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(Securities Code: 8714)
June 3, 2024

To Shareholders with Voting Rights:

Atsushi Ukawa
Representative Director, President and
CEO
Senshu Ikeda Holdings, Inc.
18-14, Chayamachi, Kita-ku,
Osaka, Japan

**NOTICE OF CONVOCATION OF
THE 15TH ANNUAL GENERAL MEETING OF SHAREHOLDERS**

You are cordially notified of the 15th 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.senshuikedahd.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 Tuesday, June 25, 2024, Japan time.

- 1. Date and Time:** Wednesday, June 26, 2024, 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 15th Fiscal Year (from April 1, 2023, to March 31, 2024) and results of audits of the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Board
 2. Non-consolidated Financial Statements for the Company’s 15th Fiscal Year (from April 1, 2023, to March 31, 2024)

Proposals to be resolved:

Proposals by the Company

Proposal No. 1: Appropriation of Surplus

Proposal No. 2: Election of Nine (9) Directors

Proposal No. 3: Election of One (1) Audit & Supervisory Board Member

Proposal No. 4: Election of One (1) Substitute Audit & Supervisory Board Member

Shareholder Proposal

Proposal No. 5: Partial Amendments to the Articles of Incorporation

Proposal No.5 has been made by one (1) shareholder. The Board of Directors opposes this proposal.

The Company posts the results of resolutions of this General Meeting of Shareholders on its website after the conclusion of the General Meeting of Shareholders, instead of sending a written notice of resolutions. We would appreciate your kind understanding in advance.

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.

Exercise of Voting Rights via the Internet, etc.		
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
Please scan the “Login QR Code” provided on the stub of the enclosed Voting Rights Exercise Form (the right side) with your smartphone.	Please choose the method to exercise your voting rights on the screen for choosing the method to approve or disapprove the proposals.	Please follow the on-screen instructions to 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 (https://evote.tr.mufg.jp/) and follow the on-screen instructions to indicate your approval or disapproval of each proposal.		
Deadline for exercise: Until 5:40 p.m. Tuesday, June 25, 2024		

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 both by mail and via the Internet, the vote exercised via the Internet will be taken as valid.
- Ⓒ 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 84 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

Exercise of Voting Rights in Writing

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 Company's proposals and disapproval of shareholder proposals.

Deadline for exercise:
Arrival by 5:40 p.m. Tuesday, June 25, 2024

Information on the Prior Questions and Livestream of the General Meeting of Shareholders

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

How to log in to the exclusive website for shareholders “Engagement Portal”

Method by accessing the following website to enter your Login ID and Password

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

Method by scanning the Login QR code with your smartphone, etc.

Livestream date and time:

Wednesday, June 26, 2024 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., Tuesday, June 18, 2024

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. Answers to other questions will be posted on the Company’s website after the conclusion of the General Meeting of Shareholders, but 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

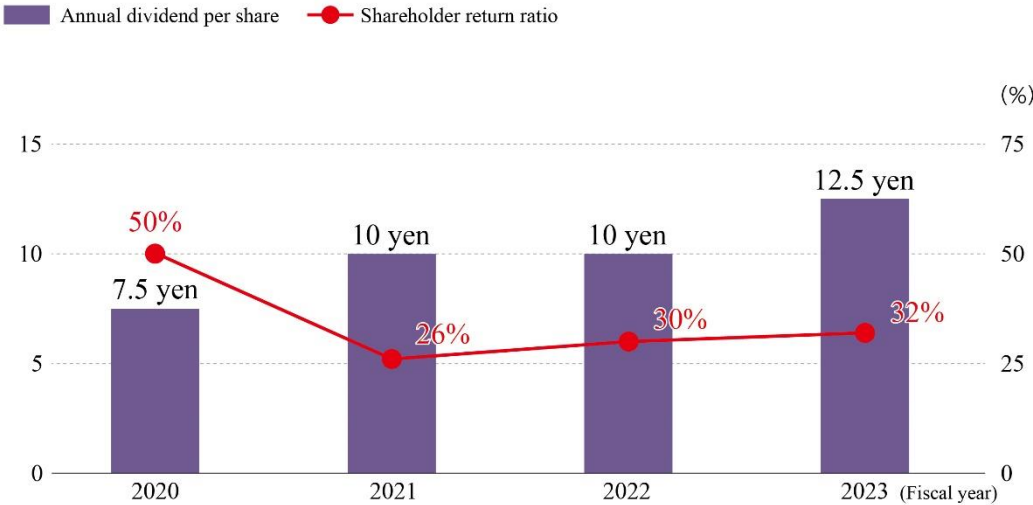
Proposals and References

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 6.25 yen per share (thereby making the annual dividend including the interim dividend 12.50 yen per share).
The total amount of dividends in this case will be 1,752,549,794 yen.
- (3) Effective date of distribution of surplus
June 27, 2024

Shareholder return policy up to the fiscal year 2023
Dividend per share: 10 yen or more; Shareholder return ratio: 30% or more



Proposal No. 2: Election of Nine (9) Directors

The terms of office of all nine (9) Directors: Atsushi Ukawa, Takayuki Ota, Toshiyuki Wada, Hirohito Sakaguchi, Osamu Tsukagoshi, Minoru Furukawa, Takao Koyama, Atsuko Ogasawara and Yoshihiro Nakagawa will expire at the conclusion of this Annual General Meeting of Shareholders.

Accordingly, the Company proposes to elect nine (9) Directors in total, including four (4) Outside Directors. The candidates for Directors are as follows.

< Basic policy for nominating candidates for Directors >

In accordance with its management philosophy, the Company nominates candidates for Directors based on their potential to contribute to the Company's sustainable growth and enhancement of medium-to long-term corporate value.

While the Company is required to have a certain number of the Board members who are well versed in the Company's operations and its challenges, the diversity of expertise, experience and capability of the Board members must be secured in order to ensure its independence and objectivity. From this perspective, it is the Company's basic policy to nominate individuals with thorough knowledge of the Company's operations and challenges as candidates for management executives and other executive director positions, and individuals with a wide range of insights and background as candidates for Outside Directors.

< Procedures for nominating candidates for Directors >

The Company has established the Personnel Committee, and matters regarding the nomination of candidates for Directors are deliberated and finalized by the Board of Directors based on the results of the review by the said committee.

No.	Name	Gender	Current position within the Company	Attendance at the Board of Directors meetings
1	Atsushi Ukawa (Reappointment)	Male	Representative Director, President and CEO	100.0% (15 / 15)
2	Takayuki Ota (Reappointment)	Male	Representative Director and Chairman	100.0% (15 / 15)
3	Toshiyuki Wada (Reappointment)	Male	Director and Senior Managing Executive Officer	100.0% (15 / 15)
4	Hirohito Sakaguchi (Reappointment)	Male	Director and Senior Managing Executive Officer	100.0% (15 / 15)
5	Osamu Tsukagoshi (Reappointment)	Male	Director and Senior Managing Executive Officer	100.0% (15 / 15)
6	Atsuko Ogasawara (Reappointment) (Outside Director) (Independent Officer)	Female	Director (Outside Director)	100.0% (15 / 15)
7	Yoshihiro Nakagawa (Reappointment) (Outside Director) (Independent Officer)	Male	Director (Outside Director)	90.9% (10 / 11)
8	Keiko Kaneko (New Appointment) (Outside Director) (Independent Officer)	Female		
9	Hidehito Hisakawa (New Appointment) (Outside Director) (Independent Officer)	Male		

No.	Reappointment/Male	Date of birth	July 19, 1956	Age	67
1	Atsushi Ukawa	Years as a Director	12 years		
		Number of ordinary shares actually held	59,900 shares		
		Number of ordinary shares potentially held	140,040 shares		
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 (current position)			
Jun.	2018	Representative Director, President and CEO, The Senshu Ikeda Bank, Ltd. (current position)			
(Significant concurrent position) Representative Director, President and CEO, 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, Director in charge of Regional Headquarters and Director in charge of the Loan, personnel affairs and several other departments. He is especially well versed in the Corporate Planning and operation & system departments. Accordingly, the Company believes that he has abundant knowledge and experience to ensure precise, fair and efficient execution of the overall business of the Group and sufficiently high social credibility as Representative Director.					

* “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	January 29, 1958	Age	66
2	Takayuki Ota	Years as a Director	8 years		
		Number of ordinary shares actually held	58,380 shares		
		Number of ordinary shares potentially held	89,100 shares		
Past experience (Positions, responsibilities, and significant concurrent positions)					
Apr.	1981	Joined the Senshu Bank, Ltd. (currently The Senshu Ikeda Bank, Ltd.)			
Jun.	2009	General Manager, Credit Analysis Division, The Senshu Bank, Ltd.			
May	2010	Executive Officer, The Senshu Ikeda Bank, Ltd.			
Jun.	2011	Administration Officer, General Manager, Credit Division I, The Senshu Ikeda Bank, Ltd.			
Jun.	2013	Executive Officer, The Senshu Ikeda Bank, Ltd.			
Jun.	2014	Managing Executive Officer, The Senshu Ikeda Bank, Ltd.			
Jun.	2016	Director, the Company			
Jun.	2016	Director and Senior Managing Executive Officer, The Senshu Ikeda Bank, Ltd.			
Jun.	2018	Representative Director and Chairman, the Company (current position)			
Jun.	2018	Representative Director and Chairman, The Senshu Ikeda Bank, Ltd. (current position)			
(Significant concurrent position) Representative Director and Chairman, The Senshu Ikeda Bank, Ltd.					
<Reason for appointing Mr. Takayuki Ota as a candidate for Director> Mr. Takayuki Ota successively held the positions of General Manager of divisions and headquarters mainly in the Loan and CS departments of The Senshu Ikeda Bank, Ltd., a Group company. He also has considerable achievements in administering branch management as Officer in charge of Regional Headquarters. Accordingly, the Company believes that he has abundant knowledge and experience to ensure precise, fair and efficient execution of the overall business of the Group and sufficiently high social credibility as Representative Director.					

