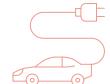


San-in Godo Bank Sustainability Report 2025



San-in Godo Bank aims to solve local issues and practices sustainability management to create social impact. We disseminate specific initiatives and models from San-in to help resolve issues facing society.



Editorial Policy

San-in Godo Bank believes that sustainable local communities and the sustainable growth of the Bank are one and the same. We recognize that sustainability initiatives are important management issues, and we work to resolve these issues through our core business and community contribution activities. We have prepared the Sustainability Report 2025 to summarize these efforts. This report references the GRI Standards and TCFD Recommendations and provides ESG information such as sustainability policies and systems, specific initiatives, and case studies.

Integrated Report 2025

https://ssl4.eir-parts.net/doc/8381/ir_material1/265382/00.pdf



ESG Data

<https://www.gogin.co.jp/about/csr/esg/index.html>



External Evaluations

<https://www.gogin.co.jp/about/csr/external-evaluation/index.html>



CONTENTS

02 Top Message

03 Approach to Sustainability

Policy on Sustainability Initiatives

Sustainability and Governance

Materialities

07 Environmental Initiatives

Response to Climate Change

Conserving Biodiversity and Addressing Natural Capital

Aiming for Carbon Neutrality

Reducing the Environmental Impact of Our Business Activities

Regional Carbon Neutrality

Environmental Protection Activities in Collaboration With Local Communities

28 Social Initiatives

Contribution to Regional Revitalization

Developing a Broad Range of Unique Social Initiatives

Supporting Customer Asset Formation Through Partnership With Nomura Securities Co., Ltd.

Financial and Economic Education

Promotion of Digital Transformation and Provision of Quality Financial Services

Improving Services for Customers With Special Care

Respect for Human Rights Initiatives

Supporting Active Careers for Diverse Human Resources

54 Governance Initiatives

See Integrated Report 2025 for more information.

55 GRI Standards Table

Participation in Initiatives

<https://www.gogin.co.jp/about/csr/initiative/>



Working With Local Communities Toward Decarbonized Societies

Changes in the global environment have led to an ever-increasing rise in global temperatures, more frequent large-scale disasters caused by typhoons and torrential rains, and the loss of natural environments and precious ecosystems. The effects of these developments are manifesting themselves as familiar problems in our daily lives, including rising energy prices and concerns about stable food supplies. Responding to climate change is a global challenge that requires governments, corporations, and individuals in their respective communities to coordinate efforts. San-in Godo Bank Group (“the Group”) recognizes the importance of responding to climate change, and we work with local citizens to solve community issues within the community. More recently, we became involved in four projects in Shimane and Tottori prefectures that have been selected as Decarbonization Leading Areas by the Ministry of the Environment. In these projects, we work with local governments and private companies to support regional decarbonization efforts. Specifically, Group company Gogin Energy installed solar panels on abandoned farmland and in residential complexes, supplying environmentally friendly electricity to local residents through a PPA business. We will continue to work with our communities to advance local decarbonization efforts by providing financing and solutions to our customers.

Fostering Human Resources Capable of Solving Local Issues

The Group relies on the tangible and intangible regional resources around us, including the natural environment,

social infrastructure, and relationships with citizens in the region. We also believe that providing services that enable local businesses and individuals to experience prosperity and growth is the driving force behind the sustainable growth of the Group. At the same time, the challenges our customers face are becoming more diverse and complex. Solving these challenges is no easy task. To this end, we engage in a series of dialogues to understand customer issues and develop our human resources, improving the consulting skills required to solve problems. We provide quality growth opportunities for our employees and focus on reskilling to acquire specialized knowledge and take on new business challenges. In parallel, we encourage the active participation of women and other diversity initiatives to create an organization that embraces new business challenges and responds flexibly to changes in society.

Sustainability Management

We understand that the Bank cannot achieve sustainable growth without the sustainable growth of our communities. In this context, we view solutions to environmental issues and social issues as an integral part of our management strategy, and we endeavor to create value and answer the trust of our stakeholders in this context. The San-in Godo Bank Group will continue to practice sustainability management and strive to develop sustainable local communities as a unified organization. We sincerely appreciate your continued support and patronage.

Hiroshi Yoshikawa

吉川 浩

President and Representative Director

Top Message



Policy on Sustainability Initiatives

To realize sustainable communities, the San-in Godo Bank Group is committed to solving local issues through our businesses and social contribution activities.

Continuing to Work Together With the Community and Our Customers

The San-in Godo Bank Group operates mainly in Shimane and Tottori Prefectures. These prefectures face a number of environmental and social issues, as the decline in population and rate of aging demographics outpaces any other region of Japan. Given these circumstances, cooperation among local governments, private companies, and individuals is essential if we are to solve the issues at hand and foster sustainable regional growth. Based on the idea that we should solve community issues within the community, the Group engages in many activities that emphasize the importance of our local ties.

Our fundamental desire to help the community and our customers will remain unchanged at all times as we stay committed to being deeply rooted in the community and endeavor for the sustainability of the region. As we pass on the strengths we have cultivated over the years, we will improve our problem-solving skills and implement our management philosophy, serving as a creative bank that fulfills the dreams of our communities and customers. Our aim is to build sustainable communities in which both the community and the Bank can thrive together.



Sustainability Statement

San-in Godo Bank Group endorses the United Nations Sustainable Development Goals (SDGs) and strives to make sustainable regional societies possible through initiatives that solve regional issues.

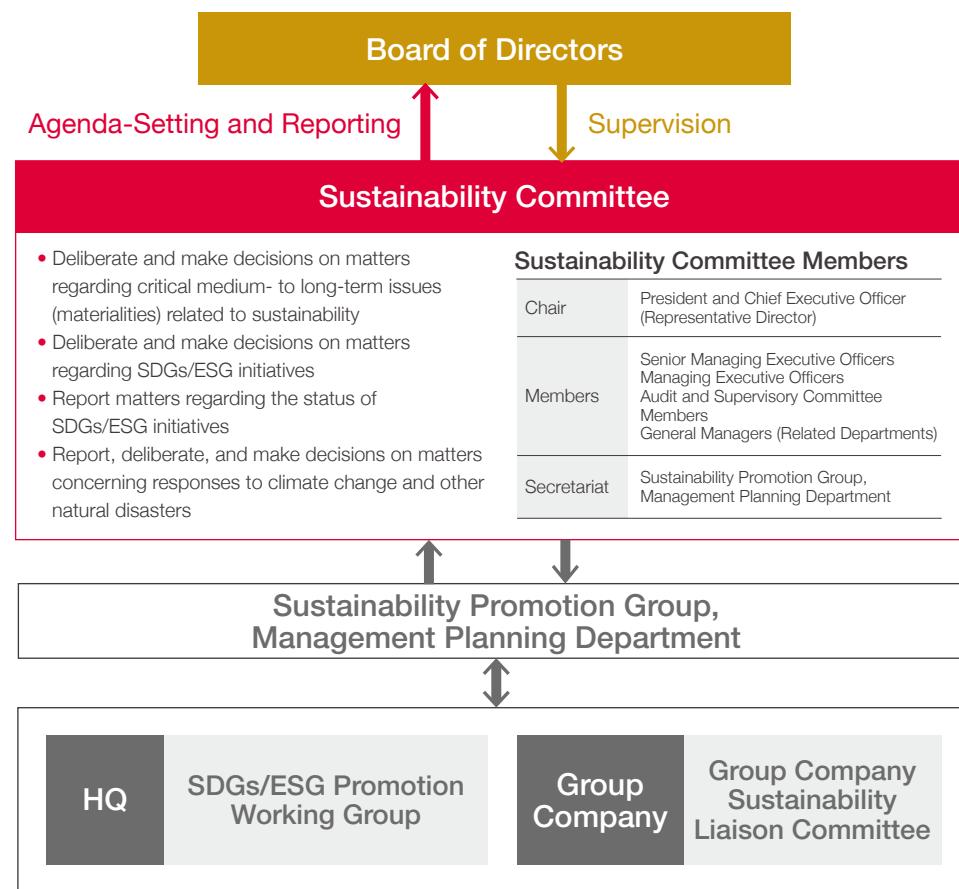
■ Priority Issues

Fostering Sustainable Growth for Regional Economies	We contribute to the sustainable growth of regional economies by supporting economic activities, solving customer needs, and adding value to our region and customers.
Creating a Prosperous Regional Society	We participate in community and social contribution activities to help create a prosperous and vibrant regional society.
Achieving a Sustainable Regional Society	We respond to climate change and work for a sustainable global environment by practicing environmentally friendly corporate activities and raising environmental awareness in the communities we serve.
Improving Employee Satisfaction	We aim to create work environments in which employees maximize their talents, and find greater pride and satisfaction in their work.
Engaging in Sound, Transparent Management	We strengthen corporate governance through positive, fair management disclosures and other information, working appropriately with stakeholders.

Sustainability and Governance

Sustainability Implementation Framework

The Bank established the Sustainability Committee to strengthen governance and pursue initiatives related to the SDGs and ESG. The Sustainability Promotion Group is solely responsible for planning and management related to sustainability at the Bank. The SDGs/ESG Promotion Working Group, consisting of representatives from each headquarters division, is responsible for organization-wide initiatives. The Group Company Sustainability Liaison Committee holds meetings to communicate related policies and initiatives.



Sustainability Committee Meetings

■ Major Items FY2024

Meeting No. (Month Held)	Topics
1st (Apr)	New Carbon Offset Support Loans
2nd (Jun)	Implementation of J-Credit Program Projects
3rd (Jul)	Sustainable Finance Initiatives
	Developments in Sustainability Information Disclosure Policies and Regulations
4th (Jul)	Adoption of Renewable Electricity via PPA
5th (Sep)	Review of ESG Work Plan (First Half) and Plan Formulation (Second Half)
6th (Feb)	ZEB Retrofit of Existing Branches
7th (Mar)	Formulation of ESG Work Plan
	Health Management Report and Future Action Policies

Medium-Term Management Plan Progress

■ Social Impact Indicators

Items	Final-Year Targets	FY2024 Results
No. of financial and economic educators	Cumulative total exceeding 30,000	17,267
CO ₂ emissions reduction Avoidance from increased renewable energy through PPAs and financing	Medium-Term Plan total 300,000 t-CO ₂	Cumulative total of 97,000 t-CO ₂

■ Human Capital Indicators (Consolidated)

Items	Final-Year Targets	FY2024 Results
Engagement rating	AA or higher*1	AA
Turnover rate (under 30)	5% or less	5.0%
Experienced professional hires	25%	29.5%
Percentage of female managers	Manager or higher*2: 25% Assistant manager or higher*3: 30%	24.1% 34.8%

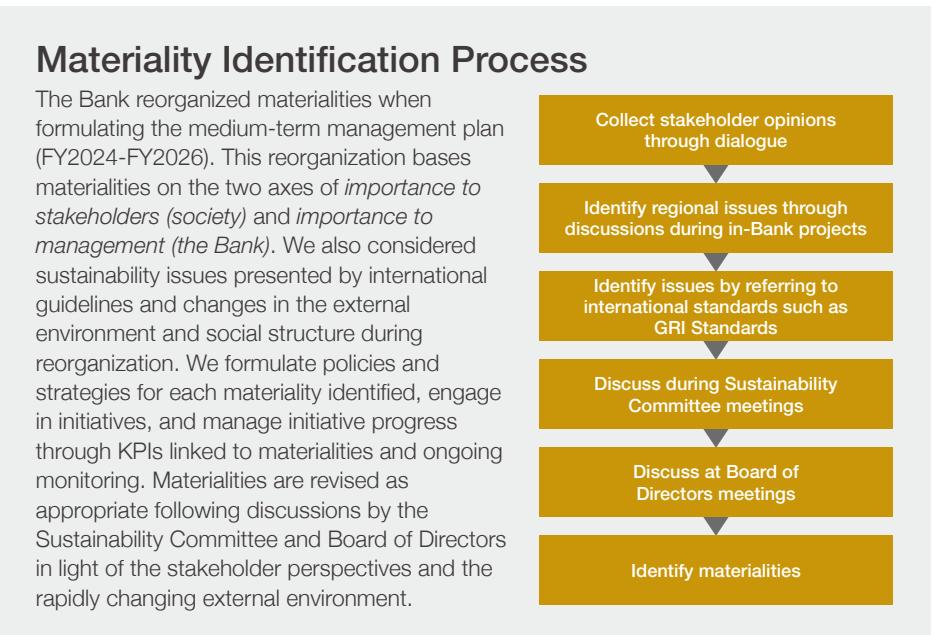
*1 Using the Link and Motivation Motivation Cloud tool. AA is the second-highest rating. Financial industry average is BB

*2 General managers and other managers/supervisors *3 Deputy branch managers, deputy planning managers, and other positions

Materialities

The Bank has worked consistently over the years to address social issues and continues to strengthen its management base to achieve growth across the entire region. We recognize that the Bank itself must be strong and robust in order to continue supporting the region. We position community revitalization and environmental initiatives as our core business and solve regional and customer issues. To this end, we aim to create a virtuous cycle in regional economies and achieve sustainable growth for the entire region.

Social Issues Recognized by the Bank

External Environment <ul style="list-style-type: none"> ● Low growth rate ● Declining number of business sites ● Low business start-up rate ● Delay in decarbonization initiatives ● Low ownership of financial securities and other financial products 	Materiality Identification Process 
---	---

Materialities	Reasons for Identification and Action Policy	Risks, Challenges, and Opportunities	Vision and Targets	Pages
Contribution to regional revitalization	<p>We are committed to the region, contributing to the revitalization of the local economy from various angles in response to the declining population, low birth rates, aging population, lack of successors, stagnation of the local economy, and other regional issues. We will also play our role in contributing to the region through social contribution activities as a member of the regional society.</p>	<p>Risks and Challenges Supporting the sustainability and vitality of local communities is essential for the long-term growth of the Bank. Maintaining and enhancing this foundation is a top management priority.</p> <p>Opportunities Regional challenges also present business opportunities, and providing diverse solutions allows us to achieve sustainable growth for local communities and the Bank.</p>	<ul style="list-style-type: none"> ● Establishment of Every Employee a Consultant Structure ● Value added by Bank's loan clients <p>San-in: 5% increase (vs. FY2022) Sustainable increase in gross prefectural product Sanyo and Kansai: Increase above national nominal GDP growth rate</p>	P29 P35
Support for improving QOL* in the era of 100-year lifespans	<p>We provide financial and economic education to improve the financial literacy of local residents. In this way, we improve the asset income of local customers to help achieve a prosperous regional society.</p>	<p>Risks and Challenges Insufficient financial literacy may raise concerns about lost investment opportunities for customers and lead to an increase in consumer issues.</p> <p>Opportunities Supporting financial literacy enables customers to make informed choices based on a correct understanding of financial products suited to each stage of life. The Bank can respond to these needs by offering investment and funding products and services tailored to customers.</p>	<ul style="list-style-type: none"> ● Goal-based approach to consulting ● No. of financial and economic educators: Cumulative total exceeding 30,000 	P36 P37

*QOL: Quality of Life

Materialities

Materialities	Reasons for Identification and Action Policy	Risks, Challenges, and Opportunities	Vision and Targets	Pages
Environmental protection and response to climate change	We engage in sustainable finance and supply renewable energy through our subsidiaries, aiming to create a decarbonized society. In this way, we support companies in their efforts to become carbon neutral. We recognize that preserving local biodiversity presents a new challenge, and we are committed to addressing this issue.	<p>Risks and Challenges Environmental action is indispensable over the long term, and delayed responses may limit future business options. Preserving and passing on the local nature and environment to future generations is also our social mission.</p> <p>Opportunities We can support the sustainable growth of clients and the Bank by pursuing sustainable finance and supplying renewable energy through our subsidiaries.</p>	<ul style="list-style-type: none"> Total CO₂ emissions avoidance: 300,000 t-CO₂ during the Medium-Term Plan Target amount of cumulative sustainable finance by FY2030: ¥1.5 trillion (including ¥500 billion in environmental fields) Achieve carbon neutrality: <ul style="list-style-type: none"> Net zero in Scope 1, 2 by FY2030 Net zero in Scope 1, 2, and 3 by FY2050 Greenhouse gas emissions target: 70% reduction by FY2026 (vs. FY2013) 	P7 P27
Promotion of DX and provision of quality financial services	We will implement digital transformation while serving our role as a crucial financial infrastructure to provide stable and high-quality services to local customers. We are committed to our role, even as populations and birth rates continue to decline and the population ages.	<p>Risks and Challenges A decline in the convenience of financial services available to local communities could slow the growth of the regional economy as a whole.</p> <p>Opportunities Improving access to financial services for local communities increases customer satisfaction and would enhance our earnings.</p>	<ul style="list-style-type: none"> Enhance non-direct contact channels Pursue new businesses with digital technologies Improve services for customers with special needs 	P38 P40
Respect for Human Rights	As awareness and the importance of human rights increases in Japan and overseas, companies must go beyond addressing human rights issues related to internal operations and employees. We must respect the human rights of diverse stakeholders, including those in our supply chains and our business partners. The Bank recognizes that it is our major responsibility as a financial institution to respect human rights through our core business and engage with stakeholders. We are committed to continuing our efforts.	<p>Risks and Challenges Respect for human rights is a foundation of our business, and establishing systems that extend across the supply chain is our social responsibility.</p> <p>Opportunities Building a framework for respecting human rights and conducting business with strong ethics can help maintain the trust of local communities and create a safe and secure society.</p>	<ul style="list-style-type: none"> Identify human rights risks in client business activities and implement screening processes 	P41 P42
Work-style reform and promotion of diversity and inclusion	We make active investments to provide diverse and flexible work options to our employees and support their career development. In this way, we strive to ensure employees' good physical and mental health, as well as the well-being of our employees and their families, and improve employee engagement. We develop personnel who can act to solve regional and customer issues to ensure we continue supporting the community. We also respect our employees' diverse personalities and values regardless of gender, working to be an organization where every employee can play an active role.	<p>Risks and Challenges Establishing a supportive work environment and fostering a culture that embraces different values is essential for diverse talent to demonstrate their capabilities.</p> <p>Opportunities Developing diverse talent and enabling individuals to demonstrate their capabilities enhances consulting capabilities tailored to local communities and clients, while supporting the sustainable growth of the Bank.</p>	<p><FY2026 Targets (Consolidated)></p> <ul style="list-style-type: none"> Engagement rating: AA or higher Turnover rate (under 30 years of age): 5% or less Ratio of experienced professional hires: 25% Percentage of female management positions: <ul style="list-style-type: none"> 25% (manager or higher) 30% (assistant manager or higher) 	P43 P53
Enhancement of corporate value and strengthening of corporate governance	We strive to meet stakeholder expectations and achieve sustainable corporate value. To this end, we strengthen the governance and compliance of the entire Group and pursue the maximum group synergies.	<p>Risks and Challenges Enhancing the effectiveness of corporate governance is central to improving corporate value and managing risk, and is an issue to address continually going forward.</p> <p>Opportunities The Board of Directors advances growth strategies and enhances corporate value by leading agile decision-making and stable operations.</p>	<ul style="list-style-type: none"> Continually ensure diversity in management Maintain safety and soundness of management 	Integrated Report P66 P84

Environmental Initiatives

Environmental Initiatives

The San-in Godo Bank Group recognizes that sound social development is vital to our own sustainability and is founded on the existence of a sustainable society. As a good corporate citizen, we walk hand-in-hand with society, engaging in proactive and consistent environmental protection activities designed to pass on an abundant natural environment to future generations.

Environmental Policy

1 Compliance With Environmental Laws and Regulations

We comply with environmental laws, regulations, and agreements.

2 Environmental Conservation Through Financial Products and Services

We contribute to environmental conservation through financial products and services.

3 Resource Conservation, Energy Conservation, and Recycling

We strive to reduce the environmental impact of our business activities through resource conservation, energy conservation, and recycling activities.

4 Environmental Conservation Activities in Cooperation With Local Communities

We engage in environmental conservation activities in cooperation with local communities.

5 Environmental Education and Awareness

We communicate this policy to all officers and employees, each of whom engage voluntarily and actively in environmental conservation activities.



CONTENTS

08 Response to Climate Change

13 Conserving Biodiversity and Addressing Natural Capital

15 Aiming for Carbon Neutrality

16 Reducing the Environmental Impact of Our Business Activities

18 Regional Carbon Neutrality

26 Environmental Protection Activities in Collaboration With Local Communities

Response to Climate Change TCFD

TASK FORCE ON
CLIMATE-RELATED
FINANCIAL
DISCLOSURES

Climate change has emerged as a common concern across the globe as the world grapples with the growing devastation caused by abnormal weather and large-scale natural disasters. For customers and the Group alike, these problems are becoming factors that heavily impact the business environment and business management. Given these conditions, the Group addresses climate change as a key management issue. In this context, we are reinforcing our governance structure and analyzing the impact of climate change on our businesses, taking appropriate measures to address opportunities and risks. In April 2021, we published our endorsement of the TCFD recommendations. We disclose information based on the TCFD recommendations on our website, in integrated reports, and in sustainability reports. In fiscal 2022, we began conducting scenario analyses for transition risk and physical risk, publishing estimates of impacts (maximum values) through the year 2050. We will continue our efforts to enhance risk management and information disclosure.

Governance

- We established the Sustainability Committee, chaired by the representative director and president, as a body to deliberate climate change and other sustainability-related matters. Under this structure, the committee reports to and is monitored by the Board of Directors.
- The Sustainability Promotion Group strengthens Bank-wide SDGs and ESG initiatives, planning and advancing group-wide activities.
- We established the SDGs/ESG Promotion Working Group at the head office. In addition to advancing initiatives across the organization, this body reports regularly to the Sustainability Committee and Board of Directors on the status of specific initiatives regarding responses to climate change and other ESG issues.
- Group Company Sustainability Liaison Meetings provide a forum to share information on climate change response policies and other matters throughout the Group.



Awareness of Climate Change Response Within the Group

The San-in Godo Bank Group conducts internal awareness-raising activities to encourage a better understanding among Group officers and employees of the need to address climate change and pursue local decarbonization. We also publicize initiatives that are in line with the latest global trends.

■ Study Sessions and Training on Decarbonization and the SDGs

To engage with decarbonization and the SDGs inside and outside the Bank, we hold study and training sessions for officers and employees to encourage a better understanding of the topics.

Training	Target(s)	Content	No. of Participants (FY2024)
Branch consulting activation seminar	Corporate Business employees	Challenges and solutions in local decarbonization	83
E-learning on decarbonization	Corporate Business employees	Trends in decarbonization, GHG emissions reduction methods	503
SDGs seminar	New employees	Basic knowledge of the SDGs	69

■ Decarbonization Study Session for Board Members (October 2024)

To foster a deeper understanding of the environment surrounding decarbonization and the role of regional financial institutions, we held a study session on decarbonization for the president, other officers, and general managers.

