

FY2025 Interim Financial Results and Progress on the Mid-term Plan

November 13, 2025



01	Progress on the Mid-term Plan “Aozora 2027”	2	03	Progress on the Mid-term Plan “Aozora 2027” (data updates)	27
	Key points	3			
	Progress on the Mid-term Plan “Aozora 2027” —KPIs—	4			
	Progress on the Mid-term Plan “Aozora 2027” —Alliance with Daiwa Securities Group—	5	04	Capital Policy	38
	Enhancing corporate value	6			
02	FY2025 Interim Financial Results Overview	7	05	Appendix	41
	Interim financial highlights	8			
	P/L	9			
	Balance sheet	18			
	Capital adequacy ratio	25			
	Group companies	26			

(Note) “1Q” refers to the period from April to June, “2Q” refers to the period from July to September, “3Q” refers to the period from October to December, “4Q” refers to the period from January to March, “1H” and “interim” refer to the period from April to September, and “2H” refers to the period from October to March.



Progress on the Mid-term Plan “Aozora 2027”

Progress on the Mid-term Plan “Aozora 2027”

1 Strategic Investments Business

- Domestic earning assets* expanded in light of the return to positive interest rates in Japan
- Non-interest income increased, mainly driven by growth in LBO finance and fund investments given increased M&A activity

2 Alliance with Daiwa Securities Group

- The positive impact was approximately 2.1 billion yen on a contract basis, against the full-year plan of 3.3 billion yen on a business profit basis
- In the corporate business, transactions with new customers expanded due to increased referrals. The growth of our pipeline is accelerating
- In the retail business, we began the sale of Daiwa's fund wraps in October, and reached the planned AUM of 15 billion yen for FY2025 in just one month

3 GMO Aozora Net Bank

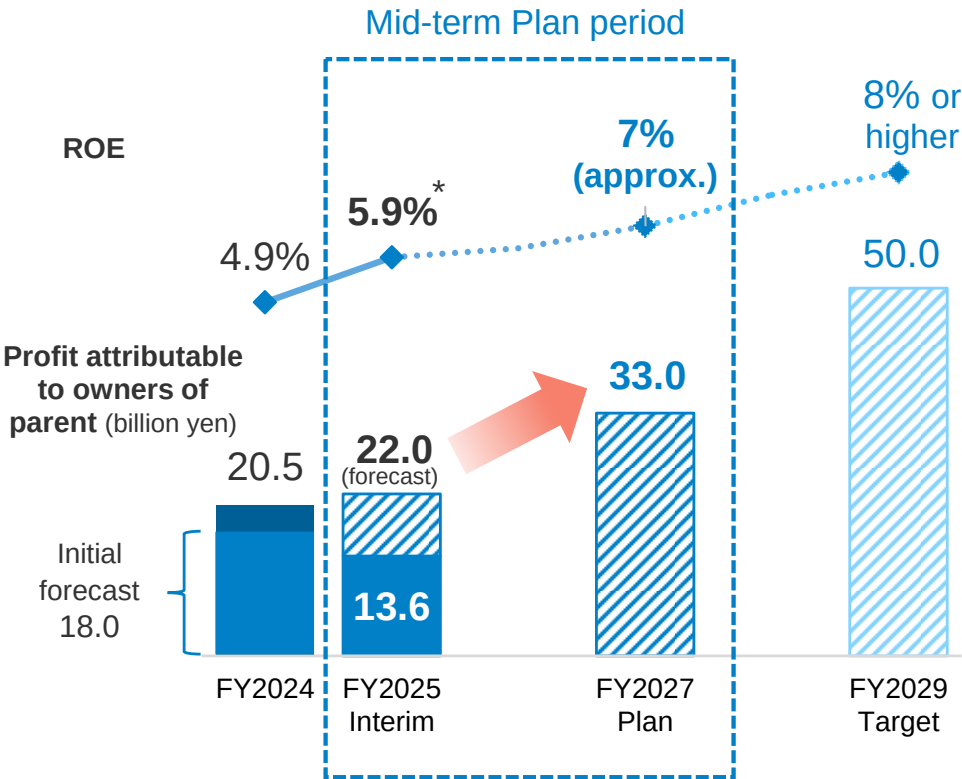
- The number of corporate accounts exceeded 200,000 and deposits also exceeded 1 trillion yen
- Expanded BaaS offerings for corporate customers (e.g. 01 Bank, Ltd., a wholly-owned subsidiary of Senshu Ikeda Holdings, Inc.)
- Net income for the interim period turned positive for the first time since the start of its business in 2018

* Total of loans and securities (excluding loans to the government, government bonds, etc.)

Progress on the Mid-term Plan “Aozora 2027” —KPIs—

KPIs	ROE	Profit attributable to owners of parent	CET1 ratio	Earning assets
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ROE and profit attributable to owners of parent

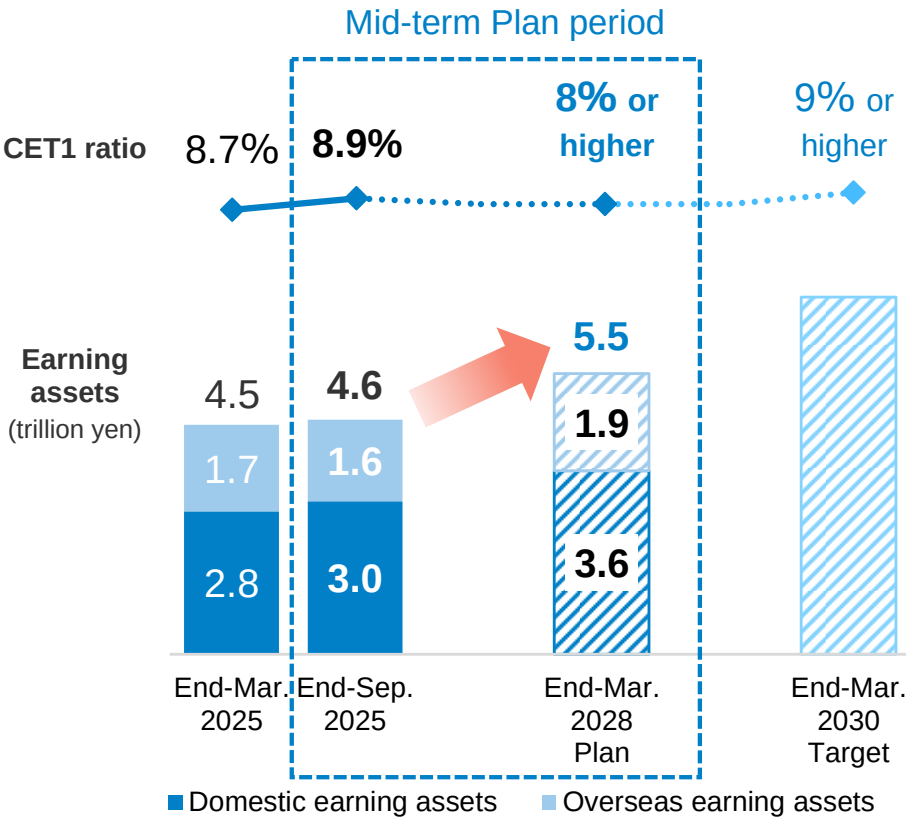


* Annualized basis

Steady profit growth

The Aozora Group’s profit growth was driven by the growth of the **Strategic Investments Business** and **GMO Aozora Net Bank**

CET1 ratio and earning assets



Expansion of earning assets

The alliance with **Daiwa Securities Group** also contributed to asset expansion mainly in the **Strategic Investments Business** serving as a growth driver

Progress on the Mid-term Plan “Aozora 2027” —Alliance with Daiwa Securities Group—

Major areas of collaboration

Corporate business

Corporate (incl. support for growing companies)

M&A

Other (asset finance, trust business, etc.)

Real estate-related business

Retail business

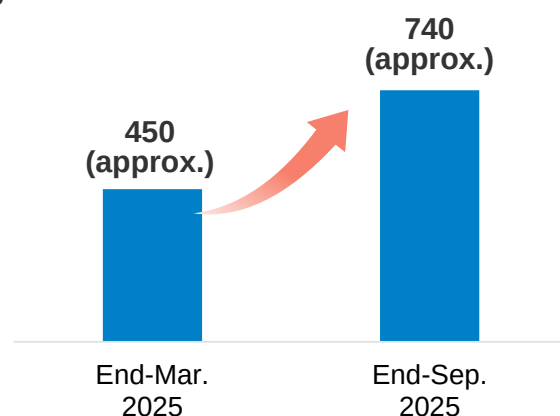
Wealth management

Positive impact of alliance*1

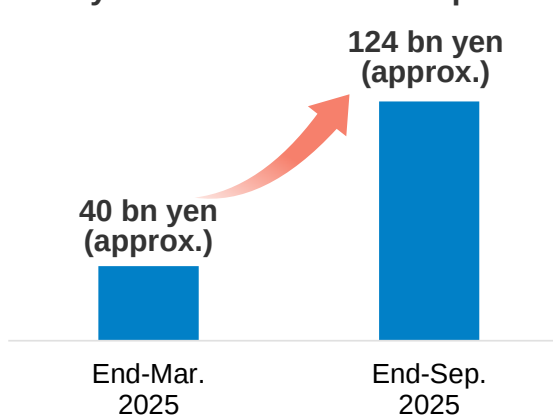
	FY2025 Interim	FY2025 Plan	FY2027 Targets
Net revenue	Approx. 1.2 bn yen	3.3 bn yen	10.0 bn yen
Financing amount (total)	Approx. 124.0 bn yen	233.0 bn yen	730.0 bn yen
Fund wrap balances (total)	-	15.0 bn yen	80.0 bn yen

- The positive impact was approximately 2.1 billion yen on a contract basis, against the full-year plan of 3.3 billion yen
- The number of information sharing agreements*2 received by both companies significantly increased to approximately 740. A total of 74 new contracts have been executed
- The lead time for contract signing has been significantly reduced for referred customers, compared to new customers without referral
- We began the sale of fund wrap “Aozora Mirai Irodori Wrap” offered by Daiwa Securities on October 1, and **reached** the planned AUM of **15 billion yen** for FY2025 in just one month

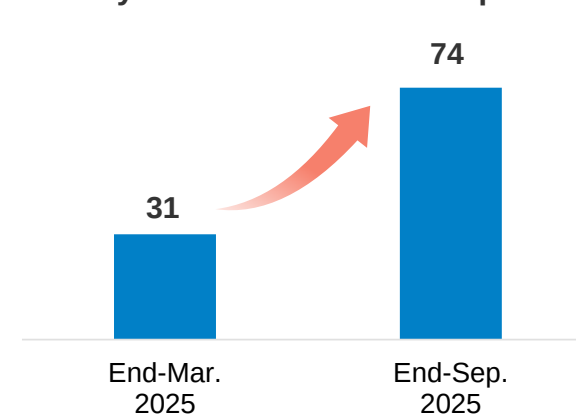
Number of information sharing agreements*2 received



Total financing provided for customers referred by Daiwa Securities Group



Number of new contracts (total) for customers referred by Daiwa Securities Group

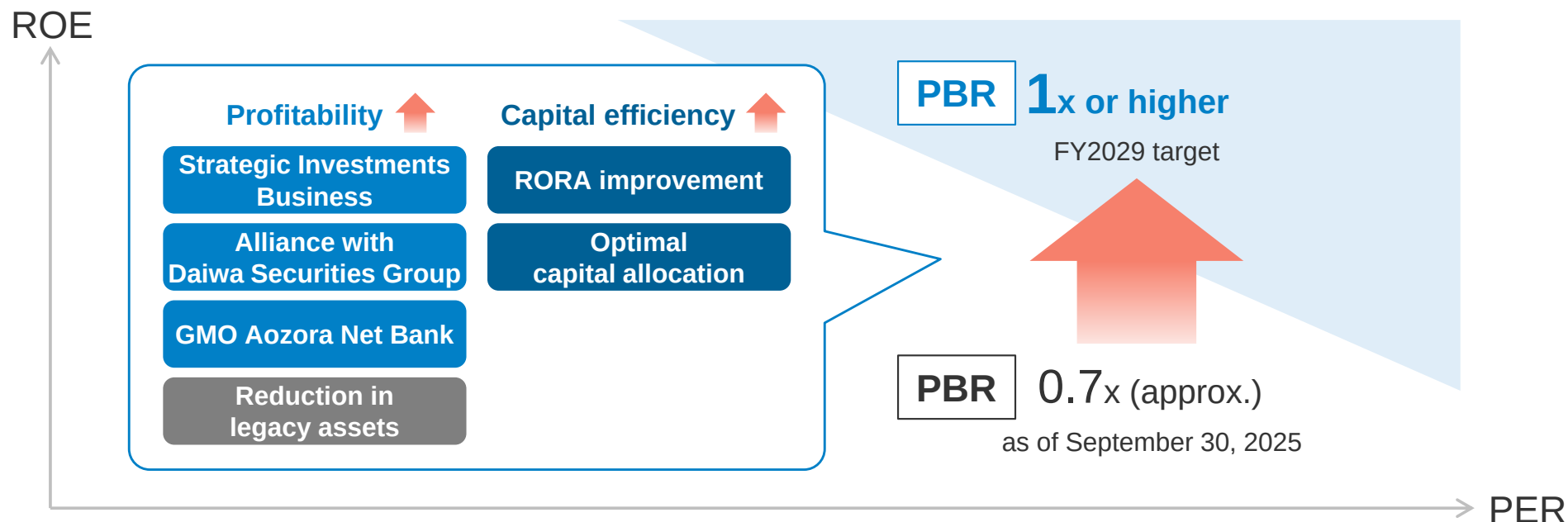


*1 Integrated disclosure of corporate and retail businesses performance, reflecting the increased collaborations between the two businesses driven by the progress of the alliance

*2 In accordance with the firewall regulations between securities firms and banks, the information sharing agreements are obtained from customers in advance of customer referrals between the two companies.

Enhancing corporate value

Aozora Mission: Contribute to the development of society through the creation of new value-added financial services



	FY2024	FY2025 Interim	FY2027 Plan	FY2029 Targets
Profit attributable to owners of parent	20.5 bn yen	13.6 bn yen/ 22.0 bn yen	33.0 bn yen	50.0 bn yen
ROE	4.9%	5.9%* ²	Approx. 7%	8% or higher
CET1 ratio	8.7%	8.9%	8% or higher	9% or higher
Earning assets* ¹	4.5 tn yen	4.6 tn yen	5.5 tn yen	-
Impact of alliance with Daiwa (business profit basis)	-	Approx. 1.2 bn yen/ 3.3 bn yen	+10.0 bn yen	-

*1 Total of loans and securities (excluding loans to the government, government bonds, etc.)

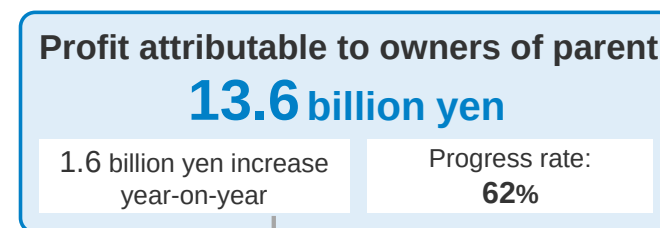
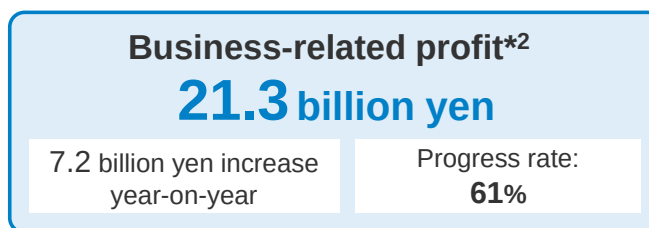
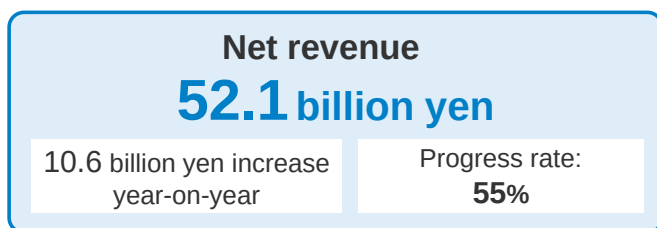
*2 Annualized basis



FY2025 Interim Financial Results Overview

Interim financial highlights

- Domestic earning assets*¹ increased by approximately 220 billion yen compared to March 31, 2025, mainly driven by our Strategic Investments Business
- Net revenue and net earnings both made strong progress towards the earnings forecasts, driven by growth in domestic net interest income and non-interest income



*1 Total of loans and securities (excluding loans to the government, government bonds, etc.)