No.	Reappointment/Male	Date of birth	October 8, 1963	Age	60
3	Toshiyuki Wada	Years as a Director	4 years		
		Number of ordinary shares actually held	36,800 shares		
		Number of ordinary shares potentially held	54,400 shares		
Past experience (Positions, responsibilities, and significant concurrent positions)					
Apr.	1986	Joined the Bank of Japan			
May	2007	Associate Director-General, Personnel and Corporate Affairs Department, the Bank of Japan			
Jul.	2010	General Manager, Matsumoto Branch, the Bank of Japan			
Oct.	2012	Principal Examiner, Financial System and Bank Examination Department, the Bank of Japan			
Jun.	2014	Deputy Director-General and Principal Examiner, Financial System and Bank Examination Department, the Bank of Japan			
Apr.	2016	Director-General and Internal Auditor, Internal Auditors' Office, the Bank of Japan			
Jun.	2017	Managing Executive Officer, The Senshu Ikeda Bank, Ltd.			
May	2019	Executive Officer, the Company			
Jun.	2020	Director, the Company			
Jun.	2020	Director and Senior Managing Executive Officer, The Senshu Ikeda Bank, Ltd. (current position)			
Jun.	2021	Director and Senior Managing Executive Officer, the Company (current position) (Significant concurrent position) Director and Senior Managing Executive Officer, The Senshu Ikeda Bank, Ltd.			
<Reason for appointing Mr. Toshiyuki Wada as a candidate for Director> Mr. Toshiyuki Wada has successively held key positions in the personnel department, the financial system department, etc., of the Bank of Japan. He assumed office as Officer secondarily in charge of the Loan department and Officer in charge of the personnel affairs and Corporate Planning departments of The Senshu Ikeda Bank, Ltd. since June 2017 and has properly fulfilled his duties and responsibilities. Accordingly, the Company believes that he has abundant knowledge and experience to ensure precise, fair and efficient execution of the overall business of the Group and sufficiently high social credibility.					

No.	Reappointment/Male	Date of birth	October 26, 1964	Age	59
4	Hirohito Sakaguchi	Years as a Director	2 years		
		Number of ordinary shares actually held	32,340 shares		
		Number of ordinary shares potentially held	40,800 shares		
Past experience (Positions, responsibilities, and significant concurrent positions)					
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. (current position)			
Jun.	2023	Director and Senior Managing Executive Officer, the Company (current position) (Significant concurrent position) Director and Senior Managing Executive Officer, The Senshu Ikeda Bank, Ltd.			
<Reason for appointing Mr. Hirohito Sakaguchi as a candidate for Director> Mr. Hirohito Sakaguchi has long experience 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 continued to make considerable achievements in serving as Officer in charge of the CS department and the Loan department, and as Officer secondarily in charge of the Corporate Planning department. Accordingly, the Company believes that he has abundant knowledge and experience to ensure precise, fair and efficient execution of the overall business of the Group and sufficiently high social credibility.					

No.	Reappointment/Male	Date of birth	December 27, 1964	Age	59
5	Osamu Tsukagoshi	Years as a Director	2 years		
		Number of ordinary shares actually held	33,600 shares		
		Number of ordinary shares potentially held	36,200 shares		
Past experience (Positions, responsibilities, and significant concurrent positions)					
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. (current position)			
Jun.	2023	Director and Senior Managing Executive Officer, the Company (current position) (Significant concurrent position) Director and Senior Managing Executive Officer, The Senshu Ikeda Bank, Ltd.			
<p><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. Accordingly, the Company believes that he has abundant knowledge and experience to ensure precise, fair and efficient execution of the overall business of the Group and sufficiently high social credibility.</p>					

No.	Reappointment/Outside Director /Independent Officer/Female	Date of birth	October 6, 1960	Age	63
6	Atsuko Ogasawara	Years as a Director	4 years		
		Number of ordinary shares actually held	8,700 shares		
		Number of ordinary shares potentially held	—		
Past experience (Positions, responsibilities, and significant concurrent positions)					
Apr.	1983	Joined The Mainichi Newspapers Co., Ltd.			
Apr.	2006	General Manager, Okayama Bureau, The Mainichi Newspapers Co., Ltd.			
Apr.	2008	General Manager, Economic Department, Osaka Headquarters, The Mainichi Newspapers Co., Ltd.			
May	2011	General Manager, Kyoto Bureau, The Mainichi Newspapers Co., Ltd.			
Jul.	2014	Deputy General Manager, Editorial Bureau, Osaka Headquarters, The Mainichi Newspapers Co., Ltd.			
Apr.	2016	General Manager, General Business Bureau, The Mainichi Newspapers Co., Ltd.			
May	2017	Director, Japan High School Baseball Federation			
Jun.	2018	Deputy Representative, Osaka Headquarters, The Mainichi Newspapers Co., Ltd.			
Jun.	2018	Director, The Daido Life Foundation (current position)			
Apr.	2020	Executive Director (Part-time), National University Corporation Osaka University			
Jun.	2020	Outside Director, the Company (current position)			
Jun.	2020	Non-Executive Director (non-full time), The Senshu Ikeda Bank, Ltd. (current position)			
Feb.	2021	Director, Kansai Innovation Center (current position)			
Mar.	2023	External Director, CTI Engineering Co., Ltd. (current position)			
(Significant concurrent positions)					
Director, The Daido Life Foundation					
Director, Kansai Innovation Center					
External Director, CTI Engineering Co., Ltd.					
Non-Executive Director (non-full time), The Senshu Ikeda Bank, Ltd.					
<Reason for appointing Ms. Atsuko Ogasawara as a candidate for Outside Director and expected roles>					
Ms. Atsuko Ogasawara held key positions at The Mainichi Newspapers Co., Ltd. With her wide range of experience and achievements in the business world, Ms. Ogasawara has properly overseen corporate management as the first female Director of the Company since June 2020. The Company highly values her experience and capabilities and believes that she will provide supervision and advice based on her knowledge if she is elected as Outside Director. The Company, therefore, proposes to reelect her as Outside Director.					
<Independence>					
There is no special interest between Ms. Atsuko Ogasawara and the Company.					
Ms. Ogasawara satisfies the “Criteria for Independence of Outside Directors and Outside Audit & Supervisory Board Members” set forth by the Company.					

No.	Reappointment/Outside Director /Independent Officer/Male	Date of birth	May 6, 1953	Age	71
7	Yoshihiro Nakagawa	Years as a Director	1 year		
		Number of ordinary shares actually held	2,500 shares		
		Number of ordinary shares potentially held	—		
Past experience (Positions, responsibilities, and significant concurrent positions)					
Apr.	1976	Joined Hankyu Corporation			
Jun.	2002	General Manager, Musical Theater Business Department, Entertainment Division, Hankyu Corporation			
Jun.	2003	Deputy General Manager, Entertainment Division and General Manager, Musical Theater Business Department, Hankyu Corporation			
Jun.	2005	Director (Deputy General Manager, Entertainment Division and General Manager, Entertainment Control Department), Hankyu Corporation			
Apr.	2007	Managing Director (General Manager, Distribution Division) of Hankyu Corporation			
Apr.	2013	Senior Managing Director and Representative Director (General Manager, Entertainment Division) of Hankyu Corporation			
Mar.	2014	President and Representative Director of Hankyu Corporation			
Jun.	2014	Director, Hankyu Hanshin Holdings, Inc.			
Dec.	2016	Director, Hankyu Hanshin Hotels Co., Ltd.			
Apr.	2017	Chairman and Representative Director, Hankyu Hanshin Hotels Co., Ltd. (current position)			
Apr.	2017	Director, Gazoku-sansou Corporation (current position)			
Jun.	2023	Outside Director, the Company (current position)			
Jun.	2023	Non-Executive Director (non-full time), The Senshu Ikeda Bank, Ltd. (current position)			
(Significant concurrent positions) Chairman and Representative Director, Hankyu Hanshin Hotels Co., Ltd. Director, Gazoku-sansou Corporation Non-Executive Director (non-full time), The Senshu Ikeda Bank, Ltd.					
<Reason for appointing Mr. Yoshihiro Nakagawa as a candidate for Outside Director and expected roles> Mr. Yoshihiro Nakagawa has a wealth of experience and track record as a corporate manager, having served as Representative Director of Hankyu Corporation and Hankyu Hanshin Hotels Co., Ltd. He has properly overseen corporate management as an Outside Director since June 2023. The Company highly values his experience and capabilities, and believes that he will provide supervision and advice based on his knowledge if he is elected as Outside Director. The Company, therefore, proposes to reelect him as Outside Director.					
<Independence> There is no special interest between Mr. Yoshihiro Nakagawa and the Company. Mr. Nakagawa satisfies the “Criteria for Independence of Outside Directors and Outside Audit & Supervisory Board Members” set forth by the Company. There are standard banking transactions between Hankyu Hanshin Hotels Co., Ltd., where Mr. Nakagawa serves as Chairman and Representative Director, and the Group company. However, because such transactions in the most recent fiscal year account for less than 1% of each company’s ordinary income, they do not affect the independence of Mr. Nakagawa. It has been five years since he left the office of Director of Hankyu Hanshin Holdings, Inc.					

No.	New appointment/Outside Director /Independent Officer/Female	Date of birth	November 27, 1958	Age	65
8	Keiko Kaneko	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.	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	Director, MARUDAI FOOD CO., LTD. (current position)			
Apr.	2022	Chief Researcher, Center for International Economic Collaboration (CFIEC)			
Jun.	2022	Outside Director, KYOKUTO KAIHATSU KOGYO CO., LTD. (current position)			
		(Significant concurrent positions) Director, MARUDAI FOOD CO., LTD. Outside Director, KYOKUTO KAIHATSU KOGYO CO., LTD.			
<p><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. As such, the Company believes she would be able to fulfill the 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 proposes to elect her as Outside Director.</p>					
<p><Independence> There is no special interest between Ms. Keiko Kaneko and the Company. Ms. Kaneko satisfies the “Criteria for Independence of Outside Directors and Outside Audit & Supervisory Board Members” set forth by the Company.</p>					

No.	New appointment/Outside Director /Independent Officer/Male	Date of birth	January 24, 1955	Age	69
9	Hidehito Hisakawa	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.	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			
(Significant concurrent positions)					
—					
<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. As such, the Company believes he would be able to fulfill the role of 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 proposes to elect him as 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 and Outside Audit & Supervisory Board Members” set forth by the Company.					