Topics	The state of local decarbonization and finance
Lecturer	Yosuke Isa, Representative Director and CSO, Bywill Inc.
Participants	Officers and HQ general managers



Response to Climate Change

Strategy

- In May 2019, San-in Godo Bank Group published our Sustainability Statement. This statement identifies environmental protection, including our response to climate change, as a priority issue in achieving sustainable communities.
- Climate change is a key management issue, and we address opportunities and risks related to this issue.
- As a regional financial institution, we support local communities and customers in addressing climate change through our products and services. At the same time, we advance initiatives to reduce the environmental impact of the Group's business activities.
- We remain aware of the risks associated with climate change and strive to address these risks.

Opportunities

Sustainable Finance and Consulting Initiatives

We recognize the business opportunities for the Group that lie in green finance for renewable energy projects, transition financing to facilitate the transition toward decarbonization, and consulting initiatives to assist businesses in dealing with climate change.

Providing Electricity Derived From Renewable Energy

San-in lacks in the supply of renewable energy and has been slow to transition to decarbonization management. In response, the Bank established Gogin Energy Co., Ltd. to provide solutions to this regional issue and business opportunities for the Group. The mission of Gogin Energy is to increase the supply of renewable energy to the region and encourage local production for local consumption of energy. Gogin Energy pursued PPA* business initiatives in fiscal 2024 as follows.

No. of PPA Contracts (Cumulative)	Achievements	Annual Contribution to CO ₂ Reduction
45		5,430 t-CO ₂

*PPA: Power Purchase Agreement, also known as the third-party ownership model, referring to electricity sales. A scheme where PPA providers install power generation facilities on buildings or land owned by electricity consumers, who then purchase the generated power for their own consumption.

Risk

We address two types of climate-change-related risks: (1) Physical risk (increased frequency of natural disasters and abnormal weather due to climate change) and (2) Transition risk (risk associated with transitioning to a carbon-free society, including stricter climate regulations and advancements in technological innovation).

Physical Risk

Possible physical risk scenarios include a potential surge in credit risk as companies financed by the Bank see assets and business activities impacted by natural disasters and other issues caused by climate change. Other risks include operational risks posed by natural disasters and other factors that damage Group business facilities.

Examples of Physical Risks

Major Physical Risks	
Acute	<ul style="list-style-type: none"> Increased damage due to extreme weather events (typhoons, floods, etc.)
Chronic	<ul style="list-style-type: none"> Changes in precipitation patterns and extremes in weather patterns Increase in average temperatures Rising sea levels

Transition Risk

We anticipate that tighter climate-related regulations and technological innovations in decarbonization will increase credit risk to our financing and investment clients, whose business activities may be affected.

Examples of Transition Risks

Major Transition Risks	
Policies and Regulations	<ul style="list-style-type: none"> Increase in the cost of greenhouse gas emissions (carbon tax) Regulations affecting existing products and services Lawsuits
Technology	<ul style="list-style-type: none"> Shift to products and services with lower greenhouse gas emissions Failure to invest in new technologies Transition costs in moving to low-emission technologies
Markets	<ul style="list-style-type: none"> Changes in customer behavior Rise in raw material prices
Reputation	<ul style="list-style-type: none"> Changing consumer preferences Condemnation of high-emissions sectors Increased stakeholder scrutiny and negative feedback

Scenario Analysis

Since fiscal 2022, we have conducted scenario analyses for physical risk and transition risk to understand the impact of climate change on the Bank's portfolio in the future. We base these analyses on the 1.5°C scenario and several other scenarios to envision different situations related to climate change, to increase the flexibility of our plans, and to incorporate greater resilience into our strategies.

In fiscal 2025, we added the following analyses to those conducted in the previous year. In terms of physical risk, we expanded the scope of analysis to include corporate borrowers in Japan for financial deterioration risks stemming from the suspension of business (decrease in sales). We also added the chemicals sector to our analysis of transition risk. Our fiscal 2025 analysis is as follows.

Physical Risk

Risks	<ul style="list-style-type: none"> (1) Damage to collateral (buildings) due to flooding (2) Deterioration of financial results due to suspension of business (decrease in sales) of borrowers due to flooding
Analysis	<ul style="list-style-type: none"> (1) Borrowers in Japan with collateral properties (housing loans, private lenders, corporations) (2) Specified clients in the manufacturing, retail, and entertainment sectors; and borrowers in Japan (corporations) headquartered in areas with a high risk of flooding
Scenario	<ul style="list-style-type: none"> IPCC (Intergovernmental Panel on Climate Change) <ul style="list-style-type: none"> RCP1.9 (1.5°C scenario) RCP2.6 (2.0°C scenario) RCP8.5 (4.0°C scenario)
Period Analyzed	Through 2050
Risk Indicators	Estimated increase in credit costs
Risk Level	Maximum of ¥6.8 billion

Transition Risk

Risks	<ul style="list-style-type: none"> (1) Deterioration in the financial condition of borrowers due to asset damage, sales declines, cost increases, etc. (2) Deterioration in the financial condition of borrowers due to the introduction of carbon taxes
Analysis	<ul style="list-style-type: none"> (1) Specific clients in the electricity, oil, gas, marine transportation, and chemical sectors (2) Borrowers in Japan (corporations)
Scenario	<ul style="list-style-type: none"> NGFS (Network of Central Banks and Supervisors for Greening the Financial System) <ul style="list-style-type: none"> Net Zero 2050 Below 2°C Current Policies
Period Analyzed	Through 2050
Risk Indicators	Estimated increase in credit costs
Risk Level	Maximum of ¥6.4 billion

Response to Climate Change

Carbon-Related Assets (Loan Balances)

The percentage of carbon-related assets to Bank loan balances as of March 31, 2025, is as shown in the accompanying chart.

Carbon-Related Sectors	Energy	Transportation	Materials and Buildings	Agriculture, Food, and Forestry Products
Ratio	2.1%	10.1%	19.7%	3.8%

Risk Management

- Climate change and other environment-related initiatives represent a key management concern. Recognizing this fact, we created an investment and financing policy that reflects our Sustainability Statement, which includes policies for responding to climate change.
- We recognize the impact that physical and transition risks may pose to the Group's business lines, strategies, and financial scope over the medium to long term. Risk management for maintaining management stability and soundness is our most important issue. The Board of Directors leads our approach to risk management, and we intend to continue exploring initiatives to achieve integrated risk management for climate-related risks.

Investment and Financing Policy That Reflects Our Sustainability Statement

In light of the principles of the United Nations Sustainable Development Goals (SDGs), and in a commitment to realizing a sustainable regional society and environment through its business, the San-in Godo Bank Group has a defined policy of fields to actively target and avoid with respect to investment and loan activities.

Investment and Loan Policy

1. Areas of Proactive Efforts

Financial Inclusion

We seek to deepen dialogue with clients by understanding their financial and non-financial information. Examples of non-financial information include ESG-related content. We provide support in the following areas to contribute to the sustainable development of the region.

- Supporting regional industry growth
- Solving issues and needs for regional clients

Environmental Considerations

We make investments and loans actively in the following areas, practicing environmentally friendly corporate activities and raising environmental awareness in our communities.

- Business activities that contribute to the conservation of forest resources and biodiversity
- Business activities that contribute to energy conservation, renewable energy, and the creation of decarbonized societies

2. Intentional Avoidance of Certain Businesses

Certain transactions are likely to have a significant impact on the environment and society. For these transactions in the sectors described below, we make investment and loan decisions after referencing international standards, etc. We also confirm the status of the client's response, including the acquisition of certifications or any issues in connection with the local community.

Policy for Cross-Sector Initiatives

- We do not invest or provide loans to projects with the potential to have a significant impact on areas of high conservation value. Such areas in our region include Lake Shinji and Nakaumi (both registered as Ramsar Wetlands of International Importance), as well as the Iwami Ginzan Silver Mine (UNESCO World Heritage Site). We look at investments and loans carefully when considering projects that involve deforestation. We pay particular attention to the impact on society and the environment, confirming measures toward risk mitigation, etc.
- We never invest or provide loans to companies found to be involved directly or indirectly in human rights abuses, including human trafficking, child labor, or forced labor.

Policy on Initiatives for Specific Sectors

• Coal-Fired Thermal Power Generation

Coal-fired power plants have a serious impact on the environment. These impacts include climate change and air pollution, stemming from the emissions of large amounts of greenhouse gases and the release of toxic substances.

In principle, the Bank does not invest or provide loans to fund the construction of new coal-fired power plants. When considering unique initiatives, however, we carefully reference national energy policies and relevant international guidelines*, paying close attention to the background and characteristics of each project, including power generation efficiency, environmental impact, and impact on local communities.

*OECD Arrangement on Officially Supported Export Credits

• Palm Oil Plantation Development

Palm oil is a raw material used in foods, detergents, and other products that are indispensable in our daily lives. The palm oil production process can involve human rights issues, including violations of the rights of indigenous people and child labor. The process can also involve the cutting and burning of natural forests, damage to biodiversity, and other environmental issues. When investing in or financing the development of palm oil plantations, we conduct a careful review of the investment after confirming Roundtable on Sustainable Palm Oil (RSPO) certification, which is granted to palm oil producers who engage in business in an environmentally and socially responsible manner.

• Weapons

We never make investments or loans to companies that develop, manufacture, or possess nuclear, biological, chemical, and other weapons of mass destruction (including anti-personnel landmines and cluster munitions) in light of the inhumane nature of such weapons.

*The Sustainability Committee and other committees periodically review this policy to ensure the appropriateness and the status of ongoing projects. Policies are revised and enhanced as deemed necessary.

*Businesses we avoid intentionally exclude projects launched prior to the commencement date of this policy, as well as projects for which we have already declared our intention to support.

Commencement Date June 15, 2021

Response to Climate Change

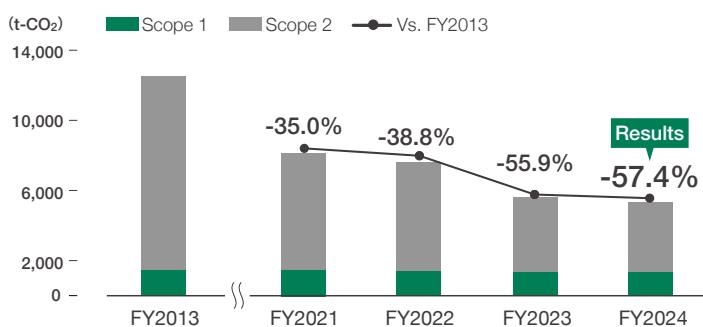
Indicators and Targets

Reduction of Greenhouse Gas Emissions

Indicator	Targets	
Greenhouse Gas Emissions	Carbon neutral medium- to long-term target	Scope 1 and 2: Net zero by FY2030 Scope 1, 2, and 3: Net zero by FY2050

Greenhouse Gas Emissions Trends and Targets (Scope 1 and 2; Consolidated)

We set a 70% reduction in greenhouse gas emissions (vs. fiscal 2013) as our fiscal 2026 target, and we are working to meet this goal ahead of the Japanese government's target for fiscal 2030 of a 46% reduction (vs. fiscal 2013). In fiscal 2024, we reduced emissions volumes by 57.4% compared with fiscal 2013 levels. SOCOTEC Certification Japan has provided a third-party attestation of our greenhouse gas emissions (Scope 1 and 2) calculations for fiscal 2024.



Greenhouse Gas (GHG) Emissions, Energy and Electricity Usage (Consolidated)

Calculated Item	Unit	FY2022	FY2023	FY2024
Scope 1	Direct emissions	1,396	1,303	1,320
Scope 2	Indirect emissions	6,224	4,196	3,996
Total of Scope 1 and Scope 2		7,620	5,499	5,316
Scope 3	Indirect emissions other than Scope 1 and 2	2,304,872	8,212,593	19,759,116
Total energy usage	Crude oil equivalent	kL	3,595	2,563
Total energy usage	Heat value	GJ	139,383	99,355
Electricity usage	Thousand kWh	11,683	10,452	10,498

GHG Emissions (Scope 3)

Calculated Item	FY2022	FY2023	FY2024
Category 1	3,398	4,180	3,926
Category 2	7,127	3,649	6,657
Category 3	1,134	838	875
Category 4	1,641	1,646	1,694
Category 5	287	317	300
Category 6	314	274	264
Category 7	971	945	910
Category 8* ¹	Upstream leased assets		
Category 9* ¹	Downstream transportation and distribution		
Category 10* ¹	Processing of sold products	N/A	N/A
Category 11* ¹	Use of sold products		
Category 12* ¹	End-of-life treatment of sold products		
Category 13* ²	Downstream leased assets	0	0
Category 14* ¹	Franchises	N/A	N/A
Category 15	Investments	2,290,000	8,200,744
Total	2,304,872	8,212,593	19,759,116

*1 Categories 8-12 and 14 do not apply to our business operations. *2 Gogin Leasing Co., Ltd. is not included in the total for category 13. We calculated Scope 3 emissions referencing the *Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain Ver.2.7* (Ministry of the Environment, Ministry of the Economy, Trade and Industry). We derived the emission factors used in Scope 3 calculations from the *Emission Factor Database for Calculating Greenhouse Gas Emissions through the Supply Chain Ver. 3.5* (Ministry of the Environment and the Ministry of Economy, Trade and Industry). Scope 3 emissions of investees are added to Scope 3 (Category 15: Investments) as of FY2024.

Response to Climate Change

Estimated GHG Emissions From the San-in Godo Bank Investment and Loan Portfolio (Scope 3 Category 15)

Indirect emissions through investments and loans account for a large portion of GHG emissions at financial institutions. Therefore, we recognize the importance of estimating and calculating these emissions, and we pursue reduction efforts through monitoring and engagement. In June 2022, the Bank became a member of the Partnership for Carbon Accounting Financials (PCAF), an international initiative to promote the measurement and disclosure of GHG emissions from investment and loan portfolios. We will consider using the results of these estimates to engage with our clients and business partners for decarbonization. These estimates may change in the future due to the expansion of emissions calculation and disclosure among our financing and investment clients, changes in calculation standards, changes in industry classification, and other factors.

Carbon-related Sectors		Oil and gas	Power and utilities	Air travel and transport	Marine transport	Rail transport	Truck services	Automobiles and parts	Metals and mining	Chemicals	Building materials	Capital goods	Real estate management and development	Beverage	Agriculture	Processed foods and meats	Paper and forest products	Other	Total
Financed Emissions (thousand t-CO ₂)																			
Business Financing	Scope 1, 2	2,949	571	94	725	38	192	12	471	524	33	245	10	4	602	281	107	1,396	8,255
	Scope 3	644	307	25	841	80	92	326	378	330	49	4,219	122	26	335	106	138	3,244	11,263
Data Quality Score																			
Business Financing	Scope 1, 2	3.21	1.15	3.53	3.87	1.36	3.61	2.35	2.73	2.31	3.15	3.11	3.50	3.57	3.09	3.80	3.07	3.59	3.37
	Scope 3	3.25	1.80	3.30	3.87	1.75	3.90	2.77	2.97	2.86	3.31	3.31	3.53	3.57	3.38	3.86	3.28	3.71	3.50
Loan Balances Subject to Calculation (¥ millions)		24,478	72,442	19,655	343,014	70,149	58,090	29,075	75,614	54,857	12,196	361,672	492,797	35,730	76,458	18,841	60,499	1,376,121	3,181,686
Coverage Ratio (%)		99.9%	90.8%	99.9%	99.5%	100.0%	99.8%	100.0%	98.0%	96.1%	100.0%	97.8%	87.8%	100.0%	95.0%	93.8%	99.9%	92.3%	93.8%
Financed Emissions (thousand t-CO ₂)																			
Listed Stocks and Bonds	Scope 1, 2	2	18	-	0	1	-	0	6	2	-	1	0	0	0	0	2	3	38
	Scope 3	25	8	-	0	2	-	52	4	6	-	30	0	3	2	11	2	45	189
Data Quality Score																			
Listed Stocks and Bonds	Scope 1, 2	1.03	1.00	-	4.00	1.77	-	1.14	1.07	1.20	-	1.76	1.00	1.00	2.00	1.99	1.21	1.61	1.53
	Scope 3	1.03	1.06	-	4.00	3.04	-	2.29	1.60	1.36	-	3.38	1.00	1.00	2.62	3.99	1.86	2.63	2.47
Investment Balances Subject to Calculation (¥ millions)		640	5,370	-	219	1,878	-	1,357	811	6,494	-	10,206	1,962	6,262	198	8,947	401	31,836	76,581
Coverage Ratio (%)		100.0%	100.0%	-	100.0%	100.0%	-	100.0%	100.0%	100.0%	-	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Financed Emissions (thousand t-CO ₂)																			
Total	Scope 1, 2	2,952	589	94	725	40	192	12	477	527	33	246	10	4	603	281	110	1,399	8,293
	Scope 3	670	315	25	841	82	92	378	382	336	49	4,248	122	30	337	116	140	3,289	11,452
Data Quality Score																			
Total	Scope 1, 2	3.15	1.14	3.53	3.87	1.37	3.61	2.30	2.72	2.19	3.15	3.07	3.49	3.19	3.09	3.22	3.06	3.54	3.32
	Scope 3	3.19	1.75	3.30	3.87	1.79	3.90	2.74	2.96	2.70	3.31	3.31	3.52	3.19	3.38	3.90	3.27	3.68	3.48
Investment and Loan Balances Subject to Calculation (¥ millions)		25,118	77,812	19,655	343,233	72,028	58,090	30,432	76,424	61,351	12,196	371,878	494,759	41,993	76,656	27,787	60,900	1,407,957	3,258,267
Coverage Ratio (%)		99.9%	91.4%	99.9%	99.5%	100.0%	99.8%	100.0%	98.0%	96.5%	100.0%	97.8%	87.9%	100.0%	95.0%	95.7%	99.9%	92.5%	94.0%

Trial Calculation Conditions, Etc.

Target Assets	Business loans, listed stocks and bonds	Method	• Estimate based on PCAF standards, etc. (PCAF dataset: EXIOBASE v3.9, base year 2019) • GHG emissions = Investee emissions* × percentage of the Bank's investments in investee	Reference Date	• Investment and loan balances as of March 31, 2025
Industry	Carbon-related assets of the TCFD recommendations (18 industries in 4 sectors) and other assets		*For clients without readily available data, we obtained emission factors per sales by region and sector, taken from the PCAF database (top-down analysis). Published values were used for certain investees that disclose and publish information (bottom-up analysis).		• Latest lender financial data held by the Bank as of March 31, 2025
				Coverage Ratio	94.0%

Conserving Biodiversity and Addressing Natural Capital

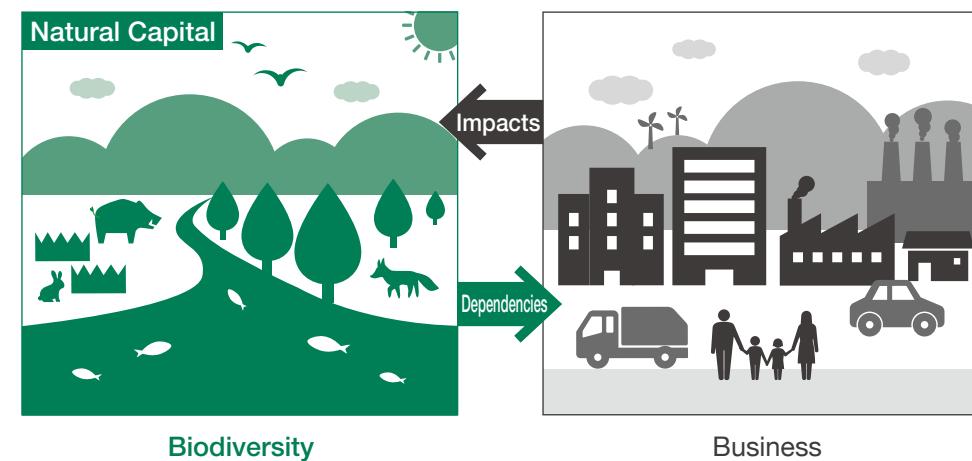
The San-in Godo Bank Group operates mainly in Shimane and Tottori prefectures. These prefectures are blessed with a rich natural environment, including the San-in Coast (a UNESCO World Geopark), the Daisen and Sanbe mountains, a portion of the Daisen-Oki National Park, the Oki Islands, and Lake Shinji and Nakaumi (Ramsar Convention wetlands). Our daily lives and corporate activities are supported by tangible and intangible natural capital and diverse ecosystems.

We understand that conserving biodiversity and addressing natural capital are issues as important as climate change, and the Group is committed to Nature Positive initiatives aimed at maintaining and restoring the natural capital on which we all depend.

Response to TNFD



San-in Godo Bank Group actively engages in biodiversity conservation and addresses natural capital to achieve a sustainable regional society. We support the initiatives of the Taskforce on Nature-related Financial Disclosures (TNFD) and have registered as a TNFD Adopter, following the TNFD disclosure recommendations published in September 2023. We plan to implement TNFD disclosures starting with fiscal 2025 reporting. We also participated in the TNFD Forum. The Group will disclose information following the TNFD Framework's recommendations on governance, strategy, risk management, and indicators and targets. We also use the LEAP approach recommended by the TNFD to analyze our interactions, impacts, risks, and opportunities between the Group's business and natural capital and biodiversity.



LEAP Approach

The LEAP approach is an evaluation method developed by TNFD as an integrated approach to assess challenges, including interactions with nature and nature-related dependencies, impacts, risks, and opportunities.



• Identify interfaces with nature	• Identify dependencies and impacts	• Identify risks and opportunities	• Strategize and allocate resources
• Identify priority areas	• Analyze degree of dependency	• Assess materiality of risks and opportunities	• Measure performance
• Identify sectors	• Analyze degree of impacts	• Reduce and manage risks	• Report and publish

Governance

Similarly to how we address climate change, we established the Sustainability Committee, chaired by the representative director and president, to conserve biodiversity and address natural capital. The committee reports to and is supervised by the Board of Directors. Under the proactive involvement of the Board of Directors and the management team, we endeavor to conserve biodiversity and address natural capital initiatives toward nature positive in the region.

Conserving Biodiversity and Addressing Natural Capital

Participation in Initiatives and External Partners

Joined the 30by30 Alliance for Biodiversity (January 2024)

Pursuing the goal of halting and restoring biodiversity loss, national institutions, corporations, local governments, and citizens are working together to conserve at least 30% of land and sea as healthy ecosystems by 2030. The Bank will continue to engage actively in environmental protection activities as part of this alliance.



Joined Keidanren's Initiative Based on the Declaration of Biodiversity (June 2022)

The Bank joined Keidanren's Initiative based on the Declaration of Biodiversity in support of the declaration formulated by Keidanren and the Keidanren Committee on Nature Conservation. This declaration encourages corporate management that recognizes the importance of biodiversity. Endorsing this declaration, the Bank strives to protect irreplaceable ecosystems and pass on a rich natural environment and its bounty to future generations.



Signed the Official Partnership for National Parks With the Ministry of the Environment (March 2021)

As an official partner of national parks, the Bank works with the Ministry of the Environment and local governments to deepen the understanding of environmental conservation, expand the number of visitors to national parks, and contribute to regional revitalization.



