These documents are partial translations of the Japanese originals and are for reference purposes only.

In the event of any discrepancy between these translated documents and the Japanese originals, the Japanese originals shall prevail. The Company assumes no responsibility for these translations or for any direct, indirect, or other form of damages arising from these translations.

(Securities Code: 8418)
June 6, 2025
(Available electronically from May 30, 2025)

Dear shareholders:

Keisuke Mukunashi
President, Representative Director and CEO
Yamaguchi Financial Group, Inc.
2-36, 4-chome Takezaki-cho
Shimonoseki, Yamaguchi

NOTICE OF CONVOCATION OF THE 19th ANNUAL GENERAL MEETING OF SHAREHOLDERS

We would like to notify you that the 19th Annual Shareholders' Meeting (the "**Meeting**") of Yamaguchi Financial Group, Inc. (the "**Company**") will be held as described below.

In convening this General Meeting of Shareholders, the Company has taken measures for electronic provision and posted the matters subject to the measures for electronic provision on the following website.
The Company's website (English) https://www.ymfg.co.jp/finance/english.html

In addition to the Company website, matters subject to the measures for electronic provision are also posted on the website of the Tokyo Stock Exchange (**TSE**).

TSE website (Listed Company Search)
https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show

Please access the TSE website (Listed Company Search) above, perform a search by entering "Yamaguchi Financial Group" as the "Company name" or "8418" as the "Code," and select "Basic information" and then "Documents for public inspection/PR information" to view the information.

If you intend to exercise your voting rights in advance via the internet or in writing, please review the reference materials for the Meeting below, and exercise your voting rights by 5:30 p.m. (Japan time) on Thursday, June 26, 2025.

1. Date and Time: 10:00 a.m., Friday, June 27, 2025 (Doors will open at 9:00 a.m.).

2. Place: 8th-Floor Hall of the Head Office of Yamaguchi Bank
located at 2-36, 4-chome Takezaki-cho, Shimonoseki, Yamaguchi.

3. Agenda:

Matters to be reported:

1. Details of the Business Report, details of the Consolidated Financial Statements, and reports of the Accounting Auditor and the Audit and Supervisory Committee on the results of auditing the Consolidated Financial Statements, for the 19th fiscal year (from April 1, 2024 to March 31, 2025)

2. Details of the Non-Consolidated Financial Statements for the 19th fiscal year (from April 1, 2024 to March 31, 2025)

Matters to be resolved:

Proposal 1: Election of Eight (8) Directors (Excluding Directors Who are Audit and Supervisory Committee Members)

Proposal 2: Election of Two (2) Directors Who are Audit and Supervisory Committee Members

Proposal 3: Election of One (1) Substitute Director Who is an Audit and Supervisory Committee Member

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- When attending the Meeting, please submit the enclosed "Voting Rights Exercise Form" at the reception on the day of the Meeting. In addition, you may exercise your voting rights by proxy by submitting a document certifying the authority of representation to another one (1) shareholder of the Company who has voting rights at the Meeting.

- Of the matters subject to the measures for electronic provision, the following items are not included in the documents sent to shareholders who requested delivery of documents, in accordance with laws and regulations as well as the Articles of Incorporation of the Company. The Audit and Supervisory Committee and the Accounting Auditor have audited the documents subject to audit, including the following matters:
  (i) The following matters are included in the Business Report:
  A portion of "Matters Concerning the Current Status of the Company," a portion of "Matters Concerning the Company's Officers (Directors)," "Matters Concerning the Company's Shares," "Matters Concerning the Company's Share Options, Etc.," "Matters Concerning the Accounting Auditors," "Basic Policy Regarding Persons Who Control the Decisions on the Company's Financial and Business Policies," "Systems for Ensuring Proper Business Activities," "Matters Concerning the Specified Wholly-Owned Subsidiary Companies," "Matters Concerning Transactions with its Parent Company, Etc.," "Matters Concerning the Accounting Advisors," and "Others";
  (ii) "Consolidated Statement of Changes in Net Assets," and "Notes to the Consolidated Financial Statements" in the consolidated financial statements; and
  (iii) "Non-Consolidated Statement of Changes in Net Assets" and "Notes to the Non-Consolidated Financial Statements" in the non-consolidated financial statements.

- Any revisions to the matters subject to the measures for electronic provision will be posted on the above-mentioned Company website (https://www.ymfg.co.jp).
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REQUEST TO SHAREHOLDERS

- Please note that to ensure fairness between those shareholders who come to the meeting and those who cannot come to the meeting, we have decided not to distribute souvenirs. We ask for your understanding in this matter.

- We may refuse your entry if you have a fever or appear to be in poor health.

- A video of the Meeting will be available on the Company's website at a later date for viewing at home or elsewhere. When streaming this video, the privacy of shareholder's voices, images, etc. will be taken into consideration.

GUIDANCE ON EXERCISE OF VOTING RIGHTS

Voting rights are important rights of shareholders. Therefore, we request that you exercise your voting rights upon careful review of the "Reference Materials for the Annual General Meeting of Shareholders."

There are three ways to exercise your voting rights.

Via the Internet

Exercise deadline: 5:30 p.m. (Japan time), Thursday, June 26, 2025

Please access the website for the exercise of voting rights (https://evote.tr.mufg.jp/) and enter your approval or disapproval of the proposals by the deadline.

By Mail

Exercise deadline: Arrival by 5:30 p.m. (Japan time), Thursday, June 26, 2025

Please fill in your approval or disapproval of the proposals in the enclosed "Voting Rights Exercise Form," and send it back so that the mail arrives prior to the deadline.

For the avoidance of doubt, in case you fail to fill in either approval or disapproval of a proposal, it will be treated as if you voted for "approval."

By Attending the Meeting

Date and Time of the Meeting: 10:00 a.m. (Japan time), Friday, June 27, 2025

Please submit the enclosed "Voting Rights Exercise Form" at the reception of the Meeting.

GUIDANCE ON ACCEPTING QUESTIONS IN ADVANCE

Your questions on the agenda of the Meeting will be accepted in advance via the Company's website.

Of the questions received, we will respond to those considered to be of high interest to shareholders during the Meeting, and will post our answers on the Company's website at a later date.

Please note that we do not guarantee to answer all questions asked in advance.

Additionally, we appreciate your understanding that we cannot address individual inquiries.

