offers consulting services for overseas business development including the cultivation of overseas sales channels, aiming to become the best partner for local corporate managers.

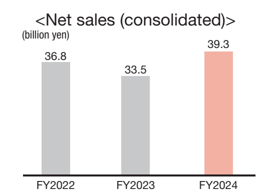


(vi) Leasing

Kyushu Leasing Service Co., Ltd.

We are the leasing company with the largest business scale in Kyushu. We are listed on the Tokyo Stock Exchange Standard Market and the Fukuoka Stock Exchange Main Market, and we joined the NNFH Group in October 2022.

Our strengths are in community-based sales and comprehensive financial services, and we offer a broad range of value-added solutions tailored to the needs each customer.



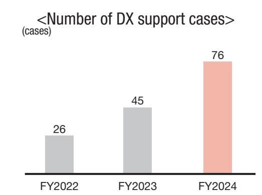
(vii) DX consultants

IJGN GROUP Inc.

We are a one-stop digital transformation (DX) support company, and we joined the NNFH Group in December 2022.

We work to develop new businesses and solve management issues for companies by leveraging our technological and consulting capabilities.

Our strengths are in providing one-stop support in the areas of business, technology, and creativity.



A Solid Customer Base Built upon Mutual Trust

Number of main customers (as of March 31, 2025)

The Nishi-Nippon City Bank

24,191

Since its foundation in October 2004, the Nishi-Nippon City Bank, the core subsidiary of NNFH, has continuously expanded its scale of operations. It now boasts total assets of 13,229,705 million yen, a balance of deposits and negotiable certificates of deposit (NCD) of 10,249,947 million yen, a balance of loans of 9,695,529 million yen, and 24,191 main customers (as of March 31, 2025).

The Kyushu Card, on the other hand, offers full brand settlement services to support all major international credit card brands, thus building one of the largest customer bases among regional bank-affiliated credit card issuers. It has 970 thousand card members, 69 thousand merchants, and a transaction volume of 560.2 billion yen (as of March 31, 2025, except the transaction volume, which is fiscal 2024).

Financial Service for the Benefit of Local Communities

% of loans by area

	Kyushu	Fukuoka Prefecture
The Nishi-Nippon City Bank	86.4%	76.2%

% of loans to SMEs, etc.

The Nishi-Nippon City Bank **78.2%**

(as of March 31, 2025, excluding loans to the Ministry of Finance, Japan)

Under the belief that “Without regional development, there will be no growth of the Group.”,the NNFH Group remains committed to developing and supporting local businesses and industries.

The Nishi-Nippon City Bank preferentially caters to its host region, with approximately 90% of its borrowers based in the Kyushu Region and 80% in Fukuoka Prefecture, and approximately 80% of its borrowers are SMEs or individuals. The Nishi-Nippon City Bank makes a fair assessment of the feasibility of their businesses and growth potential and, if needed, suggests solutions and provides support.

DNA of Developing SMEs

Number/amount of loans support startups and second startups (FY2024)

The Nishi-Nippon City Bank **3,414 cases / ¥130.9 billion**

Recipients of the Excellent Executive Award (as of April 30, 2025)

Total: 189 executives

Having started as a financial service catering exclusively to small- and medium-sized enterprises, the NNFH Group maintains the unaltered DNA of developing SMEs. The Nishi-Nippon City Bank remains committed to supporting business startups in a bid to create industries and jobs in the region; listening carefully to the needs of many SMEs, including fledgling businesses, the bank offers finely-tuned support. For fiscal 2024, the bank’s support was extended to 3,414 startups and second startups, with the total amount of loans reaching 130.9 billion yen.

Since 1973, the bank has granted the Excellent Executive Award to outstanding business managers who have provided distinguished services to the development of the regional economy via the Prize of Excellent Executive. A total of 189 executives have been commended thus far.

Extensive Global Network

Japan		Overseas	
The Nishi-Nippon City Bank	158 locations*	The Nishi-Nippon City Bank’s overseas operations	3 in Asia
The Bank of Nagasaki	20 locations*	Partner financial institutions	9 institutions
Nishi-Nippon City Tokai Tokyo Securities	11 outlets	Partner institutions	2 institutions

* The number does not include online branches and in-store branches.

(as of June 30, 2025)

The Nishi-Nippon City Bank app (as of March 31, 2025) Total : **1.17 million registered accounts**

The NNFH Group has built an extensive network that spans domestic and international locations.

In Japan, we maintain a network of sales locations for banking and brokerage services in Fukuoka/Kyushu, to offer services with a “human touch” that can only be done through physical channels. Meanwhile, we are keen to enhance convenience for customers by strengthening the functions of our digital channels: the Nishi-Nippon City Bank app, a smartphone app for retail customers and the NCB Business Station, a platform for corporate customers.

Overseas, we meet customers’ needs for their business in Asia and elsewhere at the Nishi-Nippon City Bank’s three overseas operations in Shanghai, Hong Kong, and Singapore and through collaboration with our partner institutions and experts in respective regions.

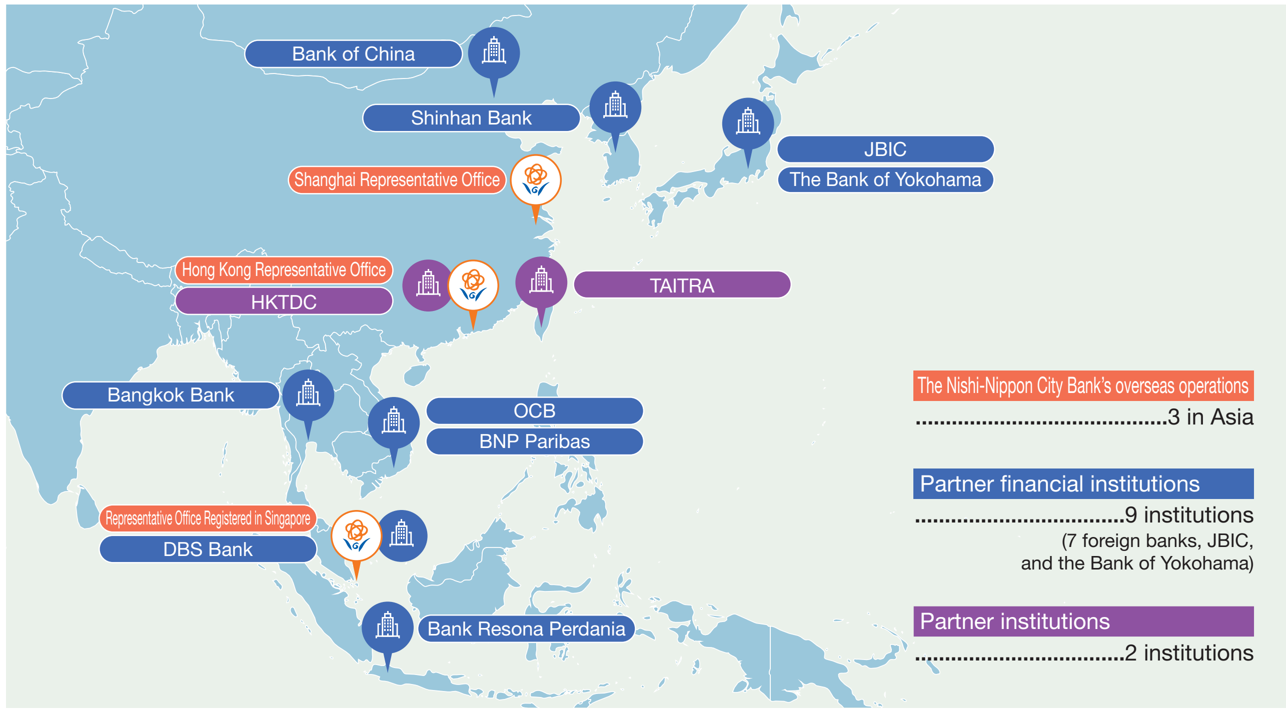
Providing Broader/Deeper Support for International Business

The NNFH Group supports local businesses by addressing their requirements for doing business in Asia and other parts of the world. To this end, the Group offers consulting services that go beyond the definition of financial support, together with advanced products/services, through alliances with local partners and specialists with experience in international business.

Multifaceted Windows for International Business Support

The Nishi-Nippon City Bank	• International Business Support Office, International Business Div. Support for international business provided by personnel with professional skills and know-how • “NCB Forex Super Direct”, “NCB Direct Forward Exchange Contracts” A broad range of forex transactions, including foreign remittance and application for/inquiry on import letters of credit via the internet
NCB Research & Consulting	• International Consultation Office → International business support, including for expanding and developing business partners overseas, provided by staff with extensive experience on the international stage • “Door to Asia” (website) → Provision of international business information for each country/region and area of support
The Kyushu Card	• A variety of credit cards Support for all major cards, including VISA, MasterCard, JCB, AMEX, and UnionPay

Broad Area Coverage by Our Overseas Bases and Partner Institutions



(As of June 30, 2025)

* The Nishi-Nippon City Bank concluded Basic Agreement for Overseas Business Support Services with the Bank of Yokohama in September 2016.

A Brief Sketch of Our Operating Base

Fukuoka and other areas in the Kyushu Region, the NNFH Group's main market, offer a number of favorable business opportunities, including a strong economy, a series of large-scale urban redevelopment projects, and a growing concentration of industries with a focus on semiconductors.

Kyushu

Kyushu accounts for 10% of Japan's economy.

A robust economy of a size (national share) smaller only than the three major metropolitan areas

Population (2024)	Nominal GDP within the region (FY2021)	Number of business offices (2021)
12,662K	¥48T	540K
10.1%	8.3%	10.6%

Source: Kyushu Bureau of Economy, Trade and Industry

Kyushu maintains close mutual relationships with fast-growing Asian countries.

Kyushu hosts a diverse range of industries.

Automobiles	Unit production of automobiles in the Kyushu Region	National market share: 13% (2024)
Agriculture	Agricultural production value in the Kyushu Region	National market share: 20% (2023)
Semiconductors	Production value of integrated circuits (ICs) in the Kyushu Region	National market share: 48% (2024)

Source: Kyushu Bureau of Economy, Trade and Industry

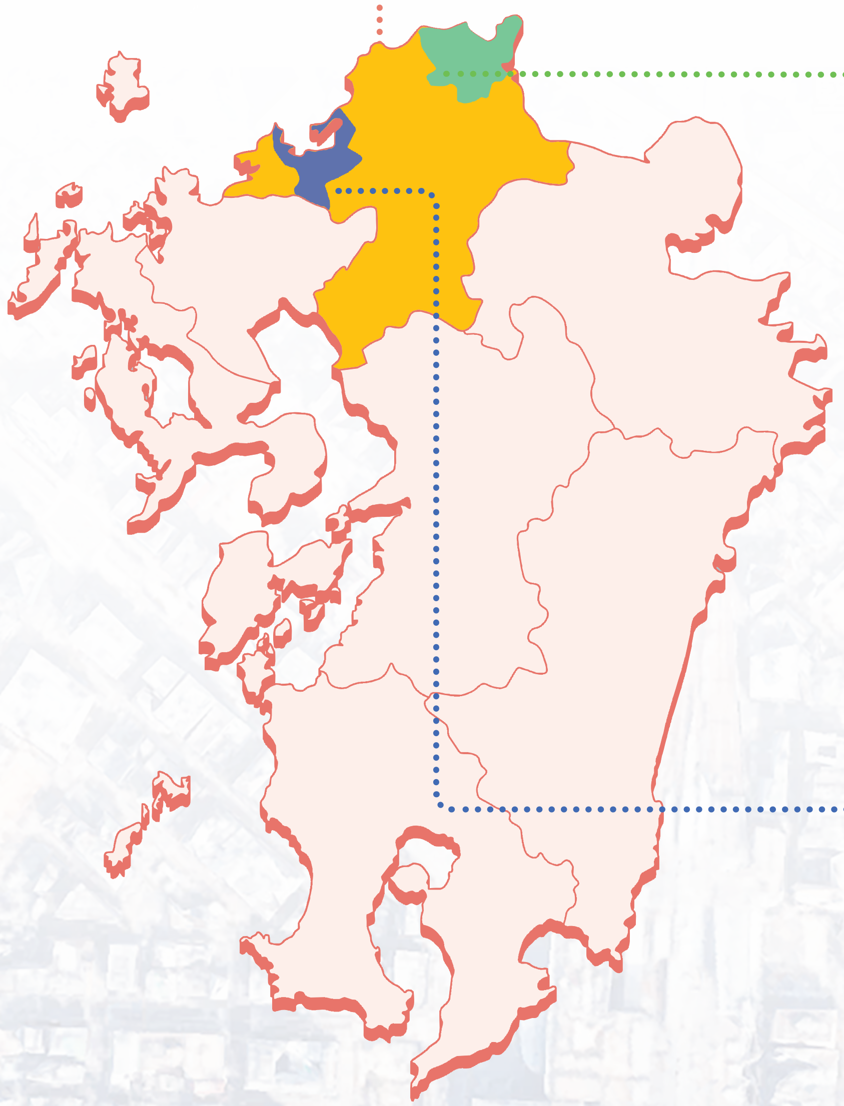
Increasing capital expenditures for semiconductor-related facilities

Large-scale capital expenditures have been increasing in Kyushu to boost semiconductor production. Most notably, Taiwan Semiconductor Manufacturing Company Limited (TSMC), a global semiconductor manufacturer, established a subsidiary in Kumamoto Prefecture.

See page 21

Kyushu has a wealth of tourism resources.

The Nishi-Kyushu Shinkansen (between Takeo-onsen and Nagasaki) began service in 2022.



Fukuoka Prefecture

Fukuoka Prefecture accounts for 40+% of Kyushu's GDP.

Of 340,000 SMEs based in the Kyushu Region,

130,000 are in Fukuoka (2021).

Source: The Small and Medium Enterprise Agency

Kita-Kyushu City

Kita-Kyushu City's approach to create "harmony between industry and environment" has been met with great acclaim both in Japan and abroad.

Designated as an SDGs Model City by the OECD (2018)

Designated as an SDGs Future City and an Environmental Future City by the Japanese government (2018)

18 cities and towns in the Kitakyushu metropolitan area have been selected as "Decarbonization Leading Area" (2022)

Clusters of renewable energy-related industries, including solar and wind power generation plants and large-scale hydrogen facilities

Japan's largest offshore wind power plan is to start operations off the coast of Hibikinada in fiscal 2025.

Fukuoka City

Fukuoka City's population growth rate (6.7%) *1 is the highest among 21 large cities *2.

Source: Fukuoka Asian Urban Research Center

*1 Growth between 2015 and 2023

*2 Special wards of Tokyo and government-designated cities

Population growth is expected to continue for Fukuoka City up to around 2040.

Source: Fukuoka City

Fukuoka City ranks highest among 21 large city areas in Japan at 5.3% in terms of the startup rate.

* FY2023. National average: 3.9%

Source: Fukuoka City

Fukuoka City plays host to many urban redevelopment projects.

See page 22

Map data © Google

An Unmatched Potential of Fukuoka and Other Areas in the Kyushu Region

Kyushu

Economic Growth

Faster economic growth than the national rate

Kyushu's economic outlook (GDP YoY change)

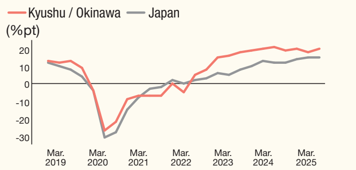
(%)	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Kyushu	-4.9	3.9	1.3	1.5	1.2	1.4
Japan	-3.9	3.1	1.6	0.8	0.5	1.2

Source: Kyushu Economic Research Center

Point

Diffusion index (DI)

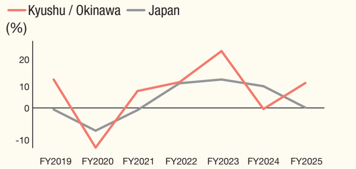
Higher business sentiment than the nationwide average



Source: Bank of Japan Tankan

Capital investments
(YoY change)

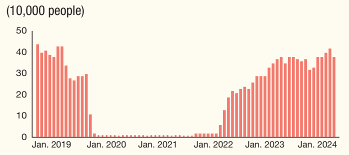
Growing faster than the national average



Source: Bank of Japan Tankan

Inbound trend (overseas arrivals)

The number of foreign visitors has recovered nearly to the pre-COVID-19 level.

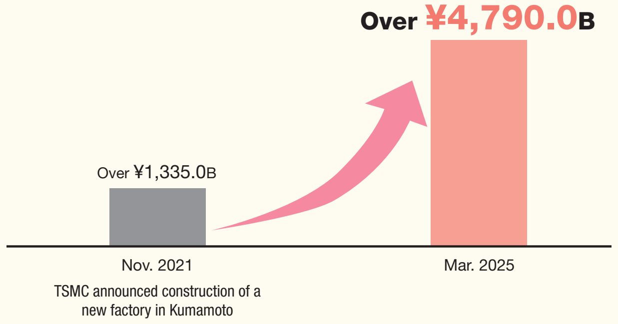


Source: Kyushu District Transport Bureau

Semiconductor

A voracious appetite for semiconductor investment

Scheduled/ongoing semiconductor-related capital investments in Kyushu (publicly announced projects only)



Source: Kyushu Bureau of Economy, Trade and Industry; compiled by NNFH

Point

Semiconductor-related companies in Kyushu

988
companies in total

+

Companies in peripheral industries

Related companies' financing needs (in total amounts)

(The Nishi-Nippon City Bank)

Approx. **300** companies/Approx. **¥137.0B**

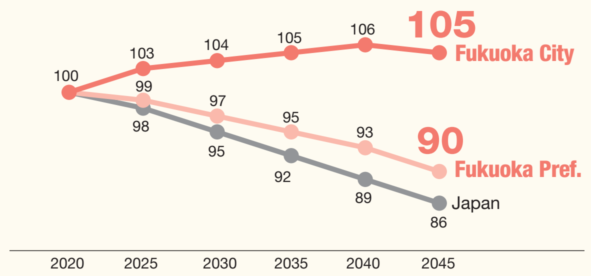
(As of March 31, 2025)

Fukuoka

Population

Fukuoka's population growth is higher than the national trend.

Population change with the 2020 population as 100



Source: Ministry of Internal Affairs and Communications, National Institute of Population and Social Security Research

Point

15-to-24-year-olds account for **about 80%** of Fukuoka City's population growth (social increase)

Source: Fukuoka City

Ratio of young people in Fukuoka City*

* Ratio of residents aged 15-29 to total residents

Ranked top among 21 big cities (17.6%)

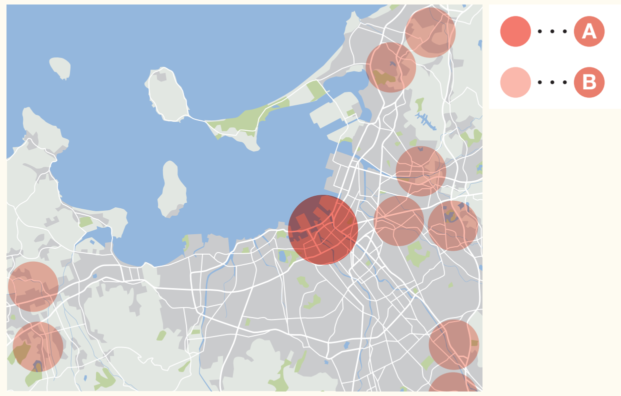
Source: Fukuoka Asian Urban Research Center

Third-party assessment of Fukuoka City	Total ranking (among 136 major cities excluding Tokyo's 23 wards)	**5th**
	Economy & Business	**2nd**
	Accessibility	**3rd**
	R&D	**4th**

Source: Japan Power Cities 2024 (Mori Memorial Foundation)

City Development

Ongoing large-scale redevelopment projects



Point

Project Names

A Fukuoka urban central area

- **Hakata Connected** [Duration: Dec. 2019 – Dec. 2028]

Construction investment effect	Knock-on effect/year
¥260.0B	**¥500.0B**

- **Tenjin Big Bang** [Duration: May 2016 – Dec. 2026]

Construction investment effect	Knock-on effect/year
¥290.0B	**¥850.0B**

- **Redevelopment of the former site of Kyushu University's Hakozaki Campus** [Duration: Apr. 2023 –]

One of the biggest redevelopment projects in Japan — Site area of around **50 hectares**

Source: Fukuoka City

B Fukuoka City Suburbs

- **Development of residential and logistic facilities is underway.**
- **Construction of a data center is in the planning stage.**

Initiatives of the NNFH Group

Special Sponsorship of Kyushu Semiconductor Industry Exhibition

- In September 2024, the Nishi-Nippon City Bank participated as a special sponsor of the 1st Kyushu Semiconductor Industry Exhibition, where it jointly operated a booth with business partners and others in the NNFH Group to host seminars and lectures on semiconductors.

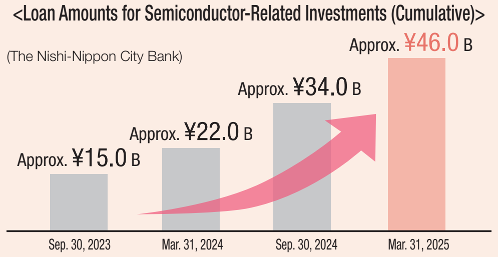
Number of exhibitors	261
Number of visitors	7,314
Number of seminar participants	3,640

Funding for Semiconductor-Related Investments

- The Nishi-Nippon City Bank provides financing to meet the capital investment and working capital needs of companies making semiconductor-related investments.

<Loan Amounts for Semiconductor-Related Investments (Cumulative)>

(The Nishi-Nippon City Bank)



Initiatives of the NNFH Group

Tenjin Big Bang

Project to promote reconstruction of aged buildings, etc. by taking advantage of deregulation measures in the National Strategic Special Zone

- The Nishi-Nippon City Bank served as the main bank for the first project, the Tenjin Business Center.
- The bank is also actively involved in the ongoing Tenjin Business Center Project Phase 2 (tentative name).

Hakata Connected

Project to take advantage of the relaxed floor-area ratio to rebuild existing buildings into advanced, quake-roof buildings, along with the expansion of transport infrastructure, including extended subway lines

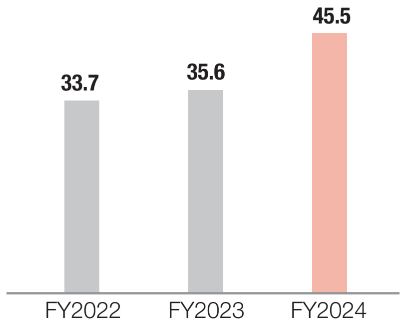
- The Nishi-Nippon City Bank has commenced a series of redevelopment projects in the area in front of Hakata Station including reconstruction of its Head Office building.

Financial/Non-Financial Highlights

Financial Highlights

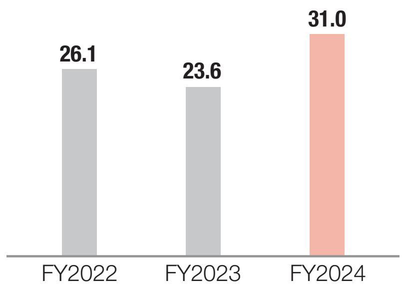
Ordinary income
(consolidated)

¥45.5B



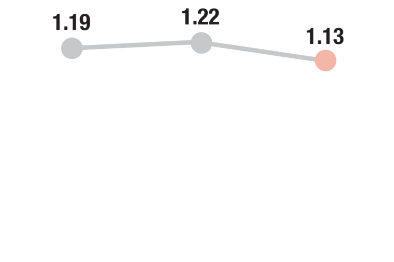
Profit attributable to owners of parent
(consolidated)

¥31.0B



Ratio of consolidated net profits to parent company
(two banks combined)

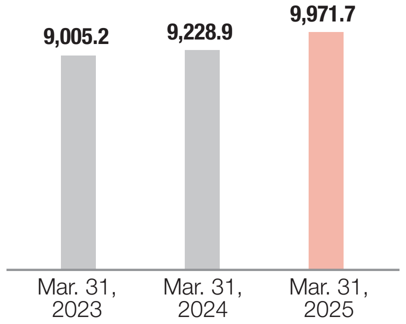
1.13x



* Consolidated profit divided by profit of two subsidiary banks combined

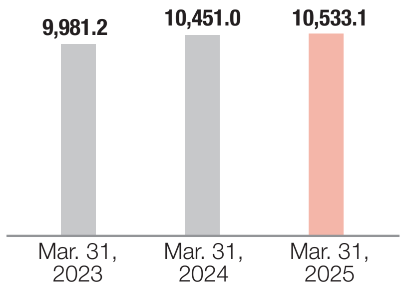
Balance of loans
(two banks combined)

¥9,971.7B



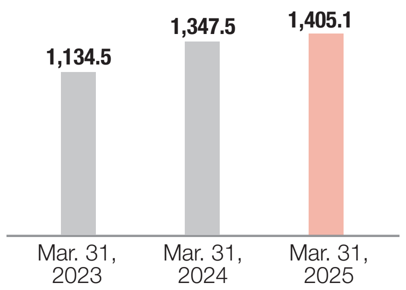
Balance of deposits/NCD
(two banks combined)

¥10,533.1B



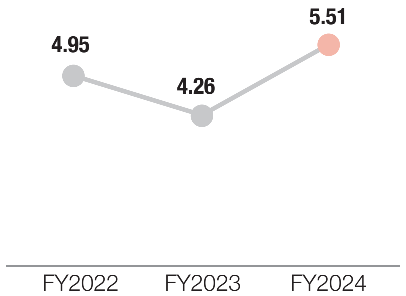
Management of client assets
(Group total)

¥1,405.1B



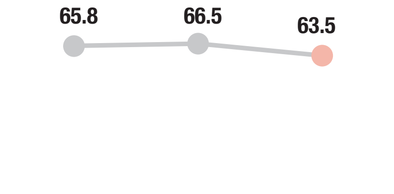
ROE
(consolidated)

5.51%



Core OHR*
(consolidated)

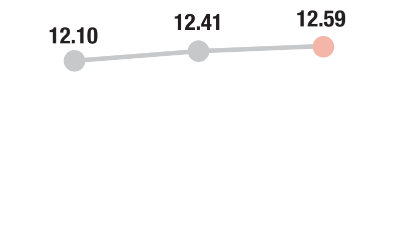
63.5%



* Core gross operating profit OHR, derived by dividing expenses by the core gross operating profit

Capital adequacy ratio
(consolidated)

12.59%



*Early application of Basel III finalization from fiscal 2022

Non-Financial Highlights

Number of corporate customers

Two banks combined **137K**

The Kyushu Card (member stores) **69K**

Nishi-Nippon City Tokai Tokyo Securities **3K**

NCB Research & Consulting (membership) **4K**

(As of March 31, 2025)

Number of private customers

Two banks combined **3,991K**

The Kyushu Card (membership) **970K**

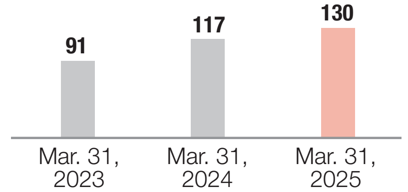
Nishi-Nippon City Tokai Tokyo Securities **35K**

(As of March 31, 2025)

Number of NISA accounts

The Nishi-Nippon City Bank

130K



Reduction of CO_2 emissions (Scope 1 + Scope 2)

The Nishi-Nippon City Bank

VS. FY2013

-49.0%

(FY2024)

Amount of sustainable finance offered

Two banks combined

¥1,159.2B

(FY2021-FY2024)

Number/amount of loans to support startups and second startups

The Nishi-Nippon City Bank

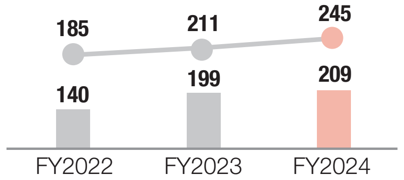
3,414 cases/ ¥130.9B

(FY2024)

Annual training hours/expenses

Two banks combined
Annual training hours **245** thousand hours

Annual training expenses **209M**



Ratio of women in managerial positions

The Nishi-Nippon City Bank **15.4%**

The Bank of Nagasaki **24.6%**

(As of March 31, 2025)

Board composition

Ratio of outside directors **33.3%**

3 out of 9 directors

Ratio of female directors **22.2%**

2 out of 9 directors
(1 inside director and 1 outside director)

(As of June 30, 2025)

External assessment

[Environment]
CDP Climate Change Questionnaire

CDP Discloser 2024

B Score
(FY2024)

Nishi-Nippon Financial Holdings

[Framework for Customer-Oriented Business Conduct]
R&I Customer-Oriented Financial Sales Company Evaluation

The Nishi-Nippon City Bank (March 2025)

Nishi-Nippon City Tokai Tokyo Securities (March 2025)

[DX]
Certified for "DX Certified Operator"

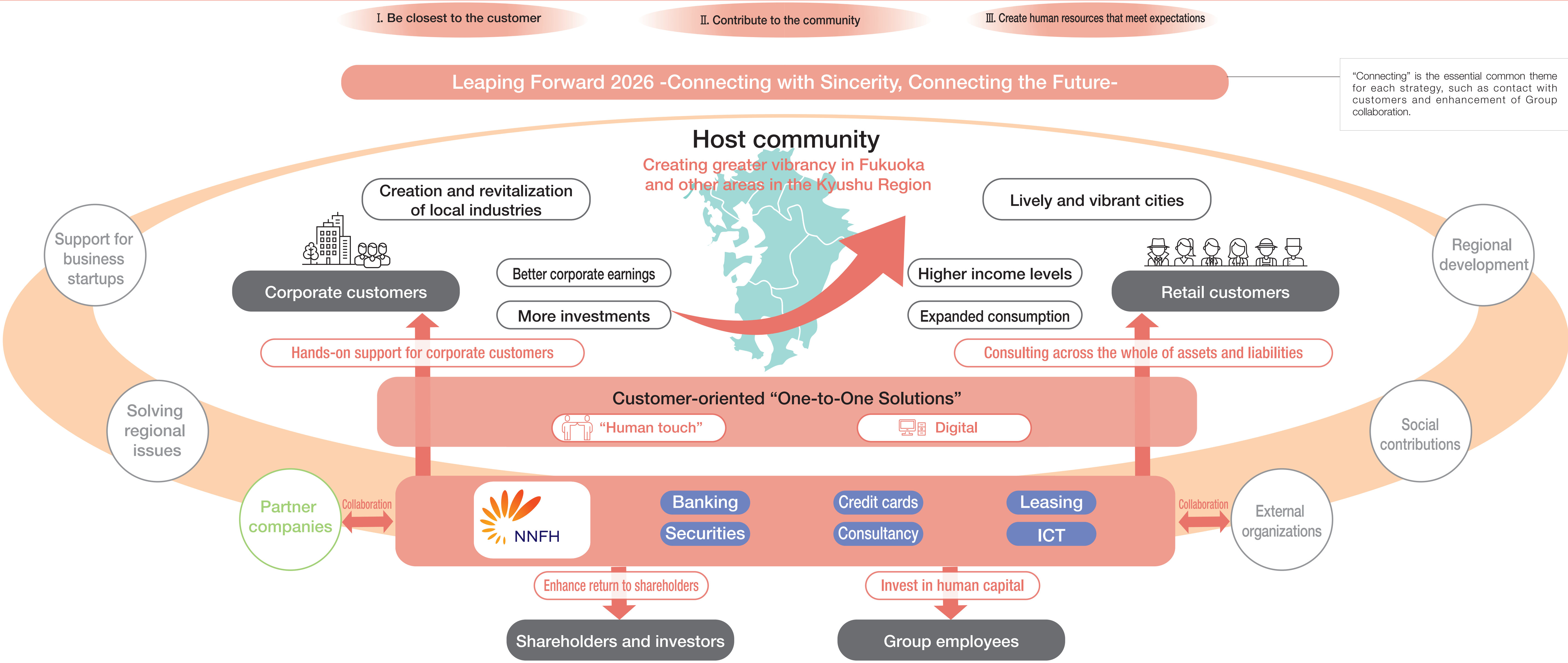
Digital Transformation Certification

Nishi-Nippon Financial Holdings and the Nishi-Nippon City Bank (May 2023)
City Ascom (May 2024)
Kyushu Leasing Service (March 2025)

Value Creation Process/Medium-Term Business Plan

The NNFH Group focuses on relationships with diverse stakeholders and provides customer-oriented “One-to-One Solutions” via physical (“human touch”) and digital contributions to the development of the host community and customers.

Management Philosophy	Aiming high and motivated by pride in our services, we are committed to becoming a leading financial group through our ability to respond to change and to grow with our customers.



Basic Strategy and Priority Measures

Basic strategy	Ⅰ. Providing customer-oriented “One-to-One Solutions”	[Strengthening solution capabilities]
Priority measures	(ⅰ) Providing solutions to corporate customers	
	(ⅱ) Providing solutions to retail customers	
Basic strategy	Ⅱ. Sales reform	[Strengthening contact with customers]
Priority measures	(ⅰ) Strengthening the sales system	
	(ⅱ) Digital strategy	
	(ⅲ) Work reform	
Basic strategy	Ⅲ. Human resource reform	[Strengthening human capital]
Priority measures	(ⅰ) Human resource development	
	(ⅱ) Greater job satisfaction	
Basic strategy	Ⅳ. Sustainability initiatives	[Strengthening sustainability]
Priority measures	(ⅰ) Contributions to a sustainable local community	
	(ⅱ) Efforts for sustainable growth of the NNFH Group	

Progress of Target Management Indices

		FY2022 Results	FY2024 Results	FY2025 MTBP KPI	FY2025 Plan
Profitability	Consolidated net income * Figures in parentheses indicate the contributions made by Group companies other than the Nishi-Nippon City Bank.	¥26.1 billion (¥3.5 billion)	¥31.0 billion (¥4.5 billion)	¥32.0 billion (¥5.0 billion)	¥37.0 billion
	Consolidated ROE	4.95%	5.51%	Approx. 6%	Approx. 6.5%

		FY2022 Results	FY2024 Results	FY2025 MTBP KPI	FY2025 Plan
Efficiency	Consolidated core OHR	65.8%	63.5%	Approx. 60%	59.3%
Soundness	Consolidated capital adequacy ratio * Figures in parentheses are based on the full application of Basel III finalization.	12.10% (10.39%)	12.59% (10.39%)	Mid-11% range (Lower 10% range)	Approx. 11.5% (Approx. 10.3%)

Progress of the Medium-Term Business Plan

Overview of the Medium-Term Business Plan, "Leaping Forward 2026 - Connecting with Sincerity, Connecting the Future -"

The NNFH Group's Business Environment

With the combined effect of population decline, an aging population with a lower birth rate, accelerating digitalization, growing awareness of sustainability, etc., the issues and needs of customers, both retail and corporate, are growing increasingly diverse and advanced.

Key social challenges and changes in the business environment

Shrinking/aging population with a lower birth rate | Accelerating digitalization | Growing awareness of sustainability | etc.

Issues and needs of corporate customers

With the accelerating change in the environment, corporate managerial issues are extending beyond financial performance, including recruitment, business succession, and responding to digitalization and decarbonization.

- Recruitment HR development
- Smooth business succession
- Higher productivity with digitalization
- Business expansion/conversion
- Measures for carbon neutrality
- Cost pass-through

Issues and needs of retail customers

Retail customers' needs are growing increasingly diverse and advanced, e.g., asset building in expectation of the era of 100-year life, and preparation for inheritance.

- Asset building/management in anticipation of the era of 100-year life
- Preparation for inheritance Smooth asset succession
- Convenient services Personalized services

Basic Approaches of Considering the Internal and External Environment

- Considering the improvement/expansion of the Group's management foundation along with the environment in Japan and abroad, from the diversification/sophistication of customer needs to the favorable market environments in Fukuoka and other areas in the Kyushu Region, diverse business opportunities can be expected in various financial and non-financial areas.
- Under the MTBP, we aim to boost the earning power of the NNFH Group while increasing support from customers by continuously improving the Group's enhanced collective strengths and providing optimal physical ("human touch") and digital solutions to our customers.
- The key theme for achieving this goal will be enhancing relationship management to align the Group's solution functions with customer needs. This will involve prioritizing specific measures such as strengthening the sales structure and human capital.
- Under the belief that "Without regional development, there will be no growth of the Group.", we remain committed to providing solutions for the community and customers and engaging in diverse activities to contribute to the local community, and we will strive to improve sustainability of the community and the NNFH Group by reinforcing forward-looking growth investments and enhancing return to shareholders, etc.

1. Boosting Earning Power by Providing Solutions Corresponding to Social Issues

Increase support from customers and boost the earning power of the NNFH Group by further enhancing the Group's collective strengths and providing solutions that address the increasingly diverse and sophisticated issues and needs of customers.

Strengthening Relationship Management

2. Strengthening the Sales Structure

Promote customer-oriented sales activity with a review of the sales system for HQ and branches, etc. along with enhancing digital channel functions and building a structure for centralization and effective utilization of information.

×

3. Strengthening Human Capital

Build a corporate culture that promotes advancement of diverse human resources through efforts to strengthen HR development for enhancing the expertise and skill sets of employees and establishing an environment that improves job satisfaction.

4. Improving Sustainability of the Community and the NNFH Group

Under the belief that "Without regional development, there will be no growth of the Group.", provide solutions to local issues through core business and actively contribute to the local community in a variety of ways along with aiming to improve sustainable growth and increase corporate value of the NNFH Group by reinforcing forward-looking growth investments and enhancing return to shareholders, etc.

Progress of Key Target Management Indices

		Results		MTBP KPI
		FY2022	FY2024	FY2025
Profitability	Consolidated net income * Figures in parentheses indicate the contributions made by Group companies other than the Nishi-Nippon City Bank.	¥26.1 billion (¥3.5 billion)	¥31.0 billion (¥4.5 billion)	¥32.0 billion (¥5.0 billion)
Profitability	Consolidated ROE	4.95%	5.51%	Approx. 6%
Efficiency	Consolidated core OHR	65.8%	63.5%	Approx. 60%
Soundness	Consolidated capital adequacy ratio * Figures in parentheses are based on the full application of Basel III finalization.	12.10% (10.39%)	12.59% (10.39%)	Mid-11% range (Lower 10% range)

	Results		MTBP KPI
Item	FY2022	FY2024	FY2025
Business loan balance (average) [The Nishi-Nippon City Bank]	¥4,988.5 billion	¥5,267.9 billion	¥5,300.0 billion
Corporate customer-related fee income [The Nishi-Nippon City Bank]	¥6.2 billion	¥6.9 billion	¥7.5 billion
Volume of card transactions [The Kyushu Card]	¥451.2 billion	¥560.2 billion	¥600.0 billion
Number of member stores [The Kyushu Card]	65 thousand	69 thousand	70 thousand
Structured financing balance (at term end) [The Nishi-Nippon City Bank]	¥396.9 billion	¥566.8 billion	¥510.0 billion
Credit-related fees [The Nishi-Nippon City Bank]	¥1.6 billion	¥2.3 billion	¥2.5 billion
Assets under management (at term end)	¥1,134.5 billion	¥1,405.2 billion	¥1,400.0 billion
Individual loan balance (average)	¥2,253.7 billion	¥2,419.2 billion	¥2,500.0 billion
Number of installment-type investment trust contracts signed (as of March each fiscal year)	65 thousand	92 thousand	103 thousand
Monthly withdrawals from installment-type investment trusts (as of March each fiscal year)	¥1.9 billion	¥2.6 billion	¥2.9 billion
Housing loan balance (average)	¥1,923.4 billion	¥2,064.6 billion	¥2,100.0 billion
Consumer loan balance (average)	¥330.4 billion	¥354.6 billion	¥360.0 billion

	Results		MTBP KPI
Item	Cumulative total during the previous MTBP	Cumulative total up to FY2024	Cumulative total up to FY2025
Number of SDGs management support projects	1,862 cases	1,703 cases	2,000 cases
Total sustainable financing amount (FY2021-)	¥543.6 billion	¥1,159.2 billion	¥1,200.0 billion
Number of DX consultancy/digitalization support projects	667 cases	757 cases	1,000 cases
Cases of HR-related solutions	698 cases	817 cases	1,000 cases
Number of support for business startups and secondary business startups [The Nishi-Nippon City Bank]	12,734 cases	7,131 cases	15,000 cases

*The total sustainable financing amount is calculated from fiscal 2021 onward.