*2 Business profit + Gains/losses on stock transactions, etc. (Gains/losses on stock transactions, etc. = Gains/losses on stock transactions + Gains/losses on equity derivatives)

4 billion yen increase, excluding the one-time gain from the liquidation of an overseas subsidiary recorded in the previous year

Business updates

Strategic Investments Business

- Domestic earning assets expanded mainly in corporate loans and LBO finance
- Non-interest income increased significantly mainly due to the strong performance of LBO finance as well as fund investments

Alliance with Daiwa Securities Group

- The overall positive impact of the alliance was approximately 1.2 billion yen on a business profit basis in 1H of FY2025. In our corporate business, the financing amount totaled approximately 124 billion yen as the alliance began producing results in a range of areas. In our retail business, we began the sale of Daiwa's fund wraps in October, and reached the planned AUM of 15 billion yen for FY2025 in just one month

GMO Aozora Net Bank

- Net revenue increased, exceeding its plan, mainly driven by fee income. Its net income for the interim period turned positive for the first time

2Q dividend

22 yen / share (+3 yen yoy)

Dividend per share

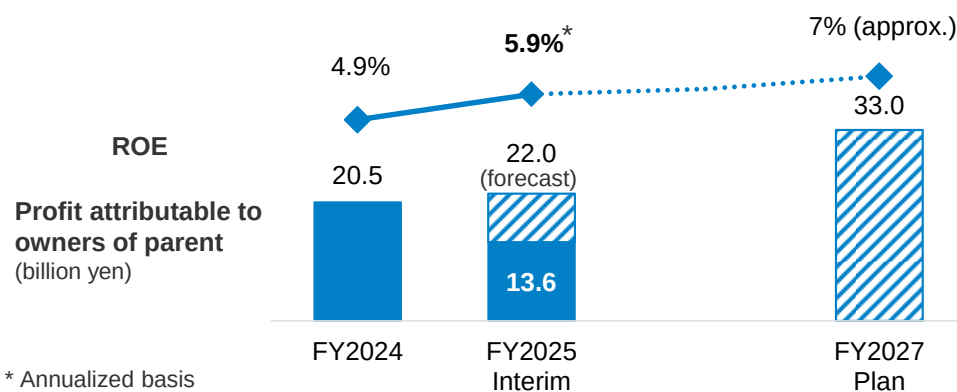
	1Q	2Q	3Q	4Q	Full-year
Current forecast (FY2025)					88 yen
Dividend payment (FY2025)	22 yen	22 yen	-	-	-

(billion yen)	FY2024 Interim A	FY2025 Interim B	Change B - A	FY2025 Forecast	Progress
Net revenue	41.4	52.1	+10.6	95.0	54.9%
Net interest income	24.7	24.3	-0.4		
Non-interest income	16.7	27.8	+11.1		
General & administrative expenses	-30.3	-32.1	-1.7		
Gains/losses on equity method investments	1.2	1.0	-0.1		
Business profit	12.3	21.0	+8.7	32.0	65.8%
Credit-related expenses	-3.6	-6.0	-2.4		
Gains/losses on stock transactions	1.8	0.5	-1.3		
Ordinary profit	9.9	15.3	+5.3	30.0	51.3%
Extraordinary profit/loss	3.1	-0.0	-3.1		
Profit before income taxes	13.1	15.3	+2.2		
Taxes	-1.9	-1.6	+0.2		
Profit/loss attributable to non-controlling interests	0.7	-0.1	-0.8		
Profit attributable to owners of parent	11.9	13.6	+1.6	22.0	61.9%
<Reference>				Plan	
Business-related profit	14.1	21.3	+7.2	35.0	61.1%

Strong domestic business performance towards achieving FY2025 earnings forecasts

- 1 Net revenue progressed strongly driven by growth in non-interest income, mainly from the Strategic Investments Business, as well as in domestic net interest income
- 2 G&A expenses were managed within the budget while we remained focused on investments in human capital. As a result, business profit and business-related profit progressed strongly
- 3 Necessary provisions were made, mainly for U.S. office loans (see page 21)
- 4 Profit attributable to owners of parent increased 14% year-on-year, 62% progress towards the earnings forecast

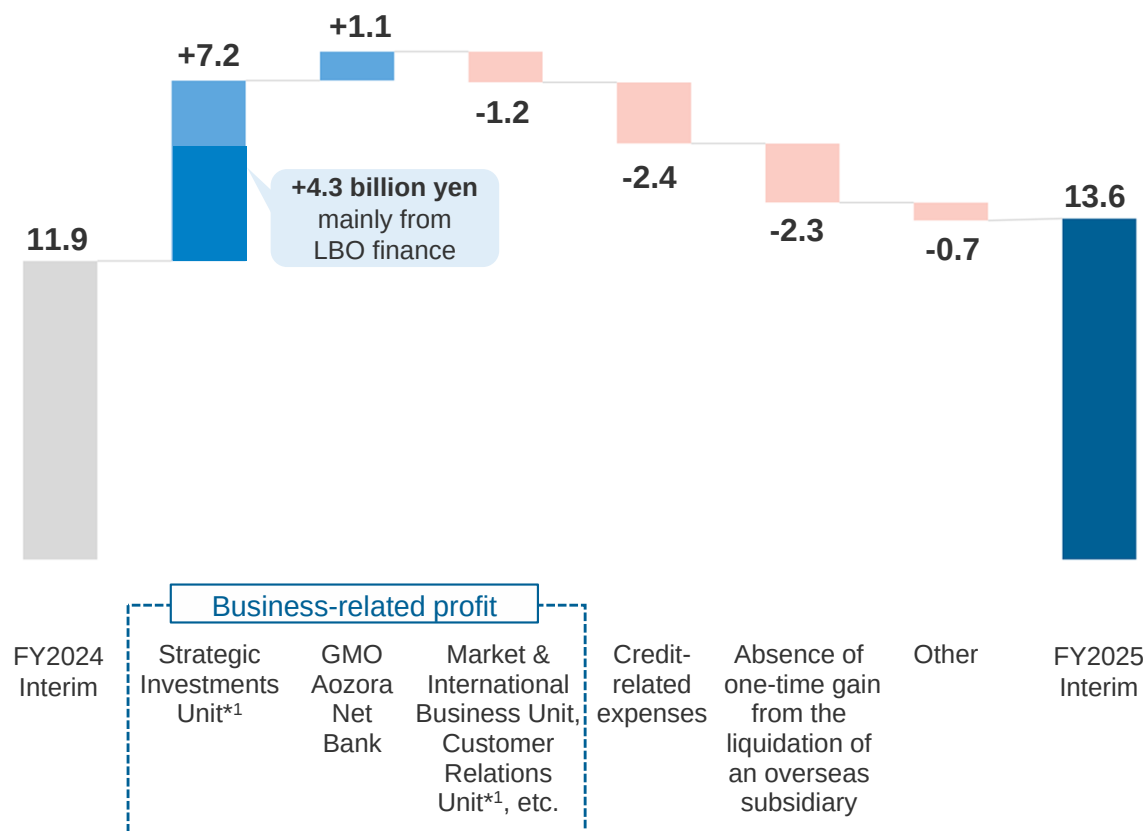
Profit attributable to owners of parent and ROE



Major factors for changes in profit attributable to owners of parent

(FY2024 interim vs FY2025 interim)

(billion yen)



Business-related profit by segment*2

(billion yen)	FY2024 Interim A	FY2025 Interim B	Change A - B	FY2025 Plan	Progress
Strategic Investments Unit	13.7	20.9	+7.2	26.7	79%
Market & International Business Unit	5.6	5.1	-0.5	10.6	48%
Customer Relations Unit	1.0	0.4	-0.5	0.3	133%
GMO Aozora Net Bank	-0.9	0.2	+1.1		
Other	-5.2	-5.4	-0.1		
Total	14.1	21.3	+7.2	35.0	61%

*1 The Bank's business groups were reorganized into the following three units from FY2025: "Strategic Investments Unit," "Market & International Business Unit," and "Customer Relations Unit."

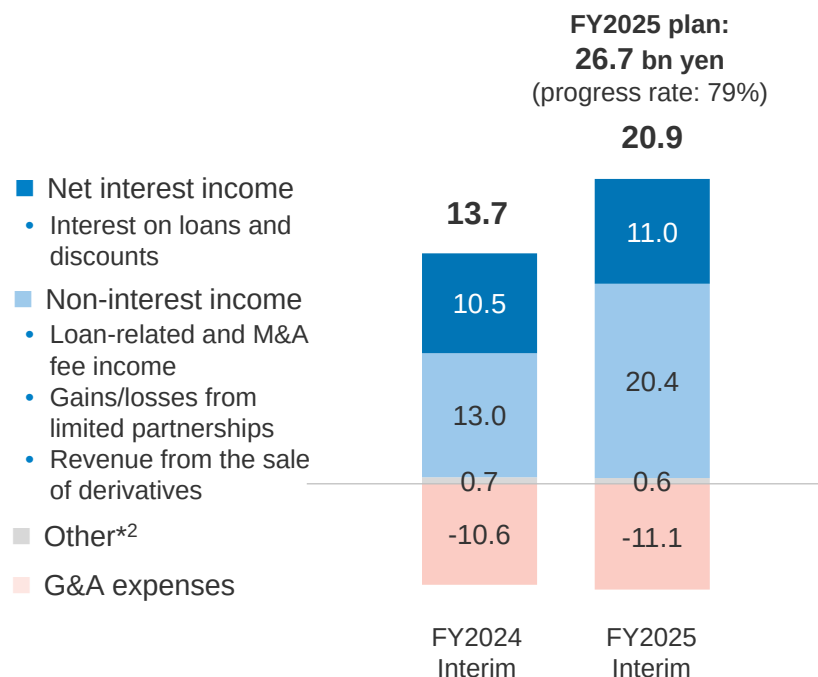
*2 Management accounting basis. "Other" includes (i) business-related profit not included in the business units (e.g. G&A expenses not allocated to each unit, gains/losses on the sale of equities not included in any units), (ii) gains on the sale of equities held solely for investment purposes, and (iii) revenue adjustment related to funding contribution.

Business-related profit represented 79% progress towards the FY2025 plan

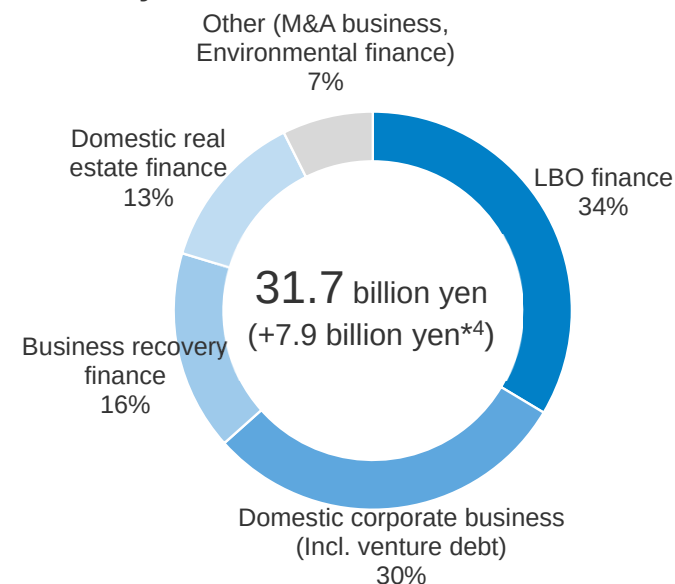
- LBO finance and corporate loans were the major contributors to an increase in domestic net interest income
- Non-interest income increased, mainly driven by loan-related fee income from LBO financing transactions as well as gains from limited partnerships associated with exit transactions for NPLs and buyouts

Business-related profit

(billion yen)



Net revenue by business^{*3}



Major businesses in the Strategic Investments Unit

- ◆ LBO finance
 - ◆ Environmental finance
 - ◆ Domestic real estate finance
 - ◆ Business recovery finance
 - ◆ Domestic corporate business
 - ◆ M&A / business succession advisory services
 - ◆ Venture debt
 - ◆ Equity investments with a primary focus on engagement
- ◆ ... Areas of collaboration with Daiwa Securities Group

^{*1} Management accounting basis

^{*2} "Other" included "Gains/losses on stock transactions, etc." and "Amount of revenue commensurate with the degree of contribution related to funding activity." Starting from FY2025, the amount of revenue commensurate with the degree of contribution related to funding activity, which is a growth base in "Aozora 2027," was included in net revenue of each unit. (Results for FY2024 have been revised retrospectively.)

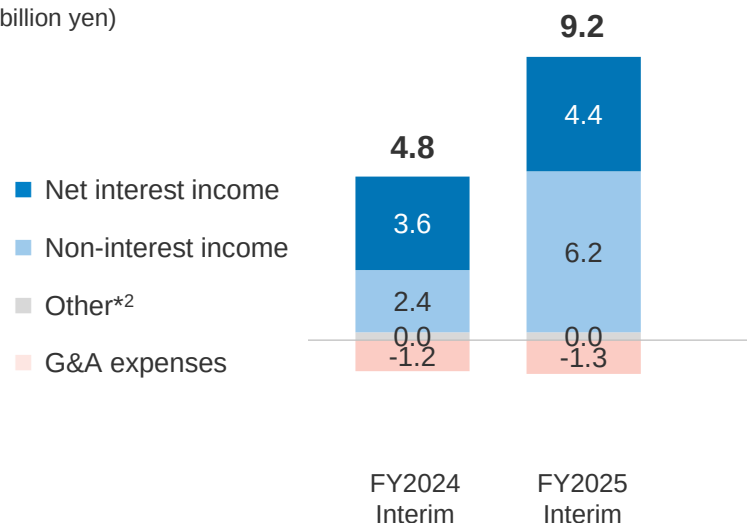
^{*3} Based on the net revenue for each business group

^{*4} Year-on-year comparison

Business-related profit in major business groups

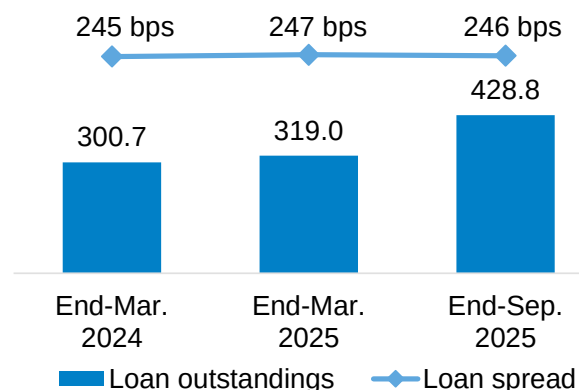
Acquisition & Structured Finance Group (LBO finance)

(billion yen)



Loan outstandings and spread*³

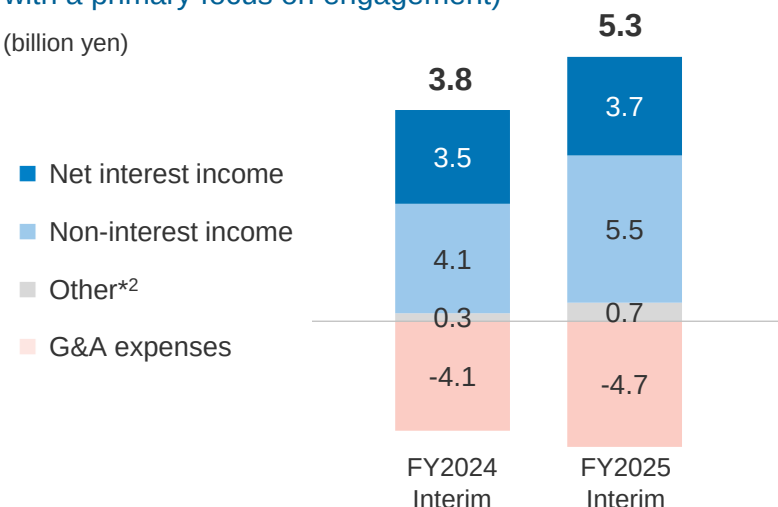
(billion yen)



Corporate Business Group

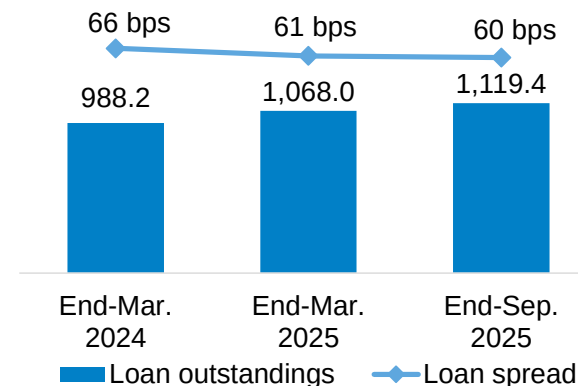
(domestic corporate business, venture debt, equity investments with a primary focus on engagement)

(billion yen)



Loan outstandings and spread*³

(billion yen)



*1 Management accounting basis

*2 "Other" included "Gains/losses on equity method investments," "Gains/losses on stock transactions, etc.," and "Amount of revenue commensurate with the degree of contribution related to funding activity." Starting from FY2025, the amount of revenue commensurate with the degree of contribution related to funding activity, which is a growth base in "Aozora 2027," was included in net revenue of each unit. (Results for FY2024 have been revised retrospectively.)

*3 Loan outstandings and spread for each business group (excl. NPLs)

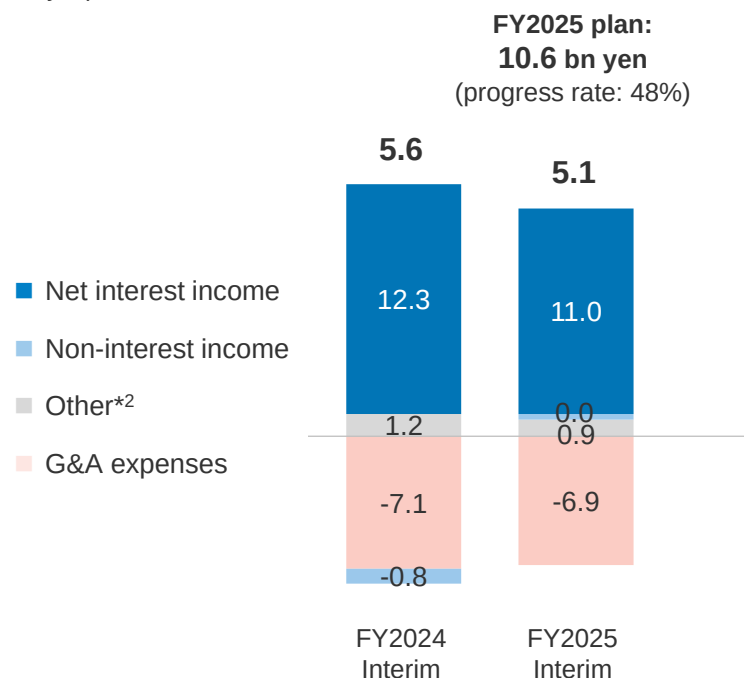
Results by business segment*¹ —Market & International Business Unit—

P/L

The Market & International Business Unit advanced portfolio restructuring in line with the Bank's risk appetite policy to secure stable returns

Business-related profit

(billion yen)

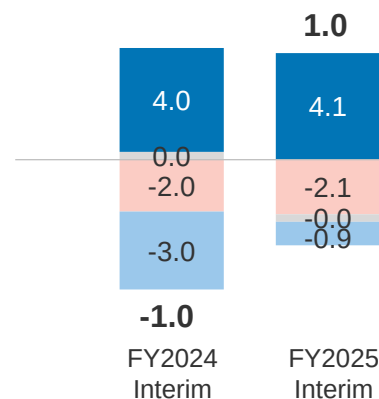


Major businesses in the Market & International Business Unit

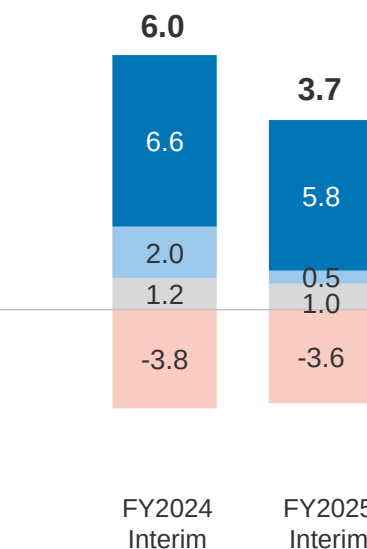
- ◆ ALM & securities
- ◆ Overseas corporate loans (North America & Europe)
- ◆ Overseas real estate non-recourse loans (North America)

Business-related profit in major business groups

Financial Markets Group (ALM & securities) (billion yen)



International Business Group (overseas corporate loans) (billion yen)



*1 Management accounting basis

*2 "Other" included "Gains/losses on equity method investments," "Gains/losses on stock transactions, etc.," and "Amount of revenue commensurate with the degree of contribution related to funding activity." Starting from FY2025, the amount of revenue commensurate with the degree of contribution related to funding activity, which is a growth base in "Aozora 2027," was included in net revenue of each unit. (Results for FY2024 have been revised retrospectively.)

