

How We Support Our Management Base

While fulfilling its social responsibility and public mission, the Hirogin Group strives to earn a high evaluation and unshakable trust from our stakeholders such as customers and shareholders, by improving the soundness, efficiency, and transparency of management, and thereby works to achieve sustainable growth and improvement of corporate value over the medium to long term.



Key Progress

(Progress Highlights since April 2022)

Corporate Governance

Overhaul of executive structure (elimination of the concurrent post of holding company president and bank president; one external Director added) . . . P.94

Development and enhancement of measures for advanced governance based on analysis and evaluation of the effectiveness of the Board of Directors . . . P.95

Communication with Stakeholders

Strengthening of communication between management team and employees and promotion of inclusion among positions and generations . . . P.104

Strengthening of communication with shareholders and investors and enhancement of feedback to the Board of Directors . . . P.105

■ Composition of Officers (Key Governance Indicators)

	Results		
	As of the end of June 2021	As of the end of June 2022	As of the end of June 2023
Ratio of independent external Directors in the Board of Directors	33% (3/9)	33% (3/9)	40% (4/10)
	As of the end of June 2021	As of the end of June 2022	As of the end of June 2023
Ratio of independent external Directors in the Audit and Supervisory Committee	75% (3/4)	75% (3/4)	75% (3/4)
	As of the end of June 2021	As of the end of June 2022	As of the end of June 2023
Ratio of independent external Directors in the Group Nomination and Compensation Advisory Committee	60% (3/5)	60% (3/5)	66% (4/6)
	As of the end of June 2021	As of the end of June 2022	As of the end of June 2023
Female Director (external)	1 person	1 person	1 person
	As of the end of June 2021	As of the end of June 2022	As of the end of June 2023
Status of the concurrent post of Hirogin Holdings President and Hiroshima Bank President	Concurrent	Separated (elimination of the concurrent post)	Separated (elimination of the concurrent post)

Board of Directors

The Company's Board of Directors consists of 10 members, including four external Directors. The board convenes once a month, in principle, and is responsible for making management decisions and overseeing business execution. The Board of Directors determines the basic management policy, management strategy, and management planning of the Group (including responses to issues surrounding sustainability and

important matters relating to strategies utilizing digital technology, etc.) and important matters relating to risk management, compliance and internal audits and other matters. It also stipulates "Basic Policy on the Establishment of Internal Control System," develops an internal control structure based on the policy, etc. and supervises the status of business execution.

Specific details to be considered by the Board of Directors

<p>(1) Matters relating to the basic management policy, management strategy, and management planning of the Group</p> <ul style="list-style-type: none"> Group management plan/sales plan Hiroshima Bank's next-generation backbone system Management development of the Group companies, etc. 	<p>(2) Responses to issues surrounding sustainability and matters relating to strategies for utilizing digital technology, etc.</p> <ul style="list-style-type: none"> Setting of medium- to long-term targets to realize carbon neutrality Response to TCFD recommendations Human capital investment plan Special subsidiary company under the Act to Facilitate the Employment of Persons with Disabilities Redefinition of digital strategy, etc.
<p>(3) Matters relating to risk management, compliance and internal audits</p> <ul style="list-style-type: none"> Group Risk Appetite Statement Group compliance program Group's basic plans for internal audit, etc. 	<p>(4) Matters relating to corporate governance</p> <ul style="list-style-type: none"> Evaluation of effectiveness of the Board of Directors Status of maintenance and operation of internal control systems Status of response to revisions to the Corporate Governance Code of the Tokyo Stock Exchange IR implementation status Shareholder return policy Review of "skills matrix" of Directors, etc.

Audit and Supervisory Committee

The Company has four Directors who are Audit and Supervisory Committee Members, three of whom are external Directors. They are tasked with auditing the execution of duties by Directors, and hold a meeting of the Audit and Supervisory Committee once a month in principle. Each of the Directors who are Audit and Supervisory Committee Members actively utilizes

the information and knowledge acquired through the execution of audit and other duties for the deliberations and other discussions at the Board of Directors, thereby ensuring the effectiveness of the supervisory functions of the Board of Directors and promoting appropriate decision-making on business matters.

Group Nomination and Compensation Advisory Committee

To ensure the transparency and objectivity of the decision-making process for nomination and compensation of Directors, Audit and Supervisory Board Members, and executive officers of the Company and major Group companies, the Board of Directors of the Company has established the Group Nomination and Compensation Advisory Committee comprised of Representative Directors and independent external

Directors. Regarding matters relating to the election of and the amounts of compensation, etc. for Directors (excluding Directors who are Audit and Supervisory Committee Members) and executive officers, the Company makes decisions by resolutions at the Board of Directors meeting, based on deliberations and reports at the committee.

Composition of independent external Directors in each organization

Board of Directors 10 Directors



Independent external Directors 4 Directors
(of which, 1 female director)

Audit and Supervisory Committee 4 Directors



Independent external Directors 3 Directors
(of which, 1 female director)

Group Nomination and Compensation Advisory Committee 6 Directors



Independent external Directors 4 Directors
(of which, 1 female director)

HIROGIN HOLDINGS

Hiroshima Bank

FY2015	FY2016	FY2017	FY2020	FY2021	FY2022
<ul style="list-style-type: none"> One external director (woman) was appointed Reduced the number of directors and the term to one year Reviewed performance-linked compensation for directors Reviewed the executive officer system Established the Nomination and Compensation Advisory Committee 	<ul style="list-style-type: none"> One external director was added 	<ul style="list-style-type: none"> Introduced the stock compensation scheme (BIP trust) for directors and executive officers 	<ul style="list-style-type: none"> Transitioned to a holding company structure through sole-share transfer of Hiroshima Bank Adopted the organizational format of a company with an audit and supervisory committee under the Companies Act Established Basic Policy for Corporate Governance Established policies regarding decisions on the details of individual compensation of directors 	<ul style="list-style-type: none"> Established a skills matrix of directors Established policies regarding decisions on the details of individual compensation of directors 	<ul style="list-style-type: none"> Abolished the concurrent post of holding company president and bank president Revised the skills matrix of directors

Implementation status over the past year for enhancement of corporate governance

For the purpose of strengthening its functions, the Board of Directors of the Company strives to further enhance the effectiveness of the Board by analyzing and evaluating its effectiveness every fiscal year in regards to the composition and operational status of the Board of Directors, based on Directors' self-appraisal,

and examining and implementing improvement measures for identified issues.

In FY2022, based on the analysis and evaluation of the effectiveness of the Board of Directors in FY2021, the Company worked on enhancing the effectiveness of the Board of Directors as described below.

Examination and response policy for FY2022 based on the results of analysis and evaluation for FY2021

- | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> 1. Measures to sophisticate the deliberations at Board of Directors meetings 2. Measures to streamline the operation of the Board of Directors | <ol style="list-style-type: none"> 3. Measures to further strengthen dialogues with shareholders 4. Measures to further enhance officer training |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Implementation of measures to enhance effectiveness of the Board of Directors based on the examination and response policy for FY2022

1. Measures to sophisticate the deliberations at Board of Directors meetings

- In order to deepen strategic discussions in the Board of Directors, the Board of Directors made free discussions on "important themes in management" from a medium- to long-term perspective after setting the annual schedule.
- In order to promote discussions on the direction of management strategies at Group companies in the Board of Directors, the Board of Directors organized execution presentations delivered by the presidents of Group companies (except for Hiroshima Bank) regarding self-analysis (issue recognition and growth strategies) from a medium- to long-term perspective, etc.

Free discussions on "important themes in management" in the Board of Directors and implementation status of execution presentations delivered by the presidents of Group companies (FY2022)

1. Free discussions on "important themes in management"

- | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Direction of human resource strategies (August 2022) • Direction of carbon neutrality strategies (September 2022) | <ul style="list-style-type: none"> • Direction of DX/digital strategies (November 2022) |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|

2. Execution presentations by Group company presidents

- | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Management development of Hirogin Lease (August 2022) • Management development of Hirogin Human Resources (August 2022) • Management development of Hirogin Securities (September 2022) • Management development of Hirogin REIT Management (September 2022) • Management development of Shimanami Servicer (October 2022) • Management development of Hirogin Capital Partners (October 2022) | <ul style="list-style-type: none"> • Management development of Hirogin IT Solutions (October 2022) • Management development of Hirogin Area Design (November 2022) • Management development of Hirogin Business Service (November 2022) • Management development of Hirogin Card Service (December 2022) • Management development of Hirogin Guarantee (December 2022) |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

2. Measures to streamline the operation of the Board of Directors

- In order to allocate time especially to important issues, the Board of Directors has continued to hold the advance explanatory meetings for the external officers as usual, the day before the Board of Directors meeting, and has implemented measures to separate regular report on business execution, important managerial proposals and other matters, as well as to adjust the level of detail in the presentation materials based on the importance of the content, with the goal of ensuring substantial discussion time.