Submission deadline: Friday, June 20, 2025 (Japan time)

* For instructions on how to submit questions, please refer to the enclosed "Guidance on Accepting Questions in Advance"

URL: https://www.ymfg.co.jp/investor/soukai.html

GUIDANCE ON EXERCISE OF VOTING RIGHTS VIA THE INTERNET

How to Scan the QR Code

You can log in to the website for the exercise of voting rights without entering your log-in ID or provisional password printed on your "Voting Rights Exercise Sub-Form."

(1) Please scan the QR code printed on your "Voting Rights Exercise Sub-Form" (on the right side).
* "QR code" is a registered trademark of DENSO WAVE INCORPORATED.

(2) After scanning the QR code, please follow the instructions on the screen and enter your approval or disapproval of each proposal.

How to Enter the Log-in ID and the Provisional Password

Website for Exercise of Voting Rights: https://evote.tr.mufg.jp/

(1) Please access the website for the exercise of voting rights.

(2) Please enter your "Log-in ID and Provisional Password" printed on your "Voting Rights Exercise Form," and click "Log in."

(3) After that, please follow the instructions on the screen and enter your approval or disapproval of each proposal.

[Notes for Exercising Your Voting Rights via the Internet]

■ The internet connection charges, communication charges, etc., arising from accessing the voting rights exercise website shall be borne by the shareholders.

■ Treatment of Voting Rights Exercised Multiple Times
- If your voting rights are exercised both by mail and via the internet, the votes exercised via the internet will prevail and be effective, regardless of the arrival date and time of the voting by mail.
- If a voting right is exercised multiple times via the internet, the last voted approval or disapproval shall be treated as your final vote.

If you have any inquiries on how to operate your computer or smartphone when exercising your voting rights via the internet, please call:

Mitsubishi UFJ Trust & Banking Corporation
Securities Agency Division, Help Desk
0120-173-027
(Phone Reception Hours: from 9:00 a.m. to 9:00 p.m., Japan time, toll free)

Institutional investors may use the electronic voting platform for institutional investors operated by ICJ, Inc.

REFERENCE MATERIALS FOR THE MEETING

Proposals and References

Proposal 1: Election of Eight (8) Directors (Excluding Directors Who are Audit and Supervisory Committee Members)

The term of office of all eight (8) Directors (excluding Directors who are Audit and Supervisory Committee Members; the same applies hereinafter) will expire at the conclusion of the Meeting. The Company hereby proposes to elect eight (8) Directors.

This proposal has been reviewed by the Audit and Supervisory Committee with no objections being raised.

The candidates for the position of Director are as follows:

Candidate No.	Name	Age	Sex	Term of office	Current position in the Company, etc.		Attendance at Board of Directors and Committee meetings in FY2024		
							Board of Directors	Nomination Committee	Compensation Committee
1	Reappointment Keisuke Mukunashi	55	Male	5 years	President, Representative Director, and CEO		100% (13/13)	–	–
2	Reappointment Narumasa Soga	61	Male	3 years and 6 months	Director (Director and President of The Yamaguchi Bank, Ltd.)		100% (13/13)	–	–
3	Reappointment Hirofumi Hiranaka	57	Male	1 year	Director (Director and President of Momiji Bank, Ltd.)		100% (10/10)	–	–
4	Reappointment Mitsuru Kato	64	Male	3 years	Director (Director and President of The Kitakyushu Bank, Ltd.)		100% (13/13)	–	–
5	Reappointment Yuzuru Yamamoto	72	Male	4 years	Director	Outside Independent	92% (12/13)	100% (5/5)	100% (3/3)
6	Reappointment Takehiko Ogi	63	Male	2 years	Director	Outside Independent	100% (13/13)	80% (4/5)	100% (3/3)
7	New appointment Miho Saito	62	Female	–	–	Outside Independent	–	–	–
8	New appointment Naoko Okada	46	Female	–	–	Outside Independent	–	–	–

Reappointment: Reappointed Director candidate

New appointment: Newly appointed Director candidate

Outside: Outside Director candidate

Independent: Independent Director registered with the Stock Exchanges

1	**Keisuke Mukunashi**	Male Date of birth: April 11, 1970 (aged 55)	Reappointment	Attendance at Board of Directors meetings: 13/13 meetings	Years of service as a Director: 5 years Number of shares of the Company owned: 34,000 shares Number of potentially-owned shares of the Company: 48,430 shares

Brief personal history, position, and principal duty in the Company, and important concurrent positions

April 1995	Joined The Yamaguchi Bank, Ltd.
January 2012	General Manager, Akasakamon Branch of The Kitakyushu Bank, Ltd.
September 2013	General Manager, Ogori Branch of The Yamaguchi Bank, Ltd.
January 2016	General Manager, Business Potential Assessment Department of the said bank
June 2017	Representative Director of YMFG ZONE PLANNING CO., LTD.
June 2019	Executive Officer of the Company
July 2019	Representative Director of YM Career Inc.
June 2020	President, Representative Director, and Group COO of the Company
June 2021	President, Representative Director, and CEO of the Company (present position)
March 2022	Outside Director, Audit and Supervisory Committee Member of Chofu Seisakusho Co., Ltd. (present position)

(Status of important concurrent positions)

Outside Director, Audit and Supervisory Committee Member of Chofu Seisakusho Co., Ltd.

[Reasons for selection as a Director candidate]

He has supervised the overall management of the Group as President, Representative Director, and CEO of the Company, and possesses the knowledge and experience required to carry out sound and appropriate operation of the Group, and as the Company has judged that he will continue to appropriately execute the duties of Director of the Company, he has been selected as a candidate for the position of Director.