■ Major Initiatives

- Conduct measures such as forest conservation activities and beach cleanup activities (ongoing)
- Spread information on the attractiveness of national parks through disclosure magazines and other forms of media
- Publicize information related to national parks at events held by the Bank, such as seminars and training sessions

Environmental Protection Activities in Collaboration With Local Communities

San-in Godo Bank joins forces with others across the region in activities designed to responsibly protect forests for future generations. These activities are based on protecting the natural beauty of our home region and enabling each individual to continue contributing to the best of their ability.

■ Major Activities

Forest Conservation Activities
See ▶P26

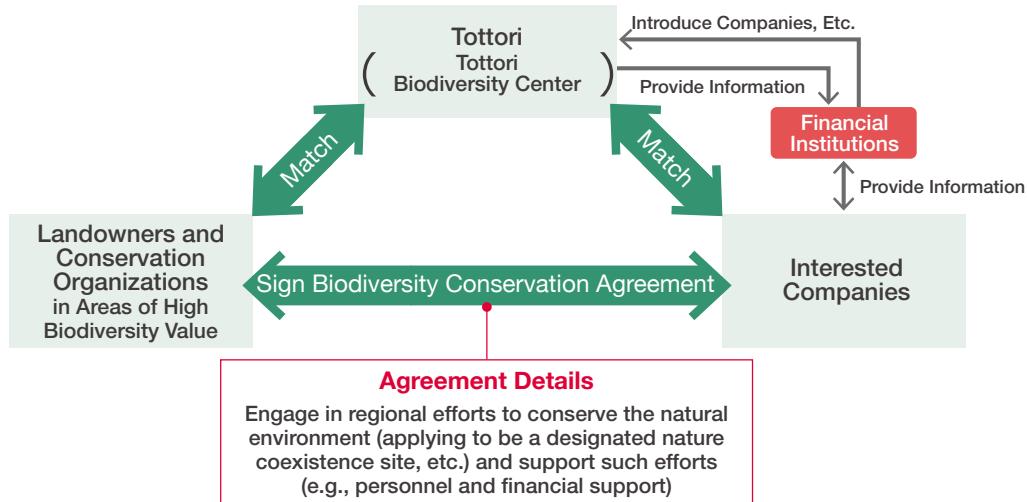
Coastal Cleanup Activities
See ▶P27

Volunteer Reed Cutters
See ▶P27

Biodiversity Matching Services With Tottori Prefecture

(Launched in December 2023)

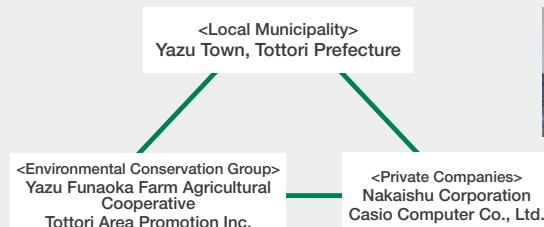
Tottori Prefecture and financial institutions work together to match private companies interested in environmental conservation activities with organizations engaged in biodiversity conservation activities. The aim of this program is to conserve biodiversity through the certification of nature coexistence sites through public-private partnerships.



Case Study

Matching Biodiversity Conservation Agreement

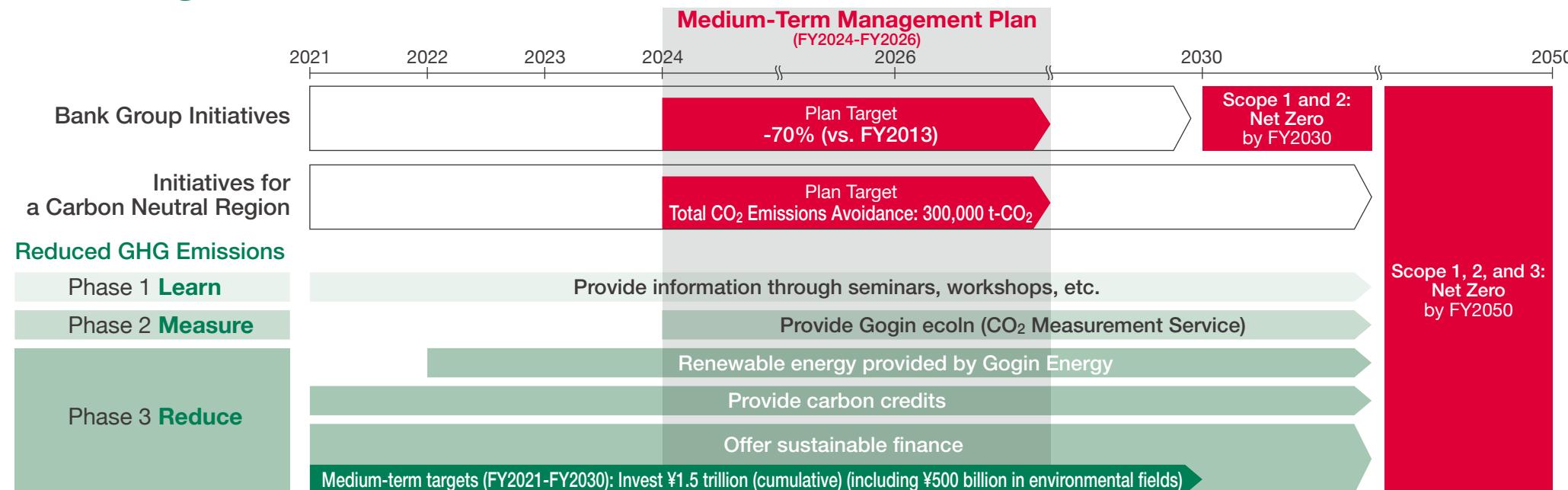
(Signed in February 2025)



■ Conservation Activities Conducted by Private Companies Based on the Agreement

- Crop production activities, including farmland maintenance at the Yazu Funaoka Farm
- Biodiversity conservation through ecological surveys and the extermination of invasive alien species
- Environmental education activities, including living creature observation events at the sustainably managed nature coexistence site

Aiming for Carbon Neutrality



Group Initiatives

To date, the Group has engaged in initiatives to reduce our environmental impact. These initiatives include efforts to transition to LED lighting in sales branches and the use of solar power generation on the roofs of certain bank branches. We will further accelerate such initiatives by sequentially upgrading energy conservation equipment and utilizing renewable energy sources to reduce Group greenhouse gas emissions.

Medium- to Long-Term Targets Toward Becoming Carbon-Neutral

The San-in Godo Bank Group established even more ambitious Group-wide policies and medium- to long-term targets to achieve carbon neutrality.

Targets	Results
GHG Emissions by FY2030 (Scope 1 and 2) Net Zero	FY2024: 5,316 t-CO₂ (-57.4% vs. FY2013)

Initiatives for a Carbon Neutral Region

- We have set ambitious medium- to long-term targets for sustainable finance that contribute to solving social and environmental issues, and are working to advance efforts through our core businesses.
- We actively take the initiative to achieve a decarbonized society for our regions by working in collaboration with local governments and companies.
- We established Gogin Energy Co., Ltd., becoming the first regional bank to enter the renewable energy power generation business.

Regional CO₂ Emissions Reduction Target (Avoided CO₂ Emissions)

We have set the decarbonization of the entire region as our local CO₂ emissions reduction target. We fully support our clients' initiatives aimed at achieving carbon neutrality, and thereby accelerating local decarbonization.

Targets	Results
(FY2024-FY2026) Total Avoidance of 300,000 t-CO₂	FY2024: 97,000 t-CO₂

*CO₂ reductions from increased renewable energy adoption through PPAs and other financing methods

Reducing the Environmental Impact of Our Business Activities

- San-in Godo Bank Group Carbon-Neutral Initiatives -

Building Eco-Friendly Branches

The Group strives to achieve a net-zero GHG emissions target by 2030 through measures that include converting new branches to ZEB, improving the energy efficiency of existing facilities, and adopting renewable energy sources.

Branches With ZEB Status for Decarbonization



Yasugi Branch
(newly built and relocated in October 2022)

The building enables the branch to reduce its net energy consumption by 100% or more by saving and creating energy.

[Energy Savings]

Adopt highly insulated structures and LED lighting

BELS



[Energy Creation]

Install solar panels on the roofs of branches



この建物のエネルギー消費量 101%削減

2022年6月30日交付 国土交通省告示に基づく第三者認証

Energy Creation Initiatives

Aiming to decarbonize and lower carbon emissions, the Bank will continue to explore installing solar power generation equipment in newly constructed or renovated branches to cover a portion of their electricity consumption.



Yonago Branch



Kita Branch



Shimane-Idaidori Branch

- Location: Yonago City, Tottori Prefecture
- Panel output: 10 kWh

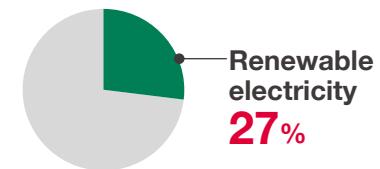
- Location: Matsue City, Shimane Prefecture
- Panel output: 7.5 kWh

- Location: Izumo City, Shimane Prefecture
- Panel output: 10 kWh

Adopting Energy-Saving and Eco-Friendly Products

The Bank introduces energy-saving and eco-friendly products, such as HVAC, LED lighting, solar energy equipment, and electric vehicles.

Electricity Generated From Renewable Energy Sources (%)



Introducing Electricity Derived From Renewable Energy

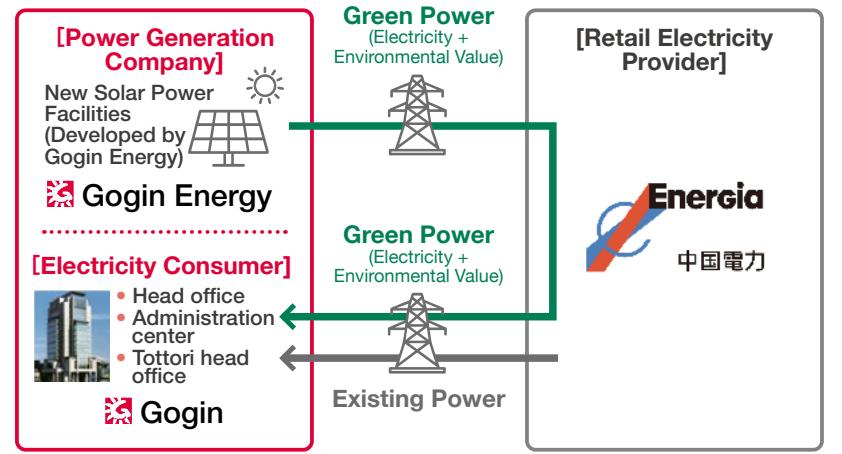
On April 1, 2023, we switched to renewable energy to supply all the electricity needs of two locations: HQ building and the Tottori head office building.

TOPICS

Basic Agreement on Off-Site Corporate PPA Signed Between The Chugoku Electric Power Company and Gogin Energy (March 2025)

Chugoku Electric Power will purchase green power generated by approximately 1,000 kW of new solar power generation facilities developed by Gogin Energy in the Chugoku area. San-in Godo Bank will purchase the power generated. These group-wide efforts will accelerate the reduction of greenhouse gas emissions across our organization.

San-in Godo Bank Group



Reducing the Environmental Impact of Our Business Activities - San-in Godo Bank Group Carbon-Neutral Initiatives -

Installation of Resource-Recycled ATMs

[First by a Regional Bank]

The Bank was the first regional bank in Japan to install resource-recycled ATMs in February 2024. The new ATMs reuse parts and units extracted from old, reclaimed ATMs. The parts go through a quality renovation process to ensure quality, while the use of recycled parts encourages resource recycling, contributes to circular economies, and reduces environmental impact.

Sticker identifying resource-recycled ATMs as contributing to a recycling-oriented society



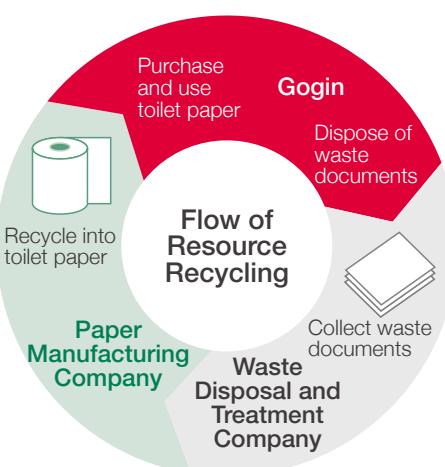
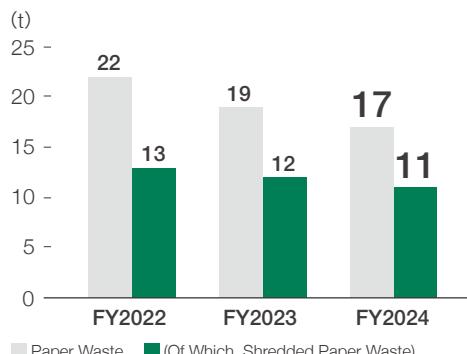
Energy and Power Conservation Initiatives

We adjust the cooling and heating temperature settings to recommended levels to avoid excess energy usage in our banks. To ensure appropriate room temperatures and the comfort of our employees, we introduced a business casual dress code at sales branches and office casual at headquarters to encourage Cool Biz and Warm Biz wear. The Bank is exploring and implementing energy and power conservation measures accessible to each employee in every branch.

Paperless Initiatives

The Bank works to reduce the use of paper in all of our operations by digitalizing bank operations and enhancing environments that enable working without paper. The majority of paper waste generated at our head office is recycled into toilet paper and other resources through waste disposal companies.

■ Paper Waste Volume (Head Office)



Green Purchasing Initiatives

When purchasing products and services, the Bank carefully considers whether they are necessary, and if so, we select those that have the least environmental impact. We established a KPI for the green purchasing of paper and stationery, and principally purchase products labeled with marks such as the Eco Mark.

Green Purchasing Ratio (Consolidated)

Targets	Results
100%	FY2024 98%

Purchasing Activity Policy

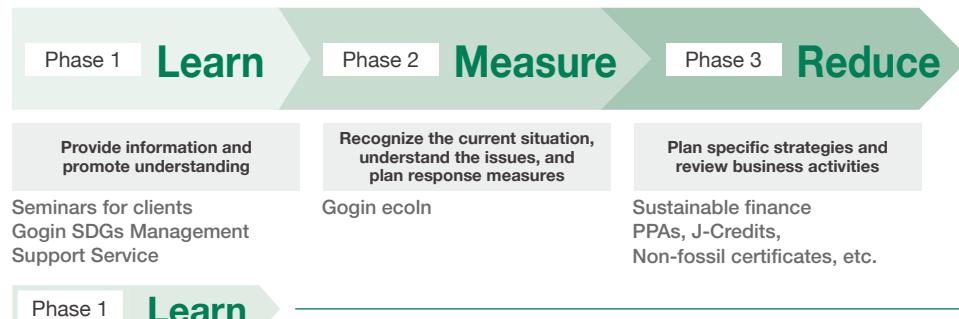
The San-in Godo Bank Group aims to achieve a sustainable society. In doing so, we strive to purchase environmentally and socially responsible goods and services, including office supplies, information systems, and outsourced services necessary for business activities. The Bank will make this policy available to the public and make efforts in collaboration with the sources of goods and services ("suppliers").

- 1. Fair Selection of Suppliers**
San-in Godo Bank strives to fairly select suppliers based on their quality, service content, price, reliability, compliance with laws and regulations, respect for human rights, and efforts to consider the environment.
- 2. Compliance With Laws, Regulations, and Social Norms**
San-in Godo Bank participates in purchasing activities in compliance with laws, regulations, and rules, based in high ethical standards.
- 3. Respect for Human Rights**
San-in Godo Bank strives to conduct purchasing activities that respect basic human rights, give due consideration to occupational health and safety, and strive to do business with suppliers who do not abuse human rights. We will only purchase goods and services from these suppliers if they do not engage in unfair discrimination, forced labor, and child labor.
- 4. Environmental Considerations**
San-in Godo Bank strives to protect the environment and reduce the environmental impact of our purchasing activities.
- 5. Employee Health Management**
We conduct medical examinations, etc., as stipulated by local laws and regulations to prevent employee illnesses or detect illnesses as early as possible. We also endeavor to prevent health problems caused by overwork, encourage mental health, and promote other care, requiring our suppliers to do the same.
- 6. Timely and Appropriate Information Disclosure**
We endeavor to disclose or display information appropriately to stakeholders, including customers, in accordance with applicable regulations, and we require our suppliers to do the same. Relevant content includes information on occupational health and safety, health management, work- and family-life balance, environmental initiatives, financial conditions, corporate structure, and business performance.
- 7. Collaboration With Suppliers**
San-in Godo Bank seeks cooperation from our suppliers and collaborates to implement environmentally and socially responsible purchasing practices throughout our supply chain.
- 8. Building Partnerships**
San-in Godo Bank aims to achieve sustainable growth by building relationships of trust and cooperation with our suppliers.

Regional Carbon Neutrality

Supporting Clients in the Transition Toward Decarbonization

We support our clients' initiatives toward carbon neutrality through financial and non-financial solutions, accelerating regional decarbonization.



Phase 1 Learn

Seminar on Decarbonization for Clients (October 2024)

We sponsored a seminar titled, *Decarbonization Seminar in San-in*. (co-sponsored by Matsue City and Chugoku Electric Power Co., Inc.)



Guidebook: Decarbonization for Profit (March 2025)

We produced and edited a guidebook for decarbonization management among companies within the prefecture. The guidebook was published by Shimane Prefecture and titled *Decarbonization for Profit - Options for Profit and Growth*.

Content

- Benefits of and approaches to decarbonization
- Methods to reduce CO₂ emissions (energy conservation, etc.)
- Examples (KP Corporation, Izumo Togo Electronics Corporation, Sanko Ryokka Y.K., IREC Co., Ltd.)
- Japan's decarbonization roadmap, keywords
- Useful information on decarbonization (consulting organizations, subsidies, etc.)

Major Distribution Locations

Bank branches in Shimane Prefecture, Shimane Prefecture Environmental Lifestyle Department and Policy Section, Shimane Industrial Promotion Foundation, chambers of commerce within Shimane Prefecture, other

https://www.pref.shimane.lg.jp/infra/kankyo/kankyo/datsutanso/jigyou_syouen.data/datsutanso_guidebook.pdf



Pamphlet: *Decarbonize to Compete* (Created in November 2024)

We created a pamphlet outlining the need to engage in decarbonization management and ways for companies to move forward. We use the pamphlet as a communication tool with our clients.



Report: Carbon Neutrality Survey in Shimane and Tottori Prefectures (March 2025)

We conducted a survey in collaboration with the Development Bank of Japan, Inc. and the Japan Economic Research Institute Inc., analyzing the direction of carbon neutrality in San-in. The report includes recommendations for transition to local stakeholders on the action guidelines of Learn, Measure, and Reduce, including inter-company and inter-regional collaborations for the transportation and delivery of carbon neutral fuels.

TOPICS

Participation in the GEA International Conference 2024 - Presentation on Creating a Decarbonized Society -

Former President Toru Yamasaki participated in the GEA (Global Environmental Action) International Conference 2024 (October 23, 2024). In a lively discussion among leading experts from Japan and abroad on various measures to achieve decarbonization and the SDGs to meet the challenges of climate change and biodiversity, San-in Godo Bank made a presentation on efforts toward a decarbonized society in San-in. The presentation included recommendations based on the actual state of regional decarbonization efforts.



Regional Carbon Neutrality

Phase 2 **Measure****CO₂ Emissions Visualization Tool: Gogin ecoln (Adopted in November 2024)**

Gogin ecoln provides the easy visualization of CO₂ emissions from corporate activities and supports the decarbonization management efforts of our clients.

- Clients who use the Gogin Biz Portal can also use this service free of charge
- Easy management with minimal input



- More than 1,000 companies use the service (as of August 2025)
- Izumo City, Unnan City, and several other municipalities are also using the service

Testimonials From Gogin ecoln Users**Maruta Co., Ltd.**

Wholesaler of building materials in Masuda City, Shimane Prefecture

Maruta Co., Ltd. is a building materials wholesaler based in Masuda City. Our company has a long history of commitment to decarbonization through solar panel installations and other measures. Due to the nature of the industry, however, the large amount of CO₂ emissions from trucks, forklifts, and other vehicles emerged as a corporate issue.

In response, we adopted Gogin ecoln, which San-in Godo Bank suggested to us, to get a concrete understanding of our company's CO₂ emissions. After adopting Gogin ecoln, we gained visibility to the details of the emissions, and we now have a foundation in place to take the next steps to reduce emissions. I think the service has been extremely useful in that it allows us to formulate specific measures based on data.

Going forward, we intend to decarbonize our business model further, creating a sustainable business model while reducing our impact on the environment.



Hiroshi Tabara
Representative Director

Participation in the Matsue City Green Management School

(Conducted between February and March 2025)

In support of decarbonization management among companies in Matsue City, we participated in the *Green Management School* hosted by Matsue City. Our participation began in the planning stage as a corporate partner, and we showed school participants how to calculate CO₂ emissions and reduce emissions using the Gogin ecoln service. Matsue City and San-in Godo Bank signed a collaboration agreement on carbon neutrality, and we pursue collaborations in carbon neutrality and conduct public awareness activities across the region.

**School Curriculum**

- Support for companies across the stages of Learn, Measure, and Reduce toward decarbonization management (three sessions)
- Five companies in Matsue City participated in the school

1. Learn (Understand)

Lectures by experts on the realities faced by small and medium-sized enterprises

2. Measure (Calculate GHG emissions)

Calculate emissions using Gogin ecoln

3. Reduce (Create reduction plans)

Conduct expert reviews, develop reduction plans, and implement plans

Unnan City

In June 2022, Unnan City issued a decarbonization declaration, defining the city's commitment to becoming a decarbonized society by 2050.

The city submitted a joint proposal with San-in Godo Bank, which was selected as a Ministry of the Environment FY2023 Model Project for Establishing a Community-Based Support System for Decarbonization Management. Under this model project, industry, government, finance, academia, and the private sector are working together to support companies that are pursuing decarbonization management. Many of the participating companies expressed their desire to measure CO₂ emissions on their own, and the city learned more about the essential nature of the second phase (Measure) in CO₂ emissions reductions. This development became the catalyst for the adoption of Gogin ecoln, as well as the decision to install the service in 48 public facilities, including government buildings, schools, and nursery schools. Using Gogin ecoln, entities visualize CO₂ emissions from their use of fuel, in addition to the use of electricity supplied by other companies. We hope to use the data obtained from the Gogin ecoln in workshops at local communities and schools, etc., to think together with citizens and businesses, encouraging an understanding of decarbonization, changing behavior, and fostering other steps toward decarbonization on a community-wide basis.

Regional Carbon Neutrality

Phase 3 **Reduce**

Gogin Energy Co., Ltd.