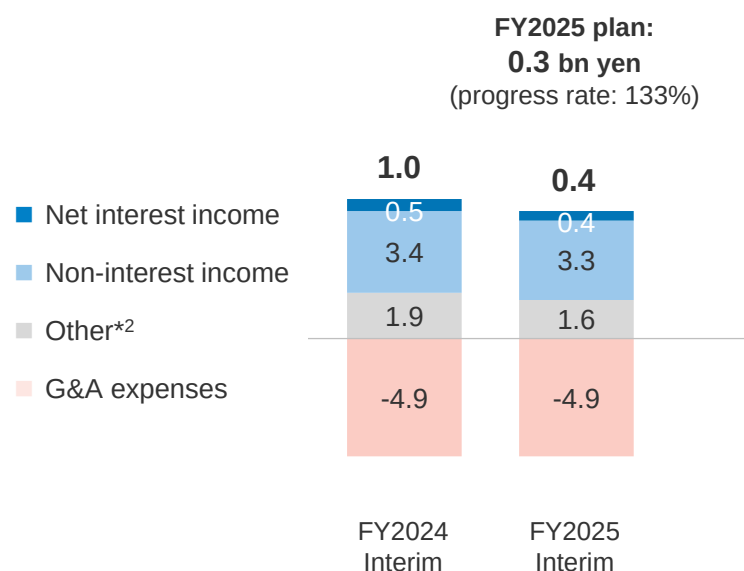
Results by business segment*¹ —Customer Relations Unit—

P/L

The Customer Relations Unit generated revenue by increasing AUM balances while contributing as the funding platform that underpins the Aozora Group's business expansion

Business-related profit

(billion yen)



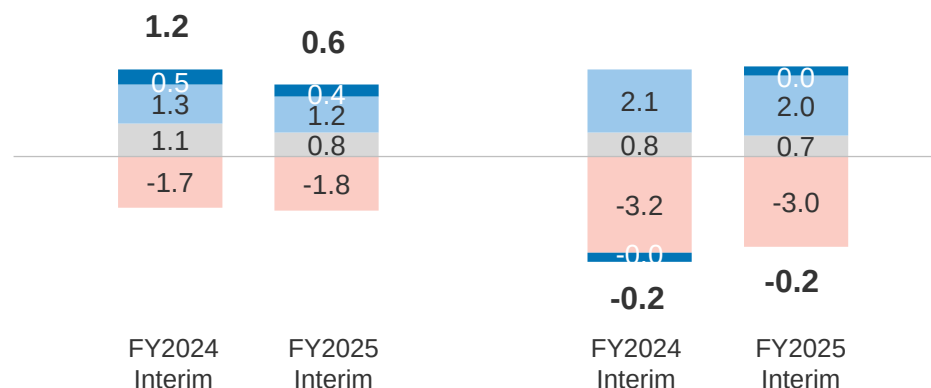
Major businesses in the Customer Relations Unit

- ◆ Financial institutions business
(financial institution network, asset securitization business)
- ◆ Retail banking business
(deposits, wealth management business)

Business-related profit in business groups

Allied Banking Group
(financial institutions business)
(billion yen)

Retail Banking Group
(retail banking business)
(billion yen)



*1 Management accounting basis

*2 "Other" included "Gains/losses on equity method investments," "Gains/losses on stock transactions, etc.," and "Amount of revenue commensurate with the degree of contribution related to funding activity." Starting from FY2025, the amount of revenue commensurate with the degree of contribution related to funding activity, which is a growth base in "Aozora 2027," was included in net revenue of each unit. (Results for FY2024 have been revised retrospectively.)

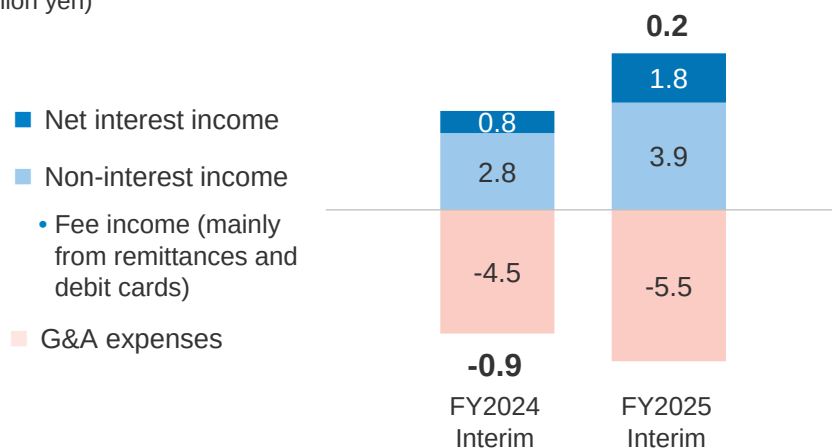
Results by business segment —GMO Aozora Net Bank—

P/L

GMO Aozora Net Bank achieved positive net income in 1H for the first time, driven by an increase in fee income reflecting the expansion of the number of corporate accounts

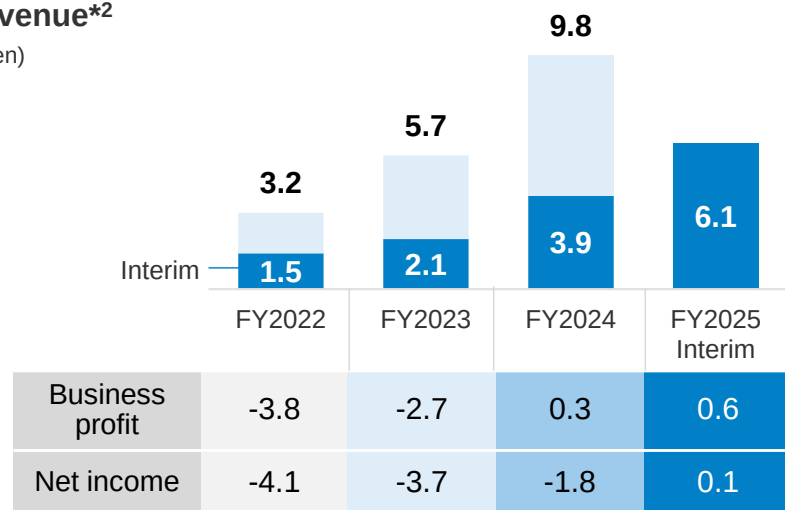
Business-related profit*1

(billion yen)

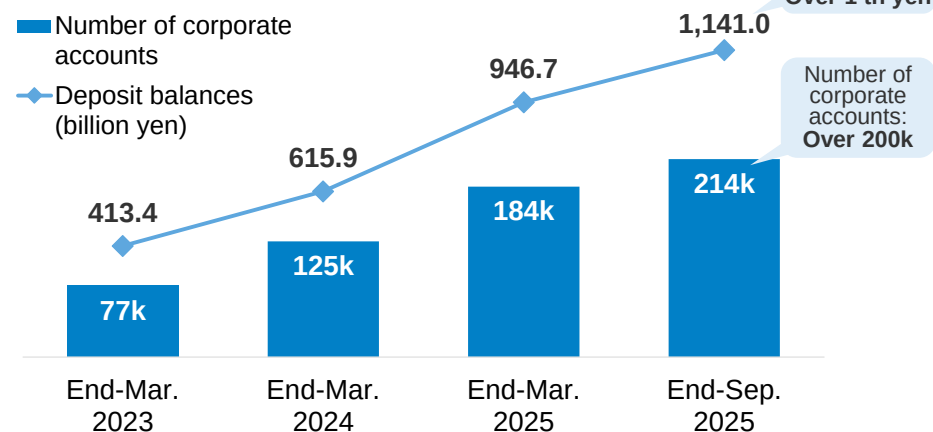


Net revenue*2

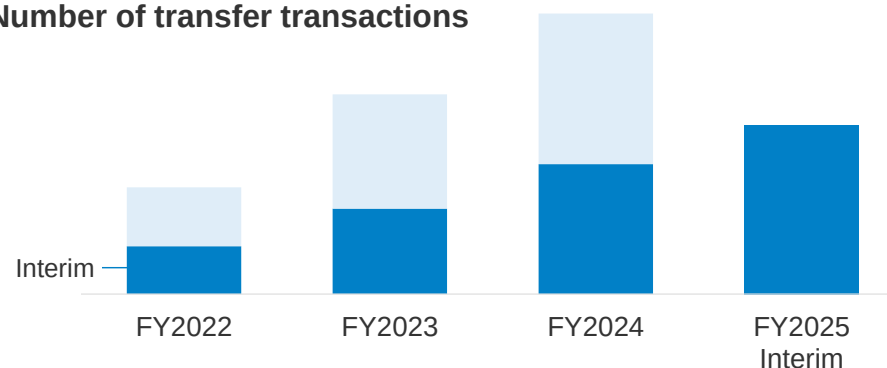
(billion yen)



Number of corporate accounts and deposit balances

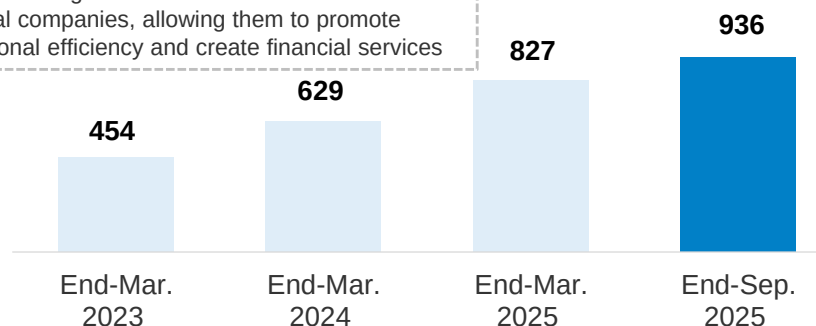


Number of transfer transactions



Total number of “BaaS byGMO Aozora” contracts

A standalone service that offers GMO Aozora Net Bank's banking functions to financial and non-financial companies, allowing them to promote operational efficiency and create financial services



*1 Management accounting basis

*2 GMO Aozora Net Bank's non-consolidated results

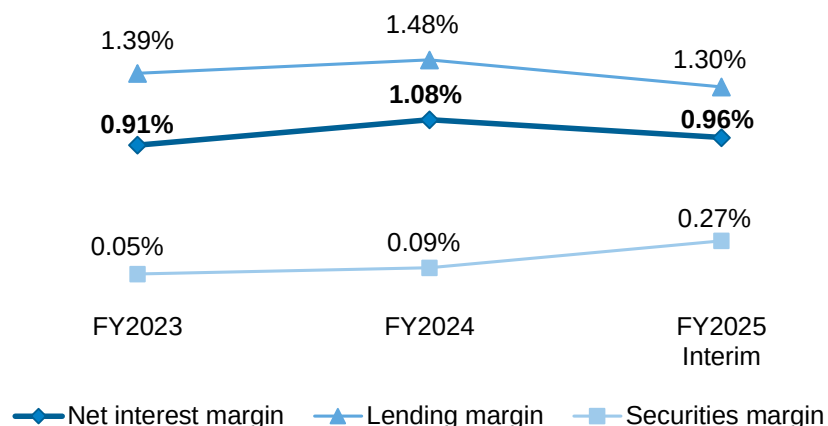
(billion yen)	FY2024 Interim A	FY2025 Interim B	Change B - A
Net interest income	24.7	24.3	-0.4
Domestic*	11.0	16.2	+5.2
Overseas*	13.7	8.0	-5.6
Interest income	81.7	78.8	-2.9
Incl. interest on loans and discounts	66.3	59.0	-7.2
Incl. interest and dividends on securities	10.4	12.7	+2.3
Interest expenses	-56.9	-54.4	+2.5
Incl. interest on deposits and NCDs	-6.3	-14.1	-7.8
Incl. repurchase interest, etc.	-8.2	-8.0	+0.2
Incl. interest on swaps	-38.1	-26.9	+11.2

* "Domestic" and "Overseas" were redefined during the FY2025 interim period. Based on the new definition, 1Q results were 7.6 billion yen in "Domestic" and 3.9 billion yen in "Overseas."

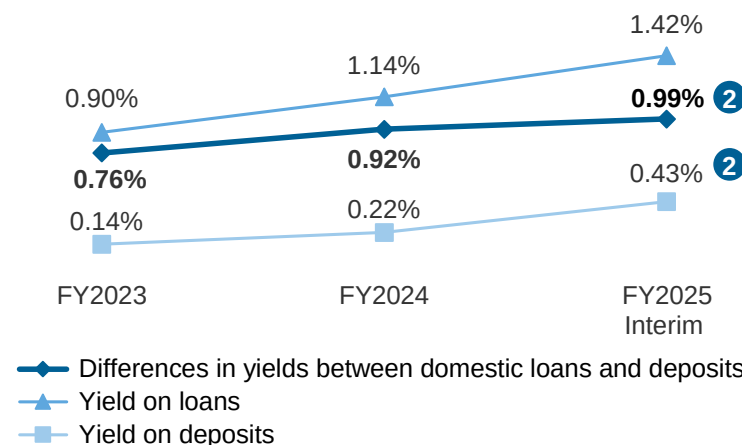
Overall net interest income was almost even compared to the previous year, but increased significantly domestically

- Domestic net interest income significantly increased due to higher yen interest rates and an increase in domestic loan outstandings, while overseas net interest income declined due to a decrease in loans and tighter spreads
- Differences in yields between domestic loans and deposits expanded
 - Interest rates on deposits were managed within the planned levels

Net interest margin, lending margin and securities margin



Differences in yields between domestic loans and deposits



(billion yen)	FY2024 Interim A	FY2025 Interim B	Change B - A
Non-interest income	16.7	27.8	+11.1
Net fees and commissions	10.4	15.7	+5.3
Incl. loan-related fee income	3.8	6.9	+3.1
Incl. GMO Aozora Net Bank fee income	2.6	3.8	+1.2
Incl. investment trust fee income	2.1	2.4	+0.2
Incl. M&A fee income	0.3	0.7	+0.3
Net trading revenues	1.3	1.5	+0.1
Net other ordinary income	4.8	10.5	+5.6
Incl. gains/losses on bond transactions	2.3	0.7	-1.6
Incl. gains/losses from limited partnerships*	5.6	9.5	+3.8
Real estate/ Distressed loan-related	2.6	5.6	+2.9
Buyout/venture-related	1.5	2.6	+1.0
Other	1.4	1.2	-0.1
Gains/losses on stock transactions	1.8	0.5	-1.3
Incl. gains/losses on equity investments	0.8	0.5	-0.3
Gains/losses on equity method investments	1.2	1.0	-0.1

* From FY2024 4Q results, gains/losses from limited partnerships include part of the gains/losses recorded by Aozora Loan Services

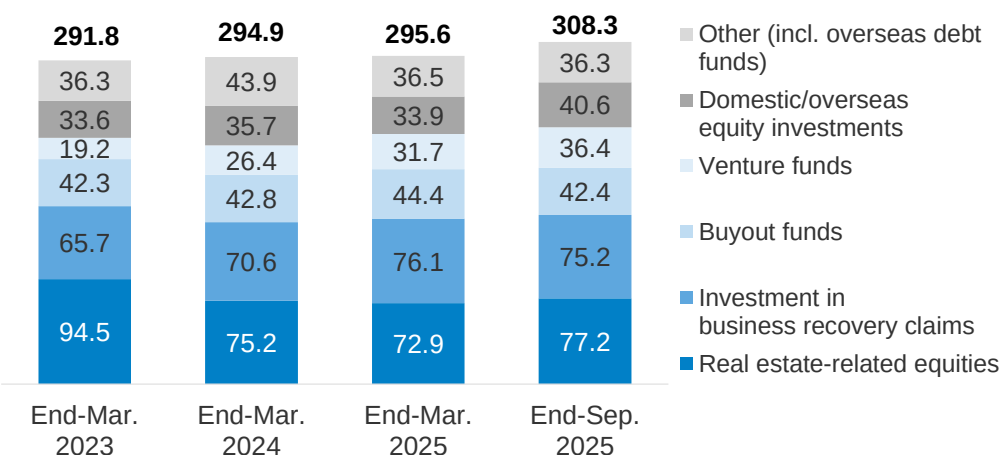
Aozora's FY2025 interim results include 15% of OCB's net profit (incl. goodwill amortization) recorded in Jan-Jun. 2025.