- Notes: 1. Ms. Atsuko Ogasawara, Mr. Yoshihiro Nakagawa, Ms. Keiko Kaneko and Mr. Hidehito Hisakawa are candidates for Outside Directors as stipulated in Article 2, Paragraph 3, Item 7 of the Regulation for Enforcement of the Companies Act.
Ms. Atsuko Ogasawara and Mr. Yoshihiro Nakagawa 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. Ms. Keiko Kaneko and Mr. Hidehito Hisakawa satisfy the requirements provided for by the Tokyo Stock Exchange and the criteria for independence set forth by the Company. If they are elected as originally proposed, they will be Independent Officers, and the Company, therefore, will submit to the Exchange a notification designating them as Independent Officers.
2. Ms. Atsuko Ogasawara and Mr. Yoshihiro Nakagawa are currently Outside Directors of the Company, and their respective terms of office as Outside Directors will be four (4) years for Ms. Atsuko Ogasawara and one (1) year for Mr. Yoshihiro Nakagawa at the conclusion of this General Meeting of Shareholders.
3. Mr. Hidehito Hisakawa has been appointed as a candidate for Director who is an Audit and Supervisory Committee Member of Bando Chemical Industries, Ltd. to be proposed at the 101st Ordinary General Meeting of Shareholders of the said company scheduled in June 2024.
4. Liability limitation agreements with Outside Directors
In accordance with stipulations in the Articles of Incorporation, the Company has concluded liability limitation agreements with Outside 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 Outside Directors are performed in good faith and without gross negligence. If Ms. Atsuko Ogasawara and Mr. Yoshihiro Nakagawa are elected as Outside Directors at this General Meeting of Shareholders, the Company plans to continue these agreements with them, and if Ms. Keiko Kaneko and Mr. Hidehito Hisakawa are elected as Outside Directors at this General Meeting of Shareholders, the Company plans to newly conclude such agreements with them.
5. 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	•	•	•	•		•	•	•	•
	Takayuki Ota	•			•	•			•	•
	Toshiyuki Wada	•	•	•	•			•	•	•
	Hirohito Sakaguchi	•	•			•		•	•	•
	Osamu Tsukagoshi	•	•		•			•	•	•
Outside Directors	Atsuko Ogasawara			•	•			•		
	Yoshihiro Nakagawa	•		•	•	•		•		
	Keiko Kaneko			•			•	•		
	Hidehito Hisakawa	•	•		•	•				

* Each skill item is marked with • if the following criteria are met.

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.

Proposal No. 3: Election of One (1) Audit & Supervisory Board Member

The term of office of Audit & Supervisory Board Member Mr. Satoshi Kitagawa will expire at the conclusion of this Annual General Meeting of Shareholders.

Accordingly, the Company proposes to elect one (1) Audit & Supervisory Board Member.

This proposal has been approved by the Audit & Supervisory Board.

The candidate for Audit & Supervisory Board Member is as follows.

New appointment/Male Hideya Arimoto	Date of birth	November 22, 1965	Age	58
	Years as an Audit & Supervisory Board Member			—
	Number of ordinary shares actually held			27,344 shares
	Number of ordinary shares potentially held			—
Past experience (Positions and significant concurrent positions)				
Apr.	1989	Joined the Bank of Ikeda, Ltd. (currently The Senshu Ikeda Bank, Ltd.)		
Feb.	2011	General Manager, Yamashita Branch, The Senshu Ikeda Bank, Ltd.		
Aug.	2014	General Manager, Ikeda CS Division, The Senshu Ikeda Bank, Ltd.		
Oct.	2015	General Manager, Solution Division, The Senshu Ikeda Bank, Ltd.		
Jun.	2018	General Manager, Kamishinjo Branch, The Senshu Ikeda Bank, Ltd.		
Jun.	2019	Executive Officer; and General Manager of Kamishinjo Branch and Toyosato Branch, The Senshu Ikeda Bank, Ltd.		
Jun.	2021	Managing Director, Senshu Ikeda Lease Co., Ltd. (current position)		
		Managing Director, Senshu Ikeda Auto Lease Co., Ltd. (current position)		
		(Significant concurrent position)		
		—		
<Reason for appointing Mr. Hideya Arimoto as a candidate for Audit and Supervisory Board Member> Mr. Hideya Arimoto has long experience in the CS branches of The Senshu Ikeda Bank, Ltd., a Group company, successively serving as General Manager of branches and General Manager of the Loan department. In June 2021, he was appointed as Director of Senshu Ikeda Lease Co., Ltd. and Senshu Ikeda Auto Lease Co., Ltd., Group companies, and has broad knowledge and experience, as well as sufficient social credibility. As such, the Company believes that he will be able to fulfill the role of an Audit & Supervisory Board Member from a standpoint independent from the business execution.				

- Note:
1. There is no special interest between Mr. Hideya Arimoto and the Company.
 2. Mr. Hideya Arimoto is scheduled to retire from the posts of Managing Director of Senshu Ikeda Lease Co., Ltd. and Managing Director of Senshu Ikeda Auto Lease Co., Ltd. in June 2024.
 3. D&O insurance contract
The Company has concluded a D&O insurance contract that insures all Audit and Supervisory Board Members with an insurance company. This contract will cover any damages that may arise in the event that Audit and Supervisory Board Members 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 the candidate assumes office, he will be insured under the insurance contract.

Proposal No. 4: Election of One (1) Substitute Audit & Supervisory Board Member

To prepare for an eventuality in which the number of Audit & Supervisory Board Members falls short of that stipulated by laws and regulations, the Company proposes the election of one (1) substitute Audit & Supervisory Board Member.

This proposal has been approved by the Audit & Supervisory Board.

The candidate for substitute Audit & Supervisory Board Member is as follows.

New appointment/Outside/Independent Officer/Male Kenji Fukuda	Date of birth	March 4, 1956	Age	68
	Years as an Audit & Supervisory Board Member	—		
	Number of ordinary shares actually held	—		
	Number of ordinary shares potentially held	—		
Past experience (Positions 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 Kyohei 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 of Osaka Disputes Resolution Committee (current position)		
		(Significant concurrent position)		
		Partner at Dojima Law Office		
		Auditor (non-full time), Osaka Kyohei Credit Association		
		Chair of Osaka Disputes Resolution Committee		

- Notes:
- There is no special interest between Mr. Kenji Fukuda and the Company.
 - Mr. Kenji Fukuda is a candidate for substitute Outside Audit & Supervisory Board Member and satisfies the requirements provided for by the Tokyo Stock Exchange and the criteria for independence set forth by the Company. Therefore, if he assumes office as Outside Audit & Supervisory Board Member, the Company will submit to the Exchange a notification designating him as Independent Officer.
 - The reason for nominating Mr. Kenji Fukuda as a candidate for a substitute Outside Audit & Supervisory Board Member is that we believe that he will be able to conduct objective and neutral audits of the legality of the Company's business execution and other matters based on his experience as an attorney-at-law and Outside Audit & Supervisory Board Member of The Senshu Ikeda Bank, Ltd. and Shionogi & Co., Ltd. and his extensive insight. Although he has not been involved in corporate management other than in his capacity as an outside director in the past, the Company believes that he will be able to appropriately perform his duties as an Outside Audit & Supervisory Board Member for the abovementioned reasons.
 - Liability limitation agreements with substitute Outside Audit & Supervisory Board Members
In the event that Mr. Kenji Fukuda assumes office as Outside Audit & Supervisory Board Member, the Company intends to conclude a liability limitation agreement with him 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, in accordance with stipulations in the Articles of Incorporation.
 - D&O insurance contract
The Company has concluded a D&O insurance contract with an insurance company, which covers any damages that may arise in the event that Audit & Supervisory Board Members assume liability resulting from the execution of their duties.
If Mr. Kenji Fukuda assumes office as Audit & Supervisory Board Member, he will be insured under the insurance contract.

<Reference>

Criteria for Independence of Outside Directors and Outside Audit & Supervisory Board Members

The Senshu Ikeda Group judges the independence of the respective candidates for Outside Directors/Audit & Supervisory Board Members according to the following criteria.

<Standard for judging the independence>

At the Senshu Ikeda Group, as a general rule, Outside Directors/Audit & Supervisory Board Members shall be those who do not fall under any of the following requirements, at present or recently.¹

1. A person who deems the Group to be a major² 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 sum³ 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 shareholder⁴ 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.⁵
7. A relative⁶ 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."

Shareholder Proposal

Proposal No.5 has been made by a shareholder. The number of voting rights held by such shareholder (one person) is 500.

“Details of the proposal” and “Reasons for the proposal” are presented in the original text as submitted by the shareholder, including its expression and fact recognition.

Proposal No. 5: Partial Amendments to the Articles of Incorporation

1. Details of the proposal

To the Articles of Incorporation of Senshu Ikeda Holdings, Inc., “Declaration of partnership with shareholders” shall be added as follows:

- ◎ Senshu Ikeda Holdings, Inc. and its shareholders are partners in a collegial relationship who share a single fate, and shall work together to increase corporate value based on mutual respect. The General Meeting of Shareholders shall be positioned as one of the opportunities for exchanging opinions among them, and thus shall be made a lively one without losing its substance. The Company hereby declares that it is committed to fusing together proposals of the Company and its shareholders, steadily choosing the best way, and thereby ensuring unshaken corporate continuity toward the 22nd century.

2. Reasons for the proposal

Shareholders all over Japan! Please have more interest in a General Meeting of Shareholders and decide whether to approve or disapprove proposals seriously!

Do you remember the Shareholder Proposal at the previous meeting? Just a short distance from Osaka, most people are unaware of the place names of “Ikeda” or “Senshu.” Moreover, with the addition of the word “Holdings” alone to such unfamiliar place names, people do not understand what the company does. Reasons for the proposal was that changing the trade name to “Chuo Osaka Financial Holdings, Inc.” would make it recognizable to anyone all over Japan. Against this proposal, the Board of Directors declared that the trade name of the Company, as well as the trade name of the Senshu Ikeda Bank, had become widely known. Can you proudly tell your relatives and friends living in outside the Osaka region that you are working for Senshu Ikeda Holdings, which is widely known across the nation? No matter how dishonest the Company’s attitudes may be, you arrogantly believe that the Company’s opinions will be approved anyway at a General Meeting. Such arrogance may turn the management uncontrollable if it has taken root in daily operations. I would like the management to reach out to individual shareholders going forward and manage the Company with sincerity. It is in this hope that I make this proposal.

3. Opinion of the Board of Directors regarding this proposal

(1) Opinion of the Board of Directors of the Company

The Board of Directors of the Company is opposed to this proposal.