Renewable Energy Generation Business

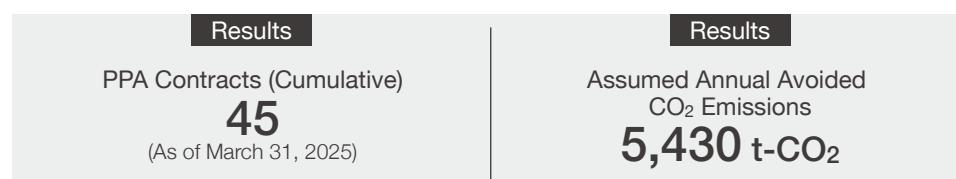
A number of municipalities in San-in have declared themselves zero-carbon cities, with regional momentum toward decarbonization and carbon neutrality on the rise. The Bank voluntarily takes risks and develops community-based businesses that drive local decarbonization and increase renewable energy supply, supporting local production for local consumption. In doing so, we link rapid advancements in local decarbonization, carbon neutrality, and the expanded use of renewable energy to corporate competitiveness and other strategies for the region and client growth.

Business Development

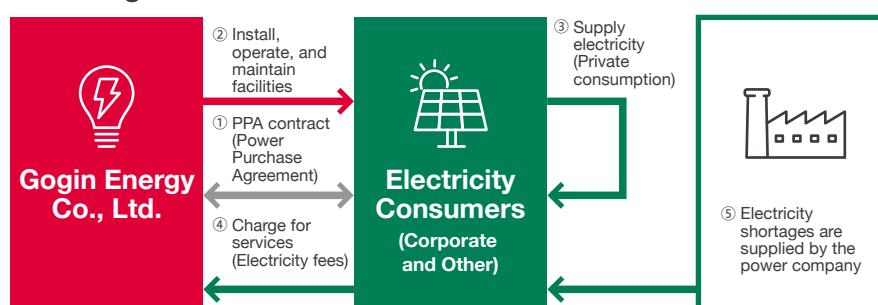
- Proposed Solar PPA Model
- Initiatives for Electricity Derived From Renewable Energy, Etc.
- Consulting on Decarbonization and SDGs, ESG Strategy

Gogin Energy Co., Ltd. PPA Business

Gogin Energy develops a PPA business that installs solar panels on the roofs of businesses and public facilities, as well as on idle land, for private consumption.

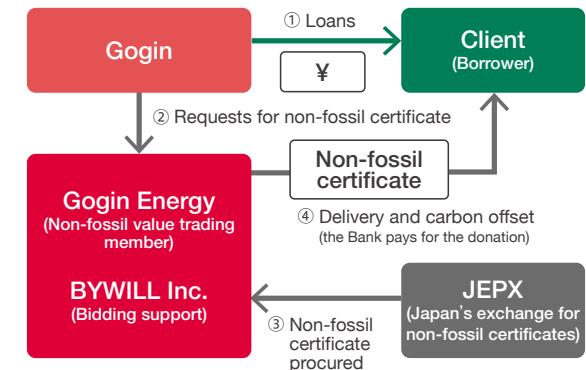


PPA Diagram



Brokerage Services for Non-Fossil Certificates

Gogin Energy registered as a non-fossil value trading member with the Japan Electric Power Exchange (JEPX), and the company has been conducting non-fossil certificate brokerage since 2024. In addition, the company procures and delivers non-fossil certificates in carbon offset support loans in cooperation with the Bank.



Key Initiative

PPA Implementation at Multiple Sites by Marugo Co., Ltd.

After adopting renewable energy through the Gogin Energy PPA business, an increasing number of clients come to understand the benefits of PPA, and look to adopt renewable energy through PPA at multiple facilities.

Marugo Co., Ltd. (Yonago City, Tottori Prefecture) began a PPA project in October 2024 at three locations (Sakaiminato Terminal, Yumigahama, and Gosengoku). The company's desire to strengthen its commitment to decarbonization led to the signing of a PPA agreement for its Minokaya location, which opened in August 2025.



Regional Carbon Neutrality

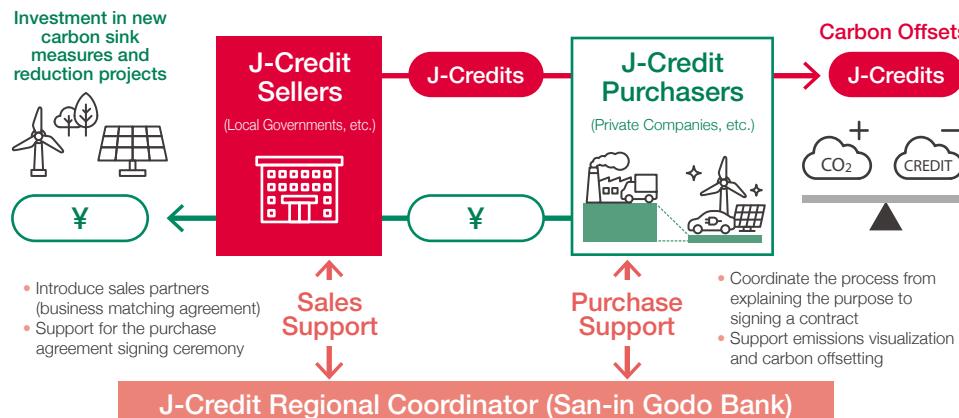
Phase 3 **Reduce**

Supporting Client Efforts to Reduce CO₂ Emissions

The Bank helps our clients implement environmental management and increase their corporate value through carbon offsetting initiatives with public-private partnerships using J-Credits.

Carbon Offsetting Initiatives Using J-Credits Originating in San-in

We have been working for many years to support the active use of J-Credits created by local governments, forestry companies, and other agencies. The Bank contributes to local environmental conservation with our clients by supporting carbon offsets with J-Credits.



Sales Brokerage Support

Since 2010, we have been using a business matching structure to broker the sale of J-Credits generated by our clients to clients in and outside the region.

Sales Brokerage Clients We Support

2010	Tottori Prefecture
2011	Tottori Zourin (forestry)
2013	Nichinan Town, Tottori Prefecture; Tanabe Corporation; Yabu City, Hyogo Prefecture
2014	Nichinan Town Forestry Association
2018	Suyama Lumber Co., Ltd.
2020	Izumo City, Shimane Prefecture
2022	Iinan Town, Shimane Prefecture; Tottori Central Forestry Association
2025	Okayamanomori Seibikousha (forestry)

Key Initiative

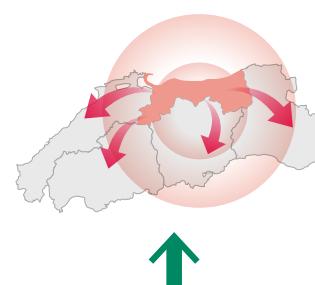
Brokering J-Credit Sales Generated in Okayama Prefecture

The Bank became certified as a J-Credit Sales Promotion Coordinator for Okayamanomori Seibikousha (Tsuyama City, Okayama Prefecture) in April 2025. This arrangement marked the first time for the Bank to provide brokerage support for sales of J-Credits generated in Okayama Prefecture.



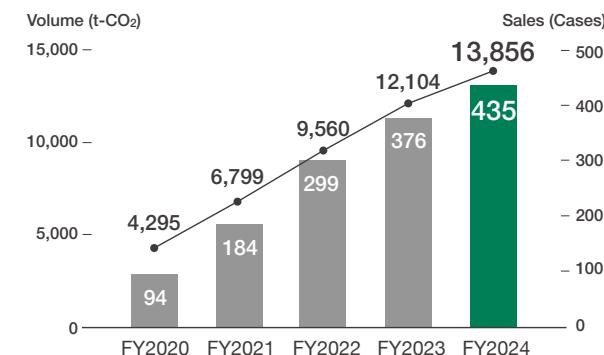
The number of clients purchasing J-Credits as part of ESG and carbon management has been increasing rapidly. Efforts are spreading beyond the prefectures of San-in to Sanyo and Kansai as well.

Efforts Originating in Tottori Prefecture Spreading to Local Communities



J-credit purchases expanded to include clients outside San-in

J-Credit Sales Supported by the Bank (Cumulative)



K's Corporation Purchases J-Credits for a 10th-Consecutive Year 1,000 t-CO₂ in Total

K's Corporation (Yonago City, Tottori Prefecture) has purchased 100 t-CO₂ in J-Credits annually from Nichinan Town, Tottori Prefecture, since 2016. The July 2025 purchase marked a 10th consecutive year of purchases, totaling 1,000 tons of CO₂. The town presented K's with a certificate of appreciation for its efforts to contribute to the SDGs.



Regional Carbon Neutrality

Phase 3 **Reduce**

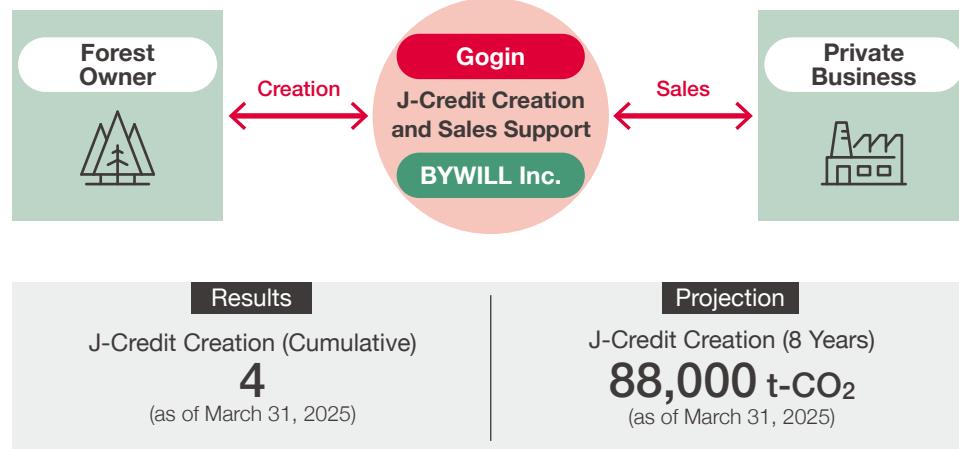
Creating Regional J-Credits

In addition to brokering J-credit sales, the Bank began to generate J-Credits on our own. By providing a full range of services, from J-Credit generation to sales, we hope to accelerate decarbonization and carbon neutrality in our region.

Supporting the Creation of J-Credits

In fiscal 2022, the Bank began supporting the creation of J-Credits. We collaborated with BYWILL Inc., which operates environment-related businesses, to support the creation of J-Credits that leverage regional characteristics and abundant forest resources of San-in.

A Full Range of Services, From Creation to Sales



Gogin J-Credit Club (Memberships Beginning April 2025)

As a J-Credit Operation Manager, the Bank consolidates CO₂ emissions reduced by customer installations of solar power generation equipment (for self-consumption) to create and sell J-Credits.

Creating J-Credits From Solar Power Generation to Decarbonize the Region



Results

Members
8
(as of May 31, 2025)

See more here. >



<https://www.gogin.co.jp/personal/service/j-credit/>

Regional Carbon Neutrality

Phase 3

Reduce

Sustainable Finance

The Bank is actively involved in sustainable finance toward solving environmental and social issues. As part of our commitment in this area, we set a target amount of cumulative investments in sustainable finance over the 10-year period from fiscal 2021 to fiscal 2030.

Targets	Results
FY2021–FY2030 ¥1.5 trillion (including ¥500 billion in environmental investments)	(Total of FY2021–FY2024) ¥533.3 billion (including ¥203.8 billion in environmental fields)

■ Definition of Sustainable Finance

Sustainable finance includes financing that conforms to various international principles, government policies, and guidelines, as well as investments and loans that contribute to solving environmental and social issues aligning with examples of eligible projects and uses of funds provided in said principles, policies, and guidelines.

Sector	Business
Environmental	Businesses that contribute to climate change mitigation or climate change adaptation, businesses operating in consideration of the environment Examples: Renewable energy business, energy conservation business, decarbonization or low-carbon businesses, etc.
Social	Businesses that contribute to regional economic revitalization and sustainable communities Examples: Basic infrastructure development, essential services, job creation, etc.

Gogin Sustainability-Linked Loans

These loans come with targets consistent with the ESG strategy of the client and offer incentives including a lower interest rate based on how well those targets are achieved.

Gogin Green Loans and Social Loans

Funds from these loans can only be used for projects aiming to make environmental or social improvements.

Gogin Carbon Offset Support Loans

For clients taking out a Gogin Carbon Offset Support Loan, we will bear the cost of purchasing non-fossil fuel certificates in their name and assist with associated external PR. By purchasing a non-fossil fuel certificate, a client demonstrates they are reducing their CO₂ emissions by consuming clean energy generated from non-fossil fuels. For our part, we intend to promote decarbonization by helping our clients reduce their CO₂ emissions.

Positive Impact Finance

The Bank analyzes and assesses the environmental, social, and economic impact of the corporate activities of our business partners, and we support their efforts to increase positive impact and reduce negative impact.

Key Initiative

Gogin Sustainability-Linked Loans
Agreement Signed With nook Co., Ltd. (March 2025)

As a community-based homebuilder, nook Co., Ltd. (homebuilder in Tottori City, Tottori Prefecture) has been active in working toward a decarbonized society, pursuing the ZEH standard as an indicator since 2020 as part of the company's SDGs efforts. Through ambitious target figures under this project, the company aims to offer more ZEH homes in San-in, doing their part to contribute to progress in the national carbon neutrality target.

■ Sustainability Targets

Targets	Year				
	FY2024	FY2025	FY2026	FY2027	FY2028
Total orders received; No. of new ZEH, etc., projects	12 buildings; 9 new ZEH	12 buildings; 10 new ZEH	13 buildings; 10 new ZEH	14 buildings; 11 new ZEH	15 buildings; 11 new ZEH
Ratio of ZEH, etc., commissioned*	90%	100%	100%	100%	100%

*ZEH (net zero energy house): A house designed to achieve an annual primary energy consumption balance of zero through substantial energy savings, renewable energy use, etc.

Key Initiative

Positive Impact Finance
Agreement Signed With Yamatojuken Co., Ltd. (March 2025)

Yamatojuken Co., Ltd. (custom homebuilder in Kobe City, Hyogo Prefecture) constructs advanced energy-efficient housing. The company aims to reduce GHG emissions from its own activities further through the wider adoption of environmentally conscious housing and by pursuing initiatives under the RE Action 100% Renewable Energy Declaration.



■ Identified Impact

- Reduction of GHG emissions
- Healthier lifestyles in a comfortable living environment
- Participation by diverse personnel

Regional Carbon Neutrality

Phase 3 **Reduce**

Gogin SDGs Private Placement Bonds

Beyond the response to our clients' diverse financial needs, San-in Godo Bank handles private placement bonds for bond issuers to support initiatives linked to solving regional issues.

Gogin SDGs Private Placement Bonds (General Type)

The Bank evaluates SDG activities undertaken by companies in addition to their financial soundness.

Gogin SDGs Private Placement Bonds (Donation Type)

In addition to being financially sound, this is a private placement bond that facilitates contributions to society by providing funds to be used in a highly socially aware fashion to various recipients, including educational institutions, medical institutions, community development organizations, prefectures of the San-in region, and local sports teams. The Bank will cover up to 0.2% of the value of the private placement bonds issued and will make donations and contributions jointly with the bond issuer.

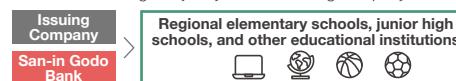
■ Donation Type for Regional Economic Stimulus and Medical Institutions

0.2% of the value of private placement bonds issued is gifted jointly with the issuing company



■ Donation Type for Educational Institutions

Goods with a value under 0.2% of the value of private placement bonds issued are gifted jointly with the issuing company.



Gogin SDGs Private Placement Bonds: Decarbonization Type

(Launched in April 2025)

By donating up to 0.2% of the issuance amount of private placement bonds as J-Credits to the issuing entity, the Bank provides stable financing and support for the decarbonization (carbon offsetting) initiatives of our clients, helping address local environmental issues.

- Supporting Client Decarbonization Efforts Through J-Credits Generated From Forests in San-in -

The issuing company selects a J-Credit issuer from among the Bank's designated partners. The Bank then donates up to 0.2% of the private placement bond issuance amount to the issuing company in purchasable J-Credits.



Results	
No. of SDG Private Placement Bonds Issued	225 (FY2024)
150	• Educational institution donation
14	• Community development
4	• Medical institution donation
11	• Sports promotion
5	• Social contribution
41	• General

Key Initiative

Joint Donation of a Food Truck to Sakaiminato Comprehensive Technical High School

(San-in Godo Bank Sakaiminato Branch, 13 Clients; November 2024)
Businesses, Schools, and Banks Working Together to Create the Future of the Community Through a Food Truck Project

(1) Background

Sakaiminato Comprehensive Technical High School rents a food truck as part of a project to revitalize the local community, selling food and products prepared by the students. However, with the recent increase in demand for food trucks, securing a vehicle became more difficult. The school approached our Sakaiminato Branch for help.



Presentation ceremony

(2) Food Truck Project



Key Initiative

Gogin SDGs Private Placement Bond: Decarbonization-Type First Agreement With Kimura Corporation (April 2025)

The Bank underwrote a private placement bond issued by Kimura Corporation (lumber and wholesale distributor in Izumo City, Shimane Prefecture).

- Issue amount: ¥100 million
- Planned donation: 18 tons of J-Credits from Tanabe Corporation

With 77 years of experience in lumber milling, Kimura has been bringing the best of wood to local homes. The company recycles byproducts from lumber production to support ZEH and decarbonized buildings. Kimura also addressed global environmental problems through carbon offsets using the Gogin SDGs Private Placement Bonds (decarbonization-type).



Presentation ceremony

Comments From the Bank Employee in Charge

We proposed the project to Kimura, which is primarily a lumber wholesaler that demonstrates a high level of environmental awareness. Our proposal matched the company's needs perfectly, leading to the agreement. At the same time, Kimura applied for Gogin ecoln, and the Bank provided support for the client's decarbonization efforts through an integrated service approach.

Regional Carbon Neutrality

Phase 3 **Reduce** →

Collaborations With Local Governments and Companies

By pursuing group-wide efforts to achieve decarbonization and carbon neutrality, we contribute to the creation of sustainable communities, strengthening the resilience of communities and companies while helping them address issues.

Project to Create Decarbonization Leading Areas

We work with local governments and companies in San-in on the Ministry of the Environment's project to create decarbonization leading areas, leveraging the PPA business of Gogin Energy Co., Ltd.

Joint Proposal	Main Initiatives
Matsue City, Shimane Prefecture Chugoku Electric Power Co., Inc. West Japan Railway Company (JR West) Others	<ul style="list-style-type: none"> Introduction of renewable energy in tourist areas Energy conservation at hot spring resorts
Yonago City and Sakaiminato City, Tottori Prefecture Local Energy Corporation	<ul style="list-style-type: none"> PPA project for abandoned farmland PPA project using waterworks department storage batteries
Tottori City, Tottori Prefecture Tottori Shimin Denryoku, Inc., Tottori University of Environmental Studies	<ul style="list-style-type: none"> Detached home PPA project Photovoltaic, hydroelectric, and biomass power generation

Off-Site PPA Project Using Abandoned Farmland to Supply Electricity to Public Facilities

Selected in the first Decarbonization Leading Area project, this project in Yonago and Sakaiminato cities involves an off-site PPA project using abandoned farmland. In addition to addressing local issues, including landscape improvement and pest control, the renewable energy generated powers public facilities in Yonago City and Sakaiminato City, encouraging local production of energy for local consumption, as well as the decarbonization of public facilities.



Off-Site PPA Diagram



TOPICS

Participation in the Matsue Zero Carbon Summit 2025

(June 2025)

The Matsue Zero Carbon Summit 2025 was held in Matsue City, Japan. Local government officials from locations across Japan selected as Decarbonization Leading Areas by the Ministry of the Environment gathered for the meeting, where we discussed our efforts as co-proponents of Decarbonization Leading Areas.



Cooperation Agreements on Carbon Neutrality With Local Governments

The Bank has entered into cooperation agreements with local governments to achieve decarbonization and carbon neutrality, encouraging the use of renewable energy within the region and contributing to sustainable community development.

Key Initiative

Cooperation Agreement With Masuda City

In December 2024, the Bank signed a cooperation agreement on the promotion of carbon neutrality using next-generation vehicles with Masuda City, Shimane Prefecture, Sumitomo Mitsui Auto Service Company, Ltd. (SMAS), and Gogin Leasing Co., Ltd. Under this agreement, we contribute to carbon neutrality through the use of electric vehicles and other next-generation vehicles.



Key Initiative

Cooperation Agreement With Okinoshima Town

In June 2025, we signed a cooperation agreement on the promotion of renewable energy with Okinoshima Town in Shimane Prefecture. Under the agreement, the Bank contributes to the use of renewable energy in the area by leveraging our expertise cultivated through the PPA business and other projects.



Environmental Protection Activities in Collaboration With Local Communities

Forest Conservation Activities

San-in Godo Bank joins forces with others across the region in activities designed to responsibly protect forests for future generations. These activities are based on protecting the natural beauty of our home region and enabling each individual to continue contributing to the best of their ability. The Bank has long been involved in activities to expand the circle of forest creation. Our efforts include communicating the importance of forest conservation and the current state of forests through practical forest conservation activities led by Bank executives and employees, as well as through interactions with local volunteer groups. We are currently developing nationwide forest conservation activities led by banks in cooperation with local communities originating in San-in.



2025 Misasa



2025 Misasa

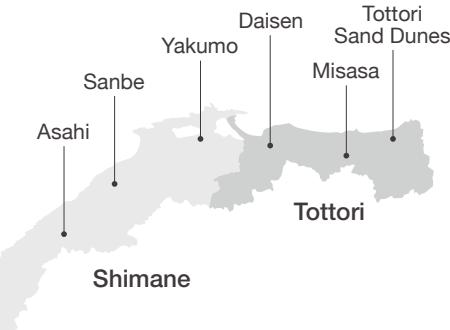


2025 Misasa

Gogin Kibo no Mori (Forests of Hope) (2006-)

San-in Godo Bank conducts practical conservation activities in San-in forests with the help of Bank officers, employees, and their families. We will continue activities that help preserve oceans and rivers through activities to protect and nurture the forests covering a large area of San-in. In doing so, the Bank will pass down the gravity and importance of such activities to the next generation.

■ Activity Map (Current Activities)



 No. of participants in forest conservation activities (cumulative) **11,799** (through FY2024)

 No. of trees planted (cumulative) **20,190** (through FY2024)



2025 Asahi



2025 Asahi



2025 Sanbe



2025 Sanbe

Environmental Protection Activities in Collaboration With Local Communities

Protect Our Forests! San-in Network Council (2006-)

This council organization is comprised of a network of volunteer groups and NPOs in San-in. The Bank serves as the secretariat, providing opportunities for information exchange and interaction between members while aiming to broaden the scope of forest conservation activities in San-in.

 **59 Groups**
(as of June 2025)



Efforts to Conserve Water Quality in Lake Shinji Volunteer Reed Cutters (2013-)

The Bank participates in volunteer reed cutting in support of the activities held by the Lake Shinji Water Environment Improvement Council to purify the water quality of Lake Shinji. Volunteers from the Bank mainly include employees from the Matsue and Izumo regions.



Cleanup Activities and Other Regional Initiatives

Operation Clean Japan (1997-)

As part of the Small Kindness Movement, we hold annual beach cleanup activities with local residents at 17 locations in San-in.