2	**Narumasa Soga**	Male Date of birth: July 5, 1963 (aged 61)	Reappointment	Attendance at Board of Directors meetings: 13/13 meetings	

Brief personal history, position, and principal duty in the Company, and important concurrent positions

April 1987	Joined The Yamaguchi Bank, Ltd.
April 2006	General Manager, Hatsukaichi Branch of the said bank
May 2008	General Manager, Kobe Branch of the said bank
April 2010	General Manager, Business Strategy Planning Department of the Company
April 2014	General Manager, Tokyo Branch of The Yamaguchi Bank, Ltd.
June 2015	Director and General Manager, Tokyo Branch of the said bank
June 2017	Director and General Manager, Ube Branch of the said Bank
June 2019	Managing Executive Officer, General Manager of the Corporate Banking Business Group, and General Manager of the Regional Business Development Group of the Company
June 2019	Senior Managing Director of Momiji Bank, Ltd.
November 2019	Executive Officer and General Manager of the Corporate Banking Business Group of the Company
June 2020	President and Representative Director of YM CONSULTING CORPORATION
June 2021	Senior Managing Executive Officer and General Manager of the Financial Unit of the Company
December 2021	Director, Senior Managing Executive Officer, and General Manager of the Financial Unit of the Company
April 2022	Director of the Company (present position)
April 2022	Senior Executive Officer of The Yamaguchi Bank, Ltd.
June 2022	Director and President of the said bank (present position)

(Status of important concurrent positions)

Director and President of The Yamaguchi Bank, Ltd. (Representative Director)

Years of service as a Director: 3 years and 6 months

Number of shares of the Company owned: 34,900 shares

Number of potentially-owned shares of the Company: 24,875 shares

[Reasons for selection as a Director candidate]

He has supervised the overall management of the Group and The Yamaguchi Bank, Ltd. as a Director of the Company and as Director and President of The Yamaguchi Bank, Ltd., one of the three banks in the Group, and possesses the knowledge and experience required to carry out sound and appropriate operation of the Group, and the Company has judged that he will continue to appropriately execute the duties of Director of the Company. In addition, the Company has determined that the focused monitoring of the business execution of the said bank by the Board of Directors of the Company, with the appointment of Mr. Soga thereto, would constitute an appropriate governance system for the Group. Accordingly, he has been selected as a candidate for the position of Director.

3	**Hirofumi Hiranaka**	Male Date of birth: November 3, 1967 (aged 57)	Reappointment	Attendance at Board of Directors meetings: 10/10 meetings	

Brief personal history, position, and principal duty in the Company, and important concurrent positions

April 1991	Joined The Yamaguchi Bank, Ltd.
July 2010	General Manager, Chofu East Branch of the said bank
November 2011	General Manager, Shingu Branch of The Kitakyushu Bank, Ltd.
July 2013	General Manager, Kurume Branch of the said bank
September 2014	General Manager, Customer Communication Department of The Yamaguchi Bank, Ltd.
January 2016	General Manager, Corporate Administration Department of the Company
January 2017	General Manager, Business Strategy Planning Department of the Company
May 2017	General Manager, Corporate Business Strategy Planning Department of the Company
June 2017	Executive Officer and General Manager of the Corporate Banking Business Group of the Company
June 2018	Executive Officer and General Manager of the Retail Banking Business Group of the Company
January 2019	General Manager, Ogori Branch of The Yamaguchi Bank, Ltd.
June 2020	Executive Officer and Branch Manager of the Fukuoka Branch of The Kitakyushu Bank, Ltd.
August 2021	Executive Officer of the Company
October 2021	Executive Officer and General Manager of the Corporate Planning Administration Group and Human Resource & General Affair Administration Group of the Company
April 2022	Managing Executive Officer and General Manager of the Financial Business Group of the Company
June 2023	Director and Senior Managing Executive Officer of Momiji Bank, Ltd.
April 2024	Director and President of the said bank (present position)
June 2024	Director of the Company (present position)

(Status of important concurrent positions)

Director and President of Momiji Bank, Ltd. (Representative Director)

Years of service as a Director: 1 year

Number of shares of the Company owned: 3,200 shares

Number of potentially-owned shares of the Company: 22,237 shares

[Reasons for selection as a Director candidate]

He has supervised the overall management of the Group and the Momiji Bank, Ltd., one of the three banks in the Group, as a Director of the Company and as Director and President of the said bank, and possesses the knowledge and experience required to carry out sound and appropriate operation of the Group, and the Company has judged that he will continue to appropriately execute the duties of Director of the Company. In addition, the Company has determined that the focused monitoring of the business execution of the said bank by the Board of Directors of the Company, with the appointment of Mr. Hiranaka thereto, would constitute an appropriate governance system for the Group. Accordingly, he has been selected as a candidate for the position of Director.

4	**Mitsuru Kato**	Male Date of birth: April 2, 1961 (aged 64)	Reappointment	Attendance at Board of Directors meetings: 13/13 meetings	Years of service as a Director: 3 years Number of shares of the Company owned: 15,000 shares Number of potentially-owned shares of the Company: 52,329 shares

Brief personal history, position, and principal duty in the Company, and important concurrent positions

April 1984	Joined The Yamaguchi Bank, Ltd.
October 2008	General Manager, Moji Branch of the said bank
July 2011	Deputy General Manager, Corporate Planning Department of the said bank
October 2011	General Manager, Corporate Administration Department, The Kitakyushu Bank, Ltd.
October 2011	Deputy General Manager, Corporate Administration Department of the Company
June 2016	Director of the Company
June 2018	Senior Managing Director of The Kitakyushu Bank, Ltd.
June 2019	Managing Director of the Company
June 2019	Director and President of The Kitakyushu Bank, Ltd. (present position)
June 2020	Retired as the Managing Director of the Company
June 2022	Appointed as Director of the Company (present position)
May 2023	External Auditor & Supervisory Board Member of Izutsuya Co., Ltd. (present position)

(Status of important concurrent positions)

Director and President of The Kitakyushu Bank, Ltd. (Representative Director)

External Auditor & Supervisory Board Member of Izutsuya Co., Ltd.

[Reasons for selection as a Director candidate]

He has supervised the overall management of the Group and The Kitakyushu Bank, Ltd., one of the three banks in the Group, as a Director of the Company and as Director and President of the said bank, and possesses the knowledge and experience required to carry out sound and appropriate operation of the Group, and the Company has judged that he will continue to appropriately execute the duties of Director of the Company. In addition, the Company has determined that the focused monitoring of the business execution of the said bank by the Board of Directors of the Company, with the appointment of Mr. Kato thereto, would constitute an appropriate governance system for the Group. Accordingly, he has been selected as a candidate for the position of Director.