Basic Strategy I. Providing Customer-Oriented "One-to-One Solutions"

In an effort to meet increasingly diversified and advanced customer needs, the NNFH Group provides customer-oriented "One-to-One Solutions" in the forms of "human touch" and digital solutions, thus contributing to the development of customers and the regional community.

Given the ongoing digitalization of banking and the resultant decline in customer traffic, we will expand contact with customers by enhancing the functions of digital channels, while at the same time strengthening our consulting function (discovering customers' issues and true needs and providing solutions) through physical channels.

(i) Providing Solutions to Corporate Customers

The NNFH Group provides financial and non-financial solutions tailored to each corporate customer's needs, which are becoming increasingly diverse and sophisticated against the backdrop of social changes such as labor/successor shortage, DX, and carbon neutrality, by fully applying the NNFH Group's collective strengths (hands-on support for corporate customers).

● Increasingly diverse and advanced issues and needs of corporate customers

Labor shortage	Higher productivity	Smooth business succession
Business expansion/ conversion	Measures for carbon neutrality	Revitalization of the regional economy

etc.

Providing Financial and Non-Financial Solutions (Hands-on Support for Corporate Customers)

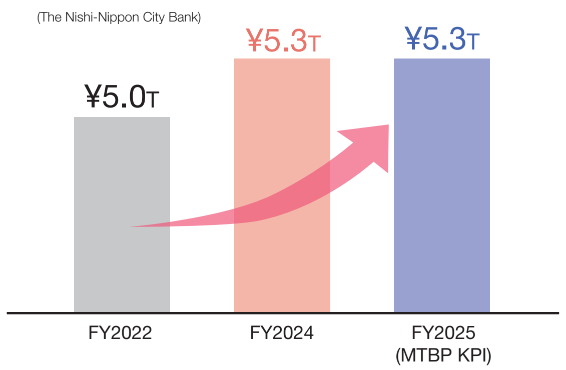
NNFH

Banking | Credit cards | Leasing | Securities | Consultancy | ICT

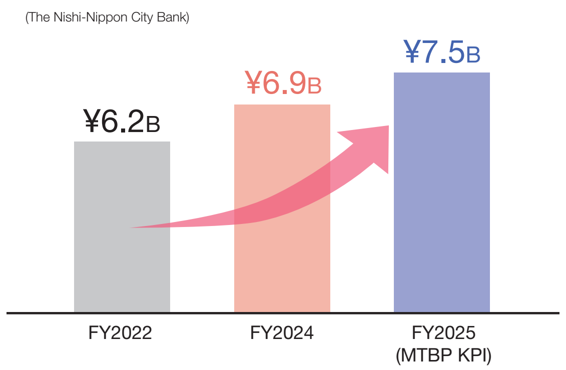
- Support for business succession/M&As
- Support for SDGs/ESG, decarbonization
- Support for digitalization/DX
- Support for cashless payment
- Human resources-related support
- Providing diverse fundraising methods
- Support for business startups/regional development

etc.

<Business loan balance (average)>



<Corporate customer-related fee income>



Support for Business Succession/M&As

Support Business Succession for a Broad Range of Customers

The NNFH Group supports business succession and M&As for a broad range of customers using more specialized and sophisticated methods, including management buyout (MBO) and leveraged buyout (LBO) schemes and funds.

In 2025, the Nishi-Nippon City Bank launched a new initiative applying AI to predict potential business succession needs and to identify appropriate buyer candidates.

Valuation | Formulation of business plans | M&As | IPO | Financing

IPO: Utilize Nishi-Nippon City Tokai Tokyo Securities' functions

Financing: Utilize MBO and LBO schemes and funds

etc.

Support for SDGs/ESG, Decarbonization

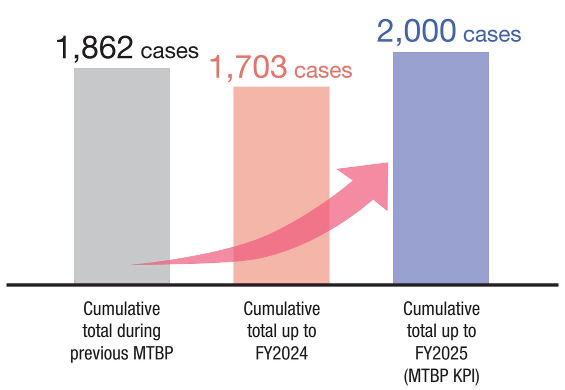
Provide Solutions that Match the Issues/Needs of Customers

The NNFH Group provides financial and non-financial solutions such as support for fundraising using sustainable financing and leasing and the preparation of action plans for SDGs management.

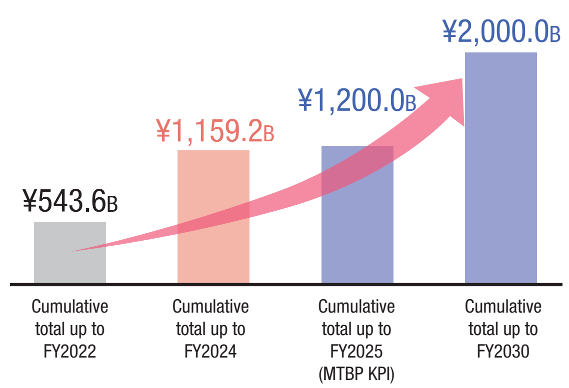
Providing Financial and Non-Financial Solutions

Financial Services	Non-financial Services
Sustainable financing	SDGs consulting service
Equipment lease financing	Decarbonization consulting
etc.	etc.

<Number of SDGs management support projects>



<Total sustainable financing amount (FY2021-)>

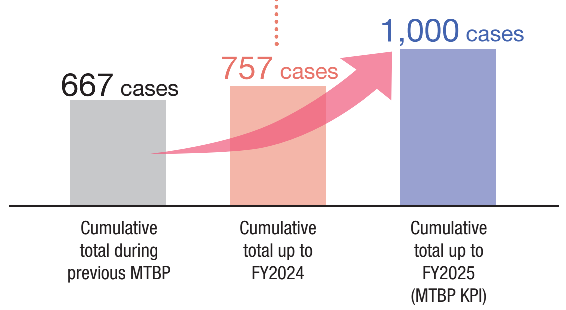


Support for Digitalization/DX

Optimal Support for Digitalization/DX for Each Customer

The Nishi-Nippon City Bank, City Ascom, and IJGN GROUP together utilize their respective functions to provide optimum digitalization and DX support tailored to the size and challenges of our customers.

<Number of DX consultancy/digitalization support projects>



(Breakdown of cumulative results up to fiscal 2024)

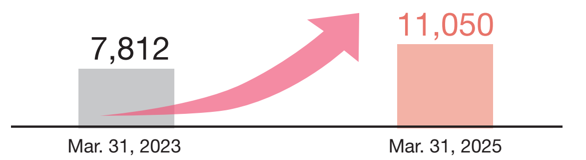
Consultancy on subsidies, ISO application, and taxes	200 cases
DX consultancy	164 cases
Expense settlement	94 cases
Electronic invoices	84 cases
Other	215 cases

Support for Cashless Payment

Support for Corporate Customers to Go Cashless with Payments

The NNFH Group helps our customers to go cashless by, for instance, proposing the introduction of corporate cards as a measure to comply with the Act on Special Provisions Concerning Preservation Methods for Books and Documents Related to National Tax Prepared by Means of Computers.

<Number of corporate cards issued>

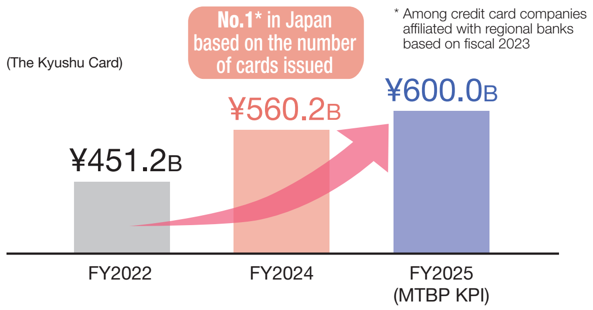


Support for cashless payment

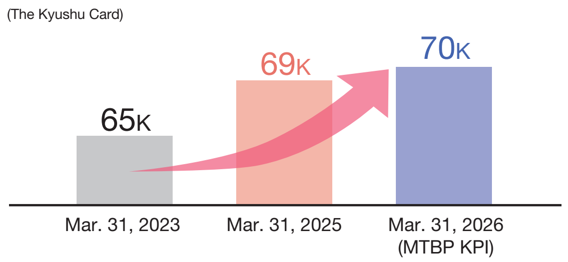
Efficient expense settlement

Transparent cost management

<Volume of card transactions>



<Number of member stores>



Human Resources-Related Support

Providing Group-Based HR-Related Solutions

The NNFH Group offers diverse human resource-related solutions.

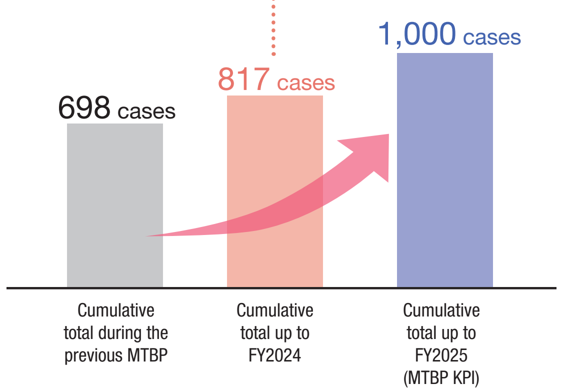
In February 2025, the Nishi-Nippon City Bank established a new human resources support team. By identifying what customers truly need and coordinating with other Group companies that provide human resource-relating solutions, the team enables the NNFH Group as a whole to deliver solutions tailored to each individual customer.

[Collaboration of HR solutions functions across the NNFH Group]

The Nishi-Nippon City Bank's HR support team

- **NCB Research & Consulting**: HR referrals, HR consultancy, In-house training/seminars
- **City Career Service**: System engineer staffing service
- **IJGN GROUP**: Consultancy on DX and HR

<Cases of HR-related solutions>



(Breakdown of cumulative total up to fiscal 2024)

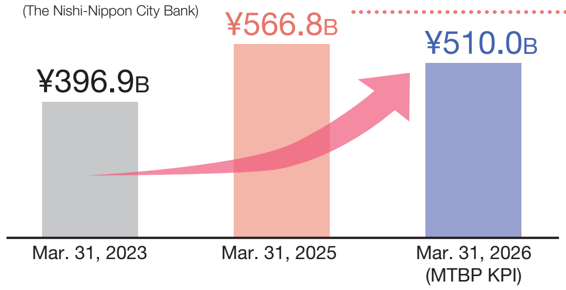
HR referrals	271 cases
Training	424 cases
Consultancy	122 cases

Providing Diverse Fundraising Methods

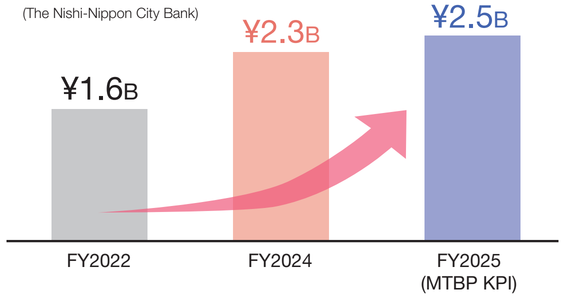
Initiatives for Structured Finance

The NNFH Group offers various types of structured finance options including real estate-related financing, MLBO financing, and ship/aircraft financing.

<Structured financing balance (at term end)>



<Credit-related fees>



(Breakdown of newly offered financing during the current MTBP)

% of self-originated projects*	Self-originated /Directly-originated	Approx. 70%
% of local projects*	Local projects	Approx. 70%
% by type	Real estate-related	34%
	MBO and LBO	26%
	Ship and aircraft	19%
	Other projects	21%

* Including the arrangement of syndicated loans

* Initiatives involving companies based in the Kyushu Region, as well as companies from outside the region investing within the region

Use of Funds

Through funding, the NNFH Group provides local companies with a wide range of support in line with their stage of development, including start-up financing, business succession, and business revitalization. To date, these funds and other related support have enabled four companies to go public.

[A variety of funds for different life stages of businesses]

Foundation, Growth		Growth, Maturity
NCB Kyushu Six-Order Industrialization Support Fund	QB Fund No. 1	NCB Kyushu Revitalization Fund No. 2
NCB Venture Fund	QB Fund No. 2	NCB Kyushu Revitalization Fund No. 3

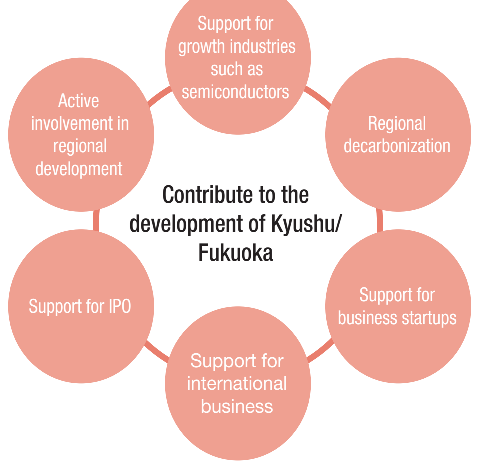
Total amount provided

165 cases/Approx. ¥13.7B

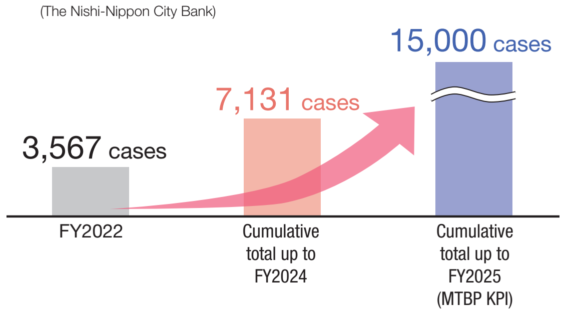
Regional Development/Support for Business Startups

Active Involvement in Development of the Regional Economy/Industries

The NNFH Group contributes to further development of Fukuoka and other areas in the Kyushu Region through active involvement in support for business startups, regional development, and growth industries such as semiconductors.

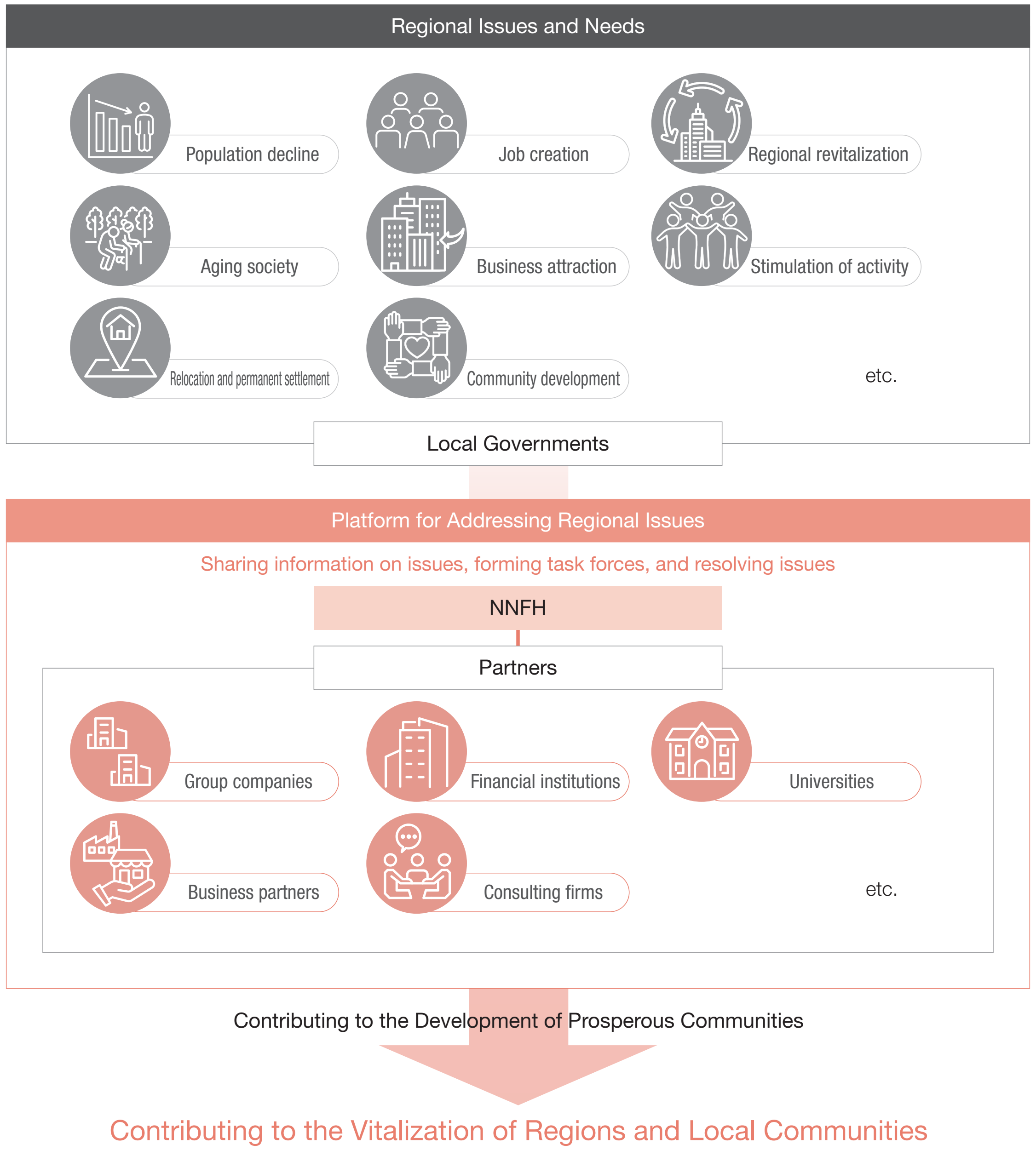


<Number of support for business startups and secondary business startups>



Partnering with the Local Community

Based on the belief that "without regional development, there will be no growth of the Group," the NNFH Group is committed to a variety of initiatives aimed at contributing to the development of vibrant and prosperous communities in partnership with local governments and other collaborators.



[Local Governments: Various Agreement Partners]

Comprehensive agreement partners (14 local governments)

- Fukuoka Prefecture
- Itoshima City
- Kurume City
- Tagawa City
- Nakagawa City
- Nakama City
- Fukutsu City
- Itoda Town
- Sue Town
- Fukuchi Town
- Miyako Town
- Karatsu City
- Tosu City
- Hita City

Individual agreement partners (9 local governments)

- Iizuka City
- Itoshima City
- Ukiha City
- Kama City
- Kita-Kyushu City
- Munakata City
- Yanagawa City
- Keisen Town
- Beppu City

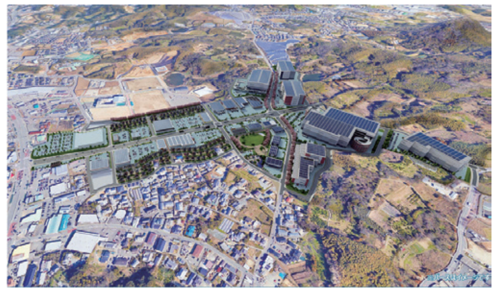
[Educational Institutions: Agreement Partners]

Industry-university collaboration agreement partners (9 universities)

- Kyushu University
- Kyushu Institute of Technology
- Kyushu Sangyo University
- Kurume Institute of Technology
- Seinan Gakuin University
- Nakamura Gakuen University, Nakamura Gakuen University Junior College
- Nishinippon Institute of Technology
- Fukuoka University
- Fukuoka Institute of Technology

Involvement in Regional Development

Land Readjustment Project in the Sandai District of Shingu Town



The Nishi-Nippon City Bank is participating in a land readjustment project in Shingu Town aimed at developing a new community based around disaster prevention hubs and logistic facilities. Along with the town government, local residents, and the coordinating company overseeing the project, the bank is contributing by attracting businesses, providing financial support, and other means.

The Nishi-Nippon City Bank aims to aid in revitalizing regions and stimulating activity through efforts such as financing projects, supporting the capital investments of incoming companies, and providing residential loans.

Aiding in Attracting Companies to Sasaguri Industrial Park

The Nishi-Nippon City Bank worked in partnership with Sasaguri Town to attract businesses to the Industrial Park in the Sasagurikita area, a new food industry hub developed by the town. Amid challenges such as some prospective companies revising their plans, the bank contributed to community development by attracting and financing new incoming companies through public-private collaborative support.

Collaborating with Local Governments

Selected by the Ministry of the Environment as a Decarbonization Leading Area together with Fukuoka City

In October 2024, the Nishi-Nippon City Bank joined with Fukuoka City and a number of locally based companies* to participate in the Ministry of the Environment's Decarbonization Leading Area initiative, which seeks to create model regions that take the lead in achieving the national goal of carbon neutrality.

The NNFH Group is committed to addressing the challenges of decarbonization and climate change by promoting regional carbon neutrality through the process of reducing its own emissions while also supporting customers in their decarbonization efforts.

*Partners: Fukuoka City; Fukuoka SoftBank Hawks Co., Ltd.; Sekisui House, Ltd.; Fukuoka University; Tenjin 2-Chome South Block Ekimae East-West Block Urban Development Promotion Council; Sekisui Chemical Co., Ltd.; Saibu Gas Co., Ltd.; NNR Shizen Energy G.K.; and The Bank of Fukuoka, Ltd.

Involvement in the Koga City Decarbonization Support Platform

In May 2025, NCB Research & Consulting was commissioned to operate Koga City's Decarbonization Management Support Platform*. Moving forward, we will work in collaboration with local economic organizations and specialized institutions to establish a hands-on support system for small and medium-sized enterprises, with the aim of simultaneously addressing regional challenges and fostering economic circulation.

*A platform established by Koga City with the goal of building a sustainable operating model to support small and medium-sized enterprises in decarbonizing their operations, as a step toward achieving carbon neutrality by 2050.

Donations for Tax and Public Fee Self-Payment Machines through the Regional Revitalization Support Tax System

In March 2025, the Nishi-Nippon City Bank made donations to Itoda Town, Sasaguri Town, and Sue Town under the Regional Revitalization Support Tax System, as part of its initiatives to promote regional revitalization. These donations are being used to install tax and public fee self-payment machines in the town offices, helping improve resident services by streamlining local tax payment procedures.

(Sasaguri Town Mayor Tadashi Miura, right)

Support for Regional Revitalization Using Corporate Version of Hometown Tax

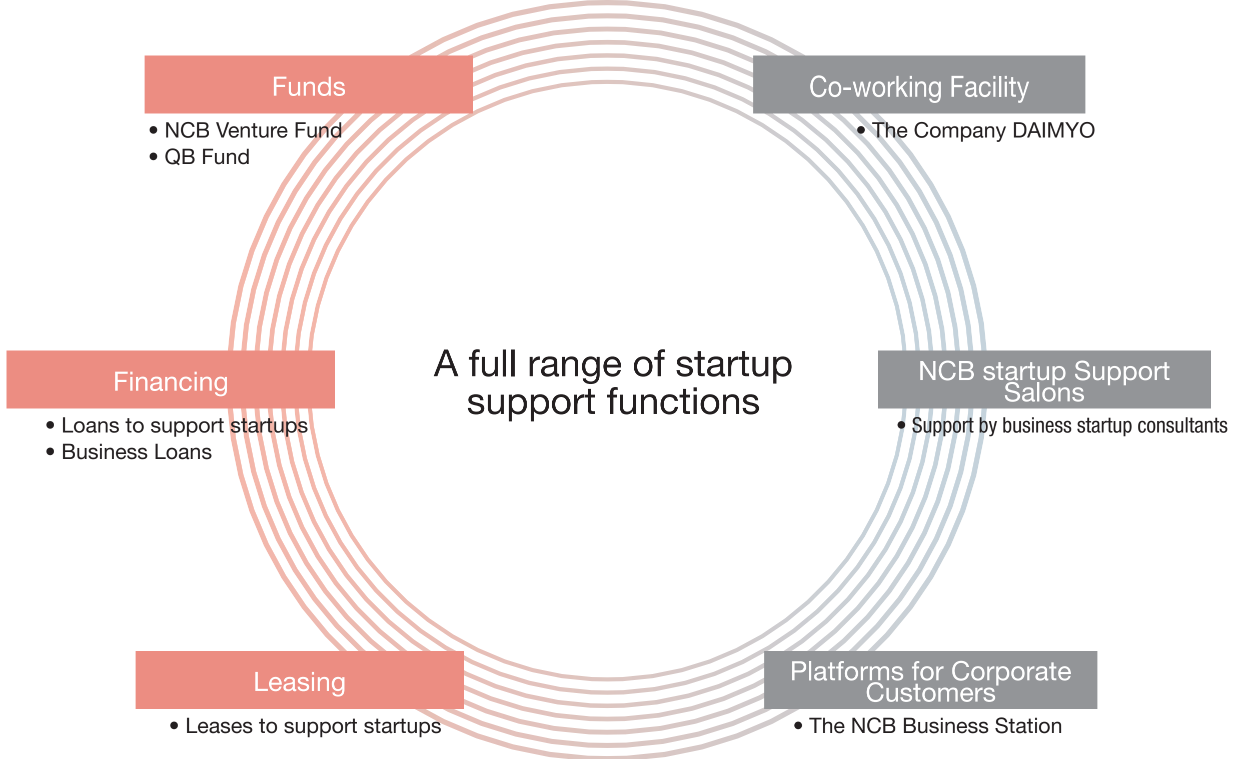
In June 2023, the Nishi-Nippon City Bank launched the first web portal operated by a regional bank for the corporate version of hometown tax. The website describes local governments' regional revitalization projects in an easy-to-understand manner, and users can apply to pay the tax through the website. Thirty local governments are listed as potential donation recipients (as of April 2025).

https://furukamu.com/

Partnering with the Local Community

Efforts to Create Industries and Jobs in the Region

The NNFH Group started as a financial institution specializing in financial services for SMEs. The Group is making active contributions to the creation of industries and jobs in the region by providing funds and consulting services to venture businesses before and after foundation by giving full play to the unaltered DNA of developing SMEs.



NCB Startup Support Salons and Business Startup Consultants

At the NCB Startup Support Salons in Fukuoka City and Kita-Kyushu City (opened in February 2016 and November 2017, respectively), the Nishi-Nippon City Bank offers consultation services on everything to do with starting a business, including support for pre-startup business plan formulation, financing at the time of startup, post-startup management guidance/consultation, and organization of seminars. The salons also provide entrepreneurs with opportunities to network with their peers.

At these salons, consultants offer one-stop and finely-tuned consultations related to the startup. Online consultation services are also available.

16,027
visitors in total
(as of March 31, 2025)

A Co-working Facility, The Company DAIMYO

In May 2022, the Nishi-Nippon City Bank established a brand new co-working facility, The Company DAIMYO, within its Daimyo Branch building.

There, our resident business startup consultants address a variety of issues that customers may encounter before and after starting a business. Also organized at the facility are periodic consultations by certified tax accountants and other specialists and gatherings designed to allow the tenants to build a network.

NCB Business Loans and Bank of Nagasaki Business Loans

The Nishi-Nippon City Bank offers NCB Business Loans, which are designed to financially support businesses run by sole proprietors. Everything from application to conclusion of a contract can be completed online anytime, anywhere without having to visit a physical branch.

Meanwhile, the Bank of Nagasaki offers Bank of Nagasaki Business Loans. Some of their advantages include a simple application procedure that doesn't require applicants to submit income verification documents and speedy screening that an application may be filed via facsimile and responded to the following day.

NCB Leasing Support for Business Startups and Nagasaki Leasing Support for Business Startups

The Nishi-Nippon City Bank and the Bank of Nagasaki, in cooperation with Kyushu Leasing Service, provide individual business owners who are considering installing startup-related equipment with business startup leasing support.

NNFH Business Idea Competition: Open Innovation Hub

NNFH held a final selection meeting for the 5th NNFH Business Idea Competition: Open Innovation Hub in February 2025.

From among the 106 groups that entered the competition, seven finalists in the Business Category and two finalists in the Seed Category made presentations during the final selection. The following two groups received the top awards.

Top prize winner
– Business Category –
AironWorks Co., Ltd.

Service: AironWorks
Summary: AI-powered cybersecurity measures

Top prize winner
– Seed Category –
Eletus Co., Ltd.

Service: AsagamiAI
Summary: AI-powered service for taking study notes

Business Plan Contest: CHALLENGE 2024

In November 2024, City Ascom held the business plan contest: CHALLENGE 2024 under the theme of "Solving Social Issues through Digital Technology," with the aim of accelerating regional collaboration through service development and co-creation activities with private-sector companies.

Top prize winner:	raise INC. — Corporate bicycle rental service aimed at maintaining employee health
Prize winner:	tatamama General Incorporated Association — Childcare support app for mothers of twins, triplets, etc.
Judges' special award winner:	bel, LLC — Community platform for building sustainable relationships with graduates using NFTs

NCB Open Accelerator

In cooperation with KPMG Japan, the Nishi-Nippon City Bank in 2022 launched the NCB Open Accelerator* program, which supports the creation of new businesses by local organizations and companies, and contributes to the revitalization of local economies.

* The program aims to create new businesses by combining the technologies, expertise, sales channels, and other resources owned by participating companies with the innovative business models, advanced technologies, and expertise of startup companies.

In March 2025, NCB Open Accelerator@Fukuoka 2024 held a meeting to report its final outcomes. At the meeting, the five participating companies reported on the results of their efforts to create new businesses, which they had been working on in collaboration with startups under themes they had respectively chosen. The program's activities over a period of around eight months gave rise to opportunities for new business collaboration among the participating companies.

[Companies Participating in FY2022]
● Dhowa Technos Co., Ltd. ● Fukuoka SoftBank Hawks Co., Ltd.
● Kubarahonke Co., Ltd. ● Nishikei Co., Ltd. ● QTnet Co., Ltd. (Listed in alphabetical order)


(FY2022)

[Companies Participating in FY2023]
● Eishinkan Holdings Co., Ltd. ● Green Co-op Community
● Sakushushoji Co., Ltd. ● teno. Holdings Company Limited (Listed in alphabetical order)


(FY2023)

[Companies Participating in FY2024]
● Fuchigami Fines Co., Ltd. ● KyusyuCarLease Co. ● Ohga Pharmacy Co., Ltd.
● Uemura Group (Uemura Kensetsu Corporation, etc.) (Listed in alphabetical order)
○ Observer: Eishinkan Holdings Co., Ltd.*
*Participated in fiscal 2023 and joined as an observer in fiscal 2024.


(FY2024)

(ii) Providing Solutions to Retail Customers

The NNFH Group provides optimal solutions for each customer by enforcing customer-oriented business conduct and consulting on all assets and liabilities for a broad range of customers.

Issues and needs of retail customers

- Asset building/ management in anticipation of the era of 100-year life
- Preparation for inheritance Smooth asset succession
- Convenient and personalized services

etc.

Consulting on Full Range of Assets and Liabilities of Customers

Support stable asset building

- Consulting on asset building starting with NISA and iDeCo
- Support asset building using loan products
- Enhance functions for non-face-to-face channels and improve UI/UX

etc.

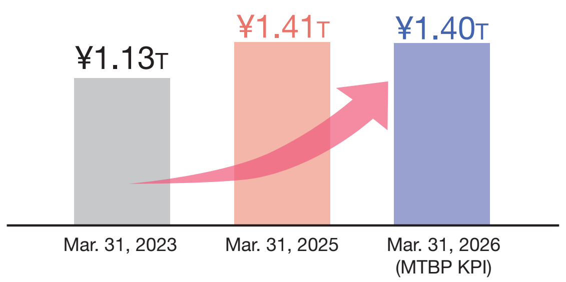
Sophisticated asset management/Succession support

- Sophisticated asset management consulting
- Support asset succession/ inheritance using trusts
- Support asset management/ succession using loan functions

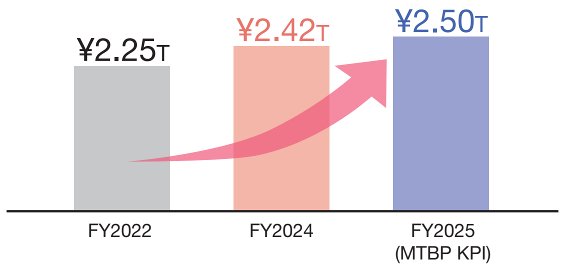
etc.

Enforce Customer-oriented Business Conduct

<Assets under management (at term end)>



<Individual loan balance (average)>

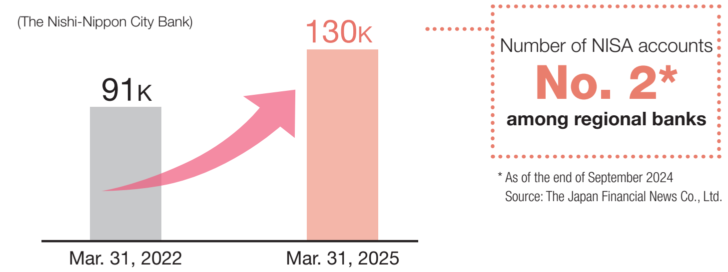


Consulting on Asset Building

Consulting Services to Help Build Assets Starting with NISA

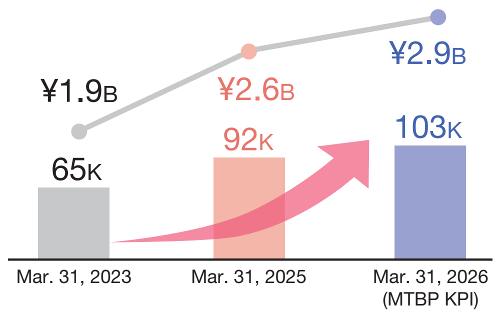
The NNFH Group focuses on providing consulting services that help our customers build assets, including proposals on long-term diversified investments that leverage NISA, regular investment trusts, and other options. The NNFH Group also actively provides financial and economic training in collaboration with municipalities, schools, and other local bodies. (See page 40 for specific examples of financial and economic training)

<Number of NISA accounts>



* As of the end of September 2024
Source: The Japan Financial News Co., Ltd.

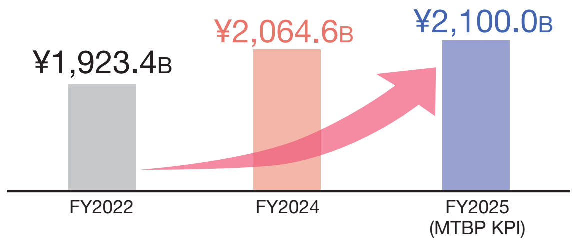
<Number of installment-type investment trust contracts/monthly withdrawal amount>



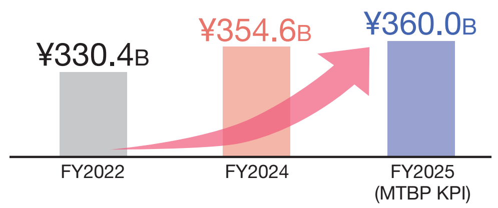
Providing Loan Products Matching Customers' Life Stages

The NNFH Group provides loan products that match our customers' life stages by flexibly assigning personnel to our dedicated loan sites and expanding application channels of various types of loans using non-face-to-face channels.

<Housing loan balance (average)>



<Consumer loan balance (average)>



Providing Solutions for Wealthy Individuals

Provide Sophisticated Solutions with Bank and Securities Collaboration

The NNFH Group provides sophisticated solutions with mutual customer referral/collaboration between banks and securities corresponding to the needs of each customer, and in fiscal 2024, the number of active accounts held by high-net-worth individuals at Nishi-Nippon City Tokai Tokyo Securities was approximately 1.9 times that of 2022.

Asset Succession/Inheritance Initiatives

Support for Asset Succession/Inheritance Using Trust Functions

The NNFH Group supports smooth asset succession/inheritance for customers by enhancing trust business initiatives in preparation for the "Great Inheritance Era."

- Testamentary trust
- Inheritance management
- Seniors support trust
- Annual installment gift trust
- Substitute testamentary trust

Signing a Partnership Agreement on Testamentary Trust Services with the Ashinaga Foundation

In December 2024, the Nishi-Nippon City Bank became the first Kyushu bank to sign a Partnership Agreement on Testamentary Trust Services with the Ashinaga Foundation, a general incorporated foundation that provides educational funding. In collaboration with the Ashinaga Fundation, the Nishi-Nippon City Bank helps customers realize their wish to have their assets used to support children, who will carry the burden of shaping society in the future.

Building a Framework for Customer-Oriented Business Conduct

Basic Policy for Management and Building of Customers' Assets

Under the Group Management Philosophy, the NNFH Group rolls out comprehensive financial services that exceed the expectations of customers and host communities. To appropriately manage and build customers' assets, the NNFH Group has built a framework for customer-oriented business conduct by establishing the Basic Policy for Management and Building of Customers' Assets (Basic Policy on Fiduciary Duty).

The NNFH Group has set objective and specific KPIs to assess the status of customer-oriented business conduct based on the basic policy. The status is disclosed regularly and reviewed as needed.

*The complete text of the basic policy and details of initiatives can be viewed on the NNFH corporate website.

https://www.nnfh.co.jp/fiduciaryduty.html

Basic Policy 1. Building a Framework for Customer-Oriented Business Conduct

In accordance with the Group Management Philosophy, the NNFH Group strives to ensure thoroughly customer-oriented business conduct, aiming to be a comprehensive financial group chosen by customers. Each and every officer and employee works in a way sincere and fair for customers.

- Improving evaluation methods for sales staff
- Complying with laws and regulations, improving verification systems, etc.
- Appropriate management of conflicts of interest

etc.

Basic Policy 2. Offering Optimal Products and Services for Customers

Through dialogue with customers, the NNFH Group accurately understands customer needs and strives to offer optimal products and services suited to customers' asset status, experience, knowledge, and purpose of asset management.

- Identifying customer needs and confirming suitability
- Proposals for stable asset building
- Promoting digital and non-face-to-face transactions
- Consultation at branches where customers can visit on holidays
- Improving sales staff expertise

etc.

Basic Policy 3. Providing Information to Customers in a Better Way

The NNFH Group strives to provide important information in a way easy to understand for customers, according to product and service characteristics, customers' experience and financial knowledge, and other factors. This helps customers select products and services that meet their needs.

- Providing information through applications, seminars, etc.
- Providing information to schools, etc.
- Follow-up services

etc.

Customer-Oriented Financial Sales Company Evaluation by a Credit Rating Agency*

Our customer-oriented approach to financial product sales was recognized in the R&I Customer-Oriented Financial Sales Company Evaluation. The Nishi-Nippon City Bank received a rating of "SS," the highest among domestic banks, and Nishi-Nippon City Tokai Tokyo Securities received a rating of "S+," the highest among domestic securities companies.