(2) Reasons for the opposition

For the purpose of enhancing constructive dialogue with shareholders, the Company formulated “Disclosure Policy” and “Basic Policy on Dialogue with Shareholders.” We disclose information in a fair and timely manner to all stakeholders, including shareholders, to enhance constructive dialogue, while also incorporating insights gained through dialogue into management for achieving sustainable growth and development of the Company and for increasing corporate value. As the General Meeting of Shareholders is a supreme decision-making body for the Company, we strive to ensure that shareholders can thoroughly deliberate on each proposal. To this end, the Company engages in initiatives as shown below to promote dialogue with them, while developing appropriate environments. Due to these reasons, the Board of Directors is of the opinion that it is unnecessary to add the declaration as proposed in this proposal to the Articles of Incorporation.

In addition, the Articles of Incorporation shall contain stipulations on basic principles necessary for managing a company. Accordingly, the Board of Directors is of the opinion that it is inappropriate to stipulate specific policies and the like to the Articles of Incorporation.

Due to the aforementioned reasons, the Board of Directors is opposed to this proposal.

- The Company's initiatives for vitalization of General Meeting of Shareholders and smooth exercise of voting rights

Setting of a date for General Meeting of Shareholders by avoiding dates on which many companies hold shareholders meetings	The meeting is scheduled on Wednesday June 26, 2024. Every year, we hold the meeting one to three business days prior to a date on which many companies hold shareholders meetings.
Early sending of the convocation notice of General Meeting of Shareholders	In 2024, the convocation notice will be sent eight days prior to a legally mandated date. Reference Documents for the General Meeting of Shareholders that are matters subject to the electronic provision measures are also posted prior to a legally mandated date.
Early disclosure of the securities report	From 2022, we disclose the securities report prior to holding a General Meeting of Shareholders. The same initiative is planned for this year.
Exercise of voting rights by electromagnetic means	Voting rights are exercisable through the Internet. The Company also participates in the platform for institutional investors, which is operated by ICJ Inc.
Provision of a convocation notice in English (summary)	We prepare an English version of the Notice of Convocation of the General Meeting of Shareholders (summary). The convocation notice in English will be posted on the websites of the Company and Tokyo Stock Exchange.
Shareholders not coming to the venue on the day of the meeting	Prior to holding a General Meeting of Shareholders, we plan on accepting prior questions via the Internet. The proceedings on the day of the meeting will be also available via livestream.

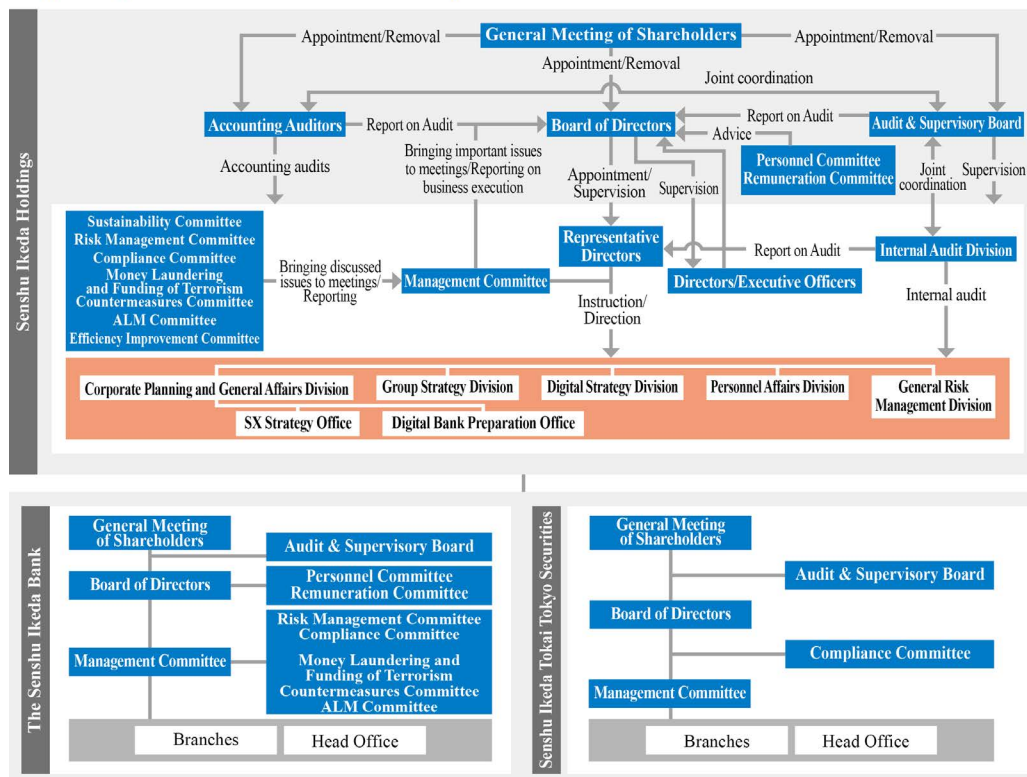
Initiatives regarding the Company's Corporate Governance

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 and the Audit & Supervisory Board strive 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.

Corporate governance structure of the Group (as of June 26, 2024)



Initiatives regarding the Company's Corporate Governance

2 The Board of Directors and the Audit & Supervisory Board

The Company has formulated the following basic policy with regard to the policy for nominating candidates for Directors and Audit & Supervisory Board Members of the Company.

<Basic policy for nominating candidates for Directors>

In accordance with its management philosophy, the Company nominates candidates for Directors based on their potential to contribute to the Company's sustainable growth and enhancement of medium- to long-term corporate value.

While the Company is required to have a certain number of Board members who are well versed in the Company's operations and its challenges, the diversity of expertise, experience and capability of the Board members must be secured in order to ensure its independence and objectivity. From this perspective, it is the Company's basic policy to nominate individuals with thorough knowledge of the Company's operations and challenges as candidates for management executives and other executive director positions, and individuals with a wide range of insights and background as candidates for Outside Directors.

<Basic policy for nominating candidates for Audit & Supervisory Board Members>

The Company appoints as candidates for Audit & Supervisory Board Members (including Outside Audit & Supervisory Board Members) persons who can be expected to ensure independence from business executors and establish an excellent corporate governance system that is compatible with the sustainable growth and social credibility of the Company.

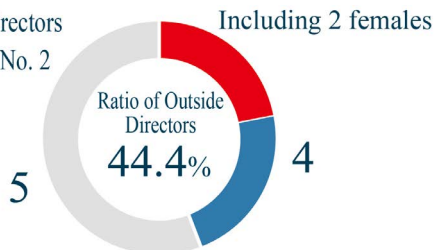
The Company secures various opportunities for substantive discussions and examinations by the Board of Directors, and determines the number of members of the Board of Directors from the perspective of emphasizing the speed of decision making. Currently, the Board of Directors is composed of nine Directors and four Audit & Supervisory Board members.

All four independent outside directors after approval of Proposal No. 2 have management experience at other companies.

All independent outside directors have excellent knowledge, experience and capabilities, some with extensive experience and achievements as management executives, one with experience working in the media, and another with deep insights in information security. In terms of gender, we have appointed two female outside directors, and in terms of work experience, some persons have experience working in overseas divisions. In addition, we have endeavored to ensure diversity in terms of age, with two persons in their fifties, six persons in their sixties, and one person in his seventies.

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

- Internal Directors
- Outside Directors



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 and decide on important matters regarding business portfolio management under the supervision of the Board of Directors.

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 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.

Initiatives regarding the Company's Corporate Governance

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, the Directors and Audit & Supervisory Board Members are asked to complete 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." for the purposes of self-evaluation.

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

In fiscal 2023, the following two matters were positioned as key themes and we strived to improve the effectiveness of the Board of Directors.

(1) More active discussion and deeper initiatives concerning human resources strategy

In our deliberations on the formulation of the Fifth Medium-Term Business Plan Plus, the key issues discussed were human resources strategy combined with management strategy and human resources allocation connected to the business portfolio. In terms of the executive-side structure underpinning these strategies, the Personnel Affairs Division and Corporate Planning and General Affairs Division worked together and supervised the process of consideration of the human resources required to achieve strategy targets.

Other major initiatives we have implemented in addition to the above are as follows:

- We formulated a Basic Policy for Human Capital Management, established a slogan of "Gather for the People, Gather for the Work" and five policies for "Recruitment," "Placement," "Development," "Evaluation," and "Remuneration" to achieve the penetration of a consistent Group culture concerning the kinds of people we recruit and the types of abilities we expect them to demonstrate.
- We worked on improving employees' working conditions, such as raising base salaries amid inflation, introducing additional, performance-linked payments for full-time employees and part-time workers, and extending employment until the age of 70.
- With the aim of the active promotion of women, we have set a goal of raising the percentage of women in managerial positions to 25% or more in fiscal 2026 and to 35% or more in fiscal 2030, and the percentage of women in team leader positions to 35% or more in fiscal 2026 and to 45% or more in 2030.

(2) Stricter implementation and monitoring/supervision of internal control

The Board of Directors has supervised initiatives implemented by the Risk Management Committee and the Money Laundering and Funding of Terrorism Countermeasures Committee, including identifying and assessing risk management processes across the Group and significant risks to the Group, as well as the committees' deliberation and implementation of measures in order of priority.

In particular, in light of the fact that the world's eyes are increasingly on the Group, we increased the number of staff with the aim of stricter implementation of internal control, and established four subcommittees for the deliberation and implementation of measures against money laundering and funding of terrorism.

Based on the above, we shifted to a position based on a concept of "three lines of defense" against money laundering and funding of terrorism. We also plan to shift to a similar position based on a "three lines of defense" concept against compliance risk and administrative risk in the second half of fiscal 2024.

In addition to initiatives to address the key themes, we have decided to clearly present the discussion points in Board of Directors materials to support supervision and discussion by the Board of Directors. Further, in fiscal 2022, we re-launched shareholder roundtables to promote constructive dialogue with shareholders. In fiscal 2023, we served snacks at the roundtables for the first time in four years, and shareholders' opinions were reported to the Board of Directors.

