

Integrated Report 2025

For the year ended March 31, 2025

Seven Bank, Ltd.

Brand Communication Division
6-1, Marunouchi 1-chome, Chiyoda-ku, Tokyo 100-0005, Japan Marunouchi Center Building

Designated banking business dispute resolution body under the Banking Act with which the Bank has contracted
Japanese Bankers Association

Contact: Japanese Bankers Association Customer Relations Center
Telephone: +81-3-5252-3772
Open: Monday through Friday (excluding national and bank holidays)
Hours of operation: 09:00–17:00

This document contains statements concerning the current plans, expectations, strategies and beliefs of Seven Bank, Ltd. ("Seven Bank"). Statements contained herein that relate to future operating performance and that are not historical facts are forward-looking statements. Forward-looking statements may include, but are not limited to, words such as "believe," "anticipate," "plan," "strategy," "expect," "forecast," "predict," "potential," "possibility" and similar words that describe future operating activities, business performance, events or conditions. Forward-looking statements, whether spoken or written, are based on judgments made by the management of Seven Bank, based on information that is currently available to it. As such, these forward-looking statements are subject to various risks and uncertainties, including, but not limited to, changes in the level of demand for the services offered by Seven Bank, challenges Seven Bank faces in achieving further growth and various other factors. As a result of such risks and uncertainties, the actual business results of Seven Bank may vary substantially from the forecasts expressed or implied in forward-looking statements. Consequently, investors are cautioned not to place undue reliance on forward-looking statements. Seven Bank disclaims any obligation to revise forward-looking statements in light of new information, future events or other findings. The information contained in this document does not constitute or form part of any offer for sale or subscription of or solicitation or invitation of any offer to buy or subscribe for any securities, nor shall it or any part of it form the basis of or be relied on in connection with any contract or commitment whatsoever.



PURPOSE

We shape the future of everyday life
by seeing your wishes and going beyond.

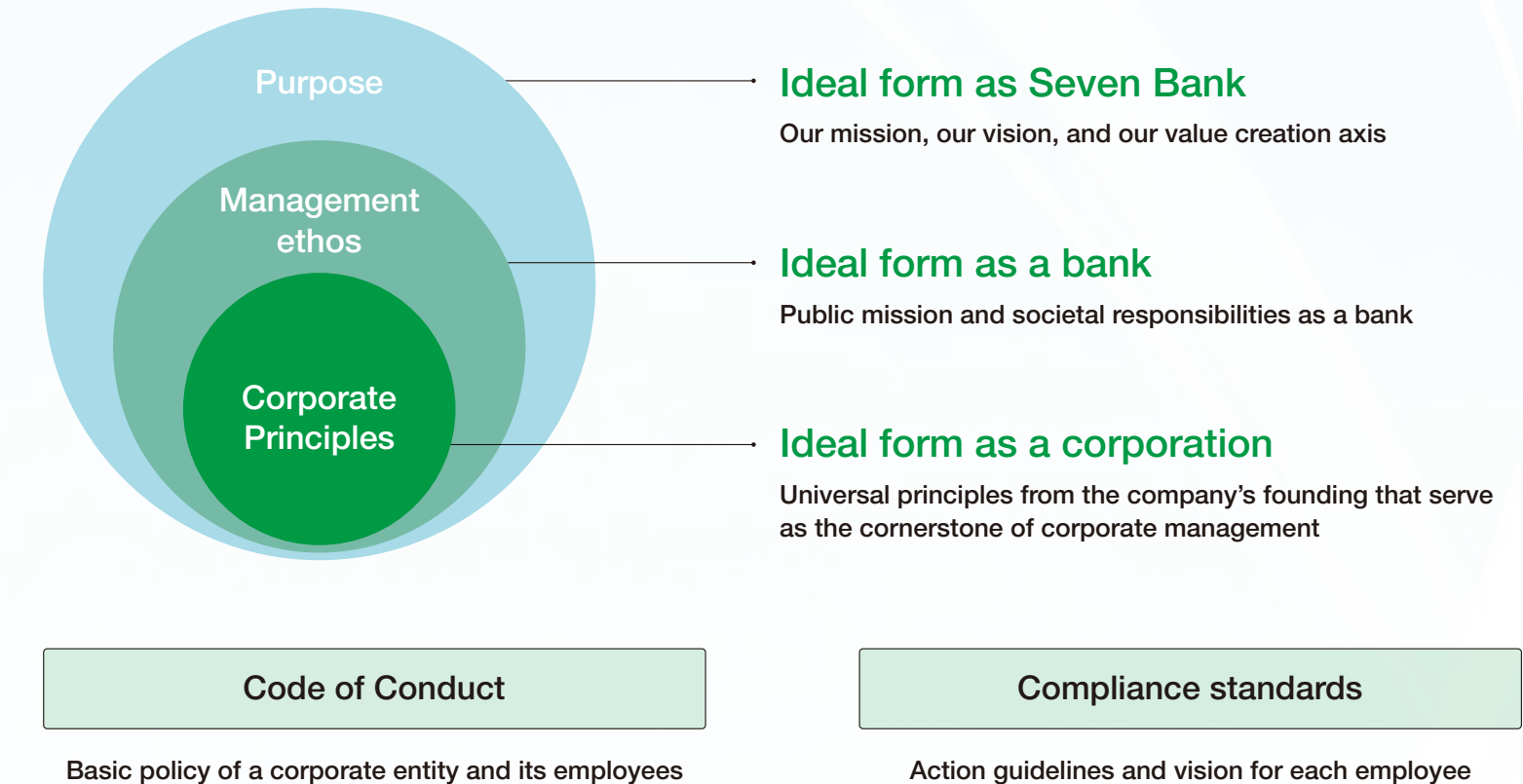
Corporate Principles

1. We aim to be a sincere company that our customers trust.
2. We aim to be a sincere company that our business partners, shareholders, and local communities trust.
3. We aim to be a sincere company that our employees trust.

Management ethos

1. We aspire to be a trusted financial service provider that fully meets customer needs.
2. We act to promptly introduce the benefits of technical innovation and pursue self-development.
3. We strive to contribute to the stability and advancement of the financial system by providing a secure and efficient payment infrastructure.

Seven Bank's Purpose was formulated in the 20th year since its founding through extensive discussions between management team and employees. We reaffirmed that the value we have cherished since our founding, "think from the customer's point of view and tackle new challenges," is our origin and our reason for being. In this era of rapid change, said to occur once every 100 years, we will remain an integral part of our customers' daily lives, transcend their expectations and common sense, and shape the future of everyday life. Armed with its Purpose, the Seven Bank Group will continue to take on new challenges.



Vision of Seven Bank Group

We will realize our Purpose through initiatives oriented toward achieving material issues, creating sustainable value for society, customers and the company.

Society with a diverse range of choices

Use our services online, on your smart-phone, at a branch, or at an ATM. We aim for a world in which customers can perform all service procedures and authentication at Seven Bank ATMs nationwide.



A society in which no one is left behind

By providing innovative and convenient services, we contribute to the realization of a digital society in which no one is left behind. This includes businesspeople, single-parent households, senior citizens, foreign residents, and persons with disabilities.



Easy-to-live daily life

We will reduce unfairness resulting from generational, regional, and information gaps to enable everyone to live a fulfilling life. We provide safe, secure services that everyone can access in their daily lives.



Sustainable society and global environment

We will pursue sustainability for the global environment and society for the sake of future generations. We will promote initiatives with our partner companies to mitigate environmental impact and strive to spread financial literacy that will lead to financial knowledge and the prevention of financial crime.



Purpose

We shape the future of everyday life by seeing your wishes and going beyond.

Material Issues of Seven Bank Group



Fundamental value

Offer a social infrastructure available anytime with safety and security



Social value

Realize a wide variety of services accessible to anyone, anywhere



Creation of new values

Create unique values beyond our customers' expectations



Source of value creation

Create a society where everyone can be active



Value creation for the future

Contribute to the prosperity of our society and the future of the Earth

Seven Bank Group at a Glance

*As of the end of FY2024



Financial information

We are constructing a strong, sound financial foundation centered on our ATM Platform Business.

Consolidated ordinary income

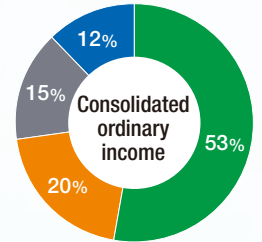
¥214.4 billion

Capital adequacy ratio (consolidated, Japanese standard)

29.13%

Portfolio by business

■ ATM Platform Business
■ Overseas Business
■ Credit Card and Electronic Money Business
■ Domestic Retail and Corporate Businesses



Creation of new values

We are creating unique value such as FACE CASH, which enables cash deposits and withdrawals using facial recognition, personal loan credit based on purchase data from 7iD, which is used at 7-Eleven and other locations, and service co-creation with external partners.



Fundamental value

The Seven Bank Group has Japan's second-largest market share in terms of the number of units installed, and is one of the world's leading ATM operators. Through collaboration with our business partners, we have achieved non-stop ATMs that are available 24 hours a day, 365 days a year. We are providing social infrastructure that can be used safely and securely anytime.

ATM operating rate 99.98%

Domestic ATMs 27,990 units

Overseas ATMs 21,159 units



Source of value creation

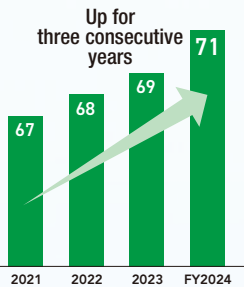
Approximately 80% of Seven Bank's 703 employees are mid-career employees. People with diverse backgrounds and skills unite to create innovative services unique to Seven Bank.

Ratio of mid-career employees

77.5%

Engagement scores

71



Social value

Convenient services such as cash top-up and a variety of procedures that replace bank branch counter services are expanding with the installation of ATMs in everyday locations in support of a cashless society. We also offer deposit and settlement services that leverage our strengths in retail x finance.

Number of ATM transactions: 1,080 million

Number of ATM partners 682

Individual accounts 3.35 million

Credit card members 3.17 million

nanaco electronic money card members 83.31 million



Value creation for the future

We have positioned sustainability at the core of our business and actively promote initiatives such as mitigating the environmental impact of ATM manufacturing and operation, as well as financial education for future generations.



ATM reuse/recycling rate

Approx. 100%

Providing financial education materials for elementary school students, actively conducting visiting lectures on financial crime

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Seven Bank positions the Integrated Report as a tool to communicate with all stakeholders, including shareholders and investors, and strives to promote their understanding of the Group through constructive dialogue and continuously improve corporate value.

In preparing this fiscal year’s report, we put effort into providing an overview of the value creation unique to the Group in an easy-to-understand manner from both financial and non-financial perspectives, with a focus on our Purpose, which all employees value, and material issues (materiality) we updated in FY2024.

Please take a moment to read it. We would appreciate your feedback.

Reference guidelines

The report has been prepared referencing the International Integrated Reporting Council’s (“IIRC”) “International Integrated Reporting Framework,” published in December 2013, and the Ministry of Economy, Trade and Industry’s “Guidance for Integrated Corporate Disclosure and Company-Investor Dialogues for Collaborative Value Creation,” announced on May 29, 2017.