*Rating & Investment Information, Inc.

The Nishi-Nippon City Bank (March 2025)

Nishi-Nippon City Tokai Tokyo Securities (March 2025)

Renewal of the Nishi-Nippon City Bank App

The Nishi-Nippon City Bank offers the Nishi-Nippon City Bank App, which enables customers to open investment trust and foreign currency deposit accounts, apply for transactions, and complete other procedures.

We are also working to boost customer convenience by renewing various transaction screens in the app and adding new features.

See page 44.

Providing Information through Seminars

The NNFH Group holds seminars to provide as many customers as possible with the opportunity to begin building assets.

In June 2024, the Nishi-Nippon City Bank co-hosted the Money-Growing Caravan: Learn About NISA in Fukuoka Prefecture with Nomura Asset Management Co., Ltd. and baton inc., aiming to provide participants with an enjoyable opportunity to learn about asset management.

In December 2024, the Nishi-Nippon City Bank also held a seminar with Mitsubishi UFJ Asset Management Co., Ltd. on NISA usage strategies.

Financial and Economic Education Activities

The NNFH Group provides financial and economic education that helps raise financial literacy of local communities in collaboration with local governments, schools, and other entities.

Events and Seminars to Provide Economic/Financial Information

Lectures on Economic Matters

Since January 2008, the NNFH Group has hosted this popular annual talk by the Nishi-Nippon City Bank's Special Advisor Isao Kubota, to share the latest financial and economic information that customers may find useful in steering their businesses or developing a business outlook for the new year. A total of 18 sessions have been held as of March 31, 2025.

Asian Finance and Economic Forum 2024

In August 2024, the Nishi-Nippon City Bank hosted the Asian Finance and Economic Forum 2024 as part of its 20th anniversary celebrations, with the aim of providing participants with the latest information on finance and economics in Asia (co-hosted by Fukuoka Prefecture, Fukuoka City, and Kitakyushu City).

Financial Literacy & Asset Building Seminar

The Nishi-Nippon City Bank held seminars on financial literacy and asset building targeting university students at Nakamura Gakuen University Junior College in November 2024 and at Seinan Gakuin University in December 2024.

The seminars provided information on the global and domestic economic environments, the importance and risks of asset building, as well as strategies for avoiding financial troubles.

Finance Literacy Education

Since August 2007, the Nishi-Nippon City Bank has supported financial literacy education by, for instance, organizing a series of workshops for local elementary school students to teach them the value and role of money. A total of 74 sessions were held between April 1, 2024 and March 31, 2025.

Dispatch of Lecturers and On-site Classes

Collaboration with Universities

The NNFH Group dispatches its officers and employees to local universities in order to support university students in learning practical financial knowledge.

In fiscal 2024, the Group offered lectures on banking theory at Kyushu Sangyo University, and held seminars on developing financial specialists at Seinan Gakuin University and on the financial industry at Fukuoka University.

Provision of Learning Materials

Production of Original Materials

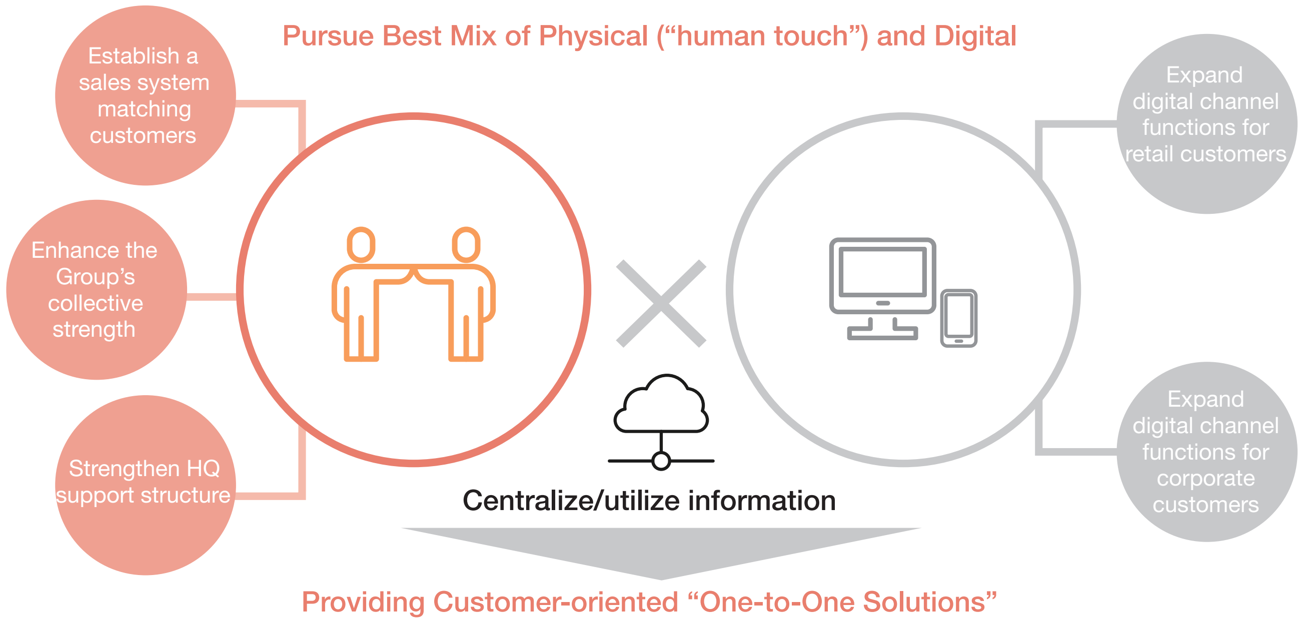
The Nishi-Nippon City Bank produces original materials for financial literacy education programs (for elementary and junior high school students). The materials are available on its website and are also distributed as booklets.

The bank's financial literacy education program for elementary school students received an excellence award in May 2024 at the 2024 Consumer Educational Materials Awards organized by the National Institute on Consumer Education.

https://www.ncbank.co.jp/corporate/chiiki_shakaikoken/literacy/

Basic Strategy Ⅱ. Sales Reform

The NNFH Group carries on the concept of 'pursuing the best mix of physical ("human touch") and digital solutions,' as set forth in the previous MTBP, and further enhance the functions of digital channels, while this time placing particular emphasis on the "human touch" elements as we work to strengthen relationship management.

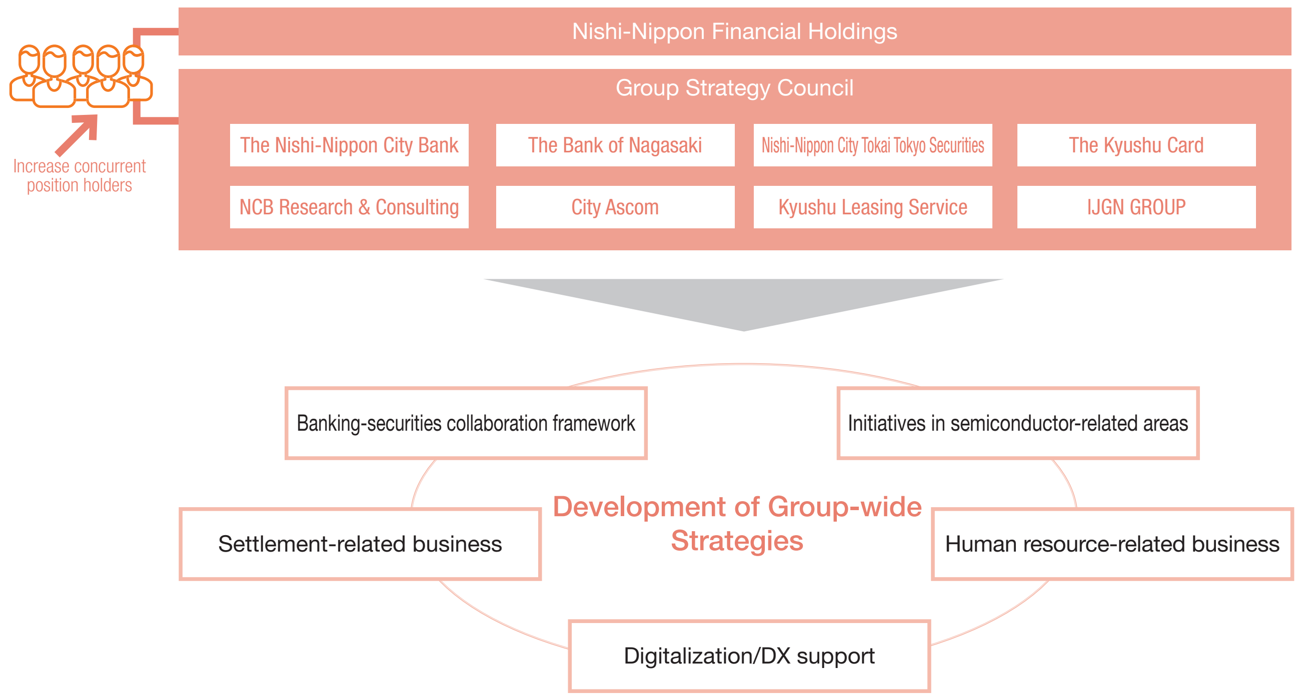


(i) Strengthening the Sales System

Enhance the Group Collaboration System

The NNFH Group practices matrix management, in which NNFH (the holding company) develops group-wide strategies based on the needs of each customer.

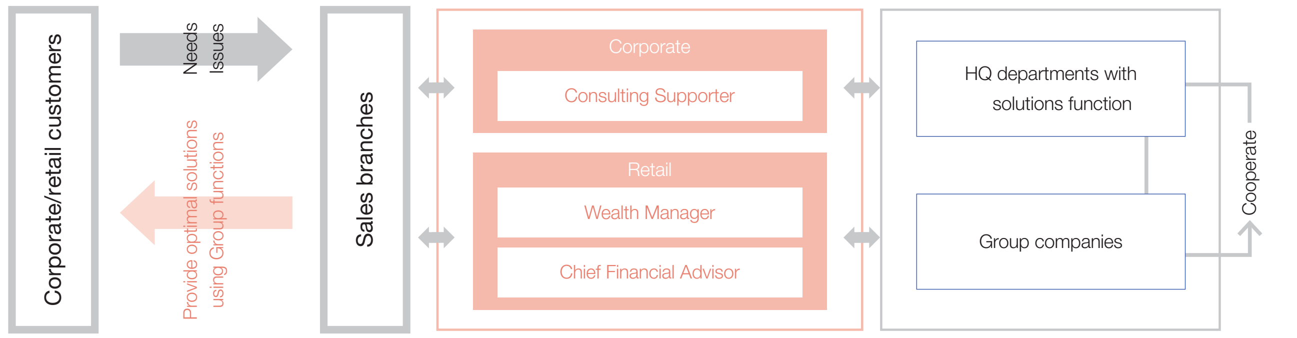
We increase the number of employees who hold concurrent positions at NNFH and other companies, and we roll out cross-Group strategies through the Group Strategy Council, etc., comprised of eight Group companies.

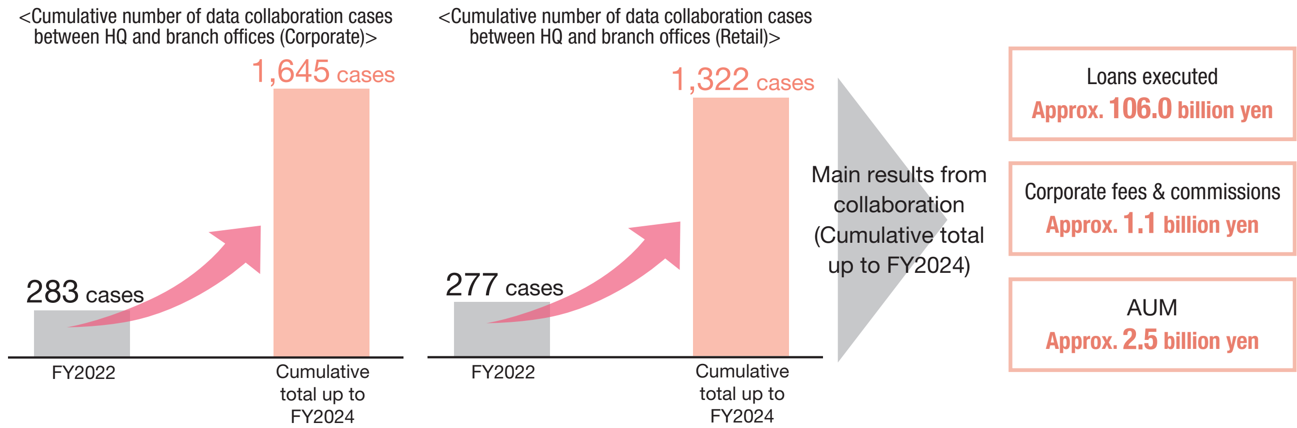


Strengthen the HQ Support System

In April 2023, the Nishi-Nippon City Bank created units specializing in linking customers' challenges and needs with the solutions the Group could offer. This has significantly increased the number of cases of collaboration between the headquarters and sales branches.

Strengthen the "Hub" by Establishing Specialist Teams in HQ (April 2023-)

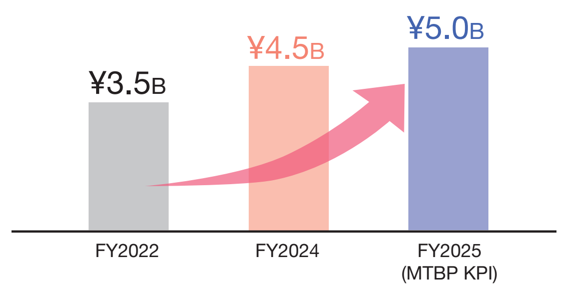




Column ● Contribution to the Consolidated Performance of the NNFH Group Companies

Strengthening the sales structure contributed to 4.5 billion yen in consolidated results among Group companies in fiscal 2024 (excluding the Nishi-Nippon City Bank). Additionally, the ratio of consolidated profit to parent company profit—an indication of the degree of contribution to the consolidated performance of Group companies (excluding the Nishi-Nippon City Bank and the Bank of Nagasaki)—continues to remain at a top-class level among all regional banks.

<Amount of contribution to the consolidated performance of Group companies*1>



*1 Sum of the amounts calculated by multiplying profit of each company by the equity holding ratio (deducting gains on the sale of equities, etc. within the Group)

<Ratio of consolidated profit to parent company profit in the NNFH Group*2>

*3 One of the highest ratios among regional banks

FY2022	FY2024	FY2025 (Forecast)
1.19x*4	1.13x	1.14x

*2 Consolidated profit divided by profit of two subsidiary banks combined
*3 As of March 31, 2025
*4 Excluding the gain on negative goodwill resulting from the consolidation of Kyushu Leasing Service and City Ascom

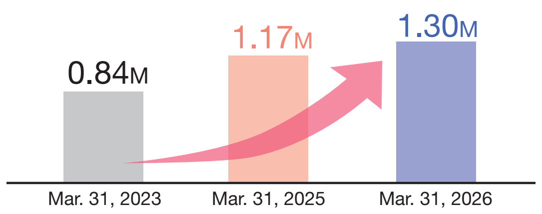
(ii) Digital Strategy

The Nishi-Nippon City Bank expands digital channel functions for corporate and retail customers and improves UI/UX in addition to building a system for centralizing/utilizing customer information. Provide optimal solutions for each customer in physical and digital channels.

Retail digital channel (the Nishi-Nippon City Bank App)

Equip the app with variety range of banking functions and pursue simple, user-friendly UI/UX for wide-ranging generations of customers.

<Number of registered accounts>



- Support asset building, etc. via the app
- Provide better operability for each generation
- Provide more optimized information

Enhanced Functionality of the Nishi-Nippon City Bank App

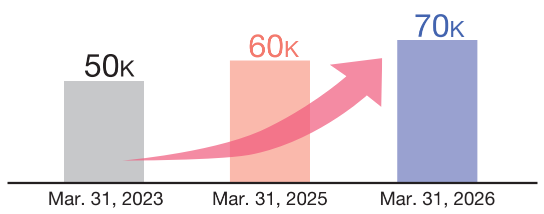
- Opening of children's accounts
- Loan statement inquiries and repayments
- Scheduled withdrawal inquiries
- Renewal of the app's home screen

etc.

Corporate digital channel (the NCB Business Station)

Position the NCB Business Station as the digital platform for all business entities and provide convenient financial and non-financial services.

<Number of users>

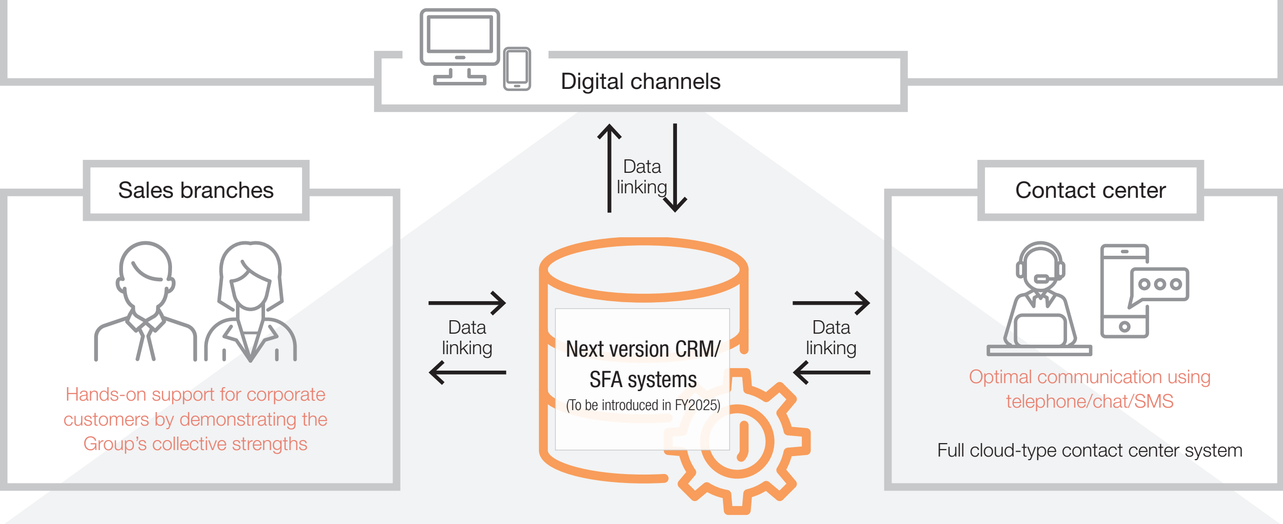


- Improve convenience by expanding functions
- Improve quality of information delivery to customers
- Seamless linkage of corporate digital channels

Enhanced Functionality of the NCB Business Station

- Corporate app
- Digital passbook
- Additional areas for opening corporate accounts
- Electronic issuance of balance certificates
- Inquiries on loan balances, etc.
- Various notifications

etc.



Centralize customer information / Prepare data-based strategies

Providing "One-to-One Solutions" Based on Understanding of Customers

Utilize information (example)	Marketing starting with the customer's interests	Optimize recommendations using online activity data	etc.

Services for Retail Customers

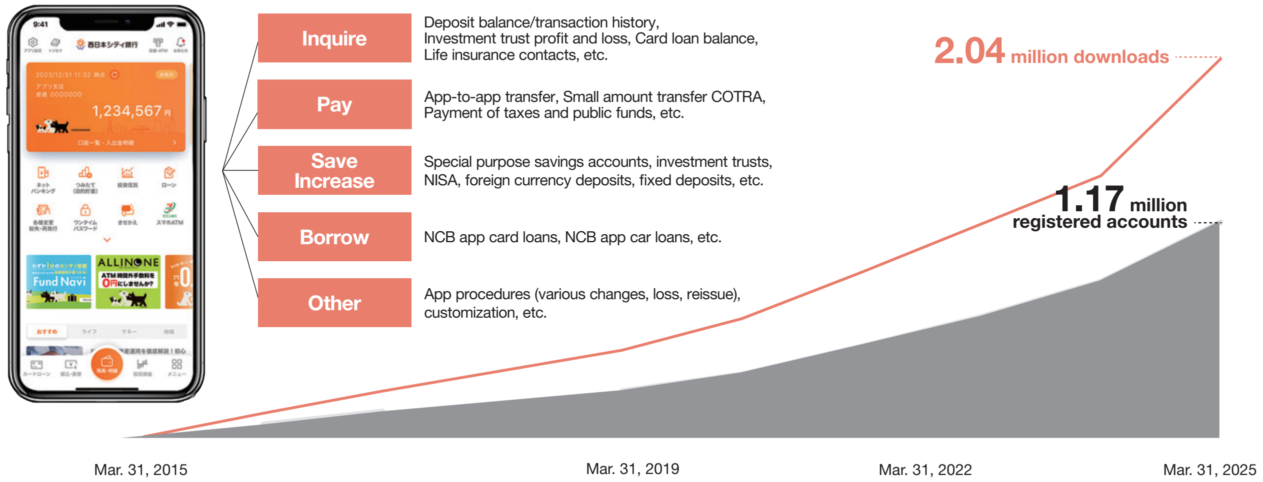
Expanding Functions of the Nishi-Nippon City Bank App

Since its March 2015 launch, the Nishi-Nippon City Bank app, a smartphone app offered by the Nishi-Nippon City Bank, has continued to expand its functions and the number of service procedures that can be completed through the app, such as opening savings accounts, conducting card loan and mutual fund transactions, and using smartphone ATM.

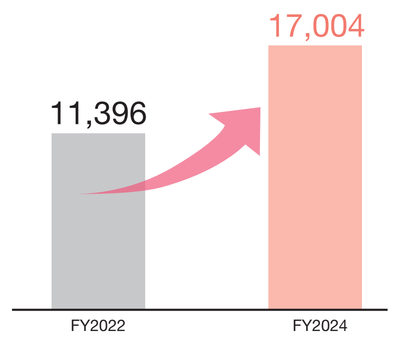
The app is popular among customers, evidenced by a total of 2.04 million downloads with 1.17 million account registrations as of March 31, 2025.

Going forward, we will continue to provide convenient services and expand contact points with retail customers under the concept of "Have a bank in your smartphone!"

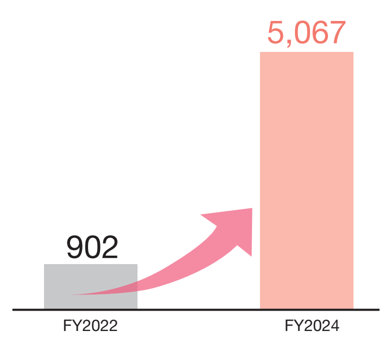
Have a bank in your smartphone!



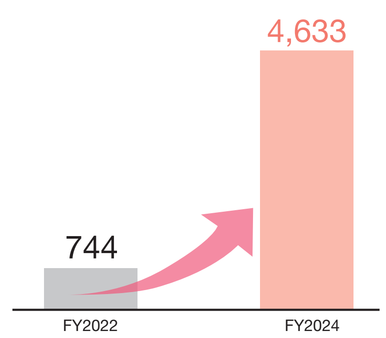
<Number of ordinary savings accounts opened (app)>



<Number of investment trust accounts opened (app)>



<Number of NISA accounts opened (app) >



New Features of the Nishi-Nippon City Bank App

1. Foreign currency deposit savings procedures can be completed entirely within the app

The first such feature among regional banks in Japan!

Renewed foreign currency deposit screen

Additional banners
Simplified screen design

2. The ability to review current life insurance contracts through the app

The first such feature among all financial institutions in Japan!

- Individual annuity insurance
- Whole life insurance
- Term life insurance
- Medical insurance
- Cancer insurance
- Income protection insurance
- Disability insurance
- Long-term care insurance
- Educational endowment insurance

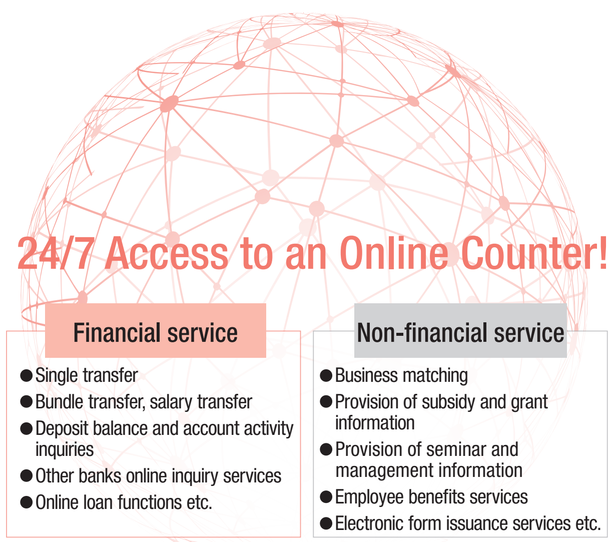
The ability to view contract details with a single tap

*Customers can view the details of their current life insurance contract through the app, even without their insurance policy on hand.

Services for Corporate Customers

Introducing the NCB Business Station, a Platform for Corporate Customers

In December 2020, the Nishi-Nippon City Bank opened the NCB Business Station, a platform for corporate customers. The online platform aims for a one-stop service providing financial and non-financial transactions, under the concept of "24/7 access to an online counter!" The unique system was jointly developed with NTT DATA Corporation.



[Main Functions Added since Fiscal 2024]

Available from July 2024
Online applications for corporate internet banking

Complete corporate internet banking applications (new or revised) entirely online
- Complete transactions, anytime, anywhere, without the need to visit a branch
- No need to submit documents or seals
- Supports both new applications and revisions

Available from August 2024
Online applications for corporate accounts

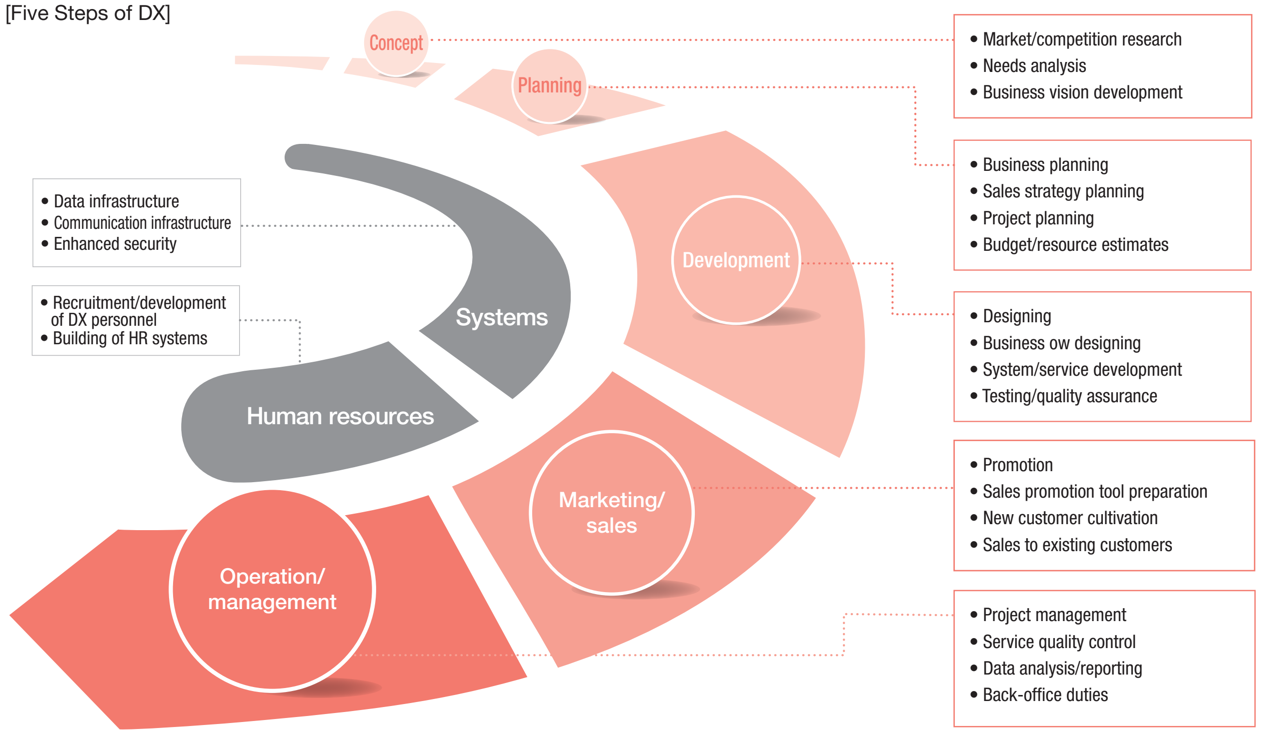
Complete corporate account applications online
- Complete transactions, anytime, anywhere, without the need to visit a branch
- Simultaneous acceptance of corporate internet banking applications
- Remote identity verification

Strengthening the Framework for Providing Digital Solutions

The Nishi-Nippon City Bank established a group mainly handling digital solutions within the Digital Strategy Division in April 2024 to enhance its framework to offer solutions for its customers' digitalization and DX needs (the group is an upgraded form of a team mainly handling digital solutions that was established in the same division in October 2022).

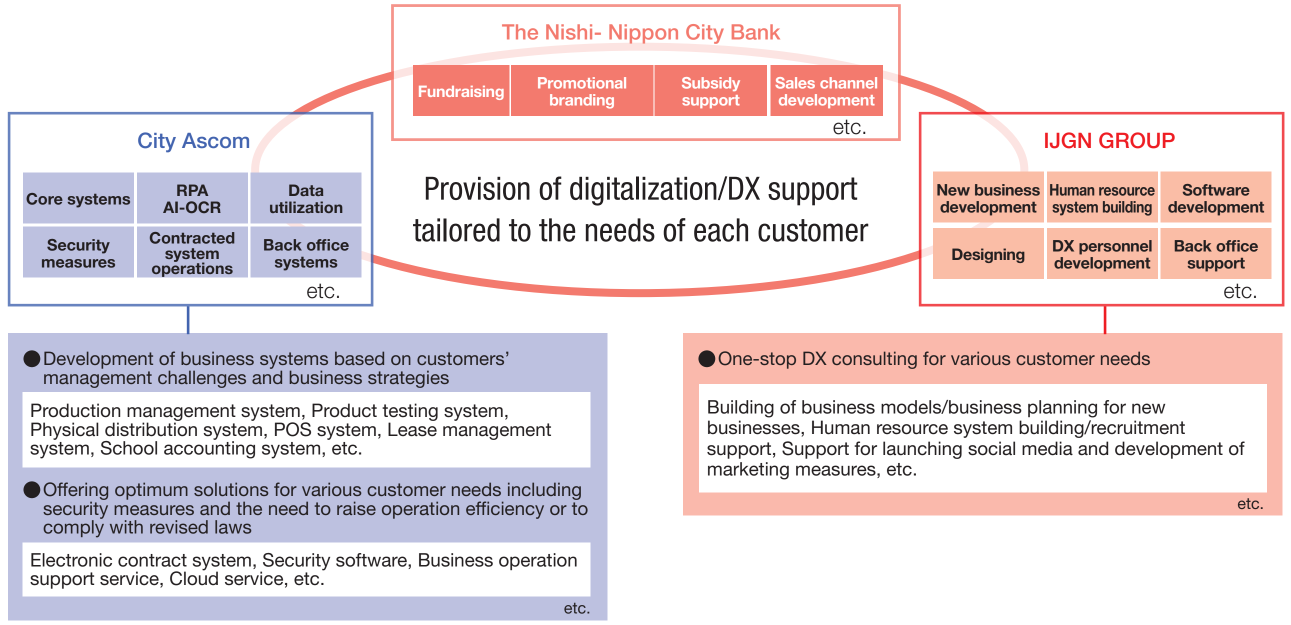
Under this framework, the bank supports digitalization efforts of its customers to help them increase their operational efficiency as well as their DX efforts to support their business reforms.

[Five Steps of DX]



The NNFH Group's DX Support System

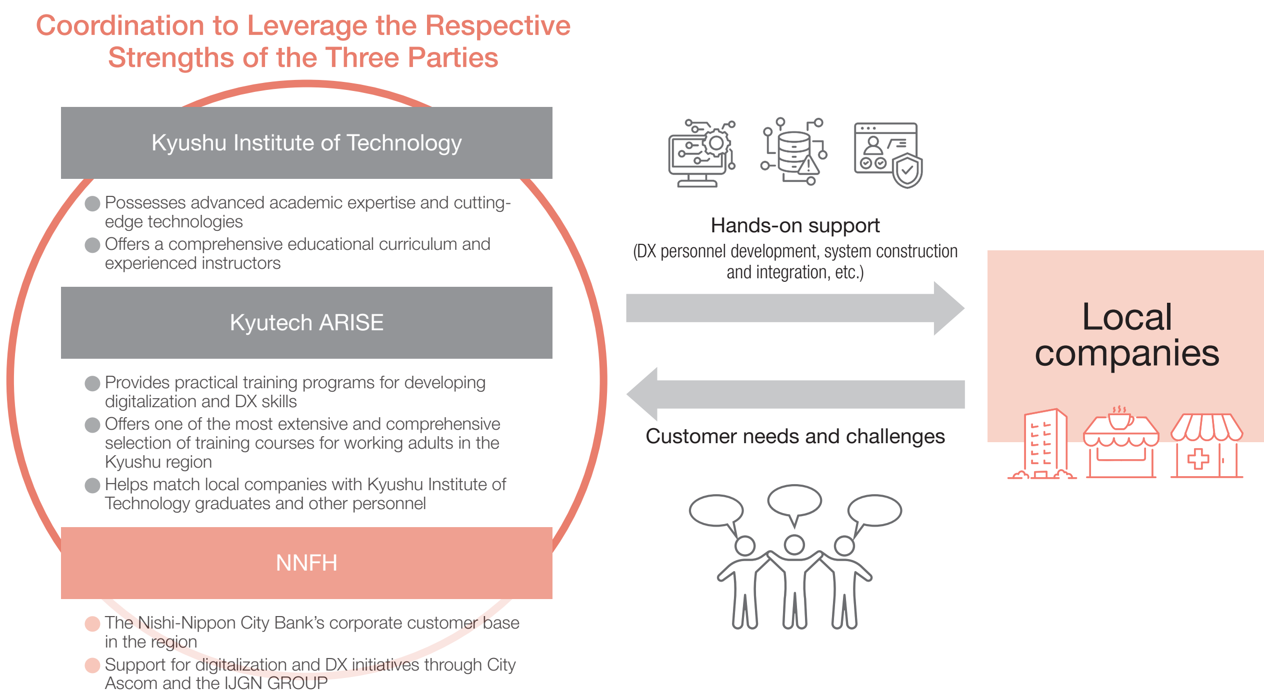
The Nishi-Nippon City Bank, City Ascom, and the IJGN GROUP have established a cross-group sales force to provide appropriate solutions to the various issues faced by our customers in implementing digital transformation.



Signing DX Support Agreements

In February 2025, NNFH signed DX Support Agreements with the Kyushu Institute of Technology and Kyutech ARISE.

Each of the three parties—operating in coordination to leverage their respective strengths—works to revitalize the regional economy through initiatives such as developing human resources for digitalization and DX, and supporting the DX efforts of local companies.



(iii) Work Reform

In April 2018, the Nishi-Nippon City Bank embarked on a series of work reforms, comprising the three pillars of work flow innovation, digital innovation, and resource innovation. These attempts to carry out work reforms have not only helped reduce the amount of administrative work and expenses, but have also led to major qualitative changes to the entire organization on a scale that is arguably the largest in the bank's history.

A General Picture of Work Reform

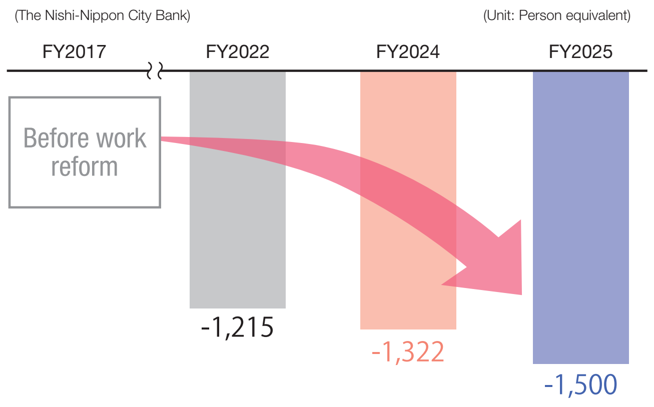
Work Flow Innovation	Digital Innovation	Resource Innovation
Standardize support counter service	Increase efficiency in meetings and in the preparation of materials	Reduce cross-divisional operations
Reduce special administrative tasks unique to each branch office	Digitalize paper documents	Introduce the new system for sales branches

<Key completed measures> etc.

Initiatives to Enhance Operational Efficiency and Productivity

Through its work reform initiatives, the Nishi-Nippon City Bank is significantly reviewing operations and reallocating resources, reducing the volume of work at the head office and branches equivalent to about 1,300 employees so that personnel made available through improved efficiency can be redeployed to priority areas. These efforts have steadily improved productivity per employee.

<Volume of office work reduced at the head office and branches (cumulative)>



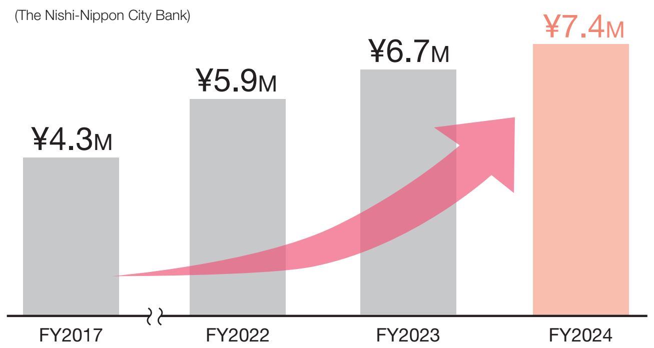
[Re-allocating personnel to priority fields]

247

*Results from the start of work reform initiatives through to fiscal 2024.

Front-office section / Corporate solutions field / Group companies / IT/digital area / Market area / etc.

<Operating income from services for customer per employee*>



Productivity per Person Increasing Steadily

* (Average balance of loans and bills discounted × Loan-to-deposit spread + Net fee and commission income – General and administrative expenses) ÷ Average number of employees during the fiscal year

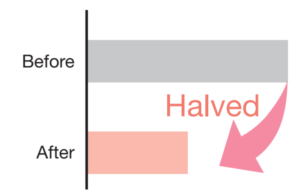
Introduction of a New Branch System

The Nishi-Nippon City Bank completed system renewal at all branches by March 2025. The new system has improved customer convenience by shortening the processing time per transaction and other enhancements, enabling employees to devote greater attention to consultation services.

Conceptual Image of the Bank's branches after Introducing A New System for Sales Branches

With careful guidance from employees, customers independently complete transactions using a tablet, etc.