 No. of participants (cumulative) **76,600**
(as of June 2025)



Social Initiatives



CONTENTS

- 29** Contribution to Regional Revitalization
- 32** Developing a Broad Range of Unique Social Initiatives
- 36** Supporting Customer Asset Formation Through Partnership With Nomura Securities Co., Ltd.
- 37** Financial and Economic Education
- 38** Promotion of Digital Transformation and Provision of Quality Financial Services
- 39** Improving Services for Customers With Special Care
- 41** Respect for Human Rights Initiatives
- 43** Supporting Active Careers for Diverse Human Resources

Contribution to Regional Revitalization

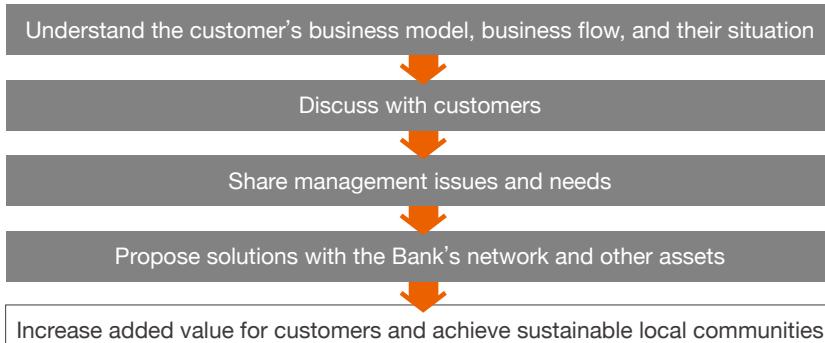
Not only do regions face various issues such as a fundamental decline in the number of companies in the region itself, company succession problems, limited sales channels, and labor shortages, but the business environment is also changing with the transition to a decarbonized society, shift to digital technologies, and diversification of work styles. This has resulted in the issues and needs of regions and customers becoming more diverse than ever. We will contribute to the resolution of these and other issues by providing consulting services that leverage the Bank's knowledge and expertise.

Solutions to Client Issues With Our Business Support Activities

We are creating a virtuous cycle in the local economy by expanding and upgrading our solutions menu in a more diversified manner and helping our clients resolve issues, add value, and grow their businesses.

Feature 1 Consulting Based on Business Feasibility Assessments

We offer business support that is based on business feasibility assessments, share information on management issues with our customers, and propose solutions to these issues. In doing so, our aim is to increase added value for our customers and achieve sustainable communities.

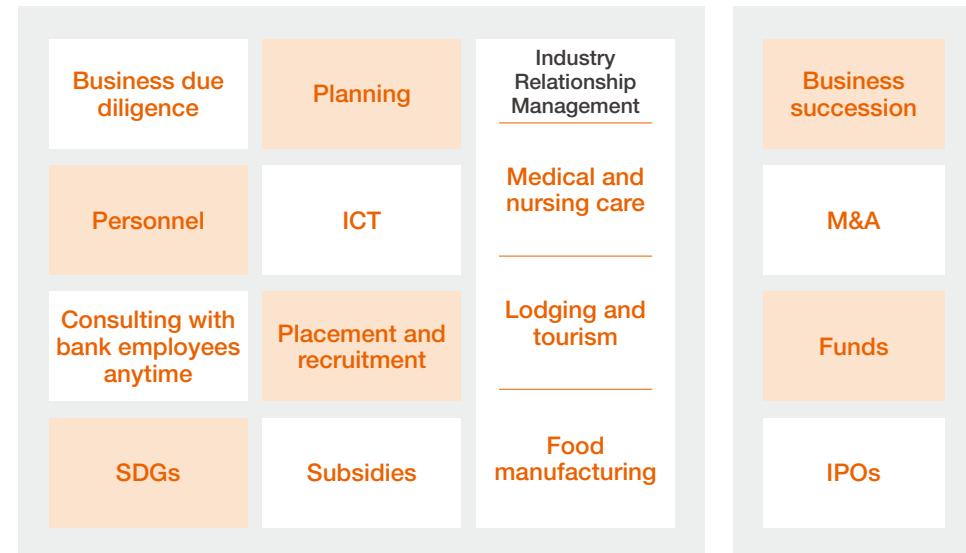


Feature 2 Side-by-Side Consulting

The Bank works side by side with our customers until we resolve their issues.



San-in Godo Bank Consulting Services



Consulting Projects (FY2024 Results; No. of Projects)

Business plan formulation support	16
HR consulting	26
ICT consulting	45
Industry-specific consulting	10
HR placement	196
Business succession contracts	32
M&A contracts (AD contracts concluded)	43
M&A contracts concluded	10

The table provides a summary of Consulting Projects for the FY2024 results, showing the number of projects for various categories. The categories include Business plan formulation support, HR consulting, ICT consulting, Industry-specific consulting, HR placement, Business succession contracts, M&A contracts (AD contracts concluded), and M&A contracts concluded.

Contribution to Regional Revitalization

Business Support Activities | Enhancing Clients' Added Value

We create a virtuous cycle in the regional economy through our business activities to help our clients resolve issues, improve added value, and grow their businesses.

Helping Build Processes for Successful Business Execution

- Business Planning Support -

Key Initiative

Support the development of business plans that achieve social and economic value



Omori townscape



Yunotsu Onsen (hot springs)

The town of Omori, located in Oda City, Shimane Prefecture, is home to the World Heritage Site Iwami Ginzan Silver Mine. The Bank worked with Iwami Ginzan Life Tourism Research Institute Co., Ltd., which operates medium-to long-term stay accommodations renovated from traditional houses and sells lifestyle goods in Omori, to support business planning. We also assisted WATOWA Inc., which operates lodging facilities in the hot spring town of Yunotsu, another World Heritage area in Oda City.

Background

- The Ministry of Economy, Trade and Industry (METI) selected the two companies for the FY2024 Project to Support Regional Social Issue-Solving Companies in Building Ecosystems
- Both companies needed to visualize the impact their business activities have on local communities and review the process for building sustainable ecosystems
- The companies also needed evaluation and advice for their business plans based on the Basic Guidelines on Impact Investment

Support Areas

- Organizing management philosophies, missions, visions, and values
- Establishing qualitative and quantitative visions for the region and roadmaps to achieve these visions
- Identifying purchase decision factors through interviews with service users
- Identifying and prioritizing issues to be resolved to achieve ideal outcomes
- Creating action plans for problem-solving and measuring quantitative effects



Formulating specific action plans and indicators (KPIs) for sustainable regional development

Comments From President Matsuba

We work every day with the hope that Iwami Ginzan will become a sustainable town we can be proud of on the world stage. Our extensive discussions with San-in Godo Bank provided great value by helping us visualize the impact and influence our business has on the local community. We hope that this initiative will help expand and enhance the quality of impact-oriented investment and financing in the region.

Tadashi Matsuba
Representative Director,
Iwami Ginzan Life Tourism Research Institute Co., Ltd.



Comments From President Omi

The support we received from San-in Godo Bank helped clarify our action plans to address our business challenges, and was extremely valuable. We previously struggled to set clear policies amid limited staff and often felt overwhelmed by daily operations and the challenges we faced. Consulting with San-in Godo Bank allowed us to clarify our goals and gave us time to reflect deeply on our business. San-in Godo Bank understands our business, and I am glad we turned to them for help.

Masako Omi
Representative Director, WATOWA Inc.



Contribution to Regional Revitalization

Regional Revitalization

We contribute to regional development by bringing all our management resources to bear to solve regional issues (growing local industries and creating jobs) and by working to create vibrant communities.

Initiatives to Solve Local Issues

We encourage cooperation between our clients and local municipalities to achieve sustainable development for both parties.

Corporate Version of Hometown Tax Donations

The Bank helps solve regional issues through the corporate version of hometown tax donations. We propose municipal projects to clients and offer municipality project support according to donation needs and community challenges.

Donations
FY2024
22 projects

Contracted Municipalities (as of August 31, 2025)

Shimane Prefecture: Matsue City, Yasugi City, Izumo City, Unnan City, Oda City, Inan Town, Tsuwano Town, Ohnan Town, Okinoshima Town, Kawamoto Town, Okuizumo Town

Tottori Prefecture: Tottori Prefecture, Tottori City, Kurayoshi City, Yonago City, Sakaiminato City, Yazu Town, Yurihama Town, Misasa Town, Hokuei Town, Kotoura Town, Nanbu Town, Nichinan Town, Hino Town

Key Initiative

Support Art Kenko Co., Ltd. in solving regional issues through the corporate version of hometown tax donations

San-in Godo Bank facilitated donations from Art Kenko Co., Ltd. (Yonago City, Tottori Prefecture) to the cities of Tottori, Sakaiminato, and Matsue. The funds will be used to support various initiatives, including a project to utilize vacant property in Tottori City, a project to redevelop the former Seido Elementary School site in Sakaiminato City, and projects in Matsue City to use and manage vacant homes and develop parks for children.



Partnership Agreement on Building Sustainable Communities With Misato Town and Sumitomo Mitsui Auto Service Company, Limited

Misato Town (Shimane Prefecture), Sumitomo Mitsui Auto Service Company, Limited, and the Bank signed a partnership agreement to collaborate in building sustainable communities by securing diverse transportation options. The partnership aims to revitalize Misato Town and improve public services for the town's residents.

Partnership Agreement on Advancing Regional Sustainability With Nippon Life Insurance Company

We signed a partnership agreement with Nippon Life Insurance Company to advance sustainability in the region. We will combine our knowledge, expertise, and networks to better help customers and local communities resolve issues.

■ Specific Areas of Collaboration

- Creating rich societies and quality of life
- Revitalizing regional economies
- Advancing other regional sustainability initiatives



Sustainable Community Development

We participate actively in local social infrastructure projects, contributing to the formation of sustainable communities.

PPP Agreement With the Ministry of Land, Infrastructure, Transport and Tourism

In fiscal 2018, we began a series of PPP agreements with the Ministry of Land, Infrastructure, Transport and Tourism. This year, we were again named a PPP Agreement Partner (eighth consecutive year), holding seminars and providing individual consultations for local governments and private companies. At present, we are the only financial institution partner in this endeavor in the Chugoku area of Japan.

Finance Structuring for PPP/PFI Projects

San-in Godo Bank contributes to the development of public infrastructure for sustainable societies by leveraging our accumulated expertise and experience in PPP/PFI, providing active support in terms of finances.

Key Initiative

Arrange project financing for the development of a new gymnasium in Yonago City

The Bank arranged project financing for a PFI project, jointly implemented by Tottori Prefecture and Yonago City, to develop a new gymnasium in Yonago City.



Image courtesy of GAINA SYA Partners Inc.

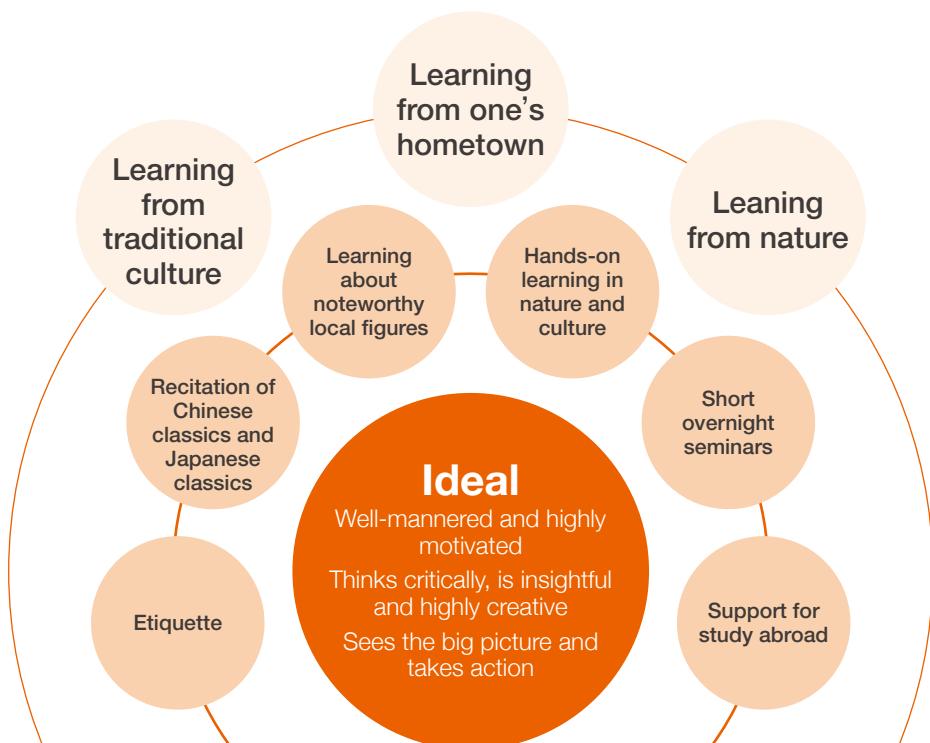
Developing a Broad Range of Unique Social Initiatives

Activities to Nurture Children to Lead the Future Community

Shofukan (Since 2012)

- Bringing Fresh Ideas With High Aspirations -

Shofukan is a private school operated by the Gogin Cultural Promotion Foundation. Shofukan aims to respect each student's individuality by placing them in small group classes inspired by old Japanese schools and teaches the history and essence of a wide range of topics through the use of all their senses. Our hope is that participating children will grow to play dynamic roles in society in the future by learning how to live and think about life through classical literature from Japan and other countries, local history and nature, traditional culture, and other areas.



Curriculum

- We provide three levels of integrated education according to growth from elementary school students to adults.
- Students study in a joint class of three grades.

3-Year Introductory Course

Students study the founding three pillars that Shofukan values (learning from traditional culture, learning from one's hometown, and learning from nature).

Grade 4 to 6 ► Grade 6 to 8

20 students

- The Analects of Confucius
- Ogura Hyakunin isshu (One Hundred Poets, One Poem Each)
- Notable local figures
- Etiquette
- Life and nature of Lake Shinji
- Arithmetic and math
- Recitation of famous compositions

3-Year Intermediate Course

Students deepen their understanding of the introductory course while broadening their perspective to include different overseas cultures.

Grade 7 to 9 ► Grade 9 to 11

19 students

- Koto (instrument)
- Calligraphy
- The Hundred Schools of Thought
- Izumo Fudoki
- Shimane Peninsula exploration
- Science lessons
- Debate
- English expressions
- Global historical figures
- Cross-cultural cooking lessons
- Studies on local issues

Advanced Course

Students study to become independent individuals who aspire to act on their own initiative based on what they have learned so far.

Grade 10 to 12 ► Offered until students enter the workforce

18 students

- Assignment reports (three times a year)
- Group lectures (held irregularly)
- Studies on local issues
- Study abroad assistance program for those who wish to study abroad

*Students enrolled is as of April 30, 2025

Developing a Broad Range of Unique Social Initiatives

Social and Cultural Activities |

Active Participation in Regional and Social Activities

Gogin Hitotsu no Mugi (One Grain of Wheat) Association

(Since 1981)

The executives and employees of the Gogin Group have been raising funds and making donations for 40 years.

No. of Recipients and Total Amount (Cumulative)

 **1,211 / equivalent to ¥134.73 million**

(As of FY2024)

In fiscal 2024, we focused on places for children to stay and address other issues of poverty. We donated to children's cafeterias in the San-in region and the prefectures of Hiroshima, Okayama, and Hyogo, as well as Young Carers in Hyogo Prefecture. As a hands-on support activity, we also started volunteer packing food boxes for Food Bank Shimane's Attaka Genkibin program and volunteering at children's cafeterias.



Making a donation to the Shimane Children's Cafeteria Network, operated by secretariat Shimane Council of Social Welfare



Volunteering at the Community Children's Cafeteria *Encounters, Connections, and Support – Smile Space Sachi Café*

Gogin Cultural Promotion Foundation (Since 1992)

This foundation supports and sponsors educational, cultural, arts, and sporting activities taking place in our region.



Grant for the Garten der Musik Quintet Concert

No. of Grants and Total Amount (Cumulative)

 **2,823 / ¥366.80 million**

(As of FY2024)

Chiisana Shinsetsu (Small Kindness) Movement (Since 1997)

San-in Godo Bank runs the administrative office of this movement and works hand in hand with the people of the region to develop a variety of activities. These activities include a campaign encouraging people to warmly greet each other and a nationwide movement to clean up Japan.

 **1,881 members**

(As of March 31, 2025)



Donation from Shimane Prefectural Matsue Special Needs School

Eco-Cap Collection Drive

Money earned through the sale to recyclers of used PET bottle caps, collected in cooperation with drive participants is donated to UNICEF to help fund the delivery of much-needed vaccines to children worldwide.

Weight and Vaccine Equivalent (Cumulative)

 **39,073 kg / approx. 19,600 vaccine doses**

(As of FY2024)

Kamishibai Caravan, Voice Actors Are Here

- Controlling Emotions Through Kamishibai Shows-

We have been holding the Kamishibai Caravan: Voice Actors Are Here every year since 2005. Professional voice actors active in TV animation and other media visit elementary schools in San-in to teach children the importance of small acts of kindness through *kamishibai* shows. Educational activities on controlling emotions through *kamishibai* shows have been recognized by the headquarters of the Small Kindness Movement, a public interest incorporated association, and are expanding nationwide.



Cumulative Shows

 **117 schools in Tottori / 126 schools in Shimane**

(As of FY2024)

Developing a Broad Range of Unique Social Initiatives

Sports Promotion | Regional revitalization through sports promotion

Gogin Women's Badminton Team (Since 1993)

The Gogin Women's Badminton Team was established to promote sports in Shimane Prefecture. The team actively interacts with the community to improve the region's badminton level. Their activities include coaching elementary and junior high school students and participating in local sporting events. The team itself competes in the Badminton S/J League, Japan's top badminton league, bringing the energy and excitement of top-level badminton to the region.



Competing in the S/J League

Fans can see the spirited, top-notch moves of the badminton team up close and personal at our home games in San-in. Fans can also experience the passion and tension of the venue in addition to the excitement of the cheering section and team bench coming together in a high-level match.

Training and technical guidance for junior players

In an effort to make San-in a thriving area for badminton, the team coaches elementary and junior high school students three days a week. Members also train students at joint training camps and on-site coaching at elementary and junior high schools throughout San-in.



TOPICS

Gogin Badminton Club (New team started in April 2024)

The club team for junior high school students started in April 2024. The Bank is involved in managing the club, where members passionate about improving their badminton skills come together to train hard and strive for success at national tournaments.



Gogin Softball Team (Since 1986)

The Gogin Softball Team participates in national tournaments such as The Emperor's Cup All-Japan Softball Tournament. The team is also actively involved in activities that contribute to the local community, such as interleague games with local junior high school teams.



Rooting for Local Professional Sports Teams

San-in Godo Bank sponsors local soccer team Gainare Tottori and basketball team Shimane Susanoo Magic.



This season's main sponsor



Sponsored game

TOPICS

Supporting Hometown Professional Sports Teams With Financial Products

Gogin Gainare Tottori Time Deposit 2025

(Fixed Period: February—June 2025)

This is a unique time deposit for which the interest rate is determined according to Gainare Tottori's performance in the J3 League. The Bank donated 0.01% of the total value of the time deposits to Gainare Tottori.

Gogin Shimane Susanoo Magic Time Deposit 2024

(Fixed Period: September—December 2024)

This unique time deposit offers interest rates based on Shimane Susanoo Magic's performance in the 2024-25 B.LEAGUE SEASON. The Bank donated 0.01% of the total value of the time deposits to the Bandai Namco Shimane Susanoo Magic.

Total Donation Amount

¥2,730,000

Developing a Broad Range of Unique Social Initiatives

Contributing to the Education Field

Bank Employee Serves as Adjunct Instructors at Local Universities

The lectures cover the role of regional financial institutions, changes in the environment surrounding regional financial institutions and their business models, and Bank initiatives.



Lecture at Shimane University

Bank Employee Speaks to Local Students

(Lecturer: Senior Managing Executive Officer, Sawako Yoshioka)

Ms. Yoshioka discussed women's career development, her approach to work, and the current state of the community.



Lecture at Shimane Prefectural University (July 2024)

Contributing to the Attraction of Local Communities

Opening of the Head Office Observation Floor

The top floor of our head office is open to locals and tourists as an observation area, offering visitors the opportunity to enjoy views of Matsue City. The floor is also open on weekends and holidays and has become a popular hidden spot in the city, especially for the spectacular view of Lake Shinji.



Gogin Karakoro Art Museum

The Gogin Karakoro Art Museum is a two-story Western-style building constructed in September 1926 that served as our North Branch until July 2009. In 2012, we renovated and reopened the building as an art museum to serve as a cultural hub that supports local revitalization and preserves the city's historical landscape.



Concept: Harmony with the streetscape and region of Matsue, the City of Water



Community Exchange Activities

As a member of the local community, the Bank is actively involved in community exchange activities, such as planning lobby exhibitions and participating in local events, cleanups, and volunteer activities.

Volunteering at the 2024 Regional League for Blind Soccer® and Low Vision Futsal

Executives and employees of the Oda and Hamada blocks volunteered at the Blind Soccer West Japan League 2024 in Shimane, held in Hamada City in March 2025. The volunteers helped with venue setup and maintenance, parking management, player reception, match operations, and cleanup, making the tournament a great success for the community.



Donation of Shareholder Incentive Goods to Children's Cafeterias

(Since July 2025)

We launched a new initiative to donate shareholder incentive goods to children's cafeterias. Items include food and daily necessities received from listed companies in which we invest. In donating these items, we aim to support the healthy growth of children who will lead our future communities.



Presentation ceremony for the donation to the Nanairo Shokudo Management Committee (July 2025)

TOPICS

Received the 22nd Corporate Philanthropy Award (February 2025)

- Recognized for Longstanding Social Contributions Activities -

The Corporate Philanthropy Award, presented by the Japan Philanthropic Association, recognizes companies that make outstanding use of their management resources (e.g., people, expertise, technology, and information) in sustained and integrated ways to address social issues. The Group received the highest recognition for our years of initiatives, carried out in close partnership with local communities, aimed at advancing regional development.



Award ceremony
(Right) Shiro Asano,
Chairperson, Japan
Philanthropic Association
(Left) Yoshikazu Tanaka,
Managing Executive Officer,
San-in Godo Bank

Supporting Customer Asset Formation Through Partnership With Nomura Securities Co., Ltd.

Supporting Asset Building Through New Financial Services Combining the Strengths of a Bank and a Securities Firm



Rich Lineup of Products and Services

Nomura Securities products and services, including over 800 types of investment trusts, stocks, and corporate bonds, can be purchased through San-in Godo Bank.

A Wealth of Information

Through the Nomura Securities global network, we are able to rapidly provide our customers with the latest information from Japan and the world.

Contributing to a Prosperous Future for Our Customers

The Bank helps create a prosperous future for our customers by offering plans that best suit each of their attributes and life stages.