About this publication

This integrated report includes information related to Seven Bank’s management ethos, business performance, business overview, corporate social responsibility (CSR) and financial position. It has also been prepared to include comprehensive non-financial information that supports our sustainable growth.

Key matters reported

This document mainly describes our business activities in FY2024 and future initiatives, as well as financial results announced for FY2024.

*For detailed financial data, please refer to Financial Section 2025 available on our website (<https://www.sevenbank.co.jp/english/ir/library/disclosure/>).



Period covered by this report

April 1, 2024 - March 31, 2025, as a general rule

Positioning of Integrated Report



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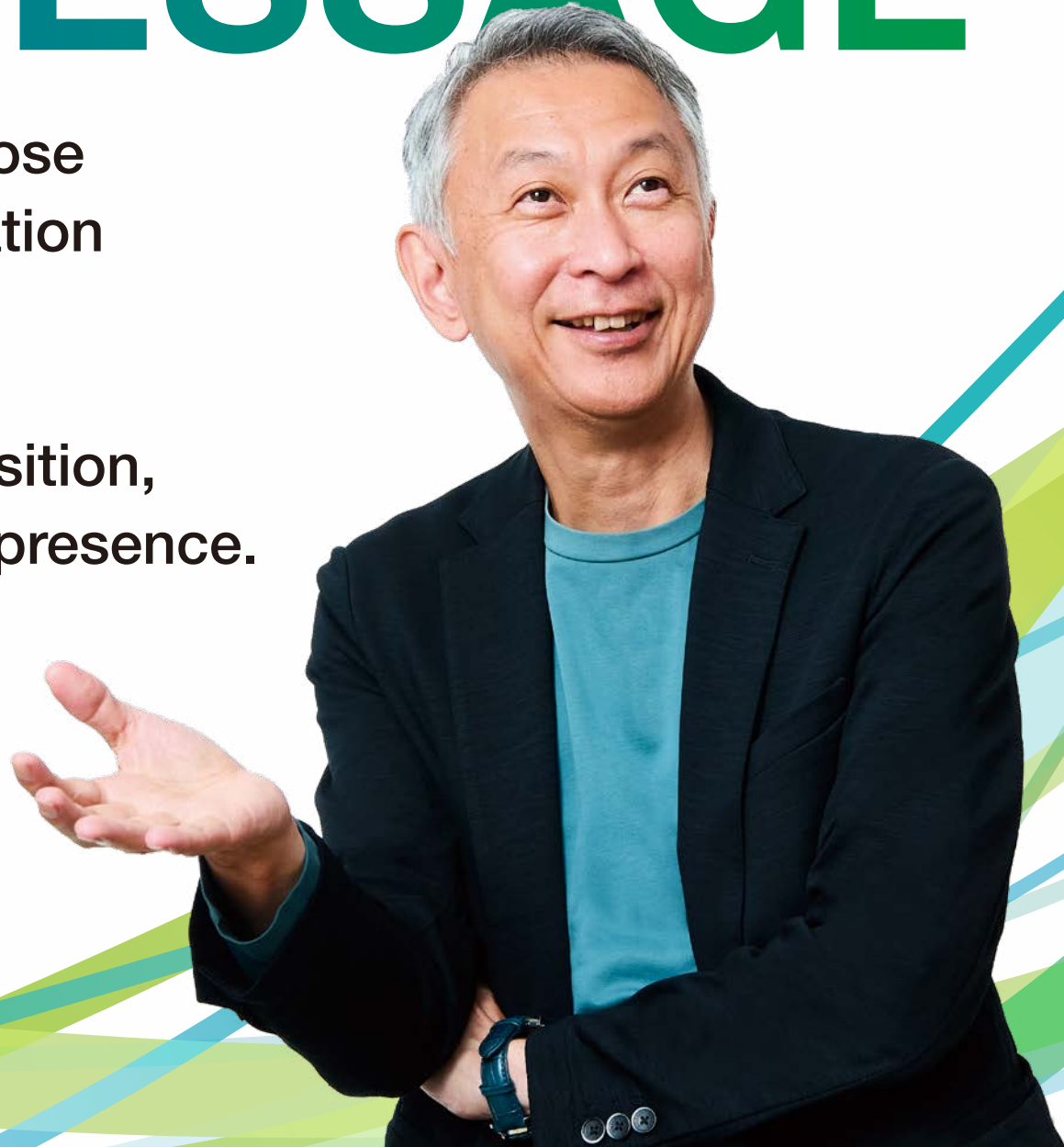


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TOP MESSAGE

We aim to achieve our Purpose through the continuous creation of value that is first in Japan and first in the world. Even during a period of transition, we will maintain our unique presence.

Masaaki Matsuhashi
President and Representative Director



Succession of new services that embody our Purpose

In fiscal 2024, we entered a phase in which the aspirations embodied in the Purpose we set forth in April 2021, “We shape the future of everyday life by seeing your wishes and going beyond,” would be delivered to customers one after another in the form of actual services.

The “+Connect” service introduced in September 2019 allows customers to perform all procedures and authentication using leverage of the high-performance fourth-generation ATMs. As part of this service, we have launched “FACE CASH” in February 2025, which makes it possible for users to conduct deposits and withdrawals using facial recognition, offering a new financial experience. Moreover, an increasing number of municipalities are introducing ATM cash receiving service that allow customers to receive benefits, etc. in cash. We are creating a range of ATM-based services in support of customers and local communities.

Furthermore, in December 2024, we launched a service that facilitates the opening of bank accounts at ATMs by foreign nationals employed in Japan even if they have been in the country for less than six months, provided they satisfy specific conditions. We have also established a contact center where support is available in 10 languages—a rarity in Japan’s financial industry. As Japan faces a declining domestic population, the number of foreign workers is expected to continue increasing in the coming years. We will continue to create services that contribute to fostering a society in which everyone can play an active role by providing an environment in Japan that is hospitable for living for people from abroad.

The world around us is changing at a frenetic pace. All industries are having to deal with the diversification of consumer needs and sales channels, as well as the soaring costs of raw materials and labor, and as a result must leverage digital transformation (DX) in pursuit of advanced, differentiated strategies. **The financial industry is no exception.** Over 40% of settlements are now cashless, and there is fierce competition for deposits in an interest-bearing world, as well as cross-industry alliances and mergers.

As a financial institution that originated in the retail industry, Seven Bank leverages its unique business model of operating convenience store ATMs to resolve a variety of social issues and create new value for our customers. We continue to take on the challenge of the timely creation of services that are first in the industry, in Japan, and in the world.

Consolidated ordinary income reaches all-time high, but challenges remain in terms of profits as we enter the final year of the Medium-Term Management Plan.

In fiscal 2024, ATM usage grew, and overseas operations also performed well. Furthermore, revenue from Seven Card Service, which Seven Bank made a consolidated subsidiary in July 2023, was recorded for the entire year, resulting in consolidated ordinary income surpassing 200 billion yen for the first time ever, reaching an all-time high of 214.4 billion yen.

Meanwhile, consolidated ordinary profit amounted to 30.2 billion yen, down approximately 10 billion yen from



its peak. While we continued growth investments, costs took precedence in certain areas, and the overall situation for fiscal 2024 was difficult, particularly with regard to profit.

Fiscal 2025 is the final year of the current Medium-Term Management Plan. Our current business results forecasts for fiscal 2025 call for consolidated ordinary income of 216.0 billion yen and consolidated ordinary profit of 24.5 billion yen, falling short of the initial targets of 250.0 billion yen and 45.0 billion yen, respectively. With the aim of bridging the gap to the extent possible, in this fiscal 2025, we will focus on enhancing the profitability of our ATM business and elevating our core business to the next stage. At the same time, we will reinforce the business infrastructure of our overseas operations and retail business so they may become the next pillars of revenue. Over the next few years, we will diligently work to achieve our initial targets for both revenue and profit.

Moreover, on June 20th, 2025, Seven Bank acquired treasury stock with a total approximate value of 50.8 billion yen from three wholly-owned subsidiaries of Seven & i Holdings Co., Ltd.: Seven-Eleven Japan Co., Ltd., Ito-Yokado Co., Ltd., and York Benimaru Co., Ltd. As a result of this acquisition, the company is no longer a subsidiary of Seven & i Holdings Co., Ltd., having become an equity-method affiliate. We remain committed, however, to expanding our business while maintaining close collaboration, with a focus on ATM machines installed in 7-Eleven stores. On the other hand, we believe that the parent-subsidary listing relationship being dissolved will facilitate our promotion of more flexible business strategies than ever before, as it will further enhance our management independence and neutrality. We will utilize the treasury stock acquired flexibly in line with future business environment changes

and management strategies.

Seven Bank will continue to leverage its singular strengths and steadily advance its growth strategy centered on its Purpose to achieve sustainable growth and boost corporate value.

- ☐ P13 Message from the Officer in charge of Financial Strategy
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Heightening quality to lead the domestic ATM industry and pursuing expansion

Our mainstay domestic ATM business is evolving from a cash platform for cash deposits and withdrawals to “ATM+,” a service platform that is closely linked to the lives of customers. In March 2025, we completed the replacement and installation of approximately 28,000 fourth-generation ATMs across Japan, enabling the uniform nationwide rollout of the aforementioned +Connect service. The number of companies that have adopted the ATM Teller service, which allows customers to perform procedures traditionally accomplished at bank branch counters, and the ATM Notification service, which performs notification services in lieu of mail, has surpassed 20 and continues to grow, with convenience stores increasingly assuming the role traditionally served by bank branches.

Furthermore, the Smartphone ATM service, which makes cash deposits and withdrawals possible using only a smartphone, is used on a widespread basis, and people are increasingly using ATMs for convenience. Even amidst a decline in the total number of ATMs installed in Japan, we have grown our ATM market

share to over 15% through continuous release of new functions tailored to our customers’ and business partners’ needs, and by installing even more ATMs. We will continue broadening our ATM network and striving to become the bank with the ATM of choice, thereby making our core domestic ATM business even more competitive.

- ☐ P41 ATM Platform Strategy

Offering highly convenient financial services through ideas characteristic of a financial institution that originated in the retail industry

Fiscal 2024 was also a year in which we pursued synergies between the Seven Bank Group and 7-Eleven to reinforce our services and offer increasingly convenient shopping settlement. We have succeeded in seamlessly connecting Seven Bank accounts, the Seven Card Plus credit card, the nanaco electronic money card, and 7iD, the common membership platform used at 7-Eleven and other stores. Seven Card Plus membership acquisition measures have resulted in an increase in users in their 20s and 30s, higher average purchase amounts, and more frequent use at 7-Eleven stores. We have also launched initiatives to utilize 7iD purchase data in marketing and personal loan credit assessments, and we expect to reach 80 billion yen in personal card loan balances, which is our target in the end of fiscal 2025. We will continue developing services that leverage our retail x financial strengths.

- ☐ P45 Retail Business Roundtable



Operating overseas ATM network including over 20,000 machines with the objective of further diversifying revenue

We are also making steady progress with one of our key growth strategies, the development of overseas markets. In advanced markets—the U.S., Indonesia, and the Philippines—as of the end of fiscal 2024, we surpassed 21,000 ATM machines in total and 500

million total transactions, successfully expanding our operational scale. Ordinary income from overseas operations totaled 43.5 billion yen, comprising about 20% of the Group’s consolidated ordinary income, which contributed to diversifying our business portfolio. Although advance investment has resulted in a delay in the realization of profit, we expect all three companies achieving full-year profitability in fiscal 2025. Starting with Malaysia, where we launched operations in January 2025, we will leverage the expertise we have accumulated in Japan to deliver services tailored to each region’s needs and further boost profitability.