3. Measures to further strengthen dialogues with shareholders

- The Board of Directors has implemented measures to strengthen and enhance IR activities such as increasing contact points with analysts and institutional investors by the Representative Director and President and Director & Senior Managing Executive Officers and strengthening the provision of information, as well as to enhance feedback to the Board of Directors on opinions and requests from investors and other market participants.

4. Measures to further enhance officer training

- The Board of Directors has implemented measures to enhance and strengthen initiatives aimed at improving the skills of the Directors and the effectiveness of the Board of Directors, including the officer training seminars on the theme of "Corporate governance reforms and sustainability management" in June 2022, as well as "Business management (governance) structure concerning management plan, internal controls, and business portfolio management" in December 2022.

Evaluation and analysis of the Board of Directors' effectiveness in FY2022

1. Status of maintenance and operation of internal control systems

- Regarding the status of maintenance and operation of internal control systems for FY2022, the Board of Directors received a report at the Board of Directors meeting held in March 2023 and confirmed that there were no issues with effectiveness.

2. Evaluation and analysis of the effectiveness of the Board of Directors

- The Board of Directors evaluated and analyzed its effectiveness for FY2022 at the Board of Directors meeting held in April 2023 based on Directors' self-appraisal surveyed in a questionnaire, and confirmed that effectiveness has been secured in the Board of Directors of the Company.
- Regarding issues recognized in the effectiveness evaluation of the Board of Directors in FY2021, in particular, the Board of Directors confirmed that measures to improve them taken throughout FY2022 were all appreciated positively, and that its effectiveness was enhanced throughout FY2022.
- For further enhancement of effectiveness of the Board of Directors for the future, the Board of Directors confirmed that the Board of Directors would continuously take actions to sophisticate the deliberations and streamline the operation of the Board of Directors, and shared the acknowledgment that further initiatives would be required to sophisticate the management training process and to ensure the diversity of core human resources.

Examination and response policy for FY2023 based on the results of analysis and evaluation for FY2022

- | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> 1. Measures to sophisticate the deliberations at Board of Directors meetings 2. Measures to streamline the operation of the Board of Directors | <ol style="list-style-type: none"> 3. Measures to sophisticate the management personnel development process 4. Measures to ensure the diversity of core human resources |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

The Company will continue to promote efforts to further enhance the effectiveness of the Board of Directors through evaluations of its effectiveness, with the goal of realizing effective corporate governance.

Skills matrix of Directors

In order to identify skills, etc. owned by Directors based on the management strategies of the Company, the Board of Directors of the Company establishes and discloses the skills matrix of Directors based on the

deliberations at the Group Nomination and Compensation Advisory Committee, and utilizes it when nominating candidates for Directors.

Directors					
Name	Position	Experience and expertise			
		Management strategy/sustainability	Legal affairs/risk management	Business strategy	DX/IT/System
Koji Ikeda	Chairman (Representative Director)	●	●	●	●
Toshio Heya	President (Representative Director)	●	●	●	●
Kazuo Kiyomune	Director & Senior Managing Executive Officer	●	●	●	
Akira Ogi	Director & Senior Managing Executive Officer	●		●	●
Fumitsugu Kariyada	Director & Managing Executive Officer	●	●	●	
Tatsuro Kumano	Director (Audit and Supervisory Committee Member)		●	●	

External Directors					
Name	Position	Areas of expertise particularly expected			
		Corporate management/sustainability	Economy/finance	Financial affairs/accounting	DX/IT/System
Yoshinori Shinmen	Director		●		
Satoshi Miura	Director (Audit and Supervisory Committee Member)	●			●
Hiroko Tani	Director (Audit and Supervisory Committee Member)			●	
Toshiaki Kitamura	Director (Audit and Supervisory Committee Member)				●

(Note) The above lists do not show all knowledge, experiences, capabilities, etc. possessed by each Director.

Development of successors to management

The Group has put in place a rank-based training system and clarifies the standards and abilities required for each job position and rank in order to develop human resources systematically. The training system includes the “Hirogin Management School” aimed at developing management personnel from a medium- to long-term

perspective. The Hirogin Management School provides a program in which selective employees who are expected to undertake future management of the Bank learn to demonstrate the “ability of thinking befitting of a corporate manager (management strategy, business reform, etc.).” (Please see page 48 for details.)

Roles of external Directors and their support system

At the Board of Directors meetings, external Directors provide advice on decision-making by the Board of Directors and overall management, based on their knowledge and ideas different from those of internal Directors. They also receive reports on the results of internal audits and accounting audits, as well as reports on the state of internal controls from the division in charge of internal controls. The external Directors have the role of supervising management from a neutral, fair, and objective perspective outside the Company.

We have introduced a system for external Directors to review and check in advance the agenda items

of a meeting of the Board of Directors and its reporting materials even from outside the Company, and we provide them with devices for reviewing purposes. Furthermore, the secretariat and various departments responsible for administrative work for Board of Directors meetings hold advance explanatory meetings on documents for external Directors, and there is also a support system put in place such as developing an environment to review the Company’s internal information such as internal regulations and notices as well as Hiroshima Bank’s internal rules and notices.

Officer training

The Board of Directors continues to implement measures to enhance and strengthen initiatives aimed at improving the skills of the Directors and the effectiveness of the Board of Directors, including the officer training seminars on the theme of “Corporate

governance reforms and sustainability management” in June 2022, as well as “Business management (governance) structure concerning management plan, internal controls, and business portfolio management” in December 2022.

Officer compensation system

The Company has stipulated policies regarding decisions on the details of individual compensation of Directors based on resolutions at Board of Directors meetings, in light of the results of deliberations at the Group Nomination and Compensation Advisory Committee (the majority members being independent external Directors), which is comprised of Representative Directors and independent external Directors.

Regarding matters relating to the amounts of compensation, etc. for Directors (excluding Directors who are Audit and Supervisory Committee Members) and executive officers, the Company makes decisions by resolutions at the Board of Directors meeting, based on deliberations and reports at the Group Nomination and Compensation Advisory Committee described above.

■ Policies regarding decisions on the details of individual compensation of Directors

a. Basic policy

Compensation, etc. of Directors (excluding Directors who are Audit and Supervisory Committee Members; hereinafter the same shall apply) of the Company shall be determined based on a compensation system that is linked to shareholder interests so as to fully function as an incentive to work for the sustainable growth and enhancement of the corporate value of the Group, and the basic policy is to determine compensation of individual Directors at an appropriate level from the perspectives of transparency, objectiveness and fairness.

Specifically, compensation, etc. of Directors excluding external Directors shall consist of fixed-amount compensation, performance-linked compensation, and stock-based compensation. For the sake of neutrality in view of responsibilities, compensation for external Directors is only composed of fixed-amount compensation.

As a bank holding company, the Company will establish and operate a compensation plan in an integrated manner with The Hiroshima Bank, Ltd., which is a subsidiary bank of the Company, and in the event that concurrent positions are held at the Company and the Bank, compensation, etc. shall be prorated at a fixed rate.

b. Policy regarding the determination of the amount of individual compensation, etc. as fixed-amount compensation (monetary compensation) (including the policy regarding the determination of the timing, etc. of the compensation, etc.)

Fixed-amount compensation shall be monthly basic compensation and shall be determined based on job titles and paid on a regular basis during the term of office after comprehensively taking into consideration factors such as the compensation and salary levels of officers and employees of Group companies under the Company and the status of officer compensation at other companies of a similar scale.

c. Policy regarding the determination of the amount of individual compensation, etc. as performance-linked compensation (including the policy regarding the determination of the timing, etc. for payment of the compensation, etc.)

Performance-linked compensation shall be monetary compensation (paid at a certain time each year) that reflects performance indicators and is calculated each business year according to the degree of achievement of those performance indicators, and shall be determined based on job titles with the aim of raising awareness of the contribution to improved business performance.

Specifically, from the perspective of ensuring transparency, objectivity, and fairness and fully fulfilling accountability to shareholders and other stakeholders, the Company's profit attributable to owners of the parent shall be used as a performance indicator and the performance-linked compensation, which is calculated by multiplying the job title-based standard amount established by resolution of the Board of Directors by the payment ratio linked to said performance indicator, is paid after the end of each business year.