[Results of evaluation in the year under review]

Deliberation was conducted at the Board of Directors meetings in April and May, 2024, based on the results of the questionnaire survey and details of initiatives. Overall, we have assessed 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 FY2023 Survey
Surveyed officers	Senshu Ikeda Holdings 9 Directors & 4 Audit & Supervisory Board Members The Senshu Ikeda Bank 11 Directors (including concurrently serving Directors) & 4 Audit & Supervisory Board Members (Total: 19)
Questions	<ul style="list-style-type: none"> ➤ Composition and operation of the Board of Directors ➤ Management and business strategies ➤ Corporate ethics and risk management ➤ Evaluation and remuneration of executive management team ➤ Engagement with shareholders, etc. ➤ Initiatives for improvements based on the previous key themes
Evaluation	Scoring on 5-point scale; open-ended questions

Overall score: Average 4.4 points (from a total of 5 points) (FY2020: 4.5 points; FY2021: 4.4 points; FY2022: 4.2 points)

Percentage of evaluations: Positive (Score of 5 or 4): 94.1%; Negative (Score of 2 or 1): 0.3%

[Key themes for further improvement of effectiveness]

For further improvement of effectiveness, we believe that we need to work on the following two matters and will position them as the key themes for FY2024.

- (1) Consideration of roles of the Board of Directors
Particular emphasis will be given to “appropriate demarcation between supervision and execution” and “delegation of authority.”
- (2) Deliberation and supervision based on the roles of the Board of Directors
In particular, we will continue to deepen discussion on “DX promotion and human resources strategies,” “strengthening of group governance,” and “response to sustainability issues” in our efforts to further improve effectiveness.

So far, we have made efforts to secure more time for deliberations by introducing summaries for some of the Board of Directors report materials, holding some joint Board of Directors meetings with The Senshu Ikeda Bank, and shortening the time required for explanations by providing matters for report in advance. In fiscal 2024, we will discuss the provision of information and improve the quantity and contents of materials for Board of Directors meetings, with the aim of further improvement of their operation.

Similar analysis and evaluation has 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.

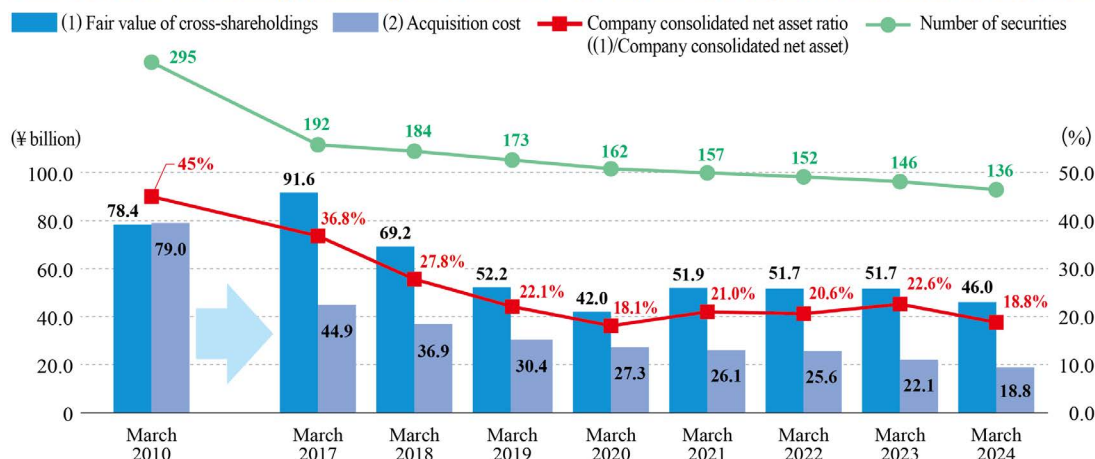
However, the Company may hold limited shares if this contributes to the medium- to long-term enhancement of the corporate value of the Group and investees or if this is deemed necessary for the creation of regional communities and for the revitalization of regional communities.

(2) Policy for reduction of cross-shareholdings

The Company set a target for reduction of cross-shareholdings with the aim of reducing the ratio of the cross-shareholdings (including shares deemed to be held) to less than 20% of consolidated net assets by the end of fiscal 2023 during the Fifth Medium-Term Business Plan. During the period of the Medium-Term Business Plan, the Company divested cross-shareholdings with a market value of 1.5 billion yen. This resulted in the ratio falling to 18.8% by the end of fiscal 2023, hence the target was achieved. We will continue to divest and reduce cross-shareholdings during the period of the Fifth Medium-Term Business Plan Plus (FY2024-FY2025) in our efforts to maintain 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



6 Policy for Determining Remuneration for Officers

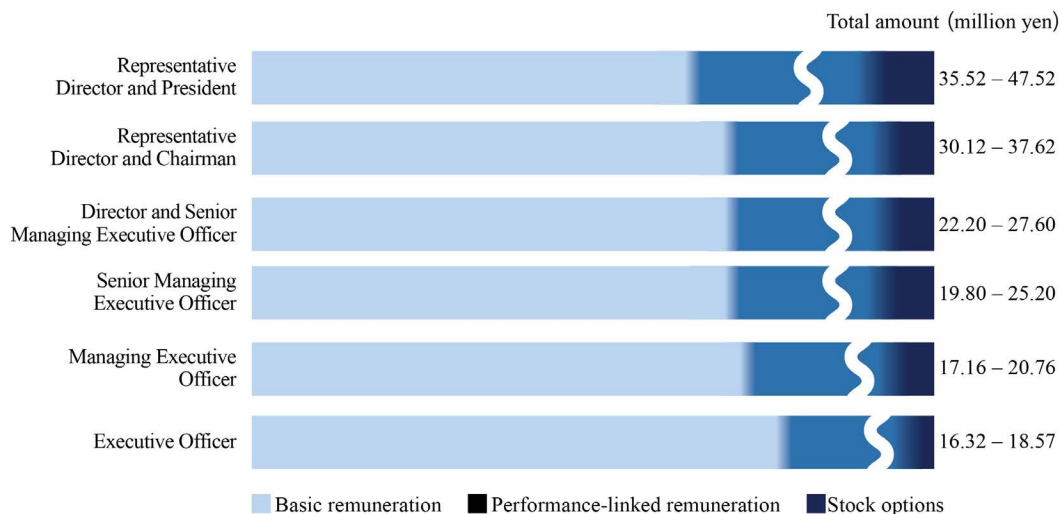
For details of the policy for determining remuneration for individual officers, please refer to page 60 of this convocation notice (Japanese original).

Officer remuneration for the 16th term (fiscal 2024)

Details of officer remuneration for the 16th term under the decision-making policy are as follows. 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 stock options.



2. Basic remuneration

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

Initiatives regarding the Company's Corporate Governance

3. Performance-linked remuneration

The performance indicators for the 16th term are as follows, and the amount of performance-linked remuneration fluctuates according to the achievement rate. If the achievement rate falls short of the range shown below, the lower limit of the predetermined performance-linked remuneration amount shall be paid, and if the achievement rate exceeds the range shown below, the upper limit shall be paid. 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 cancelations)
Future potential indicator	Number of solutions
Soundness indicator	Capital adequacy ratio (holding company consolidated)

However, performance-linked remuneration shall not be paid if the following performance indicators set by the Board of Directors are not achieved.

Bank non-consolidated core business net income (excluding gains and losses on investment trust cancelations)
Profit attributable to owners of parent (holding company consolidated)

For Directors other than the President and Chairman, a certain ratio of performance-linked remuneration shall be determined by qualitative evaluation according to the performance status of each individual. The Board of Directors shall establish evaluation criteria for the performance status, and shall delegate the evaluation of each individual based on these criteria to the President.

4. Non-monetary remuneration

The type of shares subject to stock acquisition rights to be granted as stock options shall be common stock of the Company, and the number of shares subject to each stock acquisition right shall be 100 shares.




The amount equivalent to the payment amount for the stock acquisition rights shall be determined based on position, responsibilities, and share price, etc. The determined amount is divided by the fair price of stock acquisition rights calculated by a fair calculation method, such as the Black-Scholes model, to obtain the number of shares, and the number of shares divided by 100 shall be the number of units of stock acquisition rights.

A claw-back clause for stock options shall be established, whereby in the event that there is deemed to have been illegal or improper execution of duties, acts that violate the duty of due care or duty of loyalty of a prudent manager, or acts equivalent thereto, the Company may acquire all the stock acquisition rights held by the holder of said stock acquisition rights (limited to stock acquisition rights granted as non-monetary remuneration of the Bank) without consideration.


Diversity, Equity and Inclusion (DE&I)

1 Initiatives to realize Diversity, Equity and Inclusion

Fostering a culture of mutual understanding


Unconscious bias training	In order to foster a culture of mutual understanding, we provided training to executive personnel, including officers, to eliminate unconscious bias.	
Chat sessions with the executive management team	We hold “chat sessions with the executive management team” as a “communication forum” aimed at revitalizing the organization through free and open dialogue. The President and other members of the executive management team visit the various workplaces, where they conduct initiatives aimed at increasing engagement through dialogue with staff on an equal footing. Since they began in October 2022, these chat sessions had been held at all 94 locations of the Group by December 2023.	
Holiday lunch meetings with CEO	We held four “Holiday lunch meetings with the CEO” as an opportunity for employees and the CEO to exchange opinions in order to create an open and employee-friendly company. As an opportunity that enables employees to directly exchange opinions with the CEO, this initiative is helping to raise motivation among employees. 1st meeting: Members working in organizational culture and employees with an interest in organizational culture 2nd meeting: Male and female employees who are raising children 3rd meeting: Employees with aspirations toward managerial positions in the future 4th meeting: Employees who are engaging or interested in in-house side jobs, and employees who have intentions or are interested in various reform and challenge, such as internal reform and new in-house businesses	
Introduction of engagement survey	We introduced an engagement survey to gauge the state of employee engagement and to verify the effectiveness of measures for its improvement. This survey, which is conducted every month using smartphones and other devices, enables us to identify problems and issues of employees and the organization swiftly by visualizing the status of individual workplaces in real time. We will continue to conduct this survey and to work on initiatives to address problems and issues in our efforts to enhance engagement.	
GUTSU Café – Communication beyond departments	We held “GUTSU Café” with the aims of eliminating sectionalism among departments and disseminating the executive management team’s message that the Company is building mechanisms and providing value through employees’ use of such mechanisms. The Café was held four times in February and March 2024 and attracted a total of 160 participants.	

