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(Securities Code: 8714)  
June 1, 2026

**To Shareholders with Voting Rights:**

Hirohito Sakaguchi  
Director, Representative Corporate  
Officer, President & CEO  
Senshu Ikeda Holdings, Inc.  
18-14, Chayamachi, Kita-ku,  
Osaka, Japan

**NOTICE OF CONVOCATION OF  
THE 17TH ANNUAL GENERAL MEETING OF SHAREHOLDERS**

You are cordially notified of the 17th Annual General Meeting of Shareholders of Senshu Ikeda Holdings, Inc. (the “Company”). The meeting will be held for the purposes described below.

The Company has adopted a system of electronic provision for the convocation of this General Meeting of Shareholders. Matters subject to the electronic provision measures are posted on the website below.

The Company’s website: <https://www.senshuikeda-hd.co.jp/ir/kabunushisoukai.html>

This information has also been posted on the following website:

Tokyo Stock Exchange’s “Listed Company Search” page

<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

Enter the Company’s name “Senshu Ikeda Holdings, Inc.” or code “8714” in the appropriate field, and click on “Search.” Next, click on “Basic Information” and “Documents for public inspection/PR information” in turn.

If you do not attend the meeting, you may still exercise your voting rights in writing or electronically (on the Internet). Please review the Reference Documents for the General Meeting of Shareholders described in matters subject to the electronic provision measures, then follow the methods described on pages 3 to 4 to exercise your voting rights by 5:40 p.m., on Wednesday, June 24, 2026, Japan time.

- 1. Date and Time:** Thursday, June 25, 2026, at 10:00 a.m. Japan time
- 2. Place:** 10F, Conference Room, Osaka International Convention Center (“Grand Cube Osaka”), 5-3-51, Nakanoshima, Kita-ku, Osaka, Japan
- 3. Meeting Agenda:**

- Matters to be reported:**
1. The Business Report and Consolidated Financial Statements for the Company’s 17th Fiscal Year (from April 1, 2025, to March 31, 2026) and results of audits of the Consolidated Financial Statements by the Accounting Auditor and the Audit Committee
  2. Non-consolidated Financial Statements for the Company’s 17th Fiscal Year (from April 1, 2025, to March 31, 2026)

**Proposals to be resolved:**

**Proposals by the Company**

- Proposal No. 1:** Appropriation of Surplus  
**Proposal No. 2:** Election of Ten (10) Directors

## Notice

- In accordance with the revision of the Companies Act, shareholders will generally access the materials for the General Meeting of Shareholders on our website. Printed materials will only be sent to shareholders who submitted a request for written materials by the record date.
- Of the matters subject to the electronic provision measures, in accordance with applicable laws, regulations, and our Articles of Incorporation, the following items are not included in the printed materials sent to shareholders who requested them. The Audit Committee and the Accounting Auditor have audited documents including the following items subject to audits:
  - (Documents subject to audit by the Audit Committee)

Of “Matters concerning the current status of the Company” in the Business Report, Matters Concerning Stock Subscription Rights, etc. of the Company, Basic Policy Regarding the Party Who Controls Decisions on the Company’s Financial and Business Policies, Structure to Ensure the Adequacy of Business Operation, Matters Concerning Specified Wholly Owned Subsidiaries, and Matters Concerning Transactions with the Parent, etc.
  - (Documents subject to audit by the Accounting Auditor)

Of “Consolidated Financial Statements” and “Non-consolidated Financial Statements,” the Consolidated Balance Sheet, Consolidated Statement of Income, Consolidated Statement of Changes in Net Assets, Notes to Consolidated Financial Statements, Non-consolidated Balance Sheet, Non-consolidated Statement of Income, Non-consolidated Statement of Changes in Net Assets, and Notes to Non-consolidated Financial Statements.
  - Of the “Audit Report,” the Audit Report of the Accounting Auditor for the Consolidated Financial Statements, the Audit Report of the Accounting Auditor, and the Audit Report of the Audit Committee.
- If there are any amendments to the matters subject to electronic provision measures, the revision will be posted on our website.
- Should there be any changes to the operation of the General Meeting of Shareholders due to unforeseen circumstances, we will announce them on our website.
- The results of the resolutions at this General Meeting of Shareholders will be posted on our website after the meeting, instead of being sent as a written notice. Thank you for your understanding.

End

## Guide to the Exercise of Voting Rights

There are three ways to exercise your voting rights: via the Internet, etc., in writing, and by attending the Meeting.

<b>Exercise of Voting Rights via the Internet, etc.</b>		
Deadline for exercise: Until 5:40 p.m. Wednesday, June 24, 2026		
Method by scanning the QR Code		
Using a smartphone (including a tablet computer) You can log in by scanning the “Login QR Code” without entering the “Login ID” and the “Temporary Password.”		
1) Scan the QR Code	2) Choose the method to exercise your voting rights	3) Choose “Approve” or “Disapprove” for each proposal
QR Code is a registered trademark of DENSO WAVE INCORPORATED.		Follow the on-screen instructions and you will complete your exercise.
Method by using a PC		
You are kindly requested to access the Exercise of Voting Rights Website ( <a href="https://evote.tr.mufg.jp/">https://evote.tr.mufg.jp/</a> ) and follow the on-screen instructions to indicate your approval or disapproval of each proposal.		

For inquiries about the system or other matters, contact:

Securities Business Division (Help Desk)  
Mitsubishi UFJ Trust and Banking Corporation  
Phone: 0120-173-027 (Toll Free)  
(Available from 9 a.m. to 9 p.m.)

- ◎ If you have exercised your voting rights multiple times via the Internet, the final vote will be taken as valid. If you have exercised your voting rights on the website for computers and smartphones redundantly, the final vote cast will be taken as valid.

### **Your exercise of voting rights will contribute to activities that protect the lives and health of children around the world.**

The Company will donate the reduction in mailing costs of 110 yen per person resulting from the exercise of voting rights via the Internet to the Japan Committee for UNICEF. Shareholders’ exercise of voting rights will contribute to society. Please take advantage of exercising your voting rights via the Internet.

Donate to:  
The Japan Committee for UNICEF

<b>Exercise of Voting Rights in Writing</b>
Deadline for exercise: Arrival by 5:40 p.m. Wednesday, June 24, 2026
You are kindly requested to mark and return the enclosed Voting Rights Exercise Form with your vote of approval or disapproval of each proposal via mail. If you choose to exercise your voting rights in writing and do not indicate your approval or disapproval for each of the proposals on the Voting Rights Exercise Form returned to the Company, you will be deemed to have indicated approval for the proposals.

- © If you have exercised your voting rights both by mail and via the Internet, the vote exercised via the Internet will be taken as valid.

## Information on the “Engagement Portal,” an exclusive website for shareholders

The Company will accept prior questions and livestream the General Meeting of Shareholders on the “Engagement Portal,” an exclusive website for shareholders.

Livestream date and time:

Thursday, June 25, 2026 from 10 a.m. until the conclusion of the General Meeting of Shareholders

\* The livestream website will be accessible from around 9:30 a.m. on the day of the Meeting, 30 minutes before the start.

Prior questions

From the time of arrival of this convocation notice until 5:40 p.m., Wednesday, June 17, 2026

### Entering your Login ID and Password

Access the “Engagement Portal,” an online General Meeting of Shareholders website.

<https://engagement-portal.tr.mufg.jp/>

For details, please see the following URL.

<https://www.tr.mufg.jp/daikou/pdf/faq.pdf>

### Scanning the Login QR code with your smartphone, etc.

Scanning the QR code will allow you to skip entering your Login ID and Password.

Important Notes:

- Under the Companies Act, viewing a livestream via the Internet is not deemed as attendance at the General Meeting of Shareholders. Accordingly, when participating in the Meeting via the Internet, you will not be able to ask questions, exercise your voting rights, or propose motions, which are permitted to the shareholders at a General Meeting of Shareholders. When exercising your voting rights, please make note of the deadline and mail your Voting Rights Exercise Form, vote via the Internet as shown in the separate guide, or attend the Meeting by a proxy who has been granted the authority of representation via a power of attorney, etc.
- Only shareholders may participate in the General Meeting of Shareholders held via the Internet.
- It is strictly prohibited to capture, record, or save the live broadcast or publish it on any social network site, etc.
- In consideration of the privacy of the attending shareholders, the video of the meeting will only show the vicinity of the Chairperson and Officers’ seats. However, please note that there may be cases in which shareholders in attendance are unavoidably reflected on the screen.
- Prior questions shall relate to items on the agenda of this General Meeting of Shareholders. Only one question per shareholder will be accepted.
- Of the questions received in advance, those that may be of high interest to all shareholders will be answered on the day of the General Meeting of Shareholders. Please note that not all the questions will be answered. The Company will not provide answers on an individual basis.