Non-interest income significantly increased, primarily driven by fee income and gains/losses from limited partnerships

- 1 Net fees and commissions increased due to growth in loan-related fee income, mainly associated with LBO finance, as well as GMO Aozora Net Bank's increased profitability
- 2 Gains/losses from limited partnerships increased due to growth in gains from exit transactions associated with NPLs and buyouts

<Reference> Equity investments*

(billion yen)



* Management accounting and mark-to-market basis. Investment income includes gains/losses from limited partnership, gains/losses on stock transactions, and interest and dividends on securities.

—Orient Commercial Joint Stock Bank— Aozora's equity method affiliate (Vietnam)



(billion yen)	Jan. -Jun. 2024 A	Jan. -Jun. 2025 B	Change B - A
Net profit *	9.6	8.7	-0.9

* Uses an exchange rate of 0.0058 yen per 1 Vietnamese dong

Total assets: 8.1 trillion yen

Vs. March 31, 2025

+403.1 bn yen

Loans

4.1 tn yen

-43.4 bn yen

Domestic	2.9 tn yen	+21.1 bn yen
Overseas (overseas ratio)	1.2 tn yen (30%)	-64.6 bn yen

Deposit, etc.*

6.5 tn yen

+230.1 bn yen

* Incl. NCDs, borrowed money (excl. borrowings from the BOJ), and bonds

Securities

1.4 tn yen +46.3 bn yen

Other

(current assets, etc.)

2.6 tn yen

+400.2 bn yen

Other

1.1 tn yen +159.3 bn yen

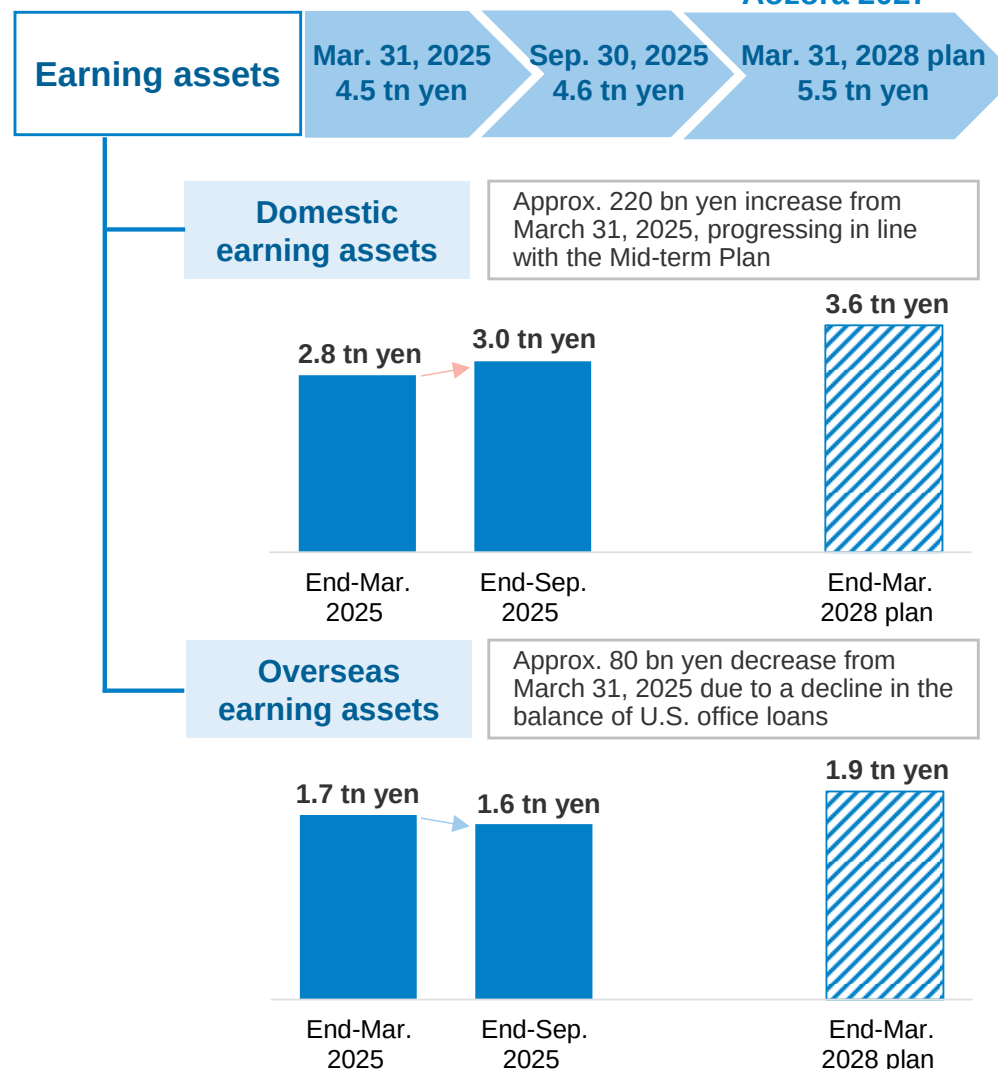
Net assets

0.4 tn yen +13.6 bn yen

Earning assets*

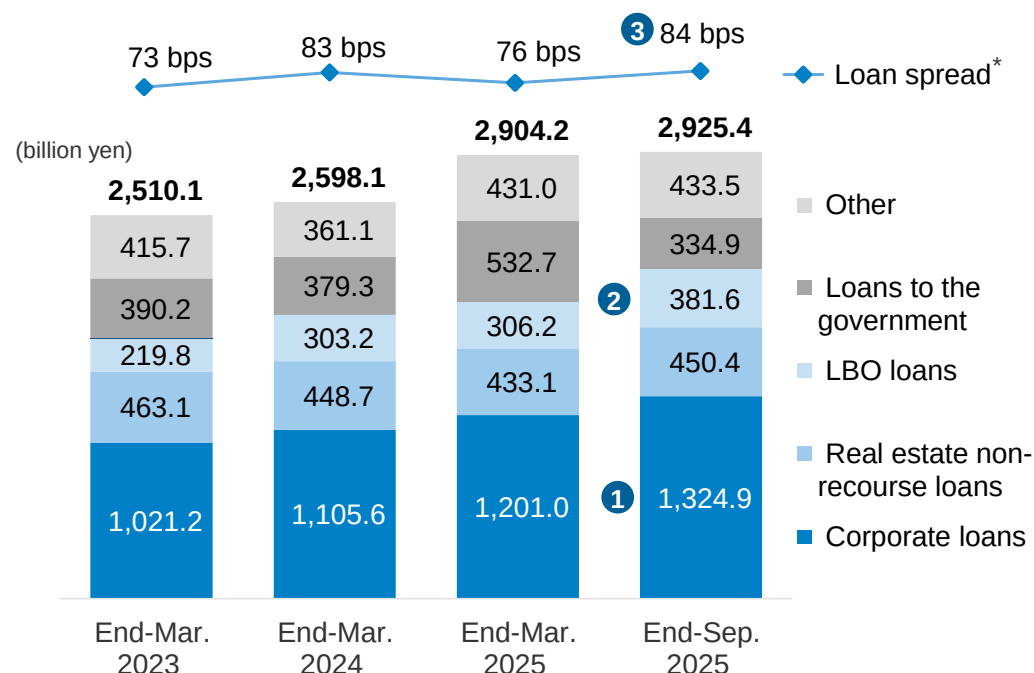
Total of loans and securities (excl. loans to the government, government bonds, etc.)

Aozora 2027



* Management accounting basis

Domestic loan outstandings and loan spread*

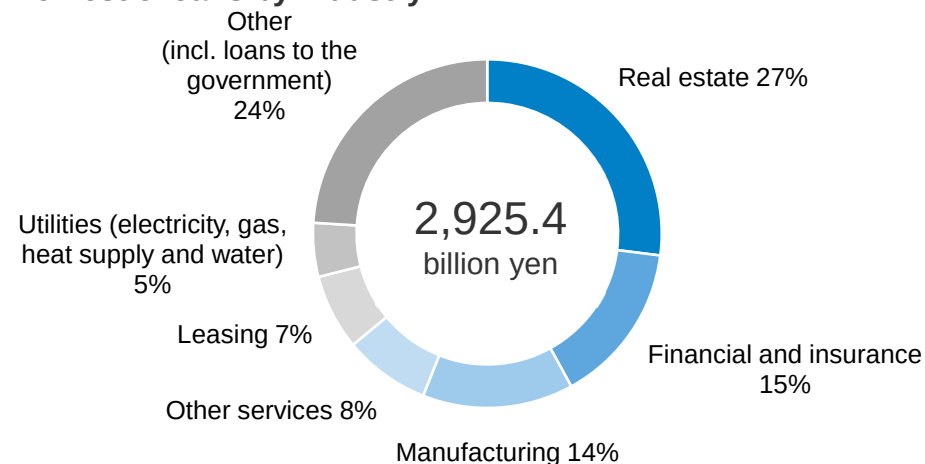


* The loan spread is on non-consolidated and management accounting basis and does not include NPLs.

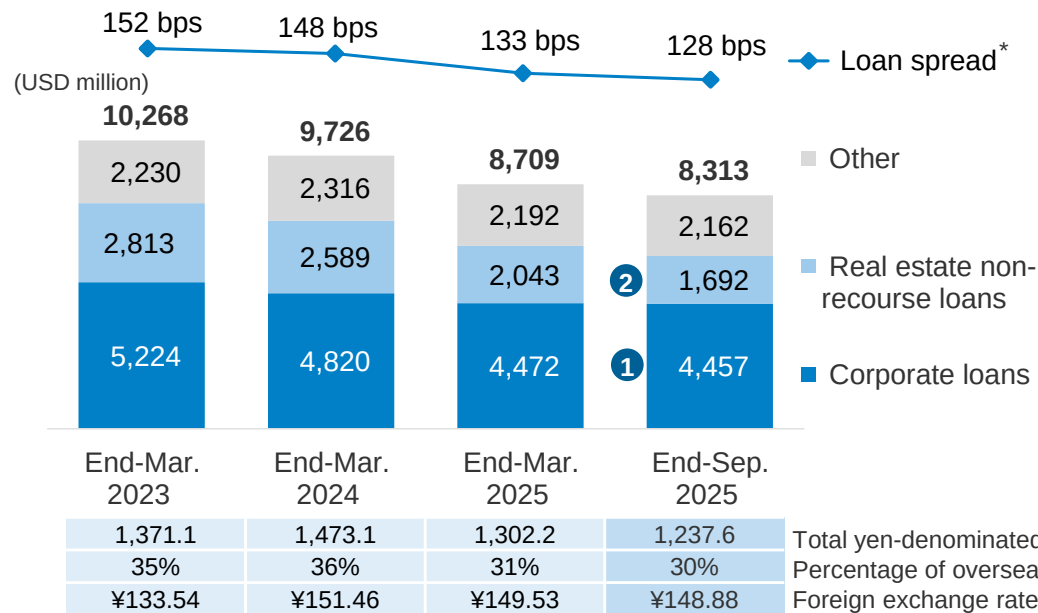
The outstanding balance of LBO and corporate loans, focused areas of the Strategic Investments Business, increased significantly

- 1 Corporate loans grew as we expanded our domestic customer base, with the alliance with Daiwa Securities Group playing a significant role
- 2 With regard to LBO loans, the Bank focused on large-scale transactions as well as on syndication arrangements
- 3 The loan spread expanded as the outstanding balance of LBO loans with a higher spread increased

Domestic loans by industry



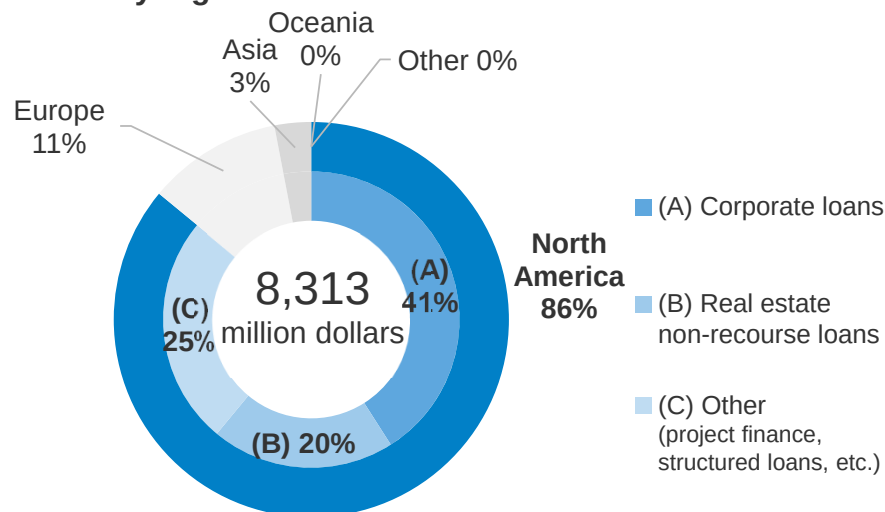
Overseas loan outstandings and loan spread*



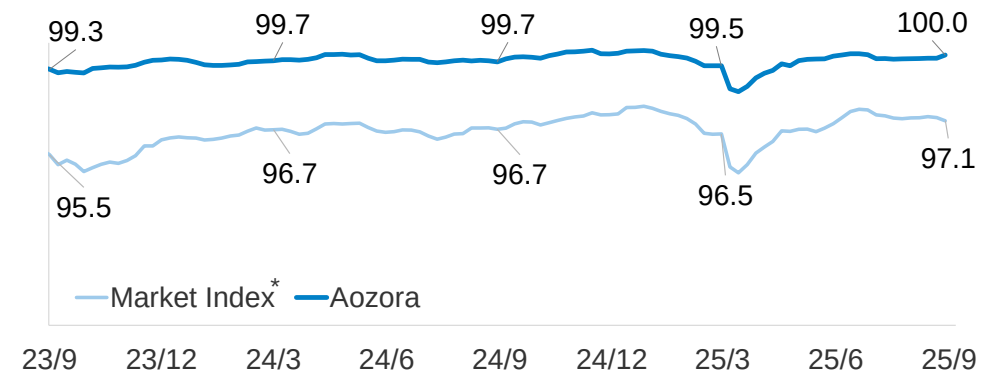
- 1 The credit quality of our corporate loan portfolio was maintained through ongoing flexible rebalancing of loans
- 2 Overseas real estate non-recourse loan outstandings continued to decrease as the work-out of U.S. office loans progressed

* The loan spread is on non-consolidated and management accounting basis and does not include NPLs. The cost of forex forwards to which hedge accounting is not applied is included in funding costs.

Overseas loans by region

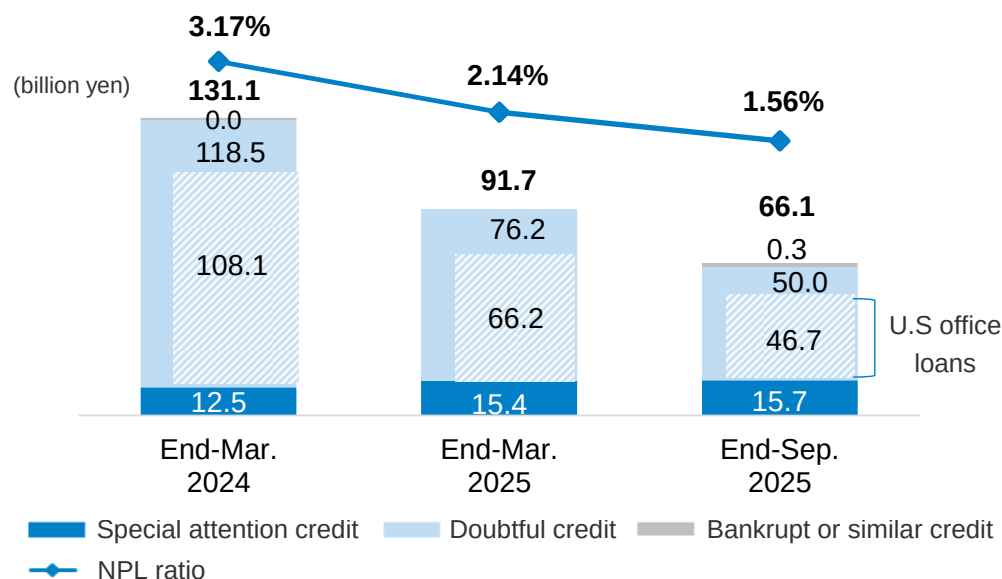


<Reference> Average bid price —North American corporate loans—



* Source: PitchBook Data, Inc.