The performance-linked coefficients are as follows.

(Coefficients used in the calculation of performance-linked compensation)

[Profit attributable to owners of the parent] (yen)	[Performance-linked coefficient]
More than 33 billion	1.500
More than 30 billion – 33 billion or less	1.375
More than 27 billion – 30 billion or less	1.250
More than 24 billion – 27 billion or less	1.125
More than 21 billion – 24 billion or less	1.000
More than 18 billion – 21 billion or less	0.875
More than 15 billion – 18 billion or less	0.750
More than 12 billion – 15 billion or less	0.625
More than 9 billion – 12 billion or less	0.500
More than 6 billion – 9 billion or less	0.375
6 billion or less	—

d. Policy regarding the determination of individual compensation, etc. as stock-based compensation (non-monetary compensation) (including the policy regarding the determination of the timing, etc. for payment of the compensation, etc.)

Stock-based compensation shall be calculated and paid based on an amount obtained by multiplying the fixed-amount compensation determined based on job titles by a certain percentage with the aim of clarifying the link between officer compensation and the Company's share price. The stock compensation plan is managed by the officer compensation BIP trust. During the trust period, certain points are granted, and Directors will receive the delivery of the shares in accordance with the number of points accumulated at the time Directors retire from both the Company and The Hiroshima Bank, Ltd.

However, in the event of non-conformity as stipulated separately, the Company may request the refund of the amount equivalent to the share delivery.

e. Policy regarding the determination of the ratio of monetary compensation, performance-linked compensation, and non-monetary compensation to the amount of individual compensation, etc. of Directors

The ratios of compensation by type for Directors shall be determined by comprehensively taking into consideration matters such as the status of officer compensation at other companies of a similar scale from the perspective of providing an incentive to aim for the sustainable growth and enhancement of corporate value of the Group and an increase in the share price of the Company while emphasizing the stability and soundness of management as a bank holding company.

f. Matters regarding the determination of details of individual compensation, etc. for Directors

Details of all individual compensation, etc. for Directors shall be determined by the Board of Directors based on deliberations and findings of the Group Nomination and Compensation Advisory Committee, which is composed of Representative Directors and independent external Directors (the majority of the Committee members are independent external Directors).

■ Officer compensation system

	Fixed amount compensation	Performance-linked compensation	Non-monetary compensation (stock-based compensation)*
Directors (excluding Directors who are Audit and Supervisory Committee Members)	●	●	●
Directors who are Audit and Supervisory Committee Members	●	—	—
Executive officers	●	●	●

* A system that utilizes a framework known as an officer compensation board incentive plan (BIP) trust. Utilizing compensation amounts for eligible officers as funds contributed by the Company and its consolidated subsidiary Hiroshima Bank, the trust acquires shares of the Company, and provides the shares and cash equivalent to disposal of the Company's shares upon officers' retirement from both the Company and Hiroshima Bank.

Cross-shareholdings

As shown below, the Group has established the policies regarding cross-shareholdings of listed shares and the exercise of voting rights in order to ensure the appropriateness of cross-shareholdings.

As a result of evaluations on cross-shareholdings carried out at the Board of Directors meeting in March

2023, approximately 80% of the companies in which the Group holds shares satisfy these standards. For shares in companies that fail to satisfy these standards, the Group is currently holding discussions to improve profitability in transactions with the company in question or reduce shareholdings.

■ Policies regarding cross-shareholdings of listed shares and the exercise of voting rights

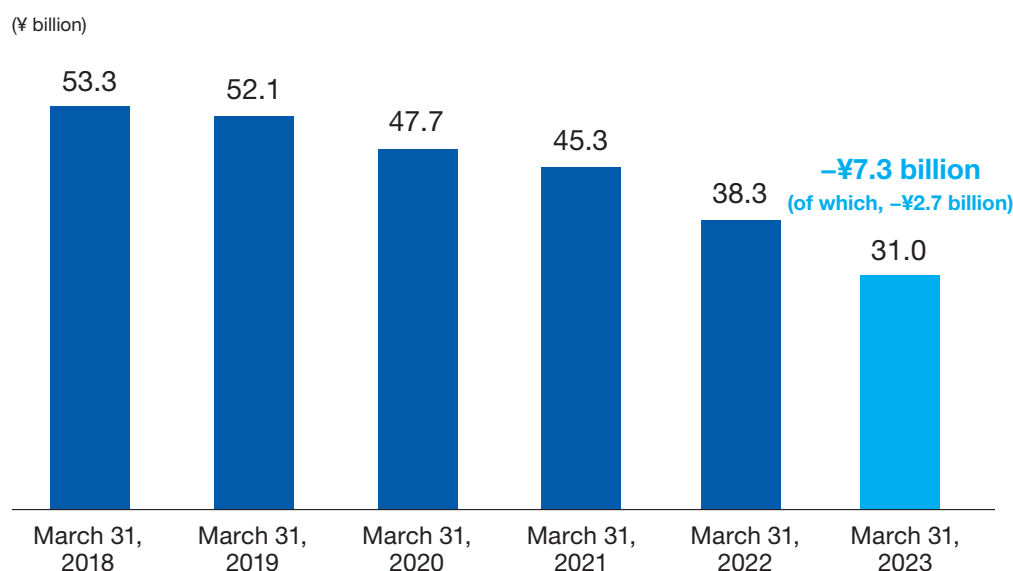
(1) Policies regarding cross-shareholdings of listed shares

- (a) The Group has a basic policy of not engaging in cross-shareholding, except where it is deemed that the holding has a rationale such as development of the regional economy or improvement of corporate value.
- (b) As for shares held, the Board of Directors periodically evaluates capital cost against returns, level of contribution by the issuing company to the regional economy, growth potential and future prospects in light of ESG elements, and medium- to long-term profitability of transactions with the Group.

(2) Standards for exercise of voting rights for cross-shareholdings

- (a) In exercising voting rights, the Group determines the exercise of voting rights after examining the management principles and the status of maintenance of corporate governance at the company in question, in addition to the policies described below.
 - Whether or not the company is conducting appropriate decision-making that will lead to medium- to long-term increases in corporate value and improvement of shareholder value
 - Whether or not there is any possibility that it inflicts damage upon the Group as a shareholder
- (b) In particular, the following items shall be examined regarding any potential impacts on corporate value and shareholder value:
 - Proposals for appropriation of surplus that potentially have a significantly detrimental effect on financial soundness
 - Proposals for election of directors and Audit & Supervisory Board members and provision of retirement benefits at companies where misconduct or antisocial behavior incidents occurred or that have recorded losses or paid no dividends for a certain period of time
 - Proposals for anti-takeover measures, among other items

■ Cross-shareholdings of listed shares (based on acquisition cost; excludes deemed shareholdings)



Conversation Between External Directors



Satoshi Miura

External Director

Hiroko Tani

External Director

Toshiaki Kitamura

External Director

Entering a new stage under the holding company structure The potential for growing non-financial businesses through Group synergies

What do they think about the Group's governance, subsidiary businesses, human resources, digital transformation (DX), and other things from the perspective of the Hirogin Holdings Management Vision and Group strategies?

We asked three external Directors to provide their answers to this question, along with their own contributions to enhancing medium- to long-term corporate value.

Transition into the second stage under the holding company structure Advancing collaboration between companies, personnel exchanges, and realizing synergies

What is your evaluation of the various initiatives carried out by Hirogin Holdings over the past year?

Miura: In April 2022, one and a half years after our transition to a holding company structure, we made the big move of eliminating the concurrent post of Hirogin Holdings President and Hiroshima Bank

President. You could say this was the moment we entered the second stage under the holding company structure.

We have established various subsidiaries and also carried out elimination and consolidation with the aim of advancing Group management. A fair amount of progress has been made on realizing cooperation between Group companies and carrying out personnel exchanges, and synergies are gradually emerging. This gives me the impression that over the last year, the effects of the change in structure are gaining more substance.

What are the views of the two of you who became external Directors in June 2022?

Tani: Previously, my image of Hirogin Holdings was of a financial institution and I honestly had no idea it was engaged in such varied business. As an organization, it is also different from the stiff, formal image I had of banks. I have found it to be an extremely bright and cheerful company.

Young employees are dynamically involved, senior management pays attention to all of the Group companies, and initiatives being implemented include promotion of diversity and the active participation of women, and workstyle reform. This has given me great hopes for the Group.