For inquiries about the shareholder-dedicated website, contact:

Securities Business Division  
Mitsubishi UFJ Trust and Banking Corporation  
Phone: 0120-676-808 (Toll Free)  
(Available from 9 a.m. to 5 p.m. excluding Saturdays, Sundays and holidays.  
For the day of the General Meeting of Shareholders, available from 9 a.m. to the conclusion of the Meeting)

For inquiries about the livestream (viewing problem of the video player, etc.), contact:

J-Stream Inc.  
Phone: 0120-597-260 (Toll Free)  
(On the day of the General Meeting of Shareholders, available from 9:30 a.m. to the conclusion of the Meeting)

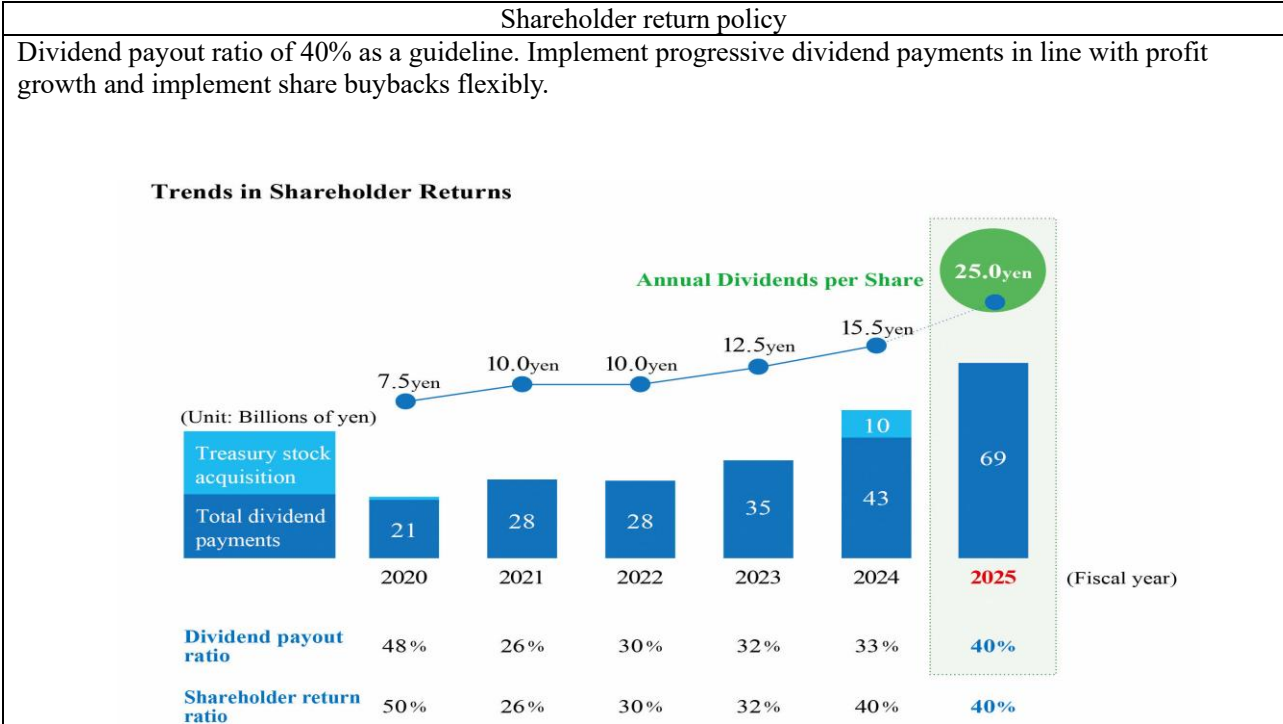
# Reference Documents for the General Meeting of Shareholders

## Proposals and References

### Proposal No. 1: Appropriation of Surplus

Matters concerning year-end dividends

- (1) Type of dividend property  
Cash
- (2) Matters concerning the allotment of dividend property and the total amount  
For ordinary shares, the Company proposes a dividend of 14.50 yen per share (thereby making the annual dividend including the interim dividend 25 yen per share).  
The total amount of dividends in this case will be 4,037,449,499 yen.
- (3) Effective date of distribution of surplus  
June 26, 2026



**Proposal No. 2: Election of Ten (10) Directors**

The terms of office of all ten (10) Directors: Atsushi Ukawa, Hirohito Sakaguchi, Osamu Tsukagoshi, Takayoshi Fujiwara, Atsuko Ogasawara, Keiko Kaneko, Hidehito Hisakawa, Shinoi Sakata, Kenji Fukuda, and Teruji Yamamura will expire at the conclusion of this Annual General Meeting of Shareholders.

Accordingly, the Company proposes to elect ten (10) Directors in total, including six (6) Outside Directors. The candidates for Directors are as follows.

No.	Name		Current position within the Company	Years in office	Attendance at the Board of Directors meetings
1	Atsushi Ukawa	(Reappointment) Non-Executive Male	Director & Chairman Audit Committee Member	14 years	100.0% (17 / 17)
2	Hirohito Sakaguchi	(Reappointment) Male	Director, Representative Corporate Officer, President & CEO Nomination Committee Member, Remuneration Committee Member	4 years	100.0% (17 / 17)
3	Osamu Tsukagoshi	(Reappointment) Male	Director, Representative Corporate Officer & Vice President	4 years	100.0% (17 / 17)
4	Takayoshi Fujiwara	(Reappointment) Male	Director, Corporate Officer & Senior Managing Officer	1 year	100% (13/13)
5	Keiko Kaneko	(Reappointment) (Outside Director) (Independent Officer) Female	Director (Outside Director) Nomination Committee Member, Audit Committee Member	2 years	94.1% (16 / 17)
6	Hidehito Hisakawa	(Reappointment) (Outside Director) (Independent Officer) Male	Director (Outside Director) Nomination Committee Member (Chairman) Remuneration Committee Member	2 years	100.0% (17 / 17)
7	Shinoi Sakata	(Reappointment) (Outside Director) (Independent Officer) Female	Director (Outside Director) Remuneration Committee Member, Audit Committee Member	1 year	100% (13/13)
8	Kenji Fukuda	(Reappointment) (Outside Director) (Independent Officer) Male	Director (Outside Director) Audit Committee Member (Chairman)	1 year	92.3% (12/13)
9	Teruji Yamamura	(Reappointment) (Outside Director) (Independent Officer) Male	Director (Outside Director) Nomination Committee Member, Remuneration Committee Member, Audit Committee Member	1 year	92.3% (12/13)
10	Yoshiko Fujii	(New appointment) (Outside Director) (Independent Officer) Female			

- \* The attendance at the Board of Directors meetings of Mr. Takayoshi Fujiwara, Ms. Shinoi Sakata, Mr. Kenji Fukuda, and Mr. Teruji Yamamura reflects their attendance after their appointment on June 25, 2025.

No.	Reappointment/Non-Executive/Male	Date of birth	July 19, 1956	Age	69
1	Atsushi Ukawa	Years as a Director	14 years		
		Number of ordinary shares actually held	67,755 shares		
		Number of ordinary shares potentially held	151,240 shares		
		Attendance at the Board of Directors meetings, etc.	Board of Directors	100.0% (17/17)	
		Audit Committee	100.0% (13/13)		
Past experience (Positions, responsibilities, and significant concurrent positions)					
Apr.	1980	Joined the Bank of Ikeda, Ltd. (currently The Senshu Ikeda Bank, Ltd.)			
Aug.	2006	General Manager, Corporate Planning Division, the Bank of Ikeda, Ltd.			
Nov.	2006	Executive Officer, the Bank of Ikeda, Ltd.			
May	2010	Executive Officer, The Senshu Ikeda Bank, Ltd.			
Jun.	2011	Director, The Senshu Ikeda Bank, Ltd.			
Jun.	2012	Director, the Company			
Jun.	2014	Managing Director, The Senshu Ikeda Bank, Ltd.			
Jun.	2016	Director and Senior Managing Executive Officer, The Senshu Ikeda Bank, Ltd.			
Jun.	2018	Representative Director, President and CEO, the Company			
Jun.	2018	Representative Director, President and CEO, The Senshu Ikeda Bank, Ltd.			
Jun.	2025	Director & Chairman (Non-executive) (current position)			
Jun.	2025	Director & Chairman (Full-time Audit & Supervisory Committee Member), The Senshu Ikeda Bank, Ltd. (current position)			
Jun.	2025	Audit & Supervisory Board Member (external), Daikin Industries, Ltd. (current position)			
		(Significant concurrent positions)			
		Audit & Supervisory Board Member (external), Daikin Industries, Ltd.			
		Director & Chairman (Full-time Audit & Supervisory Committee Member), The Senshu Ikeda Bank, Ltd.			
<Reason for appointing Mr. Atsushi Ukawa as a candidate for Director>					
Mr. Atsushi Ukawa assumed the position of a Director of The Senshu Ikeda Bank, Ltd., a Group company, after having served in the Corporate Planning, operation & system and several other departments. After assuming the position of Director of The Senshu Ikeda Bank, Ltd., he successively held the positions of General Manager of the Operation Management Division and the Corporate Planning Division, Officer in charge of Regional Headquarters and Officer in charge of the Loan, personnel affairs and several other departments. He served as Representative Director, President and CEO of the Company since June 2018, and assumed office as Non-executive Director & Chairman in June 2025. He has knowledge and experience to ensure appropriate supervision of the overall business of the Group. Accordingly, the Company has nominated him as a candidate for Non-Executive Director, expecting that, from an objective standpoint, he will strengthen the effectiveness of the Board of Directors' decision-making and supervisory functions as a Non-Executive Director.					

\* "Number of ordinary shares actually held" includes the number of shares effectively held in the name of the Senshu Ikeda Holdings Executive Shareholders' Association (as of March 31, 2026).