Non-performing loans based on the FRA*



* Financial Reconstruction Act

U.S. office loans

- Loan work-outs for NPLs are entering their final stage, with a focus on processing speed. Additional costs were incurred in 2Q due to the sale of NPLs as well as valuation reassessments

	End-Dec. 2023				End-Mar. 2025				End-Jun. 2025				End-Sep. 2025			
	Balance	Reserves	Reserve ratio*	Number of borrowers	Balance	Reserves	Reserve ratio*	Number of borrowers	Balance	Reserves	Reserve ratio*	Number of borrowers	Balance	Reserves	Reserve ratio*	Number of borrowers
(USD million)																
LTV: less than 90%	1,082	23	2.2%	24	762	16	2.2%	19	731	23	3.2%	18	620	27	4.4%	15
LTV: 90-100%	92	12	13.8%	2	232	31	13.5%	4	252	31	12.5%	5	254	32	12.9%	5
LTV: over 100% (NPLs)	719	320	44.5%	21	442	187	42.3%	14	329	130	39.6%	10	313	134	42.8%	9
Total	1,893	357	18.8%	47	1,437	235	16.3%	37	1,313	185	14.1%	33	1,189	194	16.3%	29

* Total exposure basis

Credit-related expenses

	FY2024 Interim A	FY2025		Interim B	Change B - A
		1Q	2Q		
Credit-related expenses	-3.6	-1.1	-4.8	-6.0	-2.4
Specific loan loss reserves, etc.*1	-3.6	-6.0	-2.6	-8.6	-5.0
General loan loss reserves, etc.*2	0.0	4.8	-2.2	2.6	+2.5
<Reference>					
U.S. office loans	-1.4	-1.1	-3.1	-4.2	-2.8
Other than U.S. office loans	-2.1	-0.0	-1.7	-1.7	+0.4

*1 Including specific loan loss reserves, write-off of loans, gains/losses on disposition of loans, and recoveries of written-off receivables

*2 Including general loan loss reserves and reserve for credit losses on off-balance-sheet instruments

	Book value				Unrealized gains/losses				Legacy / non-legacy assets			Book value			Unrealized gains/losses ^{*1}		
	End-Mar. 2024	End-Mar. 2025 A	End-Sep. 2025 B	Change B - A	End-Mar. 2024	End-Mar. 2025 C	End-Sep. 2025 D	Change D - C	(billion yen)			End-Mar. 2024	End-Mar. 2025	End-Sep. 2025	End-Mar. 2024	End-Mar. 2025	End-Sep. 2025
(billion yen)																	
JGBs	52.5	128.5	141.7	+13.1	-2.1	-4.8	-5.4	-0.6	Non-legacy assets	757.6	940.5	986.1	13.5	5.8	15.6		
Municipal bonds	29.0	33.7	34.9	+1.2	-0.2	-0.7	-0.7	+0.0	Domestic bonds	189.1	265.4	285.7	-2.7	-5.9	-6.3		
Corporate bonds / short-term corporate bonds	107.5	103.1	108.9	+5.8	-0.4	-1.1	-1.0	+0.1	Equities	31.1	29.9	34.3	14.7	12.5	17.1		
Equities	31.1	29.9	34.3	+4.4	14.7	12.5	17.1	+4.6	Foreign bonds	196.5	281.4	303.8	-1.7	-1.2	1.6		
Foreign bonds	493.9	570.9	597.9	+26.9	-60.6	-49.6	-40.2	+9.3	Other	340.7	363.7	362.2	3.3	0.4	3.1		
Foreign govt. bonds	262.6	347.3	386.4	+39.1	-32.1	-24.6	-19.0	+5.5	Book value			Unrealized gains/losses^{*1}					
MBS	99.2	91.7	89.0	-2.6	-28.6	-26.0	-23.7	+2.3	(billion yen)								
Other	132.0	131.9	122.3	-9.5	0.1	1.0	2.4	+1.4	Legacy assets	428.9	414.8	415.6	-64.7	-56.6	-54.6		
Other securities	472.3	489.0	483.8	-5.2	-10.0	-10.7	-8.8	+1.9	Bear funds	71.5	65.9	60.9					
ETFs	59.9	64.9	68.6	+3.7	-10.4	-10.5	-8.2	+2.3	Book value^{*2}			Unrealized gains/losses^{*1}					
Investments in limited partnerships	181.4	183.0	193.3	+10.2	1.0	2.0	1.1	-0.9	(million in original currency)								
REITs	35.1	33.0	32.0	-1.0	3.5	2.6	2.6	+0.0	U.S. govt. bonds (USD)	1,150	1,150	1,150	-11.0	-9.5	-8.3		
Investment trusts	153.9	162.5	146.2	-16.3	-4.7	-5.1	-4.4	+0.7	European govt. bonds (EUR)	350	315	315	-9.1	-6.4	-6.3		
Other	41.7	45.4	43.5	-1.8	0.5	0.1	-0.0	-0.1	MBS (USD)	823	767	738	-30.7	-27.2	-26.3		
Total	1,186.5	1,355.4	1,401.8	+46.3	-58.7	-54.5	-39.1	+15.3	Credit ETFs (investment grade bonds) (USD)	465	465	465	-13.6	-13.4	-13.5		
USD/JPY	151.46	149.53	148.88	-0.65					Total				-51.1	-50.7	-38.9		
Unrealized gains/losses, incl. unrealized gains/losses on hedging instruments					-51.1	-50.7	-38.9	+11.7									

*1 Unrealized gains/losses including hedging instruments (derivatives, bear funds)

*2 Face or book value basis, excluding hedging instruments

Market risk (10 BPV)*				Duration of bonds*			
	End-Mar. 2024	End-Mar. 2025	End-Sep. 2025		End-Mar. 2024	End-Mar. 2025	End-Sep. 2025
(billion yen)							
ALM securities operations	+0.0	-1.0	-1.5	JGBs	7 years	7 years	7 years
Incl. yen interest rate risk	+0.0	-0.5	-0.6	Municipal bonds	4 years	5 years	5 years
Incl. U.S. dollar interest rate risk	+0.0	-0.6	-0.8	U.S. govt. bonds	5 years	4 years	4 years
				MBS	7 years	8 years	7 years

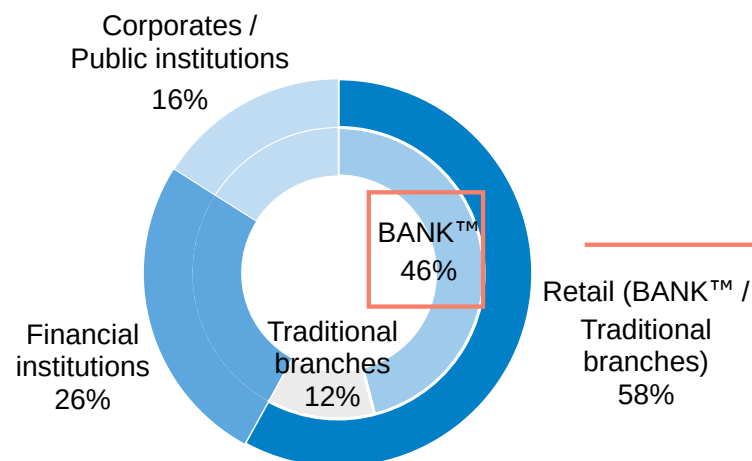
* Non-consolidated basis

(billion yen)	End-Mar. 2024	End-Mar. 2025 A	End-Sep. 2025 B	Change B - A
Funding (consolidated basis)	6,421.0	6,276.1	6,506.2	+230.1
Deposits / NCDs	5,776.3	5,672.9	5,898.7	+225.8
Borrowed money* ¹	463.3	478.6	483.3	+4.7
Bonds	181.3	124.6	124.1	-0.4
Funding (excl. GMO Aozora Net Bank) (A)*²	5,808.9	5,331.8	5,366.8	+34.9
Retail deposits (B)	3,560.8	3,181.7	1 3,119.4	-62.2
Corporate deposits * ³	2,066.7	2,025.4	2 2,123.1	+97.7
Bonds	181.3	124.6	124.1	-0.4
Retail funding ratio (B) / (A)	61%	60%	58%	
Loan-to-deposit ratio	66%	72%	73%	

Funding was managed balancing funding levels with costs (deposit rates) in response to asset growth

- 1 Retail deposits declined compared to March 31, 2025 primarily due to significant redemptions of time deposits offered as part of prior promotional campaigns
- 2 Corporate deposits were flexibly managed striking a balance between the target funding levels and associated costs. Our funding base expanded as a result of our focus on gaining new customers

By customer segment (excl. GMO Aozora Net Bank)*²



BANK™ deposit breakdown

	End-Mar. 2024	End-Mar. 2025 A	End-Sep. 2025 B	Change B - A
Ordinary deposits	75.1%	57.9%	58.8%	+0.9%
Time deposits	24.9%	42.1%	41.2%	-0.9%

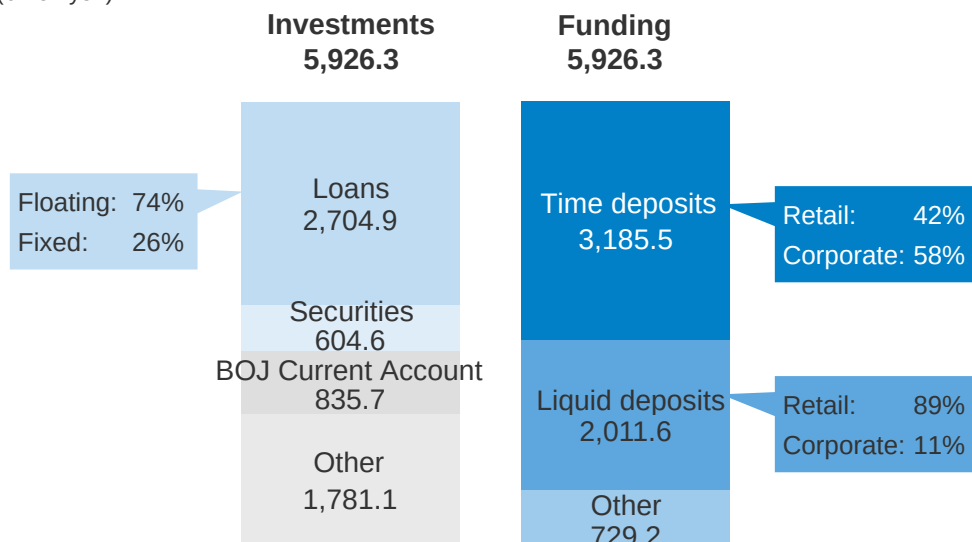
*1 Excluding borrowings from the BOJ

*2 Management accounting basis

*3 Incl. NCDs and borrowed money (excl. borrowings from the BOJ)

Yen currency balance sheet

(billion yen)



Estimated impact of higher yen interest rates on annual net interest income

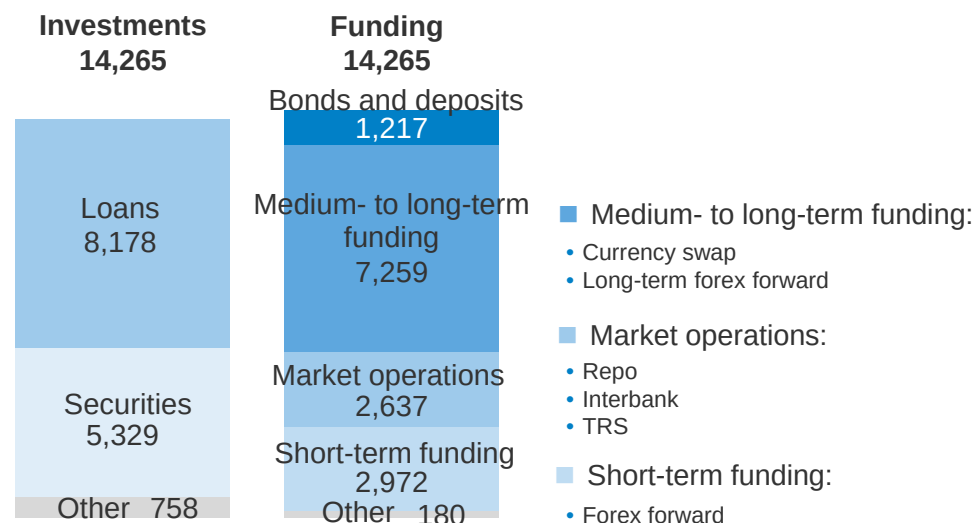
➔ +2.8 billion yen

Estimate assumptions:

- An interest rate increase of 0.25% for all terms
- No change in the balance sheet from September 30, 2025
- Pass-through to interest rates on deposits: 75%

Foreign currency balance sheet

(USD million)



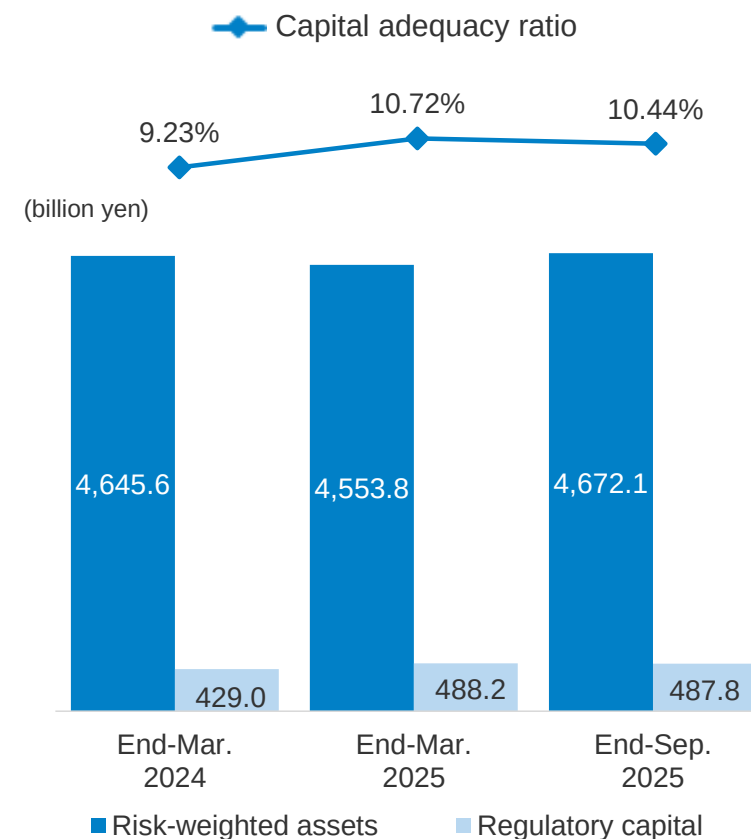
* Management accounting basis

Capital adequacy ratio (preliminary basis)

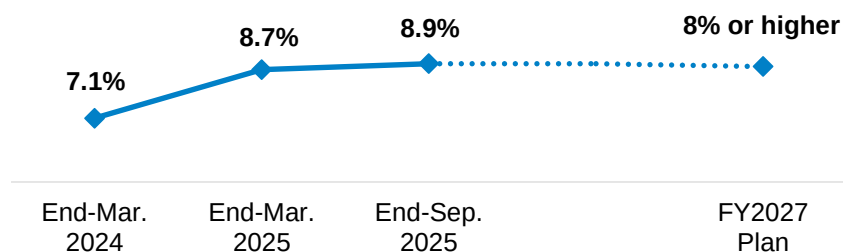
Capital
adequacy ratio

Domestic standard

(billion yen)	End-Mar. 2024	End-Mar. 2025 A	End-Sep. 2025 B	Change B - A
Capital adequacy ratio	9.23%	10.72%	10.44%	-0.28%
Regulatory capital (A) - (B)	429.0	488.2	487.8	-0.4
Instruments and reserves (A)	467.5	529.7	530.7	+1.0
Shareholders' equity	413.1	475.1	482.6	+7.5
Other	54.4	54.5	48.1	-6.4
Regulatory adjustment (B)	38.5	41.4	42.9	+1.5
Risk-weighted assets	4,645.6	4,553.8	4,672.1	+118.3
Credit risk assets	4,273.1	4,248.9	4,361.8	+112.9
Market risk	238.9	177.6	169.5	-8.1
Operational risk	133.4	127.2	140.7	+13.5



CET1 ratio (Common Equity Tier 1 ratio)



Aozora Bank is a domestic standard bank (minimum required capital adequacy ratio: 4%) subject to relevant regulations. However, we operate with the CET1 ratio (international standard) in mind as a means to pursue higher levels of risk and capital management, mainly in light of our large overseas loan exposure.

Group companies / consolidated, non-consolidated difference

Group
companies

(billion yen)

A: Non-consolidated net income	12.9
B: Profit attributable to owners of parent	13.6
B - A (a + b) Difference	0.6

Breakdown of the difference

a: Consolidated subsidiaries/equity-method affiliates	2.7
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	Share of Earnings ^{*1}	Net Revenue	Net Income
GMO Aozora Net Bank, Ltd.	50.0% ^{*2}	6.1	0.1
Aozora Loan Services Co., Ltd.	67.6%	2.6	0.1
Aozora Securities Co., Ltd.	100.0%	0.1	-0.3
Aozora Regional Consulting Co., Ltd.	100.0%	0.0	0.0
Aozora Investment Management Co., Ltd.	100.0%	1.1	0.4
Aozora Real Estate Investment Advisors Co., Ltd.	100.0%	0.0	0.0
ABN Advisors Co., Ltd.	100.0%	0.1	-0.0
Aozora Corporate Investment Co., Ltd.	100.0%	0.4	0.1
Aozora Asia Pacific Limited	100.0%	0.1	0.0
Aozora Europe Limited	100.0%	0.4	0.1
Aozora North America, Inc.	100.0%	2.2	1.1
Other	-	0.7	-0.0
Orient Commercial Joint Stock Bank	15.0%	-	1.0 ^{*3}

b Consolidation adjustments	-2.0
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Profit/loss attributable to non-controlling interests (GMO Aozora Net Bank, Ltd.)	-	-0.0
Other	-	-1.9 ^{*4}

*1 Percentage of profit and loss attributable to owners of parent

*2 Voting rights ratio is 85.1%

*3 Revenue contribution from equity method investments

*4 Including a consolidation adjustment associated with dividends received from group companies