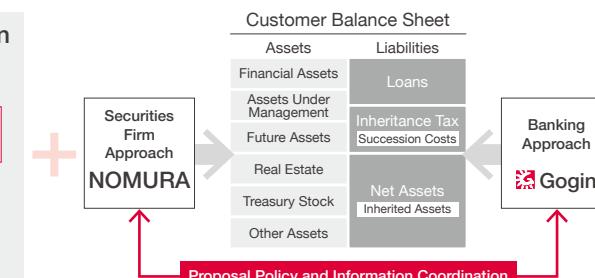
Improve customer satisfaction

Achieve goal-based approach

All-Assets Approach

Gogin X NOMURA

- Integrated consulting services provided by the Bank and Nomura Securities
- Proposals tailored more closely to customer needs for higher-quality services through an all-assets approach that considers the customer's entire asset portfolio



Expand Non-Direct Contact Channels

Online Consultation (bellFace)

The bellFace service offers online consultations for customers at home or visiting our branches.

- Connect easily from landlines, PCs, or smart devices
- No account registration or app download required
- See information and documents easily online



Online Document Sharing

(Illustrative Purposes Only)



Customer

Online Reservation Service

The Bank offers in-branch and online appointments via the web for asset management consultation at Consulting Plaza.

From PC or Smart Devices
Easy Appointment!



Smooth Process
and No Waiting!



Ask Questions in Person
in the Branch
or Online



Assets Under Management Consulting at the Contact Center (Launched September 2024)

We assign specialists in assets under management to the Contact Center to provide advice on asset management and explanations on the structure of investment trusts and other topics through telephone and online interviews.

Multiple
Communication
Methods Available!

Contact Center



The Contact Center provides remote support on how to download the Nomura app, log in, and navigate its features.



Phone



Email



Apps



Text message

Financial and Economic Education

Asset building is increasingly important in this age of 100-year life spans. Other major environmental changes include the lowering of the age of majority in Japan and the cashless society. In these times, financial and economic education is more important than ever for all generations. We provide opportunities to learn about finance and economics across topics and content appropriate to each generation, from students to working-age adults and seniors. At the same time, we strive to improve financial literacy in the communities we serve, contributing to more abundant lifestyles through support for asset building.

Indicator	Target	Results
Cumulative No. of Trainees in Finance and Economics	FY2024-FY2026 30,000	FY2024 17,267 (6,468 students and 10,799 working adults)

Seminars on Asset Building

We offer a variety of seminars related to asset building, including market seminars, life planning seminars, and seminars using quizzes and games to make learning fun. These seminars provide opportunities for customers of all ages to learn about asset building.

■ Life Planning Seminar for Retirees (Matsue)



TOPICS

Financial Education at the WAKU WORK Career Experience Event for Junior High School Students in Matsue City

About 1,800 junior high school students took part in a career experience event in Matsue City, featuring 62 participating companies and organizations. The San-in Godo Bank booth featured explanations on banking operations, cashless payments and other topics.



Financial and Economic Education at Schools and Client Locations

Expert instructors at our Consulting Plazas provide financial and economic education to students and clients.

For Students (Elementary Through University)

We offer students the chance to observe our staff at work and take part in work experience. We also send our employees to schools, colleges, and universities to give talks. These activities enable us to explain the role and structure of finance and banking, asset building, consumer contracts (including loans and credit cards), and financial planning for the future.



Lecture at Tottori Prefectural Sakaiminato Comprehensive Technical High School

For Working Adults

With the increasing focus on human capital for sustainable growth, more companies are striving to help their employees build assets. As part of our consulting services, the Bank offers a wide range of seminars for client employees, including seminars on basic financial knowledge.

■ Seminars on Asset Building in the Workplace

We conduct seminars on NISA, iDeCo, and other asset-building mechanisms for client employees and other participants at their workplaces.



Lecture at San-in Sanso Corporation

Promotion of Digital Transformation and Provision of Quality Financial Services

In the face of social challenges that include aging demographics and the adaptation to digital society, we are committed to providing a stable financial infrastructure and high-quality services to ensure customers use our services with confidence and familiarity.

Expanded Non-Direct Contact Channels

We are working to improve customer convenience by enhancing our products and services so that customers can perform a variety of banking transactions anytime, anywhere via smartphone or PC.

Gogin App

A Bank Branch in the Palm of Your Hand

We updated the Bank app to reflect customer feedback and make the app easier to use.

■ Available Transactions

- Opening a savings account
- Smart bankbook (check statements and balances)
- Internet banking (perform transfers, time deposits, and other procedures)
- Cashless payments
- Loans (application, signing) and more

Over
600,000
downloads!
As of May 1, 2025

See our website for
more information.

<https://www.gogin.co.jp/appli/>



Gogin Second Brand App (Launched October 2024)



- Provides services unique to DanDanBANK
- Deposits and withdrawals available at Seven Bank ATMs nationwide through the smartphone ATM feature

■ Available Transactions

- Deposits (ordinary and time deposits)
- Loans (available only to residents of Shimane, Tottori, Hiroshima, Okayama, Hyogo, and Osaka prefectures)
- Credit and debit cards

■ Eligible Applicants for DanDanBANK App Accounts

Individuals aged 16 or older who are Japanese nationals residing in Japan and possess a driver's license or My Number Card.

See our website for more information.

<https://www.gogin.co.jp/dandanbank/>



Cashless Payments

We expand cashless payment initiatives throughout the region to support new lifestyles through cashless payments and improve customer convenience. We also implement various initiatives encouraging the daily use and wider adoption of cashless payments while working to expand local consumption opportunities. Going forward, we aim to create a safer and more convenient cashless society through digitalization and new payment services.

Enhancing Customer Service

Appointment Reservation Service

We launched an appointment reservation service that allows customers to make reservations anytime, 24 hours a day, using a smartphone or PC. Customers with reservations are given priority service, reducing waiting times.

■ Available Transactions

- Mortgages and other loans
- Various procedures (account opening, notifications of various account changes, loss reports (cards, passbooks, registered seals), inheritance, opening and withdrawal of gift accounts, various contract procedures)

■ How to Use

Access through our website or app. No application is required. Reservations can be made from one month to two business days before your desired visit date.

See our website for more information about the service.

Appointment Reservation Service



<https://www.gogin.co.jp/reservation/>

Form Preparation Service



<https://www.gogin.co.jp/business/work/voucher/>

Form Preparation Service

The Bank offers a service that allows customers to fill out the necessary forms for branch procedures in advance through our website.

■ Available Procedures

Deposits, withdrawals, transfers, payment of taxes and public utility bills

Improving Services for Customers With Special Care

Providing Financial Products and Services for Cognitively-Impaired Individuals

As the population in Japan ages, we expect that more and more customers will face difficulty in their banking transactions due to cognitive decline and other factors. The Bank works with customers to spread awareness and prepare for cognitive decline. Our efforts include asset-building consultations and day-to-day consulting services in which we explain the importance of preparation and managing family assets.

Gogin Guardianship Support Savings

In recent years, unauthorized withdrawal of deposits by guardians has become a social problem. To prevent this and to protect the ward assets, the Bank manages the money that adult guardianship system customers do not use on a daily basis separately from money used on a daily basis.

Insurance for Nursing Care and Cognitive Decline

We are expanding our lineup of insurances to cover nursing care and dementia-related expenses to propose solutions that help our customers and their families live more century-long peaceful and affluent lives.

Solo Support Consultation Service (Launched April 2025)

We partnered with Trinity Technology Co., Ltd. to provide support for individuals without nearby family members to rely on, including those who are single or live alone. Services include daily check-ins, assistance with admission procedures for hospitals and senior care facilities, and guarantor support for hospitalization or facility entry.

Support for Elderly Customers to Protect Their Valuable Assets

Establishing Rules for the Elderly in the Sale of Risk Inducing Financial Products

The Bank established rules and provides more meticulous support for elderly customers regarding the sale of risk-inducing products. One such rule requires elderly customers to be accompanied by family members to listen to proposals together.

Restricting ATM Transactions

The Bank sets a daily limit for elderly customers based on their past ATM usage.

Strengthening Measures Against Financial Crime

We strengthen our measures against the sharp rise in financial crimes by enhancing coordination with the police and providing training for executives and employees.

Cooperating With Local Communities and Related Organizations

Participating in Community Networks

The Bank cooperates with regional comprehensive support centers, aiming to create communities that enable people to live with peace of mind in their familiar neighborhoods.

- Signed an agreement with Matsue City regarding a network to watch over the elderly (2018)
- Registered with the Tottori City Neighborhood Watch Support Group for Elderly People With Dementia (2021)

Tottori Prefecture Project Supporting Activities to Watch Over Low Upland Villages (2021)

The Bank cooperates with government agencies to establish a system for early detection of abnormalities in the daily lives of local residents. In doing so, we aim to create communities in which people can live safely with peace of mind.

Joined the Japan Financial Gerontology Institute (2021)

The Banks strives to learn about financial gerontology and deepen our understanding of the mental and physical conditions of our elderly customers to respond to them with care. We also consider customer circumstances to provide flexible responses and offer products and services that are best suited to each individual customer.

*Financial gerontology is the study of how changes in physical and cognitive ability that accompany aging affect economic and financial behavior.

Signing of Comprehensive Partnership Agreement With Tottori Prefecture and Prefectural Board of Education on Supporting Social Participation of Persons With Disabilities (2017)

The Bank works with the local community to help raise the momentum of employing people with disabilities and their participation in society.

Main Activities

Internships and Training Programs

We have established a training space in Gogin Challenged Tottori, where we accept internships and provide training programs, mainly for employees with disabilities from other offices and students from special education schools.

Building a Model for Corporate Initiatives Based on the AI Support Ordinance

In accordance with the AI Support Ordinance, we strive to maintain branches that are accessible to and considerate of people with disabilities.

Encouraging Sports for the Disabled

To support athletes with disabilities and spread awareness of sports for the disabled, we work together with Tottori Prefecture on public relations and other activities.

Proactively Spreading Information on Activities Through Our Branch Network and Providing Information on Employment and Support Systems for People With Disabilities

We provide information, such as that on prefectural events, and display artwork of people with disabilities to customers who visit our branches, aiming to promote and provide information on activities that support the social participation of people with disabilities.

Improving Services for Customers With Special Care

Efforts to Improve Universal Design

The Bank strives to create accessible branches, products, and services to elderly customers and customers with disabilities.

Branch Maintenance

- Expand the installation of Braille blocks and remove steps in stores
- Install ATMs accessible for individuals with disabilities
- Install voice guidance systems at store entrances

Universal Services

- Display of Braille on all issued individual customer cash cards
- Braille services (passbooks, etc.)
- Reduction of over-the-counter transfer fees for visually impaired customers
- Establishment of communication tools
Speech enhancers (speech aids), communication boards (multilingual), simple writing machines, etc.
- Installation of call bells on ATMs and at store entrances to offer assistance to people with disabilities
- Telephone relay service

We introduced a conversation support system at four branches in San-in in March 2025. This system automatically translates and creates subtitles for conversations in real time, facilitating smooth communication with elderly customers, those who have difficulty hearing, and international customers.



Providing Reasonable Accommodation

We are developing a system to respond appropriately and reasonably to requests from customers needing special consideration.

- We display acrylic stands and posters in our branches with the ear symbol to indicate areas that support written communication.
Deaf or hard-of-hearing individuals can request written or other forms of communication as needed.
- We surveyed the availability of wheelchairs for customers and completed allocating wheelchairs to the necessary branches.
- We revised the manual for assisting customers needing special consideration, detailing examples of prohibited discriminatory treatment and guidelines for providing appropriate accommodations.
- Installed sanitary boxes in men's restrooms to ensure that customers undergoing medical treatment, elderly customers, and sexual minorities who use men's restrooms can dispose of items such as diapers and sanitary products safely and comfortably (January 2025).
- We held training and study sessions for executives and employees to deepen their understanding of providing reasonable accommodation.



Ear symbol

Education and Training for Executives and Employees

We provide executives and employees with education and training on responding to customer circumstances. These trainings offer practical exercises, allow studies using self-learning materials, and share response examples, ensuring the peace of mind of all customers when using our services.

No. of Employees Participating in the Dementia Supporter Training Course
127 (FY2024)

Financial Gerontology Training: Training Dementia Supporters	A course that trains dementia supporters (Held twice in FY2022 and three times in FY2023 and FY2024)
Manual for Customers Requiring Special Care	Improves skills to respond to customers requiring special care
Hospitality Training	Lectures and workshops on universal design to improve practical skills and spread awareness on how to respond to and consider customer circumstances
Study Session to Improve Hospitality	Measures implemented to improve hospitality at each branch
Ai Support Movement*	As a company certified to provide Ai Support, all Bank employees are certified as Ai Supporters

*A campaign launched by Tottori Prefecture with the aim of working together to create a society that enables people with disabilities to live comfortably. Efforts include helping everyone understand the characteristics of various disabilities and offering a little help and concern for those with disabilities who are in need.



TOPICS

Practical Workshop on Providing Reasonable Accommodation (June 2025)

We held practical workshops incorporating role-playing at three locations in Tottori Prefecture to help employees learn how to provide reasonable accommodation for customers with disabilities.

We invited individuals with disabilities to serve as instructors, with support from the Disability Welfare Division of the Tottori Prefectural Government's Social Welfare and Public Health Department. Participants engaged in role-playing based on actual customer-service scenarios, learning the appropriate mindset and specific methods for responding accurately and respectfully when customers with disabilities visit our branches.



Yonago venue



Kurayoshi venue

Respect for Human Rights Initiatives

As awareness and the importance of human rights increases in Japan and overseas, companies must go beyond addressing human rights issues related to internal operations, officers, and employees. We must respect the human rights of diverse stakeholders, including those in our supply chains and our business partners. We will enhance mutual understanding and strengthen our commitment to respecting human rights.

Policy for Human Rights

The San-in Godo Bank Group will work to foster a corporate culture and workplace environment in which the fundamental human rights of all stakeholders, including customers and employees, are respected.

Human Rights Policy

Policy Purpose

The San-in Godo Bank Management Philosophy is to be a creative bank that fulfills the dreams of the region and customers we serve. Under this philosophy, we strive to achieve a sustainable community.

We recognize that respect for human rights is one of the most important issues for the San-in Godo Bank Group to address in order to realize a sustainable community. In this policy, we express specific details about initiatives for the respect of human rights in our business activities.

Scope

This policy applies to all directors, executive officers, and employees of the San-in Godo Bank Group. We also encourage our customers and suppliers to respect human rights, and promote respect for human rights in cooperation with each.

Respecting international standards

1 San-in Godo Bank Group supports and respects international norms such as the Universal Declaration of Human Rights, the United Nations Global Compact, the Guiding Principles on Business and Human Rights, the International Labour Organization (ILO)'s Declaration on Fundamental Principles and Rights at Work, and UNICEF's Children's Rights and Business Principles. We shall also comply with the laws and regulations of the countries and regions in which we operate. If there is a conflict between internationally recognized human rights and the laws and regulations of the respective regions, we will pursue ways to respect internationally recognized human rights principles.

Eliminating discrimination

2 San-in Godo Bank Group shall not discriminate in any of its corporate activities on the basis of race, nationality, gender, sexual orientation, gender identity, place of birth, social status, creed, religion, disability, or physical characteristics.

Fostering a corporate culture that respects human rights

3 San-in Godo Bank Group shall cultivate a corporate culture that respects human rights by encouraging employees to take ownership of human rights issues and to consider the perspectives of others.

Establishing a comfortable work environment

4 San-in Godo Bank Group shall establish comfortable work environments where each director, executive officer, and employee recognizes each other as a business partner and equal, building relationships of peers where all can freely express their opinions.

We recognize that sexual harassment, power harassment, and other forms of harassment are offenses against human dignity and reject any such harassment from the workplace.

Implementing fair recruitment practices

5 San-in Godo Bank Group shall hire employees in an impartial and fair manner, based solely on the ability and suitability of the individual.

Implementing human rights training

6 San-in Godo Bank Group shall engage in a wide range of human rights training programs to ensure that each director, executive officer, and employee has a proper understanding and awareness of human rights in the interest of resolving any kind of human rights issue that may occur.

Responding to customers

7 San-in Godo Bank Group respects the human rights of its customers and strives to avoid discriminatory treatment in the provision of its products and services.

The Group shall also work with its customers to resolve human rights issues and call on them to respect and not violate human rights. In cases where the products and services it provides are linked to human rights violations, San-in Godo Bank Group shall take appropriate action and encourage its customers to take appropriate action as well.

With regard to investment and loan transactions, in our investment and loan policy based on the Sustainability Declaration, we recognize complicity in human rights abuses such as human trafficking, child labor, and forced labor as important human rights issues. Furthermore, this policy stipulates that we will not make investments or loans to companies that are recognized as directly or indirectly involved in these activities.

Responding to clients

8 San-in Godo Bank Group shall also call on its suppliers of goods and services to respect and not to violate human rights.

In cases where a supplier has a negative impact on human rights, the San-in Godo Bank Group will take appropriate action and encourage the supplier to take appropriate action.

Remedies

9 When it becomes clear that a director, executive officer, or employee of San-in Godo Bank Group or the services it provides has caused or participated in a negative human rights impact, the Group will take appropriate action to provide relief.

The Group established harassment consultation and whistleblowing services for directors, executive officers, and employees, creating a system to respond appropriately to consultations and to provide any necessary relief.

Governance and management structure

10 San-in Godo Bank Group shall report on the status of its efforts regarding respect for human rights at bodies such as the Sustainability Committee and the Anti-discrimination Training Promotion Committee, both chaired by the president. Furthermore, it shall strive to improve and enhance its efforts to respect human rights by evolving its actions and providing training and other programs.

Disclosures and stakeholder engagement

11 San-in Godo Bank Group shall disclose information on its efforts regarding respect for human rights, and will strive to improve and enhance its efforts through dialogue and consultation with relevant stakeholders.

Respect for Human Rights Initiatives

Human Rights Due Diligence

Our Human Rights Policy respects the UN Guiding Principles on Business and Human Rights and other international standards, conducting human rights due diligence through the following process.



Preventing and Mitigating Negative Impacts

The Group understands the potential for our business activities to cause or contribute to negative human rights impacts, or to be directly related to such impacts through business relationships. We recognize that we are expected to engage with clients and encourage responsible corporate behavior. We will strive to prevent and mitigate negative impacts on human rights and address any that occur, based on the nature of our involvement.

Stakeholder Initiatives

Employees	Create comfortable and harassment-free work environments, ensure employee well-being, and pursue diversity and inclusion
Customers	Pursue customer-oriented information management, personal information protection, compliance, and money laundering; improve services for customers needing special consideration; and enhance universal design
Investors	Encourage responsible investment and loan (Investment and Loan Policy)
Suppliers	Responsible procurement (Purchasing Activity Policy)

Stakeholder Dialogue and Disclosures

We strive to enhance and improve our efforts to respect human rights and enhance disclosure through dialogues with diverse stakeholders.

Relief Mechanisms

We established contact points available to employees, customers, and other stakeholders. These contact points address opinions and complaints, including those regarding human rights issues, in an appropriate manner.

Group Human Rights Awareness Activities

The Group makes active effort to raise awareness of human rights among our directors, executive officers, and employees.

Human Rights Awareness Framework

San-in Godo Bank has established the Anti-discrimination Training Promotion Committee chaired by the president with the objectives of seeking a better understanding of all issues related to human rights and discrimination including the problem of *Buraku* (caste-based) discrimination, of being actively engaged in solving issues, and of fostering discrimination-free workplaces. The Bank strives to revitalize workplaces through respect for human rights, including awareness activities through training and study sessions, and the assignment of promoters to departments and branches.

Sharing of Human Rights Slogans

As part of our human rights awareness activities, the Bank widely solicits slogans in-house every year. Submissions are screened by the secretariat of the Anti-discrimination Training Promotion Committee, which are shared in-house by awarding excellent works to raise awareness of human rights.

Provision of Ethics Training

The Bank provides ethics training on a continuous basis by hierarchical level from new bank employees to management level employees. This training aims to deepen their understanding of respect for human rights and harassment.

Training and Study Sessions	FY2024 Topics	No. of Participants
Ethics and compliance	Harassment, and business and human rights	Total: 664
Harassment	Customer harassment	All employees
	LGBTQ-related harassment	All employees
Anti-discrimination	Topics related to anti-discrimination	All employees

Creation of Harassment-Free Workplaces

The Bank has prepared a harassment prevention manual, aiming to create harassment-free workplace where the Bank's directors, executive officers, and employees respect each other. In addition, we have set up a consultation counter to construct a framework so that they can seek consultation without hesitation if any harassment cases arise close to them.

Supporting Active Careers for Diverse Human Resources

Making Active Growth Investments in Human Resources and Offering Diverse and Flexible Work Styles

San-in Godo Bank aims for sustainable development and growth with our region and customers by helping resolve their challenges. People form the core pillar of this goal. We recognize strengthening human resources development and creating comfortable work environments as priority management measures, and advance measures accordingly. We aim to embody our management philosophy by providing stronger support for diverse talent to attract and nurture professional human resources with outstanding problem-solving skills, encouraging employees to maximize their talents.

Human Resources Development Policy

We will develop highly specialized human resources capable of excelling internally and externally to achieve our management philosophy and long-term vision of becoming a regional bank leading in sustainable growth and solutions-oriented services. To this end, we invest in human resources and provide high-quality growth opportunities, supporting the independent career development of each employee.



Internal Environment Policy

San-in Godo Bank Group is committed to creating workplace environments of well-being in which employees maximize their talents.

Achieve High Engagement	Change to a personnel system that motivates employees to take on new challenges and enables them to better demonstrate their abilities Further foster an open workplace culture and a sense of unity Instill our management philosophy, long-term vision, values, and strategies
Foster Mental and Physical Health	Improve lifestyle habits Improve health literacy Normalize and facilitate mental health care
Pursue Diversity and Inclusion	Strengthen recruitment of human resources with diverse personalities and strengths Increase opportunities for diverse personnel to play active roles Enhance work-life balance further

TOPICS

HR System Revision Reflects Capabilities and Expertise in Compensation, Regardless of Age (July 2025)

We revised our human resources system to support our aim of becoming an organization where each employee is motivated to take on new challenges and continues to contribute their talents.

Increase in Human Capital Investment Based on System Revisions and Introduction of a Stock-Based Compensation Plan for Employees*

vs. PY **7%+**

*See P46

HR System Revision Overview

To create an organization in which employees are highly engaged, continuing to grow and change to add value for customers and the Bank, leading to greater empathy with the GOGIN Five Values and achievement of the Bank's Long-Term Vision and Management Philosophy

- Encourage the contribution of talents and growth through fair compensation
- Create a system that fosters motivation and sustained activity
- Encourage the contributions of specialized human resources

HR System Revision Highlights

- **Eliminate seniority-based factors (compensation to emphasize role and contribution)** ➢ **Recognize and reward high performance and growth, regardless of age**
Emphasize merit in promotions and assignments (ensure evaluations result in fair compensation) ➢ **Quickly promote talented younger and mid-level employees**
Increase compensation to improve motivation and encourage employees to contribute their talents
- **Extend retirement age to 65; provide more opportunities for senior employees to work in specialized fields** ➢ **Create a system that fosters motivation and sustained activity**
Become an organization for all to contribute their abundant knowledge and talents, regardless of age
- **Establish new specialist career paths** ➢ **Clarify career paths available to specialists**
Become an organization capable of pursuing high levels of expertise

Supporting Active Careers for Diverse Human Resources

Recruiting and Empowering a Diverse Base of Human Resources

Recruit and Encourage Participation

We are committed to a flexible approach in recruiting and hiring a diverse workforce.