Kitamura: Previously, my only interactions with banks had been as an individual customer but now that I've had a chance to work in one, I feel that the scope of its operations is pretty broad. Within this, I was impressed with Hirogin's firm understanding of the different characteristics a regional bank can offer compared to a megabank, as demonstrated by its mission statement of "a bank cannot thrive unless its community is thriving."

Raising the effectiveness of Group governance through proactive communication

What are your thoughts about the effectiveness of Hirogin Holdings' Board of Directors?

Miura: If the governance of the holding company is exerting too much influence over Group subsidiaries, then it is a problem, but at the same time, you cannot have all members of the Group on different vectors. Getting the right balance of control and autonomy at subsidiaries is extremely difficult, and this is an issue that many companies that have adopted a holding company structure struggle with.

What I often say is that it is important to realize sufficient communication at each level of the Group, such as senior management, the second level of management, and the third level of management. Last year, there were many opportunities for the senior management of each subsidiary to be invited to give presentations about their business to the Board of Directors of Hirogin Holdings, which was followed by free discussion. This can be evaluated highly from the operational side of our Group governance.

Naturally, the way this Group governance is exerted differs depending on the company, its industry, the nature of its operations, and its position in the Group structure. There is no single correct way of doing things so we have to cover for this through communication. I hope we can continue to ensure that appropriate communication is maintained.

Tani: Management is a truly deep field. Each Group company has its own characteristics and it is not easy to let it grow in its own unique way while still maintaining control. Some people think that the ideal approach is to enact strong governance that ensures the entire Group is in alignment.

Whatever the case, at Board of Directors meetings, there have been many opportunities for officers of Hirogin Holdings and officers of our subsidiaries to get together and engage in free and open discussion, as Mr. Miura pointed out, and I feel that our governance is extremely effective.



One year has passed since President Toshio Heya took charge of Hirogin Holdings. What is your evaluation of his leadership from a Group governance perspective?

Miura: There are various ways in which regional banks operate a holding company structure and you cannot say that one is necessarily better than another. However, I think the elimination of the concurrent post of holding company president and bank president symbolizes a holding company structure and sends a clear message both within and outside the Group.

President Heya has commented that the most appropriate way to make our holding company structure more advanced is to have a dedicated management structure that could watch over the entire Group with an objective eye, and I get the impression that he is truly trying to embody this by proactively communicating with Group subsidiaries.

Initiatives to watch out for at Group subsidiaries include a programming school and regional vitalization consulting

Please share which initiatives at Group companies you are particularly interested in.

Kitamura: Hirogin Knowledge Square is a company that operates a programming school for children. It is an educational business that the Group is operating not only for business purposes, but also with the desire to provide a catalyst for regional vitalization.

I think it would be great if we could create a flow where students who have been learning information science from an elementary or junior high school age go on to study an information-related subject at a university in the region and then join a local company, thereby contributing to regional vitalization. As it is an area that is closely related to my own area of expertise, I want to be of help by advancing collaboration with partners such as universities and companies.

Another subsidiary I am watching closely is Hirogin IT Solutions, an IT-focused company. I get the impression that it is not only building and operating systems for financial institutions as a Group company, but also indirectly supporting the realization of the Hirogin Holdings management policy of being a Regional Comprehensive Services Group by providing IT services and solutions to customers across the region.

Tani: Although Hirogin Knowledge Square was only just established in February this year, I feel that it is very significant that the most trusted corporate group in the region has started a programming school for children.

Teaching children is also an educational experience for the teachers. I have heard that in addition to children, it will also provide programming training

and reskilling/recurrent education for employees and other adults, so I expect it will contribute to creating a prosperous future for the regional community through human resources education and exchange.

Miura: As the financial industry will not be able to grow in terms of market size if things remain as they are, currently regulations are being eased to enable financial institutions to significantly develop non-financial businesses. In light of this, I feel that Hirogin Area Design's consulting business, which is focused on regional development and vitalization, offers something unique within the Group while still being highly compatible with our banking operations.

As we grow our non-financial businesses, we will need to revise our recruitment practices. I think we should avoid recruiting as a financial institution and consider hiring specialist personnel, such as experts in construction and urban planning.

An organization of people who think about the region's future High acclaim for the smooth implementation of DX

Drawing out the maximum value of our human capital has become a big issue, so what is your view of Hirogin Holdings' human resources initiatives and strategies?

Tani: I meet the Group's officers once a month for a meeting. Going forward, I am going to make more of an active effort to interact with our employees on the frontlines.

I had the opportunity to hear a presentation on the Future Creation Task Force, which is an organization comprised of young people in their 20s. Their ideas for business direction and their vision for the future of the region departed greatly from the framework we had thought of, and I was amazed by the bold and extremely unique content that these truly impressive individuals had come up with.

Miura: Senior management has a strong intent to break away from the conventional banking business and transform the Group into a "concierge" that provides services that will satisfy customers. Under this policy, we have implemented various workstyle reforms and significantly revised our human resources development framework to encourage greater specialization. In this way, I think there has been considerable change.

Speaking from my own experience, if you gather together people of the same type, no matter how exceptional they are, they will not be able to generate new ideas. I want to propose that we create an organization that brings together diverse human resources with different areas of expertise, including by hiring both new graduates and mid-career personnel.



What is your evaluation of Hirogin Holdings' digital transformation (DX) efforts?

Kitamura: My honest assessment is that more progress has been made than I expected. "Digitalization is moving forward but there has been little progress on transformation." This is the situation that has been found in investigations of many companies, but in the case of Hirogin Holdings, I get the impression that both sides of the DX wheel are turning, with significant advancements being made regarding not only digitalization (application of IT in existing businesses, reform of existing operations and processes) but also transformation (new business areas, business creation).

Over the last year, one movement that has gained a lot of attention, including being widely reported in newspapers and other media, is the transition to open-architecture accounting systems. Converting an existing mainframe to open architecture requires a monumental amount of costs and labor, and it comes with considerable risk. Although I am certain sufficient preparations will be made toward the target date of FY2030, as this is a long-term undertaking, I will spare no effort on providing proper follow-up and cooperation.

The role external Directors should play toward enhancing corporate value in the medium to long term

What challenges is Hirogin Holdings facing in its efforts to enhance corporate value in the medium to long term? Please also tell us what role you can play in overcoming these challenges.

Tani: Increasing the number of female officers is a major issue and I think this was one of the reasons I was invited to join the Group. Currently, as an external Director, I am the only woman who participates in Board of Directors meetings. I must speak out more in support of the active involvement and promotion of women.

There has been a certain amount of build-up in the past and I recognize the opinion that promoting women in a way that leapfrogs this build-up could create problems in terms of balance. However, look at the situation without preconceptions, and it is clear that I have to get the opinions of women heard and get discussions of the advancement of women going.

Our numerical targets include targets for the ratio of women in managerial positions. However, an even more important priority is to ensure that women are involved in discussions as members of various committees and meetings. I want to stress the importance of being aware of diversity and listening to the opinions of a variety of people.

Kitamura: The young people in the Future Creation Task Force said, "If the region is not in a healthy

condition, then a regional bank will run out of business partners. Therefore, finding ways to energize the region is a major issue." I agree with this. That is not to say that the Bank can do everything by itself. I think the best position we can take is to be an instigator that brings various companies together.

Ideas for vitalizing the region include attracting people from across Japan, including the Tokyo Metropolitan area, by showcasing Hiroshima's appeal as a remote work hub or workcation destination. This appeal includes its rich natural environment, dynamic sports and cultural scene, and an industrial base centered on the manufacturing industry.

I attended Hiroshima City University and have many contacts there. As there are lots of young people at the university, I would like to collaborate with them on initiatives to increase the number of young people living in the region.



Miura: To repeat what we discussed earlier, we have already reached the limit of what can be achieved solely as a bank and we transitioned to a holding company structure so we can engage in non-financial business. One challenge we are facing is to cultivate new fields as a Regional Comprehensive Services Group and expand the scope of the markets we engage in. I want us to aim to become a corporate Group that holds considerable weight in non-financial areas.

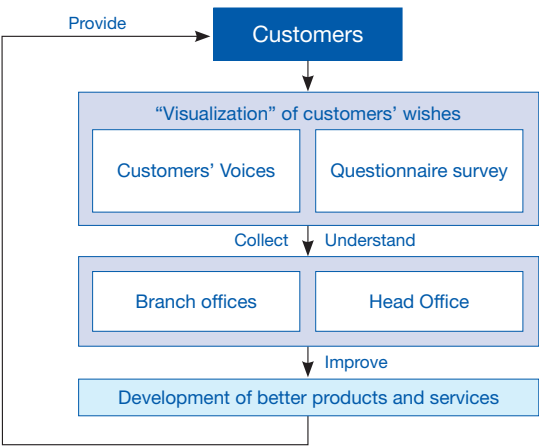
To achieve this, I want to share stories of my own failures and points that I have reflected on as openly as possible. It goes without saying that one's own successes are not that useful to other people. However, when things did not go as planned, there are surely lessons that can be learned. I would be delighted if my failures can be of use to others.