- ☐ P51 Overseas Business

Employees apply AI to the re-engineering of their own work.

People and the company grow.

The ideal situation has become clear.

Providing society with convenient, secure financial infrastructure

In the corporate business, ACSiON, Ltd. is expanding its market share with anti-phishing services for financial institutions. With regard to back office, Bank Business Factory Co., Ltd. (BBF) provides reliable services including the back-office support for financial institutions and Anti Money Laundering/Countering the Financing of Terrorism (AML/CFT) consulting. We will leverage the expertise we have acquired through our business to hone our security technologies and serve as a business partner that ensures safety and security in support of the financial industry.

P50 Corporate Business Strategy

Culture in which people think independently and take on challenges

Our Purpose, “seeing your wishes and going beyond,” means creating as-yet unmanifested value for customers. Our ability to cultivate rich ideas, comprehend social issues, and transform them into business oppor-

tunities stems from us operating our business in convenience stores embedded in our lives. Achieving this requires nurturing an innovation mindset among self-directed individuals and fostering a culture where anyone feels empowered to take on challenges.

As part of these efforts, we are continuing our EX10 program, which allows employees to allocate 10% of performance evaluations to activities geared toward innovation. Under this system, the IT department as well as back office and corporate departments are developing their own no-code and low-code apps that can be easily developed even with limited knowledge of AI, data utilization, or programming, and applying them to the streamlining of daily operations. The role of employees is no longer to simply get the job done; rather, it is to re-engineer their work in line with changes in society. In this day and age, mastering digital technology—as well as the aforementioned—is a fundamental skill for members of society. Ideally, we will utilize AI to handle daily tasks to the extent possible, and thereby allow humans to focus on creative work AI is not capable of performing.

EX10 has resulted in the establishment of a culture in which people constantly take on new challenges. More employees are taking the initiative and running with

ideas, instead of simply following the instructions of management. This has led to diversification and sophistication in our business. Employee growth drives company growth. I believe that we are on track to realize the ideal situation we have been striving for.

P53 Human Resources Strategy Officers Roundtable

Sustainability initiatives as an integral part of our growth strategy

The vision of the Seven Bank Group is to constantly provide our customers with new conveniences and to continue growing our business. As a company with highly skilled small force, we leverage IT to maximize streamlining and efficiency with the objective of increasing profits. Furthermore, we consider it important to keep challenging ourselves to retain our uniqueness and to generate value that is first in Japan and in the world. **In addition**, mid-career hires comprise 80% of our company’s workforce, and our talent pool is diverse.

Establishing an environment where DEI thrives and a corporate culture that encourages new challenges serves as a driving force for innovation.

In addition to the expansion of our business, we also proactively promote sustainability in line with our growth strategy as part of our social responsibility as a corporation. The company has engaged in reduction of ATM power consumption as one of the key development themes. We have successfully achieved a 40% increase in energy efficiency with the fourth-generation ATMs compared with their predecessors, which has reduced the impact on the environment during production and recycling. Going forward, we will proceed in collaborative initiatives with partner companies in security as well

as maintenance and inspection. In addition to considering operations that will mitigate the environmental burden, including reviewing maintenance and inspection cycles and standardizing infrastructure and logistics, we are considering with those companies collaborative structures that enable us to leverage each company’s strengths and, through our core businesses, resolve a wider range of social issues.

P21 Material Issues of Seven Bank Group

To our stakeholders

At morning assemblies and other occasions, we always convey to our employees to “adapt to social change and strive to become a company valued by its

customers.” We want to instill in them the awareness that their challenges as individuals not only leads to their growth and that of the company, but also to the capability of the nation of Japan to innovate. Our commitment is to leverage our strengths and singular characteristics in the provision of services that support daily life for local communities and customers. For customers such as financial institutions, we aim to be a co-creation partner that cooperates with these customers in considering the future. With boundaries between industries disappearing and significant transformations underway, our survival hinges on co-creating with partner companies that share our vision for the future and generating discontinuous value.

Since the company was founded, we have endeavored to ascertain customer and industry needs toward

providing services. We will continue to drive our business forward toward realizing our Purpose and remain a presence in the creation of tomorrow’s daily life.

I’d like to close with a message to our investors. While we have not yet been able to fully satisfy your expectations with regard to corporate performance, we are definitely beginning to change. When we look back, we recall that it took a great deal of time and effort to truly establish convenience store ATMs. And today, we are tackling the major challenge of transforming the value of ATMs themselves. We will clearly show the path that will inevitably lead to new growth, while achieving sustainable growth and returns for the Group. I would like to express my gratitude in advance for your continued support.

We are also fully committed to tackling sustainability head on and to contributing to solving social issues.



Speaking at the 9th Sustainable Brands International Conference 2025 in Marunouchi, Tokyo, with business partners



Based on a sound financial foundation, we will enhance profitability and growth, with the aim of increasing medium- to long-term corporate value.

Ken Shimizu
Managing Executive Officer
in charge of Planning Division,
Brand Communication Division,
and SDGs Promotion

Achieved record income, but both consolidated and non-consolidated profits declined due to impact of advance investment in growth areas

In FY2024, consolidated and non-consolidated income both rose, while profits fell. Consolidated ordinary income exceeded 200.0 billion yen for the first time, increasing 8.3% year over year to a record 214.4 billion yen. This was driven by several factors, including Seven Bank’s non-consolidated performance remaining strong, with its core domestic ATM business recording a year-on-year increase of 50 million in the number of ATM transactions to 1,089 million; income from overseas rising across the board; and income from Seven Card Service being recognized throughout the fiscal year (in FY2023, only the nine months following the acquisition were recorded due to the acquisition taking place partway through the fiscal year). As a result, the consolidated ordinary income compound annual growth rate (CAGR) for the five years from FY2020 to FY2024 was

Financial Goals

	Results for FY2022	Results for FY2023	Results for FY2024	Plan for FY2025	FY2025 Medium-term Targets
Consolidated ordinary income	154.9	197.8	214.4	216.0	250.0
Domestic business	123.1	159.0	170.8	173.1	187.5
(of which, ATM platform business)	104.0	111.0	113.4	115.0	105.0
Overseas business	31.8	38.8	43.5	42.9	62.5
Consolidated ordinary profit	28.9	30.5	30.2	24.5	45.0
EBITDA (consolidated)	48.4	53.9	59.4	–	80.0
ROE (consolidated)	7.6%	12.2%	6.6%	–	8.0% or more

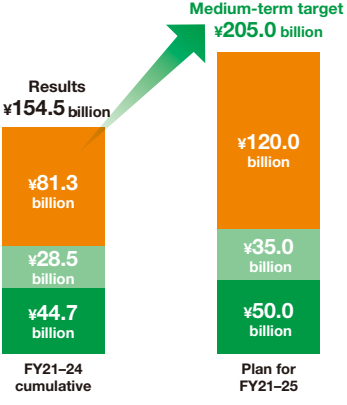
11.8%. In addition to recording record income and achieving high growth rates, we believe that our portfolio diversification over the past few years has made it possible for us to secure a reasonable level of earnings—not only in our domestic ATM business, but in multiple other businesses, which we regard as a major achievement. Meanwhile, consolidated ordinary profit amounted to 30.2 billion yen and consolidated net income was 18.2 billion yen, both declining year on year. This was attributable to expenses increasing, mainly due to an increase in depreciation associated with growth investments such as the introduction of fourth-generation ATMs and the +Connect services.

Significant deviation from Medium-Term Management Plan targets
Target figures can be achieved within a few years, however.

The final year of the Medium-Term Management Plan, in which we established targets of consolidated ordinary

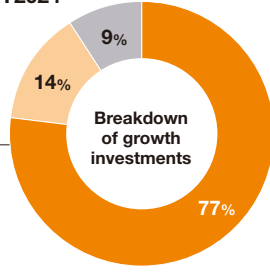
(Billions of yen)

Investment Plan



Major investment projects from FY2021–FY2024

- Growth investment**
 - Investment in growth fields in Japan
 - New M&A (Seven Card Service becomes a subsidiary)
 - ATM service platform-related investments, etc.
 - Investment in overseas business
 - ATM-related investments in Indonesia, the Philippines, etc.
- Investment for promoting corporate transformation**
 - Construction of data integration infrastructure
 - Construction and operation of robotic process automation (RPA), etc.
- Maintenance of infrastructure**
 - Construction of safe, secure network
 - Construction of system to realize new financial services
- ATM installation**
 - Investment in fourth-generation ATM



Issues with profitability and growth potential
Raising these will enable us to achieve sustainable growth in corporate value.

As Chief Financial Officer, my role is to expand business overall while balancing stability, profitability, and growth, and providing appropriate returns to our shareholders. In June 2025, the Bank acquired approximately 50.8 billion yen of treasury stock, and is no longer a consolidated subsidiary of Seven & i Holdings Co., Ltd. Even after acquiring the treasury stock, our capital adequacy ratio remains high at over 20%. Moreover, although some external credit ratings have been revised, they remain high as well. There are some who say that our capital adequacy ratio is too high, but we believe that the present level is appropriate. In addition to our role as a financial institution, we are an infrastructure provider who is also responsible for operating a nationwide ATM network safely and reliably at all times. And, while securing capital to match risk assets and realizing M&A

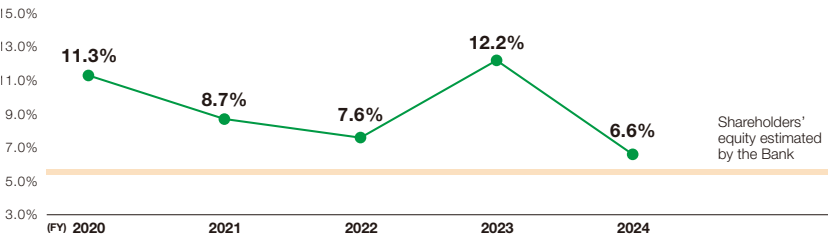
and other future growth strategies flexibly, we must also secure capital in preparation for various risks as an infrastructure provider. We will continue to maintain an appropriate level of capital while providing our shareholders with stable dividends, thereby ensuring steady returns on profits. As demonstrated by our solid financial foundation backed by a high capital adequacy ratio, at this point we have no concerns regarding stability. It is worth noting that, as our business overall is centered on the ATM platform business, some may be concerned in a rising interest rate environment about the financial impact of increased costs, primarily those related to cash procurement. In this regard, however, we are working on controlling cash in ATMs based on multiple scenarios, and we believe that the financial impact of rising interest rates will be limited.

Meanwhile, there are issues concerning profitability and growth potential. Profitability is the ability to earn, and is simply expressed as profit margin or ROE. In recent years, both of these have been trending downward, and we recognize that a recovery is urgently needed. Growth potential refers to the prospects for future growth, and the objective is to achieve growth in income and earnings per share (EPS). Although both consolidated and non-consolidated income have continued to grow steadily over the past few years, EPS has been on the decline. Over the past five years, continuous stable dividends have resulted in the total shareholder return (TSR) exceeding 100%. We believe, however, that we can raise it further by improving profitability and growth potential, thereby elevating the share price.