Support for balancing work with childcare

“Returning-to-work support meetings”	We hold “returning-to-work support meetings” as an opportunity for employees who are in the same position, whether it be pre-childbirth or returning to work after childbirth, to get together. At these meetings we think about how to achieve balance for ourselves and about future career development through information provided from the Bank, the exchange of information among participants, and the experiences of senior employees. Since fiscal 2013, these meetings have been held every month, making it an important network for employees from the pre-childbirth stage to the child raising stage, irrespective of gender, and they have attracted more than 2,000 participants to date.	 Returning-to-work support meeting
Roundtable for Working Moms and Dads	With the aims of alleviating the anxieties felt about overcoming “the hurdle of the 1st grade” that working parents face when their children reach elementary school age, and also to offer an opportunity for colleagues who are in the same position as Moms and Dads to interact, we launched a new initiative, namely a “Roundtable for Working Moms and Dads – Overcoming the Hurdle of 1st Grade” from fiscal 2022. These events took the form of a panel discussion and roundtable involving bank employees who have cleared the hurdle of the 1st grade and who are flourishing at the bank, at which they deepened their views on achieving a positive balance between work and raising children and on future career development.	

Diversity, Equity and Inclusion (DE&I)

Improving work-life balance

<p>Summer Vacation! Kids Banking College</p>	<p>We have been operating the “Kids Banking College” at actual branches for the children of employees (elementary school students) since 2015. Giving children the opportunity to learn about the functions of banks and for parents and children to think together about working leads to the improvement of work-life balance in a variety of ways, including promoting better family communication and improving the mindset of the Bank employees themselves.</p> <p>In fiscal 2023, it took place at the Esaka branch</p> <p>Details: ● Lecture in quiz style ● Exploration of the branch ● Bill counting experience ● Exchanging business cards ● Interview of parents about their work ● Certificate presentation</p>	 <p>Kids Banking College</p>
<p>Introduction of side business scheme</p>	<p>In the hope that the experiences, personal networks, and other benefits gained through side businesses will be passed onto the bank, thus bringing new discoveries and insights to the organization and leading to the creation of innovation, and with the objective of enriching employees' private lives and, by extension, improving their work-life balance, The Senshu Ikeda Bank introduced a side business scheme that allows employees to engage in activities that take advantage of their hobbies and interests as a side business.</p>	

2 External evaluation

<p>Certified KENKO Investment for Health Outstanding Organization</p>	<p>This program recognizes companies that are implementing excellent investment for health.</p> <p>This is the seventh consecutive year, since 2018, that we have received this certification.</p>	 <p>2024 健康経営優良法人 Health and productivity</p>
<p>Eruboshi certification</p>	<p>A system of certification for companies that promote the active participation of women</p> <p>In 2016, we acquired the highest “three-star level.”</p>	
<p>Platinum Kurumin</p>	<p>A system of certification for companies that are working to support the balance between work and childcare</p> <p>In 2017, we acquired “Kurumin” and in 2020 we acquired “Platinum Kurumin” as a company that met the highest standards.</p>	
<p>Commendation for companies promoting equality and compatibility (Ministry of Health, Labour and Welfare)</p>	<p>In fiscal 2016, we received the “Minister of Health, Labour and Welfare Excellence Award” in the equal promotion company division of the “Equality and Compatibility Promotion Company Awards.”</p>	
<p>Certified as “Men and Women Iki-iki Plus Enterprise” by Osaka Prefecture Osaka City Women’s Advancement Leading Company Mayoral Commendation (Osaka City)</p>	<p>A system that certifies enterprises that are working to develop employee-friendly workplaces for both men and women and for the further active participation of women in the workplace.</p> <p>In 2018, we received certification as a “Men and Women Iki-iki Plus Enterprise.”</p> <p>From among the 95 organizations certified from January to December 2016, we received the “Excellence Award” as a company that is particularly advanced or is continuing to make steady efforts.</p>	
<p>Blue Rose Award for women flourishing in the workforce</p>	<p>As the successor to the Osaka Sakuyahime Award, the Blue Rose Award recognizes women leaders who are expected to flourish even further in the workforce in future and to become a role model for women coming after them. One of our employees received the Blue Rose Award in the awards in fiscal 2023 (cumulative total to date: 3 employees).</p>	 <p>BLUE ROSE AWARD</p>

The Fifth Medium-Term Business Plan Plus

1 Key Message

Position of the Fifth Medium-Term Business Plan Plus and Consolidated Profit of Senshu Ikeda HD

- Given that there has been no change in our intention to aim for the realization of Vision' 25 based on a policy of being useful to our regional customers with thorough solutions, **roll the Fifth Medium-Term Business Plan on until FY2025.**
- Strengthen strategic investment (human capital investment, digital bank, etc.) for the future
- On the assumption that loose monetary conditions will continue (increase in deposit rates and rising short-term interest rates after the end of negative interest rates has been taken into account), plan to increase **consolidated net profit of Senshu Ikeda HD to more than 11.0 billion yen** in fiscal 2025 (previous target is more than 10.0 million yen)

Initiatives for the enhancement of corporate value

- Set **long-term target of ROE 8%** to achieve PBR of 1
- **Raised commitment to shareholder returns from 30% or higher to 40% or higher**

Human resources strategy (Human capital management)

- Established the **Basic Policy of Human Capital Management** in April 2024. Aim to enhance corporate value by increasing diverse human resources in balance sheet of potentials

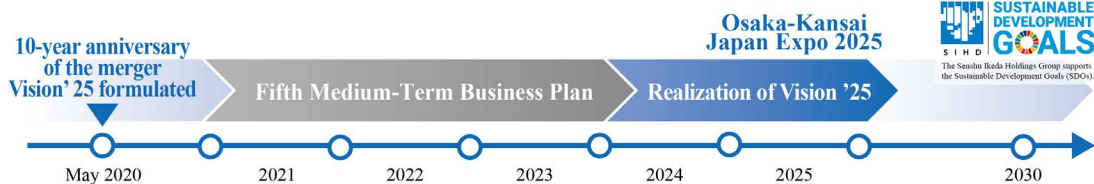
Digital Bank (Strategic investment)

- Established **01Bank Preparatory Co., Ltd.** with the mission of **“Support business with data”** in our efforts to further support small and medium-sized enterprises

The Fifth Medium-Term Business Plan Plus

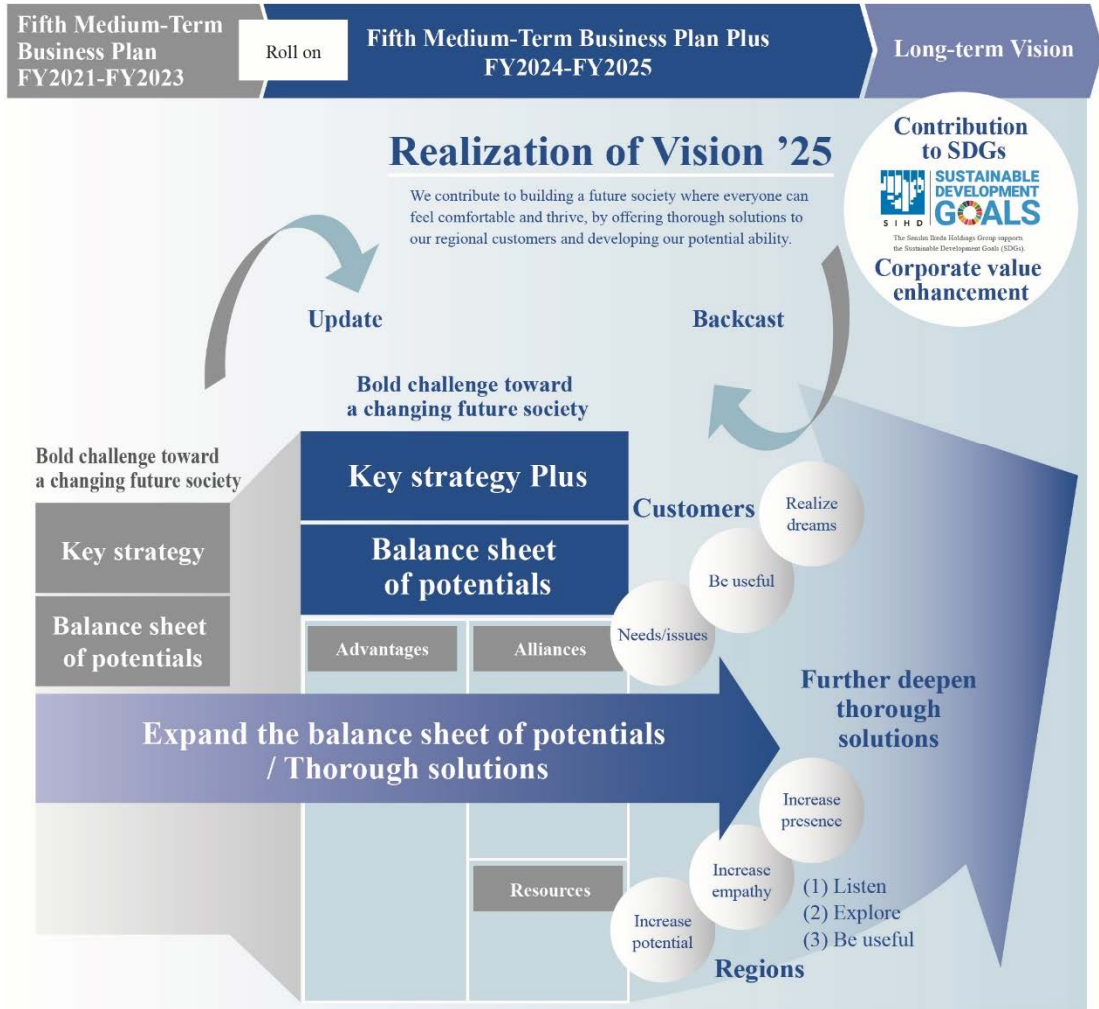
2 Vision'25 and the Fifth Medium-Term Business Plan Plus (FY2021-FY2023)

- In May 2020, the 10-year anniversary of the merger, the Group formulated Vision '25, the Group's vision for 2025, which will be a year of great growth of the Osaka-Kansai Japan Expo 2025.
- Under the policy of being useful to our regional customers by offering through solutions, the Group developed the Fifth Medium-Term Business Plan (FY2021-FY2023) with the aim of realizing growth strategy in anticipation of Vision'25.