Communication with Stakeholders

Communication with customers

The Group receives numerous opinions and wishes via customers' voices sent to branch offices, the call center, and the website mainly of Hiroshima Bank. In addition, we carry out regular questionnaire surveys aiming at "Visualization" of customers' wishes.

In order to utilize customer feedback to improve satisfaction, we try to identify points for improvement in products and services based on customers' opinions and requests, and make every effort to provide better products and services with branch offices and head-quarters working together to consider countermeasures.

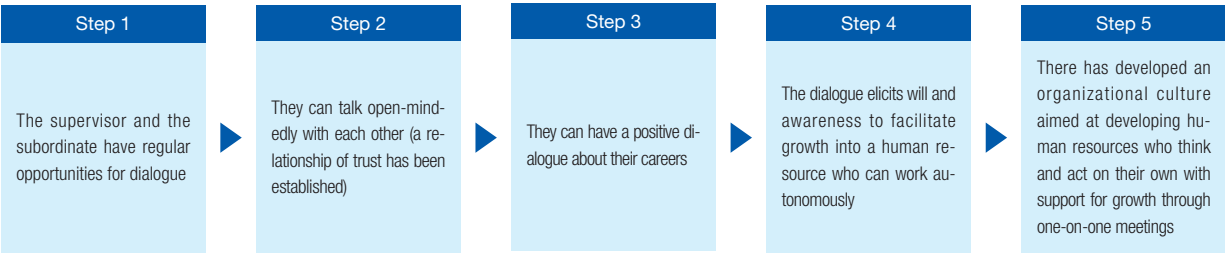


Communication with employees

The Group aims to create a lively organization where all employees can autonomously develop their own careers, demonstrating their abilities and expertise to the fullest while being fully engaged and highly motivated.

As part of these efforts, Hiroshima Bank is promoting interactive communication between supervisors and subordinates to build relations of trust and support their growth, for example, by introducing one-on-one meetings to stimulate communication focused on the ideas and values of individual employees.

Steps for raising the level of communication in one-on-one meetings



T O P I C S

Future Creation Task Force (an initiative to incorporate the opinions of young employees into management)

In October 2022, the Group formed the Future Creation Task Force, comprised mainly of young employees in their 20s, as part of its initiatives to incorporate the opinions of young employees into management.

The 16 young employees who participated in the task force spent six months discussing a future vision for the region and the Group a decade into the future. In March 2023, they made their recommendations directly to the members of the Board of Directors.

After the presentation, the young employees exchanged opinions for two hours between the internal and external Directors. Frank and active communication took place between the young employees and the management team on the future vision for the region and the Group.

Furthermore, in April 2023, the Board of Directors held discussions on how to respond to the



recommendations of the Future Creation Task Force. As a result, we decided to implement the following measures to build a process to reflect the diverse knowledge, thoughts, and values of a broader generation in management, not as a one-time measure but as an ongoing mechanism within the Group.

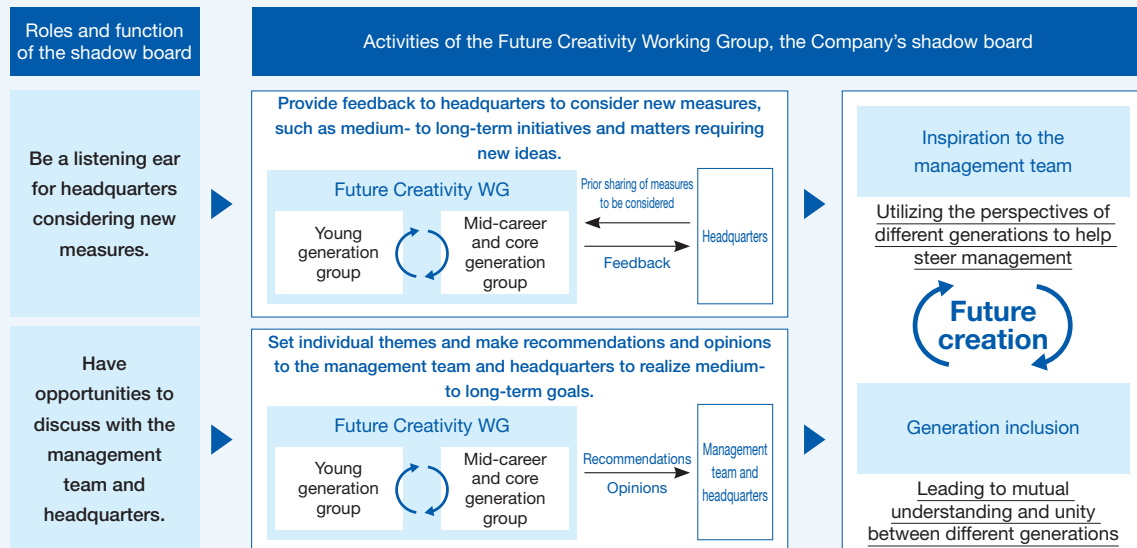
Establishment of the Future Creativity Working Group, the Company's shadow board

Activities started in July 2023

In June 2023, the Group established the Future Creativity Working Group as a subordinate organization under the Group Sustainability Promotion Committee (chaired by the Representative Director and President).

The Future Creativity Working Group comprises mainly 12 employees in their 20s to 40s (selected

through an open recruitment system). It plays a role as a shadow board by holding regular meetings with the management team and headquarters to make recommendations and opinions on matters related to promoting initiatives for the future creation for the region and the Group.



Trial introduction of a reverse mentoring system, in which young and mid-career employees serve as mentors to officers

Activities started in July 2023

The Group decided to introduce on a trial basis a reverse mentoring system, in which two or three young and mid-career employees are assigned as mentors for one officer, starting in FY2023.

In FY2023, the trial introduction period, 11 employees in their 20s and 30s selected through an open recruitment system will serve as mentors for five officers, including the President. Three individual sessions of around one hour will be held.

Communication with shareholders and investors

Strengthening and enhancing IR activities

We recognize that constructive dialogue with our shareholders is essential for sustainable growth and increasing corporate value over the medium to long term. As part of our efforts to strengthen and enhance our IR activities in view of our shareholder composition, we hold company briefing sessions for institutional investors and individual investors, as well as individual meetings with shareholders in Japan and overseas.

In FY2022, we further developed the measures to further strengthen dialogues with shareholders as part of initiatives to enhance the effectiveness of the Board of Directors. We strengthened and enhanced IR activities such as increasing contact points with analysts and institutional investors by the Representative Director and President and Director & Senior Managing Executive

Officers and strengthening the provision of information. At the same time, we made efforts to enhance feedback to the Board of Directors on opinions and requests from shareholders, other market participants, and related parties.

The comments and requests received are used as input for business management and also shared widely within the Group to improve our services and performance.

IR activities in FY2022

Briefing sessions for institutional investors	2 sessions
Individual meetings with institutional investors	23 meetings (including meetings with overseas investors)
Briefing sessions for individual investors	4 sessions (on-site: 2, web live: 2)

Examples of dialogues that have generated awareness from shareholders and investors

Dialogue theme	Opinions of shareholders and investors obtained through dialogues	Measures by the Group
Governance	Please break down the skills matrix of Directors (adding sustainability, etc.).	Based on the direction of our medium- to long-term management strategy and considering investors' opinions, we revised the skills matrix of Directors (adding sustainability to necessary skills to promote and strengthen sustainability management).
Strategy	Please indicate measures to improve RORA through the use of risk assets and other measures to improve ROE.	We enhanced the disclosure of future RORA improvement measures to improve ROE in IR materials (such as "business development utilizing risk assets" and "profit accumulation without utilizing risk assets").
Capital policy	Regarding the consolidated capital adequacy ratio, it is better to indicate at what level the Company will purchase its own shares. If it is shown, even if the Company's shares are not purchased every fiscal year, the market will fully evaluate it.	We enhanced the disclosure of our approach to shareholder returns in IR materials, such as indicating that we will aim for a consolidated capital adequacy ratio of approximately 11% and develop capital policies (capital utilization to enhance profitability, shareholder returns, etc.) in line with the level of the capital adequacy ratio.
Dialogue with shareholders	Contact with investors should be expanded to hear more from institutional investors.	We increased opportunities for individual meetings with analysts and institutional investors by the Representative Director and President, etc., as well as holding briefings focused on themes of particular interest to institutional investors.