<Time taken per transaction*>



* Deposit and withdrawal operations

Volume of administrative work reduced

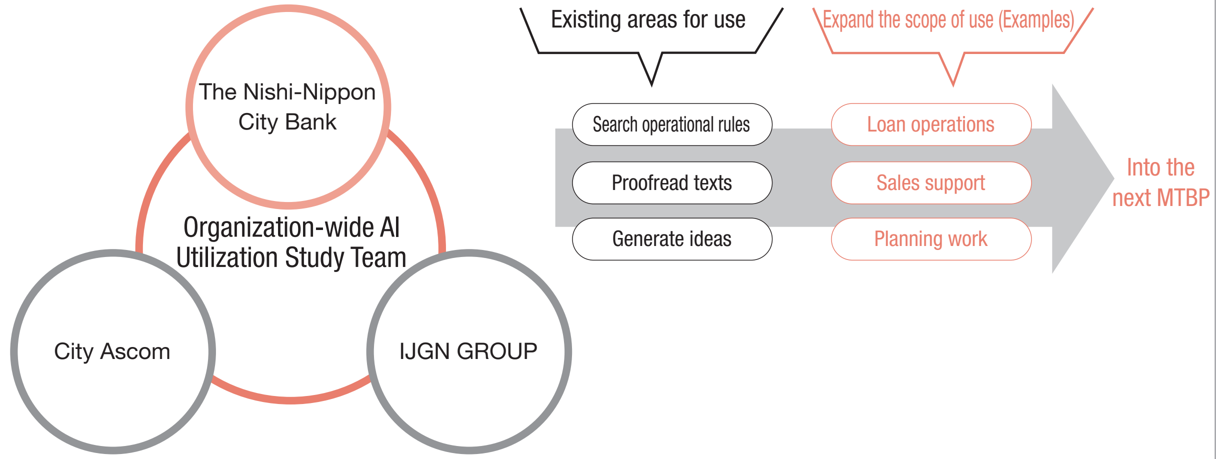
-140 persons equivalent

Employees to focus on face-to-face consulting

"Branch offices to be focused on consulting"

Column ● Considering Generative AI Utilization

The Nishi-Nippon City Bank is gradually expanding its use of generative AI, following a period of trial application in certain internal operations. To promote utilization of AI throughout the organization, the bank has launched a team to study organization-wide utilization of AI.

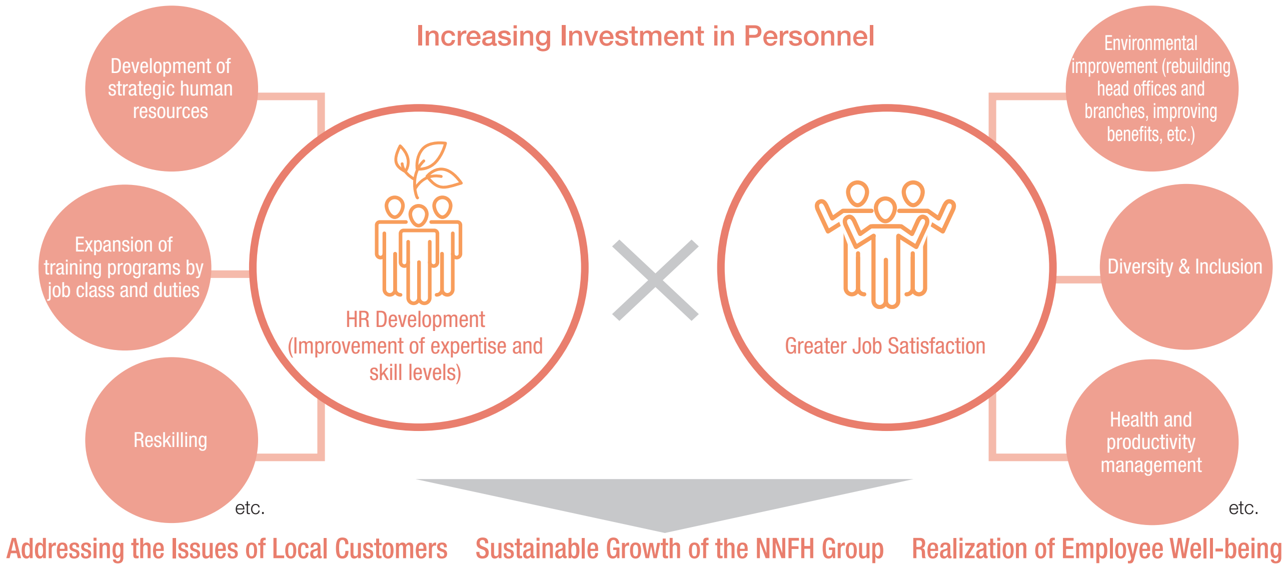


Basic Strategy Ⅲ. Human Resource Reform

Human Resource Development Policy (the Current MTBP's Vision)

The roles of each employee as a contact point with customers become increasingly important for the NNFH Group to offer the functions of its collective strengths and solutions to meet the diverse and sophisticated needs of customers in an environment that is undergoing accelerating changes.

The NNFH Group is strengthening its efforts to develop human resources for raising the professionalism and skills of its employees and enhancing investments in people who form the source of the competitiveness of its business by, for instance, creating a workplace that motivates employees so that its diverse human resources can carry out their duties with a sense of pride and satisfaction.

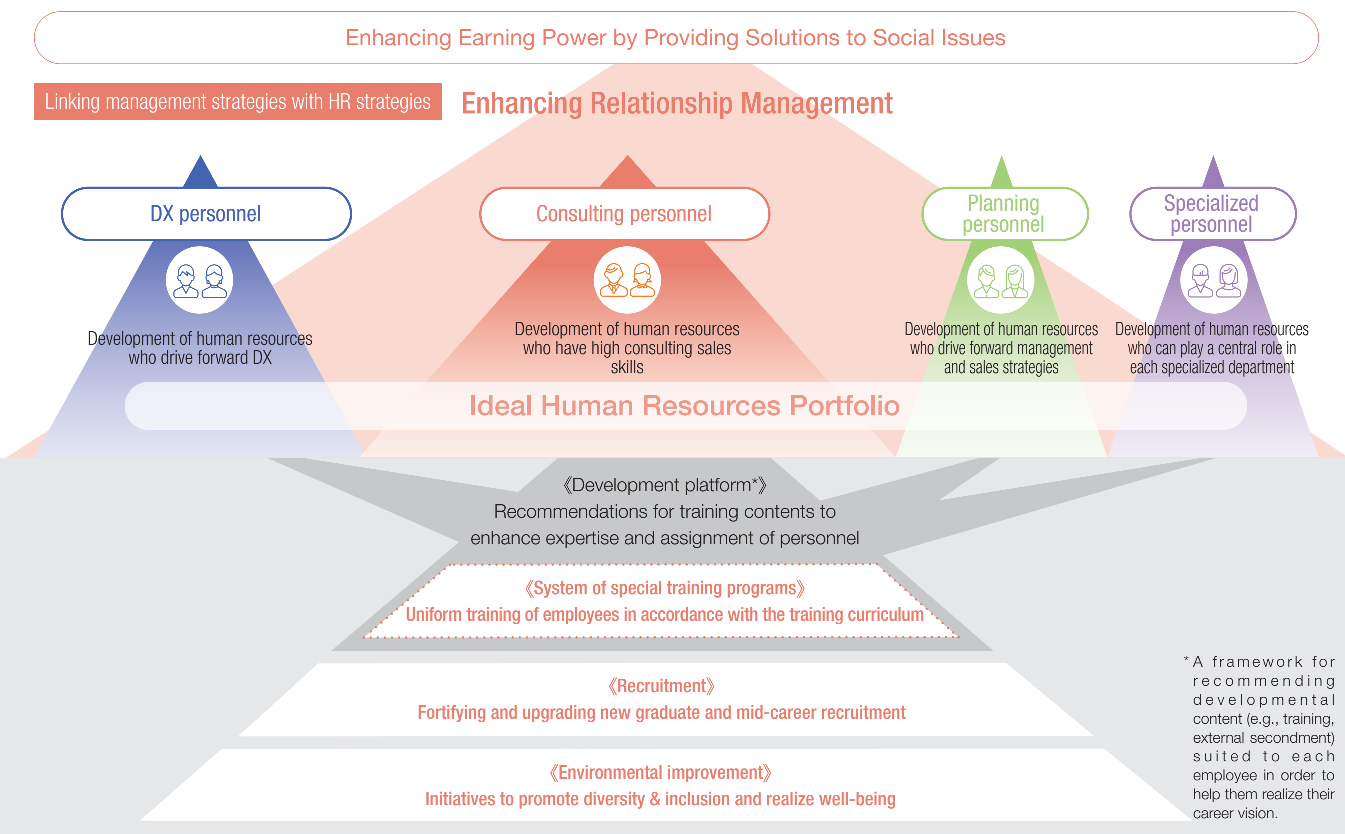


Personnel Strategy

Realization of Ideal Human Resources Portfolio

The MTBP promotes strategic personnel management that is linked to management strategies, strongly supporting the growth of each employee through the expansion of training programs designed for reskilling and other measures.

The Group defines human resources who will shoulder the future of the NNFH Group as strategic human resources in all areas including consulting, DX, and planning, and is making earnest efforts to develop strategic human resources to build an optimum human resources portfolio.



*A framework for recommending developmental content (e.g., training, external secondment) suited to each employee in order to help them realize their career vision.

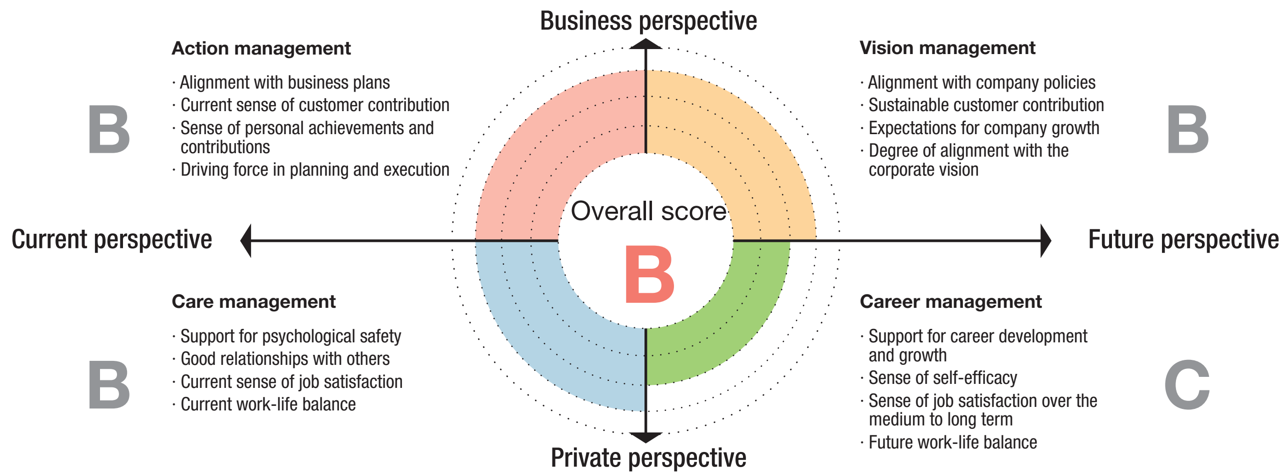
Initiatives to Improve Engagement

Creating an environment that gives employees job satisfaction and allows them to perform their duties with a sense of pride is important to ensure that they fully utilize their capabilities and achieve our management strategies.

Under the MTBP, the NNFH Group is committed to creating a highly autonomous workplace that provides both psychological safety and a sense of purpose, which form the basis of a vigorous and diverse organizational culture. We also implement measures to improve employee engagement based on the visualization and analysis of the organization's status, using an engagement survey (Potential Cloud) offered by IJGN GROUP, an NNFH Group company.

Engagement Survey Results (the NNFH Group)

In fiscal 2024, the NNFH Group conducted its first group-wide engagement survey. Evaluations from the current perspective (including action management such as alignment with business plans, and care management such as support for psychological safety) were found to be generally positive. On the other hand, evaluations from the future perspective (including vision management such as alignment with company policies, and career management such as support for career development and growth)—which reflect the expectations of survey responders both for the future of the NNFH Group and for themselves—showed room for improvement.



Engagement Survey Results (The Nishi-Nippon City Bank)

The Nishi-Nippon City Bank regards sense of growth, pride in working at the bank, psychological safety, and sense of purpose (vision and philosophy) as key indicators for measuring employee engagement, and tracks changes in these factors over time. In fiscal 2024, all of these indicators showed year-on-year improvements, confirming increases in employee engagement.

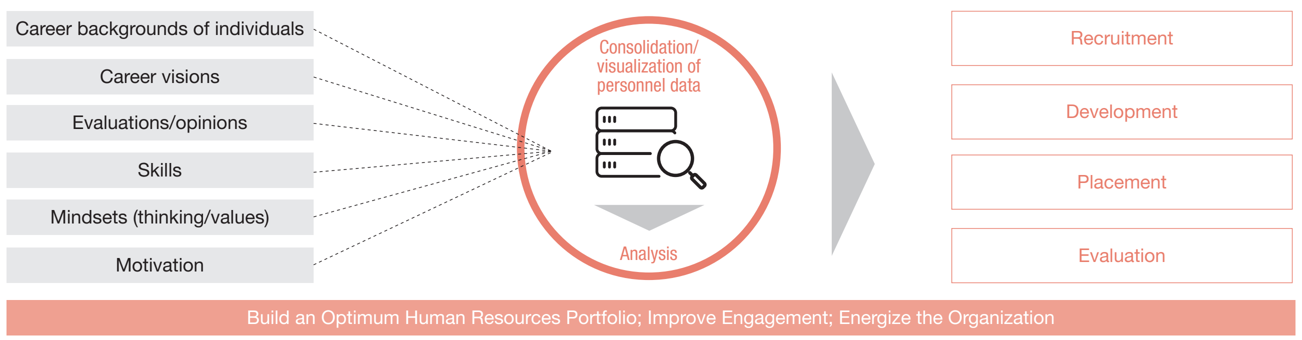
	FY2024	FY2023
Sense of growth	B 64.4pt	B 61.9pt
Sense of pride in working at the bank	B 67.9pt	B 64.6pt
Psychological safety	A 73.3pt	A 72.3pt
Awareness of goals (Vision/Philosophy)	B 64.0pt	B 61.3pt

Score	100	90	80	70	60	50	40	30	20	10	0
Rating	SSS	SS	S	A	B	C	D	E	F	G	GG

Agree ◀ ▶ Disagree

Utilization of People Analytics

The Nishi-Nippon City Bank consolidates, visualizes, and analyzes various personnel data including the career backgrounds and career visions of individuals and uses them in all facets of personnel affairs such as recruitment and development.

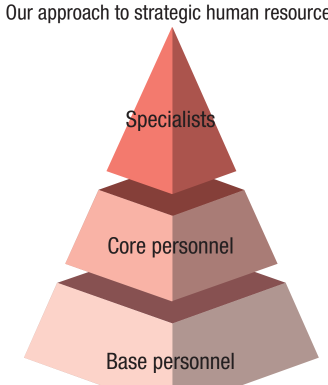


(i) Human Resource Development

Development of Strategic Human Resources

The NNFH Group uses the term 'strategic human resources' (consulting, DX, planning, and specialized personnel), to describe the highly specialized human resources in each field who are essential in realizing the Group's management strategies. We work to systematically develop such human resources to build an optimum human resources portfolio.

Our approach to strategic human resources



Each employee pursues expertise and further develops their skills according to their own career vision and aptitudes

Acquisition of the basic skills in each field that all employees should learn

* The categories of specialists, core personnel, and base personnel are recognized internally based on the acquisition of specialized qualifications, work experience, and other requirements.

Consulting personnel

Human resources with knowledge of tax planning, business succession, asset management, real estate, etc. and the ability to propose solutions ("One-to-One Solutions") for the diverse range of challenges our clients face to meet their respective needs

Core personnel	Plan under the Current MTBP	300
	Mar. 31, 2025 Results	208
Specialists	Plan under the Current MTBP	30
	Mar. 31, 2025 Results	75

Implementation of the program to support the acquisition of various advanced qualifications
Small and Medium Enterprise Management Consultant certification, 1st-grade Certified Skilled Professional of Financial Planning certification, Real Estate Broker certification, etc.

Implementation of exam preparation seminars
2nd-grade Financing certification, 2nd-grade Certified Skilled Professional of Financial Planning certification, etc.

DX personnel

Human resources with the ability to propose organizational and business transformations inside and outside the company using advanced data processing technologies and digital technologies

Core personnel	Plan under the Current MTBP	1,100
	Mar. 31, 2025 Results	636
Specialists	Plan under the Current MTBP	90
	Mar. 31, 2025 Results	58

Implementation of training programs and workshops to enhance DX skills
DX literacy training, data engineer training programs, etc.

Implementation of exam preparation seminars
Information Technology Passport, 3rd-grade Financial Services DX Support Coordinator Course, etc.

Column ● Cultivation of Human Resources Skilled in AI-driven Business Reform

The IJGN GROUP held a hackathon* for all employees to enhance their ability to launch into action. At the hackathon, under the theme of "regional revitalization," participants made use of generative AI in the process of coming up with and embodying ideas, creating prototypes, and making improvements.
*A combination of "hack" and "marathon." Participants engage in intensive development over a short period of time.

Planning personnel

Human resources with the ability to perceive the external environment and the issues facing the NNFH Group from a bird's eye view based on objective data, and the ability to develop and implement plans from a company-wide perspective across boundaries in the organization for the further growth of the NNFH Group

Core personnel	Plan under the Current MTBP	Maintain 90
	Mar. 31, 2025 Results	97
Specialists	Plan under the Current MTBP	100
	Mar. 31, 2025 Results	86

Dispatch to business schools
学校法人 先端教育機構 事業構想大学院大学
QBS 九州大学ビジネス・スクール Kyushu University Business School
KAIL
etc.

Provision of self-development tools
Udemy business
Streaming training videos for enhancing planning skills
etc.

Specialized personnel

Human resources who can play core roles in highly specialized departments

* For the development of consulting and DX personnel, we will increase the total number of core personnel and specialists from among all of our employees. For the development of planning and specialized personnel, we will improve the professional skills and experience of HQ employees assigned to planning and other specialized sections in our headquarters.

Training by Job Class and Duties

Training System by Job Class

The Nishi-Nippon City Bank provides seamless training by job class in accordance with the roles required in each position, from new graduates to general managers.

General Manager / Deputy General Manager / Manager / Assistant Manager / ⋮ / 5th Year / 1st Year

Compliance training
Training designed to enhance awareness of legal compliance and practical decision-making skills, foster a strong sense of ethics as bank employees, and cultivate the ability to act with integrity and appropriateness in any situation.

General manager training (for general managers)
360-degree feedback (self-assessment and others' evaluations) provides the general managers with insights on their own management approach. In addition, continuous training on communication with subordinates including one-on-one meetings help them learn and maintain management skills.

Selective training for general manager candidates (for general manager candidates)
Candidates for general managers refine their skills as executives before being promoted to general manager positions through aptitude tests, in-basket exercises, interviews (and feedback on them), etc.

Management skills development training (for managers)
Training for employees in the positions of managers who are supervisors (e.g., section managers of branches) in each organization. They learn skills required of supervisors, such as coaching and team management.

Middle management training (for managers)
Interval-style training focused on areas such as team building and coaching. Designed to build management skills in preparation for higher-level positions.

Next-generation supervisor development training (for assistant managers)
Training for employees in the positions of assistant managers who will supervise the next generation. They learn skills required of supervisors including ownership and time management.

Basic management training (for assistant managers)
Interval-based training on the fundamentals of management. Designed to build management skills in preparation for higher-level positions.

Follow-up training (up to the fifth year of employment)
Up to the fifth year of employment, the employees who began working in the same year are gathered periodically to learn basic business and communication skills. The training also provides opportunities for them to enhance cohesion with each other and to think about their own career paths.

Initial in-service training for new graduates (first month of employment)
Following recruitment, new employees undergo a one-month training course where they learn professional etiquette and the basic knowledge and skills of bankers. In addition, to foster a sense of unity within the NNFH Group, some curriculums are jointly attended by new employees of Group companies.

In fiscal 2025, the Bank of Nagasaki, the Kyushu Card, Kyushu Leasing Service, and City Ascom joined the Nishi-Nippon City Bank's initial in-service training for new graduates.

Special training program for new recruits (during the first year of employment)
Employees focus on learning the basics of banking operations, such as business lending and other types of loans and making asset management proposals, through traineeships at HQ and on-the-job training at branches.

Career Support

Believing that the growth of diverse individuals will lead to the growth of the NNFH Group, the Nishi-Nippon City Bank offers systems and opportunities that help each employee develop a clear career vision and realize this vision.

1st year / 2nd year / 3rd year / 4th year / 5th year / … / Assistant manager / Manager / Deputy general manager / General manager

Coach system and buddy system — First two years of employment
A coach and a buddy are appointed for each young employee to support their growth. The coach acts as a mentor at work, while the buddy, who has more experience than the younger employee, listens to and gives advice on professional or private issues that the young employee may face.

Human resource development program by block — From new employees, mainly for general employees up to the fifth year
Young employees belonging to the same block (which comprises multiple branches in the same area) get together to hold joint study groups and gatherings on a regular basis.

HQ trainee (Corporate Business Solution Division, Credit Supervision Division) — From the third year, mainly for employees up to the assistant manager level
Employees learn higher-level skills to arrange loan transactions or to make credit decisions and proposal techniques of advanced solutions.

Strategic external secondment — From the fourth year, mainly for employees up to the manager level
Employees acquire more advanced knowledge and skills through dispatch or secondment to outside companies/groups that have strengths in specialized areas.

Free agent (FA) system and internal internships

Career development program

Training System by Duties

The Nishi-Nippon City Bank is expanding its training programs that help employees acquire knowledge and skills needed in various duties such as corporate customer sales, retail customer sales, over-the-counter services, and headquarters operations, to strongly support the growth of each employee.

Outside sales representatives

In addition to the knowledge and skills needed in consulting services for corporate customers and in arranging loan transactions and proposal techniques of business succession and other solutions, employees learn a wide range of topics including ways to support clients' DX efforts which are becoming increasingly important with advances in digital technologies.

- Business loans
- Business succession
- DX support

etc.

Sales representatives for retail customers and over-the-counter service clerks

Employees learn about a variety of topics ranging from the knowledge and skills needed in consulting services for individual clients, asset building and management solutions, to proposal techniques for various loans.

- Various asset building products
- Housing loans
- Various asset management products
- Loans for apartment buildings

HQ employees

Employees acquire a wide range of knowledge and skills needed for HQ planning and management roles, including planning skills such as logical thinking, marketing, and presentation, as well as IT-related skills such as VBA and RPA. We also develop human resources into workers with more advanced expertise and skills through dispatch and secondment to outside companies that have strengths in specialized areas (e.g., IT, DX, international finance).

- Planning skills
- IT skills
- Marketing skills
- Highly advanced skills (strategic secondment)

Support for the Development of Younger Employees

To standardize on-the-job training (OJT) and ensure a consistent training environment, the Nishi-Nippon City Bank has established guidelines and codes of conduct for OJT at its branches and provides training for branch managers and supervisors responsible for development. The bank has also created a pairing system where a young sales representative is instructed one-to-one by a more experienced sales representative to help them develop communication skills and improve their capability to make proposals to clients. In addition, the bank has formed a Loan Development Support Team comprising experienced employees, who provide guidance to younger colleagues and pass on their skills to arrange business loan transactions and make credit decisions.

- Standardization of on-the-job training (Establishment of guidelines and codes of conduct)
- Pairing young employees with more experienced sales representatives
- Support for young sales representatives by the Loan Development Support Team

Reskilling Support

Support for Qualification Acquisition

The Nishi-Nippon City Bank is enhancing its IT and DX-related training programs to keep pace with rapid technological innovations and evolving business models. For employees seeking to obtain advanced qualifications, the bank also provides subsidies for tuition at vocational schools and offers various exam success support programs that encourage employees to learn from and challenge one another as they work toward their goals.

IT/DX qualification acquisition support

[Qualification acquisition support]
- IT Passport exam preparation seminars
- 3rd-grade Financial Services DX Support Coordinator Course exam preparation seminars

Special program to support the acquisition of specialized qualifications

[Exam success support programs]
- Small and Medium Enterprise Management Consultant
- 1st-grade Certified Skilled Professional of Financial Planning
- Real Estate Broker

Number of qualifications acquired	
Small and Medium Enterprise Management Consultant	35
1st-grade Certified Skilled Professional of Financial Planning	161
Real Estate Broker	239

(As of March 31, 2025)

External Training

The Nishi-Nippon City Bank makes active use of external training opportunities to develop planning personnel capable of formulating and implementing initiatives from a cross-organizational company-wide perspective. The employees are trained to take a broad view of the external environment and the challenges facing the NNFH Group, firmly grounded in objective data, with the goal of driving further growth of the Group.

External training to enhance planning skills

[External training, trainees, etc.]
- Kyushu University Business School
- The Graduate School of Project Design
- The Kyushu-Asia Institute of Leadership

etc.

Cumulative number of participants in external training programs: **220**

(April 2004 to March 2025)

Reskilling Training

The Nishi-Nippon City Bank conducts reskilling training to facilitate transfers between the headquarters and branches, as well as reemployment.

- HQ staff reskilling training — *Acquisition of advanced PC skills, etc.
- Sales staff reskilling training — *Acquisition of market-related knowledge, etc.
- Reemployment support reskilling training — *Acquisition of advanced PC skills, etc.

Column ● Systems and Initiatives to Support the Realization of Career Visions (the Nishi-Nippon City Bank)

Free agent (FA) system

This system allows employees to apply for their desired departments and positions as a means of guiding their own career paths. It provides opportunities for employees to make independent career choices and take on new challenges, in order to foster individual development and enhance the vitality and flexibility of the entire organization.

Internal internships

This program enables employees to gain hands-on experience in HQ operations that interest them. It deepens their understanding of HQ functions while also supporting their future career development.

Experience of a FA system user

When I was a sales representative at a branch working with my customers, I became acutely aware that DX was advancing in communities faster than expected. As I was also interested in HQ duties, I used the internal internship system and became a short-term intern at the IT Planning and Management Division.

Experiencing at first hand what the Division did made me realize the impact of IT on the bank's operations. Following this experience, I used the FA system to transfer to the IT Planning and Management Division.

As our customers' needs diversify, the bank's roles are also expanding. I hope to contribute to the development of both our customers and the bank by acquiring specialist knowledge in IT while utilizing my experience at branches.

IT Planning & Management Division Isagai Yuto (joined FY2019)

Career consultations

Young employees (assistant managers or below) compile their career history, skills, and future career aspirations into a Career Design Sheet. Supervisors use this sheet as a guide when interviewing employees to aid them in clarifying and achieving their career plans by offering advice on how to realize their career goals.

One-on-one meetings

Subordinates are encouraged to freely express their thoughts and opinions through conversation with their superiors, while the superiors are supposed to provide appropriate feedback and advice. This promotes the growth of subordinates and builds trust between them.

360-degree feedback

This system is designed to enable general managers, section managers, and other managerial positions to identify how their actions are conveyed to and perceived by others, and to provide feedback. It is intended to help those in managerial positions to recognize differences in the way of perceiving their strengths and challenges between them and other people, in order to improve their management skills to enhance organizational performance.

Major Achievements in Human Resource Development

Training expenses

Total training expenses (FY2024)

¥189 million

(¥185 million in FY2023)

Average training expenses per person (FY2024)

56,000 yen

(56,000 yen in FY2023)

Financial industry average (FY2023 results) 32,000 yen
Source: Ministry of Health, Labour and Welfare Basic Survey on Human Resource Development

* Including expenses for IT systems related to HR development and expenses for voluntary professional development seminars (financial incentives for those who obtained professional qualifications)

(The Nishi-Nippon City Bank)

Training hours

Total training hours (FY2024)

237 thousand hours in total

(203 thousand hours in total in FY2023)

Average training hours per person (FY2024)

71.0 hours in total

(61.7 hours in total in FY2023)

Financial industry average (FY2023 results) 22.0 hours
Source: Ministry of Health, Labour and Welfare Basic Survey on Human Resource Development

(The Nishi-Nippon City Bank)

Number of participants in training and voluntary professional development seminars (FY2024)

19,104 in total

(18,459 in total in FY2023)

(The Nishi-Nippon City Bank)

Number of career support menu users* (FY2024)

280

(228 in FY2023)

* Users of the FA system, internal internship system, programs to support people taking exams for advanced qualifications

(The Nishi-Nippon City Bank)

Number of IT passport holders (as of March 31, 2025)

1,266

(1,055 as of March 31, 2024)

(The NNFH Group*)

* The Nishi-Nippon City Bank, The Bank of Nagasaki, City Ascom, and NJGN GROUP)

Number of employees with advanced qualifications* (as of March 31, 2025)

499

(430 as of March 31, 2024)

* Professional qualifications, Banking Business Proficiency Test Grade 1, advanced IT related qualifications, etc.

(The Nishi-Nippon City Bank)

(ii) Greater Job Satisfaction

Maintenance of Work Environment

The NNFH Group creates a workplace environment that enables each of its employees to work energetically through improvements to its office environment (e.g., rebuilding of the Nishi-Nippon City Bank's head office main building, renovation of branches, and introduction of casual business clothing) and improvements in the treatment of its employees.

Improve treatment of employees

Increase salary levels
Around 5% on average for three consecutive years
(annual salary including regular pay rises)
(The Nishi-Nippon City Bank)

Increase starting salary levels
To ¥270,000 by FY2026
(¥215,000 in FY2023 → ¥240,000 in FY2024 → ¥260,000 in FY2025)
(The Nishi-Nippon City Bank)

Increase shareholding incentive payments
10% higher than the October 2024 contribution
(5% → 10%)
(The Nishi-Nippon City Bank)

Improvements to Office Environment

Rebuilding of the Nishi-Nippon City Bank's head office main building

The Nishi-Nippon City Bank is rebuilding its head office main building, which is scheduled to open around summer 2026. The new head office building will offer more comprehensive benefit facilities aimed at improving job satisfaction and engagement among all employees.

[Examples of employee benefit facilities]

Knowledge sharing space / Relaxation space
Promote communication and enable more flexible work styles

Co-working space / Self-development space
Promote employee health and foster a spirit of self-directed learning

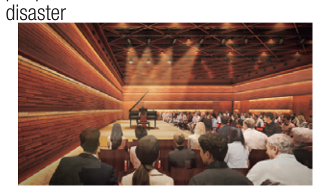
etc.

[Main features of the new head office building]

Large-scale multi-level plaza
- Development of a large-scale multi-level plaza, the Connected Core, to provide better access to Hakata Station

Environmental considerations
- Creation of green spaces designed with pedestrians in mind
- Adoption of proven environmental technologies with the aim of obtaining ZEB Ready certification

Multi-purpose hall
- A roughly 400-seat, underground, multi-purpose hall for concerts, seminars, and other events
- Also able to serve as a temporary shelter for people unable to return home following a disaster



Branch office renovations

Chikushidori Branch (September 2023)

Imari Branch (November 2024)

Kashi Branch (November 2024)

Ijiri Branch (February 2025)

(The Nishi-Nippon City Bank)

Introduction of casual business clothing

For employees working in HQ: From May 2024
For employees working in branches: From October 2024

(The Nishi-Nippon City Bank)

Diversity & Inclusion

The NNFH Group is committed to creating a diverse and vibrant organization to improve its corporate value over the medium to long term. In addition to our efforts to empower our female employees, which we began in earnest in 2008, we have also actively been recruiting midcareer workers with diverse skills and experiences in recent years.

New Graduates and Mid-Career Hires

In April 2025, the Nishi-Nippon City Bank recruited 293 new graduates—the largest intake in its history—including 78 people recruited for region-specific clerical positions that reopened in 2024 to work in customer relations roles at branches. In fiscal 2024 (April 2024 to March 2025), the bank also hired 44 experienced professionals (mid-career hires) capable of making immediate contributions.

[Number of new graduate hires (FY2025)]

293 in total
Career-track positions: 182; Regional career-track positions: 33; Region-specific clerical positions: 78
*Of the above, 37 people were high school graduates

[Number of mid-career hires (FY2024)]

44 in total
Number of employees recruited as mid-career hires and working at the bank as of March 31, 2025: 111

Column ● Use of Digital Tools in Recruitment Activities—Utilization of the *Tale-tore* Recruitment DX Package

The NNFH Group makes use of the *Tale-tore* recruitment DX package provided by IJGN GROUP to recruit using digital tools.

The Nishi-Nippon City Bank

The Bank of Nagasaki

Nishi-Nippon City Tokai Tokyo Securities

タレトレ A package service provided by IJGN GROUP that offers a one-stop support for everything from creating recruitment websites and briefing materials highlighting company strengths and launching recruitment-focused social media accounts through to analyses and ongoing improvement.

Promotion of Women's Empowerment

Since the adoption of the active promotion of women under the Medium-Term Business Plan "New Stage 2008" which began in April 2008, the Nishi-Nippon City Bank has been actively empowering its female employees by actively appointing women in sales and managerial positions and by organizing systems to support employees who are juggling work and family responsibilities. These systems have gone above what is required under laws and ordinances. As a result, the ratio of women in managerial positions at or above the section manager level grew more than ninefold to 15.4% as of March 31, 2025 from 1.6% at the start of the Group's efforts. In particular, women account for 60.5% of all employees at the assistant manager level, surpassing the proportion of men, and the next generation of managerial candidates is developing steadily.

[Work-life balance support system]

Shorter working hours:
Until a child starts 4th grade

Childcare leave:
Until a child's 4th birthday

(Ref.) Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members Shorter working hours: Until a child's 3rd birthday
Childcare leave: Until a child's 2nd birthday

[Number of female officers (as of June 30, 2025)]

NNFH
Directors **2** (Internal Director: 1; Outside Director: 1)
Executive officer **1** (Internal)

The Nishi-Nippon City Bank
Director **1** (Internal)

[Ratio of women in managerial positions (as of March 31, 2025)]

The Nishi-Nippon City Bank
Section manager and above **15.4%**
(Ref.) The ratio of female employees among candidates for managerial positions
Manager 23.9% (excluding those in the section manager class)
Assistant manager 60.5%

The Bank of Nagasaki
Section manager and above **24.6%**
(Ref.) The ratio of female employees among candidates for managerial positions
Manager 57.9% (excluding those in the section manager class)
Assistant manager 55.0%

[Percentage of male employees that took childcare leave (FY2024)]
The Nishi-Nippon City Bank 101.9%

[Career development program]

(Nishi-Nippon City Women's Initiatives Network Class of 2024)

Health and Productivity Management

The NNFH Group promotes health and productivity management based on the understanding that promoting officers' and employees' mental and physical health and creation of workplaces with greater job satisfaction will lead to better services for customers.

In addition, under the leadership of the president and the director in charge of the Human Resources Division, the Nishi-Nippon City Bank has established a Health Management Promotion Council in cooperation with the Human Resources Division, Health Insurance Union, Employee Union, industrial physicians, and public health nurses, to formulate, implement, evaluate, and improve measures to maintain and promote the health of employees.

The Nishi-Nippon Financial Holdings Group Health and Productivity Management Declaration

To realize the Group Management Philosophy and the Nishi-Nippon Financial Holdings Group Sustainability Declaration, we the Nishi-Nippon Financial Holdings Group maintain and enhance the health of our officers and clerks, who are our customers' partners.

Mental and physical health

We actively support the mental and physical well-being of our employees and their families.

Workplaces with greater job satisfaction

We are committed to fostering a workplace environment where each individual can work with energy and vitality.

Health

Provision of services, etc.

Community Health

We provide services, etc. to contribute to building healthy and vibrant communities.

Initiatives to Enhance the NNFH Brand

Communication over branches

The Nishi-Nippon City Bank engages in communication over branches, with members of management visiting all workplaces to promote understanding of the company vision and enhance employee engagement. Management provided explanations of the NNFH Group's history and the origins of its management philosophy, shared messages for employees, and spoke with personnel to deepen their mutual understanding (from February to June 2025).

Brand training

The Nishi-Nippon City Bank provides young employees with brand training to deepen their understanding of the NNFH Group's history, the intentions behind its management philosophy and slogans, and their role in embodying the brand.

Group festival

The NNFH Group hosted the NNFH Group Festival in November 2024 to foster a sense of unity within the Group and further enhance employee engagement, with roughly 5,300 attendees including Group employees and their families.

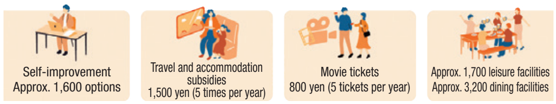
*Employees took on the challenge of creating human-letter art under the theme of "uniting everyone's hearts."

Brand commercials and posters

The Nishi-Nippon City Bank airs brand commercials and displays related posters.

Benefit package services

The NNFH Group offers convenient and cost-saving employee benefit package services, with discounts on movies, leisure activities, and restaurants, along with subsidies for travel, childcare, and nursing care services.



External Evaluations

Rankings of the most popular companies for employment

Industry ranking (Banking/Securities)

Nationwide 5th place — Ranked highest among all regional banks

Regional ranking (Kyushu/Okinawa)

2nd place

(The Nishi-Nippon City Bank)

*Surveying companies: Nikkei Inc. and Mynavi Corporation

As a company that supports child-rearing under the Act on Advancement of Measures to Support Raising Next-Generation Children, the bank obtained Platinum Kurumin Certification in March 2025 in recognition of its higher-level support for work-life balance, after receiving Kurumin Certification. (The Nishi-Nippon City Bank)

Certified as a Health & Productivity Management Outstanding Organization (large enterprise category) (March 2025)

Three consecutive years

(The Nishi-Nippon City Bank)

Received three stars in the Nikkei Smart Work Management Survey that identifies advanced companies trying to create a productivity revolution through workstyle reforms (November 2024)

Four consecutive years

(NNFH)

The bank has obtained Eruboshi certification from the Minister of Health, Labour and Welfare for its excellent implementation of initiatives to promote women's participation and advancement in the workplace under the Act on the Promotion of Women's Active Engagement in Professional Life. (The Nishi-Nippon City Bank)

Column ● History of Diversity & Inclusion Initiatives (The Nishi-Nippon City Bank)

April 2008

Assigned dedicated personnel to the Human Resources Division and began actively promoting women in the head office's planning and administration department and sales department

FY2008

Newly established training programs for female employees, including women's management training and holiday seminars

April 2009

Significant expansion of work-life balance support system

- Expansion of childcare leave period (from up until a child's 1st birthday to up until a child's 4th birthday)
- Establishment of a new system for shorter working hours to aid in childcare (enabling working time to be shortened by up to two hours)
- Expansion of measures to facilitate parenting (significant extension of restrictions on overtime work and the staggered working hours system to apply until the child starts school)
- Expanded provision of information during childcare leave (pre-leave interviews, establishment of a new information support desk)
- Creation of a work-life balance support guidebook

Establishment of new regional career-track positions

- Enabled promotion to the position of general manager without having to relocate

Establishment of a new reemployment system

- Rehiring of employees who retired due to marriage, childbirth, childcare, etc.

September 2009
Received the Equal Opportunity and Work-Life Balance Promotion Company Award (Equal Opportunity Promotion Company Category) Fukuoka Labor Bureau Director's Award for Excellence from the Ministry of Health, Labor and Welfare

November 2013

Formation of a project team to promote women's empowerment

April 2014

Establishment of a new NCB women's training program

- Opportunities for female employees to consider their careers and deepen exchange (held five times between 2014 and 2020, with a total of 286 participants)

January 2016
Received the 2014 Governor's Award for Companies and Offices Declaring Support for Childcare from Fukuoka Prefecture

October 2016

Encourage for male employees to take childcare leave

Expansion of work-life balance support system

- The first five days of childcare and the entire period of maternity leave (eight weeks) deemed to be paid leave, and extension of the period of access to the work-life balance support system (from before starting school up until starting the second grade of elementary)

October 2018

Extension of the period of access to the work-life balance support system

- From starting the second grade of elementary school up until starting the fourth grade

Seminars held for employees on childcare leave

- Testimonials from employees who are experienced mothers, mini-study sessions, and lunch gatherings

(Seminar for employees on childcare leave)

April 2020

Abolition of region-specific clerical positions

- Conversion to regional career-track positions with no restrictions on job descriptions and job class to expand the scope of activities of female employees

December 2021

Expansion of work-life balance support system

- Introduction of a leave system that enables leave to be taken in one-hour increments (nursing care leave and nursing care leave for children)

Launch of the Nishi-Nippon City Women's Initiatives Network (NC-Win)

- A network of female employees at the assistant manager and manager level who work to build awareness of career advancement, foster a leadership mindset, acquire problem-solving skills, and build networks (12 people joined as the class of 2024, bringing the cumulative total of participants to 49.)