Restoring ROE to 8% is top priority
We will work to swiftly improve net profit margin, financial leverage, and total asset turnover ratio.

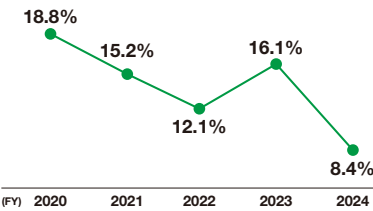
The top priority is to restore ROE to 8%. In FY2024, ROE was 6.6%. Meanwhile, the cost of equity based on the capital asset pricing model (CAPM) is acknowledged to be in the mid- 5% range. Currently, we are achieving ROE that surpasses the cost of equity. The difference between ROE and cost of equity (equity spread) and the PBR (price book-value ratio, 1.18 times as of FY2024) and stock prices, however, are linked in terms of trends to a certain extent. Therefore, we believe it is vital to fortify financial and non-financial

ROE trends



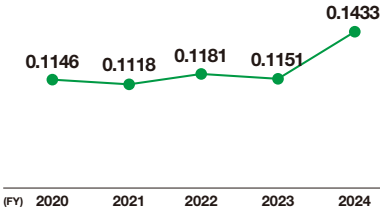
Net profit margin (profitability)

*Net profit margin = Net income ÷ Ordinary income



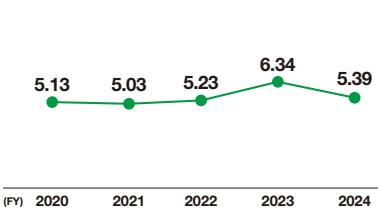
Total asset turnover ratio (efficiency)

*Total asset turnover ratio = Ordinary income ÷ Total assets



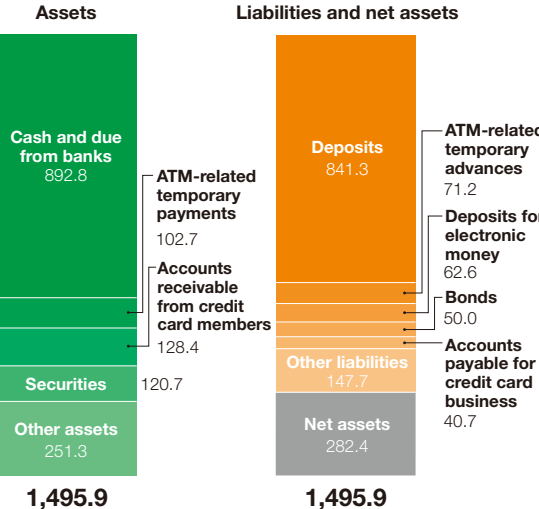
Financial leverage (extent of debt utilization)

*Financial leverage = Total assets ÷ Equity



Consolidated Balance Sheet (as of March 31, 2025)

(Billions of yen)



Capital Adequacy Ratio (consolidated, Japanese standard)

As of Mar. 31, 2025
29.13%

Credit Ratings (Long-Term)

S&P Global Ratings (S&P)	A-
Rating and Investment Information, Inc. (R&I)	AA-

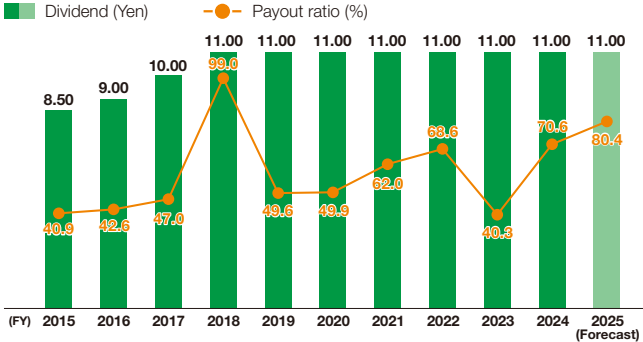
*(As of June 30, 2025)

Basic policy

Stable and continuous shareholder returns centered on dividends, backed by a firm financial foundation

Maintain a payout ratio of 40% or higher, while paying due consideration to the actual amount

Dividend/payout ratio



Total shareholder return*

FY2022	FY2023	FY2024
106.81	121.86	120.07

*TSR (Total Shareholder Return): An abbreviation of Total Shareholder Return. The ratio of total income (the sum of dividends and capital gains) from stock investments divided by the investment amount (stock price).

information disclosure, enhance engagement with shareholders and investors to reduce the cost of equity, and simultaneously boost ROE to expand the equity spread, thereby contributing to improvements in PBR and stock prices.

To improve ROE, we will work to improve our net profit margin by strengthening high-margin business (domestic ATM business) and streamlining operations to optimize expenses, improve our financial leverage by expanding risk assets (personal loans, etc.), and improve our total asset turnover ratio by reducing low-profit assets (excessive cash in ATMs, etc.). While we cannot improve ROE overnight, we will promptly implement the aforementioned measures.

The fact that our shares can be purchased for a relatively small amount and generate a relatively high

yield has resulted in high evaluations from many investors and shareholders. Meanwhile, we are aware that people are dissatisfied with the drop in profit margins and ROE, as well as the sluggish growth in TSR reflecting these factors. If, however, we do not continue to actively invest in growth and drive service enhancement forward in a way that anticipates customer needs, it could result in driving customers away. This trend is evidenced by the decline in traditional ATMs dedicated to cash deposits and withdrawals, which reflects the transition toward cashless payments and changes in lifestyles. With settlement and identity verification functions, our multifunctional ATMs are certain to become an increasingly important part of social infrastructure. While aggressively investing to further refine our ATM business and diversify our portfolio, it will be



difficult to boost profit margins and ROE, but we will face this challenge directly.

We will continue carefully explaining these strategies to our shareholders and investors and attempt to secure their understanding, and build relationships based on trust. We would appreciate your continued support and evaluation for many years to come.

Seven Bank continues to evolve in response to “seeing your wishes” that changes

“If there was an ATM in convenience stores, it would be more convenient ...”

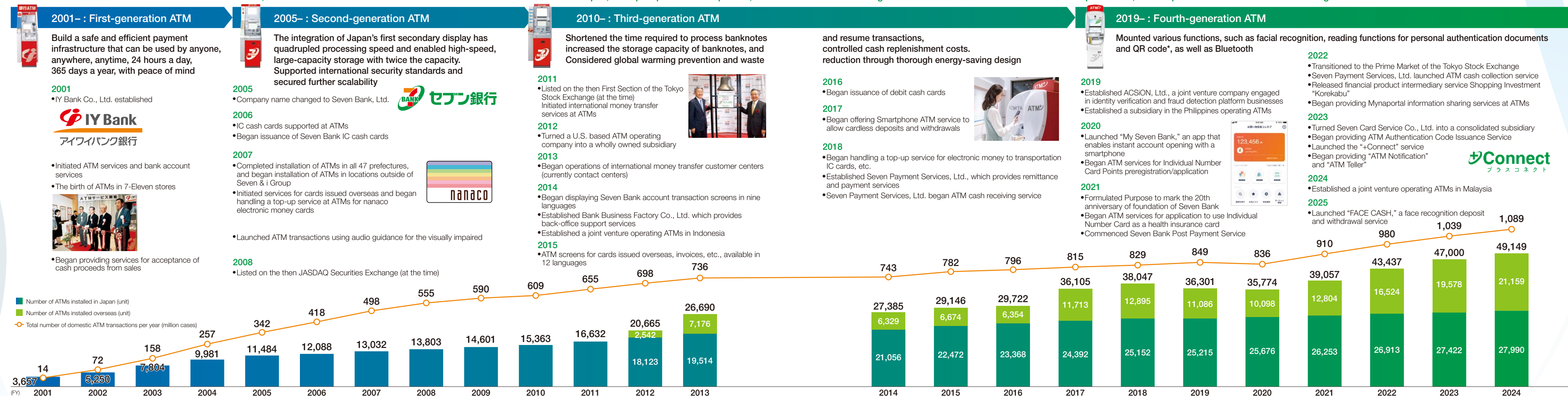
Increase in financial crimes, expansion of the inbound tourism market, and social demand for barrier-free environments

Payment services diversifying due to social changes workers in Japan, the rapid spread of smartphones,

with social changes

resulting from an increase in the number of foreign and technological innovations

Concerns about financial crimes and security issues that are becoming more digitalized, sophisticated, and adept due to fintech and other technological innovations




*QR code is a registered trademark of DENSO WAVE INCORPORATED.

Overview of Seven Bank Group

Promote diversification in overseas business, financial retail business, and business for corporate clients, focusing on the solid ATM business

Provision of ATM services (ATM business in Japan)




Responding to the diversified needs of diverse customers, from cash deposit and withdrawal transactions to various procedures, centered on ATMs, which are a social infrastructure


- Cash inflows and outflows
- Top-up transactions
- ATM Teller (account opening and information change service)
- ATM Notification (various information services for ATM transactions)
- Mynportal information sharing service


Provision of overseas ATM services (overseas business)


Provide unique financial services tailored to the market needs of each country through approximately 20,000 ATMs in four overseas countries

- Inflows and outflows
- Retail x financial services

 **FCTI**
United States


 **IATMi**
Indonesia

 **Pito AxM**
Philippines

 **Reachful**
Malaysia



Provision of financial service for individuals



As a financial institution that originates from the retail sector, develop financial services closely related to daily life from the perspective of customers

Account services

- Deposits
- Post payment
- Debit services
- Financial product intermediary
- Loans


Credit card and electronic money services


- Credit card
- Electronic money


Provision of financial services for corporate clients


Improve the safety and convenience of financial infrastructure through highly specialized services such as banking operations, security measures, and fraud detection