Shareholder benefits

To express appreciation for our shareholders' support as well as to increase the attractiveness of investing in our shares to invite more people to hold our shares, the Company offers a shareholder benefit system.

Shareholders who have 100 shares or more of the Company's common shares as listed on the Company's register of shareholders as of the reference date

of March 31 every year are eligible to choose from the following benefit options: (1) Time deposit course/catalog gift of local products/gift card, (2) two tickets for Hiroshima Museum of Art, and (3) the right to participate in the drawing to win tickets for the three major professional sports events and concerts in Hiroshima.

Time deposit course/catalog gift of local products/gift card (record date: March 31, 2023)

Name of course		Number of shares held			
		100 shares – below 500 shares	500 shares – below 1,000 shares	1,000 shares – below 5,000 shares	5,000 shares or more
Time deposit course	Details of privileges*1	—	—	Additional 0.10% to the interest rate presented at branches	Additional 0.30% to the interest rate presented at branches
	Length of time-deposit	—	—	One year	One year
	Upper limit	—	—	¥5 million	¥5 million
Catalog gift of local products/ Gift card	Details of privileges*2	Gift card worth ¥500	Gift card worth ¥1,000	Catalog gift equivalent to ¥5,000	Catalog gift equivalent to ¥15,000

*1 Products eligible for additional interest rates are Super Time Deposit and Super Time Deposit 300. The additional interest rates listed are per annum rates before tax.

*2 The privileges for the catalog gift of local products include shipping and other miscellaneous fees.

Communication with regional community

Contribution to the peace city

We constructed “Inori-no-izumi (fountain of prayer)” in the Hiroshima Peace Memorial Park in November 1964 and presented it to Hiroshima City in order to console the souls of the victims, who passed away while feeling thirsty for water in a town burnt by the atomic bomb, and wish everlasting peace. The fountain of prayer was completely renovated as part of our 140th anniversary business in 2018.

At the new Head Office building, we installed a monument to the atomic-bomb victims as well as a bombed column capital, the remains of the former Head Office of Hiroshima Bank, in order to pass down Hiroshima Bank's DNA, which overcame the atomic bomb and continued its business to this day, to all employees of the Group and to continue to get across the message of eternal peace to people in Japan and overseas, as a company based in Hiroshima.



Welfare activities

The Company gives Christmas presents to children's homes in Hiroshima Prefecture every year, starting in 1994.

Furthermore, we, together with MetLife, Inc., started donating money to children's homes, infant homes,

and foster parent organizations organized as a social welfare corporation in 2007, to create an environment where children who will lead the next generation can grow healthily by equally receiving education and participating in communities.

Hiroshima Museum of Art

The Hiroshima Museum of Art was established in November 1978 by Hiroshima Bank in commemoration of the 100th anniversary of its foundation as we move through history together with the region. In the hope that the museum would bring peace of mind to the people of Hiroshima, the city once reduced to ruins by the atomic bomb on August 6, 1945, the museum came into being as a magnificent edifice of art on the theme of love and peace of mind. It was also built to pray for the repose of the souls of the victims that laid the foundation of today's Hiroshima and to express wishes for peace.



Support for three Hiroshima-based professional bodies

The Company supports three professional sports and cultural organizations in Hiroshima, the Hiroshima Toyo Carp baseball team, the Sanfrecce Hiroshima football team, and the Hiroshima Symphony Orchestra. We join hands with local companies to cheer the teams, hold games sponsored by us, and hold the Hirogin Holdings Tomorrow Concert performed by the Hiroshima Symphony Orchestra.

In FY2019, from a viewpoint of developing the next generation, we started to hold the Hirogin Holdings Dream Future Concert to provide an opportunity at which high school students can perform with the Hiroshima Symphony Orchestra.

Risk appetite framework

Risk governance

In order to establish robust risk governance, the Group has introduced a risk appetite framework, prepared a risk appetite statement describing the risk appetite framework and risk appetite to make them well understood within the Group.

In addition, to ensure that the risk appetite framework functions effectively, we are working to foster a sound risk culture that encourages everyone in the Group to behave in accordance with the Group's values regarding risk-taking and risk appetite.

Risk culture

In order to realize the sustainable development of local communities and the sustainable enhancement of the corporate value of the Hirogin Group, it is essential for each employee to make decisions and act not only in compliance with laws and regulations but also in accordance with the expectations and requests of all stakeholders, including customers, and the Group's management policy.

The Group recognizes that risk culture is the fundamental concept for organizational and individual

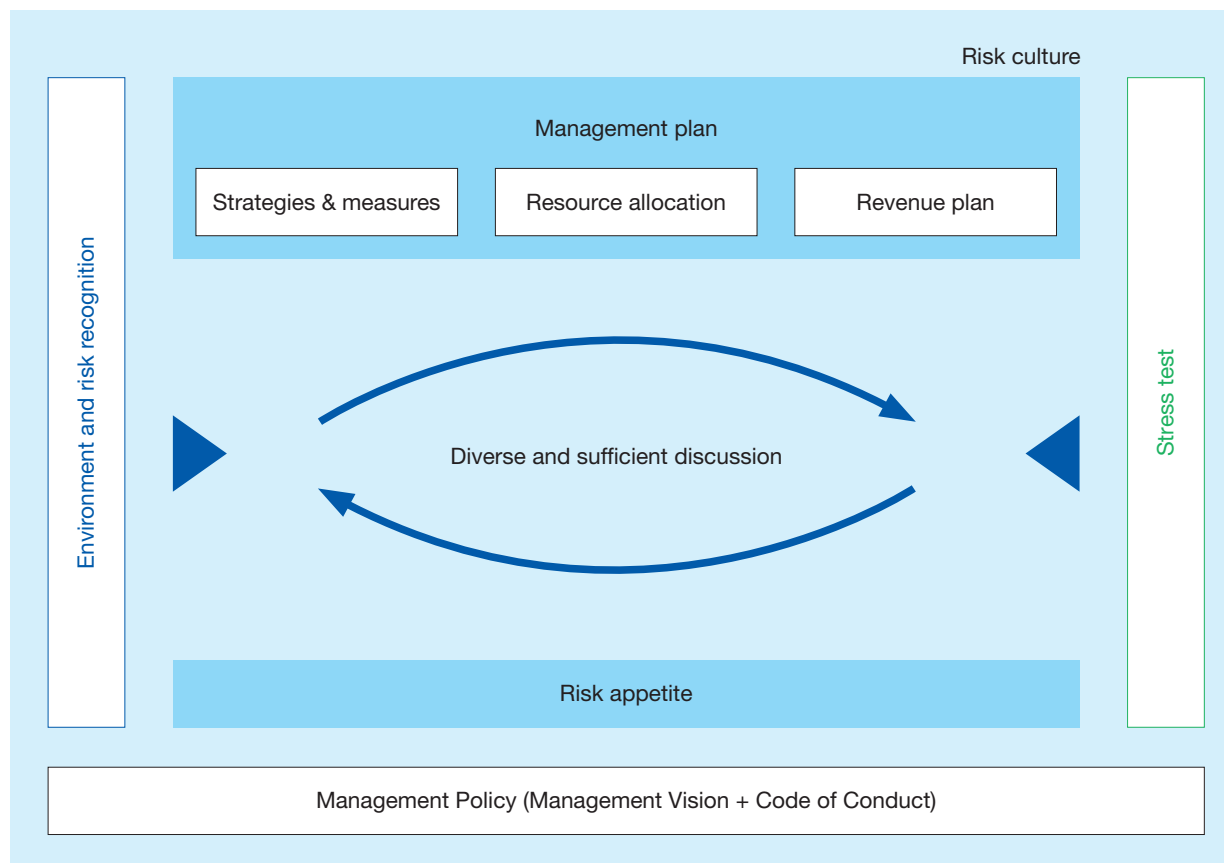
decision-making related to risk recognition, risk-taking, risk management, etc., and that it is a factor to base for building strong risk governance. Based on that recognition, the Group has established the Hirogin Group's Risk Culture, while ensuring consistency with its Code of Conduct.

In addition, in order to foster and disseminate the risk culture within the Group, we share and spread it through such means as sending messages from management and conducting training.