May 2022

Acquired Tomonin certification, which symbolizes workplace environments that enable employees to balance work and nursing care, as stipulated by the Ministry of Health, Labour and Welfare

July 2022

Acquired Kurumin certification from the Minister of Health, Labour and Welfare as a company that supports childcare, based on the Act on Advancement of Measures to Support Raising Next-Generation Children

October 2022

Expansion of paid leave period at the start of childcare leave

- From 5 business days to 10 business days

February 2024

Introduction of managerial training for women

- Introduced a program targeting employees in manager and deputy general manager positions to help them develop their unique management and leadership approaches through an understanding of modern leadership styles and an awareness of unconscious bias. (20 people participated in fiscal 2023.)

October 2024

Acquired Eruboshi certification from the Minister of Health, Labour and Welfare under the Act on the Promotion of Women's Active Engagement in Professional Life

March 2025

Acquired Kurumin certification from the Minister of Health, Labour and Welfare as a company that supports childcare under the Act on Advancement of Measures to Support Raising Next-Generation Children Aggregation of paid childcare leave days (may be taken in segments of up to 10 business days in total)

- Paid childcare leave may be taken in segments (up to four) of up to 10 business days in total from the initial day of leave
- Male employees whose spouses have given birth are encouraged to take a minimum of 10 business days of childcare leave

Basic Strategy Ⅳ. Sustainability Initiatives

Contributions to a Sustainable Local Community

With the firm belief that "Without regional development, there will be no growth of the Group.", the NNFH Group has dedicated itself to wide-ranging community activities as we offer solutions that address regional challenges through our services of support for startups and funding environmental projects.

The NNFH Group considers addressing sustainability issues to be an important part of our management strategy, and we will continue to contribute to the realization of a sustainable society by bolstering our sustainability initiatives via means only available to a regional financial group.

[Key measures to strengthen sustainability initiatives]

Establishes the specialized organization to promote the SDGs	Draws up the NNFH Group Sustainability Declaration	Sets the target amount of sustainable finance
Establishes the Sustainability Committee	Draws up the Group Human Rights Policy	Sets the CO_2 emissions reduction target
Disclosure of initiatives in line with TCFD recommendations	Draws up the Nishi-Nippon Financial Holdings Group Health and Productivity Management Declaration	Draws up the Policies on Investment in and Lending to Specific Sectors, Etc.

etc.

Group Management Philosophy

Aiming high and motivated by pride in our services, we are committed to becoming a leading financial group through our ability to respond to change and to grow with our customers.

The Nishi-Nippon Financial Holdings Group Sustainability Declaration

Guided by the Group Management Philosophy, we at the NNFH Group aim to develop the regional economy and enhance our corporate value, while at the same time contributing to the realization of a sustainable society.

Group Human Rights Policy

We, the Nishi-Nippon Financial Holdings Group, will respect the human rights of our customers, officers, employees, and other stakeholders based on the Group Management Philosophy and the Group Sustainability Declaration.

The Nishi-Nippon Financial Holdings Group Health and Productivity Management Declaration

To realize the Group Management Philosophy and the Nishi-Nippon Financial Holdings Group Sustainability Declaration, we the Nishi-Nippon Financial Holdings Group maintain and enhance the health of our officers and clerks, who are our customers' partners.

NNFH's Priority SDGs

3 GOOD HEALTH AND WELL-BEING
4 QUALITY EDUCATION
8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
11 SUSTAINABLE CITIES AND COMMUNITIES
13 CLIMATE ACTION
17 PARTNERSHIPS FOR THE GOALS

Target Amount of Sustainable Finance

Total ¥ **2.0** trillion from FY2021 to FY2030

CO_2 Emissions Reduction Target

Achieve **carbon neutrality** by FY2030

* Covers Scope 1 and Scope 2 emissions

Priority theme	Selected measures
Climate Change and Nature-Related Initiatives	● Disclosure of initiatives in line with TCFD recommendations ● Efforts to achieve carbon neutrality ● Participation in external initiatives
Supporting Customers' SDGs/ESG Initiatives	● Provision of solutions to social issues (hands-on support for corporate customers) ● Initiatives for sustainable finance
Respecting Human Rights	● Establishment of the Group Human Rights Policy ● Human rights awareness training ● Education and training for preventing harassment ● Reporting and consultation hotlines
Efforts to Create Industries and Jobs in the Region	● Finely-tuned startup support ● Business support through funds ● NNFH business competition for startups ● Creation of new business by local companies
Partnership with the Local Community	● Active involvement in regional development ● Collaborating with local governments ● Collaboration with educational institutions
Multifaceted Programs Benefitting the Local Community	● Financial literacy education ● Commendation ● Community activities by officers and employees ● Community activities for senior citizens ● Support for improving ICT literacy in local communities ● Cultural/artistic activities ● Information provision to local communities (information provision programs)
Human Resource Strategy	● Development of strategic human resources ● Training by job class and duties ● Reskilling support ● Environmental improvement ● Diversity & Inclusion ● Health and productivity management

* The full declarations, policies, other documents, and details of sustainability initiatives are available on the NNFH website.
https://www.nnfh.co.jp/sdgs/

Climate Change and Nature-Related Initiatives

In recent years, countries around the world have been facing a range of environmental issues, including rising temperatures, droughts, and the degradation of forest ecosystems. In Fukuoka and other areas in the Kyushu Region, the core region of the NNFH Group, record-breaking torrential rains have also caused severe disasters. Addressing climate change and nature-related challenges has therefore become a critical step in realizing sustainable local communities.

The NNFH Group has included initiatives to address climate change and nature-related challenges as priority issues in its management strategies, and declared its support for the TCFD* recommendations in April 2021. NNFH discloses information in line with these recommendations and supports its customers in dealing with the challenges posed by climate change.

* Task Force on Climate-related Financial Disclosures (TCFD): a task force established by the Financial Stability Board (FSB) to encourage companies to disclose climate-related financial information that will help investors make appropriate investment decisions

Participation in Environmental Initiatives

PFA21 Principles for Financial Action for the 21st Century (The Nishi-Nippon City Bank)

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (Nishi-Nippon Financial Holdings)

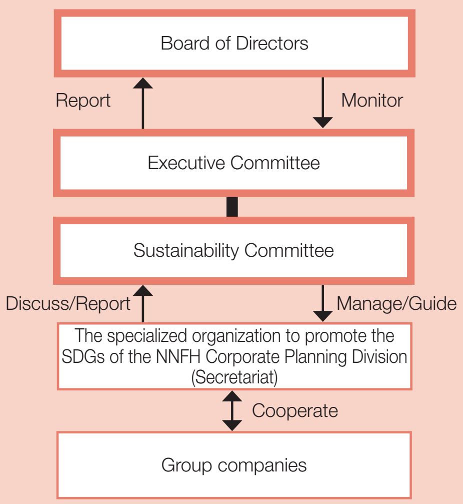
GX League (Nishi-Nippon Financial Holdings)

Governance

NNFH discusses the NNFH Group's policies and important matters concerning sustainability at the Sustainability Committee chaired by the company's President to monitor the status of its sustainability activities and to provide advice. Discussions at the Sustainability Committee are reflected in the Group's management strategies and risk management measures after deliberations and decision-making by the Executive Committee, and are also reported to the Board of Directors. The Board of Directors appropriately monitors the matters reported to it.

Day-to-day sustainability operations are centrally supervised by a specialized organization to promote SDGs in the Corporate Planning Division, which monitors the status of the measures taken by Group companies and follows up on their efforts.

Sustainability Management Structure



Overview of Sustainability Committee	
Chairperson	President
Members	3 Directors and 7 Executive Officers appointed by the President (as of June 30, 2025)
Meeting frequency	In principle, once every six months (two meetings were held in fiscal 2024)
Roles	Discuss the Group's policies and important matters related to sustainability, comprehend the status of the Group's sustainability efforts, and provide advice, etc.
Main agenda items (FY2024)	- Sustainability-related matters disclosed in NNFH's securities report - Climate-related matters disclosed based on TCFD recommendations - Responses to TNFD disclosures - CO_2 emissions status - Status of sustainable finance initiatives

Strategies

The NNFH Group has made it clear that it "aims to develop the regional economy and enhance its corporate value while contributing to the realization of a sustainable society" in its Group Sustainability Declaration. The Group has set "Goal 11: Create communities where people can live long-term" and "Goal 13: Take urgent action to combat climate change and its impacts" as priority SDGs for its environmental initiatives. The Group has also identified addressing climate change and nature-related challenges as a priority issue in its management strategies and deploys a variety of environment-related measures based on the risks and opportunities thereof.

Risks Associated with Climate Change

NNFH recognizes major risks associated with climate change as follows.

		Descriptions of risks	Timeline*	Risk category
Transition risks	Tightening of environmental regulations	Losses generated by changes in policies/regulations, such as introduction of a carbon tax and tightening of greenhouse gas (GHG) emissions regulations, on the part of investees/borrowers	Medium to long term	Credit risk
	Development of innovative technologies	Degradation of asset value and/or loss generated on the part of investees/borrowers due to technological innovation and rapid structural changes associated with the transition to a carbon neutral society	Medium to long term	Credit risk
	Reputation changes	Loss of the NNFH Group's corporate value due to discrepancies between the Group's responses to climate change and stakeholders' expectations	Short to long term	Operational risk (Reputation risk)
Physical risks	Wind and flood damage due to typhoons, torrential rains, etc.	Damage to the NNFH Group' sales offices	Short to long term	Operational risk (Tangible asset risk)
		Degradation of the value of assets pledged by investees/borrowers	Short to long term	Credit risk
		Loss generated by the shutdown of operations by investees/borrowers	Short to long term	Credit risk
		Confusion in the financial market due to serious/extensive damage	Short to long term	Market Risk
	Temperature variation and rising sea levels	Impact on business activities, etc. of the NNFH Group and its investees/borrowers brought on by the chronic climate change such as temperature variation and changes in weather patterns	Long term	Credit risk Operational risk (Tangible asset risk)

* Short term: Less than 3 years, medium term: 3–10 years, long-term: more than 10 years

Scenario Analysis

NNFH conducts analysis based on multiple future scenarios and estimates potential risks with a focus on the Nishi-Nippon City Bank, which is deemed most susceptible to the impact of climate change risks if they materialize. These analyses and calculations use certain assumptions about potential natural catastrophes and the objects of the analyses.

In the analyses conducted for the following objects using the methods and scenarios below, NNFH has concluded that both transition and physical risks will have a limited impact on the Group's financial conditions. We will continue expanding the objects of our scenario analyses and upgrading our analysis methods.

	Transition risks	Physical risks
Object of analysis	Electricity, oil & gas, coal, railway transportation, trucking service, automobiles & parts, air cargo transportation, air passenger transportation, shipping, metal & mining sectors	Degradation of the value of the domestic collaterals of business loan recipients due to flood damage and deterioration of financial conditions due to the business suspension of business loan recipients
Analysis methods	Analyze the impact that changes in the market environment and a rise in carbon prices from the introduction of carbon taxes might have on corporate earnings	Based on a hazard map, calculate the amount of damage to collaterals due to floods and the rate of decrease in net sales due to business suspension
Scenarios used	1.5℃ scenario of the International Energy Agency (IEA) and 1.5℃ scenario of the Network for Greening the Financial System (NGFS)	2℃/4℃ scenarios of the Intergovernmental Panel on Climate Change (IPCC)
Analysis results	Additional credit costs that may be incurred by 2050 Approx. ¥43.0 billion in total	Additional credit costs that may be incurred by 2050 Up to approx. ¥7.0 billion to ¥8.0 billion on a single-year basis

Carbon-related Assets

The ratio of carbon-related assets, based on the definition in the TCFD Recommendations Annex (revised 2021), to the total credit balance of the Nishi-Nippon City Bank is 33.00%.

Energy	Transportation	Materials & building	Agriculture, food, and forestry products	Total
2.02%	3.24%	26.18%	1.56%	33.00%

* Selected and compiled based on the Bank of Japan's industry classifications.
* The term "energy" excludes renewable energy power generation projects.
* Calculated based on the total value of loans and bills discounted as well as acceptances and guarantees (excluding open commitment lines) as of March 31, 2025.

Opportunities Concerning Climate Changes

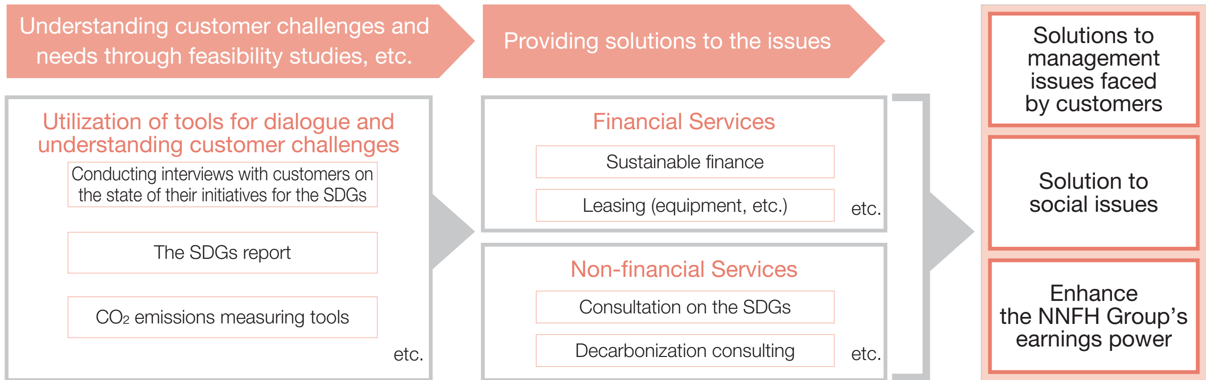
NNFH recognizes the following key opportunities related to climate change, and provides both financial and non-financial solutions to aid our customers in addressing climate change, including the transition to a decarbonized society.

	Descriptions of opportunities	Timeline*
Products/ Services	An increase in sustainable finance accompanying the transition to a decarbonized society	Short to long term
	An increase in consulting services related to supporting the visualization and reduction of CO_2 emissions accompanying the transition to a decarbonized society	Short to long term
	An increase in demand for financing for infrastructure investments to prepare against intensifying natural disasters	Short to long term

* Short term: Less than 3 years, medium term: 3–10 years, long-term: more than 10 years

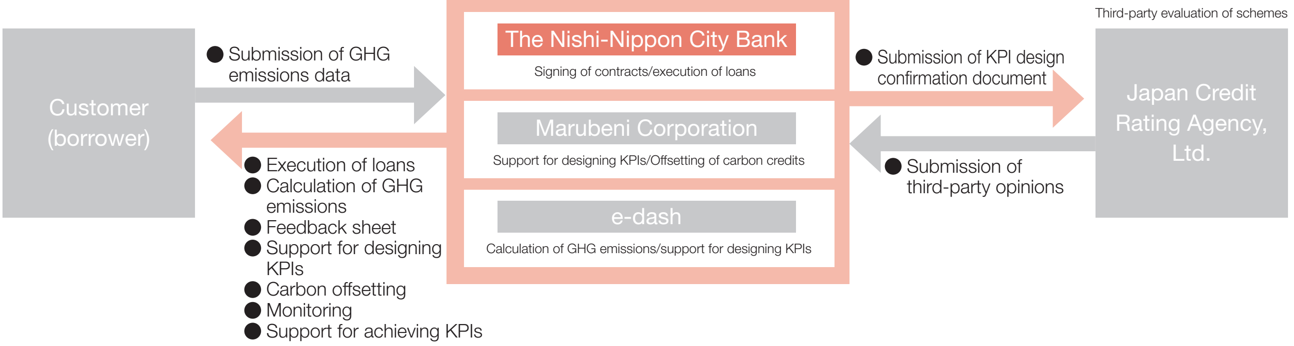
Provision of Solutions to Customer's Business Challenges (Hands-on Support for Corporate Customers)

The NNFH Group collects and shares information on SDGs/ESG issues and initiatives through dialog with customers, and provides a wide range of both financial and non-financial solutions in line with our customers' management challenges and needs.



Expanding the Lineup of Sustainable Financing

Since May 2024, the Nishi-Nippon City Bank has handled Forestrike, an impact finance product to facilitate decarbonization, which the bank developed jointly with Marubeni Corporation and e-dash Co., Ltd. Through the collaboration of three companies, Forestrike aims to meet the needs of clients who have concerns and problems in achieving decarbonization by providing hands-on support in visualizing GHG emissions, designing and achieving KPIs, and other matters. This is the first joint development of a financing product by a financial institution, general trading company, and startup, to support decarbonization efforts of companies in Japan. Forestrike has also obtained third-party certification from the Japan Credit Rating Agency, Ltd. (JCR) as financing aligned with the government's Principles for Positive Impact Finance.



[Examples of services offered through Forestrike]

KPI design support (feedback sheet)

Forestrike commemorative plaque

Posting on media owned by the Nishi-Nippon City Bank

[Example of a sustainable finance initiative]

*1 Certification for environmental management systems based on guidelines established by the Ministry of the Environment
*2 International accreditation demonstrating the establishment of GHG emission reduction targets consistent with the Paris Agreement

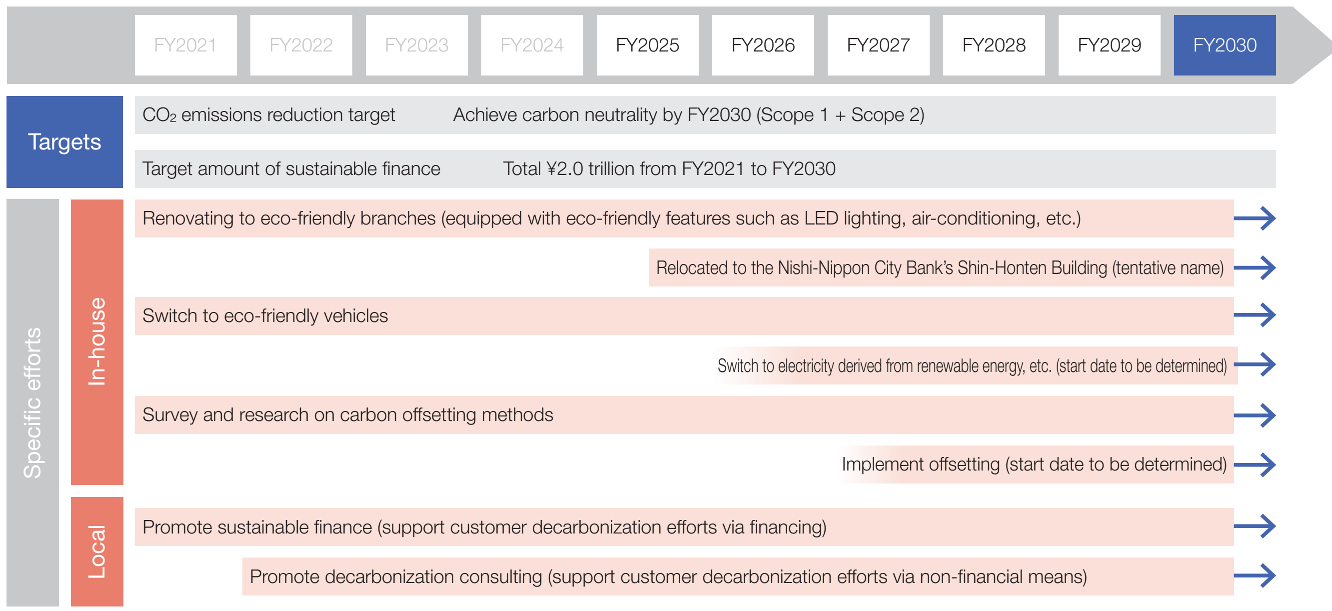
Investment in SDGs Bonds

As part of its investment activities designed to ameliorate environmental and social challenges, the Nishi-Nippon City Bank invests in various SDGs bonds such as green bonds and social bonds. In fiscal 2024, the bank invested ¥6.1 billion.

Carbon Neutrality Initiatives

To address climate change-related risks and opportunities, NNFH has established the Group's CO_2 emissions reduction target of achieving carbon neutrality by FY2030 (Scope 1 and Scope 2) and is working on reducing CO_2 emissions while endeavoring to assess CO_2 emissions produced through our business activities. In addition, we define financing that helps build a sustainable society as sustainable finance and have set a goal of providing a cumulative total value of ¥2.0 trillion in sustainable finance between FY2021 and FY2030. To achieve this goal, we have been supporting our customers' efforts to resolve environmental and social challenges including their responses to climate change.

Roadmap toward Carbon Neutrality



Eco-Friendly Branches

The Nishi-Nippon City Bank is renovating its branches to make them fully equipped with eco-friendly features, such as solar power generation, rainwater utilization, LED lighting, and energy-saving air conditioning (28 branches renovated as of March 31, 2025).

Switch to Eco-Friendly Vehicles

The Nishi-Nippon City Bank has been switching its business vehicles to hybrids and EVs (a total of 262 hybrids and EVs as of March 31, 2025). We have also been working with Ubiden, Inc. to install chargers that are accessible 24 hours a day in the customer parking lots of our sales offices in order to support the proliferation of EVs in the region (six offices as of March 31, 2025).

Risks Associated with Nature

All corporate activities are understood to rely on ecosystem services derived from natural capital—the Earth's stock of natural resources, both biological and non-biological—and regional industries are recognized as closely interdependent with the natural capital of their local areas.

NNFH understands the importance of protecting regional natural capital in realizing a sustainable regional economy. In collaboration with an external consulting firm, NNFH has therefore begun analyzing the relationship between natural capital and the business activities of the Nishi-Nippon City Bank's investees and borrowers, in line with the TNFD LEAP approach*.

The analyses have revealed that the business activities of the Nishi-Nippon City Bank's main investees and borrowers are dependent on abundant natural capital, particularly water resources, while placing pressures on the natural environment through factors such as water use and noise generation in the process of operations. We will continue working to further enhance these analyses.

* A series of processes for assessing and managing nature-related issues

Locate: Locate connections with nature → Evaluate: Evaluate dependencies and impacts → Assess: Assess material risks and opportunities → Prepare: Prepare for action and disclosure

Sector Analysis

We have selected 11 sectors from among the priority sectors within the TNFD framework and others sectors with a large share of the Nishi-Nippon City Bank's total credit balance, and analyzed the dependencies and impacts that the business activities of these sectors have on nature using the ENCORE*1 tool.

The analyses confirmed that all sectors have a high degree*2 of dependence on ecosystem services related to water—specifically supply, purification, and flood mitigation. They also identified sectors with significant impacts, including environmental disturbances and air pollutant emissions.

Dependency*3 Heatmap

	Water and flood mitigation						Pollution mitigation/Atmosphere-related				
	Water supply	Water purification	Flow volume	Rainfall patterns	Flood mitigation	Storms and gales	Solid waste purification	Soil	Air purification	Climate regulation	Noise
Foods	H	VH	H	-	M	M	M	L	VL	VL	-
Steel, metals, and non-metals	H	M	H	M	M	M	L	M	M	VL	VL
Construction	M	M	M	VH	M	M	VL	H	VL	M	VL
Energy	VH	M	VH	M	VH	M	M	VH	VL	VH	M
Transportation and postal services	L	M	M	VH	H	H	-	H	M	M	VL
Wholesale	M	-	M	VL	M	L	-	L	-	VL	VL
Retail	M	-	H	VL	VH	H	-	M	L	VL	-
Finance	VL	-	VL	-	VL	VL	-	VL	-	VL	-
Real Estate	VL	-	VL	-	VL	L	-	M	VL	VL	VL
Accommodation and food services	M	VH	M	VH	H	H	M	H	H	H	M
Medical care, public health, and welfare	M	VH	H	-	H	H	M	L	VL	VL	VL

Impact*4 Heatmap

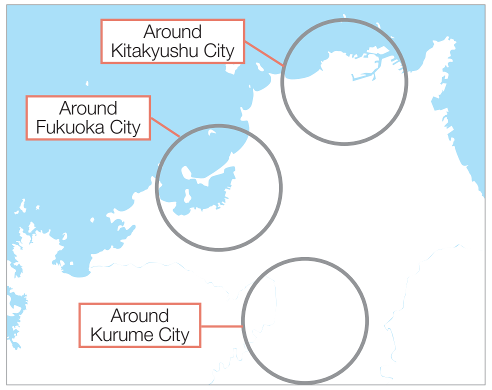
	Disturbances (noise, light, etc.)	Emissions of GHG	Emissions of non-GHG air pollutants	Generation and release of solid waste	Emissions of toxic pollutants to water and soil	Area of land use	Area of seabed use	Area of freshwater use	Volume of water use	Other biotic resource extraction	Introduction of invasive species
Food	M	M	M	M	M	L	-	-	M	M	-
Steel, metals, and non-metals	VH	H	H	M	VH	L	-	-	M	-	-
Construction	VH	H	L	M	H	L	M	M	L	-	L
Energy	VH	VH	VH	H	VH	H	M	H	M	M	-
Transportation and postal services	VH	H	VH	M	M	M	M	M	M	-	VH
Wholesale	L	M	L	VL	L	L	-	-	M	-	VH
Retail	VL	M	M	L	M	L	-	-	M	-	-
Finance	L	L	VL	VL	L	M	-	-	L	-	-
Real Estate	L	VL	VL	VL	L	L	-	-	L	-	-
Accommodation and food services	L	L	L	M	L	L	-	L	L	-	M
Medical care, public health, and welfare	L	VL	L	M	L	L	-	-	L	-	L

*1 A tool used by financial institutions to evaluate the degree of impact and dependency of their investees and borrowers on natural capital.
*2 ENCORE assesses dependency and impact on a five-point scale (VL = Very Low, L = Low, M = Medium, H = High, VH = Very High), with H and VH regarded as excessive levels.
*3 Evaluates dependence on ecosystem services such as water supply and flood mitigation. In accordance with the United Nations System of Environmental-Economic Accounting—Ecosystem Accounting (SEEA EA), ecosystem services are classified into three categories: (1) Provisioning Services, (2) Regulating and Maintenance Services, and (3) Cultural Services. However, this heatmap addresses only categories (1) and (2), which are vital to ecosystem material cycles. It should be noted that category (3) Cultural Services are important sources for business activities relating to recreation and spiritual well-being, and we have confirmed that several target sectors show a high degree of dependence within this category.
*4 Factors by which business activities impact nature include items such as water use and utilization of ecosystems (terrestrial, marine, and freshwater). This heatmap excludes impact items with no recognized relevance to investees and borrowers, as well as those with only minimal relevance.

Location Analysis

We selected Fukuoka City, Kitakyushu City, and Kurume City—where the main business sites of the Nishi-Nippon City Bank's key investees/borrowers are located—to conduct location analyses on water-related risks to identify regional characteristics, taking into account ecosystem integrity, the importance of biodiversity, and the results of ENCORE analyses.

We analyzed the geographic risks to the natural and social environment within a 20-kilometer radius of the sites designated in the three target cities using the Environmental Assessment Data Analysis System (EADAS*). The results revealed that all three cities face potential water-related risks such as flooding and drought. The results also confirmed that all target areas include Key Biodiversity Areas, underscoring the need for the Nishi-Nippon City Bank to conduct its business activities with due consideration for biodiversity within its operational scope.



[Summary of analysis]

- The analysis covered geographic risks within a 20 km radius of the Head Office Business Department of the Nishi-Nippon City Bank for Fukuoka City, within a 20 km radius of the Kitakyushu Business Department for Kitakyushu City, and within a 20 km radius of the Kurume Business Department for Kurume City.
- Key survey items included biodiversity importance and ecosystem integrity (Key Biodiversity Areas, National Parks, Natural Environment Conservation Areas) as well as water-related risks (industrial waterways, dams, rivers, lakes, etc.).

* Refer to the Ministry of the Environment's Environmental Assessment Database, which compiles and provides access to information on natural and social environments necessary for identifying regional characteristics.
https://eadas.env.go.jp/eiadb/ebidbs/
- Key Biodiversity Areas (KBA) (Conservation International)
- National Parks and Quasi-National Parks (Ministry of the Environment)
- Natural Environment Conservation Areas (Ministry of the Environment)
- Water Use Status Maps (Ministry of Land, Infrastructure, Transport and Tourism)

Based on these analyses, NNFH recognizes the major nature-related risks as follows.

		Description of risks	Timeline*1	Risk category
Physical risks	Typhoons, torrential rains, and other wind- and water-related disasters; earthquakes; tsunamis, etc.*2	Disruption of financial markets caused by severe and widespread damage (including increased management costs for repairs and equipment, and rising demand for strengthened disaster countermeasures in water infrastructure)	Short to long term	Market risk
	Degradation of wetlands and forests, water pollution, abnormal decreases in rainfall, etc.	Decline in the performance of investee and borrower companies due to restrictions or reductions in water use	Medium to long term	Credit risk
Transition risks	Strengthening of water-related regulations	Decline in the performance of investee and borrower companies due to the occurrence and increase of new regulatory compliance costs	Medium to long term	Credit risk

*1 Short-term: less than 3 years; medium-term: 3 to 10 years; long-term: more than 10 years.
*2 Risks similar to those listed under Risks Associated with Climate Change (p.62) are omitted here.

Opportunities Associated with Nature

Based on the results of analyses, NNFH recognizes that supporting the ecosystem conservation initiatives of its investees and borrowers through sustainable finance and other approaches contributes to the enhancement of regional natural capital.

NNFH recognizes the following key opportunities associated with nature.

	Description of opportunities	Timeline*
Products, services, and technology	Increased investment and financing opportunities with the expansion of funding markets, such as green bonds	Short to long term
	Increased investment and financing opportunities accompanying rising demand for products and services addressing water-related challenges (water conservation, leak prevention, flood control, etc.)	Short to long term
	Increased investment and financing opportunities in new technologies driven by advances in efficient and circular water resource utilization, as well as technologies for water conservation and leak prevention	Short to long term
Ecosystem protection, restoration, and regeneration	New investment and financing opportunities through the expansion of new markets for nature-based solutions and ecosystem-based disaster prevention and mitigation	Medium to long term

* Short-term: less than 3 years; medium-term: 3 to 10 years; long-term: more than 10 years.

Risk Management

NNFH has identified sustainability-related risks as one of its top risks (see p.84 for details), based on considerations of both impact and likelihood.

NNFH conducts climate change scenario analyses to identify and assess risks, and the results have shown that both transition risks and physical risks arising from climate change may affect the Group's business operations and financial condition. With regard to nature-related issues, we are deepening our analyses of the relationship between natural capital and the business activities of our investees and borrowers.

We have also established policies and are taking appropriate measures for investment and financing in specific sectors with a high potential to cause significant environmental or social impact.

We will continue working to strengthen our framework for managing sustainability-related risks.

Policies on Investment in and Lending to Specific Sectors, Etc.

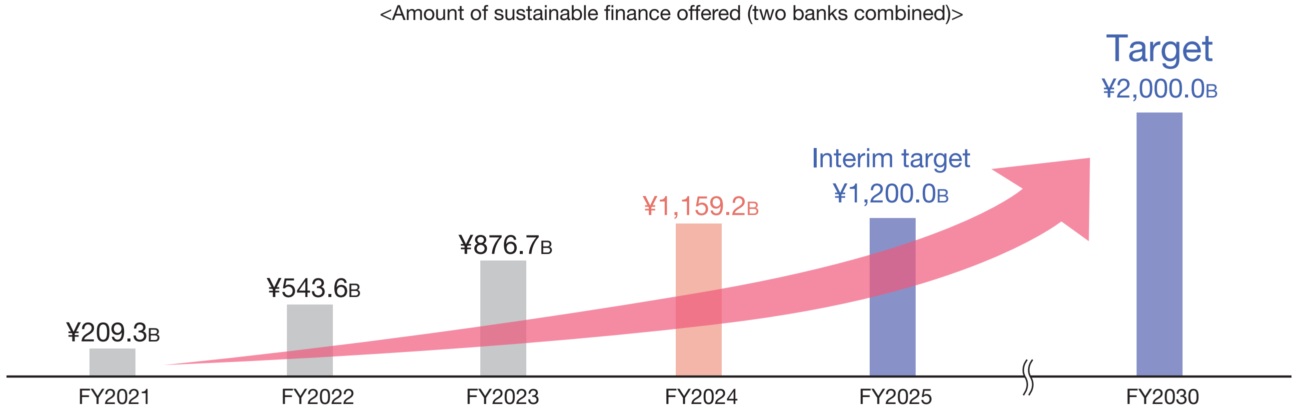
Ⅰ. Coal-fired power generation	We will not, in principle, offer investments or funds whose application is the construction of new coal-fired power plants or the expansion of existing coal-fired power plants. Should we consider offering one as an exception, we will make the most careful decision for each proposed project individually after taking into account energy policies and situations of host countries, power generation efficiency, impacts on the environment and society, etc.
Ⅱ. Deforestation business	When we consider offering investments or funds to projects that involve deforestation, we will make the most careful decision individually after taking into account the acquisition status of international certifications, impacts on biodiversity and ecosystem, environmental and societal considerations, etc.
Ⅲ. Development of palm oil farms	When we consider offering investments or funds to projects that develop palm oil farms, we will make the most careful decision individually after taking into account the acquisition status of international certifications, impacts on biodiversity and ecosystem, environmental and societal considerations, etc.
Ⅳ. Production of cluster bombs and other inhumane weapons	We will not offer investments or funds to projects whose involvement in production of cluster bombs and other weapons we consider to be inhumane, regardless of their intended purpose.
Ⅴ. Infringement of human rights	We will not offer investments or funds to projects that involve human trafficking, child labor, forced labor, and other human rights violations, regardless of their intended purpose.

Metrics and Targets

The Amount of Sustainable Finance Extended

NNFH sets up "sustainable finance," a new category of financing service designed to realize a sustainable society by way of funding environmental projects, supporting startups, etc., with its target amount being a total of two trillion yen from fiscal 2021 to fiscal 2030. We aim to achieve the target by assisting customers in resolving their environmental and social challenges including addressing climate change.

<Amount of sustainable finance offered (two banks combined)>



*Cumulative execution amount from fiscal 2021 through to each fiscal year-end.

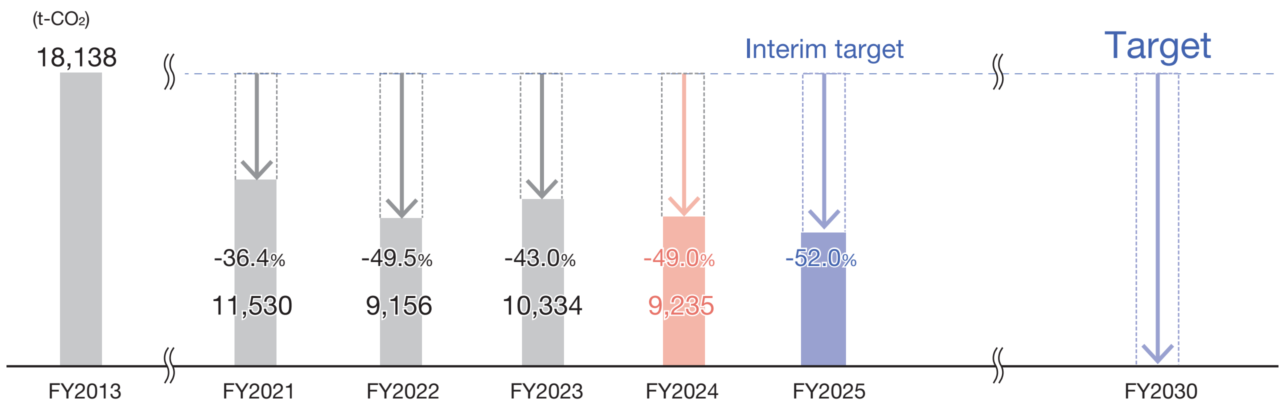
[Our sustainable finance solutions and targeted areas]

Main investment/loan targets and products
● Renewable energy generation business ● Capital investments that contribute to carbon emissions reduction and decarbonization ● Startup support ● Regional revitalization ● Medical care and welfare services ● Educational services ● Agriculture, forestry and fishery ● SDGs supporting loans ● SDGs private placement bonds ● Sustainability-linked loans ● Positive impact finance ● Green bonds ● Social bonds ● Sustainability bonds etc.

CO_2 Emissions

The NNFH Group drew up its CO_2 emissions reduction target of "achieving carbon neutrality by FY2030." In order to achieve this target, we will monitor CO_2 emissions from business activities and launch concrete initiatives that reduce CO_2 emissions.

<CO_2 Emissions*>



* Actual values for Scope 1 and 2 in accordance with the standards for periodical reports under the Act on Rationalizing Energy Use and Shifting to Non-fossil Energy .

Column ● Efforts to Calculate Scope 3 Category 15 Emissions

NNFH is working on calculating Scope 3 emissions (i.e., indirect emissions not categorized as Scope 1 or Scope 2). In fiscal 2024, NNFH performed calculations using the GHG emissions visualization platform C-Turtle® FE for the first time.

Trial calculations for Scope 3 Category 15 (Investment and Financing) emissions for fiscal 2024 at the Nishi-Nippon City Bank showed that the GHG emissions of applicable accounts came to roughly 2.41 million t-CO_2e, with a weighted average data quality score of about 3.3.

We will continue expanding the scope of our targets and improving data quality scores for use in our interactions with customers and to help them reduce their GHG emissions.

[Trial calculation results (The Nishi-Nippon City Bank)]

Number of applicable accounts (%)	Amount loaned to applicable accounts (%)	GHG emissions by applicable account
23,688 accounts (86.7%)	¥4,924.3 B (98.1%)	2,410,062 t-CO_2e

(Breakdown by sector)

Sector	Energy			Transportation					
	Oil/gas	Coal	Electricity/utilities	Air freight	Passenger air transport	Marine transport	Rail transport	Truck transport	Automobiles/parts
Emissions	63,404	903	807,908	947	12,830	132,969	217,998	20,925	22,169

Sector	Materials/buildings					Agriculture/food/forestry products				Other
	Metals/mining	Chemicals	Building materials	Capital materials	Real estate management/development	Beverages	Agriculture	Processed foods/processed meats	Paper making/forestry products	
Emissions	189,623	115,842	51,024	91,137	56,112	2,909	41,739	64,822	45,529	471,263

[Method and scope of trial calculations]
- Trial calculations were conducted using C-Turtle® FE in accordance with the PCAF Standard. Actual values were applied for accounts with disclosure information available from CDP data, sustainability reports, and other sources. Estimates were used for all other accounts.
- The trial calculations covered all business loans at the Nishi-Nippon City Bank (excluding accounts for which the necessary data was unavailable).
- The number of applicable accounts and the proportion of their loan amounts were calculated as a share of the bank's total business loans.
- The GHG emissions of the applicable accounts represent the combined total of Scope 1 and Scope 2 emissions.

Respecting Human Rights

With the globalization of economic activities, corporate activities' impact on the global environment and human rights has become greater in recent years. As a result, calls for companies to protect and respect human rights are mounting rapidly. Since the formulation of the National Action Plan on Business and Human Rights in 2020 in Japan, the government has set forth various guidelines and urged companies to take action. As a result, corporate activities on such initiatives are gaining traction.