\* "Number of ordinary shares potentially held" represents the number of shares scheduled to be delivered in the future corresponding to share acquisition rights granted under the stock option plan and is presented as reference.

No.	Reappointment/Male	Date of birth	October 26, 1964	Age	61
2	Hirohito Sakaguchi	Years as a Director	4 years		
		Number of ordinary shares actually held	41,420 shares		
		Number of ordinary shares potentially held	53,400 shares		
		Attendance at the Board of Directors meetings, etc.	Board of Directors	100.0% (17/17)	
		Nomination Committee	100.0% (9/9)		
		Remuneration Committee	100.0% (10/10)		
<b>Past experience (Positions, responsibilities, and significant concurrent positions)</b>					
Apr.	1988	Joined the Bank of Ikeda, Ltd. (currently The Senshu Ikeda Bank, Ltd.)			
May	2016	General Manager, Honmachi Branch, The Senshu Ikeda Bank, Ltd.			
Jun.	2016	Executive Officer, The Senshu Ikeda Bank, Ltd.			
Jun.	2020	Managing Executive Officer, The Senshu Ikeda Bank, Ltd.			
Jun.	2021	Director and Managing Executive Officer, The Senshu Ikeda Bank, Ltd.			
Jun.	2022	Director and Managing Executive Officer, the Company			
Jun.	2023	Director and Senior Managing Executive Officer, The Senshu Ikeda Bank, Ltd.			
Jun.	2023	Director and Senior Managing Executive Officer, the Company			
Jun.	2025	Representative Director, President & CEO, The Senshu Ikeda Bank, Ltd. (current position)			
Jun.	2025	Director, Representative Corporate Officer, President & CEO, the Company (current position) (Significant concurrent position) Representative Director, President & CEO, The Senshu Ikeda Bank, Ltd.			
<Reason for appointing Mr. Hirohito Sakaguchi as a candidate for Director>					
Mr. Hirohito Sakaguchi has long experience chiefly in the Loan department of The Senshu Ikeda Bank, Ltd., a Group company, successively serving as General Manager of the Honmachi Branch, Officer in charge of Regional Headquarters, and Deputy General Manager of the CS department. After assuming the position of Director of The Senshu Ikeda Bank, Ltd., he has served as Officer in charge of the CS department and the Loan department, and as Officer secondarily in charge of the Corporate Planning department. Since June 2025, he has served as Representative Corporate Officer, President & CEO of the Company. He has knowledge and experience to ensure precise, fair and efficient execution of the overall business of the Group. Accordingly, the Company has nominated him as a candidate for Director, expecting that he will leverage his extensive experience and knowledge within the Board of Directors and strengthen the effectiveness of the board's decision-making and supervisory functions.					

No.	Reappointment/Male	Date of birth	December 27, 1964	Age	61
3	Osamu Tsukagoshi	Years as a Director	4 years		
		Number of ordinary shares actually held	41,691 shares		
		Number of ordinary shares potentially held	45,900 shares		
		Attendance at the Board of Directors meetings, etc.	Board of Directors	100.0% (17/17)	
<b>Past experience (Positions, responsibilities, and significant concurrent positions)</b>					
Apr.	1988	Joined the Senshu Bank, Ltd. (currently The Senshu Ikeda Bank, Ltd.)			
Jun.	2016	General Manager, Internal Audit Division, The Senshu Ikeda Bank, Ltd.			
Jun.	2017	Executive Officer, The Senshu Ikeda Bank, Ltd.			
May	2019	Executive Officer, the Company			
Jun.	2021	Managing Executive Officer, the Company			
Jun.	2021	Director and Managing Executive Officer, The Senshu Ikeda Bank, Ltd.			
Jun.	2022	Director and Managing Executive Officer, the Company			
Jun.	2023	Director and Senior Managing Executive Officer, The Senshu Ikeda Bank, Ltd.			
Jun.	2023	Director and Senior Managing Executive Officer, the Company			
Jun.	2025	Representative Director & Vice President, The Senshu Ikeda Bank, Ltd. (current position)			
Jun.	2025	Director, Representative Corporate Officer & Vice President, the Company (current position) (Significant concurrent position) Representative Director & Vice President, The Senshu Ikeda Bank, Ltd.			
<Reason for appointing Mr. Osamu Tsukagoshi as a candidate for Director>					
Mr. Osamu Tsukagoshi successively served as General Manager of the Loan, Internal Audit, and Corporate Planning departments of The Senshu Ikeda Bank, Ltd., a Group company. After assuming the position of Director of The Senshu Ikeda Bank, Ltd., he has continued to make considerable achievements in serving as Officer in charge of the personnel affairs department and the CS department. Since June 2025, he has assumed office as Representative Corporate Officer &					

Vice President of the Company, in charge of the risk management and the compliance departments. He has knowledge and experience to ensure precise, fair and efficient execution of the overall business of the Group. Accordingly, the Company has nominated him as a candidate for Director expecting that he will leverage his extensive experience and knowledge within the Board of Directors and strengthen the effectiveness of the board's decision-making and supervisory functions.

No.	Reappointment/Male	Date of birth	October 14, 1963	Age	62
4	Takayoshi Fujiwara	Years as a Director	1 year		
		Number of ordinary shares actually held	41,011 shares		
		Number of ordinary shares potentially held	39,900 shares		
	Attendance at the Board of Directors meetings, etc.	Board of Directors	100.0% (13/13)		
Past experience (Positions, responsibilities, and significant concurrent positions)					
Apr.	1988	Joined The Senshu Bank, Ltd. (currently The Senshu Ikeda Bank, Ltd.)			
Jan.	2014	General Manager, Mibayashi Branch, The Senshu Ikeda Bank, Ltd.			
Jun.	2017	Executive Officer, The Senshu Ikeda Bank, Ltd.			
Jun.	2018	Executive Officer, the Company			
Jun.	2021	Managing Executive Officer, The Senshu Ikeda Bank, Ltd.			
Jun.	2022	Director & Managing Executive Officer, The Senshu Ikeda Bank, Ltd.			
Oct.	2022	Managing Executive Officer, the Company			
Jun.	2025	Director & Senior Managing Executive Officer, The Senshu Ikeda Bank, Ltd. (current position)			
Jun.	2025	Director, Corporate Officer & Senior Managing Officer, the Company (current position) (Significant concurrent position) Director & Senior Managing Executive Officer, The Senshu Ikeda Bank, Ltd.			
<p>&lt;Reason for appointing Mr. Takayoshi Fujiwara as a candidate for Director&gt;  Mr. Takayoshi Fujiwara has long experience in the Human Resource department of The Senshu Ikeda Bank, Ltd., a Group company, and made achievements as an officer in charge of the risk management and the compliance departments. Since June 2025, he has assumed office as Director of the Company, in charge of the corporate planning department. He has knowledge and experience to ensure precise, fair and efficient execution of the overall business of the Group. Accordingly, the Company has nominated him as a candidate for Director expecting that he will leverage his experience and knowledge within the Board of Directors and strengthen the effectiveness of the board's decision-making and supervisory functions.</p>					

No.	Reappointment/Outside Director /Independent Officer/Female	Date of birth	November 27, 1958	Age	67
5	Keiko Kaneko	Years as a Director	2 years		
		Number of ordinary shares actually held	1,692 shares		
		Number of ordinary shares potentially held	—		
	Attendance at the Board of Directors meetings, etc.	Board of Directors	94.1% (16/17)		
		Nomination Committee	88.9% (8/9)		
		Audit Committee	92.3% (12/13)		
Past experience (Positions, responsibilities, and significant concurrent positions)					
Apr.	1981	Joined Matsushita Electric Industrial Co., Ltd. (currently Panasonic Corporation)			
Apr.	2007	Director, Corporate Information Security Division, Matsushita Electric Industrial Co., Ltd.			
Apr.	2014	Assistant to Director, Senior Counsel for Personal Information Protection, Legal Division, Panasonic Corporation			
Oct.	2014	Executive Officer, CLO, and General Manager, Security Compliance Division, Benesse Holdings, Inc.			
Jun.	2016	Executive Officer, CPO (CISO), and General Manager, Information Security Division, Benesse Holdings, Inc.			
Apr.	2017	CPO (CISO) and General Manager, Information Security Division, Benesse Holdings, Inc.			
Apr.	2018	Associate Professor, Department of Business Law, Faculty of Business Administration, Osaka University of Economics			
Jun.	2019	Outside Director, MARUDAI FOOD CO., LTD.			
Apr.	2022	Chief Researcher, Center for International Economic Collaboration (CFIEC)			
Jun.	2022	Outside Director, KYOKUTO KAIHATSU KOGYO CO., LTD. (current position)			
Jun.	2024	Outside Director, the Company (current position)			
Jun.	2024	Non-Executive Director (non-full time), The Senshu Ikeda Bank, Ltd. (current position)			
		(Significant concurrent positions) Outside Director, KYOKUTO KAIHATSU KOGYO CO., LTD. Non-Executive Director (non-full time), The Senshu Ikeda Bank, Ltd.			
<Reason for appointing Ms. Keiko Kaneko as a candidate for Outside Director and expected roles> Ms. Keiko Kaneko has wide range of experience and achievements in the business world, having successively held key positions at Panasonic Corporation and Benesse Holdings, Inc., and she also possesses sufficient social credibility. Since June 2024, she has been appropriately supervising our management as an Outside Director. With the expectation that she will provide supervision and advice based on her knowledge if she is elected as Outside Director, the Company has nominated her as a candidate for Outside Director.					
<Independence> There is no special interest between Ms. Keiko Kaneko and the Company. Ms. Kaneko satisfies the “Criteria for Independence of Outside Directors” set forth by the Company.					