5	**Yuzuru Yamamoto**	Male Date of birth: March 8, 1953 (aged 72)	Reappointment Outside Independent	Attendance at Board of Directors meetings: 12/13 meetings	Years of service as an Outside Director: 4 years Number of shares of the Company owned: 3,800 shares Number of potentially-owned shares of the Company: 881 shares

Brief personal history, position, and principal duty in the Company, and important concurrent positions

April 1977	Joined Ube Industries, Ltd. (April 2022: UBE Corporation)
June 2003	Executive Officer of the said company
June 2003	President and Representative Director of Ube Machinery Corporation, Ltd.
April 2007	Managing Executive Officer of Ube Industries, Ltd.
April 2010	Senior Managing Executive Officer of the said company
June 2010	Director & Chairman of the Board of Ube Machinery Corporation, Ltd.
April 2013	Assistant to President, and Group CCO of Ube Industries, Ltd.
June 2013	Representative Director of the said company
April 2015	President & Representative Director and Group CEO of the said company
April 2019	Chairman of the Board of Directors & Representative Director of the said company
June 2019	Chairman of the Board of Directors & Director of the said company
June 2020	Outside Director of The Yamaguchi Bank, Ltd.
June 2021	Outside Director of the Company (present position)
April 2025	Director of UBE Corporation (present position)

(Status of important concurrent positions)

Director of UBE Corporation

[Reasons for selection as a candidate for the position of Outside Director and roles expected]

He has been conducting corporate management supervision of the Company from a fair and objective standpoint as an Outside Director. Based on his advanced insight and wealth of experience as a corporate manager, having served as President & Representative Director of UBE Corporation and in other executive positions, the Company expects that he will continue to strengthen the effectiveness of the decision-making functions and supervisory functions of the Board of Directors of the Company and also further strengthen the Group's corporate governance by providing pertinent recommendations towards the overall management taking into account local economic conditions, etc., and thus requests his election as a Director.

[Independence of the candidate]

With respect to transactional relationships, etc., between UBE Corporation, where Mr. Yuzuru Yamamoto serves as a business executive, and the Group, the net sales derived from transactions with the Group account for less than 1 % of the consolidated net sales of the said company, and the income of the Group resulting from transactions with the said company and its group companies account for less than 1% of the consolidated ordinary income of the Company. Therefore, there is no effect on his independence.

6	**Takehiko Ogi**	Male Date of birth: August 8, 1961 (aged 63)	Reappointment Outside Independent	Attendance at Board of Directors meetings: 13/13 meetings	

Brief personal history, position, and principal duty in the Company, and important concurrent positions

April 1984	Joined the Ministry of International Trade and Industry (currently the Ministry of Economy, Trade and Industry)
June 1999	Director, Culture Convenience Club Co., Ltd.
June 2002	Representative Director and Managing Director, Culture Convenience Club Co., Ltd.
July 2004	Managing Director, Industrial Revitalization Corporation of Japan
November 2004	President and Representative Executive Officer (seconded), Kanebo Ltd.
April 2007	President and Representative Director, Maruzen Co., Ltd. (currently Maruzen CHI Holdings Co., Ltd.)
June 2013	Outside Director, Seibu Holdings Inc.
June 2015	Outside Director, Misumi Group Inc.
August 2015	President and Representative Director, Japan Human Resource Network
March 2016	Graduated from the doctoral program in Economics, Graduate School of Economics, University of Tokyo (PhD in Economics)
April 2016	Senior Advisor, Financial Services Agency
August 2018	Director, Ministry of Economy, Trade and Industry
October 2020	Professor, Department of Industrial Management, Faculty of Economics, Kyushu University (present position)
December 2020	Outside Director, Japan Platform of Industrial Transformation, Inc. (present position)
June 2023	Outside Director of the Company (present position)
June 2023	Outside Director, ICMG Co., Ltd. (present position)

(Status of important concurrent positions)

Professor, Department of Industrial Management, Faculty of Economics, Kyushu University

Outside Director, Japan Platform of Industrial Transformation, Inc.

Outside Director, ICMG Co., Ltd.

Years of service as an Outside Director:
2 years

Number of shares of the Company owned:
0 share

Number of potentially-owned shares of the Company:
5,004 shares

[Reasons for selection as a candidate for the position of Outside Director and roles expected]

He has been conducting corporate management supervision of the Company from a fair and objective standpoint as an Outside Director. He has served as Representative Director of Kanebo Ltd., Maruzen CHI Holdings Co., Ltd., and Japan Human Resource Network following his retirement from the Ministry of International Trade and Industry (currently the Ministry of Economy, Trade and Industry), and currently specializes in organizational theory and corporate governance as Professor in the Department of Industrial Management, Faculty of Economics, Kyushu University. The Company expects that Mr. Ogi will provide pertinent recommendations on management, including the maintenance and improvement of corporate governance, his strength, as well as support for the banks in the Group using his knowledge of corporate revitalization, and thus requests his election as a Director.

[Independence of the candidate]

With respect to transactional relationships, etc., between Japan Platform of Industrial Transformation, Inc. and ICMG Co., Ltd., where Mr. Takehiko Ogi serves as an Outside Director, and the Group, the net sales derived from transactions with the Group account for less than 1 % of the consolidated net sales of each of the said companies, and the income of the Group resulting from transactions with each of the said companies and their group companies account for less than 1% of the consolidated ordinary income of the Company. Therefore, there is no effect on his independence.

7	**Miho Saito**	Female Date of birth: April 8, 1963 (aged 62)	New appointment Outside Independent	Attendance at Board of Directors meetings: –	Years of service as an Outside Director: – Number of shares of the Company owned: 0 share Number of potentially-owned shares of the Company: 0 share

Brief personal history, position, and principal duty in the Company, and important concurrent positions

April 1986	Joined Nomura Securities Co., Ltd.
March 1988	Joined Credit Suisse Trust and Banking Co., Ltd.
November 1989	Joined SPARX Asset Management Co., Ltd.
June 1993	Earned a Masters of Business Administration (MBA) degree from J.L. Kellogg Graduate School of Management at Northwestern University
September 1997	Joined Government of Singapore Investment Corporation (GIC) Private Limited
January 2006	Joined Clay Finlay Inc.
November 2009	Joined United Nations Joint Staff Pension Fund
June 2024	Joined Strategy Advisors Co., Ltd. Executive Officer, Capital Markets Division and DE&I Training Course Coordinator and Speaker.
March 2025	Outside Director (Audit & Supervisory Committee Member), ELAN Corporation (present position)

(Status of important concurrent positions)

Outside Director (Audit & Supervisory Committee Member), ELAN Corporation

[Reasons for selection as a candidate for the position of Outside Director and roles expected]

As an institutional investor, she has been managing Asian and international equities, including Japanese stocks, at overseas government funds and the United Nations Joint Staff Pension Fund, and has dedicated herself to diversity and sustainability initiatives. The Company expects that she will strengthen the effectiveness of the decision-making functions and supervisory functions of the Board of Directors of the Company and also further strengthen the Group's corporate governance by providing pertinent recommendations on matters related to our market and external information disclosure, including internal relations, and the promotion of sustainability management, and thus requests her election as a Director.