- Back-office support (BPO)
- Identity verification and fraud detection

 **BBF**
セブン銀行の100%子会社
バンク・ビジネスファクトリー

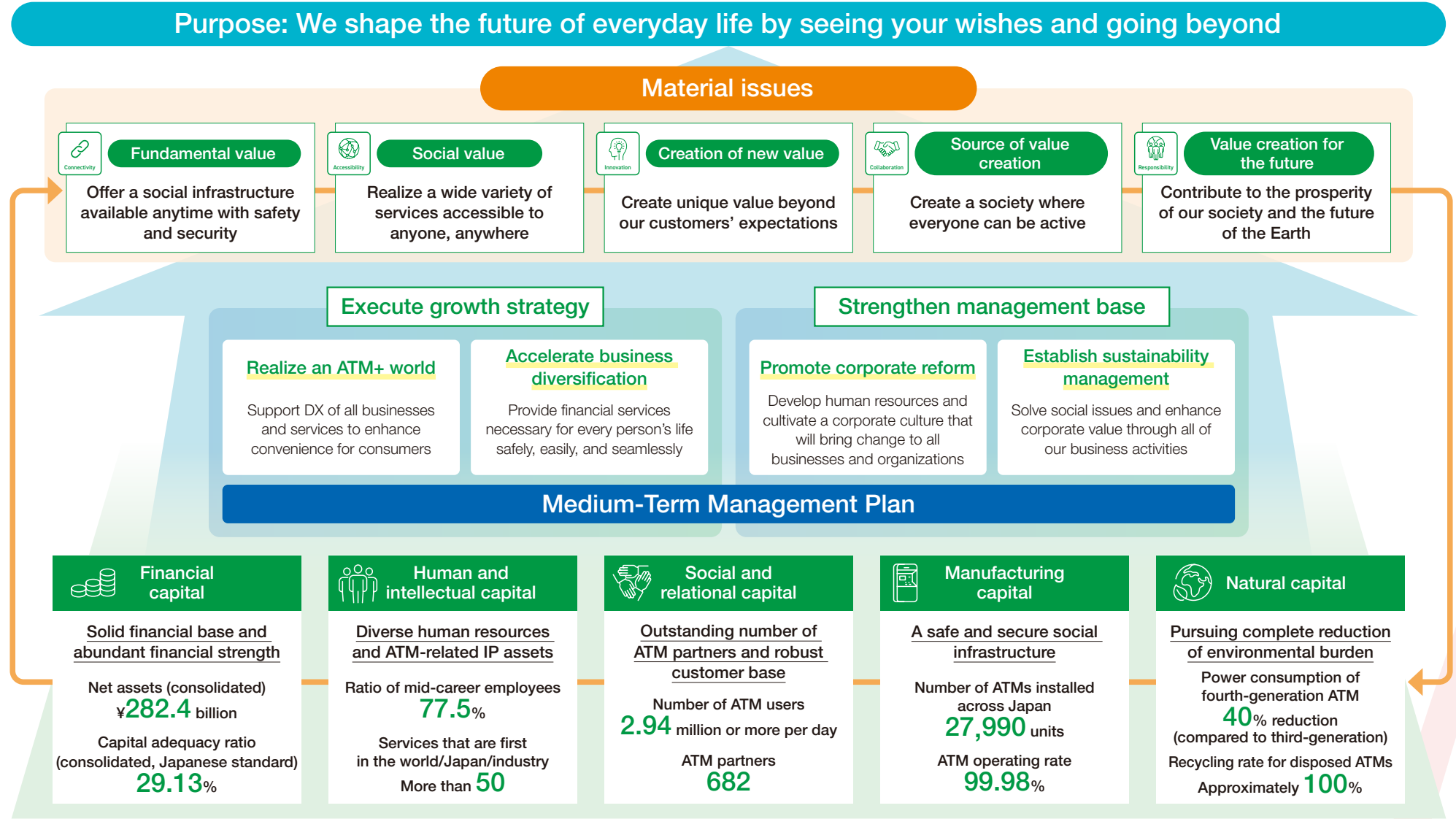
 **ACSion**

 **proost**

 **Detecker**

Value Creation of Seven Bank Group

Achieve sustainable growth and improve corporate value by continuing to create value uniquely for the Bank, toward the realization of Purpose



Material Issues of Seven Bank Group

Formulation process

The Seven Bank Group has positioned sustainability as the foundation of its long-term management strategies, and is implementing various initiatives aimed at solving diversifying social issues and creating new value through its core business. From the perspective of creating value to realize Purpose, the Group has identified five issues to be addressed as “material issues.”

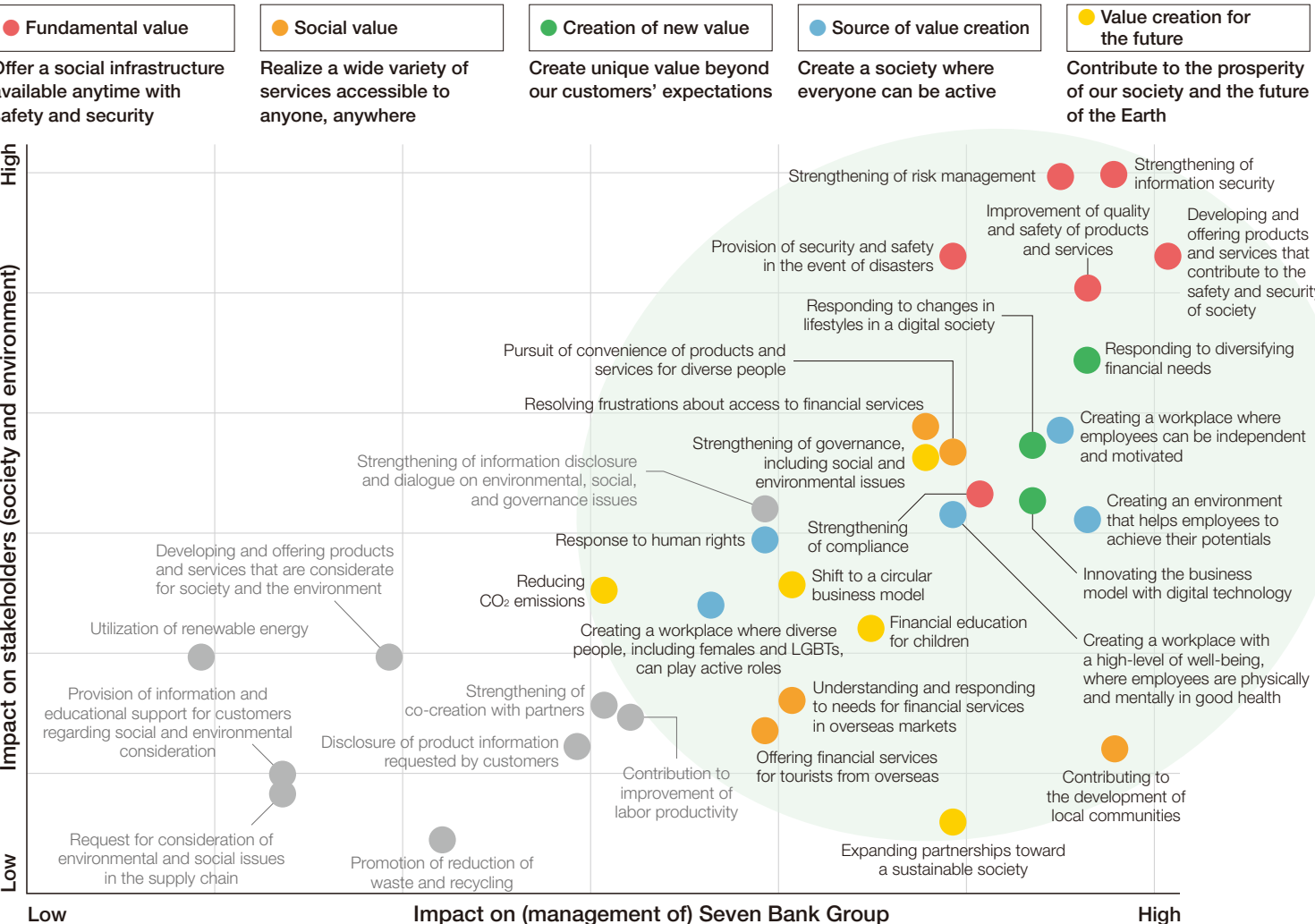
Process for formulating material issues

Reorganize social issues
Examine social issues

Assess impacts on society and environment
Organize stakeholder expectations

Assess impacts on corporate management and business
Identify issues to be prioritized for our Group

Discuss at the Executive Committee and the Board of Directors
Conduct internal discussions based on the impact analysis



Capital Impact



In addressing the five material issues, the Bank clarifies its vision, links its contribution to the achievement of the SDGs, and organizes the impact on capital in the Bank's value creation.




Material issues	Vision of the Bank	Contributing to SDGs	Capital impact				
			Financial capital	Human and intellectual capital	Social and relational capital	Manufacturing capital	Natural capital
1 Offer a social infrastructure available anytime with safety and security	Seven Bank will provide diverse services that are available at any time in daily life by building a security system that is solid whether at normal times or in an emergency, as well as an organization and structure to minimize operation suspensions in the event of an emergency, to become a social infrastructure that provides safety and security to society.	9. INDUSTRY, INNOVATION AND INFRASTRUCTURE 16. PEACE, JUSTICE AND STRONG INSTITUTIONS 11. SUSTAINABLE CITIES AND COMMUNITIES	Revenue generated from over 1.0 billion ATM transactions per year	Build operations to realize "Non-stop ATMs" Framework for providing safe and secure financial service	Build strong relationships with partner companies that support ATM networks	Design highly functional and high-performance ATM housing	
2 Realize a wide variety of services accessible to anyone, anywhere	Aiming to be "the most user-friendly digital channel in society," through a network of over 50,000 ATMs in five countries around the world, we will establish a social infrastructure accessible to anyone, anytime and anywhere to provide a variety of services needed by users.	1. NO POVERTY 8. DECENT WORK AND ECONOMIC GROWTH 10. REDUCED INEQUALITIES 17. PARTNERSHIPS FOR THE GOALS	Expand earnings opportunities by providing services that meet diverse needs	Accumulate intellectual capital in the development of diverse services (Japan's first, world's first, and industry's first technological capabilities)	Customer contacts with more than 2.94 million ATM users every day Build relationships with more than 680 ATM-related partners		
3 Create unique value beyond our customers' expectations	On top of the basis of "being close-by and convenient" and "safety and security," through the development of new "retail x finance" services out of the box of conventional financial services, we will create new value that will connect us with customers in their daily lives.	8. DECENT WORK AND ECONOMIC GROWTH 9. INDUSTRY, INNOVATION AND INFRASTRUCTURE 17. PARTNERSHIPS FOR THE GOALS	Expand earnings opportunities by providing services in new areas Reduce costs by improving operational efficiency through AI and data utilization	Accumulate intellectual capital through proprietary UI/UX development Improve employee skills through AI and data utilization Develop new services based on AI and data utilization	Co-create value with external partner companies		
4 Create a society where everyone can be active	Respecting human rights and diversity, the entire Seven Bank Group will strive to be a group of companies that help everyone to have a sense of purpose in life and satisfaction in work. We will expand our drive to also involve our business partners and partner companies to achieve a society where diversity can thrive.	5. GENDER EQUALITY 8. DECENT WORK AND ECONOMIC GROWTH 10. REDUCED INEQUALITIES	Achieve growth strategy targets through highly motivated human resources Reduce human resources acquisition costs through high corporate image	Enhance engagement and performance through a comfortable work environment and job satisfaction Create innovation through the active engagement of diverse human resources	Improve brand and reputation by building a network with external parties		
5 Contribute to the prosperity of our society and the future of the Earth	To hand over the future of the Earth and society to future generations, we, as a corporate citizen and a financial institution, will work on solutions to various issues that will allow companies, our society, and the planet to be sustainable.	4. QUALITY EDUCATION 12. RESPONSIBLE CONSUMPTION AND PRODUCTION 13. CLIMATE ACTION	Reduce future climate change costs through efforts to reduce environmental risks	Develop environmentally friendly services by fostering environmental awareness among employees	Work with ATM partner companies to resolve environmental and social issues Possibility of developing new environmentally friendly ATMs	Efforts to reduce the environmental impact of the entire ATM network	

Initiatives for material issues

*Figures and results are for Seven Bank alone.