(Notes)

- Ms. Keiko Kaneko has been nominated as a candidate for Outside Director of OSAKA STEEL CO., LTD. at the General Meeting of Shareholders to be held in June 2026.
- KYOKUTO KAIHATSU KOGYO CO., LTD. for which Ms. Keiko Kaneko has served as Outside Director underwent an on-site inspection by the Fair Trade Commission on suspicion of forming a cartel in November 2024, and received a cease and desist order and a payment order for administrative monetary penalty based on the Anti-Monopoly Act from the said Commission in September 2025. Although she was not aware of such breach until it occurred, she had always provided appropriate suggestions from a perspective of legal compliance and compliance-oriented management. After occurrence of the fact, she has fulfilled her responsibilities by, for example, making suggestions regarding recurrence prevention.

No.	Reappointment/Outside Director /Independent Officer/Male	Date of birth	January 24, 1955	Age	71
6	Hidehito Hisakawa	Years as a Director	2 years		
		Number of ordinary shares actually held	2,116 shares		
		Number of ordinary shares potentially held	—		
	Attendance at the Board of Directors meetings, etc.	Board of Directors	100.0% (17/17)		
		Nomination Committee	100.0% (9/9)		
		Remuneration Committee	100.0% (10/10)		
Past experience (Positions, responsibilities, and significant concurrent positions)					
Apr.	1978	Joined Daikin Manufacturing Co., Ltd. (currently EXEDY Corporation)			
Jun.	2006	Director in charge of overseas businesses, EXEDY Corporation			
Apr.	2009	Executive General Manager, Sales Headquarters, EXEDY Corporation			
Jun.	2009	Director and Executive Managing Officer, EXEDY Corporation			
Apr.	2011	Director and Senior Executive Managing Officer, EXEDY Corporation			
Apr.	2012	Representative Director and Senior Executive Managing Officer, EXEDY Corporation			
Apr.	2015	Representative Director and President, EXEDY Corporation			
Jun.	2022	Chairman and Director, EXEDY Corporation			
Jun.	2023	Senior Corporate Advisor, EXEDY Corporation			
Jun.	2024	Members of the Board (Audit & Supervisory Committee Member), Bando Chemical Industries, Ltd. (current position)			
Jun.	2024	Outside Director, the Company (current position)			
Jun.	2024	Non-Executive Director (non-full time), The Senshu Ikeda Bank, Ltd. (current position)			
		(Significant concurrent positions)			
		Members of the Board (Audit & Supervisory Committee Member), Bando Chemical Industries, Ltd.			
		Non-Executive Director (non-full time), The Senshu Ikeda Bank, Ltd.			
<Reason for appointing Mr. Hidehito Hisakawa as a candidate for Outside Director and expected roles>					
Mr. Hidehito Hisakawa has a wealth of experience and track record as a corporate manager, having served as Representative Director of EXEDY Corporation, and he also possesses sufficient social credibility. Since June 2024, he has been appropriately supervising our management as an Outside Director. With the expectation that he will provide supervision and advice based on his knowledge if he is elected as Outside Director, the Company has nominated him as a candidate for Outside Director.					
<Independence>					
There is no special interest between Mr. Hidehito Hisakawa and the Company. Mr. Hisakawa satisfies the “Criteria for Independence of Outside Directors” set forth by the Company.					

No.	Reappointment/Outside Director /Independent Officer/Female	Date of birth	March 31, 1957	Age	69
7	Shinoi Sakata	Years as a Director	1 year		
		Number of ordinary shares actually held	492 shares		
		Number of ordinary shares potentially held	—		
	Attendance at the Board of Directors meetings, etc.	Board of Directors	100.0% (13/13)		
		Remuneration Committee	100.0% (10/10)		
		Audit Committee	100.0% (13/13)		
Past experience (Positions, responsibilities, and significant concurrent positions)					
Apr.	1979	Joined Sumitomo Chemical Co., Ltd. (currently SUMITOMO CHEMICAL COMPANY, LIMITED)			
Apr.	2011	Director, Chief of the Environmental Health Science Laboratory, SUMITOMO CHEMICAL COMPANY, LIMITED			
Apr.	2013	Executive Officer, In Charge of Intellectual Property Department, SUMITOMO CHEMICAL COMPANY, LIMITED			
Apr.	2016	Advisor, SUMITOMO CHEMICAL COMPANY, LIMITED			
Apr.	2016	Director & Vice President, Sumika Technical Information Service, Inc.			
Jun.	2017	Representative Director & President, Sumika Technical Information Service, Inc.			
May	2018	Executive Director, Japan Chemical Industry Association (in charge of the chemical management and international affairs)			
Jun.	2020	Outside Director, Nomura Research Institute, Ltd.			
Jun.	2023	Outside Director, Hitachi Zosen Corporation (currently Kanadevia Corporation) (current position)			
Jun.	2025	Outside Director, the Company (current position)			
Jun.	2025	Non-Executive Director (non-full time), The Senshu Ikeda Bank, Ltd. (current position) (Significant concurrent positions) Outside Director, Kanadevia Corporation Non-Executive Director (non-full time), The Senshu Ikeda Bank, Ltd.			
<Reason for appointing Ms. Shinoi Sakata as a candidate for Outside Director and expected roles> Ms. Shinoi Sakata has abundant experience and broad insight in corporate management, including serving as an Executive Officer at SUMITOMO CHEMICAL COMPANY, LIMITED and as a Representative Director of Sumika Technical Information Service, Inc. Given that she possesses a high degree of social credibility, she has appropriately supervised management as Outside Director since June 2025. With the expectation that she will provide supervision and advice based on her knowledge if she is elected as Outside Director, the Company has nominated her as a candidate for Outside Director.					
<Independence> There is no special interest between Ms. Shinoi Sakata and the Company. Ms. Sakata satisfies the “Criteria for Independence of Outside Directors” set forth by the Company.					

(Notes)

- 1 Ms. Shinoi Sakata has become a candidate for non-executive director (non-full time) of SUMITOMO CHEMICAL COMPANY, LIMITED at its Ordinary General Meeting of Shareholders to be held in June 2026.
- 2 During her term of office as an Outside Director of Kanadevia Corporation, at the company and its subsidiaries, inappropriate conduct was discovered with regard to some businesses and products including marine engine, combustible waste incineration facilities, human waste management facilities, bridges, cast products, and special valves. Kanadevia Corporation disclosed these facts in March 2025 and April 2025. Although she was not aware of such inappropriate conduct until it was discovered, she had been requesting thorough compliance with laws and regulations at meetings of the Board of Directors and had raised concerns. After becoming aware of the inappropriate conduct, she has fulfilled her responsibilities by, for example, making recommendations for investigation of the cause and measures to prevent recurrence for thorough compliance with laws and regulations.

No.	Reappointment/Outside Director /Independent Officer/Male	Date of birth	March 4, 1956	Age	70
8	Kenji Fukuda	Years as a Director	1 year		
		Number of ordinary shares actually held	—		
		Number of ordinary shares potentially held	—		
	Attendance at the Board of Directors meetings, etc.	Board of Directors	92.3% (12/13)		
		Audit Committee	100.0% (13/13)		
Past experience (Positions, responsibilities, and significant concurrent positions)					
Apr.	1984	Registered with Osaka Bar Association. Joined Dojima Law Office			
Jan.	1987	Partner at Dojima Law Office (current position)			
Jun.	1997	Audit & Supervisory Board Member, PATLITE Corporation			
Jul.	2002	Family Law Mediator at Kobe Family Court, Itami Branch			
Jun.	2006	Auditor (non-full time), Osaka Kyoei Credit Association (current position)			
Apr.	2007	Member of Osaka Construction Disputes Resolution Committee			
Apr.	2009	Vice President, Osaka Bar Association			
Oct.	2010	Visiting Professor, Osaka University Law School			
Jun.	2011	Outside Corporate Auditor, Shionogi & Co., Ltd.			
Jun.	2018	Outside Audit & Supervisory Board Member, The Senshu Ikeda Bank, Ltd.			
Apr.	2022	President, Osaka Bar Association			
Apr.	2022	Vice President, Japan Federation of Bar Associations			
Oct.	2023	Chair, Osaka Disputes Resolution Committee (current position)			
Jun.	2024	Outside Audit & Supervisory Board Member, The Senshu Ikeda Bank, Ltd.			
Mar.	2025	Outside Auditor, Toyo Tire Corporation (current position)			
Apr.	2025	Chairman, Kinki Federation of Bar Associations			
Jun.	2025	Outside Director, the Company (current position)			
Apr.	2026	Osaka Prefecture Comprehensive External Auditor (current position)			
<p>(Significant concurrent positions)</p> <p>Partner at Dojima Law Office</p> <p>Auditor (non-full time), Osaka Kyoei Credit Association</p> <p>Chair, Osaka Disputes Resolution Committee</p> <p>Outside Auditor, Toyo Tire Corporation</p> <p>Osaka Prefecture Comprehensive External Auditor</p>					
<p>&lt;Reason for appointing Mr. Kenji Fukuda as a candidate for Outside Director and expected roles&gt;</p> <p>Mr. Kenji Fukuda has a wealth of experience and knowledge as an attorney-at-law. The Company believes he is well qualified to conduct oversight of management with independence, from an objective standpoint that considers the broader corporate society, including compliance with laws and regulations. Thus, he has appropriately supervised our management as Outside Director since June 2025. With the expectation that he will provide supervision and advice based on his knowledge if he is elected as Outside Director, the Company has nominated him as a candidate for Outside Director. Although he has no experience in corporate management other than having served as an outside director and outside auditor, he is deemed to appropriately carry out the duties.</p>					
<p>&lt;Independence&gt;</p> <p>There is no special interest between Mr. Kenji Fukuda and the Company.</p> <p>Mr. Fukuda satisfies the “Criteria for Independence of Outside Directors” set forth by the Company.</p>					