In light of such rising social demands, the NNFH Group has strengthened its initiatives on respecting human rights.

Key Initiatives on Respecting Human Rights

NNFH established the Group Human Rights Policy in January 2024 to set forth the Group's policy for respecting human rights. The policy was discussed by the Sustainability Committee (chaired by the President) while incorporating information from external experts, before being established by resolution of the Executive Committee (chaired by the President) and reported to the Board of Directors (chaired by the Chairman). The policy states that we will strive to fulfill the responsibility of respecting human rights in all our business activities and respect international human rights standards such as the International Bill of Human Rights.

We have also established Policies on Investment in and Lending to Specific Sectors, Etc. for our investees and borrowers, covering sectors and other areas with a high potential of significant environmental or social impact. Under these policies, we prohibit investment in and financing for businesses identified as being involved in human trafficking, child labor, forced labor, or other human rights violations.

Based on these policies, we will continue to pursue initiatives to identify, prevent, and mitigate adverse effects on human rights.

* The full text of the Group Human Rights Policy is available on the NNFH website.

https://www.nnfh.co.jp/sdgs/

Education and Training

Human Rights Awareness Training

The Nishi-Nippon City Bank carries out human rights awareness training, such as an e-learning program on "Business and Human Rights" for all officers and employees, including part-time employees, and training on "Companies and Issues of Human Rights/ Discriminated-against Communities" for new employees and newly appointed managers.

The NNFH Group will implement and expand education and training to deepen correct knowledge and understanding of human rights on an ongoing basis.

Training for Preventing Harassment

The Nishi-Nippon City Bank regularly provides e-learning and study sessions for all officers and employees, including part-time employees, to prevent harassment. In addition, it gives more specific training for managers in its headquarters and sales branches to deepen their understanding of different types of harassment, carrying out company-wide efforts to prevent harassment.

Relief Measures

Reporting and Consultation Hotlines

The NNFH Group has internal reporting hotlines set up at NNFH and external law firms through which employees can directly report or consult about compliance-related inappropriate behavior, harassment, and HR and labor issues without going through the companies they belong to.

In addition, we have a support desk for receiving complaints, opinions, and requests from external parties.

* See page 88 for details.

Considerations for All Customers

The NNFH Group is working to enhance its facilities and services and train officers and employees so that all customers, including the elderly and people with disabilities, can use them with peace of mind.

Making Branches More Accessible

The NNFH Group proactively incorporates universal design/barrier-free facilities that are easy to use for all customers and installs various communication aids, such as writing boards and communication boards, at its operating sites.

When rebuilding or renovating branches, we strive to make them more convenient for customers by improving the flow line, such as by installing ATMs closer to parking lots.

In addition, the Nishi-Nippon City Bank provides wheelchairs for customers at all sales branches.


Entrance with no steps (slope)


Accessible Toilet


Customers can write here while seated


Wheelchairs for customers

Serving Visually-challenged Customers

Employees at the Nishi-Nippon City Bank and the Bank of Nagasaki write and read for visually challenged customers as needed when they do business in person. The two banks have also renewed ATMs in and outside their branches to accommodate visually challenged customers (equipped with a receiver for operation).

In addition, the Nishi-Nippon City Bank mails braille documents free of charge.

Priority ATM for visually-impaired persons

Serving Customers with Hearing or Speaking Difficulties

The Nishi-Nippon City Bank and the Bank of Nagasaki provide a telephone relay service* as public infrastructure to improve convenience for customers with hearing or speaking difficulties.

* A service in which an operator translates conversations between a person with hearing or speaking difficulties and a person without such difficulties using sign language/writing and audio via telephone.

Education and Awareness-Building

The Nishi-Nippon City Bank creates and distributes the Universal Manners Handbook so that all employees will learn considerate and appropriate ways of serving all customers. The handbook sets forth how to serve customers according to types of handicap such as visual, hearing, or orthopedic difficulties. It also indicates points to note when a disaster, such as an earthquake, strikes a branch where elderly people or people with handicaps are among the customers.

In addition, we provide e-learning and other training programs for all employees to deepen their understanding of the need for reasonable consideration of others. At the same time, we are working to assign employees who have completed training—including universal service practices, wheelchair operation, simulated experiences of aging, and other aspects of customer service—across all branches.

Furthermore, ever since fiscal 2011, we have been continuously working to increase the number of employees participating in the Dementia Supporter Training Course, to enhance our ability to assist individuals with dementia and their families.

The Bank of Nagasaki conducts training to help new employees obtain Universal Manners Certification Level 3, indicating that they have acquired the fundamental skills for engaging with a diverse range of people, including the elderly and individuals with disabilities.

[Examples of training]

Multifaceted Programs Benefitting the Local Community

Commendation

The Excellent Executive Award

Since January 1973, the Prize of Excellent Executive (Chairman: Isao Kubota) has commended excellent executives at SMEs who have made outstanding achievements in management and/or technology in the Kyushu Region and Yamaguchi Prefecture, thus contributing to the development of the regional economy. (A total of 189 executives have been commended as of April 30, 2025.)

The Asian Contribution Award/The Asian Youth Award

In order to facilitate international mutual understanding, the Nishi-Nippon City Foundation (Chairman: Isao Kubota) has annually commended groups, individuals, elementary and junior high schools, and regional groups of children who are working toward the development of Asian countries and the international exchange among them. Those to be commended are picked from the Kyushu Region and Okinawa and Yamaguchi Prefectures, and the winners of the awards receive either the Asian Contribution Award (held 26 times as of March 31, 2025) or the Asian Youth Award (held 20 times as of March 31, 2025).

Support for Efforts to Achieve the SDGs

Make Fukuoka SDGs

In September 2022, the Nishi-Nippon City Bank, together with the Nishinippon Shimbun Co., Ltd., RKB Mainichi Broadcasting Corporation, and Dentsu Kyushu Inc., launched a project to support activities to publicize the SDGs initiatives of local companies, with the aim of increasing the momentum of local Fukuoka SDGs initiatives.

The project aims to create opportunities for local Fukuoka children and companies to interact in a manner that leads both to mid-to-long-term growth for businesses as well as to the further development of children, who will play leading roles in the future.

Machi-1 Grand Prix (An Original Card Game Event to Raise Awareness of the SDGs)

The Nishi-Nippon City Bank and the Bank of Nagasaki hold Machi-1 Grand Prix, an event to raise awareness of the SDGs among 3rd to 6th graders in elementary schools. The event provides students with opportunities to learn about the SDGs in a fun way and to generate ideas using an original card game (held four times in Fukuoka and three times in Nagasaki as of March 31, 2025).

Workshop-style Consulting Service

The Nishi-Nippon City Bank and Kyushu Hakuhodo Inc. agreed on a business alliance, and in April 2021 launched a workshop-style consulting service, which supports companies who seek to create ideas for businesses that contribute to the achievement of the SDGs and regional revitalization and work out solutions to social issues.

Sales of Original Character Goods and Donation Activities

In June 2022, the Nishi-Nippon City Bank began selling original goods featuring its mascot, Onek, at general retail stores and via the Onek Shop website as a for-profit business. The bank donates a portion of the proceeds to social welfare organizations. This made the bank the first Japanese bank to sell character goods as a for-profit business.

Initiatives to Contribute to the Local Community

Food Drives

The Nishi-Nippon City Bank (in August 2021) and the Bank of Nagasaki (in August 2022) commenced food drives to donate food that they could not consume at home to children's cafeterias, in an effort to support children in the region in leading a healthy and meaningful life (provision of a cumulative total of approx. 8 tons of food at roughly 120 locations, including headquarters and sales branches, as of March 31, 2025).

At the NNFH Group Festival held in November 2024 (see p.57), employees in the NNFH Group and their families collected and donated approximately 1.1 tons of food to the NPO Food Bank Fukuoka and the Fukuoka Chikushi Food Bank Management Committee.

Community Activities for Senior Citizens

Seminars on Dementia Prevention

City Ascom offers dementia prevention seminars using IT, together with a Group company of City Ascom. The companies have offered a total of five seminars as of the end of March 2025.

The seminars aim to provide comprehensive training for improving cognitive functions to strengthen the functioning of the brain. In addition, the seminars seek to revitalize local communities by offering a gathering place for senior citizens and to help them continue living independently and healthily in their local communities.

Support for Improving ICT Literacy in Local Communities

Programming Classes for Children

City Ascom offers programming classes for children at various workshop events held in Fukuoka with the aim of improving ICT literacy in the local communities. The company has held 27 classes as of March 31, 2025.

Talks/Lectures on Jobs

City Ascom provides lectures on the social role of ICT at career workshops, talks on jobs, and talks by workers held by local junior high schools and local governments for junior high school students. In addition, the company offers lectures at local universities including lectures on working in the IT industry (a total of 11 lectures have been given as of March 31, 2025).

Furthermore, from May to June 2025, City Ascom employees served as lecturers in a public lecture series for working adults focused on digital society and practical applications of digital technology. The series was hosted by Seinan Gakuin University to foster communication with the local community, give back to society, and contribute to regional development.

Cultural/Artistic Activities

Japanese Traditional Culture "Kagura and Kamimai"

Since November 2015, the Nishi-Nippon City Bank and the Nishi-Nippon City Foundation have co-hosted "Kagura and Kamimai," an annual event based on local Shinto music and dances (held 10 times as of March 31, 2025).

Music Festival

Since December 2014, the Nishi-Nippon City Bank and the Nishi-Nippon City Foundation have co-hosted the Music Festival, an annual event designed to empower people in Fukuoka and Hakata with music, inviting approximately 1,500 people to the event. This year-end music celebration has been held 10 times as of March 31, 2025.

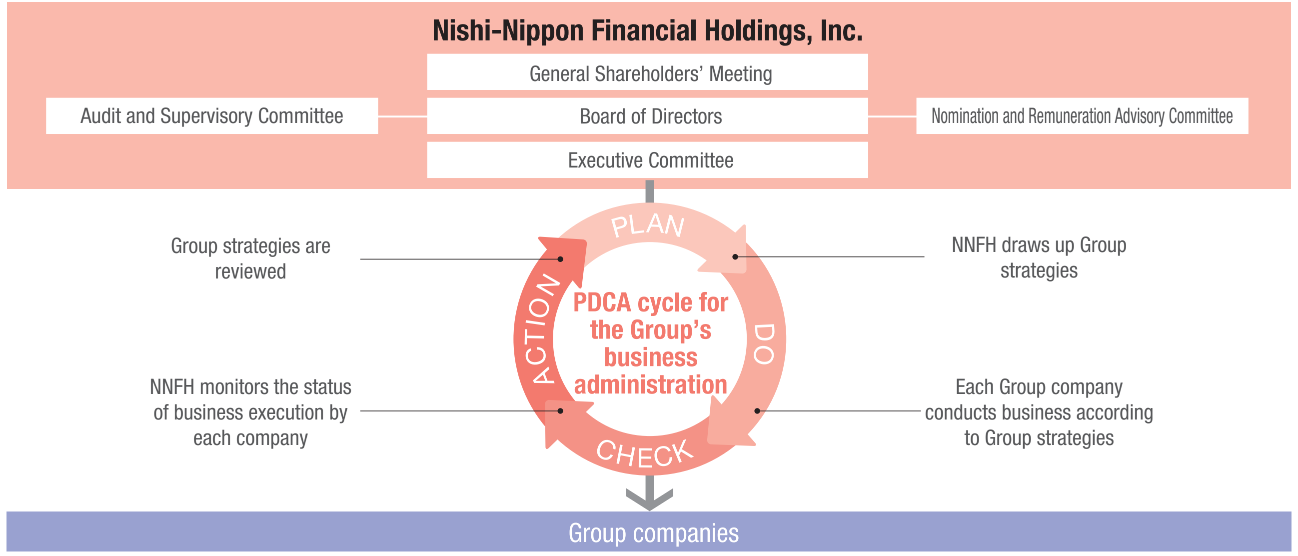
Promenade Concerts

In May 2019, the Nishi-Nippon City Bank began co-hosting the monthly Fukuoka Renaissance NCB Promenade Concerts together with the Nishi-Nippon City Foundation to provide customers with program featuring local musicians spanning a variety of genres (65 concerts held as of March 31, 2025).

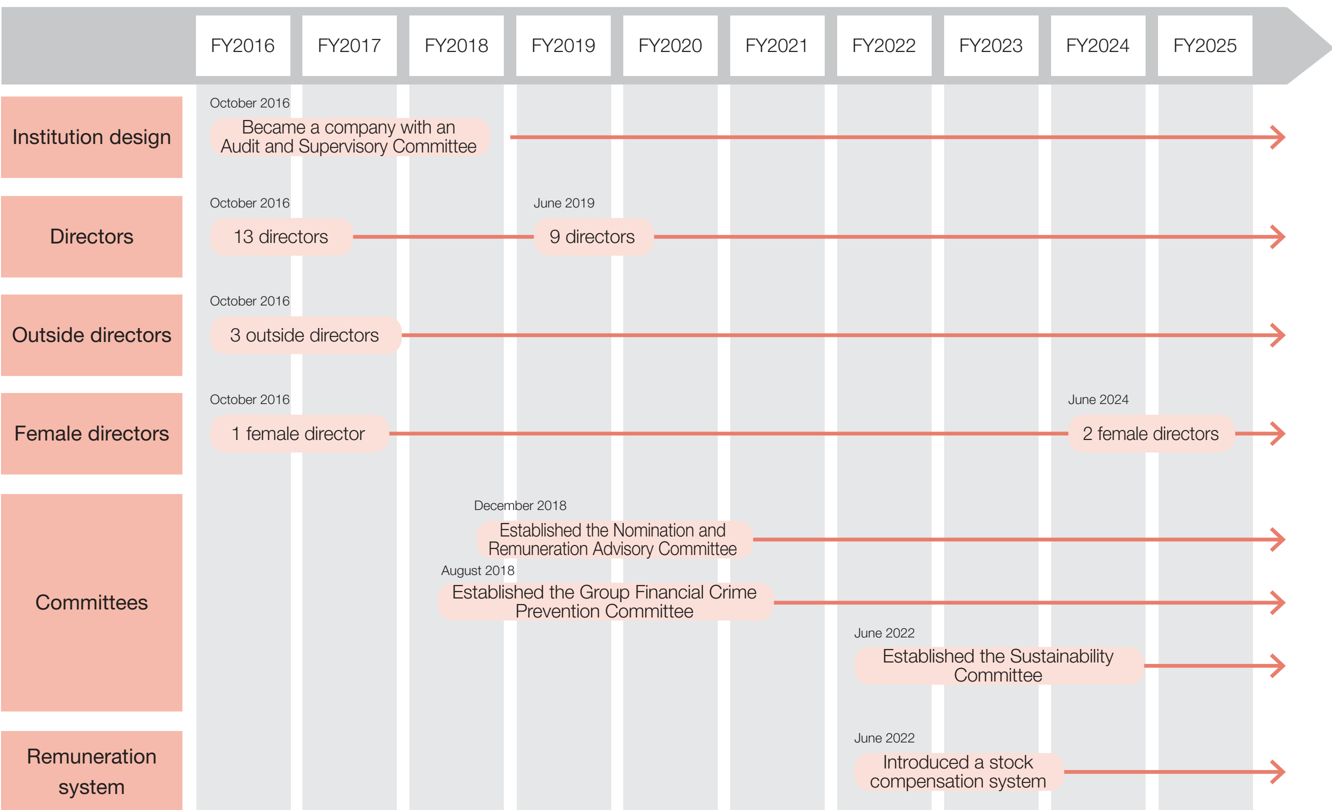
Corporate Governance

At the NNFH Group, enhancement of corporate governance is deemed to be a managerial issue of prime importance. Accordingly, every possible effort is being made to “enhance the soundness and transparency of management,” “accelerate decision-making,” and “perform duties smoothly.”

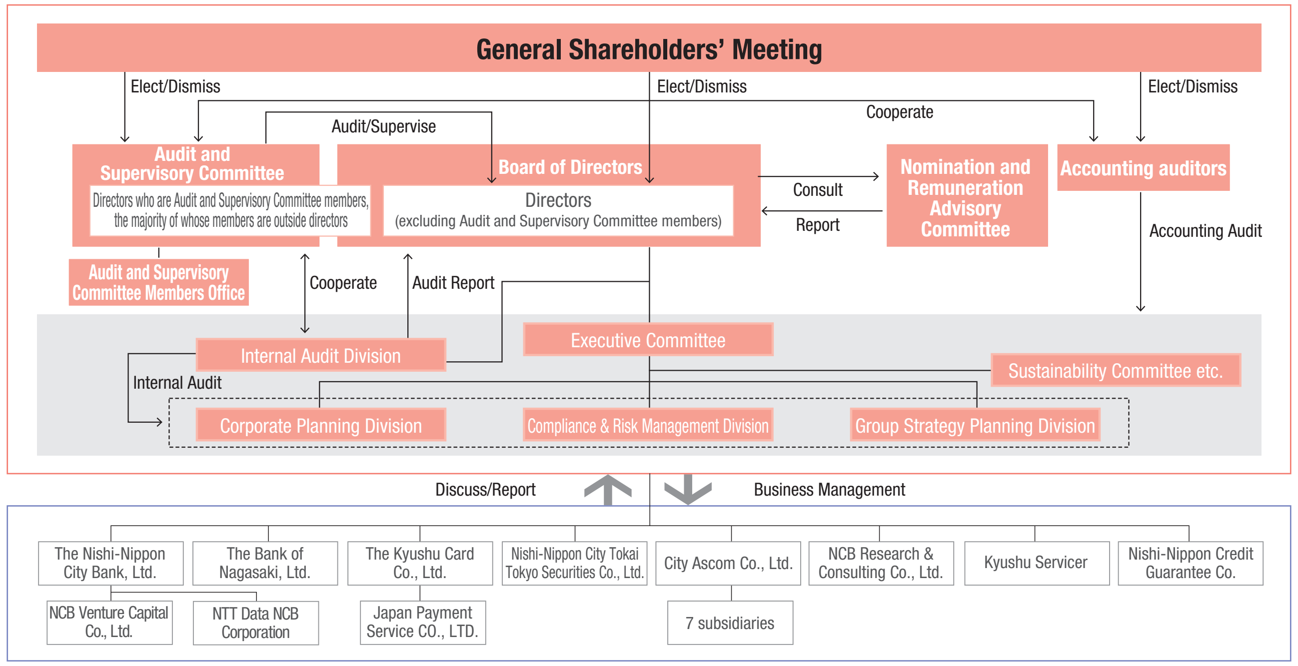
By establishing an Audit and Supervisory Committee under NNFH, we not only enhance corporate governance, but we have also built a system for prompt and efficient decision-making by delegating authority over performance of important duties. With NNFH specializing in management oversight and Group companies focusing on the performance of day-to-day duties, we maintain an advanced level of business administration for the Group.



Efforts to Strengthen Corporate Governance



Overview of the Corporate Governance Structure



Descriptions of the Organs of the Company

Board of Directors

Comprised of nine directors (including four directors who are Audit and Supervisory Committee members, as of June 30, 2025), the Board of Directors of NNFH makes decisions about the performance of important duties concerning the Group’s management and oversees the performance of the duties by directors.

NNFH has elected three independent outside directors (as of June 30, 2025) in order to ensure that independent and objective perspectives augment the highly effective management oversight function by the Board of Directors. To adapt to rapid changes in the operating environment and clearly determine responsibilities of directors in attaining business results for each fiscal year, the term of office for directors (excluding those who are Audit and Supervisory Committee members) shall be one year, thus keeping the Board of Directors actively engaged.

In addition, by introducing the executive officer system, we have separated management decision-making and oversight from the administration of business operations in order to enhance the oversight function and promote rapid decision-making. The Board of Directors meets once a month, in principle. The Board of Directors held a total of 13 meetings in fiscal 2024.

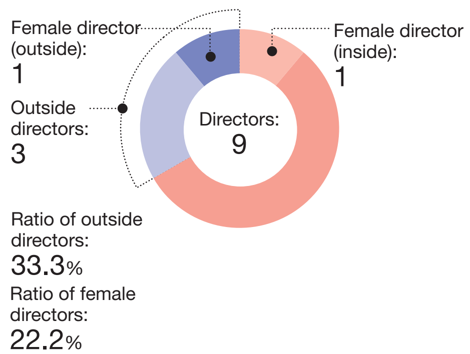
In fiscal 2024, the Board of Directors mainly discussed the current MTBP, annual policies, the operational status of internal control systems, capital policy (the Shareholder Returns Policy, acquisition of treasury stock, etc.), and the status of business execution.

[Members of Board of Directors (as of June 30, 2025) and their attendance at FY2024 meetings]

Name	Position	Attendance (13 meetings in total)	Notes
Hiromichi Tanigawa	Chairman (Representative Director)	13	Chairperson
Hideyuki Murakami	President (Representative Director)	13	
Hiroyuki Irie	Director	13	
Hiroyuki Takeo*	Director	10*	
Takashige Honda	Director	13	
Tomoko Ito*	Director (Audit and Supervisory Committee Member)	10*	
Hiroshi Fujioka*	Director (Audit and Supervisory Committee Member)	10*	Independent outside director
Chiharu Kubo	Director (Audit and Supervisory Committee Member)	13	Independent outside director
Sachiko Miyamoto	Director (Audit and Supervisory Committee Member)	13	Independent outside director

* The figures for Director Hiroyuki Takeo, Director (Audit and Supervisory Committee Member) Tomoko Ito, and Director (Audit and Supervisory Committee Member) Hiroshi Fujioka are the numbers of attendances at board meetings after their appointment as director on June 27, 2024 (10 meetings in total).

<Board Composition>



Audit and Supervisory Committee

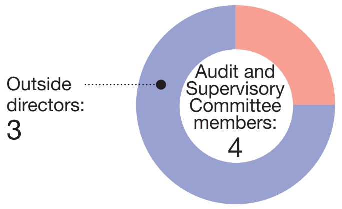
Comprised of four directors who are Audit and Supervisory Committee members (including three outside directors, as of June 30, 2025), the Audit and Supervisory Committee audits the performance of the duties by directors and compiles audit reports. Audit and Supervisory Committee members shall, in accordance with an audit plan drawn up by the Audit and Supervisory Committee, attend important meetings, inspect important documents, and investigate the status of the operations and the financial status of NNFH, in order to audit the performance of the duties by directors.

The Audit and Supervisory Committee is also partially responsible for overseeing directors by electing directors (excluding those who are Audit and Supervisory Committee members) and stating opinions on the remunerations to directors. The Audit and Supervisory Committee meets at least once every three months, in principle.

[Members of the Audit and Supervisory Committee and their attendance at FY2024 meetings (as of June 30, 2025)]

Name	Position	Attendance (8 meetings in total)	Notes
Tomoko Ito*	Director (Audit and Supervisory Committee Member)	6*	Full-time, Chairperson
Hiroshi Fujioka*	Director (Audit and Supervisory Committee Member)	6*	Independent Outside Director
Chiharu Kubo	Director (Audit and Supervisory Committee Member)	8	Independent Outside Director
Sachiko Miyamoto	Director (Audit and Supervisory Committee Member)	8	Independent Outside Director

<Composition of the Audit and Supervisory Committee>



* The figures for Director (Audit and Supervisory Committee Member) Tomoko Ito and Director (Audit and Supervisory Committee Member) Hiroshi Fujioka are the numbers of attendances at committee meetings their appointment as director on June 27, 2024 (6 meetings in total).

Nomination and Remuneration Advisory Committee

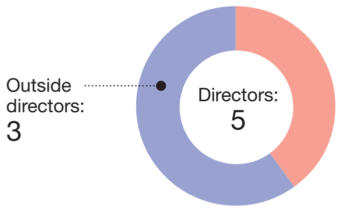
The Nomination and Remuneration Advisory Committee consists of five directors (including three outside directors, as of June 30, 2025), ensuring independence as the majority are outside directors. The committee was established with a view toward ensuring objectivity, timeliness, and transparency concerning the election and dismissal of a representative directors and senior management members (directors with special titles), assuring objectivity and transparency concerning remunerations for directors, and developing successors in a systematic manner. The committee meets at least once each year.

The Committee met in February and May 2025 and discussed matters relating to the election and dismissal of the representative directors and senior management members (directors with special titles), executive compensation, and potential successors to the position of CEO.

[Members of the Nomination and Remuneration Advisory Committee (as of June 30, 2025)]

Name	Position	Notes
Hiromichi Tanigawa	Chairman (Representative Director)	Chairman
Hideyuki Murakami	President (Representative Director)	
Hiroshi Fujioka	Director (Audit and Supervisory Committee Member)	Independent Outside Director
Chiharu Kubo	Director (Audit and Supervisory Committee Member)	Independent Outside Director
Sachiko Miyamoto	Director (Audit and Supervisory Committee Member)	Independent Outside Director

<Composition of the Nomination and Remuneration Advisory Committee>



Ratio of outside directors: 60.0%

Executive Committee

Comprised of the president, three directors and seven executive officers appointed by the president (as of June 30, 2025), the Executive Committee deliberates on and makes decisions on important matters concerning management in accordance with management policies determined by the Board of Directors. One full-time Audit and Supervisory Committee member is invited to the Executive Committee meeting to provide pertinent advice. The Executive Committee meets whenever necessary.

Sustainability Committee

Comprised of the president, three directors and seven executive officers appointed by the president (as of June 30, 2025), the Sustainability Committee discusses policies and other important matters pertaining to the Group's sustainability, collects information on the status of initiatives, and provides advice. In principle, the Sustainability Committee meets once every six months.

Group Financial Crime Prevention Committee

Comprised of the president, three directors and seven executive officers appointed by the president (as of June 30, 2025), the Group Financial Crime Prevention Committee discusses policies relating to group-wide anti-money laundering and countermeasures against financing terrorism (hereinafter, "AML/CFT"), collects information on the status of AML/CFT initiatives by Group companies, and provides advice. In principle, the Group Financial Crime Prevention Committee meets once every six months.

Status of Internal Audit, Audit by the Audit and Supervisory Committee, and Accounting Audit

Internal Audit

NNFH has established the Internal Audit Division, which conducts internal audits independent from all operations divisions and has 36 members as of March 31, 2025. The Internal Audit Division, in accordance with the Internal Audit Regulations, verifies and assesses the adequacy and effectiveness of internal control systems of the NNFH Group, including a compliance structure and a risk management structure, suggests improvements to problems, etc. to audited divisions, and reports audit findings, etc. to the Board of Directors and Audit and Supervisory Committee (members) every month. By exchanging information with accounting auditors, the division ensures that internal audits are conducted both objectively and efficiently.

Audit by the Audit and Supervisory Committee

The Audit and Supervisory Committee comprises four members, including three outside directors and one full-time director. Every member of the Audit and Supervisory Committee has considerable knowledge on finance and accounting through many years' hands-on experience, etc.

The Audit and Supervisory Committee audits the performance of directors' duties by having directors and others report on the status of execution of their business, as well as their development and implementation of an internal control system, and by attending important meetings, consulting documents on important managerial decisions, and investigating the status of directors' business execution and properties, in accordance with the audit policy and division of business as stipulated by the Audit and Supervisory Committee. The Audit and Supervisory Committee also verifies the appropriateness of the methods and findings of audits conducted by accounting auditors by having them report on the status of business execution and by witnessing audits by accounting auditors.

Accounting Audit

The NNFH's accounting audit business is executed by certified accountants affiliated with Ernst & Young ShinNihon LLC.

Appointment of Directors

Policy and Procedures for Nomination of Candidates for Directors

For the Board of Directors to effectively fulfill its roles and responsibilities, we believe it important to ensure that its members have a diverse range of knowledge, experience, skills, career backgrounds, and ages, on top of knowledge of the business and challenges of the NNFH Group. Our basic policy is to ensure that the Board of Directors is well balanced overall by appointing those with diverse expertise and backgrounds as candidates for outside directors.

From this perspective, we appoint those well-versed in the NNFH Group's business and challenges as candidates for directors. We also ensure the objectivity and transparency of the decision-making process of the Board of Directors by allowing each Audit and Supervisory Committee member to exercise his/her voting right held by the directors at the board meeting and the Audit and Supervisory Committee to exercise the statutory right to state its opinion at the general shareholders' meeting in relation to appointment/dismissal and remuneration of directors who are not Audit and Supervisory Committee members.

Our articles of incorporation prescribe that the number of directors should be no more than twenty and that the number of directors who are Audit and Supervisory Committee members should be three or more. Accordingly, we have appointed nine directors, four of whom are Audit and Supervisory Committee members (as of June 30, 2025).

Policy and Procedures for Appointment/Dismissal of Senior Management

Our Board of Directors appoints a representative director and senior managements (directors with special titles) after taking into consideration reports by the Nomination and Remuneration Advisory Committee and, in the event that the performance of any representative director or member of senior management (director with special titles) falls under the standards of removal as stipulated by the Board of Directors, deliberates on his/her removal, thereby ensuring objective, timely, and transparent procedures for appointment/removal of senior management.

Skill Matrix

NNFH has identified corporate management, finance and economy, financial affairs and accounting, legal affairs and risk management, IT and digital, human resource and diversity, and regional revitalization and regional sales, as being the seven areas of specialty for members of the Board of Directors. Shown on the matrix below are the areas of specialty we expect from each member of the Board of Directors.

Name	Position	Attribute	Specialty						
			Corporate management	Finance and economy	Financial affairs and accounting	Legal affairs and risk management	IT and digital	Human resource and diversity	Regional revitalization and regional sales
Hiromichi Tanigawa	Chairman (Representative Director)		●	●	●	●		●	●
Hideyuki Murakami	President (Representative Director)		●	●	●	●	●	●	●
Hiroyuki Irie	Director		●	●	●				●
Hiroyuki Takeo	Director		●	●	●				●
Takashige Honda	Director			●	●	●	●		●
Tomoko Ito	Director (Audit and Supervisory Committee Member)			●	●	●	●		●
Hiroshi Fujioka	Director (Audit and Supervisory Committee Member)	Outside Independent		●	●	●			
Chiharu Kubo	Director (Audit and Supervisory Committee Member)	Outside Independent	●		●	●		●	
Sachiko Miyamoto	Director (Audit and Supervisory Committee Member)	Outside Independent		●	●	●	●	●	

* The above areas of specialty do not represent all of the knowledge and experience that directors possess.

Independence Standards for Outside Directors

We determine the independence of our outside directors based on whether or not we can expect them to proactively offer suggestions and raise questions on the NNFH Group's business challenges, assuming that the independence standards stipulated by the Tokyo Stock Exchange, Inc. are fulfilled.

For instance, we take special care to determine if the independence of a person who has any of the following relationships with the Group is compromised because of such relationships, and disclose to shareholders the relationships between the Group and said person to the extent necessary.

1	A person who was an executing person of NNFH or any of its subsidiaries
2	A person for whom NNFH or any of its subsidiaries is his/her major counterparty*1 (If he/she belongs to a company, an executing person of said company now or in the past)
3	A major counterparty of NNFH or any of its subsidiaries*2 (If he/she belongs to a company, an executing person of said company now or in the past)
4	A person who is a consultant, accounting professional or legal professional who has received a large amount of money or other compensation*3, excluding remuneration for directors from NNFH or any of its subsidiaries, within the last three years (If he/she belongs to a company or other form of organization, an executing person of said company or organization now or in the past)
5	A person who is a major shareholder*4 of NNFH (If he/she belongs to a company, an executing person of said company)
6	A person who has kinship status with a person outlined in 1-5 above
7	An executing person of a company where an officer or an employee of NNFH or any of its subsidiaries is an outside officer
8	An executing person of a company or other form of organization who has received a large sum of donations*5 from NNFH or any of its subsidiaries within the last three years

*1 A counterparty that has received 2% or more of its consolidated net sales in the latest fiscal year from NNFH or any of its subsidiaries
*2 A counterparty from which NNFH or any of its subsidiaries have received 2% or more of their consolidated gross operating profit in the latest fiscal year
*3 A total of 30 million yen or more in cash or other compensations over the last three years
*4 A shareholder who holds 10% or more of the shares outstanding
*5 A donation of 15 million yen or more in total received over the past three years

Grounds for the Election of Outside Directors

Name	Position	Attribute	Reasons
Hiroshi Fujioka	Director (Audit and Supervisory Committee Member)	Independent Outside Director	Given his long years of practical experience in fiscal and monetary administration and broad insights into fiscal and monetary matters, Mr. Fujioka is expected to contribute to enhancing our Board's monitoring function and has thus been elected as NNFH's outside director. In addition, Mr. Fujioka does not meet any of the criteria prescribed by the stock exchange as grounds for potential conflicts of interests with general shareholders. We have therefore determined that Mr. Fujioka is in a highly independent position and have thus designated him as an independent director.
Chiharu Kubo	Director (Audit and Supervisory Committee Member)	Independent Outside Director	Given his specialist knowledge as a doctor and university professor and his extensive experience and comprehensive insights as a manager of a university through his positions such as former Director of Kyushu University Hospital and former President of Kyushu University, Mr. Kubo is expected to contribute to enhancing our Board's monitoring function and has thus been elected as NNFH's outside director who is also an Audit and Supervisory Committee Member. In addition, Mr. Kubo does not meet any of the criteria prescribed by the stock exchange as grounds for potential conflicts of interests with general shareholders. We have therefore determined that Mr. Kubo is in a highly independent position and have thus designated him as an independent director.
Sachiko Miyamoto	Director (Audit and Supervisory Committee Member)	Independent Outside Director	Ms. Miyamoto has been continuously working in the field of research related to Japanese and overseas financial and capital markets in the last 30 years in her capacity as a corporate analyst, investment strategist, and macro economist. With her specialized knowledge on corporate analysis and financial analysis, Ms. Miyamoto is expected to contribute to enhancing our Board's monitoring function and has thus been elected as NNFH's outside director who is also an Audit and Supervisory Committee Member. In addition, Ms. Miyamoto does not meet any of the criteria prescribed by the stock exchange as grounds for potential conflicts of interests with general shareholders. We have therefore determined that Ms. Miyamoto is in a highly independent position and have thus designated her as an independent director.

Support for Outside Directors

We make it a rule to fully explain the business, financial position, organizations, and other matters of the NNFH Group to our outside directors upon the assumption of their position. We are also taking appropriate measures to develop an environment in which outside directors can fulfill their roles and responsibilities effectively by, for example, providing prior explanations of the agenda for the board meeting and briefings on their duties, and organizing on-site visits.

We also appoint full-time Audit and Supervisory Committee members, who support outside Audit and Supervisory Committee members, and we have established the Audit and Supervisory Committee Members Office, which is directly managed by the Audit and Supervisory Committee. Full-time members of the Office assist all Audit and Supervisory Committee members, including outside members, and the Audit and Supervisory Committee in performing their duties.

Analysis and Evaluation of Board Effectiveness

Every year, we analyze and evaluate the effectiveness of our Board of Directors at the board meeting.

At the board meeting held in June 2025, we analyzed and evaluated the effectiveness of our Board of Directors based on the findings of a self-evaluation questionnaire distributed to all directors to verify that effectiveness is largely ensured.

Going forward, we will seek every opportunity available to provide directors with pertinent information by, for example, making reference materials for board meetings clearer and to the point, in order to further stimulate discussions among directors.

Training Policy of Directors

We offer and arrange opportunities for our directors to acquire and update the knowledge and information needed to properly perform their roles and responsibilities as directors. We also contribute to the payment of expenses relating to these opportunities, which include participation in seminars organized by outside organizations and lectures given by outside speakers.

We provide a thorough briefing on the Group's business, finance, organization, and so on, to those who are newly appointed as our outside directors. In addition, we endeavor to create an environment that allows our outside directors to effectively fulfill their roles and responsibilities by, for instance, providing briefings on the agenda items of Board meetings before the meetings take place, explaining the Group's operations, and arranging on-site inspections.

Directors' Remuneration System

Policy and Procedures for Decisions on the Content of Remuneration, etc. of Individual Directors

We established the Nomination and Remuneration Advisory Committee, the majority of whose members are outside directors of the company, in order to enhance the objectivity and transparency of decisions on remuneration, etc. of directors (excluding directors who are Audit and Supervisory Committee members).

Remuneration of directors (excluding directors who are Audit and Supervisory Committee members) shall comprise the monthly fixed price remuneration, and the stock-based remuneration, which is provided with the aim of incentivizing directors to improve corporate value over the medium to long term, and the total amount of the remuneration, etc. shall be no more than 300 million yen per year, which was approved at the general shareholders' meeting held on June 29, 2022.

i) Fixed price remuneration (cash remuneration)
The amount of the remuneration, etc. for each individual director shall be determined according to the duty of the director by a resolution of the Board of Directors and in consideration of reports from the Nomination and Remuneration Advisory Committee, and shall be paid on a monthly basis.
ii) Stock-based remuneration (non-cash remuneration)
With respect to the stock-based remuneration, each individual director shall, at a designated time of each fiscal year, be granted points determined according to the duty of the director (with one point corresponding to one share) based on the Director Stock Benefit Regulations established by NNFH and shall, at the time of retirement, be provided with the number of shares of NNFH's common stock (hereinafter "Company Shares") that corresponds to the cumulative number of those points granted to the director (if the director retires at the expiration of his or her term of office, 30% of those Company Shares shall be replaced by the amount of cash that is equivalent to the market value of that 30% of those Company Shares). The stock-based remuneration shall be determined so as to account for approximately 10% of the total amount of the remuneration, etc., which is the sum of the fixed price remuneration (cash remuneration) and the stock-based remuneration.

The Nomination and Remuneration Advisory Committee held in February 2025 discussed remuneration for directors (excluding directors who are Audit and Supervisory Committee Members).

Remuneration for directors who are also Audit and Supervisory Committee Members is determined based on discussions among the Audit and Supervisory Committee Members.

Roundtable Discussion with Outside Directors

—Refining Management from an External Perspective: The Future of the Group

Sachiko Miyamoto
Outside Director

Hiroshi Fujioka
Outside Director

Chiharu Kubo
Outside Director

NNFH has appointed three outside directors to ensure highly effective management oversight by the Board of Directors. In this discussion, the three outside directors shared their views on the current state of NNFH, its initiatives, and other matters.

Q. In your view as an external observer, what are the characteristics of NNFH in the local community?

Fujioka Fukuoka and other areas in the Kyushu Region are drawing nationwide attention for their population growth and economic vitality. In recent years, a series of major semiconductor manufacturers and other enterprises have been setting up operations in the region, and this momentum is expected to drive further growth moving forward.

The NNFH Group , as a financial institution that embodies the vitality of these thriving communities, plays an extremely important role. At the core is the Nishi-Nippon City Bank, which ranks sixth in deposits and fifth in loans among the 62 banks that belong to the Regional Banks Association of Japan, making it a top-tier institution. It also ranks fourth, a very good result, in the number of loans to small and medium-sized enterprises (as of fiscal year ended March 2024).Nurturing small and medium-sized enterprises is deeply rooted in the Nishi-Nippon City Bank's DNA. Since its establishment as a mutual loan company over a century ago, the bank engaged in mutual banking before transforming into a commercial bank, while consistently dedicating itself to supporting start-ups and fostering the growth of small and medium-sized enterprises. The Group maintains this management philosophy in its current business activities.

Another distinctive feature is its active involvement in local events, which fosters a strong sense of unity with the community. For example, at the Hakata Dontaku Minato Festival—one of Hakata's most iconic events—the Group helps enliven the celebration each year by organizing a parade team and setting up a performance stage.