Risk appetite

The risk appetite framework is positioned as a framework that supports the management of the Group as a whole to "promote risk-taking and control risk," based on the appropriate recognition of the environment and risks.

The introduction of the risk appetite framework clarifies the risk appetite (the type and level of risk that the Group is prepared to accept) for achieving the management plan and enables the Group to pursue more profit opportunities and promote appropriate risk-taking.



Compliance

Basic approach

In order for the Group to secure unwavering trust from our shareholders, investors, and customers, we believe it is important to build a stronger management base and execute compliance-oriented business by further deepening relations with regional community and customers, working thoroughly to address their respective needs and solve their issues, and providing reliable solutions.

In this regard, the Group considers compliance as one of the top priorities of management and has made utmost efforts for establishing a compliance system and encouraging each and every employee to understand the system so that corporate ethics will take root as a culture.

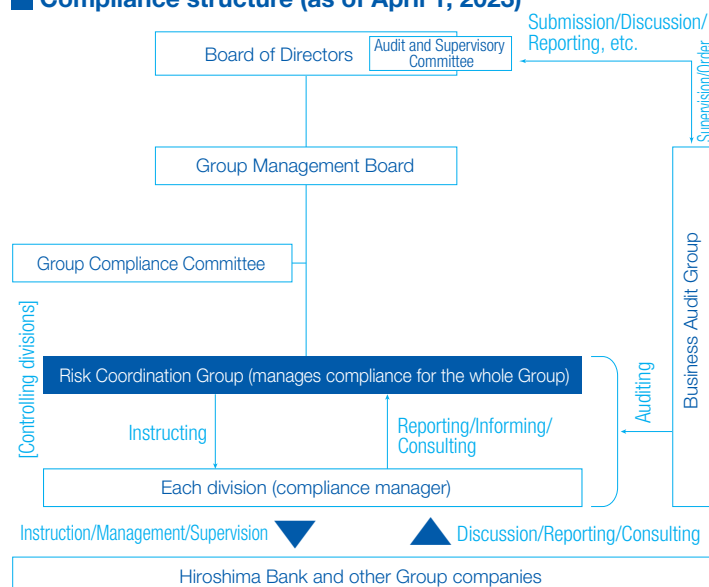
Compliance structure

The Group has established a Group Compliance Committee to follow laws and regulations as well as social norms thoroughly and build corporate ethics, and the committee deliberates and considers matters relating to compliance. In this and other ways, we ensure that we never commit violations of compliance.

In addition, compliance managers have been placed in divisions and branches of each Group company to exchange legal information and monitor daily compliance status. The Group is also continuously striving to strengthen a central management system relating to compliance and management functions through the Risk Coordination Group.

Furthermore, the Business Audit Group reinforces the internal check and balance system by implementing monitoring from an independent perspective.

■ Compliance structure (as of April 1, 2023)



Compliance program

The Board of Directors resolves on the Group compliance program every half fiscal year as a practical plan for realization of desired compliance. Based on the Group compliance program, we carry out relevant measures steadily.

Specifically, the Group has formulated and disclosed the compliance manual on the company intranet, etc., and strived to ensure that all employees are familiar with this manual, through various activities such as rank-based training sessions and training sessions

for compliance managers. Also, the Group has been promoting initiatives including the development of a check system by involving executive members actively in compliance and strengthening a central compliance management system.

Progress and achievements of the Group compliance program are reviewed by the Board of Directors every quarter. While striving to identify and solve problems, the Group has been making persistent efforts for putting high-level compliance into practice.

Customer Protection Management

Basic approach

Fully aware of its social responsibility and public mission, the Group strictly observes all laws, regulations, and rules, and conducts its business honestly and fairly

from the customers' viewpoint in accordance with social norms to protect customers and provide greater convenience to them.

Structure of customer protection management

The Group has established the Group Customer Protection Management Regulations at the Board of Directors as a guideline to secure a structure aimed at protecting and enhancing convenience for customers.

In the Group Customer Protection Management Regulations, we formulate policies and management matters regarding explanation to customers, customer support (consultation and complaints), customer information, outsourcing, and conflict of interests, making these known to all of the Group's employees.

In addition, we have designated the Risk Coordination Group as the controlling division and established the Group compliance program at the Board of Directors meeting on a semiannual basis as basic procedures to be performed to ensure customer protection, and status of progress in the plan is reported to the Board of Directors on a regular basis.

Information management

Based on our published Privacy Policy, the Group acquires or provides personal information prudently and strives to continuously improve safety control measures including strengthening system protections against cyber-attacks.

In order to manage customers' valuable information assets in an appropriate and prudent manner, all employees regularly receive training for information security to ensure a high level of awareness when handling information.

We conduct thorough internal audits on handling personal information to improve the effectiveness of information management.

If notification of the purpose of use of personal data, disclosure (including disclosure of records of provision to third parties), correction, or suspension of use of personal information is requested by a customer, the Group responds to the request after verifying the customer's identification.

Solicitation policy

In the solicitation of financial products, Hiroshima Bank complies with the rules below.

1. The Bank endeavors to solicit customers for suitable products in consideration of the customer's knowledge of the product, experience, asset composition, and investment purpose.
2. The Bank endeavors to provide the customer with adequate information on important matters such as the content of the product and details of risks to enable the customer to carry out transactions at their own discretion.
3. The Bank does not solicit customers by providing misleading statements, such as arbitrary decisions or false information.
4. The Bank does not solicit customers in a time or a place causing inconvenience to them.
5. The Bank continues to develop knowledge of products to make sound and appropriate solicitations that satisfy customers.

Internal Audits

Basic approach

The Group believes it is necessary and crucial to construct an effective internal audit system within the Group for the purpose of contributing to achieving our

management plan by adding value to and improving the Group's operation.

Internal audit system

The Group has established internal audit departments independent of audited departments, which perform appropriate checks and balances, in the Company and our major Group companies. They evaluate the appropriateness and effectiveness of each process

of governance, risk management, and risk control at departments under audit, while adopting an attitude of compliance with rules. They also express objective opinions and request improvement on issues identified, or recommend corrections and provide advice.

Hirogin Holdings

The Company has established the Business Audit Division, which is independent of audited departments and reports to the Board of Directors and the Audit and Supervisory Committee, and its collaboration with the Board of Directors and the Audit and Supervisory Committee as well as role sharing and cooperation with internal audit departments of Group companies enhance supervision and checks and balances (governance) on management and audited departments.

The Business Audit Division is responsible for the overall coordination of basic plans for the Group's internal audit. The Group's basic plans for internal audit in light of important risk items across Group companies are determined by the Board of Directors and the Audit and Supervisory Committee. Regarding the results of internal audit, the Business Audit Division summarizes the results

of internal audits by the Group's internal audit departments and the status of improvements and corrections, and reports to the Board of Directors and the Audit and Supervisory Committee on a regular basis.

Furthermore, acting as a controlling division responsible for the Group's internal audit function, the Business Audit Division receives reports on basic plans for internal audit from Group companies and confirms consistency with the Group's basic plans for internal audit. While conducting internal audits in cooperation with Group companies' internal audit departments, the Business Audit Division also receives reports on internal audit results from Group companies, monitors and examines internal control systems and the status of internal audits of Group companies, and gives instructions or takes other measures if necessary.

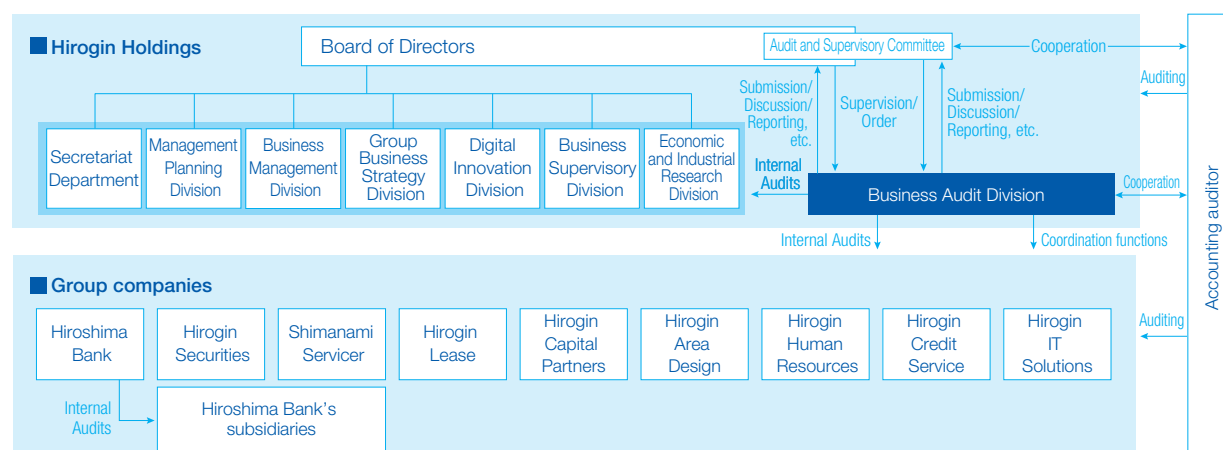
Group companies

At the Group's major subsidiaries such as Hiroshima Bank as well, internal audit departments independent from audited departments are established to conduct internal audits. Each of these Group companies formulates basic plans for internal audit in accordance with the Group's basic plans for internal audit, and the plans

are determined by the Board of Directors and other organs.