No.	Reappointment/Outside Director /Independent Officer/Male	Date of birth	January 28, 1957	Age	69
9	Teruji Yamamura	Years as a Director	1 year		
		Number of ordinary shares actually held	492 shares		
		Number of ordinary shares potentially held	—		
		Attendance at the Board of Directors meetings, etc.	Board of Directors	92.3% (12/13)	
		Nomination Committee	100.0% (9/9)		
		Remuneration Committee	100.0% (10/10)		
		Audit Committee	100.0% (13/13)		
Past experience (Positions, responsibilities, and significant concurrent positions)					
Jan.	1982	Joined Duskin Co., Ltd.			
Jun.	2004	Director, Duskin Co., Ltd.			
Apr.	2009	President & Chief Executive Officer, Duskin Co., Ltd.			
Apr.	2018	Representative Director, President and CEO, Duskin Co., Ltd.			
Jun.	2022	Representative Director and Chairman, Duskin Co., Ltd.			
Jun.	2023	Board Director and Chairman, Duskin Co., Ltd.			
Jun.	2024	Chairman, Duskin Co., Ltd.			
Jun.	2024	Outside Director, Audit and Supervisory Committee Member, JP-HOLDINGS, INC. (current position)			
Apr.	2025	Advisor, Duskin Co., Ltd.			
Jun.	2025	Outside Director, the Company (current position)			
Oct.	2025	Adviser, KENTOKU (current position)			
		(Significant concurrent positions)			
		Outside Director, Audit and Supervisory Committee Member, JP-HOLDINGS, INC. Adviser, KENTOKU			
<Reason for appointing Mr. Teruji Yamamura as a candidate for Outside Director and expected roles>					
Mr. Teruji Yamamura has a wealth of experience and broad knowledge through years of corporate management, including serving as Representative Director of Duskin Co., Ltd, and possesses a high degree of social credibility. Therefore, since June 2025, he has appropriately supervised our management as Outside Director. With the expectation that he will provide supervision and advice based on his knowledge if he is elected as Outside Director, the Company has nominated him as a candidate for Outside Director.					
<Independence>					
There is no special interest between Mr. Teruji Yamamura and the Company. Mr. Yamamura satisfies the “Criteria for Independence of Outside Directors” set forth by the Company.					

(Note) Mr. Teruji Yamamura is scheduled to resign from the position of Outside Director, Audit and Supervisory Committee Member of JP-HOLDINGS, INC. in June 2026.

No.	New appointment/Outside Director /Independent Officer/Female	Date of birth	July 11, 1965	Age	60
10	Yoshiko Fujii	Years as a Director	—		
		Number of ordinary shares actually held	—		
		Number of ordinary shares potentially held	—		
Past experience (Positions, responsibilities, and significant concurrent positions)					
Apr.	1988	Joined Orient Leasing Co., Ltd. (currently ORIX Corporation)			
Jan.	2018	Executive Officer, ORIX Corporation			
Apr.	2018	Executive Officer, ORIX Corporation and Supervisory Board Member, ROBECO INSTITUTIONAL ASSET MANAGEMENT ADVISORS (Netherlands)			
Jan.	2020	Joined NIDEC CORPORATION			
Jun.	2021	Vice President, NIDEC CORPORATION			
Jun.	2022	Executive Officer & CFO, Enewill Inc.			
Jun.	2024	Outside Director, TOYO CONSTRUCTION CO., LTD.			
(Significant concurrent positions)					
<Reason for appointing Ms. Yoshiko Fujii as a candidate for Outside Director and expected roles> Ms. Yoshiko Fujii has abundant business experience and advanced expertise related to finance and investment, engaged in financial and planning departments at ORIX Corporation. She also possesses experience in business management through serving as an executive officer of said company, as well as sufficient social credibility. Therefore, the Company believes she is capable of fulfilling a role of Outside Director. With the expectation that she will provide supervision and advice based on her knowledge if she is elected as Outside Director, the Company has nominated her as a candidate for Outside Director.					
<Independence> There is no special interest between Ms. Yoshiko Fujii and the Company. Ms. Fujii satisfies the “Criteria for Independence of Outside Directors” set forth by the Company.					

(Note) Ms. Yoshiko Fujii has been nominated as a candidate for Outside Audit & Supervisory Board member (non-full time) of KAMEDA SEIKA CO., LTD. at its Ordinary General Shareholders' Meeting to be held in June 2026, and as a candidate for External Director of AMADA CO., LTD. at its Ordinary General Meeting of Shareholders to be held in the same month.

- Notes:
- Ms. Keiko Kaneko, Mr. Hidehito Hisakawa, Ms. Shinoi Sakata, Mr. Kenji Fukuda, Mr. Teruji Yamamura, and Ms. Yoshiko Fujii are candidates for Outside Directors as stipulated in Article 2, Paragraph 3, Item 7 of the Regulation for Enforcement of the Companies Act.  
Ms. Keiko Kaneko, Mr. Hidehito Hisakawa, Ms. Shinoi Sakata, Mr. Kenji Fukuda and Mr. Teruji Yamamura satisfy the requirements provided for by the Tokyo Stock Exchange and the criteria for independence set forth by the Company. The Company, therefore, has submitted to the Exchange a notification designating them as Independent Officers. If they are elected as originally proposed, they will continue to be Independent Officers. In addition, Ms. Yoshiko Fujii satisfies the requirements provided for by the Tokyo Stock Exchange and the criteria for independence set forth by the Company. If she is elected as originally proposed, she will be a new Independent Officer, and the Company will submit to the Exchange the notification.
  - Ms. Keiko Kaneko, Mr. Hidehito Hisakawa, Ms. Shinoi Sakata, Mr. Kenji Fukuda and Mr. Teruji Yamamura are currently Outside Directors of the Company, and their respective terms of office as Outside Directors will be two (2) years for Ms. Keiko Kaneko and Mr. Hidehito Hisakawa, and one (1) year for Ms. Shinoi Sakata, Mr. Kenji Fukuda and Mr. Teruji Yamamura at the conclusion of this General Meeting of Shareholders.
  - Liability limitation agreements with Non-Executive Directors  
In accordance with stipulations in the Articles of Incorporation, the Company has concluded liability limitation agreements with Non-Executive Directors to limit the liability for damages under Article 423, Paragraph 1 of the Companies Act to the amount stipulated in Article 425, Paragraph 1 of the Companies Act, assuming that the duties of the Non-executive Directors are performed in good faith and without gross negligence. If Mr. Atsushi Ukawa, Ms. Keiko Kaneko, Mr. Hidehito Hisakawa, Ms. Shinoi Sakata, Mr. Kenji Fukuda and Mr. Teruji Yamamura are elected as Directors at this General Meeting of Shareholders, the Company plans to continue these agreements with them. With regard to Ms. Yoshiko Fujii, the Company plans to newly enter into the said agreement.
  - Directors and Officers liability insurance (hereinafter, “D&O insurance”) contract  
The Company has concluded a D&O insurance contract that insures all Directors with an insurance company. This contract will cover any damages that may arise in the event that Directors assume liability resulting from the execution of their duties. The term of the D&O insurance contract is one year and will be renewed upon the Board of Directors' resolution before the expiration date of the said term. If each candidate assumes office, they will be insured under the insurance contract.

## Skill Matrix of Director Candidates

	Skill	Corporate management/ Governance	Financial accounting	Risk management/ Compliance	Organization/ Personnel	Marketing	IT/Digital	Social (ESG/SDGs)	Finance	Region
Internal Directors	Atsushi Ukawa	•	•	•	•		•	•	•	•
	Hirohito Sakaguchi	•	•	•	•	•			•	•
	Osamu Tsukagoshi	•	•	•					•	
	Takayoshi Fujiwara	•		•	•					•
Outside Directors	Keiko Kaneko			•			•	•		
	Hidehito Hisakawa	•	•		•	•				
	Shinoi Sakata			•	•		•	•		
	Kenji Fukuda	•		•				•	•	
	Teruji Yamamura	•			•	•				
	Yoshiko Fujii	•	•	•				•		

\* On June 25, 2025, the Company transitioned from a Company with an Audit & Supervisory Board to a Company with Nomination Committee, etc. In the wake of this, regarding the skill matrix as one of major matters to deliberate in the Nomination Committee, the Company has established a system in which the Committee assesses and judges on its own accord whether knowledge, experience, and abilities for each item possessed by each candidate for Director have arrived at advanced levels.