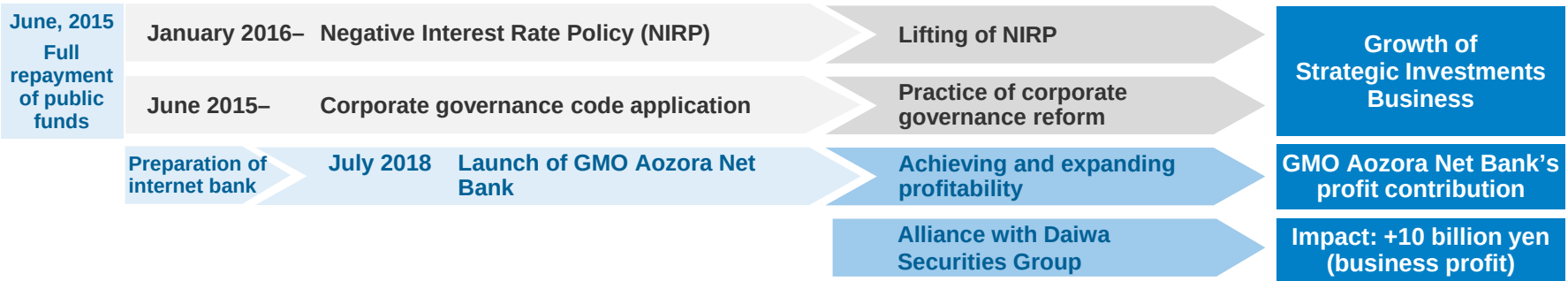
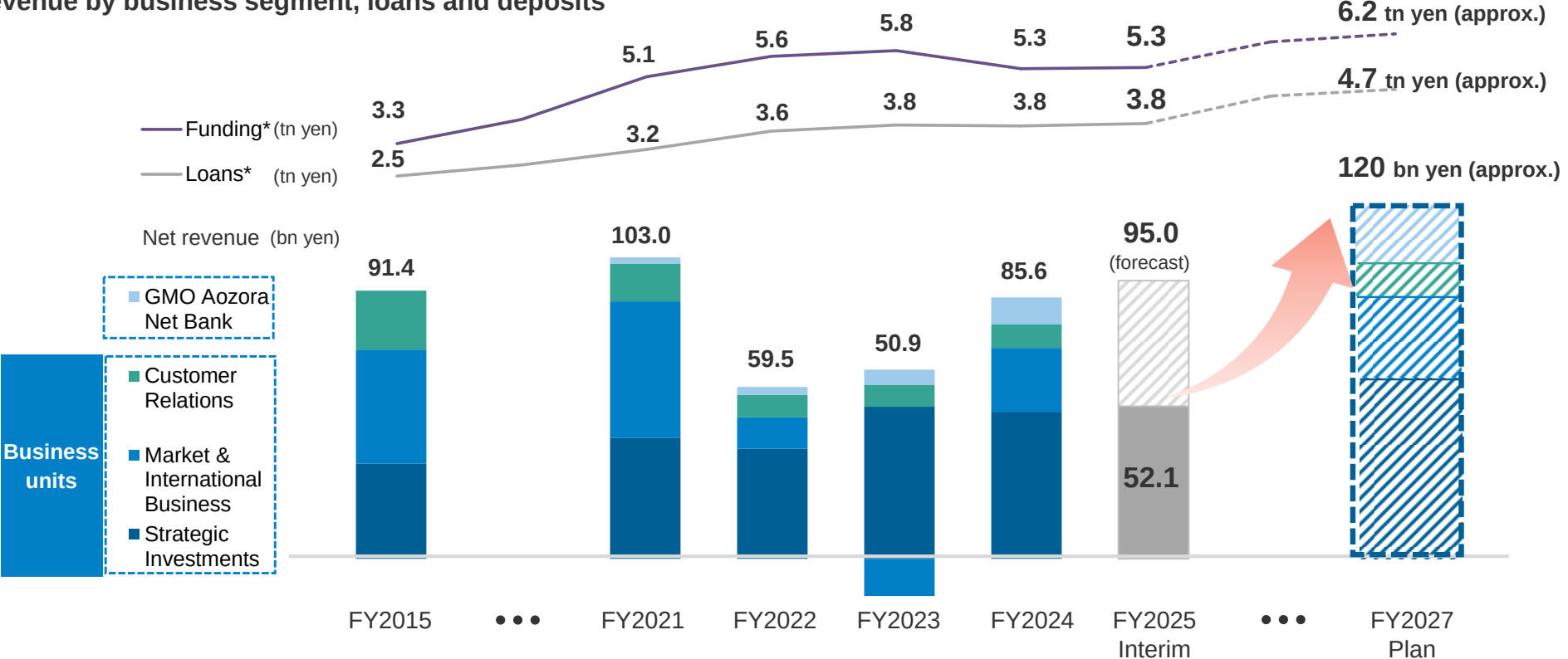
Progress on the Mid-term Plan “Aozora 2027” (data updates)

Aozora 2027 —Changes in the external environment and initiatives for sustainable growth—

Management Philosophy

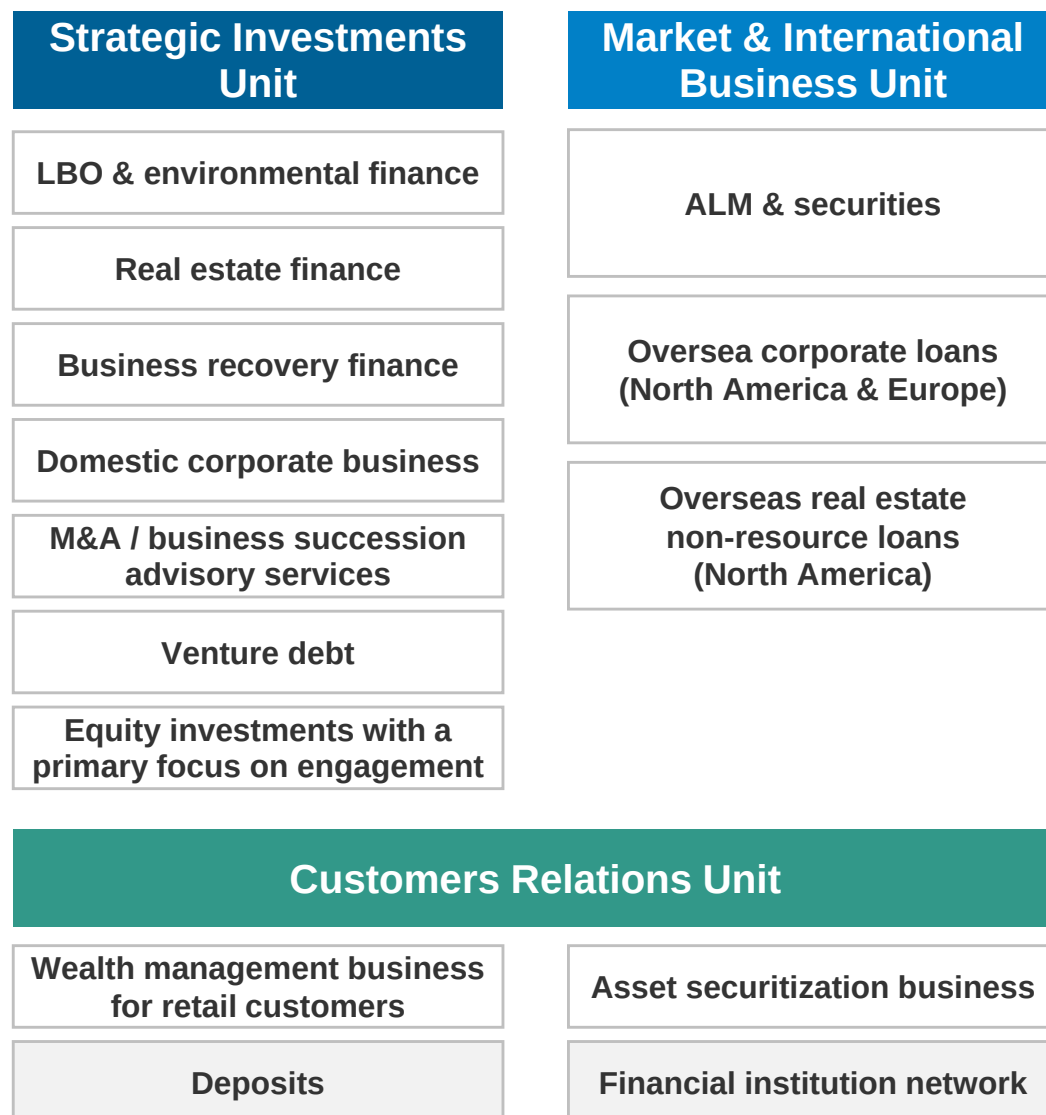
Contribute to the development of society through the creation of new value-added financial services

Net revenue by business segment, loans and deposits

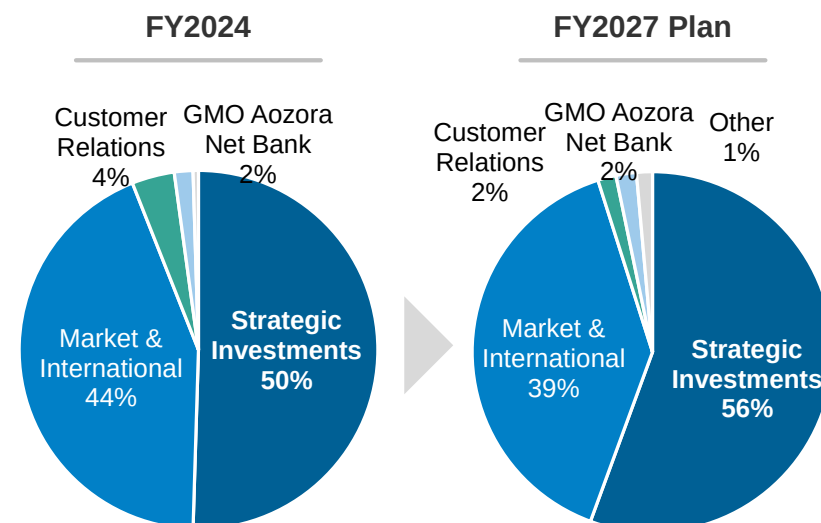


* Excluding GMO Aozora Net Bank's deposits and loans

**Aozora consolidated its business groups into three units,
with the focused allocation of managerial resources to the Strategic Investments Unit**



Capital allocation



Strategic Investments Unit

Basic Strategy I

- Enhance customer base by leveraging the alliance with Daiwa Securities Group and grow balance sheet by making investments/loans to domestic companies and projects

Basic Strategy II

- Strengthen asset securitization business, including syndication of LBO and environmental finance, leveraging our regional financial institution network

Basic Strategy III

- Improve sales efficiency by strengthening sales representatives training and flexibly reallocating capital and human resources

Progress in 1H

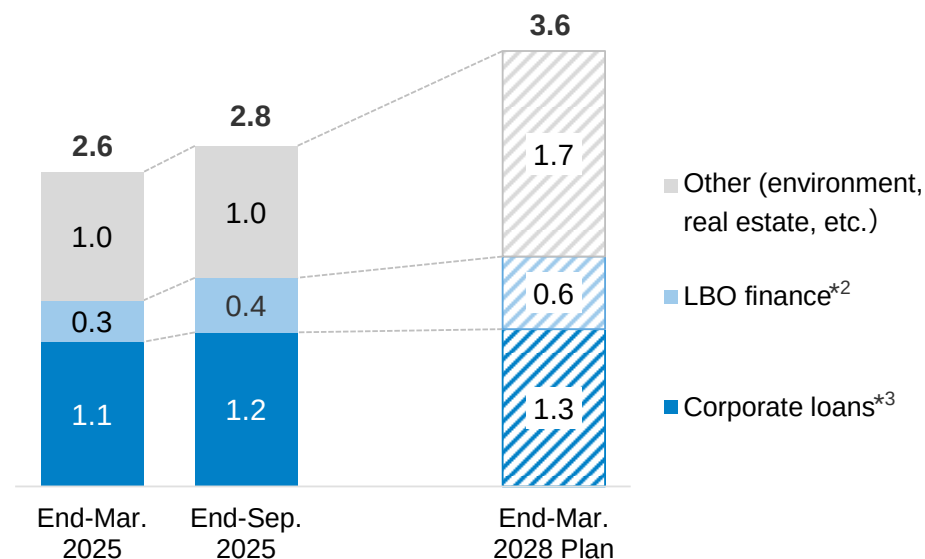
- ✓ The number of transactions and origination amount of LBO finance grew. Also promoted asset securitization business, including distribution to regional financial institutions
- ✓ The number of new customers referred by Daiwa Securities Group increased, representing 37% of all new customers. The outstanding balances of corporate and other loans also expanded accordingly (see pages 11, 12 and 31)

Business-related profit and resources

	FY2024	FY2025 Interim	FY2027 Plan
Business-related profit	27.7 bn yen	20.9 bn yen	36.0 bn yen
Business-related profit ROE	13.2%	20.1% ^{*1}	14%
Headcount	570	-	

Earning assets plan

(trillion yen)



*1 Annualized basis

*2 Balances for the Acquisition & Structured Finance Group (incl. non-LBO finance)

*3 Balances for the Corporate Business Group

Strategic Investments Unit —LBO finance and domestic corporate business—

LBO finance

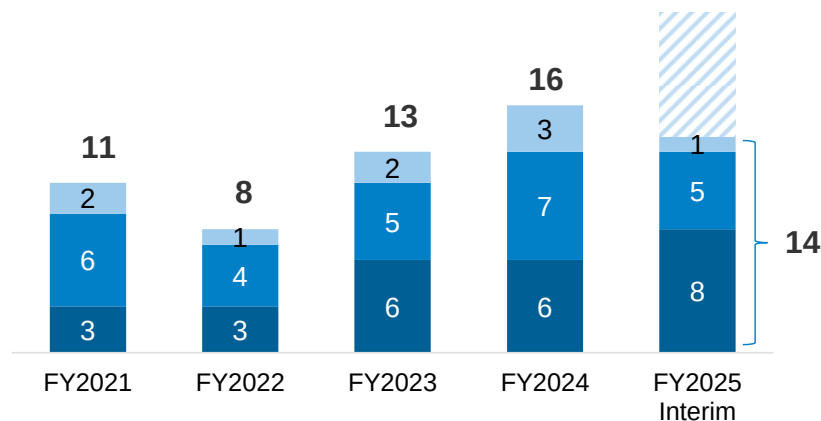
Environment

- The LBO market expanded as domestic companies increased corporate actions such as M&A. The number of domestic TOB is expected to almost double in FY2025 compared to five years ago
- The number and amount of loans also expanded due to an increase in large-sized financing transactions

Progress

- Participated since the market's dawn in the early 2000s. Aozora has experienced professionals from front to back office roles in place
- Built relations with PE funds. Has a top-class domestic market share in the number of large-sized transaction arrangements. Arranged 14 transactions in 1H of FY2025
- Improved capital efficiency by advancing asset securitization through leveraging our wide-ranging financial institution network

Number of transactions arranged by Aozora Bank



Total loans ■ Over 50 bn yen ■ 10-50 bn yen ■ Less than 10 bn yen

Domestic corporate business (corporate loans, venture debt, equity investments with a primary focus on engagement, etc.)

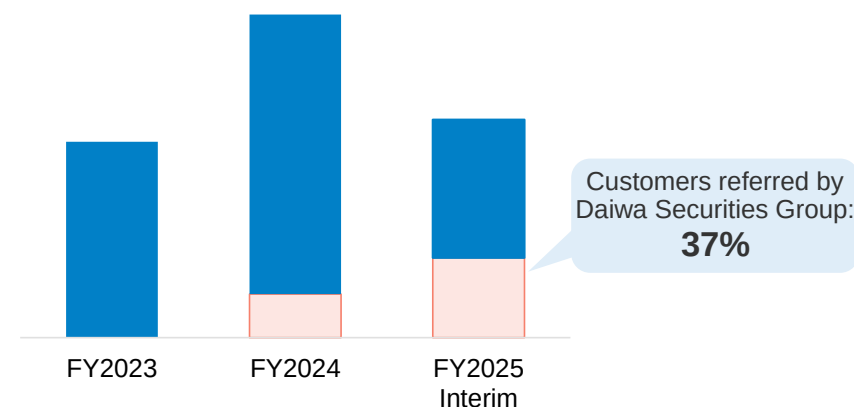
Environment

- An increasing number of companies explored an optimal funding structure, including capital, on the back of higher domestic interest rates and business structural changes

Progress

- The number of customers increased (by 7% year-on-year), with 37% of new customers referred by Daiwa Securities Group. Loan outstandings, mainly to customers with high credit quality, also increased
- Provided large-lot venture debt financing to a start-up as the first transaction of the fund jointly managed by the DBJ Group
- With regard to equity investments with a primary focus on engagement, continued dialogue mainly with leading niche companies to support enhancing their corporate value

Number of new customers



Market & International Business Unit

Basic Strategy I

ALM/Securities portfolio

- Rebuild a balanced portfolio of securities in foreign currency and yen by responding flexibly to changing conditions in accordance with our risk appetite policy

Basic Strategy II

International business

- Maintain portfolio quality and generate stable income through selective origination and flexible replacement of quality loans

Basic Strategy III

Overseas RE finance

- Actively promote workout of U.S. office loans which are classified as legacy assets

Progress in 1H

- ✓ Advanced restructuring of the securities portfolio while carefully increasing the risk level in line with the risk appetite policy (see page 22)
- ✓ Maintained the quality of our overseas corporate loan portfolio through flexible rebalancing of assets (see page 20)
- ✓ Made progress on the work-out of U.S. office loans (see page 21)

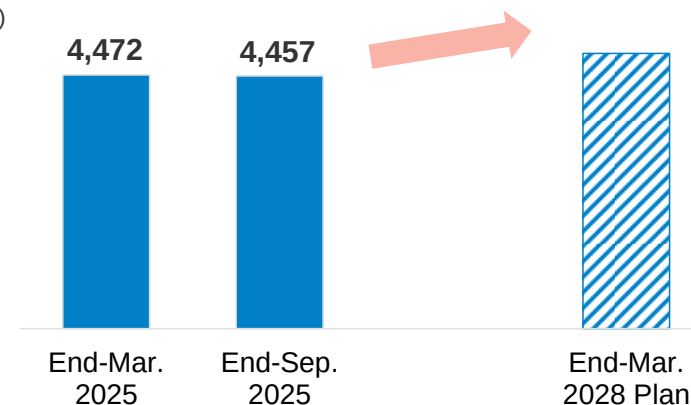
Business-related profit and resources

	FY2024	FY2025 Interim	FY2027 Plan
Business-related profit	7.5 bn yen	5.1 bn yen	19.0 bn yen
Business-related profit ROE	4.6%	5.6%*	10%
Headcount	220	-	

* Annualized basis

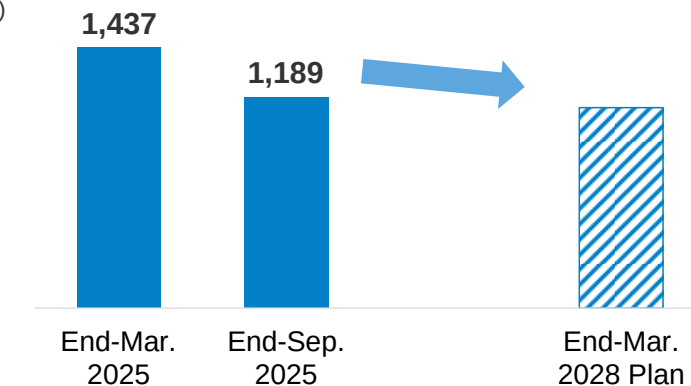
Overseas corporate loans outstanding

(USD million)