Internal audit results are reported to each president and the Company without delay, while also being reported to the Board of Directors and other organs of the Company and other Group companies on a regular basis.

Internal audit system (as of April 1, 2023)



Board of Directors and Executive Officers (As of June 27, 2023)

Director



Koji Ikeda

Representative Director and Chairman

April 1977 Joined Hiroshima Bank
April 2006 Executive Officer; General Manager, Fukuyama Sales Division, Hiroshima Bank
April 2008 Managing Executive Officer; General Manager, Fukuyama Sales Division, Hiroshima Bank
April 2009 Managing Executive Officer; General Manager, Management Planning Division, Hiroshima Bank
June 2009 Managing Director; General Manager, Management Planning Division, Hiroshima Bank
April 2011 Managing Director, Hiroshima Bank
June 2012 President (Representative Director), Hiroshima Bank
June 2018 Chairman (Representative Director), Hiroshima Bank
October 2020 Chairman (Representative Director), the Company (current position)
April 2022 Chairman, Hiroshima Bank (current position)



Toshio Heya

Representative Director and President

April 1983 Joined Hiroshima Bank
April 2008 General Manager, Hiroshima-Higashi Branch, Hiroshima Bank
April 2011 General Manager, Management Planning Division, Hiroshima Bank
April 2013 Executive Officer; General Manager, Head Office Business Department, Hiroshima Bank
April 2015 Managing Executive Officer; General Manager, Head Office Business Department, Hiroshima Bank
April 2016 Managing Executive Officer, Hiroshima Bank
June 2016 Director & Managing Executive Officer, Hiroshima Bank
June 2018 President (Representative Director), Hiroshima Bank
October 2020 President (Representative Director), the Company (current position)
April 2022 Director, Hiroshima Bank



Kazuo Kiyomune

Director & Senior Managing Executive Officer

April 1986 Joined Hiroshima Bank
October 2008 General Manager, Loan Business Planning Department of Banking Business Planning Division, Hiroshima Bank
April 2010 General Manager, Loan Business Planning Department of Loan Business Planning Division, Hiroshima Bank
April 2013 General Manager, Honkawa Branch, Hiroshima Bank
April 2015 General Manager, Otemachi Branch, Hiroshima Bank
April 2018 Executive Officer; General Manager, Kure Branch and Kure City Hall Sub-branch, Hiroshima Bank
April 2020 Managing Executive Officer, Hiroshima Bank
June 2020 Director & Managing Executive Officer, Hiroshima Bank
October 2020 Director & Managing Executive Officer, the Company
April 2022 Director & Senior Managing Executive Officer, the Company (current position)
President (Representative Director), Hiroshima Bank (current position)



Akira Ogi

Director & Senior Managing Executive Officer

April 1986 Joined Hiroshima Bank
April 2008 General Manager, Business Planning Department of Banking Business Planning Division, Hiroshima Bank
April 2013 General Manager, Hiro Branch, Hiroshima Bank
April 2015 General Manager, Personnel & General Affairs Division, Hiroshima Bank
April 2016 General Manager, Management Planning Division, Hiroshima Bank
April 2017 Executive Officer; General Manager, Management Planning Division, Hiroshima Bank
October 2018 Managing Executive Officer, Hiroshima Bank
June 2019 Director & Managing Executive Officer, Hiroshima Bank
April 2020 Director & Senior Managing Executive Officer, Hiroshima Bank
October 2020 Director & Senior Managing Executive Officer, the Company (current position)
April 2022 Director & Senior Managing Executive Officer (Representative Director), Hiroshima Bank (current position)



Fumitsugu Kariyada

Director & Managing Executive Officer

April 1987 Joined Hiroshima Bank
June 2007 General Manager, Planning Department of Management Planning Division, Hiroshima Bank
April 2012 General Manager, Furuchi Branch, Hiroshima Bank
April 2014 Deputy General Manager, Banking Business Planning Division, Hiroshima Bank
April 2015 General Manager, Banking Business Planning Division, Hiroshima Bank
April 2018 Executive Officer; General Manager, Tokyo Branch, Hiroshima Bank
April 2020 Managing Executive Officer, Hiroshima Bank; Advisor, Hirogin Securities
June 2020 President (Representative Director), Hirogin Securities (current position)
October 2020 Director & Managing Executive Officer, the Company (current position)



Yoshinori Shinmen

External New appointment

Director

April 1980 Joined Bank of Japan
March 2007 General Manager, Kyoto Branch, Bank of Japan
July 2009 Internal Auditor, Bank of Japan
November 2010 Consultant, The Securities Analysts Association of Japan
October 2011 Director-General, The Securities Analysts Association of Japan
August 2015 Chair, The Securities Analysts Association of Japan
August 2017 Director, The Securities Analysts Association of Japan
June 2020 External Director, Hiroshima Bank
June 2023 External Director, the Company (current position)



Tatsuro Kumano

New appointment

Director (Audit and Supervisory Committee Member)

April 1988 Joined Hiroshima Bank
October 2011 Associate General Manager, Personnel Planning Department, Personnel & General Affairs Division, Hiroshima Bank
April 2014 General Manager, Furuchi Branch, Hiroshima Bank
April 2016 General Manager, Official Business Sales Department, Hiroshima Bank
April 2019 General Manager, Yokogawa Branch, Hiroshima Bank
April 2021 Senior General Manager, Risk Management Division, Hiroshima Bank
June 2021 Full-time Audit & Supervisory Board Member, Hiroshima Bank
June 2023 Director (Audit and Supervisory Committee Member), the Company (current position)



Satoshi Miura

External

Director (Audit and Supervisory Committee Member)

June 1996 Senior Vice President and Head of Personnel, NIPPON TELEGRAPH AND TELEPHONE CORPORATION
June 2002 President and Representative Director, Nippon Telegraph and Telephone East Corporation
June 2007 President & CEO, NIPPON TELEGRAPH AND TELEPHONE CORPORATION
June 2012 Chairman of the Board, NIPPON TELEGRAPH AND TELEPHONE CORPORATION
June 2016 External Director, Hiroshima Bank
June 2018 Special Advisor, NIPPON TELEGRAPH AND TELEPHONE CORPORATION (current position)
October 2020 External Director (Audit and Supervisory Committee Member), the Company (current position)



Hiroko Tani

External

Director (Audit and Supervisory Committee Member)

August 1989 Registered as a certified public accountant
June 2004 Employee of KPMG AZSA & Co. (currently KPMG AZSA LLC)
July 2018 Representative, Tani Certified Public Accountant Office (current position)
July 2019 Representative Partner, Choshu Audit Corporation
June 2020 External Member of the Board of Directors (Audit & Supervisory Committee Member), Kyushu Electric Power Co., Inc.
June 2022 External Director (Audit and Supervisory Committee Member), the Company (current position)



Toshiaki Kitamura

External

Director (Audit and Supervisory Committee Member)

April 1983 Joined Fujitsu Limited
July 2000 Associate Professor, Center for Information and Multimedia Studies, Kyoto University
April 2002 Professor, Department of Computer and Network Engineering, Faculty of Information Sciences, Hiroshima City University
April 2014 Guest Senior Researcher, Green Computing Systems Research Organization, Waseda University (Guest Professor, Research Council) (current position)
June 2016 Fellow, Oscar Technology Corporation
July 2016 Professor emeritus, Hiroshima City University (current position)
June 2022 External Director (Audit and Supervisory Committee Member), the Company (current position)

Executive Officers

Shinichi Fukamachi
Managing Executive Officer

Shinichi Yokomi
Managing Executive Officer

Kenichiro Fujii
Executive officers

Susumu Kodama
Executive officers

Toshihide Horii
Executive officers