[Independence of the candidate]

There are no transactional relationships between ELAN Corporation, where Ms. Miho Saito is an Outside Director (Audit & Supervisory Committee Member), and the Group. Furthermore, there are no special interests between her and the Company.

[Message to our shareholders from the candidate]

Having engaged in international investment activities, I have deepened my insight into a wide range of capital markets. The Company has been working on restructuring its securities portfolio to ensure stable earnings through securities management. Meanwhile, due to the volatile global landscape, optimizing for market fluctuations and strengthening risk management have become urgent priorities. At the same time, striving for constructive dialogue with shareholders and institutional investors, as well as high-quality information disclosure, is now indispensable for creating sustainable corporate value. I will endeavor to fully leverage my knowledge and expertise I have garnered to further increase the Company's corporate value.

8	**Naoko Okada**	Female Date of birth: June 7, 1978 (aged 46)	New appointment Outside Independent	Attendance at Board of Directors meetings –	Years of service as an Outside Director: – Number of shares of the Company owned: 0 share Number of potentially-owned shares of the Company: 0 share

Brief personal history, position, and principal duty in the Company, and important concurrent positions

April 2001	Joined Sun Microsystems, Inc.
January 2005	Joined axiv.com, Inc. (currently CARTA HOLDINGS, INC.)
March 2005	Graduated from Rikkyo University, Graduate School of Business Administration (earned an MBA degree)
January 2008	General Manager, Management Division, EC Navi Inc. (currently CARTA HOLDINGS, INC.)
July 2009	Representative Director, Network Communications Corporation (present position)
March 2020	Outside Director, Roland DG Corporation
September 2021	Outside Director, Retrieva, Inc. (present position)
June 2022	Outside Director, NITTOC CONSTRUCTION CO., LTD. (present position)
December 2023	Audit and Supervisory Committee Member and Outside Director, People, Dreams & Technologies Group Co., Ltd. (present position)
August 2024	Director and CCO, Continuum.Social Inc. (present position)

(Status of important concurrent positions)

Representative Director, Network Communications Corporation

Outside Director, NITTOC CONSTRUCTION CO., LTD.

Audit and Supervisory Committee Member and Outside Director, People, Dreams & Technologies Group Co., Ltd.

[Reasons for selection as a candidate for the position of Outside Director and roles expected]

She has undertaken a role in launching the public relations department at an IT venture company and thereafter founded the public relations firm Network Communications. She has been engaged in planning and promoting communication activities linked to corporate reputation building and management issues. The Company expects that she will strengthen the effectiveness of the decision-making functions and supervisory functions of the Board of Directors of the Company and also further strengthen the Group's corporate governance by providing pertinent recommendations on building relationships with our stakeholders, and thus requests her election as a Director.

[Independence of the candidate]

There are no transactional relationships between Network Communications Corporation, where Ms. Naoko Okada serves as President and Representative Director, and NITTOC CONSTRUCTION CO., LTD., and People, Dreams & Technologies Group Co., Ltd., where she serves as an Outside Director, and the Group. Furthermore, there are no special interests between her and the Company.

[Message to our shareholders from the candidate]

The diversification of values, the acceleration of digital transformation (DX), and the innovation of generative AI herald the arrival of an era where we must fundamentally rethink how companies communicate information and create value. Amidst these changes, it is an essential mission of management to grasp diverse values and needs through dialogue with stakeholders, accurately reflect them in management decisions, and connect them to sustainable growth. As a corporate public relations and communications expert and based on my experience I have garnered in the field of management, I will not only adapt to technology but also sincerely address and enhance the "reason for existence" of what a company communicates and what it aims to achieve, contributing to the effectiveness of corporate governance and the sustainable enhancement of corporate value.

(Notes)

1. The number of potentially-owned shares of the Company refers to the number of shares owned in the Company's officer stock ownership association and the points granted under the stock-based remuneration plan, as of March 31, 2025, and is presented as a reference for the number of shares to be issued in the future.
2. The Group has business transactions, including deposit and loan transactions with UBE Corporation, where Mr. Yuzuru Yamamoto serves as Director.
   The Group has equity transactions with Japan Platform of Industrial Transformation, Inc., where Mr. Takehiko Ogi serves as Outside Director, and business transactions involving employee training with ICMG Co., Ltd., where he also serves as Outside Director.
   No special interests exist between the Company and the other candidates.
3. Mr. Yuzuru Yamamoto is scheduled to retire as Director of UBE Corporation upon the Ordinary General Meeting of Shareholders to be held on June 26, 2025, and assume the position of Advisor of UBE Corporation.
4. Ms. Miho Saito is scheduled to be appointed as Outside Director of the Audit and Supervisory Committee Member at the Annual General Meeting of Shareholders of TOHO HOLDINGS CO., LTD. to be held on June 27, 2025.
5. The Company has registered Mr. Yuzuru Yamamoto and Mr. Takehiko Ogi as independent Directors at the TSE, as provided for in the rules of the TSE. If they are elected at the Meeting, it is planned that they will remain in office as independent Directors. If Ms. Miho Saito and Ms. Naoko Okada are elected at the Meeting, the Company plans to register them as independent Directors at the TSE.
6. With respect to the liabilities of Article 423, Paragraph 1 of the Companies Act, as defined in the Articles of Incorporation, the Company may conclude agreements limiting liability with Directors (excluding Executive Directors) to limit their liability for damages to the minimum liability as stipulated in Article 425, Paragraph 1 of the Companies Act, provided that duties were performed in good faith and without gross negligence. The Company has concluded the said agreement limiting liability with Mr. Yuzuru Yamamoto and Mr. Takehiko Ogi, and if their election is approved at the Meeting, the Company plans to continue limited liability agreements with them. If the election of Ms. Miho Saito and Ms. Naoko Okada is approved at the Meeting, the Company plans to conclude similar limited liability agreements with them.
7. The Company has concluded a Directors and Officers liability insurance contract stipulated in Article 430-3, Paragraph 1 of the Companies Act, insuring all its Directors. If each of the candidates is elected as Director at the Meeting, they will be insured under the insurance contract. The insurance contract covers damages incurred by Directors arising from liability for damages assumed when executing their duties. The Company plans to renew the insurance contract in July 2025, during the terms of office of each of the candidates.

