Value Creation Process

The Nanto Bank Group's strategy for addressing materialities comprises three development themes—**regional development, cultivation of talented individuals who can promote vitality, and improved profitability**—as pillars of the Nanto Mission presented in our Management Plan introduced in FY2020.
In the Medium-Term Management Plan centered on "sound management" and "human capital development" we introduced in FY2025, we aim to remain our customers' banking group of choice by consistently providing all our stakeholders—including customers, local communities, employees, and shareholders—with value only our Group can deliver through its business activities.



Materialities

Resolving material issues

- Cultivating a Healthy Corporate Culture with Participation of Diverse Human Resources
- Realizing Sustainable Growth of Our Regional Economy
- Responding to the Effects of Accelerating Climate Change
- Realizing a Convenient, Prosperous Society
- Preparing for Increasingly Varied and Complex Risks

Operating capital

Customer base

- Large share of deposits and loans in Nara prefecture

Deposits **50.0%**

Loans **48.6%**

- Chosen as the main bank by businesses operating in Nara Prefecture

59.4%

(Teikoku Databank National Corporate "Main Bank" Trend Survey 2025)

Human resources base

- Number of employees

2,297

Financial base

- Strong capital adequacy ratio

Capital adequacy ratio

Consolidated **12.82%**

(End March 2026)

Bu

Nanto Mission
Goals to be achieved by 2030

Pursuit of regional development

Raise Nara Prefecture's GDP by approximately*1 ¥350 billion (a 10% increase from fiscal 2016)

*1 To be achieved by the end of FY2026, so that the achievement will be announced in 2029 (Nara prefecture's GDP is usually announced approximately two-and-a-half years after the relevant fiscal year-end).

Medium-Term Management Plan (FY2025-FY2027)

Achieving sound management providing ongoing support for the community

Development of human capital who think and act on their own and solve local problems

Governance and compliance supporting the Group's business activities

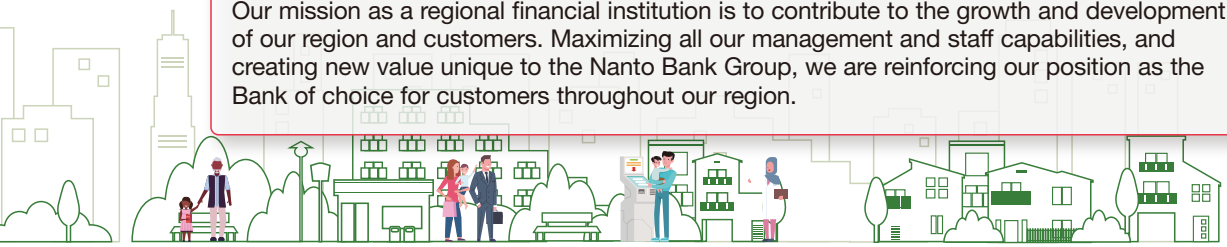
Corporate Philosophy

1. Conduct sound, efficient management.
2. Provide superior comprehensive financial services.
3. Pursue efforts to promote regional development.
4. Seek an identity as a trustworthy bank with strong customer appeal.

Corporate Vision

"Vitality Creation Bank"

Our mission as a regional financial institution is to contribute to the growth and development of our region and customers. Maximizing all our management and staff capabilities, and creating new value unique to the Nanto Bank Group, we are reinforcing our position as the Bank of choice for customers throughout our region.



usiness activities → Value we are offering all our stakeholders → Vision

Fostering vitality-creating human resources

Management personnel cultivation*2 350

Profitability enhancement

ROA (non-consolidated) 0.35% or above

*2 Human resources who can share management decision-making with local customers

2026 Action Plan

Infrastructure	Expanding our customer base through area-based sales approach
	Osaka Strategy
	Revitalizing the real estate market
Investment	Establishing new investment and financing models
	Investing in growth
	Creating local business opportunities
	Addressing climate change
Human capital	Developing our human capital
	Instilling management policies and empowering a diverse workforce

Customers

- Supply of funds in accordance with the borrower's business characteristics
- Financial products and services to support affluent living
- Provision of management personnel
- Creation of new business opportunities

Local community

- Collaboration as a leader in regional development with local governments, businesses and educational institutions
- Lively town development and business creation

Employees

- Realizing flexible workstyles
- Providing a workplace environment that supports employees' autonomous growth and encourages taking on challenges

Shareholders

- High market rating
- Continuing stable dividends

Remaining Our Customers' Banking Group of Choice

Status of corporate governance >>P54-67
Upgrading our risk management systems >>P70-71
Initiatives to strengthen cybersecurity >>P68-69
Initiatives to strengthen our compliance structures >>P72