The Group's history and proven track record of earning the trust of local communities and businesses in Fukuoka and other areas in the Kyushu Region—and growing together with them—serves as its foundation for value creation.

Kubo Fukuoka has a long-standing tradition of exchange as a gateway to mainland Asia. This has fostered a local culture with an open and welcoming spirit. Also, as Mr. Fujioka mentioned, I believe that the financial group places great importance on its relationships with the local community.

For example, in 2014, the Nishi-Nippon City Bank entered into an organizational collaboration agreement with Kyushu University, and the two have since been working to create new businesses through various initiatives, including regularly hosting Business Creation Exchange Meetings for local companies. In 2021, Kyushu University became a partner in the NNFH Big Advance open innovation program, connecting the university's intellectual properties with local companies to support new business development and other initiatives.

In 2023, the bank opened its Ito Branch, near Kyushu University's Ito Campus. The branch is intended to serve as a hub for industry-academia collaboration with the university, engaging in initiatives such as supporting university-launched ventures and providing financial literacy education.

Miyamoto As both of you noted, from an economist's point of view, I believe one of the Group's key strengths is its solid foundation in the growing economic zones of Fukuoka and other areas in the Kyushu Region—especially its strong presence in the Fukuoka City area. Fukuoka City continues to experience a steady influx of young people, making it a standout region amid the nationwide trend of population decline. The city's economic influence extends beyond Kyushu to include the Chugoku region as well. This regional vitality represents a deeply rooted trend that goes beyond temporary events like semiconductor-related investments or urban development, and it is expected to serve as a driving force for medium- to long-term growth.

Another important point is that, with its roots as a mutual loan company, the Group has built strong and lasting relationships with both individual customers and small and medium-sized enterprises. While more and more companies seem to be de-emphasizing face-to-face interactions in favor of more labor-saving approaches, I believe that the ability to leverage in-person connections remains a valuable asset for a financial group. Furthermore, as both of you mentioned, I also value the Group's efforts to coexist with local communities in various ways, grounded in its strong sense of responsibility as a regional financial institution.

A well-developed group structure is another of its key strengths. The ability to respond flexibly in various formats is the key to fully benefiting from the valuable asset of customer trust and goodwill. One major advantage is that we have Group companies capable of meeting a wide range of customer needs, such as credit card services, leasing, and information systems. Moving forward, I'm sure that the Group will continue to leverage its competitive advantages, while working to further strengthen its customer responsiveness and convenience.

Q. What do you consider to be the most important roles of an outside director?

Kubo While valuing my independence and objectivity as an outside director, I make a point to monitor whether the NNFH Group is achieving growth and contributing to a sustainable society, and to offer guidance when needed.

Throughout my terms as a hospital director and university president, I have placed strong emphasis on social roles, such as advancing community healthcare and cutting-edge medical treatments, as well as on crisis management, teamwork, and information sharing. As an outside director, I aim to fulfill my mission by applying this same perspective, while monitoring bank management from an external standpoint.

Miyamoto As an outside director, I place great importance on offering advice from an objective and broad perspective. In addition, I provide insights from a professional standpoint on areas such as management strategy and risk management.

NNFH has a culture that emphasizes "what was said" rather than "who said it," and matters are discussed over time and steadily reflected in actual policies. I think this type of productive culture is very good.

Fujioka I believe I should play a role in promoting corporate growth by offering advice on management policies and improvements based on the Corporate Governance Code, drawing on my experience in fiscal and financial administration.

In practice, the Board of Directors offers a forum for open and free exchange of opinions, and I actively contribute my expertise in my role as an outside director. I also recognize that all board members have a strong interest in and analytical insight into both domestic and global economic conditions, and that this contributes meaningfully to management decision-making.

On the other hand, it will be important to elicit more feedback from the frontlines moving forward. As a member of the Audit and Supervisory Committee, I value opportunities to visit the head office, branches, and Group companies to hear directly from employees on the front lines. And I

believe my role is to contribute to management decision-making by connecting the impressions I gain through dialogue with front-line employees to my insights as an outside director, and present these to the Board of Directors.

Kubo I also place great importance on personally visiting sites that interest me to observe the actual conditions firsthand. For example, I make an effort to gain a concrete understanding of the current state of affairs at sales branches by asking the actual staff involved about how human resource systems are applied and how lending decisions are made. I believe that having this kind of front-line perspective allows for more realistic and informed discussions at board meetings.

Miyamoto NNFH has a framework in place for directors to share information with one another. In addition to serving as outside directors, we also act as members of the Audit and Supervisory Committee, so making inspections is an important part of our duties. We visit numerous sites each year, and the various expert observations made are then shared within the organization. This ongoing accumulation of shared information enables both the Board of Directors and the Audit and Supervisory Committee to engage in discussions that are firmly grounded in the realities of front-line workplaces.

Q. What is your assessment of the current state of the Group's management strategy?

Fujioka As a listed enterprise, the NNFH Group is naturally obligated to secure returns that exceed capital costs and to ensure appropriate returns to shareholders. To improve return on equity (ROE) and price-to-book ratio (PBR), it is essential not only to enhance profitability but also to drive business innovation by cutting operating costs and promoting digital transformation (DX).

In fact, initiatives such as introducing tablet-based advanced sales support tools—efforts that have drawn attention from other regional banks—are already underway at the front lines, with the aim of enhancing ROE and RORA* through work reforms.

In addition, improving the price-earnings ratio (PER) requires formulating a clear medium-term management plan for future growth and making steady growth-oriented investments in line with that plan.

It is also important to note that shareholder returns are being implemented through a combination of dividends and share buybacks, with a target total return ratio of roughly 40%. As an outside director, I will continue monitoring management progress to ensure that these initiatives come to fruition, and I make a point to provide recommendations when necessary.

* Return On Risk Asset (Net income divided by risk-weighted assets)

Kubo From my experiences with social contribution activities at the hospital and university, I believe that striking a balance between corporate profitability and social contribution is essential in corporate management. Neither excessive self-interest nor one-sided altruism is sustainable. A proper balance between the two is essential. I am closely monitoring the Group's efforts in relation to capital costs and shareholder returns from the perspective of ensuring coexistence with society.

Q. What challenges stand in the way of smoothly implementing the management strategy?

Fujioka As a financial institution, one of the biggest challenges is risk management. I closely monitor discussions related to risk, drawing on my experience in government. I recognize that NNFH appropriately assesses and manages various risks—such as market, credit, and operational risks—based on the principles of the Risk Appetite Framework (RAF).

The Group has also incorporated internal rating methods in line with Basel regulations and continues to maintain a high capital adequacy ratio. Moving forward, I intend to continue reviewing and assessing these internal control systems from an external perspective through discussions at Board of Directors meetings.

Kubo Looking at the Kyushu economy, while Fukuoka City is undergoing a period of revitalization, rural areas are facing population decline, increasing uncertainty about the future of the regional economy as a whole. As the economic outlook—including the impact of global developments—remains difficult to predict, the Group needs to implement support measures that are firmly grounded in a clear understanding of regional trends. In particular, I believe that a key challenge going forward will be how to support local businesses in building systems that enable them to adapt to change, through assistance in implementing digital transformation and other initiatives.

Miyamoto The Group's strength is its diverse range of businesses centered on banking. However, to fully realize the potential of this structure, it is essential to develop human resources, enhance interdepartmental collaboration, and cultivate an open organizational culture. Also, it is not enough to simply introduce systems and frameworks. Their effectiveness is what truly matters. I feel that, in NNFH, the PDCA cycle is functioning effectively and delivering results. However, further enhancing synergies within the financial group remains an important and ongoing challenge.

Q. What is your assessment of the progress made in human capital management?

Kubo To improve human capital management, it is important to develop specialized expertise. In particular, it is essential to cultivate human resources who are adept at leveraging IT and digital transformation, as well as those with expertise in management and strategic planning.

At the same time, it is also important to foster a workplace environment that welcomes open dialogue and where a diverse range of personnel can thrive. In fact, earlier, when I visited the Ito Branch mentioned earlier, I was impressed by the employees' bright and positive attitude, as well as by their continuous efforts to incorporate various innovations into their work.

Miyamoto The Group recognizes performance outcomes and also has a Process Award system to properly recognize efforts made along the way. This approach is highly commendable. I believe that this contributes to the development of a positive and forward-looking organizational culture.

Fujioka To promote human capital management, I believe it is important to improve employee treatment while also boosting their level of expertise, as Mr. Kubo pointed out.

The Group is making progress in improving employee treatment in terms of salary, such as raising starting pay, but that alone is not sufficient. The Group places a strong emphasis on group training conducted at the Kokoro-kan (training facility), which stands in a nature-rich location near Ohori Park (one of Japan's premier waterfront parks, near the heart of Fukuoka City). I believe that enriching opportunities for employees to develop their skills will help raise morale.

This series of personnel measures will drive the human resource reform set forth as a core strategy in the medium-term management plan and also contribute to strengthening the sales structure and work reform, which are key objectives of sales reform. As we enter the final year of the plan, the focus will be on advancing human capital management and on the added value generated through business.

Q. What should NNFH do to further enhance its corporate value?

Fujioka Ever since transitioning to a holding company structure in 2016, the Group has evolved into a comprehensive financial group that combines uniqueness and scalability, with banking at its core. In my assessment, this is steadily yielding tangible results.

For example, The Kyushu Card boasts one of the highest transaction volumes among all regional bank-affiliated credit card companies in Japan, contributing to the expansion of the Group's foundation by building connections with younger generations and offering services to corporate clients. In addition, Nishi-Nippon City Tokai Tokyo Securities has played a key role in supporting the growth of local businesses, such as by becoming the first regional bank-affiliated securities company to serve as the lead manager for initial public offerings. Furthermore, by making the ICT company City Ascom a subsidiary and turning Kyushu Leasing Service into an affiliate, the Group is advancing digital transformation and diversifying its range of financial solutions.

It is essential to view these group initiatives not merely as additive efforts but rather as synergistic strategies that multiply their effects across the Group. I am confident that unified, group-wide efforts will form a strong foundation for future growth and contribute to enhancing corporate value.

Miyamoto The financial industry is facing significant challenges, including the shift from a negative interest rate environment to one with positive interest rates, as well as the continued aging of society. Under these circumstances, I believe that the current management strategy of advancing services and businesses centered on finance is an effective approach to enhancing corporate value over the medium to long term, and it will continue to be a vital approach in the years ahead.

However, it is essential to remember that the effectiveness of this strategy stems from the Group's valuable intangible assets—namely, strong customer relationships and a high level of trust and goodwill.

Trust and goodwill are built gradually over the course of many years, yet they can be lost instantly with a single misstep. Therefore, I believe that carefully protecting and nurturing these intangible assets is essential to enhancing corporate value.

Kubo I fully agree with Mr. Miyamoto's remark about maintaining and enhancing customer trust being the very foundation of organizational management.

For example, in medical treatment, the most effective solution can only be identified when there is a relationship of trust between the doctor and the patient. The same holds true in business. Without the trust of customers, it is unlikely that issues can be fundamentally resolved. Therefore, it is essential to continue valuing the trust built with customers.

In addition, in the medical field, treatment is often carried out by a medical team in which various specialists collaborate to care for a single patient. Similarly, in business, a team-based management approach—in which each Group company contributes its unique strengths in close coordination—is indispensable. As each individual company grows, further bolstering the Group's collective strengths will enhance corporate value moving forward.

Risk Management

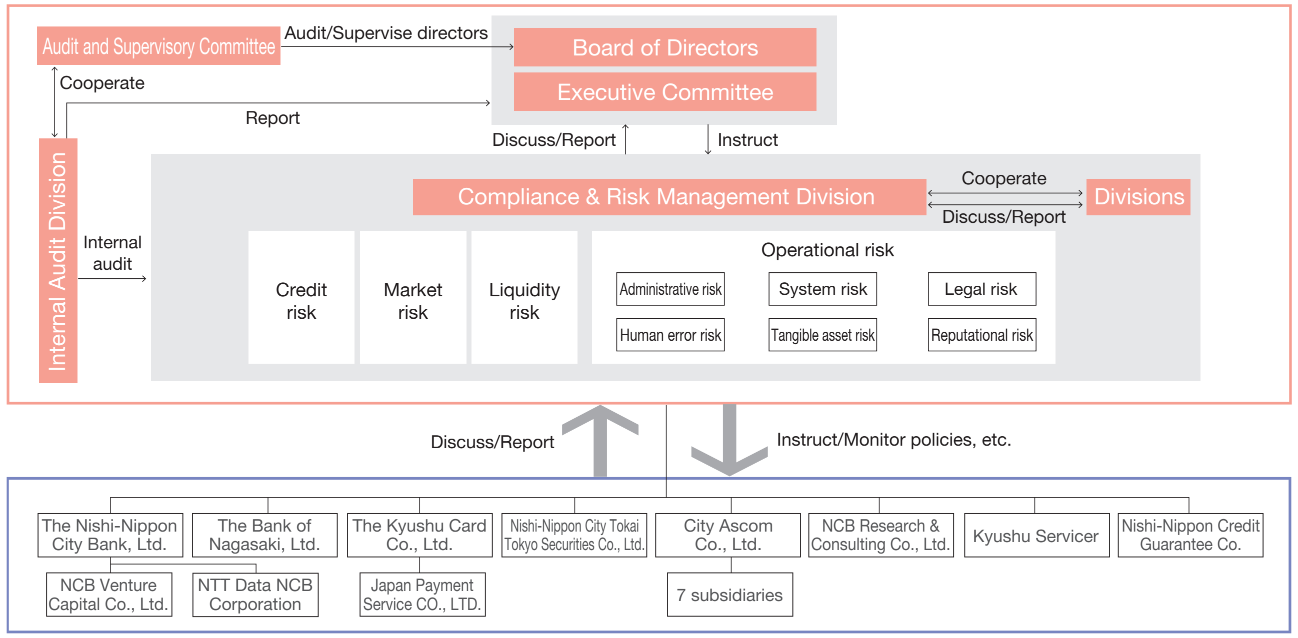
The NNFH Group's business environment continues to undergo significant changes against a backdrop of increasingly diversified and advanced customer needs due to factors such as accelerated digitization and a heightened awareness of sustainability. Under these circumstances, risk management is becoming increasingly important in ensuring stable earnings and a sound management foundation as a regional financial group.

The Group positions risk management as its top priority issues in the management. Accordingly, we make concerted efforts to advance our risk management structure in accordance with our Basic Policy on Risk Management, which serves as a set of shared norms for the Group.

Risk Management System

At NNFH, the Compliance & Risk Management Division manages risk for the entire Group under one umbrella, and the director in charge issue reports to the Board of Directors on the status of risks so that the management team can discuss and provide instructions on improvement. In addition, the Internal Audit Division, which conducts internal audits independent from all operations divisions, assesses the adequacy and effectiveness of Group companies' risk management structures through internal audits.

Each Group company establishes a consultative body, such as an ALM Committee and Operational Risk Committee, and deliberates on and periodically assesses matters concerning risk management.



Risk Management by Category

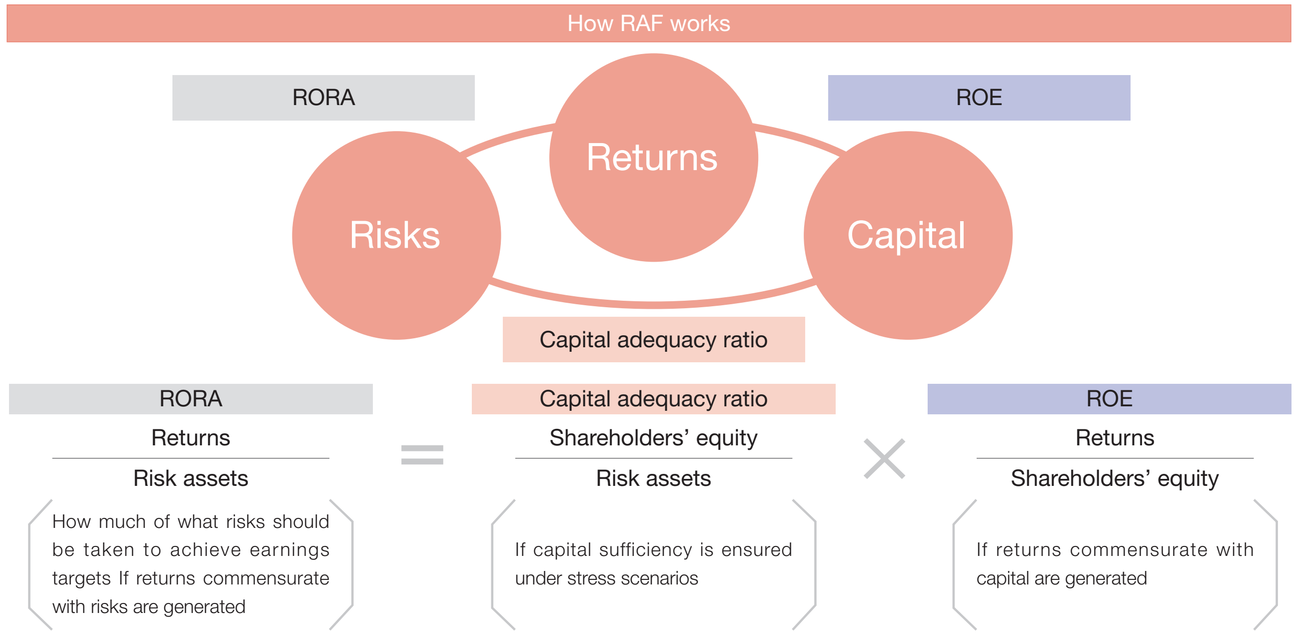
The NNFH Group categorizes the risks we face into credit risks, market risks, liquidity risks, and operational risks, and has established management policies for each category as a means of strengthening our management framework.

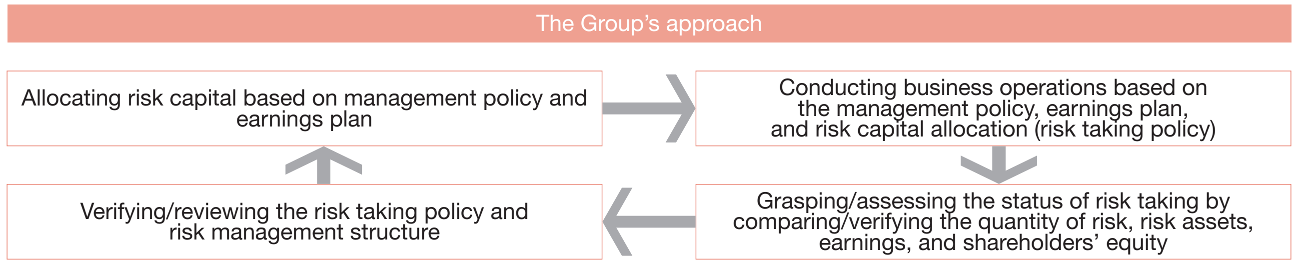
Credit risk	- The risk of loss resulting from a reduction or complete loss of the value of assets due to a deterioration in the financial situation of borrowers or other factors. - The Group quantitatively assesses and manages credit risk on a group-wide basis.
Market risk	- The risk of loss due to fluctuations in the value of assets/liabilities in response to movements in interest rates, forex market, stock prices, and other parameters, and a loss due to fluctuations in earnings generated from such assets/liabilities. - The Group works to secure stable earnings while controlling risk through setting limits and other measures.
Liquidity risk	- The risk of loss due to a difficulty in securing necessary funds or being obliged to procure funds at an interest rate significantly higher than usual because of a timing mismatch between management and procurement or an unexpected outflow of funds. - The Group maintains the soundness of its assets so that it can ensure market liquidity and stabilize cash flows.
Operational risk	- The risk of loss due to inappropriate administrative operations, systemic deficiencies, legal violations, natural disasters, or other factors. - We classify operational risks into six categories: 1. Administrative risk, 2. System risk, 3. Legal risk, 4. Human error risk, 5. Tangible asset risk, and 6. Reputational risk, and our Compliance & Risk Management Division monitors and manages the operational risks faced by the Group as a whole, while working to preventively manage risk and minimize the impact of any risks that emerge.

Risk Appetite Framework

The NNFH Group works to optimize risks and returns through integrated management of business strategies and risk management in accordance with the risk appetite framework (RAF).

Specifically, in drawing up business plans (management plans and mid-term business plans), we verify management policies, earnings plans, and risk capital allocation in an integrated manner to ensure appropriate risk-taking aimed at improving profitability (e.g., ROE) while maintaining a certain level of soundness (capital adequacy ratio). In addition, we check on the degree of progress by regularly monitoring the status of earnings relative to risk and other factors.





Top Risks

We designate events relating to our business operations that are highly significant in terms of impact and likelihood as top risks. Through top risk management, we work to enhance risk communication within the Group and to strengthen risk management by implementing measures aimed at risk mitigation.

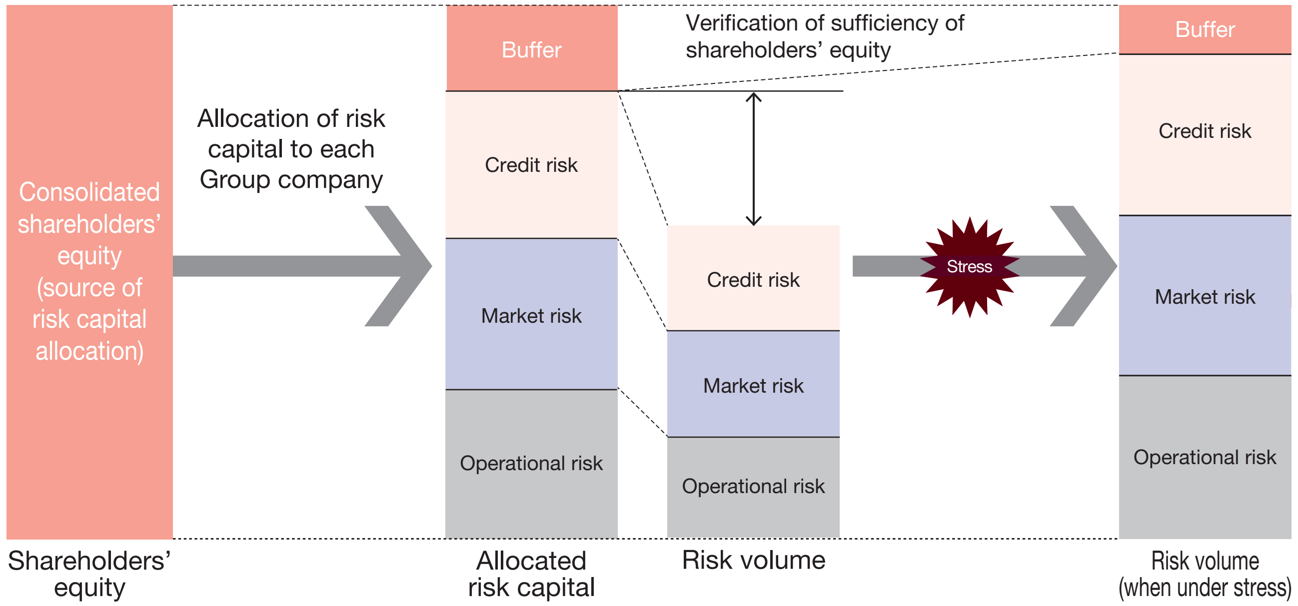
Top risks	Examples of risk events
Global economic downturn and financial market instability	- The global economic downturn, driven by trade policies and other factors in various countries, may affect the economy of the Kyushu region, worsening client business conditions and increasing credit costs. - Financial market instability may lead to a deterioration in the valuation gains and losses of held securities.
Regional population decline	- The customer base may shrink as population outflow from the Kyushu region exceeds projections. - Difficulty in securing personnel may force reductions in business offerings and branch networks, shrinking the revenue base.
Changes in industrial structure driven by digitalization	- With the advancement of digitalization and the wider use of AI and other technologies, competitiveness may decline due to inferior customer convenience or cost efficiency compared to competitors and new market entrants.
Increased dependence on third parties	- Business continuity may be disrupted by system failures at third parties. - Inadequate management may result in customer information leaks through third parties, undermining credibility.
Rising cybersecurity threats	- Business continuity may be disrupted by cyberattacks targeting our company or third parties. - Customer information leaks may occur, undermining credibility.
Occurrence of compliance or conduct-related risk events	- Violations of laws or regulations or inappropriate behavior of employees may cause harm to customers, undermining credibility. - Insufficient measures to prevent money laundering and related activities may also undermine credibility.
Delays in sustainability initiatives	- Inadequate responses to climate change may erode corporate value.
Occurrence of major earthquakes, floods, and other disasters	- Business operations may be suspended due to damage to employees, facilities, or systems. - Major disasters may deteriorate the performance of business partners, increasing credit costs.

Risk Register

We have established a risk register to proactively identify significant risks and to strengthen risk ownership among all Group companies. Specifically, through close communication between the Compliance & Risk Management Division and each Group company, we identify risks based on our awareness of internal and external environments. We then assess these risks and verify the effectiveness of control measures.

Allocating Risk Capital

Based on the RAF framework, we use consolidated shareholders' equity to allocate risk capital to each Group company in each category of credit risk, market risk, and operational risk. We also monitor the quantity of risk and earnings results at each Group company to ensure that risk is taken appropriately through the use of the allocated risk capital.



Stress Tests

Amid the changing economic and market environments, the NNFH Group uses stress tests when drawing up its business plans and allocating risk capital.

In conducting stress tests, we create stress scenarios applied to the entire Group, considering the rapid economic downturns experienced in the past and potential future risks, and estimate risk volume and earnings in the event that the risks materialize. The results of the stress tests are used to verify the impact of stress events on our capital adequacy ratio, sufficiency of our shareholders' equity, and appropriateness of our risk-taking activities.

Crisis Management

NNFH has established Business Continuity Regulations as our basic policy on the organization of a framework to continue minimum levels of operations that are needed for the maintenance of the functioning of the financial system in the event of a large-scale disaster, system failure, or other unforeseen contingency. In compliance with these Regulations, all Group companies have prepared business continuity plans (BCP) and are working to improve the effectiveness of their business continuity framework through various training.

Our Response to Natural Disasters

The NNFH Group assesses the potential risks of natural disasters such as earthquakes, tsunamis, typhoons, and floods, for each location and reinforces the equipment, stockpiles emergency food and other supplies, and conducts routine safety drills, etc., so as to ensure business continuity in the wake of a natural disaster.

Our Response to System Failures, etc.

The NNFH Group is actively working to enhance safety measures for its systems and its backup systems in an effort to ensure that every possible precaution has been taken toward safe and uninterrupted operations. In addition, we conduct safety drills on a regular basis to ensure business continuity in the event of a system failure, cyber-attacks, etc.

Cyber Security Efforts

Cyber Security Management Structure

The NNFH Group fully recognizes that the proper and smooth operation of computer systems is extremely important for the stability of financial systems, which are critical elements of infrastructure, and for providing customers with high quality services, and we work to fortify our cyber security management structure.

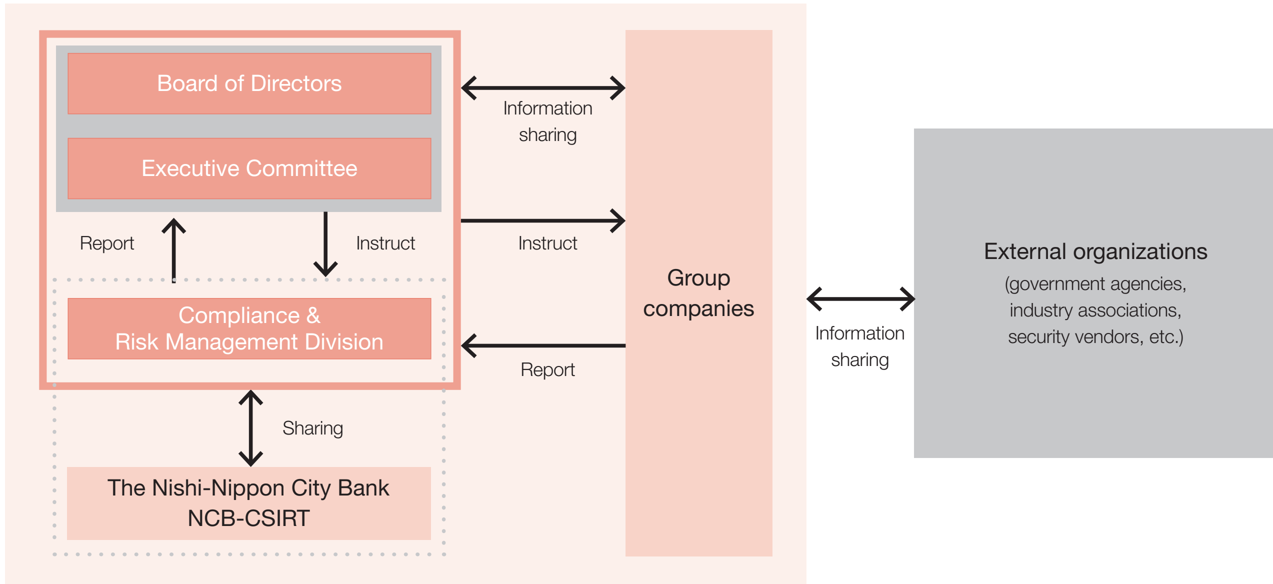
In order to respond to increasingly sophisticated and grievous cyber-attacks, the Compliance & Risk Management Division and the Nishi-Nippon City Bank Cyber Security Incident Response Team (NCB-CSIRT) work together to collect, analyze, and investigate threat intelligence related to cyber-attacks. Once threat intelligence has been obtained or identified, the personnel in charge promptly coordinate with Group companies to prevent or minimize damage through early responses.

The Group has also established a 24-hour-a-day, 365-day-a-year monitoring system that incorporates multilayered technical measures, including detection systems and intrusion prevention in a manner that makes full use of external experts as well as a Security Operation Center*1 (SOC) to take action at a moment's notice. The Nishi-Nippon City Bank is working to reinforce its cybersecurity functions. These include the introduction of BIMI*2 to counter phishing emails and the implementation of measures to improve vulnerability management at all Group companies using ASM*3.

Furthermore, we perform internal and external audits on our cyber security management framework to enhance our management capabilities.

We will continue these efforts and upgrade our cyber security management framework under the initiative of our management team to combat the threats posed by increasingly sophisticated cyber-attacks.

*1 An organization that monitors networks and servers to detect cyber-attacks and conduct correlation analyses.
*2 A technology that displays the sender's brand logo in emails received by customers.
*3 A service that provides continuous visualization of vulnerabilities in websites and other systems.



Incident Response

In the event of a cyber-attack with the NNFH Group, the Compliance & Risk Management Division and NCB-CSIRT take the lead in promptly sharing information, and depending on the circumstances and under the guidance of senior management, a countermeasures headquarters will be established to take emergency action against cyber-attacks.

In addition to collecting threat intelligence on a daily basis, and investigating and responding to attacks when detected, the Compliance & Risk Management Division and NCB-CSIRT actively participate in training sessions organized by the Financial Services Agency, the Financials ISAC Japan, and the National center of Incident readiness and Strategy for Cybersecurity (NISC), and regularly conduct management-led cyber-attacks response training in order to continuously improve the effectiveness of our incident response system in preparation for emergencies.

Education and Raising Awareness

To improve overall security literacy among our officers and employees, the NNFH Group provides ongoing educational and awareness-raising activities, including e-learning-style cyber security training offered to all of our employees, warnings based on domestic and international cyber-attacks, training on the handling of suspicious emails, and sharing information on the latest security incidents.

Compliance

The NNFH Group positions compliance as one of our overriding management issues. Based on this understanding, we have established the Basic Policy for Compliance as a common rule for the Group. Recognizing that a compliance framework is one of the key infrastructures in building trusting relationships with local communities and business partners, we are endeavoring to cultivate a corporate culture that emphasizes compliance. As part of such efforts, our management has announced to all employees their commitment to ensuring compliance.

Compliance Management Structure

In NNFH, the director in charge of the Compliance & Risk Management Division is responsible for compliance and supervises matters pertaining to the Group's compliance with laws and regulations. The Compliance & Risk Management Division, which centrally manages compliance-related matters, regularly monitors the status of compliance initiatives within the NNFH Group and strives to ensure their effectiveness by issuing instructions for improvement when necessary. In addition, the director in charge of the Compliance & Risk Management Division periodically provides reports on the status of compliance initiatives to the Board of Directors and the Board monitors Group companies based on such reports.

In the event of misconduct such as fraud, embezzlement, or any event that could constitute such misconduct, we take action such as conducting an investigation to clarify what has occurred in accordance with our rules on the handling of misconduct. We also provide a report to the Board of Directors and others as needed.

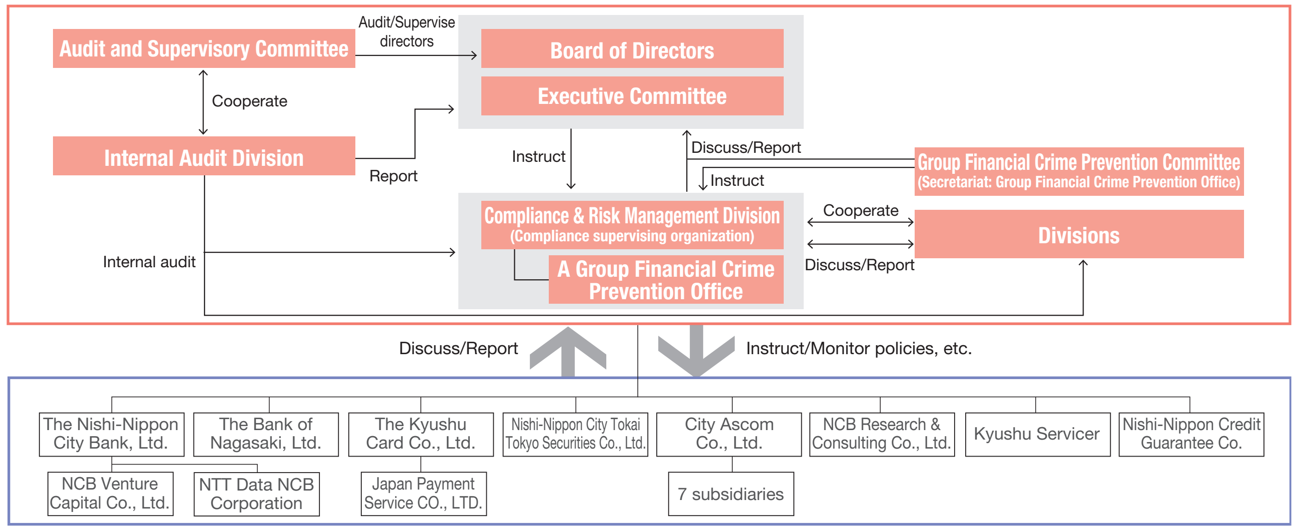
In the NNFH Group, each Group company periodically holds meetings of its compliance committee. A compliance committee consists of the respective company's Board members and conducts specific and substantial discussions and evaluations on the progress of their compliance program and on important management issues related to compliance to improve and enhance their compliance and risk management framework.

Compliance Program

We prepare a compliance program each fiscal year as a plan for practicing compliance in accordance with the NNFH Group's Basic Policy for Compliance based on the status of compliance initiatives in the previous fiscal year and an assessment of the compliance risks each Group company is exposed to.

Education and Raising Awareness Among Officers and Employees

The NNFH Group endeavors to raise awareness on compliance among its officers and employees through actions such as sending messages on compliance from the President and others on a periodical basis and conducting regular workshops on compliance open to all employees.



Measures against Money Laundering and Terrorism Financing

Given the increasing threats of nuclear weapons, missiles, and terrorist attacks worldwide, preventing the financing of criminals and terrorist organizations and enforcing appropriate sanctions based on laws and regulations have become issues for Japan and the international company to address together. This has made measures to prevent money laundering and terrorism financing (hereinafter, "Anti-Money Laundering Measures") more important than ever.

Recognizing that restraining financial crimes through Anti-Money Laundering Measures is a shared global challenge, the NNFH Group positions it as one of its important management challenges and complies with relevant laws and ordinances including the Act on Prevention of Transfer of Criminal Proceeds and the Foreign Exchange and Foreign Trade Act. In addition, we have established a basic policy to combat money laundering and terrorism financing in accordance with the guidelines provided by the Financial Services Agency, and the entire Group is working to build an advanced management framework.

https://www.nnfh.co.jp/money_laundering.html

Building a Management Framework

The NNFH Group's management team has appointed the director in charge of the Compliance & Risk Management Division as the person responsible for overseeing the Group's Anti-Money Laundering Measures based on the recognition of the importance of such measures. The officer in charge takes a leading role in the Group's Anti-Money Laundering Measures and ensures that the Group's officers and employees understand and practice the Group's Anti-Money Laundering Measures to enhance the Group's management framework.

In addition, the Group has built a centralized management framework designating a section in charge of Anti-Money Laundering Measures which develops and manages the Group's policy for cross-organization actions.

Production and Review of Risk Assessment Report

To implement effective Anti-Money Laundering Measures, the NNFH Group identifies and assesses the risks it is exposed to in an appropriate manner at appropriate times and takes measures to reduce such risks based on the risk-based approach.

For this purpose, the Group identifies and assesses risks related to the products and services it offers and produces a Risk Assessment Report, which it revises at least once a year.

Training and Education of Officers and Employees

The NNFH Group provides necessary training and education to all its officers and employees to make them understand that implementing Anti-Money Laundering Measures is a duty of every person engaging in financial transactions and to urge them to act for the safety of customers' transactions.

Severing Relations with Antisocial Forces

Strongly recognizing its social responsibility, the NNFH Group is working to block its relationships with antisocial forces that threaten the order and security of civil society.

In concrete terms, we designate a department that deals with antisocial forces and, through cooperation with police, lawyers, and other external professional bodies, firmly decline undue claims and interventions from antisocial forces, involving the entire organization in doing so. Also, we ensure that we include an article to the effect that organized crime groups and other antisocial forces should be eliminated in various application forms and contracts of the Group, in order to prevent transactions and relationships with such groups.

Whistle-Blowing System

In consideration of the purpose of the Whistleblower Protection Act, the NNFH Group has established Whistle-Blowing Regulations which stipulate the protection of whistle-blowers and the duty of confidentiality of personnel who receive reports from whistle-blowers, among other matters. In addition, the Group has created a whistle-blowing desk at each Group company. These actions are designed to ensure early detection and correction of acts in violation of relevant laws and regulations, harassment cases, and personnel and labor issues within the Group and to strengthen compliance-oriented business management. We have also established whistle-blowing desks in NNFH and external laws firms that are directly accessible to the employees of all Group companies, where they can submit reports or seek consultations without any involvement from the company they belong to. The desks also accept reports from anonymous whistleblowers. Upon receiving reports, we investigate what has occurred and correct the identified problems in accordance with the Whistle-Blowing Regulations. Furthermore, we are making efforts to advertise the system by placing posters about whistle-blowing desks and other relevant information in each section, distributing portable palm-sized cards bearing similar information to all officers and employees, and sharing information on the system through internal media, in an effort to raise its effectiveness.

Initiatives to Prevent Bribery and Corruption

To prevent bribery and corruption, the NNFH Group has established its own compliance rules for prohibiting bribery, illegal political donations, and purchases of party tickets for political parties, any other collusive relationships with politicians and government officials, as well as entertaining and gift-giving that go beyond appropriate social norms. The Group provides training and other opportunities for its officers and employees to understand these rules to prevent bribery and corruption.