Proposal 2: Election of Two (2) Directors Who are Audit and Supervisory Committee Members

The term of office of Ms. Yumiko Nagasawa and Mr. Kenko Shikichi, Directors who are Audit and Supervisory Committee Members, will expire at the conclusion of the Meeting. Accordingly, the Company proposes that two (2) Directors who are Audit and Supervisory Committee Members be elected. This proposal has been approved by the Audit and Supervisory Committee.

The proposal has been reviewed by each Director who is an Audit and Supervisory Committee Member, with no objections being raised.

The candidates for the position of Director, who are Audit and Supervisory Committee Members, are as follows:

Candi-date No.	Name	Age	Sex	Term of office	Current position in the Company, etc.		Attendance at Board of Directors and Committee meetings in FY2024	
							Board of Directors	Audit and Supervisory Committee Member
1	Reappoint-ment Yumiko Nagasawa	65	Female	5 years	Director, Audit and Supervisory Committee Member	Outside Independent	100% (13/13)	100% (13/13)
2	Reappoint-ment Kenko Shikichi	57	Male	2 years	Director, Audit and Supervisory Committee Member	Outside Independent	100% (13/13)	100% (13/13)

Reappointment: Reappointed Director candidate

Outside: Outside Director candidate

Independent: Independent Director registered with the Stock Exchanges

1	**Yumiko Nagasawa**	Female Date of birth: November 6, 1959 (aged 65)	Reappointment Outside Independent	Attendance at Board of Directors meetings 13/13 meetings	Years of service as an Outside Director: 5 years Years of service as a Director serving as an Audit and Supervisory Committee Member: 2 years Number of shares of the Company owned: 1,800 shares Number of potentially-owned shares of the Company: 207 shares

Brief personal history, position, and principal duty in the Company, and important concurrent positions

April 1984	Joined The Nikko Securities Co., Ltd.
July 1997	Vice President, Personal Lending Department of Citibank N.A. (Tokyo)
June 2000	Vice President, DC Department, SSB Citi Asset Management Co., Ltd.
December 2004	Secretary General of Foster Forum (Forum for Fostering High-quality Financial Instruments)
August 2008	Representative Director of Nagasawa Building Co., Ltd. (present position)
January 2016	Deputy Director-General of the Financial Services Agency (present position)
June 2016	Commissioner of Nippon Association of Consumer Specialists (present position)
June 2018	Facilitator of Foster Forum (Forum for Fostering High-quality Financial Instruments) (present position)
June 2018	Representative Commissioner and Deputy Chairman of Nippon Association of Consumer Specialists
June 2018	Director of Japan Industrial Association (present position)
June 2018	Director of The Yamaguchi Bank, Ltd. (Outside Director)
June 2020	Director of the Company (Outside Director)
June 2021	Director of Yakult Honsha Co., Ltd. (Outside Director) (present position)
June 2021	Director and Audit and Supervisory Committee Member of GL Sciences Inc. (Outside Director)
June 2023	Director and Audit and Supervisory Committee Member of the Company (Outside Director) (present position)
October 2024	Director and Audit and Supervisory Board Member of GLTECHNO HOLDINGS, INC. (Outside Director) (present position)

(Status of important concurrent positions)

Facilitator of Foster Forum (Forum for Fostering High-quality Financial Instruments)

Director of Yakult Honsha Co., Ltd. (Outside Director)

Director and Audit and Supervisory Board Member of GLTECHNO HOLDINGS, INC. (Outside Director)

Representative Director of Nagasawa Building Co., Ltd.

[Reasons for selection as the candidate for the position of Outside Director who shall serve as an Audit and Supervisory Committee Member, and roles expected]

She has been conducting corporate management supervision of the Company from a fair and objective standpoint as an Outside Director who is an Audit and Supervisory Committee Member. She possesses a wealth of experience regarding financial instruments, such as establishing a citizen group "Foster Forum (Forum for Fostering High-quality Financial Instruments)" after serving at financial institutions. The Company expects that she will continue to strengthen the effectiveness of the decision-making functions and supervisory functions of the Board of Directors of the Company and also further strengthen the Group's corporate governance by providing pertinent recommendations toward overall management based on her professional insight as well as the perspective of a citizen, and thus requests her election as a Member of the Audit and Supervisory Committee.

[Independence of the candidate]

With respect to transactional relationships, etc., between GLTECHNO HOLDINGS, INC., where Ms. Yumiko Nagasawa serves as Director and Audit and Supervisory Board Member (Outside Director), and the Group, the net sales derived from transactions with the Group account for less than 1% of the consolidated net sales of the said company, and the income of the Group resulting from transactions with the said company and its group

companies also account for less than 1% of the consolidated ordinary income of the Company. Therefore, there is no effect on her independence.

2	**Kenko Shikichi**	Male Date of birth: January 19, 1968 (aged 57)	Reappointment Outside Independent	Attendance at Board of Directors meetings 13/13 meetings	Years of service as an Outside Director: 2 years Years of service as a Director serving as an Audit and Supervisory Committee Member: 2 years Number of shares of the Company owned: 0 share Number of potentially-owned shares of the Company: 0 share

Brief personal history, position, and principal duty in the Company, and important concurrent positions

April 1998	Registered with the Osaka Bar Association, joined Kitahama Law Office
April 2006	Transferred registration to the Fukuoka Bar Association
January 2007	Partner, Attorney at Law, Kitahama Partners L.P.C.
July 2012	Company Auditor, Vega Corporation Co., Ltd. (Outside Auditor)
August 2015	Director and Audit and Supervisory Committee Member of the said company (Outside Director)
July 2015	Auditor, JTC Inc. (Outside Auditor)
June 2019	Director and Audit and Supervisory Committee Member of the said company (Outside Director) (present position)
January 2020	Representative Partner of Kitahama Partners L.P.C. (present position)
June 2023	Director and Audit and Supervisory Committee Member of the Company (Outside Director) (present position)

(Status of important concurrent positions)
Representative Partner of Kitahama Partners L.P.C.

Director and Audit and Supervisory Committee Member of JTC Inc. (Outside Director)

[Reasons for selection as the candidate for the position of Outside Director who shall serve as an Audit and Supervisory Committee Member, and roles expected]

He has supervised corporate management of the Company from a fair and objective standpoint as an Outside Director who is an Audit and Supervisory Committee Member. Furthermore, while he engages in legal practice centered on community-based attorney activities in Fukuoka City as a partner of Kitahama Law Office, he is also registered as a certified tax accountant with the Kyushu-hokubu Certified Public Tax Accountants' Association. He possesses a wealth of experience as a legal expert, and accordingly the Company expects that he will continue to strengthen the effectiveness of the decision-making functions and supervisory functions of the Board of Directors of the Company as well as the Group's corporate governance by providing his pertinent recommendations based on his professional knowledge, and thus requests his election as a Director who is an Audit and Supervisory Committee Member.