New Graduate Recruitment

Increasing Starting Salaries

We raised starting salaries to increase our competitiveness in recruiting, attracting, and retaining talented personnel.

Cumulative, 3-Year Increase +31.7%

Starting Salary **¥270,000**

(For college graduates and candidates willing to relocate)

Full-Time Employment

We actively promote part-time employees, etc., to full-time status.

Full-Time Promotions **6**

(FY2024, Consolidated)

TOPICS

Internships

We offer internships that allow students to understand the structure and operations of finance while experiencing the appeal of working at a regional financial institution. Our program also provides students with opportunities to explore future career options.

2024 Internship [5 DAYS] Participants: 102

1-DAY Summer Workshop Participants: 25

Digital Path Summer Workshop [2 DAYS] Participants: 19

Experienced Professional Hires

We actively recruit experienced professionals through expanded recruitment channels, including a career return program and a referral hiring program.

Target Ratio of Experienced Professional Hires

25%+
(FY2026)

Experienced Professional Hires

28

(FY2024, Consolidated)

Ratio of Experienced Professional Hires

29.5%

(FY2024, Consolidated)



Developing Highly Specialized Human Resources

High-Quality Growth Opportunities

Opportunities to Learn Practical Skills

We look to offer more opportunities to learn practical skills through hands-on training, trainee programs, etc. Employees have more exposure to growth opportunities through interactions with professionals inside and outside the Bank to learn about diverse career choices.

Interactions With Diverse Specialists No. of Participants (FY2024)

		No. of Participants (FY2024)
Specialized Department Trainees	Corporate Business in Sanyo and Kansai	7
	Loan Dept.	24
	Consulting Plaza	65
	Outbound	23
Trainee Secondments	Nomura Securities Contact Center	4
	Secondments to consulting firms, etc.	4

*Training expenses, personnel expenses for lecturers and participants, career development allowance, etc.

Total Self-Development Content Participants

(Cumulative Since FY2022)

Udemy	1,201
VBA Course	244
Shimane University Data Science Course	489
NIKKEI The KNOWLEDGE (introduced in FY2024)	880

INTERVIEW

After Taking Maternity and Childcare Leave Three Times, Yuka Ito was Dispatched to the Amagasaki Branch as a Corporate Business Trainee
Yuka Ito
Tottori Corporate Business Dept.



Apr 2013 Joined the Bank (Kurayoshi Branch)
Apr 2020 Tottori Business Dept.
Nov 2023 Sanyo-Kansai Two-Week Training Program at Amagasaki Branch

I began working in Corporate Business in my third year at the Bank and continue in this role today after taking maternity and childcare leave three times. In the beginning, I struggled because there was a strong perception that Corporate Business was male-only, and there were unfounded concerns about whether a woman could handle the leading position. There were often times when I lacked confidence, but thanks to the support of my supervisors, senior staff, and the HR Dept. training program I followed, I have learned how to master my job over time. In November 2023, I attended the Sanyo-Kansai Short-Term Training Program. The general manager at the time asked me if I would like to attend. I talked to my husband about it, and he was highly supportive. Consequently, I was dispatched to the Amagasaki Branch, where I was really impressed by how quickly decisions on loans were made and information was gathered in Kansai.

The best part of working in Corporate Business for me is being able to talk to people from various industries and grow every day. Recently, I require more expertise in consulting as management challenges become increasingly diverse, so I have been working on self-development. Moreover, as I became more senior, the opportunities increase to pass on my knowledge to junior employees. Training people is a way to share my knowledge and also a chance for me to relearn things myself. Finally, times are changing rapidly and companies are required to respond quickly. In light of this, as someone working in Corporate Business at the Bank, I will keep abreast of our clients' needs and continue striving to be of service.

Supporting Active Careers for Diverse Human Resources

Independent Career Development Support

We plan to enhance the range of support we provide for independent career development.



Career Support System Enhancement

We strive to support career plan development for employees through career interviews with supervisors, expanded in-house job recruitment, practical training, trainee recruitment, and a reskilling environment.

A Culture of Learning and Mindset Improvement

We support independent learning and foster a learning culture through opportunities and enhanced self-study content, subsidies for independent learning expenses, and expanded incentives for self-development.

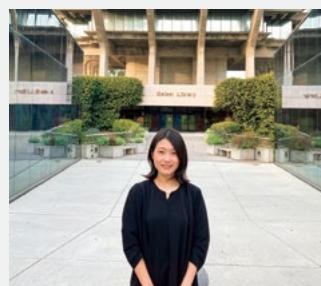
Fair Employee Evaluations

We provide enhanced feedback through training for all department heads, etc., to strengthen human resources development. We carefully explain in detail the reasons behind the results of evaluations to the individual in question. In addition to ensuring a better understanding among employees of their evaluation results, this initiative also helps increase motivation.

INTERVIEW

Study Abroad Experience Thanks to the Career Leave System*

Fumika Ogu
Digital Transformation Promotion Headquarters



Thinking about my future career, I took advantage of the career leave program to study abroad at an American university for three months. I could not have done it without the support of my superiors and team members, as well as a workplace environment that encourages us to take on challenges. In addition to learning skills necessary for digital marketing, I gained extremely valuable experience by working on various group projects with people from different careers and nationalities. I hope to continue learning to sharpen my expertise so I can deliver valuable digital channels and other information to our customers.

*A system for employees to take leave for a certain period of time for the purpose of self-development, skills development, and career development. System adopted in June 2024.

Encouraging the Contributions of Specialized Human Resources

The Bank builds a framework that allows the specialists essential to our growth strategy to deepen their expertise through a clearly defined career path.

New Specialist Career Track (July 2025)

We introduced a new career path that enables employees to pursue specialized expertise in addition to management roles, creating an environment that enables employees to continue demonstrating their strengths in their fields.

Recruiting Specialized Personnel New Digital Career Path

We established a new digital career path for professionals in the field of finance and digital, beginning with our recruitment class of fiscal 2024. We have a career path in place that allows the individual to experience all aspects of banking operations with a focus on the digital field, in addition to a career path as a specialist in digital-related departments at the head office.

- Introduced a new career path for pursuing specialized expertise
- Created specialist positions (Senior Fellow, Fellow)
- Clarified the roles and evaluation criteria expected of specialists

Digital Career Path

	FY2024 Recruits	6
	FY2025 Recruits	8

INTERVIEW

Strengthening My Expertise Through External Secondment and Aiming to Become a Venture Capital (VC) Specialist

Hiroaki Kato
Gogin Capital Co., Ltd.
Tokyo Office Manager

Hiroaki Kato joined the Bank in April 2015. From April 2020, he was seconded externally for two years, gaining experience overseas in China-related investment advisory work. After working in both head office and branch roles, he transferred to a VC in April 2024 and began engaging in startup investment operations. He was seconded to Gogin Capital Co., Ltd (Tokyo Office) in April 2025.



Since joining the Bank, I have gained broad experience, including an overseas assignment in Shanghai and consulting work at the head office. During my time in a branch, I supported a fast-growing company preparing to go public, and that experience sparked my interest in helping startup companies. I chose VC as my next career step and spent one year from April 2024 on secondment at an independent VC firm. My secondment became an irreplaceable asset, equipping me with practical business expertise as well as valuable connections. I now work at the Tokyo Office of Gogin Capital, where I focus on startup investments, growth support, and creating open-innovation opportunities between the Bank and startups, as well as between local companies and startups. The San-in Godo Bank Group has strengthened its startup support over the past year and a half through active initiatives, including investing over 10 billion yen in LP*, establishing the Gogin Goenmusubi Fund, opening the Tokyo Office in Azabudai Hills, and launching the Gogin Festival. We will continue to build on this momentum and work toward becoming the organization people immediately think of when they talk about startup support.

*LP: Limited Partner

Supporting Active Careers for Diverse Human Resources

Achieving High Engagement

Improving Engagement

San-in Godo Bank conducts an employee engagement survey of group employees to visualize the status of engagement across the organization. After identifying the strengths and challenges of the Group and individual workplaces, we work with them on improvement activities to create better work environments and improve engagement across the Group.



Using the Link and Motivation *Motivation Cloud* tool

Group Strengths

- Goals are shared in the workplace and we foster a sense of unity toward their achievement
- Supervisors provide firm support when staff face difficulties
- Workplace environments that enable open exchange of opinions and information

Items to Be Further Enhanced Company-Wide

- Enhance job satisfaction and a sense of fulfillment regarding ability to express one's talents
- Improve communication and resonance with management philosophy
- Ensure information sharing from supervisors to staff
- Improve workplace openness

Measure Examples

- Change to an HR system that motivates employees to take on new challenges and enables them to better demonstrate their abilities
- Expand trainings for career development and practical management
- Conduct training for all associate employees
- Encourage use of the internal communication tool TUNAG
- Establishment systems to foster well-being in work environments, etc.

TOPICS

Best Motivation Company Awards 2025

- 1st place in the large company category (under 5,000 employees) -

We were awarded first place in the large company category (under 5,000 employees) for our high employee engagement at the Best Motivation Company Awards 2025, sponsored by Link and Motivation Inc.

Key Areas Recognized

Employee satisfaction improved in categories including workplace cohesion, permeation of philosophy and strategy, and realization of change.



*Total no. of surveyed companies: 1,017
Large enterprise sector (2,000 to 5,000 employees)

Measures to Improve Engagement

		(Survey as of February 2025)	Rating	Score
Compensation	Increased career development allowance by up to ¥30,000 per month for learning expenses	San-in Godo Bank (Overall)	AA	63.2
Development	Expanded relocation allowance for employees working in remote areas (e.g., Sanyo, Kansai, Tokyo) by up to ¥150,000 per month	Financial Industry Peers	BB	Not disclosed
Benefits and Welfare	Adopted stock-based compensation plan for employees	Approx. 650 Companies (1,000+ Employees)	B	50.5
	• Category-specific training according to the level of the individual's development			
	• Skill-specific training for each area of expertise (e.g., corporate consulting, screening, derivatives)			
	• Cross-industry training to gain and use outside knowledge			
	• Full range of Udemy and other self-development content			
	• Self-development incentive program to subsidize learning costs			
	Fertility treatment support, career leave program, walking events, etc.			

[Reference] Relationship Between Engagement Score and Rating

Score	33	39	42	45	48	52	55	58	61	67	
Rating	DD	DDD	C	CC	CCC	B	BB	BBB	A	AA	AAA

*Scores represent deviation from the national average of B 50

San-in Godo Bank

Establishing KPIs for the Turnover Rate of Employees Under 30

We create workplaces that allow each employee to feel rewarded while playing an active role.

Turnover Rate of Employees Under 30

5.0%

(FY2024, Consolidated)

Target
5% or lower
(FY2026)

TOPICS

Stock-Based Compensation Plan for Employees

(Launched September 2025)

In addition to encouraging engagement, we strive to improve the willingness among employees to contribute to the enhancement of Bank performance and share price. We do our best to foster a culture in which employees and management work together to take on the challenge of enhancing the Bank's corporate value over the medium to long term.

Strengthening Ongoing Relationships With Retirees: The Gogin Alumni Network

In December 2024, we established the Alumni Network to foster good relationships with retirees (alumni) over the medium to long term. By encouraging retirees to interact with each other and with the Bank, we create opportunities for reemployment, collaborations, and more.

Supporting Active Careers for Diverse Human Resources

Fostering a Sense of Unity Among Management and Employees

- Enhanced Dialogue -

We provide opportunities for directors and executive officers to communicate the Bank's management vision and aspirations directly to employees. These opportunities include a direct channel for employees to communicate their opinions and thoughts to directors and executive officers. Through stronger communication and mutual understanding, we strive to foster a sense of unity within the Bank.

Discussions With the President

We host regular discussions with the president to encourage communication between the president and employees. Dialogues focus on topics suggested by participants, including management strategies, HR development, strengths and weaknesses of the Bank, and the president's definition of an ideal employee. Occasionally, the president even addresses individual questions about personal successes and failures. Participants felt more motivated, commenting that direct conversations with the president helped them understand management strategies better, feel encouraged by the president's appreciation for their daily work, and feel the president's genuine care for Bank employees.

We held in-person sessions across all 13 blocks in our operating area from May to July 2025, prioritizing participation for employees, including associate and part-time staff, who normally have limited opportunities to meet the president. Employees shared their day-to-day thoughts, questions, and opinions directly with President Yoshikawa, and each venue saw high

engagement, including during the social gatherings that followed the meetings.



226

(October 2020 to March 2025, Cumulative)

Initiatives to Communicate Our Management Philosophy

We take every opportunity to communicate with employees and explain the significance of our operations and activities to encourage an understanding of our management philosophy. We also provide an opportunity for a bank-wide discussion of our management philosophy on the anniversary of the founding of the Bank. We endeavor to strengthen the sense of unity in the organization by encouraging each employee to liken the management philosophy to their own situation and put the philosophy into practice in their daily work.

Briefing Employees on Financial Results and Exchanging Opinions

The Bank holds semi-annual meetings with employees in which directors explain financial results and opinions are exchanged. These meetings facilitate broad information sharing and two-way communication between directors and employees.



Meeting to Consider the Future (*Mirai*) of Gogin

What is Gogin? What do we want to become? What is our bank's desired future state? Our officers and employees of various ages, positions, and roles meet to think about, discuss, and answer these questions.

■ 3rd Meeting to Consider the Future (*Mirai*) of Gogin (April 2025)

The first part of the event was a pitch contest titled Future Creation Project in which new business presentations were given. In the second part, we discussed in depth what we, as the No. 1 Bank, are aiming to be.



No. of Participants 80 (approx.)

■ Initiatives From Previous Meetings to Consider the Future (*Mirai*) of Gogin

We have been holding Meetings to Consider the Future (*Mirai*) of Gogin since April 2023. In these meetings, a diverse range of individuals, regardless of generation, department, or position, consider and discuss the Bank's future. A set of values known as the GOGIN Five Values was established at the second meeting. These are reflected in the medium-term management plan launched in April 2024.

Meeting	Participants	Topics
April 2023	<ul style="list-style-type: none"> Each sales area manager Director and general manager of headquarters (observer) 	• Initiatives for the Bank's growth strategy and other measures
October 2023	Diverse group of individuals of different generations, departments, and positions brought together via an open application process	<ul style="list-style-type: none"> Bank's important values

Revitalizing Communication Among Employees

The Bank introduced TUNAG, an intra-organization communication tool, in February 2024 at the suggestion of a Bank employee. Since then, over 80% of employees have adopted this tool. Employees share individual and internal information in real-time, encouraging communication regardless of age, position, or work area.



Improving Financial Wellness (Helping Employees Build Assets)

We help employees to build assets, supporting financial stability and engagement.

Employee Stock Ownership Plan

- Incentive payments
- Reinvest dividends according to shareholdings (2x/year)
- Change registration from once per year to twice per year to encourage participation
- Employees of Group companies eligible as of September 2024

Defined Contribution (DC) Corporate Pension

- DC seminars given by specialized instructors to promote an understanding of the DC plan and effective investing
- New products added in April 2023

Supporting Active Careers for Diverse Human Resources

Fostering Mental and Physical Health

Health Management Initiatives

In accordance with our Internal Environment Policy, the San-in Godo Bank Group aims to create a work environment that promotes well-being, in which every employee can maximize their talents. One of the pillars in the Internal Environment Policy is *Fostering Mental and Physical Health*. Here, we provide physical and mental health support for employees to work with peace of mind. We are working on various measures to maintain and improve the physical and mental health of every employee, including measures to improve lifestyles and health literacy.

Recognized as a 2025 Certified Kenko Investment for Health Outstanding Organization (Large Enterprise Category) White 500

This certification system is implemented by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi. The Bank was certified as a Kenko Investment for Health Outstanding Organization for a seventh consecutive year.

Among our Group companies in the Small and Medium-Sized Enterprise Category, Gogin Leasing, Matsue Real Estate*, Gogin Credit, San-in Servicing*, and Gogin Career Design were certified for a sixth consecutive year, Gogin Capital for a fourth consecutive year, Gogin Energy for a second consecutive year, and Regional Trading Company TOTTORI* received certification for the first time.

*Effective July 1, 2025, Matsue Real Estate became Gogin Real Estate Management; San-in Servicing became Gogin Recovery & Servicing; and Regional Trading Company TOTTORI became Gogin Regional Trading Company.



Health Management Statement

The Bank issued our Health Management Statement in September 2018. Since that time, the San-in Godo Bank Group has been united in efforts to encourage mental and physical wellness for all employees.

Health Management Statement

For San-in Godo Bank, each and every employee is an irreplaceable asset. We will be steadfast and robust in our work to maintain and improve everyone's mental and physical wellness.

Through actions such as reducing overtime work and encouraging employees to take paid leave, we will strive to create a workplace environment in which San-in Godo Bank employees can work with vigor and fulfillment.

Implementation Framework

In order to achieve health management, we have established a health management implementation framework led by the Chief Health Management Officer (president) and the Health Management Promotion Officer (executive officer in charge of human resources (or deputy of the same)). In this framework, the Human Resources Department, the Lifestyle and Health Consultation Office, and our health insurance association handle health management promotion in cooperation with our employee union, Health and Safety Committee, and industrial physicians to carry out a range of proactive measures. Health Management Implementation Framework Diagram https://www.gogin.co.jp/about/csr/health_management/#01

Health Management Strategy Map

To Foster Mental and Physical Health for employees as stated in our Internal Environment Policy, we implement many measures based on health issues identified at the Bank. We have created a Health Management Strategy Map with the aim of creating work environments of well-being in which employees maximize their talents, working to rectify these health issues. The following diagram shows the linkage between the management issues to be solved by health management, the expected effects of carrying out health management, specific initiatives, and more.

Health Management Strategy Map https://www.gogin.co.jp/about/csr/health_management/#02

Collaborative Health

The Health Scoring Report returned by the Ministry of Health, Labour and Welfare on the Bank's health insurance association shares data on physical health issues (blood pressure risk, blood sugar risk, and exercise habit risk). This becomes part of our collaborative efforts between the Group and the company health insurance association toward better employee wellness.

Health Data and Initiatives

The San-in Godo Bank Group's health data and initiatives are as follows. In promoting health management, we invest in health through a variety of measures to address health issues that we want to solve as an organization as we work to improve the wellness of our employees.

Health Checkups	<ul style="list-style-type: none"> Rate of regular health checkups: 100% In April 2021, established medical leave, a specific leave of absence that can be used for physical examinations and screening re-examinations Recommending detailed testing and examination and reinforcing specified health guidance sessions 	Detailed Testing Target 90.0%
No Smoking During Work Hours	<ul style="list-style-type: none"> Since April 2020, smoking is prohibited on Group premises and during working hours Since August 2023, the 22nd of each month is designated as a no smoking day to encourage smokers to quit 	Smoking Target 8.0%
Mental Health Measures	<ul style="list-style-type: none"> Specialized psychiatrists are invited to be mental health advisors, providing care for employees and preventing mental illness Conducting mental health training as part of rank-based ethics training, plus e-learning workshops for all employees where mental health care videos are shown 	
Employees That Regularly Exercise	<ul style="list-style-type: none"> Employees with exercise habits are on the rise due to initiatives such as the My Health Up Campaign by our health insurance association Creating mechanisms to increase interest in health through the introduction of health apps, etc. 	Employees That Regularly Exercise Target 25.0%
Presenteeism	<ul style="list-style-type: none"> Since FY2023, a presenteeism questionnaire is conducted to measure the degree of performance decline due to mental and physical health conditions, lifestyle, and other health risks <p>*Single-Item Presenteeism Question (SPQ) by the University of Tokyo</p>	Presenteeism: 13.2% (Feb. 2025 questionnaire)
Health Investment Items and Amounts	<ul style="list-style-type: none"> Offering services from Relo Club, an outside employee benefit agency service that includes fitness gym usage assistance and other health promotion services Established the Communication Support System, subsidizing the costs of athletic and recreational events at each department and branch, subsidizing the costs of Young Communicators Events (athletic meets) jointly held by the Bank, our employee union, and health insurance association Providing subsidies for sports and culture group activities, such as choirs, baseball clubs, relay race clubs, and tennis clubs Providing subsidies for influenza vaccinations in cooperation with the health insurance association to prevent the spread of infectious diseases Began conducting engagement surveys in FY2022. Utilizing survey results from the Engagement Survey to formulate and improve measures for organizational improvement, aiming to create an organization with high labor productivity in which each employee can work with vigor Introduced the QOLism health app for walking events and other health maintenance and improvement 	Health Investment (FY2024) Total ¥67 Million

Health Data https://www.gogin.co.jp/about/csr/health_management/#03

Supporting Active Careers for Diverse Human Resources

Pursue Diversity and Inclusion

Increasing Opportunities for Diverse Personnel to Play Active Roles

Encouraging the Participation of Women in the Workplace

We strive to increase the motivation of women in the workplace, providing rewarding work environments where women can express their talents fully. We support career development for women proactively by creating diverse career paths and strengthening practical training and support systems.

FY2016	First female outside corporate auditor (currently a director on the Audit and Supervisory Committee)
FY2021	First female employee promoted to director (director on the Audit and Supervisory Committee)
FY2022	First female outside director (director not on the Audit and Supervisory Committee) First female executive officer (promoted internally)
FY2024	First female representative director promoted internally

No. of Female Executives (As of July 1, 2025)	Directors	5 (incl. 2 outside directors)
	Executive officers	2 (including 1 director)
	General managers (head office)	2 (including 1 director)
	Group managers (head office)	7
	Branch managers	41

Ratio of Female Managers (FY2024, Consolidated)



TOPICS

Selected as Nadeshiko Brand in FY2024

Our selection as a Nadeshiko Brand was in recognition of our excellent initiatives for empowering women in the workplace. The recognition is given to selected publicly listed companies and is sponsored by the Japanese Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange.

Key Areas Recognized

Consistent career development support from recruitment to promotion	<ul style="list-style-type: none"> Appointing a female representative director through internal promotion symbolizes changes in the organization Proactively utilizing female role models within the company to support the growth of women who are working in the field, such as holding roundtable discussions with female officers
Support for dual-income families and co-parenting initiatives (gender-neutral support for work-life balance)	<ul style="list-style-type: none"> Encouraging men to take childcare leave and supporting flexible return-to-work arrangements for women Diversifying training programs and promoting childcare leave for men are effective ways of further creating value



Women's Empowerment Team

We launched the Women's Empowerment Team in November 2022 as an employee-led initiative with the goal of making us a company that leads in the empowerment of women in the workplace. In the first session, a group of 32 people identified issues and formulated systems, and in September 2023, recommendations were made to management.