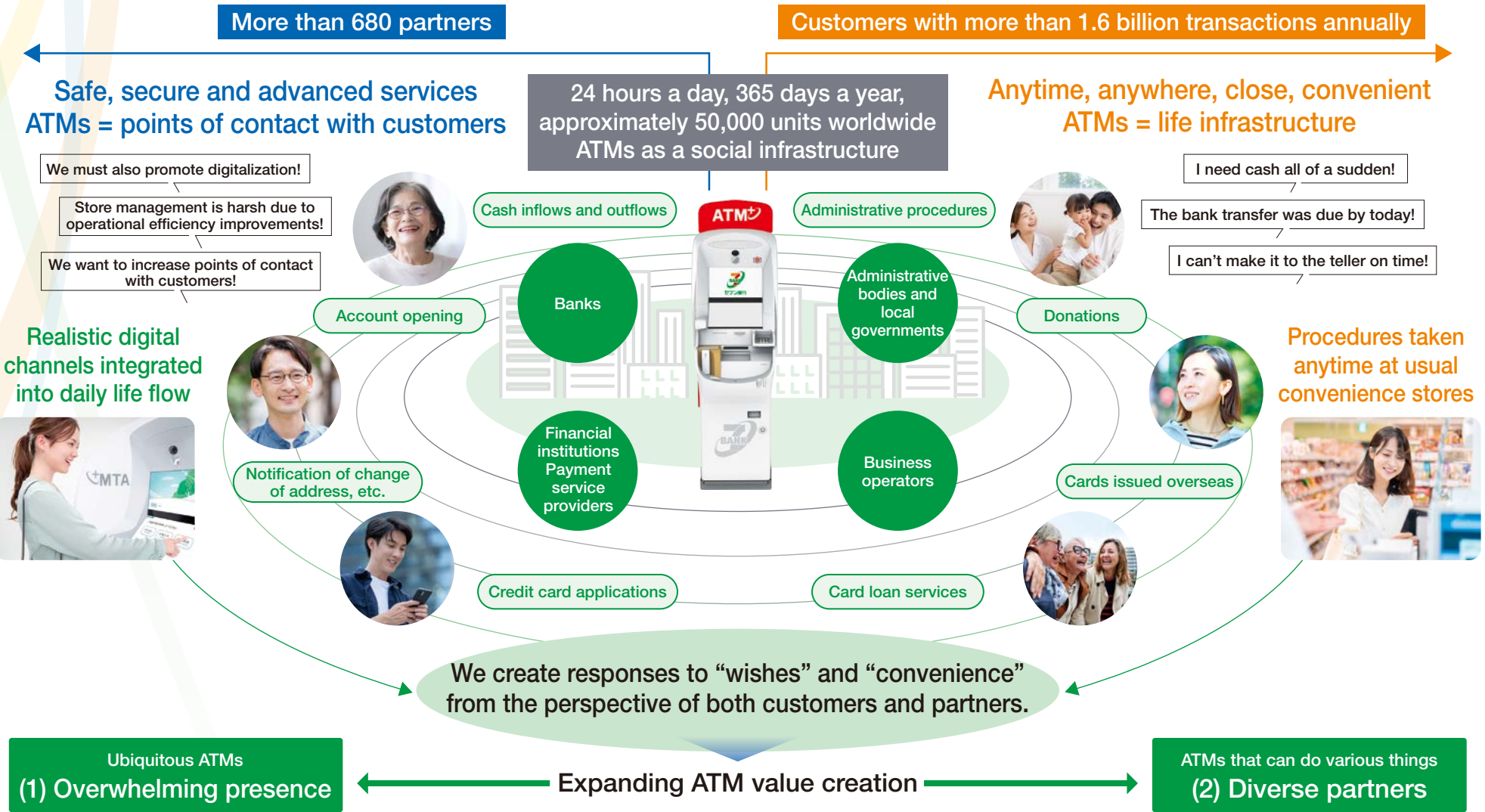
In each material issue, the Group has set medium - to long-term targets that will lead to the resolution of social issues, and all aspects of the Group’s business and various initiatives are linked. In particular, we will introduce unique and distinctive initiatives that the Group is focusing on.

Material issues	Medium - to long-term targets	Performance Indicators (Results for FY2024)	Results for FY2024	Target	
<div>Fundamental value</div> <div>1</div> <div>Offer a social infrastructure available anytime with safety and security</div>	• Realize non-stop social infrastructure	ATMs available 24 hours a day, 365 days a year	ATM operating rate: 99.98%	ATM operating rate: 99.98% or higher	
	• Thoroughly implement robust security measures • Build a foundation for safe and secure financial infrastructure and services	Strengthened measures to prevent fraudulent use in order to protect customers from financial crime, and expanded the framework for safe and secure financial transactions throughout the financial industry • Held conferences on AML/CFT and financial crime countermeasures to contribute to the understanding of the financial industry as a whole and raised the level of countermeasures • ACSiON, Ltd. (group company): — Strengthened measures to prevent phishing attacks in cooperation with Google Cloud Japan G.K. — Acquired certification from the competent minister in the Japanese Public Key Infrastructure (JPKI) for the first time among bank subsidiaries, and provided new customer identification services combining know-how in fraud detection • Bank Business Factory Co., Ltd. (group company): — Obtained a foreign exchange transaction analysis business license and provided financial institutions, etc. with a highly effective platform against money laundering and the financing of terrorism			
<div>Social value</div> <div>2</div> <div>Realize a wide variety of services accessible to anyone, anywhere</div>	• Realize UI/UX that combines safety and convenience	Listened to customers and enhanced customer experience value with superior operability and attractive design • Launched “ATM Design Studio,” in-house development of ATM software and UI design, and provided more attractive ATM services through frequent improvement of at least one case per month • Formulated the “Design System” design concept for the “My Seven Bank” app, improved clarity and visibility of the app, and supported safe and secure transactions			
	• Expanded the global ATM network	Met overseas cash needs	Number of ATM transactions overseas: 5.328 million transactions	Number of ATM transactions overseas: 5.877 million transactions	
	• Expand ATM services to meet diverse needs	Responded to a cashless and digital society	Number of smartphone ATMs installed 110 (including 22 banks)		Provide services that respond to the needs of diverse customers, and aim to further expand the number of places where these services are introduced, as well as increase awareness and penetration of each service
		Supported local government benefits for solving social issues	Number of local governments that have introduced benefit receipt service through ATMs 11		
		Met the cash needs of foreign visitors to Japan	Number of cases where cards issued overseas are used 14 million		
		Expanded services for the visually impaired • In addition to deposit/withdrawal and balance inquiries of deposit accounts, an electronic money top-up service was added to the voice guidance function from October 2024. Total number of transactions using audio guidance in the second half of FY2024: 14,221 (117.1% of the same period of the previous fiscal year)			

Material issues	Medium - to long-term targets	Performance Indicators (Results for FY2024)	Results for FY2024	Target
<div>Creation of new value</div> <div>3</div> <div>Create unique value beyond our customers' expectations</div>	• Realize an multicultural symbiosis society	Provided simple, convenient, and reliable overseas remittance services	Number of international money transfer cases 660,000	Achieve results that are on par with or exceed those of the previous fiscal year
		Took measures for foreign residents in Japan	Number of accounts opened by foreigners at ATMs 3,084 *Service launched in December 2024	Achieve results that are on par with or exceed those of the previous fiscal year
	• Create a digital society in which no one is left behind	Realized a world where ATMs are the conduit for all manner of procedures and authentication Co-create new value with external partners <ul style="list-style-type: none">“Tsutsumuto,” an ATM-based wedding gift money transfer service, was developed through a joint project with a start-up company. In FY2024, the service was used for approximately 600 weddings, and more than 10,000 congratulatory gifts of money were transferred.		
	• Create value through AI and data utilization	Initiatives to create new value by leveraging AI and data <ul style="list-style-type: none">Developed a unique credit-scoring AI using 7ID shopping data, and conducted demonstration experimentUtilized AI chatbot in contact centers and realized improved convenience and operational efficiency		
<div>Source of value creation</div> <div>4</div> <div>Create a society where everyone can be active*</div>		Improved business processes in own departments through the use of IT	Number of apps developed by citizens 79	Number of apps developed by citizens 101 (As of March 31, 2026)
		Promoted operational efficiency through utilization of generative AI	7Bank-Brain (internal generative AI) MAU ratio among employees: 30.1%	7Bank-Brain (internal generative AI) MAU ratio among employees: 75% (As of March 31, 2026)
	• Promote employees' autonomous growth and voluntary career development	Promoted a workplace environment and system design in which each employee can play an active role <ul style="list-style-type: none">In addition to implementing group and internal recruitment, and open careers in which employees are transferred across the company, supported the voluntary development of careers by, for example, establishing an expert course for career-track employees, which aims to deepen specialization.		
	• Improve employees' well-being and engagement	Engagement scores (Wevox)	71	Achieve results that are on par with or exceed those of the previous fiscal year
		Ratio of paid leave taken by employees	81.9%	Achieve results that are on par with or exceed those of the previous fiscal year
		Childcare leave return rate	100.0%	100.0%
		Ratio of male employees who took childcare leave	61.5%	Achieve results that are on par with or exceed those of the previous fiscal year
	• Build a corporate culture that embraces diversity and turns it into strength	Ratio of female managers	18.7%	30% or higher by 2030
		Ratio of overseas employees to consolidated number of employees	17.1%	Achieve results that are on par with or exceed those of the previous fiscal year
	• Contribute to the creation of a society that respects diverse human rights	Participation rate in human rights training	83.4%	100.0%
		Participation rate in compliance training	100.0%	100.0%
<div>Value creation for the future</div> <div>5</div> <div>Contribute to the prosperity of our society and the future of the Earth</div>	• Promote financial education for the next generation	Improved financial (crime) literacy of students through implementation of financial education <ul style="list-style-type: none">Financial education materials for elementary school students were provided, and approximately 300 schools have utilized them as of the end of FY2024.Visited 16 schools, including junior and senior high schools, and provided on-site lectures on measures against financial crime to a total of approximately 10,000 students.		
	• Enhance and expand efforts to address environmental issues	GHG emissions	9t-CO ₂ (Seven Bank alone, Scope 1) 816t-CO ₂ (Group consolidated, Scope 2)	Reduce from the results of the previous fiscal year Establishment of long-term targets will be considered in the future.
		Established a resource recycling system for disposed ATMs	Recycling rate for ATMs: Approximately 100%	Maintain the same level
	• Fulfill social responsibilities for diverse stakeholders	Contributed to solving social issues through a new donation style <ul style="list-style-type: none">Provided a service that allows people to make donations to social welfare organizations via Seven Bank ATMs (A total of ¥96 million was donated through ATMs in FY2024.)Conducted a charity campaign and presented a donation to Radio Charity Musicthon (donation amount of ¥3.0 million through a charity campaign in FY2024)It was made possible for users to choose to donate money to the Seven-Eleven Memorial Foundation at the time of using the ATM cash receiving service. (Donations of ¥2.6 million were received through the ATM cash receiving service in FY2024.)Seven Card Service provided a nanaco point donation function. (Received ¥2.2 million donations using nanaco points in FY2024)		

Competitive Advantage of Seven Bank Group

The Bank's strength is its ATM platform business, which is unparalleled in the world. Since its foundation, the Bank has devoted all its resources to refining the platform business. The Bank has grown as a social infrastructure that can respond to diverse needs by closely following the needs of each customer and each business partner, accumulating improvements and refinements, and continuing to develop unique services. Currently, the Bank has an ATM network of approximately 50,000 units worldwide, and provides services to society through more than 680 partners, with the number of transactions exceeding 1.6 billion annually. We will continue to use this network to identify new needs and further expand the potential of ATMs.