(Notes)

1. The number of potentially-owned shares of the Company refers to the number of shares that are scheduled to be delivered equivalent to the number of shares owned in the Company's officer stock ownership association and the points granted under the stock-based remuneration plan, as of March 31, 2025, and is presented as a reference for the number of shares to be issued in the future.
2. The Group banks have business transactions, including deposit and loan transactions with GLTECHNO HOLDINGS, INC., where Ms. Yumiko Nagasawa serves as Director, Audit and Supervisory Board Member (Outside Director).

   No special interests exist between Mr. Kenko Shikichi and the Company.
3. The Company has registered Ms. Yumiko Nagasawa and Mr. Kenko Shikichi as independent Directors at the TSE, as provided for in the rules of the TSE. If both are elected at the Meeting, it is planned that they will remain in office as independent Directors.
4. With respect to the liabilities of Article 423, Paragraph 1 of the Companies Act, as defined in the Articles of Incorporation, the Company may conclude agreements limiting liability with Directors (excluding Executive Directors) to limit their liability for damages to the minimum liability as stipulated in Article 425, Paragraph 1 of the Companies Act, provided that duties were performed in good faith and without gross negligence. The Company has concluded the said agreement limiting liability with Ms. Yumiko Nagasawa and Mr. Kenko Shikichi, and if their election is approved at the Meeting, the Company plans to continue limited liability agreements with them.
5. The Company has concluded a Directors and Officers liability insurance contract stipulated in Article 430-3, Paragraph 1 of the Companies Act, insuring all its Directors. If each of the candidates is elected as Director at the Meeting, they will be insured under the insurance contract. The insurance contract covers damages incurred by Directors arising from liability for damages assumed when executing their duties. The Company plans to renew the insurance contract in July 2025, during the terms of office of each of the candidates.

Proposal 3: Election of One (1) Substitute Director Who is an Audit and Supervisory Committee Member

The Company may elect in advance one (1) substitute Director who is an Audit and Supervisory Committee Member as a precaution against cases where a vacancy results in a shortfall in the number of Directors who are Audit and Supervisory Committee Members prescribed under the laws and regulations.
The candidate, Mr. Daisuke Fujii, is to assume the position of Director who is an Audit and Supervisory Committee Member on the condition that there is a vacancy that results in a shortfall in the number of Directors who are Audit and Supervisory Committee Members prescribed under the laws and regulations and the Articles of Incorporation, and the term of office shall be until the expiry of the term of office of the retired Director who was an Audit and Supervisory Committee Member. The resolution for the election based on this proposal shall be effective until the time of the commencement of the Annual General Meeting of Shareholders for the latest fiscal year to end within two years from the election. However, the election may be revoked by resolution of the Board of Directors, subject to consent by the Audit and Supervisory Committee, only prior to his assumption of the office of Director who is an Audit and Supervisory Committee Member.

This proposal has been approved by the Audit and Supervisory Committee.

The proposal has been reviewed by each Director who is an Audit and Supervisory Committee Member, with no objections being raised.

The candidate for the position of substitute Director who is an Audit and Supervisory Committee Member is as follows:

<table>
<tr><td colspan="2">Daisuke Fujii</td><td>Male
Date of birth:
March 7, 1975 (aged 50)</td><td>Outside
Independent</td><td rowspan="3">Number of shares of the Company owned:
0 share

Number of potentially-owned shares of the Company:
0 share</td></tr>
<tr><td colspan="4">Brief personal history, position, and principal duty in the Company, and important concurrent positions</td></tr>
<tr><td colspan="2">October 2004 Registered with the Fukuoka Bar Association, joined Mannen Law Office
October 2014 Partner, Attorney at Law, Mannen Law Office</td><td colspan="2">April 2017 Opened Fujii Takada Law Office (May 2023: Fujii Law Office)

(Status of important concurrent positions)

Attorney at Law, Fujii Law Office</td></tr>
<tr><td colspan="5">[Reasons for selection as the candidate for the position of substitute Outside Director who shall serve as an Audit and Supervisory Committee Member, and roles expected]

The Company expects that he will further strengthen the evaluation of the effectiveness of the decision-making functions and supervisory functions of the Board of Directors of the Company as well as Company's corporate governance by providing his pertinent recommendations based on his wealth of experience and professional knowledge as a lawyer, and thus requests his election as a substitute Director who is an Audit and Supervisory Committee Member. Although Mr. Daisuke Fujii has not been directly involved in the management of a company in the past, for the above reasons, the Company has determined that he will be able to appropriately perform his duties as an Outside Director who serves as an Audit and Supervisory Committee Member.</td></tr>
</table>

(Notes)

1. No special interests exist between Mr. Daisuke Fujii and the Company.
2. Mr. Daisuke Fujii is the candidate for the position of substitute Outside Director who is an Audit and Supervisory Committee Member. If he assumes the position of Outside Director who is an Audit and Supervisory Committee Member, the Company plans to register him as an independent Officer as provided for in the rules of the TSE.
3. With respect to the liabilities of Article 423, Paragraph 1 of the Companies Act, as defined in the Articles of Incorporation, the Company may conclude agreements limiting liability with Directors (excluding Executive Directors) to limit their liability for damages to the minimum liability as stipulated in Article 425, Paragraph 1 of the Companies Act, provided that duties were performed in good faith and without gross negligence. If Mr. Daisuke Fujii assumes the position of Director who is an Audit and Supervisory Committee Member, the Company plans to conclude a limited liability agreement with him.
4. The Company has concluded a Directors and Officers liability insurance contract stipulated in Article 430-3, Paragraph 1 of the Companies Act, insuring all its Directors. If Mr. Daisuke Fujii assumes the position of Director, who is an Audit and Supervisory Committee Member, he will be insured under the insurance contract. The insurance contract covers damages incurred by Directors arising from liability for damages assumed when executing their duties. The insurance contract is scheduled to be renewed in July 2025.

Skills Matrix

The expected priority areas of the skills of the Directors of the Company upon the approval of proposals 1 and 2 at the Meeting are as follows.