Recommendations

- Change attitudes to women's careers
- Raise awareness among managers

President

Discuss and propose priority actions regarding the recruitment, training, and advancement of women

Women's Empowerment Team

TOPICS

Roundtable Discussions With Female Officers

Held at 13 Venues Across Bank's Business Areas (Nov. 2024 - Mar. 2025)

Roundtable discussions with female officers of the Bank were held to raise the career awareness of female employees. One of the measures proposed to management by our Women's Empowerment Team is to create a network of contacts and provide opportunities to broaden the perspectives of female employees. This concrete action, which actively utilizes role models from within the Bank, is designed to develop women who are in frontline positions.



Development for Women in Managerial and Executive Tracks

We held the Leadership Mindset Development Program in December 2024 for women in managerial positions at the manager level and above to encourage a mindset shift in how women view their managerial career path. The program included a panel discussion with Vice President Chie Toriumi of Nomura Securities Co., Ltd., our alliance partner, and Representative Director and Senior Managing Executive Officer Sawako Yoshioka of the Bank. Through the program events, the Bank worked to develop participants' ability to view the organization from a broader managerial perspective and to build networks.



Panel discussion
Right: Vice President Toriumi, Nomura Securities Co., Ltd.

Supporting Active Careers for Diverse Human Resources

Closing the Wage Gap Between Men and Women

Having abolished the defined career path system in April 2022, we have also done away with any wage gaps between men and women for identical work. However, differences in the average length of service and the ratio of men and women in management positions affect the wage gap. Another factor affecting the wage gap is the difference in staffing ratios by employment type. Women account for more than 80% of non-regular employees at the Bank. The Diversity Promotion Group of the Human Resources Department, established in April 2024, plays a central role going forward in formulating and implementing measures to improve the wage gap between men and women. The Group strives to create workplace environments that enable employees to balance work and life and demonstrate their skills over the long term.

Introduced a Partnership System (April 2024)

We introduced a partnership system that grants employees with same-sex partners the same benefits and rules as those provided to legal spouses. This system is part of our efforts to respect the individual values and aptitudes of each employee and create flexible and comfortable workplaces. The partnership system allows the company to recognize the same-sex partner as a spouse and grant benefits and allowances.

TOPICS

Increasing the Momentum of Women's Empowerment in Our Regions

- Events Initiated by Our Female Employees With Women From Client Companies -

To create a sustainable society in which everyone can play an active role, we are working to boost the career awareness, motivation, and networks of women in our region. In November and December 2024, we held events in Tottori City with the aim of increasing the momentum of women's empowerment in the region and to help participants build new networks. These events were a community revitalization initiative spearheaded by female employees at branches and featured local female business leaders as guests. Together with Sawako Yoshioka, Director and Senior Managing Executive Officer at our bank, approaches to career development and work-life balance were among the topics discussed. The two events were attended by approximately 70 women, who were able to broaden their perspectives and boost their career awareness and work motivation, as well as build their professional networks through exchanges with other participants.



Event held in November 2024

Wage Gap Between Men and Women

All Employees	50.8%
	(FY2024, Consolidated)
Full-Time Employees	61.7%
	(FY2024, Consolidated)
Non-Regular Employees	83.9%
	(FY2024, Consolidated)

*When wages for male employees are indexed at 100.

Events Initiated by Our Female Employees With Women From Client Companies

Early Promotion of Young Employees

We revised our human resources system in April 2022 to actively promote employees to key positions earlier, regardless of age. We accelerated promotion timelines by two years for assistant manager-level roles and by four years for manager-level roles. By placing young employees in managerial and leadership positions at earlier stages, we aim to energize the organization, secure and develop talented personnel, and strengthen employee motivation. We further revised the human resources system in July 2025 and built a framework that treats employees fairly according to their contribution to their role rather than seniority, so they can feel a stronger sense of purpose in their work.

Senior Human Capital Participation

In July 2025, the Bank extended retirement age for titled positions from 55 to 60 and the general retirement age from 60 to 65. By expanding opportunities for middle-aged and older workers to play an active role in their specialized fields, we aim to create a system for these employees to play active roles in a highly motivated and sustainable environment, while fostering an organization that allows senior employees to demonstrate their wealth of knowledge and abilities, regardless of age.

INTERVIEW

Selected the Specialist Track and Appointed Senior Fellow*1 Under the Revised HR System

Yasuyuki Nagai
Industrial Research Group,
Regional Development Dept.
Senior Fellow



Apr 1988 Joined the Bank; worked at two branches
Aug 1995 Seconded to San-in Economics & Management Institute
Jul 2018 Returned to the Bank after the institute's dissolution; assigned to the Industrial Research Group of the Bank Regional Development Dept.
Feb 2020 Head of Industry Research Group
Apr 2024 Stepped down as Head to an operational role
Sep 2025 Selected the newly established Specialist Track under the new HR system and became Senior Fellow

In 1995, I transferred to the Bank's affiliated think tank, San-in Economics & Management Institute, where I worked on economic research, industry analysis, and commissioned administrative planning studies for the San-in region. After more than ten years immersed in surveying and research, I began to feel that I wanted to pursue this path rather than return to regular banking duties. In 2018, the Bank took over the operations after an organizational restructuring dissolved San-in Economics & Management Institute, which brought me to my current position.

The HR system revision in 2025 allowed me to select the Specialist Track, and I became a Senior Fellow when I turned sixty in August. I welcome the fact that the HR system underwent its most significant revision to date, as the need for specialized talent has grown since the era dominated by generalists. We live in a time that people describe as a one-hundred-year life and a VUCA*2 era, and the extension of the retirement age and my appointment as Senior Fellow came as a complete surprise to me. I see these changes as extra time to make use of the career I have built, and I want to take on this extended stage with a renewed mindset. Turning sixty marks only a point along my professional path. I have a place to continue contributing as an active player, and I want younger colleagues to understand that they can also keep adding value to the region and the organization.

*1: See P45. *2: Acronym for Volatility, Uncertainty, Complexity, and Ambiguity. The term VUCA refers to the modern environment in which these characteristics appear strongly, where technological innovation, globalization, and changes in social structures make conventional assumptions and forecasts less reliable.

Supporting Active Careers for Diverse Human Resources

Enhancement of Work-Life Balance

We aim to improve work environments by offering flexible work styles and encouraging employees to find work-life balance.

Leave System

We aim to create a corporate culture in which employees feel comfortable taking all paid vacation days.



*1 The acquisition ratio declined due to the fact that five employee spouses gave birth in March, the last month of the fiscal year.

Figures represent leave taken in April and May 2025; the acquisition rate would have been 92.6% when including the five employees in question.

*2 Calculated for employees who took childcare leave, etc., during the fiscal year.

Work-Style Reform

- Flextime System
- Side Job System
- Continued Employment System (to Age 70)
- Telework System
- Business Casual Dress Code

TOPICS

Certified as a Childcare Support Company Under Platinum Kurumin Plus

In November 2024, the Bank became the first company in San-in to earn Platinum Kurumin Plus certification from the Ministry of Health, Labour and Welfare for creating a workplace that supports employees balancing fertility treatment and work. We also earned the highest-level Platinum Kurumin certification in 2018 as a childcare support company, and subsequently earned the highest-level Platinum Eruboshi certification in 2024 for our efforts to advance women's empowerment. These certifications make the San-in Godo Bank a Platinum Double Certified Company.



Certification presentation ceremony
(November 2024)

Supporting Active Careers for Diverse Human Resources

Community Support for Independence and Social Participation of People With Disabilities

Gogin Challenged (Since 2007)

San-in Godo Bank operates a business site dedicated to the employment of people with disabilities. Each of these employees is active in a wide range of activities, from creating economic value through drawing to providing administrative support and improving operational efficiency by making full use of their IT skills.

Gogin Challenged is not charity work. Instead, it aims to be a model for supporting the economic independence of people with disabilities by offering them continued employment opportunities. We disclose our expertise, welcome observations, proactively communicate information, and work with others throughout our regions to promote the employment of people with disabilities in the community and, in turn, support their independence.

As our pioneering initiative among regional banks to employ people with disabilities spreads throughout the region, its popularity has spread to companies across Japan, and so, too, have the Bank's efforts and employment model.

Selected as a Distinctive Initiative in Regional Revitalization

The Yumeiku Work Support Business, an initiative to support the independence of people with disabilities in the community, was commended by the Cabinet Office as a Distinctive Initiative in regional revitalization in 2016.

 No. of Visits **122**
(FY2007 Through FY2024, Cumulative)



Yumeiku Work Support Business
See ▶P53



Gogin Challenged: A Business for Individuals With Disabilities



Employees With Disabilities at Gogin Challenged

Matsue: 16 / Tottori: 19

(As of March 31, 2025)

TOPICS

Yumeiku Art Exhibition at AEON Matsue (December 2024)

We held the Gogin Challenged Matsue art exhibition at AEON Matsue Shopping Center in December to coincide with the International Day of Persons with Disability. We organized the exhibition with Aeon Retail Co., Ltd., our partner company, since 2021 to help more people learn about the Yumeiku Work Support Business.



Aeon Retail Co., Ltd. has supported the Yumeiku Work Support Business since its inception, using artwork from the program on gift cards and other items.



Supporting Active Careers for Diverse Human Resources

Gogin Challenged Matsue

(Opened September 2007)

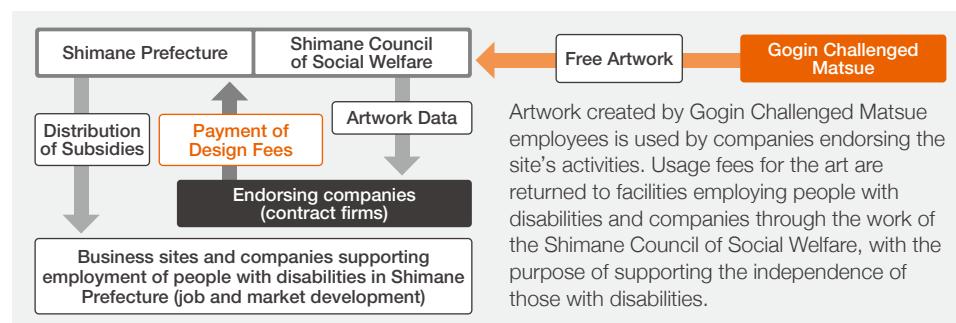
People with intellectual disabilities are formally employed at Gogin Challenged Matsue to create paintings, to make novelty items that incorporate these paintings, and to do office work.



Employees produce novelties to be handed out to customers.

Yumeiku Work Support Business

Together with Shimane Prefecture and the Shimane Council of Social Welfare, we have established a system to create economic value through the artistic abilities of people with intellectual disabilities, and are working to support the independence of people with disabilities in the community.



Yumeiku Work Support Business
Endorsing Companies (Contract Firms)

5

(As of March 31, 2025)



Yumeiku Work Support Business
Grants-in-Aid and Amount

52 Groups/¥60.02 Million

(As of March 31, 2025)

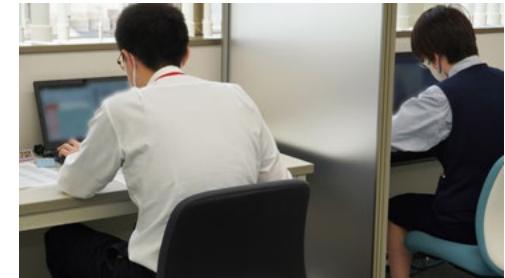
Endorsing Companies

- Sumitomo Life Insurance Company
- Sumitomo Mitsui Finance and Leasing Co., Ltd.
- Aeon Retail Co., Ltd.
- Sohgo Security Services Co., Ltd.
- Daiwabo Holdings Co., Ltd.

Gogin Challenged Tottori

(Opened September 2017)

Gogin Challenged Tottori mainly employs individuals with mental and developmental disabilities and is responsible for a wide range of banking operations, such as document maintenance, data entry, and IT-based tasks.



The company is responsible for tasks traditionally performed by headquarters, branches, and Group companies.

Collaboration With Tottori Prefecture and the Tottori Prefectural Board of Education in Support of Social Participation of People With Disabilities

We have concluded comprehensive collaborative agreements on supporting social participation of people with disabilities with Tottori Prefecture and the Tottori Prefectural Board of Education. In this way, we contribute to the social participation of persons with disabilities and the enhancement of employment opportunities of persons with disabilities.

See ▶ P39

Providing Internships and Training Programs for People With Disabilities

We established a training space in Gogin Challenged Tottori, where we accept internships and provide training programs mainly for employees with disabilities from other job sites and students from special education schools. We also provide support so that people with disabilities gain access to employment by the Bank or other companies through field experience (banking business) and learning business etiquette, etc.

Item	Details
Internships	<ul style="list-style-type: none"> Practical work experience (creating forms, transcribing text, etc.)
Training Programs	<ul style="list-style-type: none"> Business etiquette Communication skills Stress management Money management



No. of Interns Accepted

61

No. of Training Programs Offered

7

No. of Training Instructor Assignments

38

(FY2017 Through FY2024, Cumulative)

Governance Initiatives

CONTENTS

- Corporate Governance
- Directors and Officers
- Risk Management
- Initiatives for Conducting a Customer-Oriented Business
- Creating Communication Opportunities With Stakeholders

See Integrated Report 2025 for more information on our governance initiatives.

https://ssl4.eir-parts.net/doc/8381/ir_material1/265382/00.pdf



GRI Standards Table

The GRI Standards are global disclosure standards provided by the Global Reporting Initiative (GRI). We reference these standards, which aim to explain the economic, environmental, and social impact of an organization and its contribution to sustainable development. The following table lists the pages on which each GRI Standard evaluation indicator is depicted.

GRI Standards	Disclosures		Reference	Details
GRI 2: General Disclosures 2021	2-1	Organization details	Integrated Report 2025: P87	Corporate Data
	2-2	Entities included in the organization's sustainability reporting	Sustainability Report 2025: P1	Editorial Policy
	2-3	Reporting period, frequency and contact point	Sustainability Report 2025: P1	Editorial Policy
	2-4	Restatements of information	—	
	2-5	External assurance	Sustainability Report 2025: P11	Response to Climate Change
	2-6	Activities, value chain and other business relationships	Integrated Report 2025: P32	Value Creation Process
	2-7	Employees	Integrated Report 2025: P87	Corporate Data
	2-8	Workers who are not employees	—	
	2-9	Governance structure and composition	Integrated Report 2025: P66-P76	Corporate Governance
	2-10	Nominations and selection of the highest governance body	Integrated Report 2025 P15, P69	With the Nomination and Compensation Committee Chair, Corporate Governance
	2-11	Chair of the highest governance body	Integrated Report 2025: P67	Corporate Governance
	2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Report 2025: P4	Sustainability and Governance
	2-13	Delegation of responsibility for managing impacts	Sustainability Report 2025: P4	Sustainability and Governance
	2-14	Role of the highest governance body in sustainability reporting	Sustainability Report 2025: P4	Sustainability and Governance
	2-15	Conflicts of interest	Integrated Report 2025: P77-P81	Risk Management
	2-16	Communication of critical concerns	Integrated Report 2025: P77-P81	Risk Management
	2-17	Collective knowledge of the highest governance body	Integrated Report 2025: P66-P76	Corporate Governance
	2-18	Evaluation of the performance of the highest governance body	Integrated Report 2025: P69	Corporate Governance
	2-19	Remuneration policies	Integrated Report 2025: P73	Corporate Governance
	2-20	Process to determine remuneration	Integrated Report 2025: P73	Corporate Governance
	2-21	Annual total compensation ratio	Integrated Report 2025: P73	Corporate Governance
	2-22	Statement on sustainable development strategy	Sustainability Report 2025: P3	Policy on Sustainability Initiatives
	2-23	Policy commitments	Sustainability Report 2025: P3, P7, P10, P17, P41, P43 Integrated Report 2025: P82	(Various policies)
	2-24	Embedding policy commitments	Sustainability Report 2025: P7-P54 Integrated Report 2025: P37-P84	(General activities)
	2-25	Process to remediate negative impacts	Sustainability Report 2025: P42	Respect for Human Rights Initiatives
	2-26	Mechanisms for seeking advice and raising concerns	Integrated Report 2025: P80	Risk Management
	2-27	Compliance with laws and regulations	Integrated Report 2025: P80	Risk Management
	2-28	Membership associations	Sustainability Report 2025: P14 Integrated Report 2025: P35	Conserving Biodiversity and Addressing Natural Capital External Evaluations and Initiatives
	2-29	Approach to stakeholder engagement	Integrated Report 2025: P83	Creating Communication Opportunities With Stakeholders
	2-30	Collective bargaining agreements	—	
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Sustainability Report 2025: P5	Materialities
	3-2	List of material topics	Sustainability Report 2025: P5-P6	Materialities
	3-3	Management of material topics	Sustainability Report 2025: P5-P6	Materialities

GRI Standards Table

Economic				
GRI Standards	Disclosures		Reference	Details
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	Integrated Report 2025: P33	Financial Highlights
	201-2	Financial implications and other risks and opportunities due to climate change	Sustainability Report 2025: P8-P12	Response to Climate Change
	201-3	Defined benefit plan obligations and other retirement plans	—	
	201-4	Financial assistance received from government	—	
GRI 202: Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	—	
	202-2	Proportion of senior management hired from the local community	—	
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	Sustainability Report 2025: P18-P25, P29-P31	Regional Carbon Neutrality, Social Initiatives
	203-2	Significant indirect economic impacts	—	
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	—	
GRI 205: Anti-Corruption 2016	205-1	Operation assessed for risks related to corruption	—	
	205-2	Communication and training about anti-corruption policies and procedures	Integrated Report 2025: P80	Risk Management
	205-3	Confirmed incidents of corruption and actions taken	—	
GRI 206: Anti-Competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	—	
GRI 207: Tax 2019	207-1	Approach to tax	—	
	207-2	Tax governance, control, and risk management	—	
	207-3	Stakeholder engagement and management of concerns related to tax	—	
	207-4	Country-by-country reporting	—	

GRI Standards Table

Environment				
GRI Standards		Disclosures	Reference	Details
GRI 301: Materials 2016	301-1	Materials used by weight or volume	—	Reducing the Environmental Impact of Our Business Activities
	301-2	Recycled input materials used	Sustainability Report 2025: P17	
	301-3	Reclaimed products and their packaging materials	—	
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Sustainability Report 2025: P11	Response to Climate Change
	302-2	Energy consumption outside of the organization	—	
	302-3	Energy intensity	—	
	302-4	Reduction of energy consumption	Sustainability Report 2025: P11, P16-P17	Response to Climate Change, Reducing the Environmental Impact of Our Business Activities
	302-5	Reductions in energy requirements of products and services	—	
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	—	
	303-2	Management of waste discharge-related impacts	—	
	303-3	Water withdrawal	—	
	303-4	Water discharge	—	
	303-5	Water consumption	—	
GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside protected areas	—	
	304-2	Significant impacts of activities, products, and services on biodiversity	—	
	304-3	Habitats protected and restored	—	
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	—	
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Sustainability Report 2025: P11	Response to Climate Change
	305-2	Energy indirect (Scope 2) GHG emissions	Sustainability Report 2025: P11	Response to Climate Change
	305-3	Other indirect (Scope 3) GHG emissions	Sustainability Report 2025: P11-P12	Response to Climate Change
	305-4	GHG emissions intensity	Sustainability Report 2025: P11	Response to Climate Change
	305-5	Reduction of GHG emissions	Sustainability Report 2025: P11	Response to Climate Change
	305-6	Emissions of ozone-depleting substances (ODS)	—	
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	—	
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Sustainability Report 2025: P17	Reducing the Environmental Impact of Our Business Activities
	306-2	Management of significant waste-related impacts	—	
	306-3	Waste generated	Sustainability Report 2025: P17	Reducing the Environmental Impact of Our Business Activities
	306-4	Waste diverted from disposal	Sustainability Report 2025: P17	Reducing the Environmental Impact of Our Business Activities
	306-5	Waste directed to disposal	Sustainability Report 2025: P17	Reducing the Environmental Impact of Our Business Activities
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	—	
	308-2	Negative environmental impacts in the supply chain and actions taken	—	

GRI Standards Table

Society				
GRI Standards	Disclosures		Reference	Details
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Sustainability Report 2025: P44, P46	Supporting Active Careers for Diverse Human Resources
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	—	
	401-3	Parental leave	Sustainability Report 2025: P51	Supporting Active Careers for Diverse Human Resources
GRI 402: Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes	—	
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Sustainability Report 2025: P48	Supporting Active Careers for Diverse Human Resources
	403-2	Hazard identification, risk assessment, and incident investigation	—	
	403-3	Occupational health services	—	
	403-4	Worker participation, consultation, and communication on occupational health and safety	—	
	403-5	Worker training on occupational health and safety	—	
	403-6	Promotion of worker health	Sustainability Report 2025: P48	Supporting Active Careers for Diverse Human Resources
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	—	
	403-8	Workers covered by an occupational health and safety management system	—	
	403-9	Work-related injuries	—	
	403-10	Work-related ill health	—	
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Sustainability Report 2025: P44	Supporting Active Careers for Diverse Human Resources
	404-2	Programs for upgrading employee skills and transition assistance programs	Sustainability Report 2025: P43-P45	Supporting Active Careers for Diverse Human Resources
	404-3	Percentage of employees receiving regular performance and career development reviews	—	
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Sustainability Report 2025: P49-P53 Integrated Report 2025: P68	Supporting Active Careers for Diverse Human Resources Corporate Governance
	405-2	Ratio of basic salary and remuneration of women to men	Sustainability Report 2025: P50	Supporting Active Careers for Diverse Human Resources
GRI 406: Non-Discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	—	
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	—	
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	—	
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	—	
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	—	
GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violation involving rights of indigenous peoples	—	
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Sustainability Report 2025: P29-P35	Contribution to Regional Revitalization, Developing a Broad Range of Unique Social Initiatives
	413-2	Operations with significant actual and potential negative impacts on local communities	—	
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	—	
	414-2	Negative social impacts in the supply chain and actions taken	Sustainability Report 2025: P39-P42	Improving Services for Customers With Special Care, Respect for Human Rights Initiatives
GRI 415: Public Policy 2016	415-1	Political contributions	—	
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	—	
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	—	
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	—	
	417-2	Incidents of non-compliance concerning product and service information and labeling	—	
	417-3	Incidents of non-compliance concerning marketing communications	—	
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of consumer data	—	
GRI 419: Socioeconomic Compliance 2016	419-1	Non-compliance with laws and regulations in the social and economic area	—	



SAN-IN GODO BANK

About the Cover

The cover combines the infinity symbol, which represents limitless potential, with artwork of the rich nature and wildlife of the San-in region to express our commitment to a sustainable future.

Drawings from the staff of Challenged Matsue are used.



Gogin Challenged Matsue/Tottori

Gogin Challenged is an employment office for people with disabilities operated by San-in Godo Bank. Gogin Challenged Matsue focuses on the production of drawings, while Gogin Challenged Tottori is responsible for operations that make full use of the staff's IT skills.

San-in Godo Bank

10, Uomachi, Matsue, Shimane
690-0062, Japan
+81-852-55-1000

<https://www.gogin.co.jp/en/>



We have used a universal design font to ensure the text is easy to read.

Published December 2025
Planning and Editing:
Management Planning Department