Framework for Customer Protection

For the sake of customer protection, enhanced convenience, and facilitation of financing, the NNFH Group makes constant efforts to establish a framework for customer protection by, for example, providing explanations to customers, responding to consultation and complaints from customers, managing customer information, supervising third-parties to whom it outsources part of its operations, and appropriately managing conflicts of interest that may arise from transactions with customers.

To develop a framework for the safe management of customer information, we have established the Privacy Policy for public announcements and put it to appropriate use pursuant to applicable laws and regulations.

https://www.nnfh.co.jp/policy.html

Initiatives for the Financial ADR System

When a customer has a dispute with a financial institution that they find difficult to resolve, no matter how much they consult with each other, they can avail themselves of the financial alternative dispute resolution* (ADR) system. Upon application by a customer or a financial institution, banking business dispute resolution organizations and dispute resolution organizations that have been designated by the government for ensuring neutrality will attempt to solve complaints and problems.

* A procedure for bringing about a flexible solution to daily troubles through the involvement of a neutral and fair third-party, rather than by a court.

Communication with Shareholders and Investors

NNFH is engaged in the following to promote constructive dialogue with shareholders and investors.

I	Appointing responsible persons	A director in charge of the Corporate Planning Division is responsible for ensuring that constructive dialogue occurs at financial results briefings and other opportunities to engage with shareholders and investors and for providing as many of such opportunities as possible.
II	A framework for promoting constructive dialogue	Through cooperation with each division and Group company, the Corporate Planning Division develops a framework under which varying management information is gathered, analyzed, and offered to shareholders and investors in an appropriate form.
III	Measures to promote opportunities for dialogue	As part of dialogues with shareholders and investors, financial results briefings and other events are organized.
IV	Feeding back shareholders' opinions	Opinions presented in dialogues with shareholders and investors are appropriately fed back to the management team by persons participating in the dialogues.
V	Control of insider information	To manage important corporate information appropriately and prevent insider trading, we establish and keep everyone informed of relevant in-house regulations. We will not include matters that have yet to be made publicly available in handouts for investors or make any comment on issues that may be deemed material facts.

IR Calendar

	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
Financial results announcement, Financial Results releases		Third-quarter financial settlement			Full-year financial settlement			First-quarter financial settlement			Second-quarter financial settlement	
Securities report and quarterly reports submission						Securities report					Quarterly report	
Disclosure materials issuance	Interim Disclosure Report						Integrated Report (Disclosure Report) Mini Disclosure Report					Interim Mini Disclosure Report
English disclosure materials issuance								FINANCIAL REPORT		INTEGRATED REPORT		
General Meeting of Shareholders						Annual General Meeting of Shareholders						
Briefings for institutional investors and analysts, disclosure of briefing materials (including English translations)					Full-year financial results briefing						Second-quarter financial results briefing	

General Shareholder's Meeting

At Annual General Meetings of Shareholders held every June, we report our business performance to shareholders in the most digestible way possible, using videos and other tools. In addition, video recordings of General Meetings of Shareholders are available for later viewing by shareholders.

We make it a rule to send a convocation notice to shareholders well before the meeting and disclose the notice on our and stock exchanges' websites prior to the dispatch. For the convenience of international shareholders and other parties, we disclose an English version of the convocation notice alongside its Japanese original on the websites of stock exchanges and NNFH.

We also make it easy for our shareholders to exercise their voting rights by allowing them to vote on the internet or otherwise and participating in the electronic voting platform for institutional investors operated by ICJ, Inc.

The 9th Annual General Meeting of Shareholders held on June 27, 2025 was attended by 106 shareholders.

Investor Dialogues

The NNFH Group has constructive dialogues with its investors for the purpose of achieving sustainable growth and raising its corporate value.

Dialogues with Investors and Analysts

We hold financial results briefings for institutional investors, analysts, and others, where the President makes a presentation following the announcement of our full-year and interim results. In addition, we actively organize small and one-on-one meetings to explain issues such as the Group's financial status and forecasts, management strategies, capital policies, and corporate governance, and to collect opinions from institutional investors, analysts, and other stakeholders.

The materials used in our financial results briefings are available on our website.
https://www.nnfh.co.jp/shareholder/ir/ir_presentations_eng/

FY2024 Results

	Overview	Presenters	Participants
May 24, 2024	Financial results briefing for institutional investors (Tokyo/Online)	President	102
September 20, 2024	Small meeting (Fukuoka)	President	6
November 29, 2024	Financial results briefing for institutional investors (Tokyo/Online)	President	97
FY2024	One-on-one meetings (Target) Institutional investors (fund managers, analysts, ESG personnel, proxy voting personnel), sell-side analysts, etc.	President Director in charge of Corporate Planning Division General Manager of Corporate Planning Division	Number of meetings 89

Examples of Issues Investors are Interested in

- Economic environment and funding demand in Fukuoka and other areas in the Kyushu Region
- Loan balance growth outlook
- Measures for deposit acquisition
- Policies on domestic bond management
- Future expense outlook
- Credit cost outlook
- Future approach to shareholder returns
- Approach to reducing strategic shares
- Board of Directors composition
- Nomination and Remuneration Advisory Committee

etc.

Information Provision to Individuals

We hold company briefings as needed for the residents of our local communities to help improve their understanding of the Group.

The materials used in these briefings are available on our website.
https://www.nnfh.co.jp/shareholder/ir/presentation_for_individual_investors.html

FY2024 Results

	Overview	Presenter	Participants
From March 2025 to April 2025*	Company briefing for individual investors (Fukuoka/Kita-Kyushu)	President	96 (Fukuoka)
		President	70 (Kita-Kyushu)

* Held as a series of company briefings spanning fiscal years.

Financial Information

Nishi-Nippon Financial Holdings Consolidated Financial Settlement Summary

Results Summary

(Million yen)

	FY2020	FY2021	FY2022	FY2023	FY2024
Ordinary income	134,949	138,484	160,448	185,595	196,415
Gross operating profit	116,032	121,640	108,159	109,814	122,325
Net interest income	92,026	97,373	93,741	91,008	102,845
Fees and commissions	19,046	20,932	21,114	24,019	23,430
Trading income	1,842	1,919	1,369	1,036	589
Other operating income	3,117	1,415	(8,066)	(6,250)	(4,540)
of which net gains (losses) related to bonds	2,751	955	(10,431)	(10,787)	(8,098)
Expenses	78,603	78,076	78,039	80,226	82,897
Net business profits	37,429	43,563	30,119	29,588	39,428
Gains (losses) on equity securities	1,946	(909)	2,235	15,311	12,102
Cost of credit	9,452	4,030	3,949	6,649	5,831
Other extraordinary gains (losses)	(3,160)	(754)	5,270	(2,640)	(162)
Ordinary profit	26,763	37,868	33,677	35,609	45,537
Extraordinary profit (loss)	(864)	(714)	434	(754)	(520)
Income taxes	7,272	12,342	7,678	10,648	13,500
Profit attributable to non-controlling interests	537	575	368	630	533
Profit attributable to owners of parent	18,088	24,236	26,064	23,576	30,982

Balance Sheet Summary

(Million yen)

	Mar. 31, 2021	Mar. 31, 2022	Mar. 31, 2023	Mar. 31, 2024	Mar. 31, 2025
Assets					
Cash and due from banks	1,738,761	2,614,747	1,946,575	2,200,594	1,674,158
Loans and bills discounted	8,543,946	8,470,861	8,955,399	9,178,238	9,921,416
Securities	1,506,834	1,773,344	1,792,650	1,803,150	1,691,673
Total assets	**12,075,567**	**13,128,988**	**12,986,441**	**13,483,062**	**13,582,451**
Liabilities					
Deposits	9,295,489	9,570,343	9,791,772	10,177,203	10,082,666
Negotiable certificates of deposit	188,520	264,293	167,423	247,711	424,274
Total liabilities	**11,523,578**	**12,597,181**	**12,445,737**	**12,896,997**	**13,024,320**
Net assets					
Shareholders' equity	454,222	470,919	489,728	503,609	524,256
of which retained earnings	285,617	305,318	326,720	342,608	365,262
Accumulated other comprehensive income	89,651	52,332	41,355	72,272	23,312
Non-controlling interests	8,114	8,555	9,620	10,183	10,561
Total net assets	**551,988**	**531,806**	**540,704**	**586,065**	**558,130**
Total liabilities and net assets	**12,075,567**	**13,128,988**	**12,986,441**	**13,483,062**	**13,582,451**

Nishi-Nippon Financial Holdings Summary of Consolidated Financial Statements

Consolidated Balance Sheet Summary

(Million yen)

Assets	Mar. 31, 2024	Mar. 31, 2025
Cash and due from banks	2,200,594	1,674,158
Call loans and bills bought	7,570	–
Monetary claims bought	47,653	49,426
Money held in trust	11,699	11,691
Securities	1,803,150	1,691,673
Loans and bills discounted	9,178,238	9,921,416
Foreign exchanges	9,361	7,942
Other assets	101,896	93,818
Tangible fixed assets	115,958	115,006
Buildings, net	30,595	29,766
Land	75,372	75,146
Leased assets, net	363	294
Construction in progress	130	320
Other tangible fixed assets	9,496	9,478
Intangible fixed assets	5,193	6,263
Software	4,769	5,811
Other intangible fixed assets	423	452
Retirement benefit assets	24,964	25,185
Deferred tax assets	1,083	14,434
Customers' liabilities for acceptances and guarantees	18,559	14,125
Allowance for loan losses	(42,302)	(42,132)
Allowance for investment losses	(557)	(557)
Total assets	**13,483,062**	**13,582,451**

Liabilities and net assets	Mar. 31, 2024	Mar. 31, 2025
Deposits	10,177,203	10,082,666
Negotiable certificates of deposit	247,711	424,274
Call money and bills sold	104,542	24,670
Payables under repurchase agreements	226,248	221,418
Cash collateral received for securities lent	238,191	107,480
Borrowed money	1,759,123	1,978,725
Foreign exchanges	720	546
Borrowed money from trust account	5,349	7,721
Other liabilities	93,590	142,662
Provision for share-based remuneration for directors	11	10
Retirement benefit liability	1,973	1,771
Provision for retirement benefits for directors (and other officers)	236	208
Provision for reimbursement of deposits	392	245
Provision for contingent losses	1,182	1,231
Reserves under special laws	17	20
Deferred tax liabilities	7,329	1,570
Deferred tax liabilities for land revaluation	14,613	14,972
Acceptances and guarantees	18,559	14,125
Total liabilities	**12,896,997**	**13,024,320**
Capital stock	50,000	50,000
Capital surplus	117,584	116,515
Retained earnings	342,608	365,262
Treasury stock	(6,584)	(7,521)
Total shareholders' equity	503,609	524,256
Valuation difference on available-for-sale securities	43,262	(3,550)
Deferred gains or losses on hedges	711	86
Revaluation reserve for land	29,678	29,159
Remeasurements of defined benefit plans	(1,379)	(2,382)
Total accumulated other comprehensive income	72,272	23,312
Non-controlling interests	10,183	10,561
Total net assets	**586,065**	**558,130**
Total liabilities and net assets	**13,483,062**	**13,582,451**

Consolidated Statement of Income

(Million yen)

	FY2023	FY2024
Ordinary income	**185,595**	**196,415**
Interest income	116,311	130,597
Interest on loans and discounts	83,845	93,553
Interest and dividends on securities	28,672	30,001
Interest on call loans and bills bought	100	183
Interest on deposits with banks	2,092	5,179
Other interest income	1,600	1,678
Trust fees	0	12
Fees and commissions	37,790	37,629
Trading income	1,036	589
Other operating income	13,047	11,864
Other ordinary income	17,409	15,722
Recoveries of written-off claims	290	972
Other	17,118	14,749
Ordinary expenses	**149,985**	**150,877**
Interest expenses	25,303	27,759
Interest on deposits	544	6,609
Interest on negotiable certificates of deposit	29	790
Interest on call money and bills sold	1,380	2,096
Interest expenses on securities sold under repurchase agreements	15,291	12,251
Interest expenses on cash collateral received for securities lent	38	143
Interest on borrowings	923	1,482
Other interest expenses	7,094	4,385
Fees and commissions payments	13,770	14,211
Other operating expenses	19,297	16,404
General and administrative expenses	83,468	84,103
Other ordinary expenses	8,145	8,399
Provision of allowance for loan losses	5,036	4,398
Other	3,108	4,000
Ordinary profit	**35,609**	**45,537**
Extraordinary income	**52**	**68**
Gains on disposition of fixed assets	52	68
Extraordinary losses	**807**	**589**
Losses on disposition of tangible fixed assets	363	502
Impairment losses	434	66
Other	9	20
Profit before income taxes	**34,855**	**45,016**
Income taxes - current	11,022	12,076
Income taxes - deferred	(374)	1,424
Total income taxes	10,648	13,500
Profit	**24,206**	**31,515**
Profit attributable to non-controlling interests	630	533
Profit attributable to owners of parent	**23,576**	**30,982**

Consolidated Statement of Comprehensive Income

(Million yen)

	FY2023	FY2024
Profit	**24,206**	**31,515**
Other comprehensive income	**30,787**	**(48,765)**
Valuation difference on available-for-sale securities	17,598	(46,712)
Deferred gains or losses on hedges	(304)	(624)
Revaluation reserve for land	–	(421)
Retirement benefits liability adjustments	13,462	(988)
Share of other comprehensive income of affiliates accounted for by the equity method	31	(17)
Comprehensive income	**54,994**	**(17,250)**
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	54,241	(17,880)
Comprehensive income attributable to non-controlling interests	752	630

The Nishi-Nippon City Bank, Ltd. Summary of Financial Statements

Non-Consolidated Balance Sheet

(Million yen)

Assets	Mar. 31, 2024	Mar. 31, 2025
Cash and due from banks	2,161,345	1,608,546
Call loans and bills bought	33,570	45,000
Money held in trust	11,699	11,691
Securities	1,765,672	1,652,704
Loans and bills discounted	8,959,421	9,695,529
Foreign exchanges	9,361	7,942
Other assets	84,773	78,733
Tangible fixed assets	110,087	109,221
Buildings, net	29,289	28,492
Land	71,496	71,330
Leased assets, net	114	97
Construction in progress	130	257
Other tangible fixed assets	9,056	9,044
Intangible fixed assets	4,800	5,797
Software	4,463	5,471
Other intangible fixed assets	337	325
Prepaid pension cost	26,845	28,625
Deferred tax assets	–	11,044
Customers' liabilities for acceptances and guarantees	17,033	12,596
Allowance for loan losses	(37,357)	(37,289)
Allowance for investment losses	(436)	(436)
Total assets	**13,146,816**	**13,229,705**

Liabilities and net assets	Mar. 31, 2024	Mar. 31, 2025
Deposits	9,939,853	9,827,503
Negotiable certificates of deposit	244,876	422,444
Call money and bills sold	104,542	24,670
Payables under repurchase agreements	226,248	221,418
Cash collateral received for securities lent	238,191	107,480
Borrowed money	1,749,973	1,971,625
Foreign exchanges	720	546
Borrowed money from trust account	5,349	7,721
Other liabilities	48,066	99,238
Reserve for employee retirement benefits	165	200
Provision for reimbursement of deposits	366	227
Provision for contingent losses	1,148	1,179
Deferred tax liabilities	8,030	–
Deferred tax liabilities for land revaluation	14,343	14,722
Acceptances and guarantees	17,033	12,596
Total liabilities	**12,598,911**	**12,711,574**
Capital stock	85,745	85,745
Capital surplus	85,684	85,684
Retained earnings	306,821	325,382
Total shareholders' equity	478,250	496,812
Valuation difference on available-for-sale securities	39,263	(7,927)
Deferred gains or losses on hedges	711	86
Revaluation reserve for land	29,679	29,159
Total valuation and translation adjustments	69,654	21,318
Total net assets	**547,905**	**518,130**
Total liabilities and net assets	**13,146,816**	**13,229,705**

Non-Consolidated Statement of Income

(Million yen)

	FY2023	FY2024
Ordinary income	**157,460**	**168,511**
Interest income	110,169	124,354
Interest on loans and discounts	79,924	89,688
Interest and dividends on securities	28,037	29,357
Interest on call loans	82	207
Interest on deposits with banks	2,069	5,051
Other interest income	55	50
Trust fees	0	12
Fees and commissions	28,504	27,817
Fees and commissions on domestic and foreign exchanges received	7,034	7,222
Other	21,469	20,595
Trading income	6	9
Gains on trading account securities transactions	6	9
Other operating income	3,030	2,122
Gains on foreign exchange transactions	1,144	1,111
Gains on sale of bonds	686	17
Gains on financial derivative products	1,194	993
Other	4	–
Other ordinary income	15,750	14,193
Recoveries of written-off claims	250	967
Gains on sale of stock and other securities	14,704	12,444
Gains on money held in trust	13	16
Other	782	764
Ordinary expenses	**129,601**	**129,562**
Interest expenses	25,261	27,539
Interest on deposits	511	6,400
Interest on negotiable certificates of deposit	29	790
Interest on call money and bills sold	1,380	2,096
Interest expenses on securities sold under repurchase agreements	15,291	12,251
Interest expenses on cash collateral received for securities lent	38	143
Interest on borrowings	920	1,479
Other interest expenses	7,089	4,378
Fees and commissions payments	16,695	17,046
Fees and commissions on domestic and foreign exchanges	949	1,021
Other	15,746	16,025
Other ordinary expenses	11,468	8,115
Losses on sale of bonds	11,024	7,858
Losses on redemption of bonds	435	256
Losses on devaluation of bonds	8	–
General and administrative expenses	69,692	70,256
Other ordinary expenses	6,483	6,603
Provision of allowance for loan losses	4,400	4,615
Losses on write-offs of claims	745	253
Losses on sale of stock and other securities	2	451
Losses on devaluation of stock and other securities	134	0
Losses on money held in trust	2	6
Other	1,197	1,277
Ordinary profit	**27,859**	**38,948**
Extraordinary income	**52**	**56**
Gains on disposition of fixed assets	52	56
Extraordinary losses	**784**	**493**
Losses on disposition of fixed assets	350	489
Impairment losses	434	4
Profit before income taxes	**27,127**	**38,511**
Income taxes - current	8,490	10,106
Income taxes - deferred	(206)	1,363
Total income taxes	8,284	11,469
Profit	**18,842**	**27,042**

The Bank of Nagasaki, Ltd. Summary of Financial Statements

Non-Consolidated Balance Sheet

(Million yen)

Assets	Mar. 31, 2024	Mar. 31, 2025
Cash and due from banks	33,745	62,091
Securities	11,991	12,302
Loans and bills discounted	269,522	276,179
Other assets	1,840	1,898
Tangible fixed assets	4,369	4,286
Buildings, net	443	415
Land	3,597	3,506
Leased assets, net	156	144
Construction in progress	–	37
Other tangible fixed assets	173	182
Intangible fixed assets	86	164
Software	65	146
Other intangible fixed assets	21	18
Prepaid pension cost	100	144
Customers' liabilities for acceptances and guarantees	8	9
Allowance for loan losses	(300)	(191)
Allowance for investment losses	(42)	(42)
Total assets	**321,321**	**356,843**

Liabilities and net assets	Mar. 31, 2024	Mar. 31, 2025
Deposits	258,074	281,352
Negotiable certificates of deposit	8,384	1,880
Call money and bills sold	26,000	45,000
Borrowed money	7,800	6,400
Other liabilities	1,113	1,848
Reserve for employee retirement benefits	12	9
Provision for retirement benefits for directors (and other officers)	97	90
Provision for reimbursement of deposits	25	17
Provision for contingent losses	34	52
Deferred tax liabilities	29	123
Deferred tax liabilities for land revaluation	508	503
Acceptances and guarantees	8	9
Total liabilities	**302,089**	**337,287**
Capital stock	7,621	7,621
Capital surplus	5,963	5,963
Retained earnings	4,035	4,279
Total shareholders' equity	17,620	17,865
Valuation difference on available-for-sale securities	460	598
Revaluation reserve for land	1,150	1,091
Total valuation and translation adjustments	1,611	1,689
Total net assets	**19,231**	**19,555**
Total liabilities and net assets	**321,321**	**356,843**

Non-Consolidated Statement of Income

(Million yen)

	FY2023	FY2024
Ordinary income	**4,807**	**5,148**
Interest income	3,948	4,204
Interest on loans and discounts	3,492	3,620
Interest and dividends on securities	433	462
Interest on deposits with banks	22	121
Other interest income	0	–
Fees and commissions	800	820
Fees and commissions on domestic and foreign exchanges received	85	84
Other	715	735
Other ordinary income	58	123
Reversal of reserve for possible loan losses	–	99
Recoveries of written-off claims	38	0
Other	19	23
Ordinary expenses	**4,379**	**4,635**
Interest expenses	14	252
Interest on deposits	33	228
Interest on negotiable certificates of deposit	0	0
Interest on call money and bills sold	(18)	23
Interest on borrowings	0	0
Fees and commissions payments	1,053	1,171
Fees and commissions on domestic and foreign exchanges	6	6
Other	1,046	1,164
Other ordinary expenses	2	–
Losses on redemption of bonds	2	–
General and administrative expenses	3,208	3,134
Other ordinary expenses	100	77
Provision of allowance for loan losses	42	–
Losses on write-offs of claims	–	1
Other	58	75
Ordinary profit	**427**	**513**
Extraordinary income	**–**	**11**
Gain on disposition of fixed assets	–	11
Extraordinary losses	**4**	**115**
Losses on disposition of fixed assets	0	3
Impairment losses	–	93
Other	4	18
Profit before income taxes	**423**	**409**
Income taxes - current	96	61
Income taxes - deferred	(36)	3
Total income taxes	60	64
Profit	**363**	**345**

Non-Financial Data (ESG Data)

Social

Human Capital (Diversity)

Item	Unit	The Nishi-Nippon City Bank			The Bank of Nagasaki		
		FY2022	FY2023	FY2024	FY2022	FY2023	FY2024
Number of employees (full-time employees, non-permanent employees and part-time employees)	persons	5,093	4,934	4,933	261	251	256
Ratio of female employees [to all employees]	%	56.0	55.8	55.8	48.7	49.0	50.0
Average age [full-time employees]	years-old	40.9	40.9	40.3	38.9	38.7	38.1
Average length of service [male full-time employees]	years	15.2	14.2	13.3	18.9	18.3	17.1
Average length of service [female full-time employees]	years	13.2	13.3	12.6	14.3	15.1	15.0
Gender wage gap [all workers] *1	%	42.1	44.0	46.8	60.6	63.2	63.5
Permanent employees	%	63.2	65.5	67.1	71.3	75.1	78.2
Part-time and fixed-period employees	%	47.1	48.8	47.9	51.4	51.1	47.6
Non-managerial positions (Manager or below)	%	69.5	70.8	74.1	80.3	84.6	89.3
Non-managerial positions (Assistant Manager or below)	%	81.6	82.4	84.5	86.8	86.7	90.3
Number of recruitment (new graduate + mid-career hires) [full-time employees]	persons	154	192	271	22	10	13
Number of women among new graduate hires [full-time employees]	persons	79	80	123	10	4	5
Total number of new graduate hires [full-time employees]	persons	136	164	227	21	10	10
Number of female new graduate hires [full-time employees]	persons	73	75	109	9	4	4
Total number of mid-career hires [full-time employees]	persons	18	28	44	1	0	3
Number of female mid-career hires [full-time employees]	persons	6	5	14	1	0	1
Ratio of women in positions of section manager *2 or above	%	12.1	13.4	15.4	23.5	26.6	24.6
Ratio of women in positions of Manager *3 or above	%	14.2	15.6	18.1	27.1	31.7	32.1
Ratio of women in positions of Assistant Manager *4 or above	%	29.2	30.2	32.8	35.5	37.6	36.5
Usage ratio of childcare leave (male employees) [to all employees] *5	%	96.0	102.7	101.9	50.0	–	50.0
Usage ratio of childcare leave (female employees) [to all employees] *6	%	105.6	109.8	108.1	100.0	100.0	83.3

*1 The ratio of the average wage of female workers to the average wage of male workers.
*2 The positions of Section Manager and above calculated based on the provisions of the Act on the Promotion of Women's Active Engagement in Professional Life.
*3 Those in positions similar to section manager such as Manager.
*4 Those in positions immediately below Manager.
*5 The ratio of male workers who have used childcare leave (in the relevant fiscal year) to the total number of male workers whose spouse gave birth (in the relevant fiscal year). If there is no male worker whose spouse gave birth (denominator), "-" is written.
*6 The ratio of female workers who have used childcare leave (in the relevant fiscal year) to the total number of female workers who gave birth (in the relevant fiscal year).

Engagement

Item	Unit	The Nishi-Nippon City Bank			The Bank of Nagasaki		
		FY2022	FY2023	FY2024	FY2022	FY2023	FY2024
Employee Survey*7 (Sense of growth)	–	–	B (61.9pt)	B (64.4pt)	–	–	C (57.2pt)
Employee Survey*7 (Sense of pride and satisfaction in working at the bank)	–	–	B (64.6pt)	B (67.9pt)	–	–	C (52.5pt)

*7 The Nishi-Nippon City Bank began conducting employee surveys in fiscal 2023 using the Engagement Survey provided by IJGN GROUP, and Nagasaki Bank followed in fiscal 2024. Accordingly, fiscal years prior to these are marked with "-." Results are expressed using an eleven-grade scale, from "SSS" to "GG," based on scores ranging from 100 to 0 points in 10-point increments.

Human Resource Development

Item	Unit	The Nishi-Nippon City Bank			The Bank of Nagasaki		
		FY2022	FY2023	FY2024	FY2022	FY2023	FY2024
Annual training expenses *8	million yen	127	185	189	13	14	20
Annual training hours [full-time employees]	hours	173,573	203,492	236,813	11,916	7,999	7,967
Average training hours per person [full-time employees]	hours	51.4	61.7	71.0	64.4	44.2	45.5
Number of participants in training (total number) [all employees]	persons	7,960	11,819	13,263	1,401	1,381	1,227

*8 Includes IT expenses related to HR development and expenses for self-education (incentives for passing examinations).

Health and Productivity Management

Item	Unit	The Nishi-Nippon City Bank			The Bank of Nagasaki		
		FY2022	FY2023	FY2024	FY2022	FY2023	FY2024
Number of occupational accidents	cases	42	41	36	2	1	3
Ratio of employees receiving health checkups *9	%	100.0	100.0	100.0	99.6	100.0	100.0
Ratio of employees receiving stress checks	%	95.3	97.5	97.3	91.0	89.9	92.5

*9 Includes those who received comprehensive medical examinations.

Environment

CO_2 Emissions

Item	Unit	The Nishi-Nippon City Bank			Nishi-Nippon Financial Holdings (consolidated)*1
		FY2022	FY2023	FY2024	FY2024
Scope 1 CO_2 emissions *2	t-CO_2	563	482	563	1,488
Scope 2 CO_2 emissions *2	t-CO_2	8,592	9,851	8,671	9,932
Total CO_2 emissions (Scope 1 and 2)	t-CO_2	9,156	10,334	9,235	11,421
Scope 3 CO_2 emissions *2	t-CO_2e	Not measured	1,942,877	2,465,053	Not measured
Category 1 (purchased goods and services)	t-CO_2e	Not measured	34,236	37,010	Not measured
Category 2 (capital goods)	t-CO_2e	Not measured	10,525	11,023	Not measured
Category 3 (fuel and energy-related activities not included in Scope 1 or 2)	t-CO_2e	Not measured	1,822	1,855	Not measured
Category 4 (upstream transportation and distribution)	t-CO_2e	Not measured	2,509	2,586	Not measured
Category 5 (waste generated in operations)	t-CO_2	Not measured	5	5	Not measured
Category 6 (business travel)	t-CO_2	Not measured	411	414	Not measured
Category 7 (employee commuting)	t-CO_2	Not measured	2,107	2,093	Not measured
Category 8 (upstream leased assets)	t-CO_2	Not measured			Not measured
Category 9 (downstream transportation and distribution)	t-CO_2	Not measured			Not measured
Category 10 (processing of sold products)	t-CO_2	Not measured			Not measured
Category 11 (use of sold products)	t-CO_2	Not measured	*3	*3	Not measured
Category 12 (end-of-life treatment of sold products)	t-CO_2	Not measured			Not measured
Category 13 (downstream leased assets)	t-CO_2	Not measured			Not measured
Category 14 (franchises)	t-CO_2	Not measured			Not measured
Category 15 (investments) *4	t-CO_2e	Approx.1.7million	1,891,258	2,410,062	Not measured
Total CO_2 emissions (Scope 1, 2 and 3)	t-CO_2e	Not measured	1,953,211	2,474,289	Not measured
Energy consumption *5	GJ	200,302	194,530	192,052	Not measured

*1 Calculations cover NNFH and its consolidated subsidiaries.
*2 Scope 1 and 2 results for the Nishi-Nippon City Bank are based on the standards applied to periodic reports under the Act on Rationalizing Energy Use and Shifting to Non-fossil Energy. Scope 1 and 2 results for NNFH (consolidated) and Scope 3 results for the Nishi-Nippon City Bank are estimated using C-Turtle® FE in accordance with the GHG Protocol.
*3 Due to the nature of our business, we do not produce Scope 3 emissions in Categories 8 to14.
*4 Please refer to page 68 for the methods and targets for calculating Scope 3 emissions in Category 15.
*5 Calculated using the latest conversion factors under the Act on Rationalizing Energy use and Shifting to Non-fossil Energy.
*6 Any figure below 1 is rounded down for CO_2 emissions.

Others

Item	Unit	The Nishi-Nippon City Bank		
		FY2022	FY2023	FY2024
Eco-friendly branches *7	branches	27	28	28
Eco-friendly vehicles (total of hybrid and electric vehicles)	vehicles	111	168	262

*7 Branches equipped with eco-friendly features such as solar power generation, rainwater utilization, LED lighting, and energy-saving air conditioning.

Governance

Board Composition

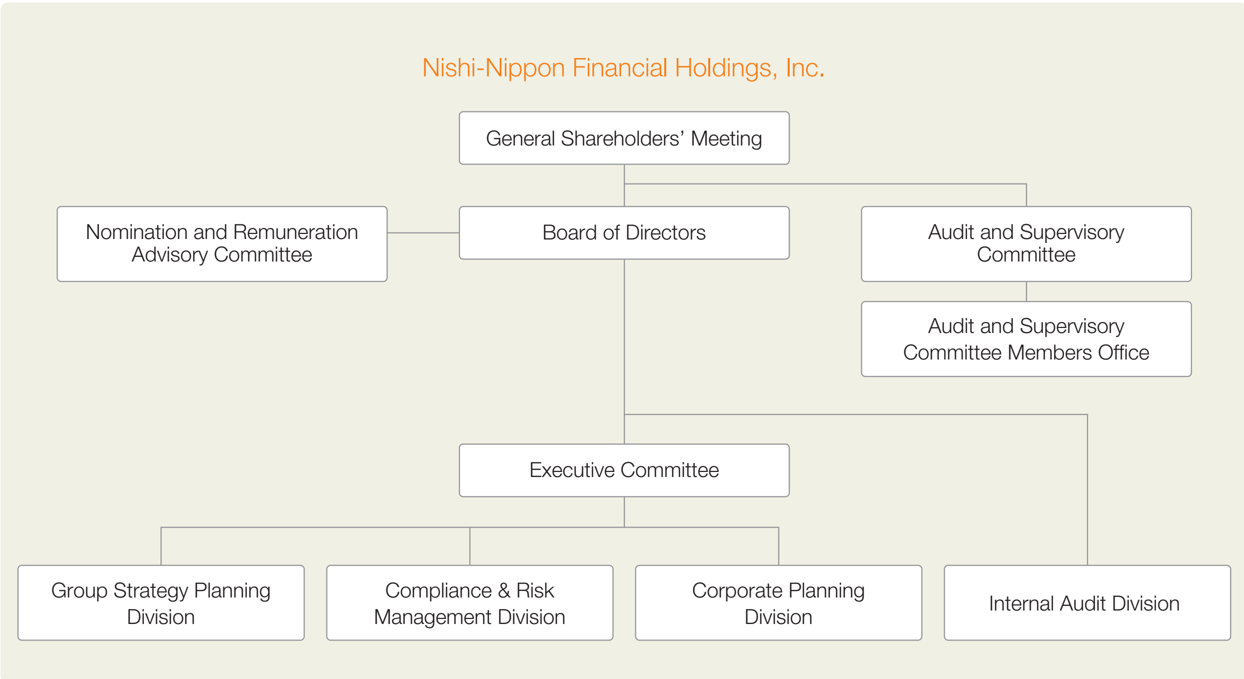
Item	Unit	Nishi-Nippon Financial Holdings		
		FY2022	FY2023	FY2024
Number of directors	persons	9	9	9
Number of outside directors	persons	3	3	3
Number of female directors	persons	1 (outside)	1 (outside)	2 (1 internal director and 1 outside director)

Profile of Nishi-Nippon Financial Holdings

Name: Nishi-Nippon Financial Holdings, Inc.	
Location	1-1, Hakata-ekimae 3-chome, Hakata-ku, Fukuoka 812-0011, Japan
Business	Management and operation of banks and other companies that NNFH may have as subsidiaries under the Banking Act and any all businesses incidental or related thereto.
Capital	50 billion yen
Date of establishment	October 3, 2016
Fiscal year end	March 31
Stock exchange	Tokyo Stock Exchange Prime Market and Fukuoka Stock Exchange Main Board
Share-trading unit	100 shares
Credit Ratings	R&I: A+ (Stable) JCR: A+ (Stable)

(As of March 31, 2025)

Organization Chart



(As of June 30, 2025)

Directors

Chairman
Hiromichi Tanigawa

President
Hideyuki Murakami

Chairman	Hiromichi Tanigawa
President	Hideyuki Murakami
Directors	Hiroyuki Irie Hiroyuki Takeo Takashige Honda
Directors (Audit and Supervisory Committee Members)	Tomoko Ito Hiroshi Fujioka (outside) Chiharu Kubo (outside) Sachiko Miyamoto (outside)

(As of June 30, 2025)

* Directors (Audit and Supervisory Committee Members) Hiroshi Fujioka, Chiharu Kubo, and Sachiko Miyamoto are outside directors as prescribed in Article 2 (xv) of the Companies Act of Japan.
* The name of Director (Audit and Supervisory Committee Member) Ms. Sachiko Miyamoto on the family register is Sachiko Miki.

Major Shareholders (Common Stock)

Name	Number of shares held (Unit: 1,000 shares) (Note 1)	Ratio of shares held to total number of shares issued (excluding treasury stock) (%) (Note 2)
The Master Trust Bank of Japan, Ltd. (Trust Account)	18,219	13.06
Custody Bank of Japan, Ltd. (Trust Account)	13,254	9.50
Aso Corporation	3,238	2.32
Nippon Life Insurance Company	2,780	1.99
Meiji Yasuda Life Insurance Company	2,765	1.98
STATE STREET BANK AND TRUST COMPANY 505103	2,039	1.46
JA Mitsui Leasing, Ltd.	2,017	1.44
DFA INTL SMALL CAP VALUE PORTFOLIO	1,992	1.42
JP MORGAN CHASE BANK 385781	1,973	1.41
Sumitomo Life Insurance Company	1,959	1.40
Total	50,240	36.03

(As of March 31, 2025)

Notes: 1. In addition to the above, there are 6,970 thousand shares of treasury stock (4.76% of the total number of shares issued) in the name of Nishi-Nippon Financial Holdings, Inc.
2. Treasury stock not counted within the total number of issued shares does not include the 114 thousand shares in NNFH held in trust accounts related to the Board Benefit Trust (BBT).

Outline of Banking Subsidiaries

Name: The Nishi-Nippon City Bank, Ltd.

Business	Banking
Established	December 1, 1944
Headquarters	1-1, Hakata-ekimae 3-chome, Hakata-ku, Fukuoka 812-0011, Japan
Number of Employees	3,336
Number of Domestic Offices	176
Number of Correspondent Banks	70
Parent Company	Nishi-Nippon Financial Holdings, Inc. (NNFH's share of voting rights 100%)

(As of March 31, 2025)

Directors

Chairman	Hiromichi Tanigawa
President	Hideyuki Murakami
Deputy Presidents	Hiroyuki Irie
	Hiroyuki Takeo
	Takeshi Kurihara
Executive Directors	Takashige Honda
	Kenichi Ozaki
Managing Directors	Keitaro Yaji
	Hiroyuki Izumihara
	Yasuhiko Togawa
	Mami Kominato
	Narutaka Shiratsuchi
	Hidenori Iwao
Directors (Audit and Supervisory Committee Members)	Makoto Uchitomi
	Michiaki Uriu (outside)
	Yukinori Michinaga (outside)

(As of June 30, 2025)

* Directors (Audit and Supervisory Committee Members) Michiaki Uriu and Yukinori Michinaga are outside directors as prescribed in Article 2 (xv) of the Companies Act of Japan.

Name: The Bank of Nagasaki, Ltd.

Business	Banking
Established	November 11, 1912
Headquarters	3-14, Sakaemachi, Nagasaki 850-8666, Japan
Number of Employees	199
Number of Domestic Offices	24
Parent Company	Nishi-Nippon Financial Holdings, Inc. (NNFH's share of voting rights 100%)

(As of March 31, 2025)

Directors and Audit and Supervisory Board Members

President	Ryutaro Kaichi
Managing Directors	Kiyotaka Imamura
	Hiroshi Akiyama
	Hiroji Mochida
Directors	Toshihiro Takaki
	Takashige Honda
Audit and Supervisory Board Members	Kenji Miyata
	Junichi Sakaguchi (outside)
	Kenji Morimoto (outside)

(As of June 30, 2025)

* Audit and Supervisory Board Members Junichi Sakaguchi and Kenji Morimoto are outside Audit and Supervisory Board Members as prescribed in Article 2 (xvi) of the Companies Act of Japan.

Organization Chart of Banking Subsidiaries

The Nishi-Nippon City Bank, Ltd.

- General Shareholders' Meeting
  - Audit and Supervisory Committee
    - Audit and Supervisory Committee Members Office
  - Board of Directors
    - Executive Committee
      - Internal Audit Division
      - Corporate Planning Division
      - Corporate Risk Management Division
      - Compliance Risk Supervisory Division
      - IT Planning & Management Division
      - Public Relations Division
      - Executive Secretariat
      - Human Resources Division
      - Corporate Administration Division
      - Operations Planning & Management Division
      - Treasury & Portfolio Investment Division
      - Treasury & Securities Transaction Division
      - Credit Risk Management Division
        - Branches
      - Credit Supervision Division
      - Business Planning Division
      - Digital Strategy Division
      - Business Support Division
      - Retail Business Division
      - International Business Division
        - Overseas Representative Offices
          - Hong Kong Representative Office
          - Shanghai Representative Office
          - Representative Office Registered in Singapore
      - Personal Loan Transaction Division
      - Corporate Business Solution Division
      - Regional Relationship Management Headquarters
      - Kita-Kyushu General Headquarters
      - Chikuho Regional Headquarters
      - Chikugo Regional Headquarters
      - Kyushu Regional Headquarters
      - Tokyo Headquarters

(As of June 30, 2025)

The Bank of Nagasaki, Ltd.

- General Shareholder's Meeting
  - Board of Auditors
  - Board of Directors
    - Executive Committee
      - Internal Audit Division
      - Corporate Planning Division
      - Human Resource & Corporate Administration Division
        - Branches
      - Credit Supervision Division
      - Business Management Division
      - Operations Planning & Management Division

(As of June 30, 2025)

International Network of The Nishi-Nippon City Bank, Ltd.

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