\* In the above list, the skill items in which each person has deep insight or is well-versed are marked with •, in consideration of the Group's size, characteristics of business, a level of business management required for companies listed on the Prime Market, and other factors, as well as expression to easily understand each candidate's strengths. The criteria of each skill item are as follows.

### Corporate management/Governance

- Has a high level of insight into corporate management and governance, having had experience in top management, management strategy, business management, and internal control supervisory departments or similar, and long experience as an Outside Director.

### Financial accounting

- Has a high level of insight into finance and accounting, having had experience in finance departments, accounting departments, or similar.

### Risk management/Compliance

- Has experience in risk management departments, legal departments, or similar, and a high level of insight into risk management and compliance, such as being qualified as an attorney-at-law.

### Organization/Personnel

- Has a high level of insight into organizations and human resources, having had experience in human resource departments, experience in the management of entire organizations as top management, or similar.

### Marketing

- Has a high level of insight into marketing, having had experience in sales departments (including as a branch manager at the Bank), or similar.

### IT/Digital

- Has a high level of insight into IT and Digital, having had experience in systems departments, IT strategy planning and formulating departments, or similar.

### Social (ESG/SDGs)

- Has a high level of insight into Social (including ESG), having had experience in departments planning and formulating ESG-related measures, PR departments, or similar.

### Finance

- Is familiar with the banking business, domestic and overseas financial and economic conditions and regulatory trends, having had experience working in the banking business or experience working for financial authorities, etc.

### Regions

- Is familiar with customers, trends, historical, geographical and cultural characteristics in the subsidiary bank's business areas, having had experience working at the Company or subsidiary bank.

<Reference>

### Criteria for Independence of Outside Directors

The Senshu Ikeda Group judges the independence of the respective candidates for Outside Directors according to the following criteria.

<Standard for judging the independence>

At the Senshu Ikeda Group, as a general rule, Outside Directors shall be those who do not fall under any of the following requirements, at present or recently.<sup>1</sup>

1. A person who deems the Group to be a major<sup>2</sup> business partner, or in the case of a company, an executing person thereof.
2. A person who the Group deems to be a major business partner, or in the case of a company, an executing person thereof.
3. A business consultant, an accounting specialist or a legal specialist who has received a large sum<sup>3</sup> of money and other properties other than Officers' remuneration from the Group (or a quasi-executing person who has belonged to the payee's group).
4. A person who the Company deems to be a major shareholder<sup>4</sup> of the Company, or in the case of a company, an executing person thereof.
5. A payee of a large sum of donation from the Group, or a quasi-executing person of the payee's group, in the case where the receiver of the monies, etc., is an entity.
6. A former executing person of any of the Group companies in the past.<sup>5</sup>
7. A relative<sup>6</sup> of a person (excluding those who are not significant) mentioned below:
  - A. A person who is mentioned in the aforementioned items 1 through 6
  - B. Directors, Audit & Supervisory Board Members, Executive Officers and important employees of any of the Group companies

Notes:

1. Definition of "recently": Refers to cases that might be regarded as almost "at present," for example, including the case where said person fell under any infringement requirement item since the content of a proposal for the selection as Outside Director or Outside Audit & Supervisory Board Member was determined.
2. Definition of "major": Refers to 2% or more of the consolidated net sales per annum (Consolidated ordinary income in case of the Company) for the nearest fiscal year, as a benchmark for judgment.
3. Definition of "a large sum": Refers to a three-year average amount of ¥10 million or more per annum for the past three years.
4. Definition of "major shareholder": Refers to a shareholder who held 10% or more of the total voting rights at the end of the nearest fiscal year.
5. Definition of "past": Refers to "within 10 years up to the present."
6. Definition of "relative": Refers to "within the second degree of kinship of a person."

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# Initiatives regarding the Company's Corporate Governance

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## 1 Basic concept regarding corporate governance

The Company is a holding company with subsidiaries such as The Senshu Ikeda Bank, Ltd., which upholds the Management Principle of striving to become a financial group that “endear ourselves to the regional community” by providing services tailored to customers’ needs, while valuing “broad networks of relationships” and “an enterprising spirit.” In order to ensure sustainable growth and the medium- to long-term enhancement of corporate value, the Company is engaged in initiatives to develop its corporate governance in line with the following basic principles.

- (1) We respect the rights of our shareholders and strive to ensure their equality.**
- (2) We consider the interests of stakeholders and strive to ensure appropriate cooperation.**
- (3) We disclose corporate information in an appropriate manner and strive to ensure the transparency of such information.**
- (4) The Board of Directors strives to enhance the effectiveness of their supervision and audits of the execution of business in line with their fiduciary responsibilities for our shareholders.**
- (5) We strive to engage in constructive dialogue with our shareholders in order to contribute to sustainable growth and the medium- to long-term enhancement of corporate value.**

## 2 The Group's corporate governance system

In fiscal 2025, the Company transitioned from a Company with Audit & Supervisory Board to a Company with Nomination Committee, etc. The Company's major subsidiary, The Senshu Ikeda Bank, transitioned to a Company with Audit & Supervisory Committee.

This is because we believed that transitioning to a Company with Nomination Committee, etc. was the most effective system for realizing the strengthening of governance and the enhancement of corporate value under the Basic Concept regarding Corporate Governance described in 1 above. The objectives of the transition include: (1) greater transparency of management: enhance the transparency and objectivity of management by establishing three committees, Nomination Committee, Remuneration Committee, and Audit Committee, the majority of whose members will be Outside Directors; and (2) swifter decision-making: realize flexible decision-making on management through a substantial delegation of authority to the Representative Corporate Officers and the clarification of the authority and responsibilities of the Board of Directors and the Corporate Officers.

The Group's corporate governance system is as follows:

Directors and Board of Directors

The main role of the Board of Directors is to make decisions on business execution that are matters exclusive to the Board of Directors by law, including basic management policies, and to supervise the execution of duties by Directors and Corporate Officers. To fulfill its roles, the Board of Directors appropriately establishes an internal control system and supervises its operation. For the purpose of swift and flexible decision-making and strengthening of the supervision of Corporate Officers, etc., the Board of Directors confines matters for Board resolution to matters that are exclusive to the Board of Directors by law and, in principle, delegates decisions on the execution of other business to the Representative Corporate Officer and President.

Nomination Committee

The Nomination Committee determines the content of proposals for the appointment and dismissal of Directors of the Company for submission to the General Meeting of Shareholders and consults on the appointment and dismissal of Directors of the Company's major subsidiary, The Senshu Ikeda Bank, and other Group companies.

To ensure transparency and objectivity in the Group's personnel affairs, this committee is chaired by an Outside Director and comprises a majority of Outside Directors.

## Remuneration Committee

The Remuneration Committee determines the remuneration of individual Directors and Corporate Officers of the Company and consults on the remuneration of individual directors of the Group companies. It also makes decisions on the Company's basic policies on officer remuneration and the remuneration system, as well as consulting on the basic policies on officer remuneration and the officers' remuneration systems of the Group companies.

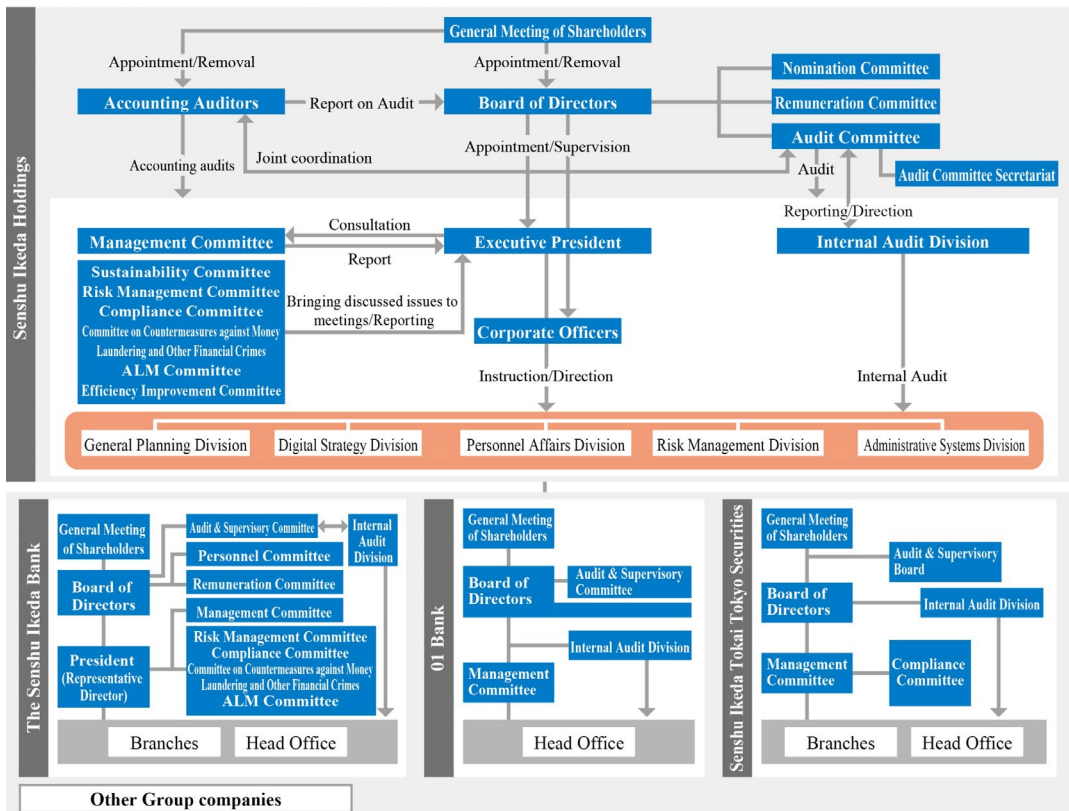
To ensure transparency and objectivity in officers' remuneration, this committee is chaired by an Outside Director and comprise a majority of Outside Directors.