3 Positioning

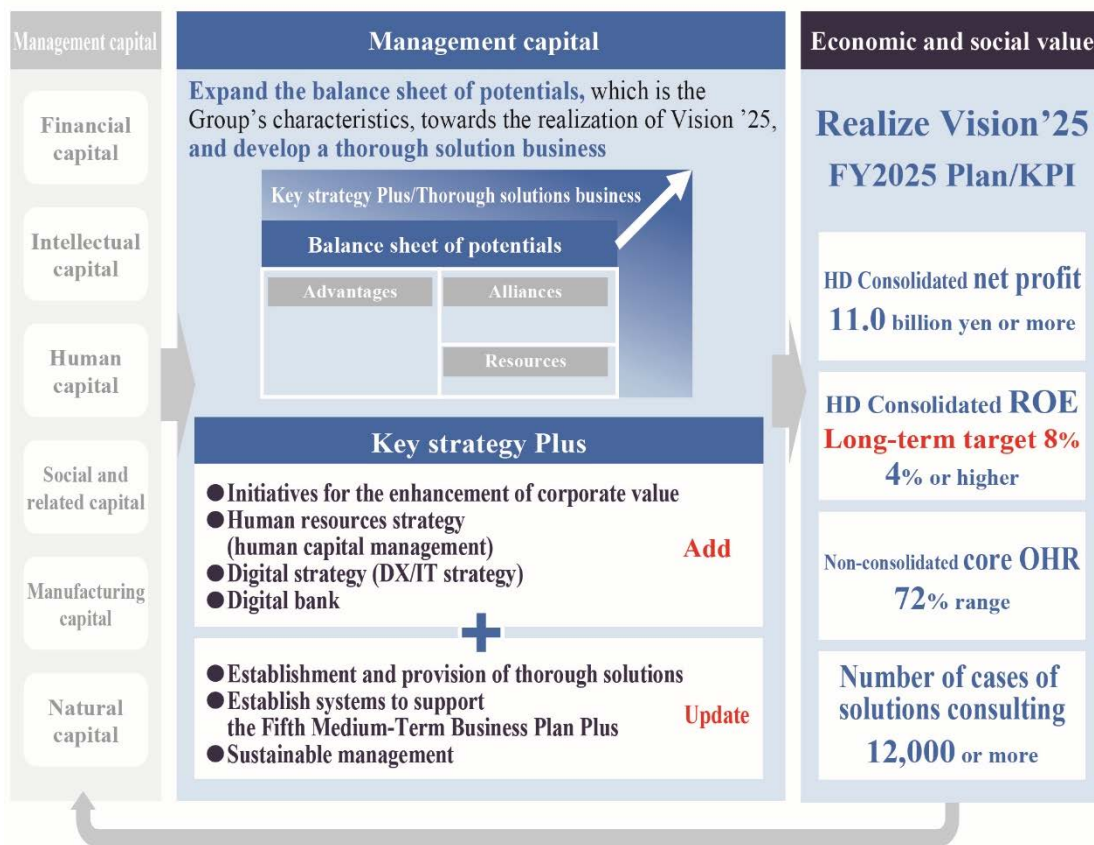
- Given that there has been no change in our intention to aim for the realization of Vision'25 based on a policy of being useful to our regional customers with thorough solutions will not change in fiscal 2024 and beyond as well, roll the Fifth Medium-Term Business Plan on until fiscal 2025
- In rolling the Plan on, review key strategies based on environmental changes and backcasting from medium-to long-term perspectives



The Fifth Medium-Term Business Plan Plus

4 Outline/Target figures

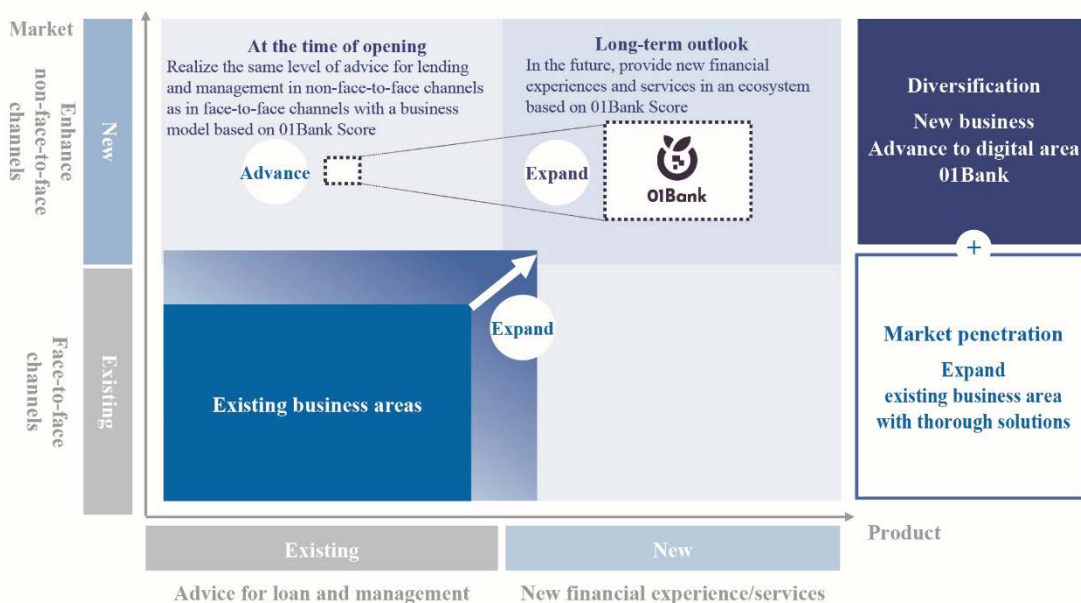
- Reset fiscal 2025 target with a long-term target of ROE 8% (PBR of 1)
- Aim to increase consolidated net profit of Senshu Ikeda HD to more than 11.0 billion yen while implementing strategic investments (human capital investment, digital bank, etc.) for the future



5 Long-term growth strategy

- In addition to the expansion of our existing business areas with thorough solutions, aim for sustainable growth of the Group by expanding new business areas with the digital bank business

Expansion of existing business areas and new business areas



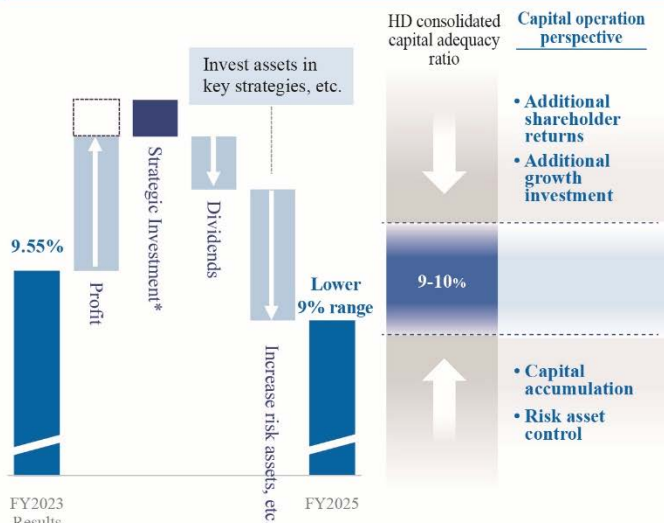
The Fifth Medium-Term Business Plan Plus

6 Capital adequacy ratio control and shareholder returns

- Control HD consolidated capital adequacy ratio (Basel III finalization basis) within a range of 9-10%
- Raise shareholder returns from 30% to 40%

Aim for operations that have a good balance between enhancement of capital adequacy ratio, growth investment, and shareholder returns

HD consolidated capital adequacy ratio (Basel III finalization basis) and capital allocation



* Impact of strategic investments on revenue (pay rises, DX-related expenses, digital bank)

Shareholder returns

Shareholder returns policy

Shareholder returns:
30% → **40% or more**

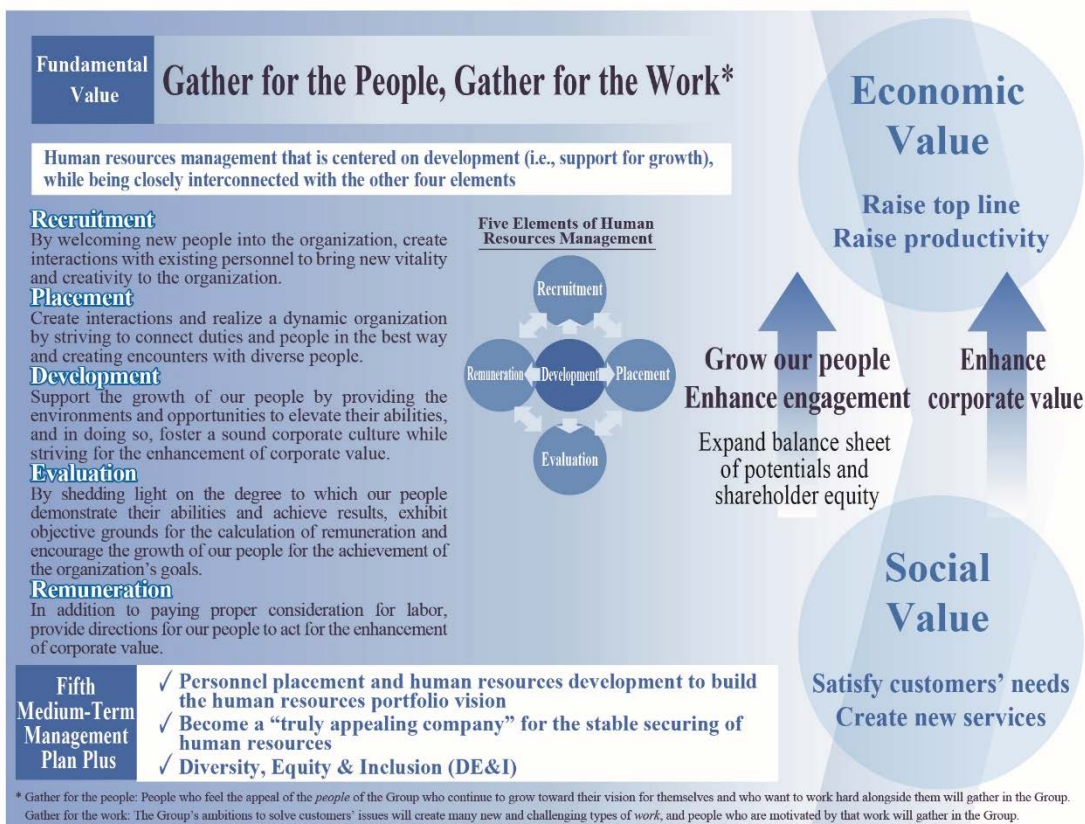
■ Dividend per share (yen) ● Shareholder returns



7 Human Resources Strategy: Overall Image of Human Capital Management

- We view all personnel who make up the Group as our capital, and we aim to realize the sustainable enhancement of corporate value of the Group and the realization of our management principle by discovering their knowledge, technical skills and other abilities, and aptitudes and putting them to maximum use.