U.S. office loans outstanding

(USD million)



Customer Relations Unit

Basic Strategy I

Retail business

FI business

- Further strengthen the asset management business for retail customers by shifting from a product sales-oriented approach through introducing Daiwa Securities' fund wraps and expanding sales of investment trusts through RFIs

Basic Strategy II

Retail business

- Expand both the number and balance of retail deposit accounts by enhancing services based on competitive interest rates and a new BANK™ concept ("Simple," "Smart," "Aozora's BANK™, the deposit of choice")

Basic Strategy III

FI business

- Provide new investment opportunities and services, including structured finance, to RFIs

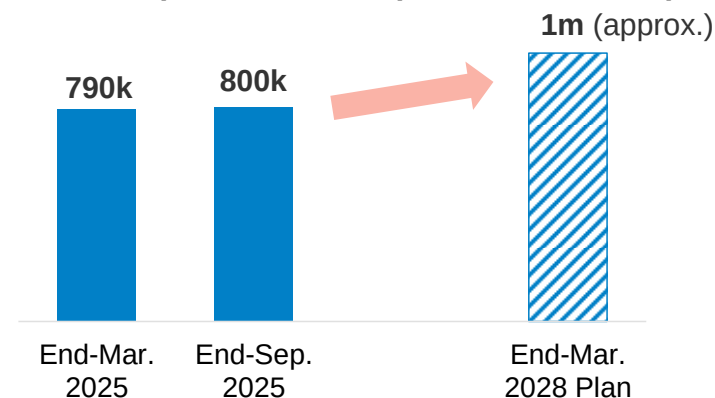
Progress in 1H

- ✓ Began the sale of Daiwa's fund wraps in October. Reached the planned AUM for this fiscal year in just one month (see page 5)
- ✓ Offered BANK™ customers competitive interest rates on ordinary deposits and new time deposits. Also enhanced services such as increasing the number of bank transfers with free fees
- ✓ Established the ALM Solutions Division in July. Strengthened distribution capabilities to financial institution customers, mainly in structured finance

Business-related profit and resources

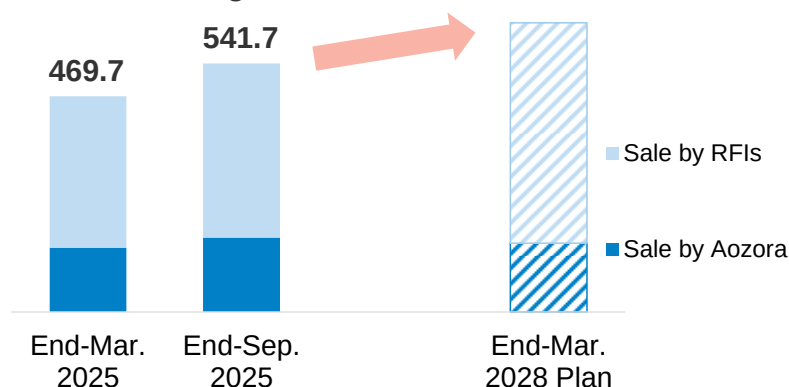
	FY2024	FY2025 Interim	FY2027 Plan
Business-related profit	1.4 bn yen	0.4 bn yen	2.5 bn yen
FI business	-0.8 bn yen	0.6 bn yen	0.5 bn yen
Retail business	2.3 bn yen	-0.2 bn yen	2.0 bn yen
Headcount	380	-	↘

Number of retail deposit accounts (non-consolidated)



AUM of public investment trusts for retail investors offered by Aozora Investment Management

(billion yen)



GMO Aozora Net Bank

Basic Strategy I

- **No. 1 Bank among Small Businesses and Start-ups**

Aim to improve earnings from active accounts by increasing the number of corporate accounts with Aozora as the main settlement bank

Basic Strategy II

- **No. 1 Embedded Finance Services (BaaS)**

Accelerate a BaaS strategy to establish the second growth driver

Basic Strategy III

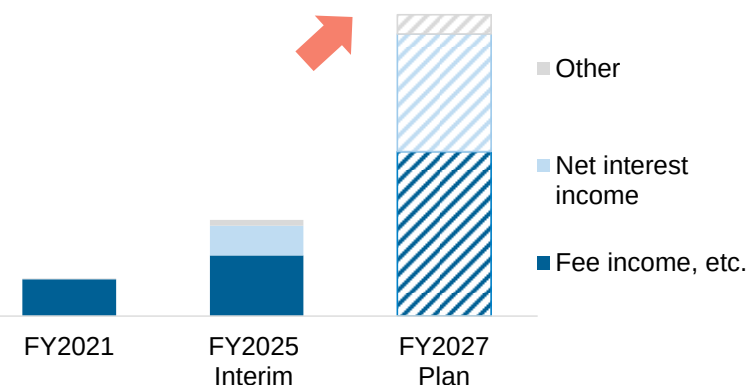
- **No. 1 Tech-first Banking Services**

Work to increase the percentage of engineers and improve AI development capabilities as a means to enhance systems development capabilities

Progress in 1H

- ✓ Fee income grew as planned due to an increase in the number of corporate accounts
- ✓ Provided BaaS to 01 Bank, Ltd., a wholly-owned subsidiary of Senshu Ikeda Holdings, Inc., and RAKSUL BANK INC.

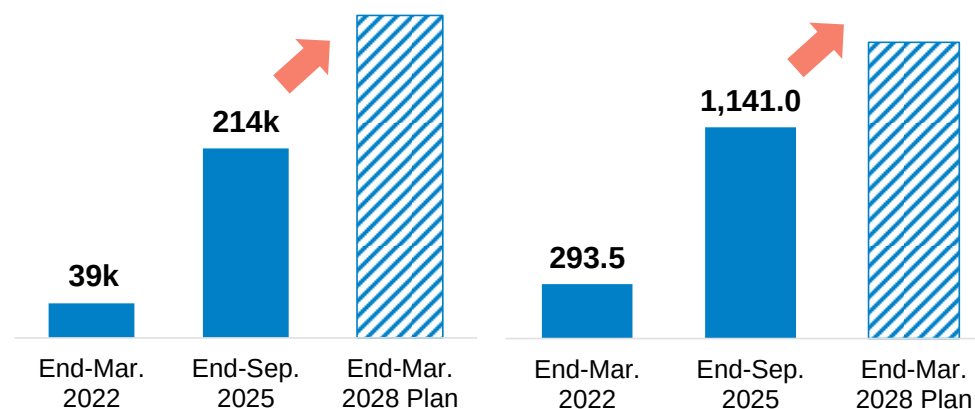
Net revenue breakdown



Number of corporate accounts

Deposit balances

(billion yen)



Funding strategy

Further stabilize funding base by attracting deposits from a diversified mix of retail and corporate customers

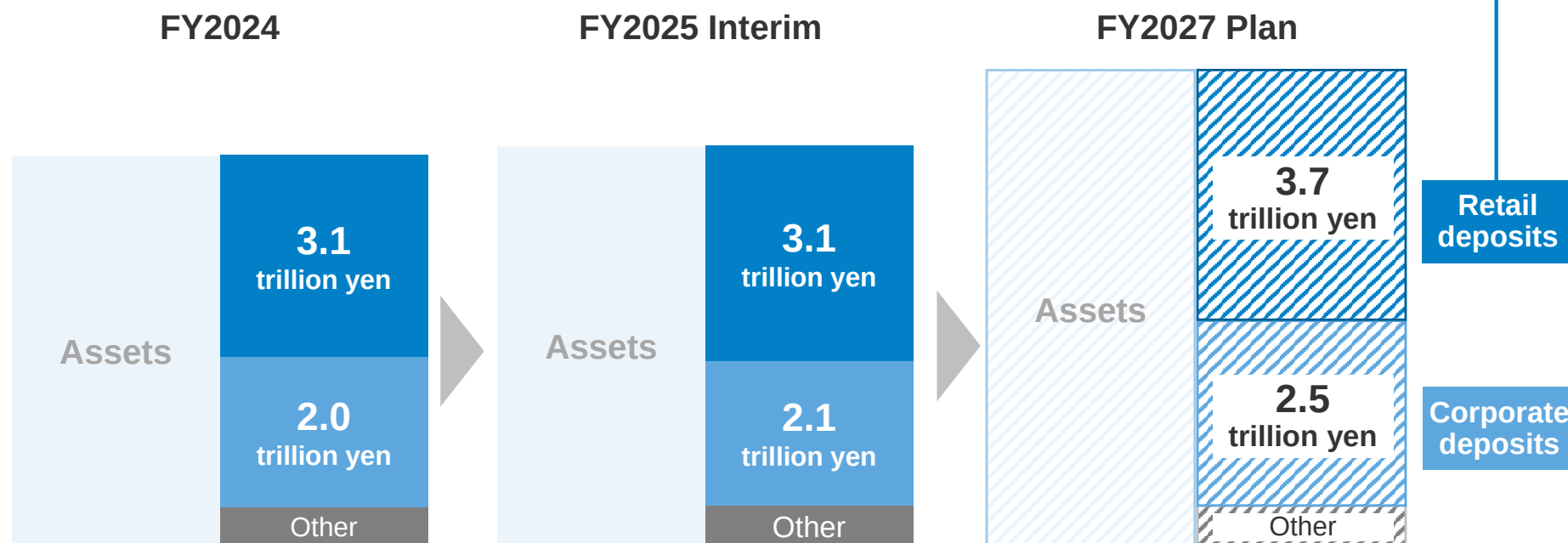
- Increase more stable deposits by offering attractive products
- Increase the number of retail deposit accounts and balances, mainly through the BANK™ internet banking service
- Expand the number of corporate accounts by leveraging the alliance with Daiwa Securities Group

BANK™ BY AOZORA BANK

Expand the number of new accounts by providing attractive product design, fee structure, customer service, ATMs, apps, and online service based on the concept of “Simple,” “Smart,” and “BANK™ at Aozora, the deposit of choice”

Complete systems and app development by the end of FY2027, and provide more advanced BANK™ services

Funding plan*



* Excluding GMO Aozora Net Bank's deposit balance

Aozora's Sustainability Targets

As we have achieved multiple sustainability targets, we plan to renew them in FY2026

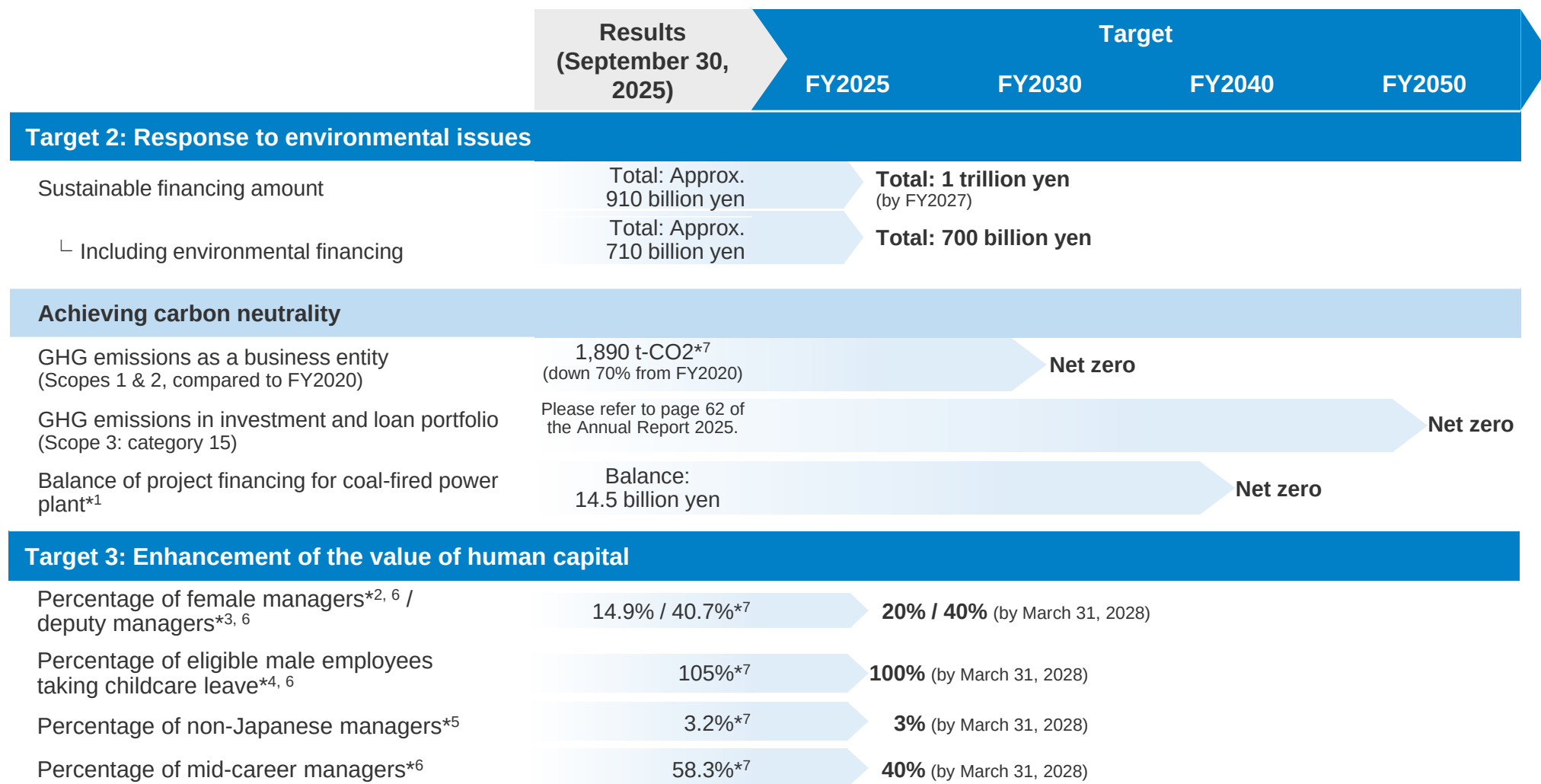
Progress

(Note) "Total" in the Results columns refers to a total from April 2021.

Progress (Note) "Total" in the Results columns refers to a total from April 2021.	Results (September 30, 2025)	Target			
		FY2025	FY2030	FY2040	FY2050
Target 1: Contribution to the future of economy and society					
Growth support for venture companies					
Number of venture-related investments	Total: 148	Total: 130			
GMO Aozora Net Bank Number of account openings by small businesses and start-ups	Almost in line with plan	Total: 200k			
Contributing to regional communities through business recovery					
Number of business recovery fund-based transactions	Total: 136	Total: 150			
Investments designed to support structural transformation					
Number of equity investment transactions with a primary focus on engagement*	Total: 141	Total: 130			
Retail customer platform					
Number of business and asset succession consulting contracts	Total: 1,089	Total: 1,000			

* Non-consolidated basis

Aozora's Sustainability Targets



*1 Non-consolidated basis

*2 Managers: Total of general managers and group managers

*3 Deputy managers: One level below managers

*4 Percentage of eligible male employees taking childcare leave = (a) Number of male employees who took childcare leave during FY2023 / (b) Number of male employees with children born during FY2023. Please note that the aforementioned (a) includes employees who have children born in or before FY2023 but have newly taken childcare leave in FY2024. As a result, the percentage could exceed 100%.

*5 Non-Japanese managers: Include those working in domestic/overseas subsidiaries excluding GMO Aozora Net Bank

*6 "Percentage of female managers / deputy managers," "Percentage of eligible male employees taking childcare leave," and "Percentage of mid-career managers" are compiled on a non-consolidated basis due to the unavailability of consolidated data.