(Note) The skills matrix below does not represent all of the knowledge and experience possessed by each Director. It indicates the priority areas expected of each Director in light of their knowledge, experience, and expertise, as selected based on the key strategies of the YMFG Medium-Term Management Plan (FY2025-FY2029), etc.

Name	Position		Category of Skill							
		Corporate governance	Corporate management, sustainability management	Corporate financial affairs, finance, M&A	Sales strategy	Regional co-creation	Market investment	Human capital management	DX IT	Compliance, risk management
Keisuke Mukunashi	President, Representative Director and CEO	●	●	●	●	●			●	
Narumasa Soga	Director	●	●	●	●		●			
Hirofumi Hiranaka	Director	●	●	●	●			●		
Mitsuru Kato	Director	●	●	●	●			●		
Yuzuru Yamamoto	Director Outside	●	●	●	●					
Takehiko Ogi	Director Outside	●	●	●				●		
Miho Saito	Director Outside	●	●	●	●		●			
Naoko Okada	Director Outside	●	●						●	
Takeki Kaneko	Director, Audit and Supervisory Committee Member	●				●				●
Yumiko Nagasawa	Director, Audit and Supervisory Committee Member Outside	●	●		●					●
Kenko Shikichi	Director, Audit and Supervisory Committee Member Outside	●								●

Corporate Governance System after the Meeting Held on June 27, 2025 (Plan)

An effective corporate governance system incorporating external perspectives is built with independent Outside Directors comprising the majority of the Board of Directors and the Audit and Supervisory Committee.

Composition of the Board of Directors	Outside: 6 Internal: 5	Ratio of Outside Directors Internal: 45% Outside: 55%
Composition of Audit and Supervisory Committee	Outside: 2 Internal: 1	Ratio of Outside Members Internal: 33% Outside: 67%
Female Officers	Female: 3 Male: 8	Female Ratio Female: 27% Male: 73%
Composition of Nomination Committee	Outside: 4 Internal: 0	Ratio of Outside Members Internal: 0% Outside: 100%
Composition of Compensation Committee	Outside: 4 Internal: 0	Ratio of Outside Members Internal: 0% Outside: 100%

Policy on Election of Directors

The composition of the Board of Directors and the Policy and Procedures for the Selection of Candidates for the Position of Director are as below.

To fulfill their roles and responsibilities, the Board of Directors shall secure a balance of knowledge, experience, and abilities, as well as diversity, necessary for the Directors as a whole. The composition of the Board of Directors of the Company has transitioned to a monitoring board where Outside Directors comprise the majority since June 2020.

Since the fiscal year 2022, the Presidents of the three banks have been serving as Directors of the Company, as the Company believes that it is appropriate for them to serve in this capacity. This decision is based on the need for the Board of Directors of the Company to robustly monitor the status of execution by the three banks, which account for the majority of the Group's performance and management resources, also on the fact that under the organizational reform that became effective on April 1, 2022, the previous internal control system—where the Company was responsible for a part of the business execution of the Group banks—was reviewed and revised to a system whereby the President of a Group bank is responsible for all of its business execution.

The election of Group Officers, namely the Directors and Executive Officers of the Company and Group banks, for the fiscal year ending March 31, 2026, has gone through a process that secured objectivity and transparency, with the officer appointment proposal which was drafted by utilizing nominations by Group Officers, the skills matrix that provides an overview of the overall balance including the Executive Officers, conducting one-on-one meetings between the President and Group Officer candidates, and then the matters being deliberated multiple times by the Nomination Committee comprised entirely of Outside Directors and determined by the Board of Directors of the Company, from the perspective of increasing corporate value.

The Company believes that the transition to the new system will enable us to further reflect the voices of our customers in the whole Group and more quickly provide services that stand closer to our customers. As a unified group, we are committed to evolving into "a composite platformer—a platform provider—for regional issue solutions through a business model based on the 'all in the same boat' metaphor," as outlined in the YMFG Medium-Term Management Plan (FY2025-FY2029).

The skills matrix indicates the priority areas expected of each Director in light of their knowledge, experience, and expertise, as selected based on the key strategies of the YMFG Medium-Term Management Plan (FY2025-FY2029), etc.

Category	Key strategy	Summary
Corporate Governance	–	Establish a Group management structure with a system where the banks proactively engage in business execution by expanding the executive authority and responsibilities of the banks and enabling them to demonstrate front-line initiatives.
Corporate Management / Sustainability Management	Sustainability strategy	・Effectively utilize capital as a new growth driver, including by investing in areas that contribute to the expansion of areas of business and improve profitability for the Group. ・Demonstrate to both internal and external stakeholders that all YMFG activities are linked to ESG, thereby enhancing the coherence of our initiatives and accelerating sustainability management.
Corporate Financial Affairs / Finance / M&A	Business portfolio strategy	・Strengthen deposits, loans, and bills discounted, and securities in terms of both quality (profitability) and quantity (scale) as foundational businesses that account for the majority of consolidated earnings. ・Solidify the earnings base and create the management resources necessary for executing growth strategies.
Sales Strategy	Business growth support and business management strategy	Provide comprehensive support to address various management issues faced by regional customers, not just in the short term, but as a long-term partner, by combining financing (debt), equity, and solutions.
	Asset support strategy	Support the well-being of employees of our business partners who underpin the business growth of regional companies, and provide wealth management support for corporate owners, affluent seniors, and others.
Regional Co-creation	Regional co-creation strategy	Designate community development and infrastructure as focus areas, consider regions as a collective of regional companies and individual customers, and develop businesses aimed at solving industrial and regional issues.
Market Investment	–	Rebuild the securities portfolio with appropriate risk-taking and risk management and convert to a stable profit structure, while increasing operational efficiency and ensuring profitability that covers our cost of capital.
Human Capital Management	Human capital management strategy	Build a human capital portfolio linked to growth strategies and business portfolio strategies through human capital acquisition, development, and system reform.
DX / IT	DX strategy	Realize sales, operational, and channel DX through system renewal and sales digitalization to create an environment for improved profitability.
	IT and cost management strategy	Reduce existing operational costs while accelerating growth investments for the future.
Compliance / Risk Management	–	・Build a compliance system that covers risks of damage to the interests and expectations of customers and local communities. Strengthen the establishment and operation of the RAF management structure using stress tests and scenario analysis. ・Build a forward-looking credit risk management framework and strengthen the risk management framework of each Group company.

End of document