Basic Policy for Human Capital Management (established in April 2024)



The Fifth Medium-Term Business Plan Plus

8 Human Resources Strategy: Human Resources Portfolio Vision, Enhancement of Engagement

- Amid changes in the environment, including labor shortages, rising wages, and the end of negative interest rates, productivity improvements through a top-line expansion mindset are essential, in addition to a cost-reduction mindset. Review the personnel structure to improve our core OHR and strengthen support for growth to achieve our human resources portfolio vision.

Support for growth to achieve human resources portfolio vision

Development (Support for growth)

- Encouragement and support for obtaining 1st-grade financial planning (FP1) certification and other qualifications with a high degree of difficulty (FP1 holders: 130 in FY2022 ⇒ 159 in FY2023)
- HRD that leverages talent management system and skills checks
- Develop digital-base personnel by encouraging acquisition of IT passport

Placement

- Level up human resources with in-house advertising and in-house side jobs
- Boost ranks of solutions personnel, including planned personnel rotations

Recruitment

- Recruitment activities based on new-graduate recruitment policy
- Raise starting salary to ¥260,000 (from July 2024)
- Boost mid-career hiring

Enhance employee engagement

Remuneration /Evaluation

- FY2024 basic wage rises (average approx. 4.7%)
- Introduction of performance-linked additional payments (incentive to improve performance)

Dialogue

- Visualize and continue engagement surveys^{#3}
- Dialogue with employees on an equal footing "Chat sessions with the executive management team," "Holiday lunch meetings with CEO"

Engagement Survey Results

- Although culture of challenge and satisfaction with salary improved, sense of heavy workloads and workplace environment were recognized as issues
- Strive to improve scores through support for employee growth and productivity improvements through promotion of DX

Human Resources Portfolio Vision

	FY2023	FY2025
Number of SIHD Group personnel	3,275	3,165
Number of Solutions personnel ^{*1}	154	220
Number of Digital personnel ^{*2}	143	360
Boost mid-career hires (Number of mid-career hires)	10	20

Personnel: Operational personnel

*1 Personnel who possess superior skills in specialist areas and who can accomplish solutions themselves. Personnel who can identify customers' diverse issues and needs and give advice on solutions (Qualified at FP1 level)

*2 Total of core digital personnel and digital-base personnel as defined in the digital strategy

FY2022 FY2023

Overall Score (similar-sized financial institutions)	67 (68)	➔	67 (68)
Culture of challenge	56	➔	58
Satisfaction with salary	57	➔	59
Workload	59	➔	58
Satisfaction with workplace environment	69	➔	68

*3 "Wevox" engagement survey

9 Human Resources Strategy: Diversity, Equity & Inclusion (DE&I)

- Aim to realize a rewarding workplace that people can be proud of, where Diversity, Equity & Inclusion (DE&I) has taken firm root and diverse people can flourish.

Promotion of Diversity, Equity & Inclusion (DE&I)

DE&I Initiatives		KPIs for DE&I			
		KPI	FY2023	FY2026	FY2030
Positive Action for Women's Advancement	✓ Women-only mentor program, with department and branch managers as mentors and deputy managers and section chiefs as mentees	Percentage of women in managerial positions*2	14.1%	25% or more	35% or more
	✓ Female leader training aimed at expanding horizons and mindset, as well as eliminating under-estimation bias, which is believed to be common in women	Percentage of women in team leader positions*3	25.6%	35% or more	45% or more
	✓ Send female employees out for external training	Childcare leave days taken by male employees (average)*4 *6	6.4 business days	12 business days or more	24 business days or more
Fostering of culture	✓ Training for executive management, department and branch managers, and people in managerial positions aimed at penetration and realization of DE&I, such as unconscious bias training	Guideline for number of childcare leave days taken by male employees	10 business days or more	10 business days or more	20 business days or more
	✓ Distribution of Diversity News presenting initiatives and information about DE&I	Percentage of male employees taking childcare leave to or above guideline*4 *5 *6	34.6%	80% or more	80% or more
Support for balancing work and family	✓ Extension of period that employees can take advantage of shortened work hours scheme (until child reaches 3rd grade)				
	✓ Returning-to-work support meetings for employees who are in the same position of balancing work with childcare, from pre-childbirth to returning to work after childbirth, to think together and share ideas				
	✓ Employees who have given birth are celebrated with the presentation of a handwritten message of congratulations from the Governor and a specially-produced diary/handbook				
	✓ Summer vacation! Kid's banking college held for children of employees to promote communication between parents and children and give the children an opportunity to learn about working				
	✓ Promotion of partnerships with company-led childcare centers (currently 43 centers)				
	✓ Roundtable for Working Moms and Dads – Overcoming the Hurdle of 1st Grade*1				

*1 "Hurdle of 1st Grade" refers to the situation in which working parents find it difficult to balance work and raising children when their children are in the lower grades of elementary school.

*2 Managerial positions are as defined in the Act on the Promotion of Women's Active Engagement in Professional Life. Specifically, this refers to persons in positions of section chief or higher.

*3 Team leader positions are positions in which the person is responsible for organizational management responsibilities as the person in charge.

Specifically, in addition to managerial positions, this refers to persons in positions of "deputy section chief" or "assistant to the section manager."

*4 Calculated by dividing the total number of childcare leave days taken by male employees who returned to work in the relevant fiscal year by the number of those male employees who took childcare leave.

*5 Calculated by dividing the number of male employees who took more childcare leave days than the guideline by the number of male employees who took childcare leave as per *4.

*6 This KPI is premised on a target of 100% of eligible male employees taking childcare leave.

The Fifth Medium-Term Business Plan Plus

10 New Business: Digital Banking

- Established a digital bank subsidiary (01Bank Preparatory Co., Ltd.) in February 2024
- System investment prior to opening forecast at around ¥2.0 billion, with a total investment of around ¥5.0 billion anticipated

Mission and Purpose of Establishment

Mission

To Support Business with Data

Purpose of Establishment

To respond flexibly to customer needs in any situation and take maximum advantage of data to realize swifter provision of high value-added services in non-face-to-face channels at the same standard as face-to-face services

External environment

- Assistance that better supports business operators, such as financing and management improvements
- Changes in customer needs for non-face-to-face and digital services

Developments among competitors

- Completely online data lending
- Loans for start-ups using AI
- Construction of digital platforms
- Further developments expected in future

Provision of non-face-to-face and digital services that originate in customer needs that are data-driven and make use of technology

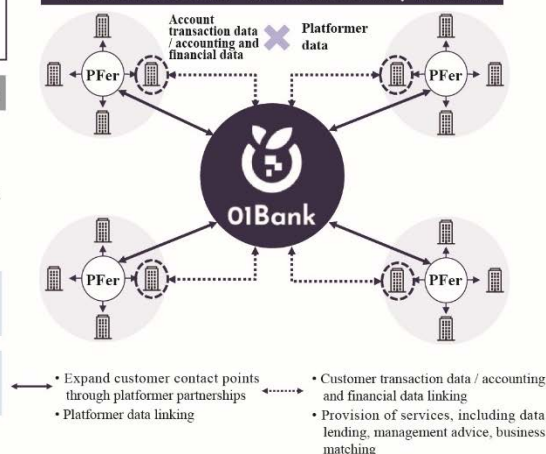
Further support for small and medium-sized enterprises

Business Concept

- Partner with platformers that have customer bases and evaluate commercial feasibility in an appropriate, multifaceted way using a “platformer data model,” which uses not only customer account transaction data and accounting/financial data, but also the data owned by platformers.
- Based on the identification of customer commercial feasibility and needs through data, realize high value-added services that are of the same standard as face-to-face services, to support business with data.

*Platformer: Business operators that offer cloud services

“Platformer data model” commercial feasibility assessment



1.1 Sustainable Management



The Senshu Ikeda Holdings Group supports the Sustainable Development Goals (SDGs).

Sustainability Declaration



The Senshu Ikeda Holdings Group contributes to the realization of sustainable regional communities and is working to achieve its own sustainable growth by solving regional issues through business activities, utilizing a wide range of partnerships, based on our management philosophy.

ESG Initiatives

<p>Local Communities (S)</p>	<p>■ Deploy sustainability-based solutions</p> <ul style="list-style-type: none"> • Sustainable finance executed: ¥211.8 billion as of March 31, 2024 (Target: ¥1,000 billion between FY2022 and FY2030) 	<p>External Evaluation</p> <p> Obtained "B" score in FY2023</p> <p> Senshu Ikeda Lease First regional bank-affiliated leasing company to win in the ESG Finance Awards Japan</p>
<p>Environment (E)</p>	<p>■ Promote more efficient use of energy and resources</p> <ul style="list-style-type: none"> • Produced roadmap for net zero CO₂ emissions (June 2023) • Chosen as participating financial institution in FY2023 Portfolio Carbon Analysis Support Program for Financial Institutions 	
<p>Human Resources (S)</p>	<p>■ Strengthen engagement with employees</p> <p>■ Promote human resources strategies that link diversity to value</p> <p>■ Foster a creative, autonomous organizational culture by the entire Group as one</p>	<p>Plus</p> <p>Human Rights Policy Established in April 2024</p> <p>Plus</p> <p>Basic Policy for Human Capital Management Established in April 2024</p>
<p>Governance (G)</p>	<p>■ Engagement with shareholders and investors (Strengthen and enhance IR activities)</p> <p>FY2023</p> <ul style="list-style-type: none"> 2 Large Meetings 449 attended shareholder roundtables 43 one-on-one meetings with institutional investors 	<p>■ Board of Directors composition</p> <p>Plus</p> <p>Of 9 Directors 2 female Directors</p> <p>1 person in FY2023 → 2 persons in FY2024</p> <p></p>

Click here for the complete document on the Fifth Mid-Term Management Plan Plus (Japanese only).
https://www.senshuikeda-hd.co.jp/news/pdf/20240513_02.pdf