## Audit Committee

The Audit Committee conducts audits of the execution of duties by the Directors and Corporate Officers, monitors and verifies the construction and operation of the Company's internal control system, monitors and verifies the execution of duties by Corporate Officers related to the management of subsidiaries, and prepares audit reports. It also determines the details of proposals for the appointment, dismissal and non-confidence of the Accounting Auditors to be submitted to the General Meeting of Shareholders.

As the Audit Committee requires the gathering of information by internal Directors who are familiar with financial operations, the sharing of information in the Committee, and cooperation with the internal audit department, it appoints an internal non-executive director as a full-time member of the Audit Committee. The Committee is chaired by an Outside Director and a majority of its members are Outside Directors.

## Corporate governance structure of the Group (as of June 25, 2026)



## Composition of the Board of Directors following approval of Proposal No.2



### Main agendas of each committee in fiscal 2025 (After transition to a Company with Nomination Committee, etc.)

Nomination Committee (9 meetings)			Main agendas
Chairperson	Hidehito Hisakawa	Outside Director	Formulation and progress of officer successor development and placement plans under the succession plan Skill set required of officers Executive appointments at Group companies Sessions between Outside Directors and internal officers and employees
	Atsuko Ogasawara	Outside Director	
	Keiko Kaneko	Outside Director	
	Teruji Yamamura	Outside Director	
	Hirohito Sakaguchi	Director, Corporate Officer, President	
Average attendance rate of committee members who are Outside Directors			97.2%
Remuneration Committee (10 meetings)			Main agendas
Chairperson	Atsuko Ogasawara	Outside Director	Review of the officers' remuneration system Review of individual officers' performance evaluation Revision of the Policy on Determining Officer Remuneration Officers' remuneration systems of Group companies.
	Hidehito Hisakawa	Outside Director	
	Shinoi Sakata	Outside Director	
	Teruji Yamamura	Outside Director	
	Hirohito Sakaguchi	Director, Corporate Officer, President	
Average attendance rate of committee members who are Outside Directors			100%
Audit Committee (13 meetings)			Main agendas
Chairperson	Kenji Fukuda	Outside Director	On-site audits of branches of The Senshu Ikeda Bank Exchange of opinions with Representative Corporate Officer and Outside Directors Report from and exchange of opinions with accounting auditors Auditing of execution of duties by Directors and Corporate Officers
	Keiko Kaneko	Outside Director	
	Shinoi Sakata	Outside Director	
	Teruji Yamamura	Outside Director	
	Atsushi Ukawa	Director (Non-executive)	
Average attendance rate of committee members who are Outside Directors			98.1%

### **3 Basic Concept Regarding Business Portfolio**

The Group established a Basic Concept Regarding Business Portfolio in May 2022 for the purpose of clarifying its business portfolio strategies and increasing the effectiveness of supervision by the Board of Directors.

#### **Basic Concept Regarding Business Portfolio**

##### **1. Purpose of business portfolio management**

The purpose of business portfolio management shall be to demonstrate synergies among businesses and strive for sustained enhancement of corporate value of the Group as a whole, consisting of the Company, its consolidated subsidiaries, and affiliated companies under the equity method (hereinafter, “the Group”), through the rearrangement of the overall business portfolio and allocation of management resources.

##### **2. Classification of business areas**

In business portfolio management, the business areas of the Group shall be classified into the corporate solutions division, retail division, private banking division, regional co-creation division, and other (market division), and the individual divisions shall be the basic unit for management judgments relating to the business portfolio.

##### **3. Types of management judgments**

The types of management judgments relating to the business portfolio shall be as follows.

- (1) Entry into new businesses
- (2) Expansion and improvement of existing businesses
- (3) Contraction of existing businesses and withdrawal from existing businesses
- (4) Selection of business models (solo or in alliance with external parties)
- (5) Other changes in business portfolio of a scale that would potentially have an impact on the corporate value of the Group
- (6) Allocation of management resources in line with the implementation of (1) through (5)

##### **4. Governance structure**

- (1) The Board of Directors of the Company will decide on basic matters regarding business portfolio management and supervise the implementation of business portfolio management.
- (2) The Management Committee of the Company will deliberate on important matters regarding business portfolio management under the supervision of the Board of Directors, and the President will make decisions on such matters.

##### **5. Evaluation of businesses and consideration of non-financial value**

- (1) In business portfolio management, businesses will be evaluated with the profitability of the individual division, growth potential, and synergy with other businesses as the basic focus of evaluation.
- (2) In making management judgements relating to the business portfolio, in addition to using the results of business evaluations, due consideration will also be given to non-financial value, including consistency with the Management Principle and contribution to regional communities.

##### **6. Incorporation into management plans**

When formulating or revising the Medium-Term Business Plan and other management plans, the Board of Directors will deliberate on the need to review the business portfolio and management resources allocation plans and incorporate the outcomes of those deliberations in the management plans.

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## Initiatives regarding the Company's Corporate Governance

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### 4 Evaluation of Effectiveness of Board of Directors

With the objective of enhancing the functions of the Board of Directors, the Company conducts an analysis and evaluation of its effectiveness on an annual basis. Since fiscal 2020, upon ensuring a mechanism in which external organizations are used to highlight issues, a questionnaire survey consisting of five sections, “Composition and operation of the Board of Directors,” “Management and business strategies,” “Corporate ethics and risk management,” “Evaluation and remuneration of executive management team,” and “Engagement with shareholders, etc.” has been conducted for the purposes of self-evaluation.

[Key themes in previous fiscal year and details of initiatives]

In fiscal 2025, the following two matters were positioned as key themes, we strived to improve the effectiveness of the Board of Directors.

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

In June 2025, the Company transitioned from a Company with Audit & Supervisory Board to a Company with Nomination Committee, etc., and the Company's major subsidiary, The Senshu Ikeda Bank, transitioned to a Company with Audit & Supervisory Committee. Amid the need to accelerate management in a rapidly changing environment, we established a framework to realize swifter decision-making and further exercise the supervisory function of the Board of Directors through a further expansion of the scope of delegation of authority and the separation between supervision and execution.

(2) Enhancement of discussions on key domains

In formulating long-term management strategy for the next 10 years and the 6th Medium-Term Business Plan, the Board of Directors met nine times to discuss the final plan. The topics of DX promotion, allocation of management resources, sustainability, and officer remuneration were also discussed in depth.

In addition to initiatives in response to key themes, to further improve operational aspects, it was decided to present some of the Board of Directors' materials in summary form and to clearly state the reasons for reporting items.

For Outside Directors, we have expanded opportunities for information provision by adopting a system that allows them to observe Management Committee meetings and other meetings and by allotting more time than last year for pre-meeting briefings of the agenda of Board of Directors meetings, as well as making use of off-site meetings.

[Results of evaluation in the year under review]

The Board of Directors held deliberations based on the results of the questionnaire survey and details of initiatives in April and May of 2026. Positive evaluations accounted for the majority of the survey responses and the responses to the open-ended questions included many opinions that recognized the improvement of the effectiveness of the Board of Directors. In addition, given that specific initiatives are being implemented on the key themes established in the previous fiscal year, the overall assessment is that the effectiveness of the Board of Directors has been ensured.

## Summary of Questionnaire on the Effectiveness of the Board of Directors

Item	Summary of FY2025 Survey
Surveyed officers	Senshu Ikeda Holdings 10 Directors The Senshu Ikeda Bank 13 Directors (including concurrently serving Directors)  (Total: 15)
Questions	<ul style="list-style-type: none"><li>➤ Composition and operation of the Board of Directors</li><li>➤ Management and business strategies</li><li>➤ Corporate ethics and risk management</li><li>➤ Evaluation and remuneration of executive management team</li><li>➤ Engagement with stakeholders</li></ul>
Evaluation	Scoring on 5-point scale; Open-ended questions

**Overall score: Average 4.5 points**

**(FY2021: 4.4 points; FY2022: 4.2 points, FY2023: 4.4 points; FY2024: 4.4 points)**

**Percentage of evaluations: Positive (Score of 5 or 4): 92.6%; Negative (Score of 2 or 1): 1.3%**

[Key themes for further improvement of effectiveness]

In the responses to the open-ended questions of the questionnaire and the discussions in the Board of Directors, it was noted that, on the premise that changes to the organizational structure and the expansion of delegation of authority have resulted in a framework for the Board of Directors to exercise its supervisory function, there is a need to further enhance the quality of discussions on more strategic and complex agendas, such as sustainability and human resources strategies. In fiscal 2026, the deepening of discussions on strategic and complex agendas will be positioned as a key theme.