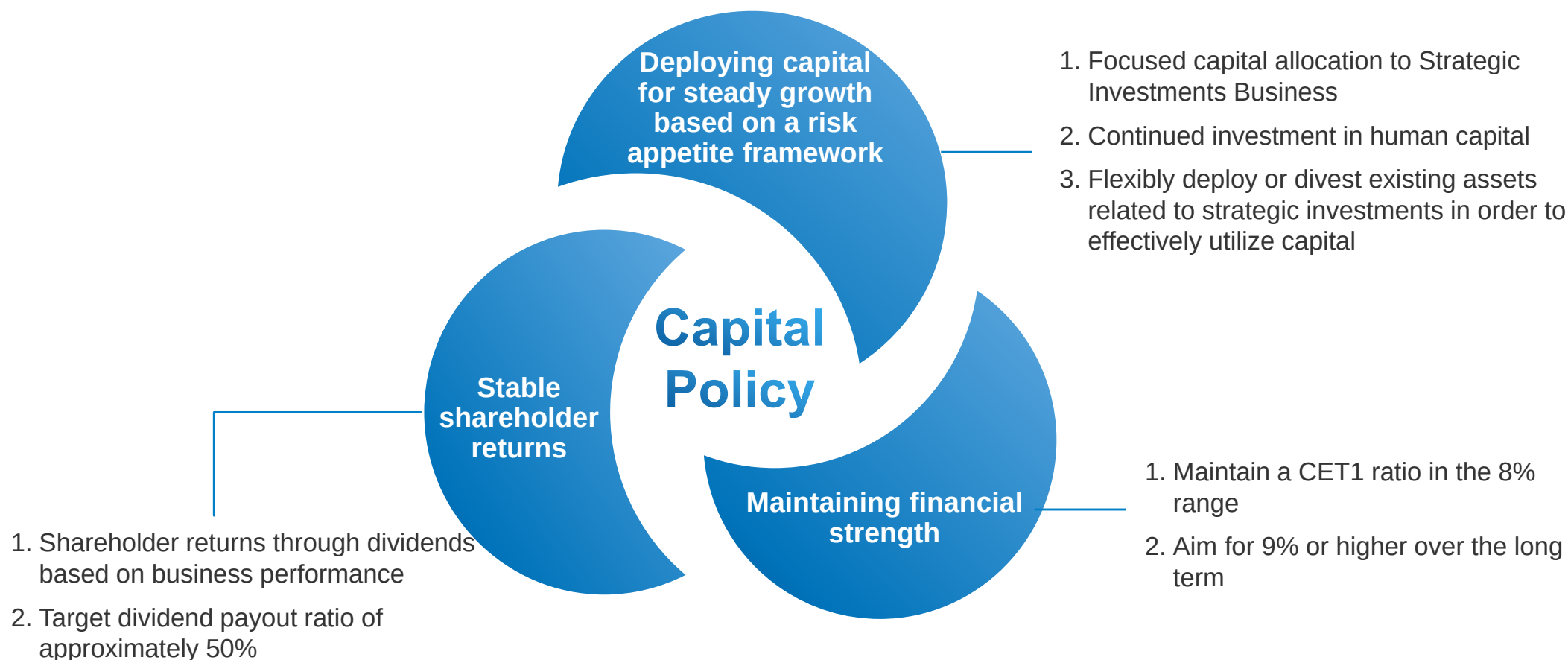
*7 Results as of March 31, 2025



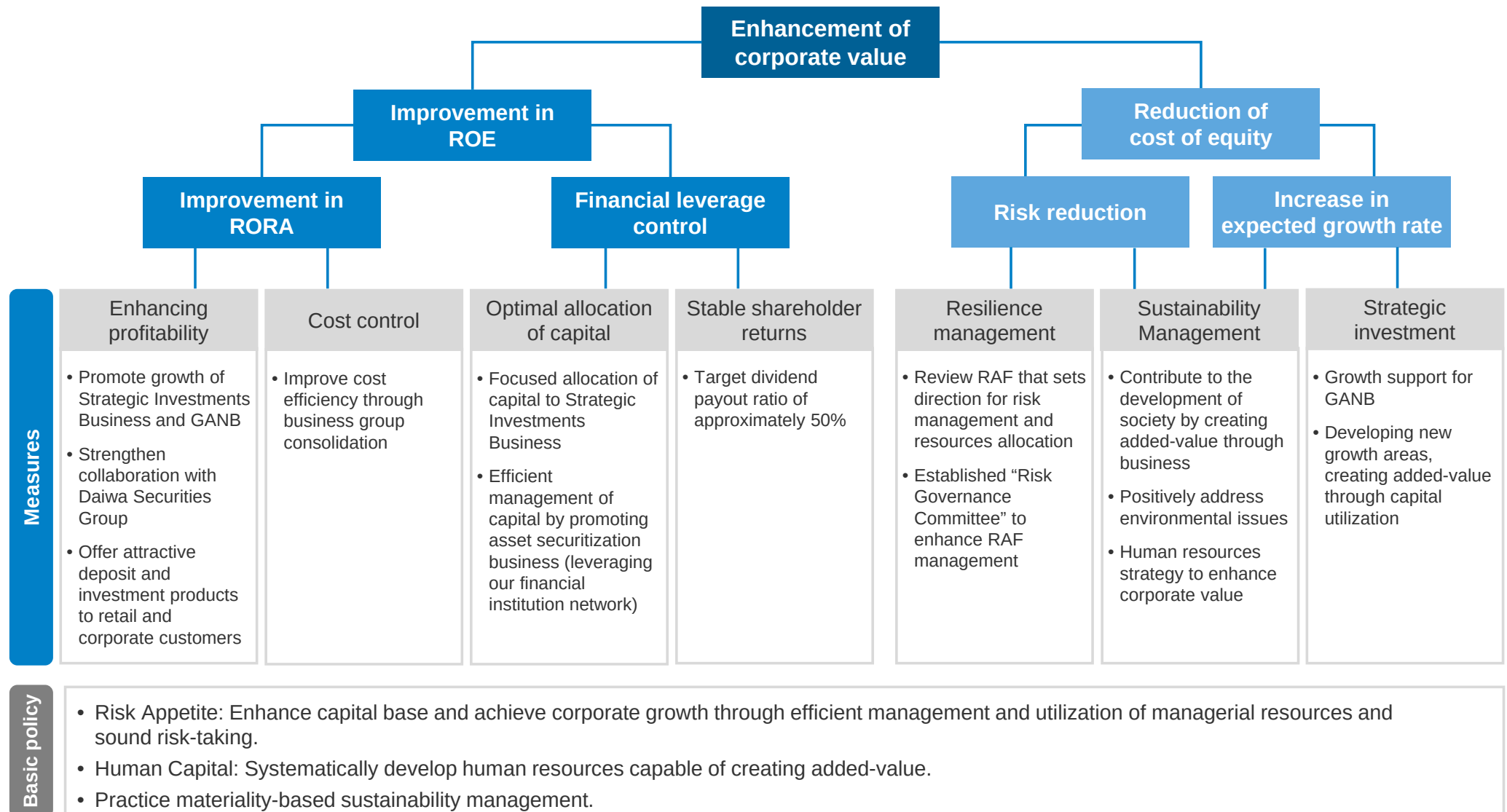
Capital Policy

Steadily capture growth opportunities by focusing on the Bank's Strategic Investments Business
Achieve ROE above our cost of capital and increase corporate value leading to a P/B ratio over 1x

Implement a capital policy that balances “**deploying capital for steady growth based on a risk appetite framework**,” “**maintaining financial strength**,” and “**stable shareholder returns**”



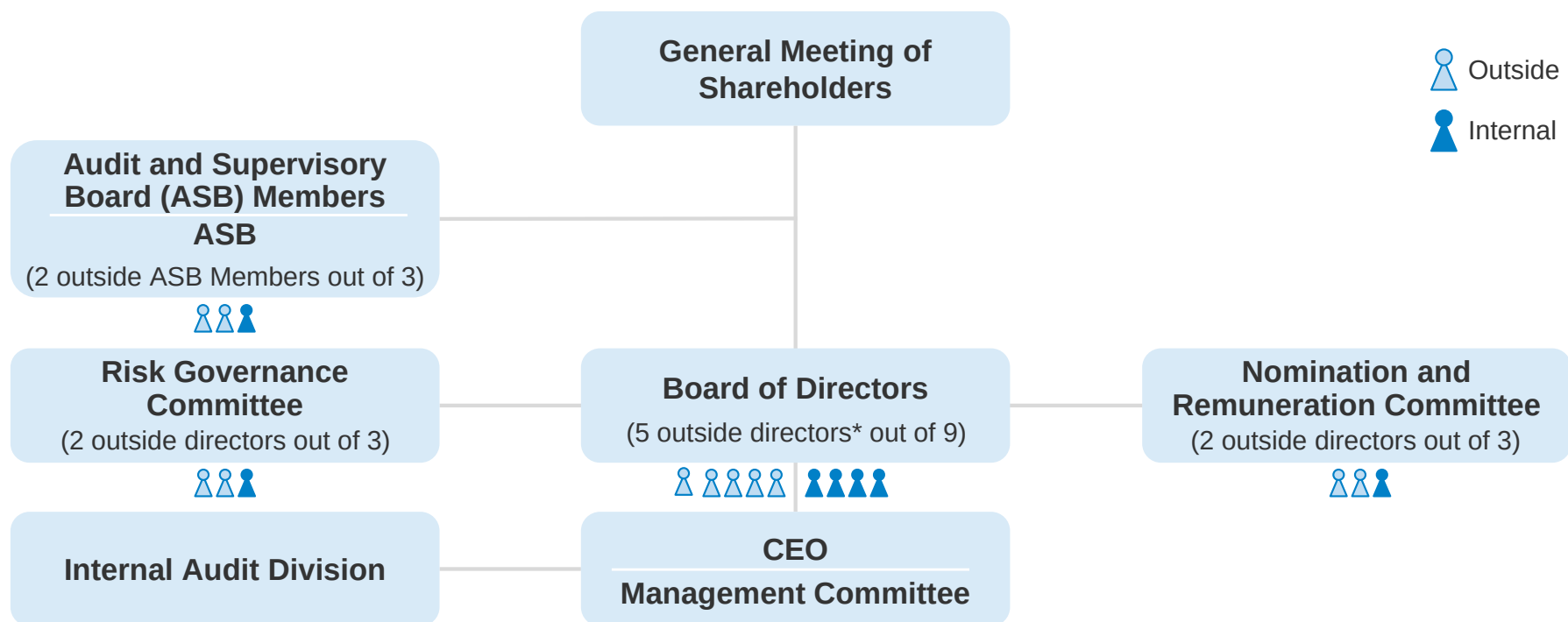
Aiming for sustainable enhancement of corporate value through improvement in ROE and reduction of cost of capital



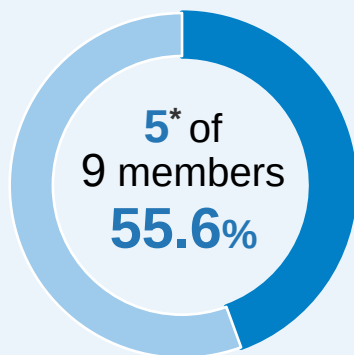


Appendix

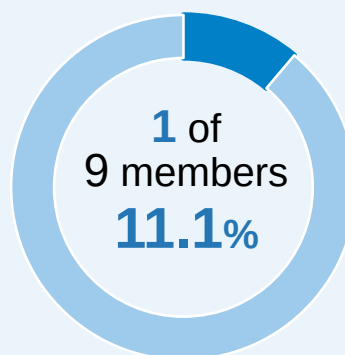
Corporate governance (as of September 30, 2025)



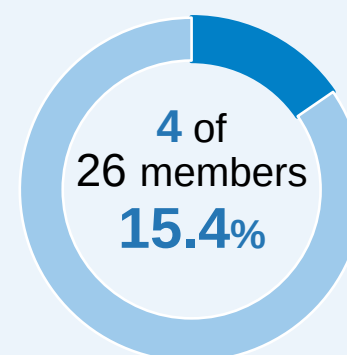
Ratio of independent outside directors



Ratio of female directors



Ratio of female executive officers



* 4 out of 5 outside directors are independent.

Management oversight (as of September 30, 2025)

Internal Directors*

- **Mr. Koji Yamakoshi** Director and Chairman, Executive Officer
- **Mr. Hideto Oomi** Representative Director, President and CEO
- **Mr. Masayoshi Ohara** Representative Director, Deputy President and Executive Officer
- **Mr. Takashi Kato** Director, Senior Managing Executive Officer and CFO

Outside Directors*

- **Ms. Sakie Tachibana Fukushima** President and Representative Director, G&S Global Advisors Inc.
- **Mr. Hideyuki Takahashi** Former Director and Deputy President, Group CFO, Mizuho Financial Group, Inc.
- **Mr. Hideaki Saito** President and CEO, Japan Systems Co., Ltd.
- **Mr. Koichi Tadano** Chairman and Representative Director, Tadano Ltd.
- **Mr. Hiromasa Kawashima** Senior Managing Director, Daiwa Securities Group Inc.

Standing Audit & Supervisory Board Member*

- **Mr. Satoshi Hashiguchi** Standing ASB Member

Outside Audit & Supervisory Board Members*

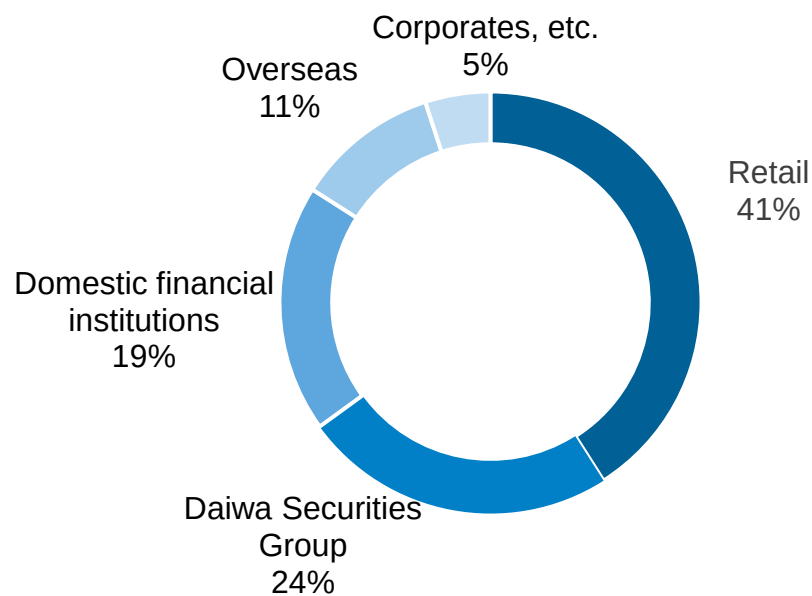
- **Mr. Toraki Inoue** Former Partner, Asahi & Co. (currently KPMG AZSA LLC)
- **Mr. Junichi Maeda** Former Representative Senior Managing Director, The Hokkoku Bank, Ltd.

			Expertise of Directors and ASB Board Members						
			Oversight Functions			Aozora's Focus Areas			
			Corporate Management	Financial Accounting	Legal, Compliance/ Risk Management	Banking and Finance	Global Affairs	Human Capital	IT/Digital
Directors	Internal Directors	Koji Yamakoshi	●			●	●		
		Hideto Oomi	●			●	●		●
		Masayoshi Ohara	●		●	●	●	●	
		Takashi Kato		●		●	●		
	Outside Directors	Sakie Tachibana Fukushima	●				●	●	
		Hideyuki Takahashi	●	●	●	●			●
		Hideaki Saito	●			●	●		●
		Koichi Tadano	●				●		
		Hiromasa Kawashima			●	●		●	
ASB Members	Standing ASB Member	Satoshi Hashiguchi			●	●	●		
	Outside ASB Members	Toraki Inoue	●	●	●		●		
		Junichi Maeda	●		●	●		●	

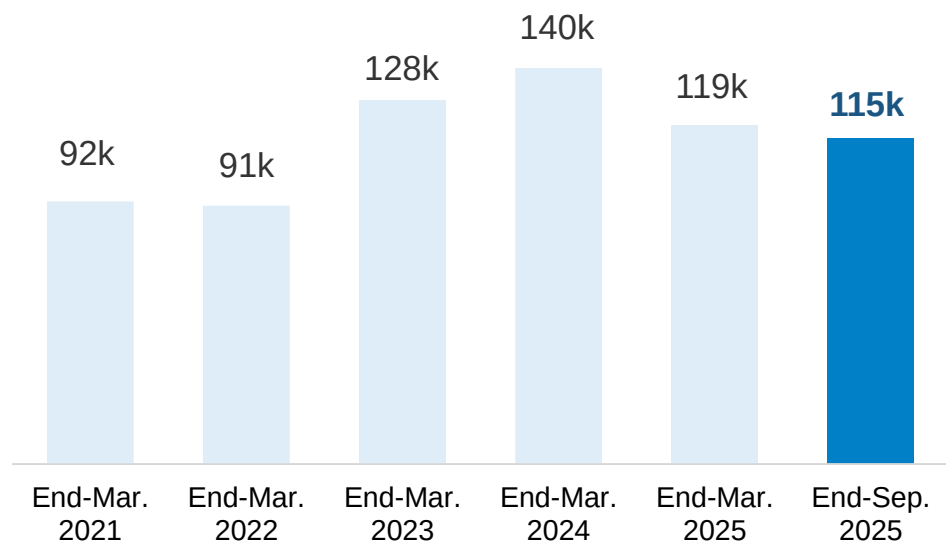
* Four of the outside directors as well as the outside Audit & Supervisory Board members satisfy the requirements for independence set forth by the Tokyo Stock Exchange and Aozora's "Independence Criteria for Outside Directors and Outside Audit & Supervisory Board Members" and are designated as independent. Mr. Kawashima has not been designated as independent because he is an officer of Daiwa Securities Group Inc., which is a major shareholder.

Shareholder composition (as of September 30, 2025)

Shareholder composition*



Number of Aozora Bank's retail investors
(people)



* Excluding treasury stock

Aozora at a glance

Profile (as of September 30, 2025)

- **Headquarters:** 6-1-1 Kojimachi, Chiyoda-ku, Tokyo
- **Total Assets:** 8,165.5 billion yen
- **Credit Ratings:** BBB / A- / A (S&P / R&I / JCR)
- **Office Network:**
 - Domestic: 15 locations
 - Overseas: 3 representative offices and 3 overseas subsidiaries (New York, London, Shanghai, Singapore, Hong Kong)
- **Major Subsidiaries:**
 - GMO Aozora Net Bank, Ltd.
 - Aozora Loan Services Co., Ltd.
 - Aozora Securities Co., Ltd.
 - Aozora Regional Consulting Co., Ltd.
 - Aozora Investment Management Co., Ltd.
 - Aozora Real Estate Investment Advisors Co., Ltd.
 - ABN Advisors Co., Ltd.
 - Aozora Corporate Investment Co., Ltd.
 - Aozora Europe Limited
 - Aozora North America, Inc.
- **Full-time Employees:** 2,518 (consolidated basis)

History

- 1957:** Established as The Nippon Fudosan Bank, Limited
- 1977:** Changed name to The Nippon Credit Bank, Ltd.
- 1998:** Temporarily nationalized
- 2000:** Re-privatized
- 2001:** Changed name to Aozora Bank, Ltd.
- 2006:** Listed on the First Section of the Tokyo Stock Exchange
- 2012:** Announced Comprehensive Recapitalization Plan
- 2015:** Early and full repayment of public funds
- 2017:** Headquarters relocated to Chiyoda-ku, Kojimachi
- 2022:** Listed on the Prime Market segment of the Tokyo Stock Exchange following the restructuring of its market segments
- 2024:** Formed a capital and business alliance with Daiwa Securities Group Inc.

Contact

AOZORA BANK, LTD.

Corporate Communication Division

TEL: 03-6752-1218

Mail: azbk001@aozorabank.co.jp

URL: <https://www.aozorabank.co.jp>

This presentation contains forward-looking statements regarding the Bank's financial condition and results of operations. These forward-looking statements, which include the Bank's views and assumptions with respect to future events, involve certain risks and uncertainties. Actual results may differ from forecasts due to changes in economic conditions and other factors including the effects of changes in general economic conditions, changes in interest rates, stock markets and foreign currency, and any ensuing decline in the value of our securities portfolio, incurrence of significant credit-related cost and the effectiveness of our operational, legal and other risk management policies