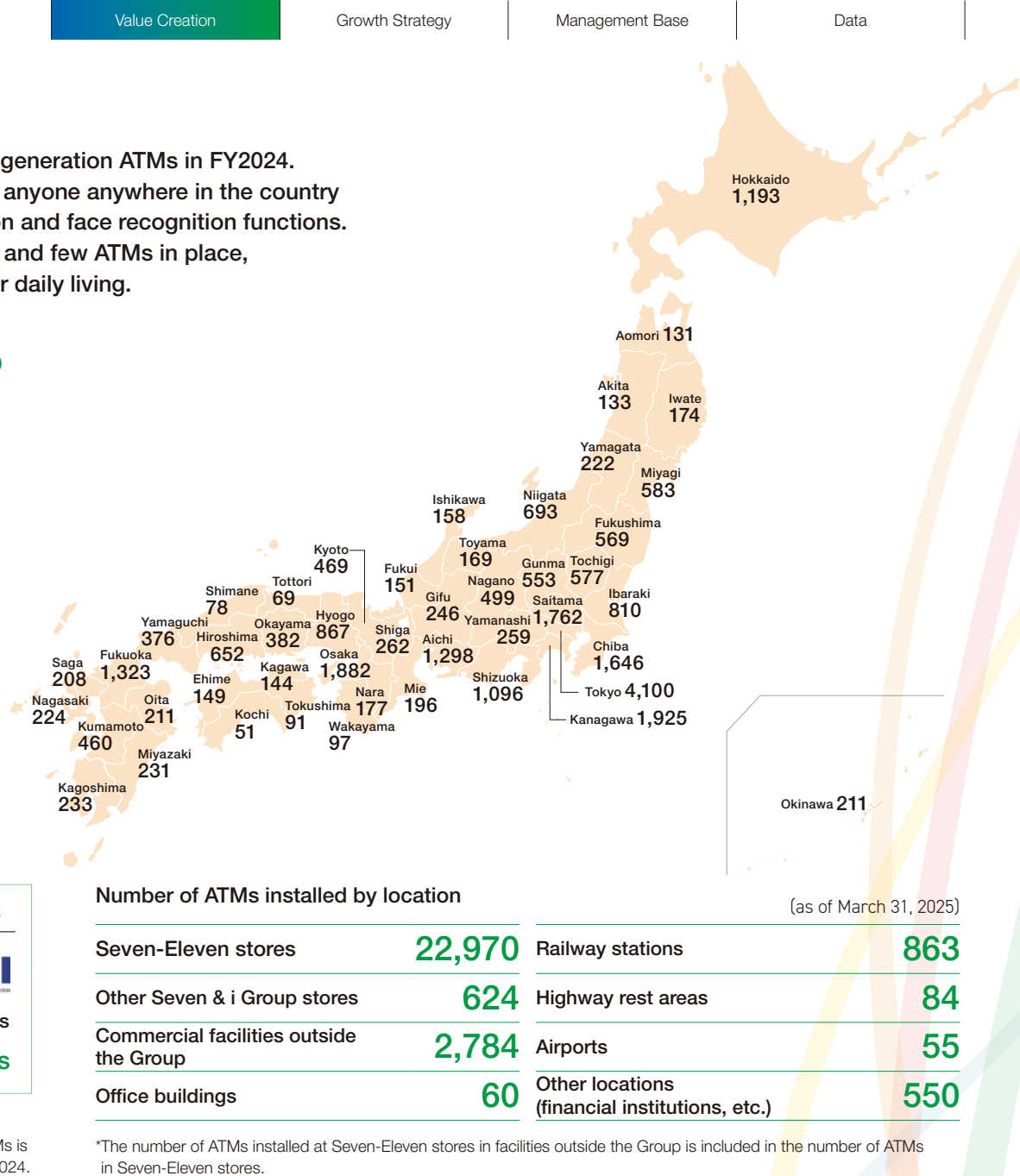
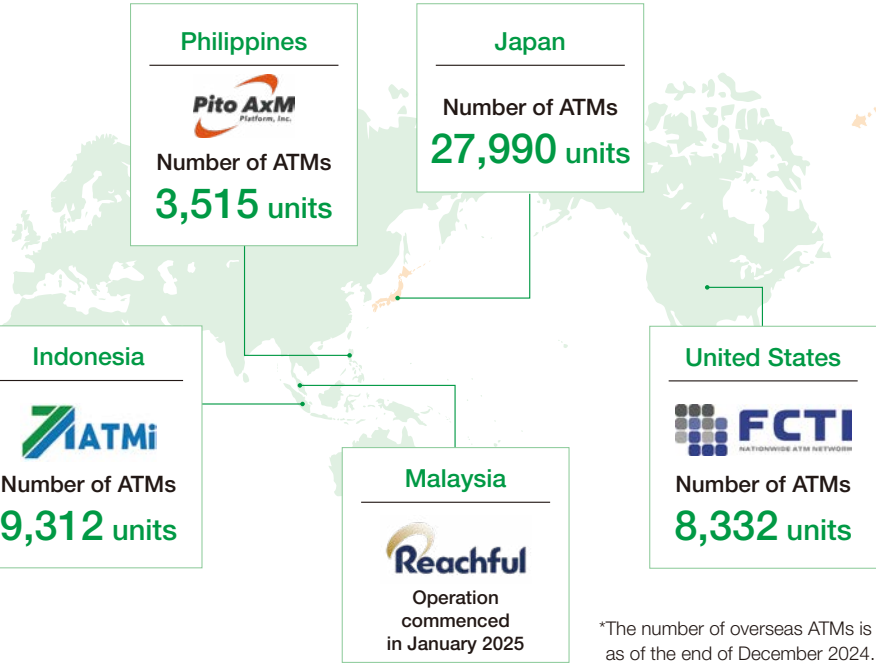
Competitive Advantage of Seven Bank Group (1) Overwhelming presence

Expansion of the ATM network

In Japan, we completed the replacement and installation of all fourth-generation ATMs in FY2024. In addition to cash inflows and outflows, the platform can be used by anyone anywhere in the country as a multifunctional service platform equipped with identity verification and face recognition functions. Furthermore, overseas, we operate in regions with strong cash needs and few ATMs in place, and are building an ATM network that can be easily used as a base for daily living.

Number of ATMs operated by Seven Bank Group

49,149 units
(As of the end of FY2024)



Expansion of ATM services

Partner Deposit-taking Financial Institutions (as of May 31, 2025)

Hokkaido/Tohoku region

 北洋銀行
  北海道銀行
  青森みちのく銀行
  岩手銀行
  東北銀行
  北日本銀行
  77 七十七銀行
  仙台銀行
  秋田銀行

 北都銀行
  山形銀行
  きらやか銀行
  荘内銀行
  東邦銀行
  福島銀行
  大東銀行

Kanto region




































Chubu region

 第四北越銀行
  大光銀行
  北陸銀行
  富山銀行
  富山第一銀行
  北越銀行
  福井銀行
  福岡銀行
  山形中央銀行
  八十二銀行
  長野銀行
  十六銀行
  OKB 大垣共立銀行
  静岡銀行
  スルガ銀行
  清水銀行
  静岡中央銀行
  名古屋銀行
  あいち銀行

Kinki region














Chugoku/Shikoku region

鳥取銀行 山陰合同銀行 島根銀行 中国銀行 BANK トラスト銀行 広島銀行 もみじ銀行 山口銀行 SAIKYO 西京銀行
阿波銀行 徳島大正銀行 百十四銀行 香川銀行 伊予銀行 愛媛銀行 四国銀行 高知銀行

Kyushu/Okinawa region

 福岡銀行
  筑邦銀行
  北九州銀行
  西日本シティ銀行
  福岡中央銀行
  佐賀銀行
  佐賀共栄銀行
  十八親和銀行
  長崎銀行
  肥後銀行
  熊本銀行
  大分銀行
  豊和銀行
  宮崎銀行
  宮崎太陽銀行
  南日本銀行
  沖縄銀行
  琉球銀行
  海邦銀行
  Minna no Ginko

Overseas banks

*There are some cards that have the same marks but cannot be accepted at our ATMs.

Securities companies

野村証券 SMBC日興証券 東洋証券 みずほ証券 岡三証券

大和証券 Daiwa Securities 三菱UFJモルガン・スタンレー証券 東海東京証券

Life insurance companies

 太陽生命 福国生命

Credit card companies, credit companies, consumer finance companies, business loan providers, operating companies























































Alliance Network (as of May 31, 2025)

Cards issued overseas (international brands)

Electronic money



*These are the logos of some of the services provided.

Value Creation

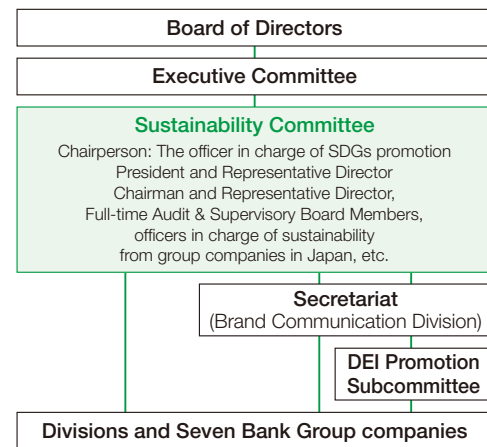
Growth Strategy

Management Base

Data

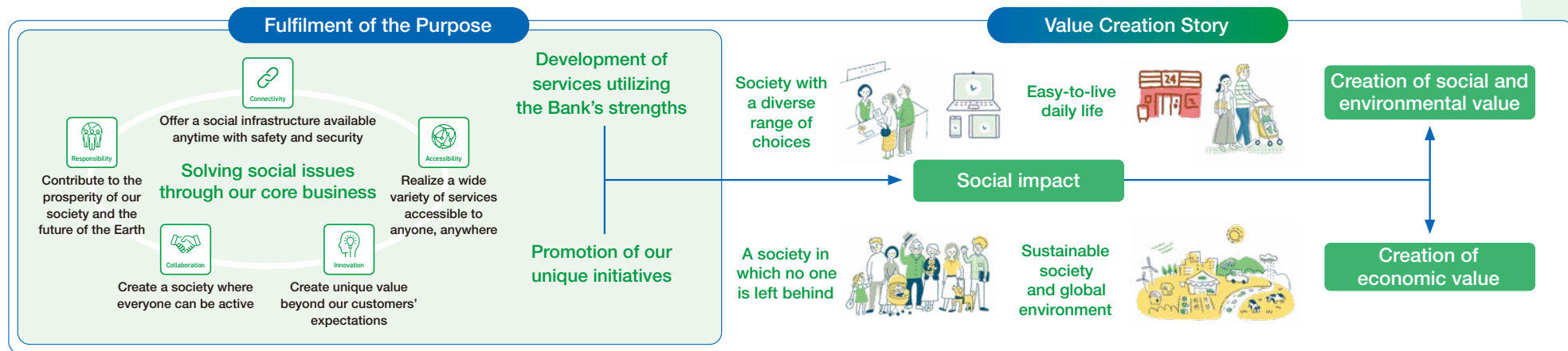
The Seven Bank Group defines sustainability as “proactively working to resolve environmental and social issues through our business activities and creating value for both the environment and society and the company” and “proactively fulfilling our social responsibilities as a company that is supported by customers and society and that coexists with the environment and society.” Positioning sustainability at the core of our long-term management strategies, the Group is implementing various initiatives aimed at resolving diversifying social issues and creating new value.