To advance these initiatives, we will strengthen the provision of information that contributes to substantive discussions by enhancing reference materials to assist understanding of the deliberation process and expanding opportunities for input, including through off-site meetings. At the same time, we will continue to improve meeting operations, including reviewing the methods for explanation of proposals and adjusting meeting schedules, to ensure that sufficient time can be allocated to substantive discussions.

Similar analysis and evaluation have been conducted at our major subsidiary, The Senshu Ikeda Bank, and we have confirmed that the effectiveness of the Bank's Board of Directors has been ensured.

# Initiatives regarding the Company's Corporate Governance

## 5 Concept regarding the Company's cross-shareholdings

### (1) Basic policy regarding cross-shareholdings

Since the bank merger in 2010, the Company has reduced cross-shareholdings with the aim of reducing the risk of shareholding.

Going forward, we will continue to reduce cross-shareholdings. We will pursue these reductions on the assumption of sufficient dialogue with our business partners, after comprehensively considering matters such as the risk of shareholding and the efficiency of capital.

However, the Company may hold limited shares if this contributes to the medium- to long-term enhancement of the corporate value of the Group and investees or if this is deemed necessary for the creation of regional communities and for the revitalization of regional communities.

We regularly review and assess the appropriateness of cross-shareholdings for each security, based on factors such as the purpose of holding, medium- to long-term economic rationale, and relevance to the regional economy. With respect to economic rationale, we review the profitability and other aspects of individual securities, taking into account return-on-equity targets and cost of capital. Stocks that do not meet the criteria are then considered from a qualitative perspective. Where continued holding is deemed necessary, we engage in negotiations aimed at improving and increasing profitability. Where no necessity for continued holding is recognized, we consider divestment of the stock.

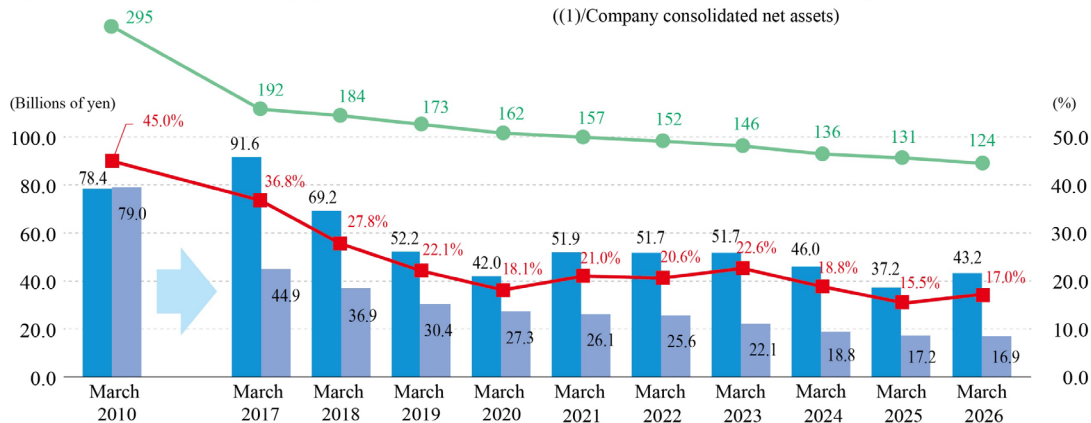
### (2) Policy for reduction of cross-shareholdings

The Company set a target with the aim of maintaining the ratio of cross shareholdings to less than 20% of consolidated net assets during the Fifth Medium-Term Business Plan Plus (FY2024-FY2025). This target was reached with the achievement of a ratio of 17.0% by the end of fiscal 2025. We will continue to divest and reduce cross shareholdings during the period of the Sixth Medium-Term Business Plan starting in fiscal 2026 with the aim of maintaining the ratio of less than 20%.

### (3) Holding status of cross-shareholdings

#### Balance of cross-shareholdings (including shares deemed to be held) and the Company's consolidated net asset ratio

■ (1) Fair value of cross-shareholdings ■ (2) Acquisition cost ■ Company consolidated net asset ratios ● Number of securities  
 ((1)/Company consolidated net assets)



## 6 Policy for Determining Remuneration for Officers

For details of the policy for determining remuneration for individual officers for the 17th term (fiscal 2025), please refer to page 50 of this convocation notice (Japanese original).

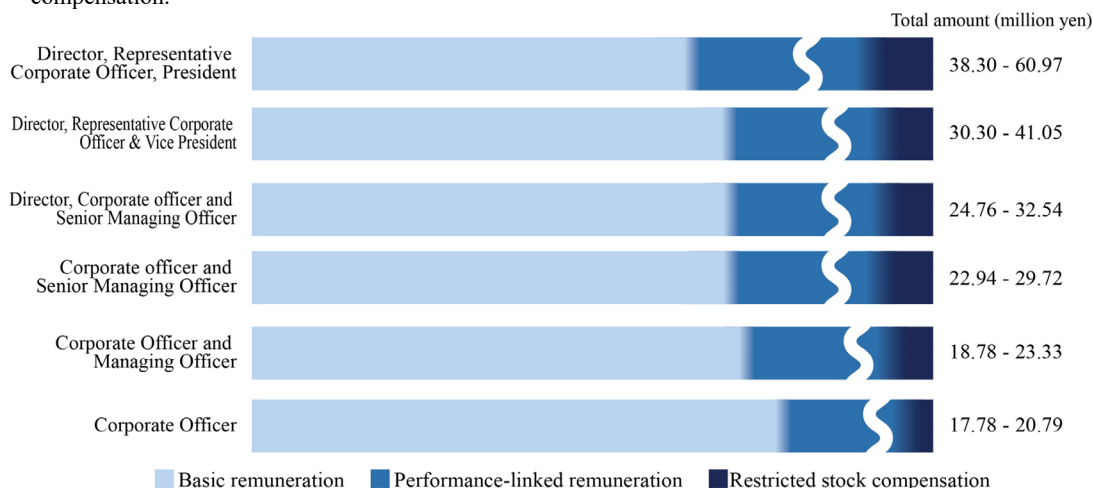
### Officer remuneration for the 17th term (fiscal 2025)

In December 2025, with the objective of evolving the remuneration framework into one that functions as an incentive for the realization of competitive compensation and the sustainable enhancement of corporate value, the Remuneration Committee reviewed the policy for determining remuneration for individual officers and the officers' remuneration systems. As a result of that review, it was decided to raise officer remuneration by an average of around 9.5%, within the scope of the maximum remuneration amount established by resolution of the 12th Annual General Meeting of Shareholders held on June 23, 2021 and to prioritize allocation of that raised portion to performance-linked remuneration and non-monetary remuneration. The details of officers' remuneration for the 17th term under the determination policy after the review are as shown below.

For persons concurrently serving at The Senshu Ikeda Bank, Ltd., the amount paid by the Bank is included.

#### 1. Overall view of remuneration

Officer remuneration consists of basic remuneration, performance-linked remuneration, and restricted stock compensation as non-monetary remuneration. Remuneration for Directors with supervisory functions (including Outside Directors; the same shall apply hereinafter) is composed solely of basic remuneration. As stock options had already been allotted as non-monetary remuneration prior to the review of the officers' remuneration system, for the 17th term (fiscal 2025), the difference between the already allocated stock options and the restricted stock compensation as non-monetary remuneration under the newly introduced plan was paid as restricted stock compensation.



#### 2. Basic remuneration

The amount of basic remuneration is determined according to position, responsibilities, etc.

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## Initiatives regarding the Company's Corporate Governance

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### 3. Performance-linked remuneration

The performance indicators for the 17th term are as follows, and the amount of performance-linked remuneration fluctuates according to the achievement rate. If the achievement rate (for soundness, the performance indicator itself) falls short of the range below, the amount of performance-linked remuneration corresponding to that part will not be paid, and in other cases, the amount according to the achievement rate (for soundness, the performance indicator itself) will be paid, with an upper limit on the amount of payment to be established. The target values for each index are determined by the Board of Directors.

Item	Performance index
Profitability indicator	Bank non-consolidated core business net income (excluding gains and losses on investment trust cancellations)
Future potential indicator	Number of solutions
Soundness indicator	Capital adequacy ratio (holding company consolidated)

Relative total shareholder return (relative TSR) versus listed regional banks will be used as a shareholder return coefficient. A certain coefficient will be applied to the total amount of performance-linked remuneration based on the level of relative TSR.

For Corporate Officers other than the President and the Vice President, a certain ratio of performance-linked remuneration will be determined by qualitative evaluation according to the performance status of each individual. The Remuneration Committee will establish evaluation criteria for the performance status and the evaluation of each individual.

### 4. Non-monetary remuneration

Restricted stock of the Company will be provided.

The Company will enter into a restricted stock allotment agreement with the eligible officers to whom restricted stock compensation is to be provided. The restricted stock allotment agreement stipulates that the allotted stock may not be transferred, pledged as a collateral, or otherwise disposed of during a certain period of time, and that the Company may acquire such stock without consideration in the event that a certain reason arises.