Sustainability promotion system



Concept of sustainability

We will realize our Purpose through initiatives oriented toward achieving material issues, creating sustainable value for society, customers and the company.



Material Issue ① Material Issue ② Material Issue ③ Material Issue ④ Material Issue ⑤

Fundamental value: Offer a social infrastructure available anytime with safety and security

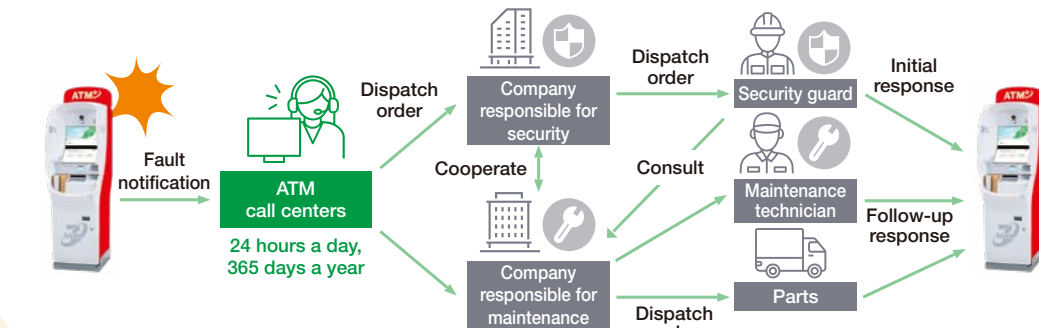
Issue Major changes are underway in the financial environment. The provision of a safe and secure settlement infrastructure is now one of the most important issues against the backdrop of the growth of digital payments in addition to the increasing sophistication and ingenuity of financial crimes and increase in cyber attacks. In addition, with the increasing severity of damage caused by natural disasters, there is a need to establish and support a safe and secure infrastructure for people's lives.

Major initiatives

Realize non-stop social infrastructure

Framework supporting ATM operation

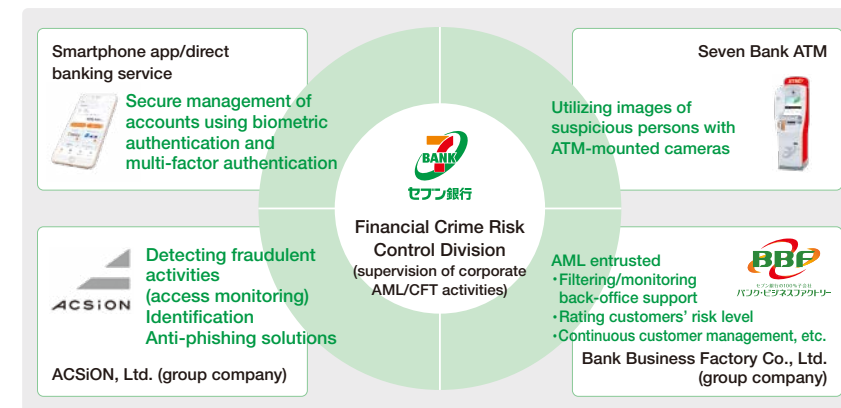
Fault response:
The ATM call center remotely monitors all ATM units. In the event a malfunction occurs, the center can quickly respond remotely to any ATM. If a response is not possible, promptly dispatch security company personnel to the location and work with the maintenance company to take appropriate measures and restore the malfunctioning ATM to service as soon as possible.



Maintenance and operation:
In collaboration with maintenance companies, we leverage AI to take measures including part replacement before ATMs stop working, and optimize security escort routes by monitoring each ATM's transaction status.

Thoroughly implement robust information security measures Build a foundation for safe and secure financial infrastructure and services

Security and financial crime prevention initiatives



We are actively working to prevent financial crimes to ensure all customers can use our services securely by leveraging the know-how we have accumulated in financial crime prevention, a network of approximately 28,000 ATMs across Japan, and the IT solutions and expertise of our group companies.

Impact created

Social/environmental value

Social infrastructure available anytime with safety and security

We handle more than 1.0 billion transactions annually in Japan through stable ATM operation with a 99.98% uptime rate and efficient management of our network.

Economic value

Reducing operating costs, contributing to ATM business profits

Material Issue ① Material Issue ② Material Issue ③ Material Issue ④ Material Issue ⑤

Social value: Realize a wide variety of services accessible to anyone, anywhere

Issue In order to address issues caused by regional disparities and the digital divide (information gap), it is essential to build alternative social and information infrastructure. Driving DX across society through closer cooperation between the public and private sectors will lead to realizing a world where people of any age in any region can access the services they need.

Major initiatives

Realize UI/UX that combines safety and convenience

Pursue enhanced user experience



For Seven Bank, ATMs are our biggest touch point with customers. Satisfying customer needs promptly without bank staff, we pay close attention to every detail of the UI/UX to ensure a pleasant user experience. We are also constantly updating our account service smartphone app in response to customer requests and feedback.

Expand services to meet diverse needs

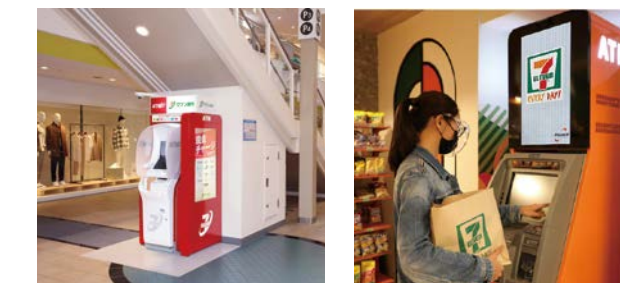
Evolution to service platform



We are developing and providing a broad range of services that revolutionize the traditional ATM concept, including cashless payment cash top-up, overseas card transactions that enable foreign tourists to withdraw Japanese yen, and performing counter services for financial institutions and other organizations. In 2024, we expanded voice-guided transactions for visually impaired customers to include electronic money charging.

Expanded the global ATM network

Promoting the installation of ATMs in locations conveniently accessible in customers' everyday lives



We have a network of approximately 50,000 ATMs in Japan and abroad. With more than 1.6 billion total transactions, we have established a social infrastructure accessible anytime, anywhere.

Impact created

Social/environmental value

Contribute to improved access to financial services

Aiming to make ATMs "the most user-friendly digital channel in society," we have established a social infrastructure used daily by 4.44 million people in five countries around the world.

Economic value

Seven Bank's main sources of revenue

Material Issue ① | Material Issue ② | **Material Issue ③** | Material Issue ④ | Material Issue ⑤

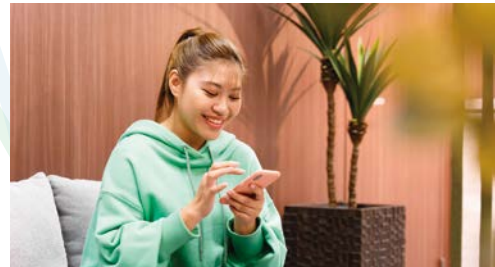
Creation of new value: Create unique value beyond our customers' expectations

Issue The evolution of digital technology and lifestyle changes are making customers' values and needs more diverse than before. In addition to providing highly convenient financial services that meet the needs of individual customers, we are also required to build relationships with customers through providing new customer experiences.

Major initiatives

Realize a multicultural symbiotic society

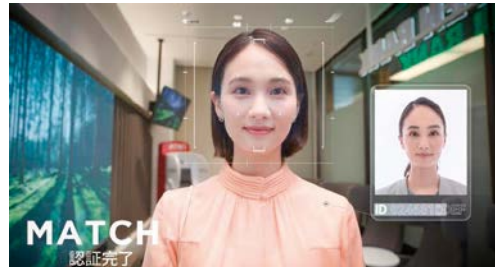
For an easy-to-live daily life



We offer multilingual services that include international money transfer services tailored to the needs of foreign nationals residing in Japan, and services that allow customers to easily open an account at an ATM.

Create a digital society in which no one is left behind

Provide a new financial experience



The "+Connect" service, which enables a host of procedures and authentication by linking ATMs as touch points between the real and digital worlds, is expanding. In February 2025, we introduced FACE CASH, a cash deposit and withdrawal service using facial recognition, delivering a new financial experience that merges convenience and security.

Create value through AI and data utilization

Utilize 7iD purchase data



We have launched a unique retail x financial initiative that leverages purchase data from 7iD, a service used at Seven-Eleven and other stores, for personal loan services, making possible credit screening from a new perspective. Moreover, we are accelerating internal efforts to enable general employees to use various data and develop business applications, resulting in enhanced productivity and a transition to higher value-added work.

Impact created

Social/environmental value

Contributing to the resolution of social issues through our core business

Generating new value in the daily lives of our customers with unique ideas that transcend the conventional concept of financial services.

Economic value

Reducing operating costs, new sources of revenue

Material Issue ① | Material Issue ② | Material Issue ③ | **Material Issue ④** | Material Issue ⑤

Source of value creation: Create a society where everyone can be active

Issue Now we live in the world where diversity is turned into strengths. In corporate management, to create a work environment suitable for diverse human resources and diverse work styles, as well as to develop every individual's career and skills will be the key to strengthening competitiveness. In society, respecting different cultures and values and working together across differences in nationality, gender and religion will lead us to solutions to issues and further development.

Major initiatives

Promote employees' autonomous growth and voluntary career development

Provide abundant opportunities to learn and take on challenges



We aim to cultivate human resources capable of identifying issues independently and aggressively take on challenges to realize their goals, and through training courses and other programs we provide numerous opportunities to learn and network. In addition, we reviewed our personnel system in FY2024 and introduced a career track system. And we have incorporated EX10—which allows employees to allocate 10% of total working hours to voluntary innovation activities—into our evaluation system, and over half of Seven Bank employees have established goals for themselves.

Improve employees' well-being and engagement

Balance between a comfortable work environment and job satisfaction



It is a vital role of the company to foster a comfortable working environment to enable employees to perform at their best. Through a system that facilitates employees taking various types of leave, promoting internal understanding, creating open office days and other opportunities for interaction, and establishing awards to promote empathy and understanding of the Purpose, we have achieved a return-to-work rate after childcare leave of 100%, and improved our engagement score for three consecutive years since measurement began.

**Fostering a corporate culture that embraces diversity and turns it into strength
Contribute to the creation of a society that respects diverse human rights**

Fostering an environment in which everyone can thrive



We believe that cultivating an environment where everyone can play an active role, regardless of gender, age, and nationality, will lead to a prosperous life and society's continued development. Our key initiatives include promoting the participation of women and senior employees and employing persons with disabilities. As an example, to promote the participation of women, we dispatch employees to a program for developing female executive candidates to foster their desire to climb to management positions and support them in balancing their careers with lifestyle considerations such as childcare.

Impact created

Social/environmental value

A prosperous society where everyone can be themselves and play an active role

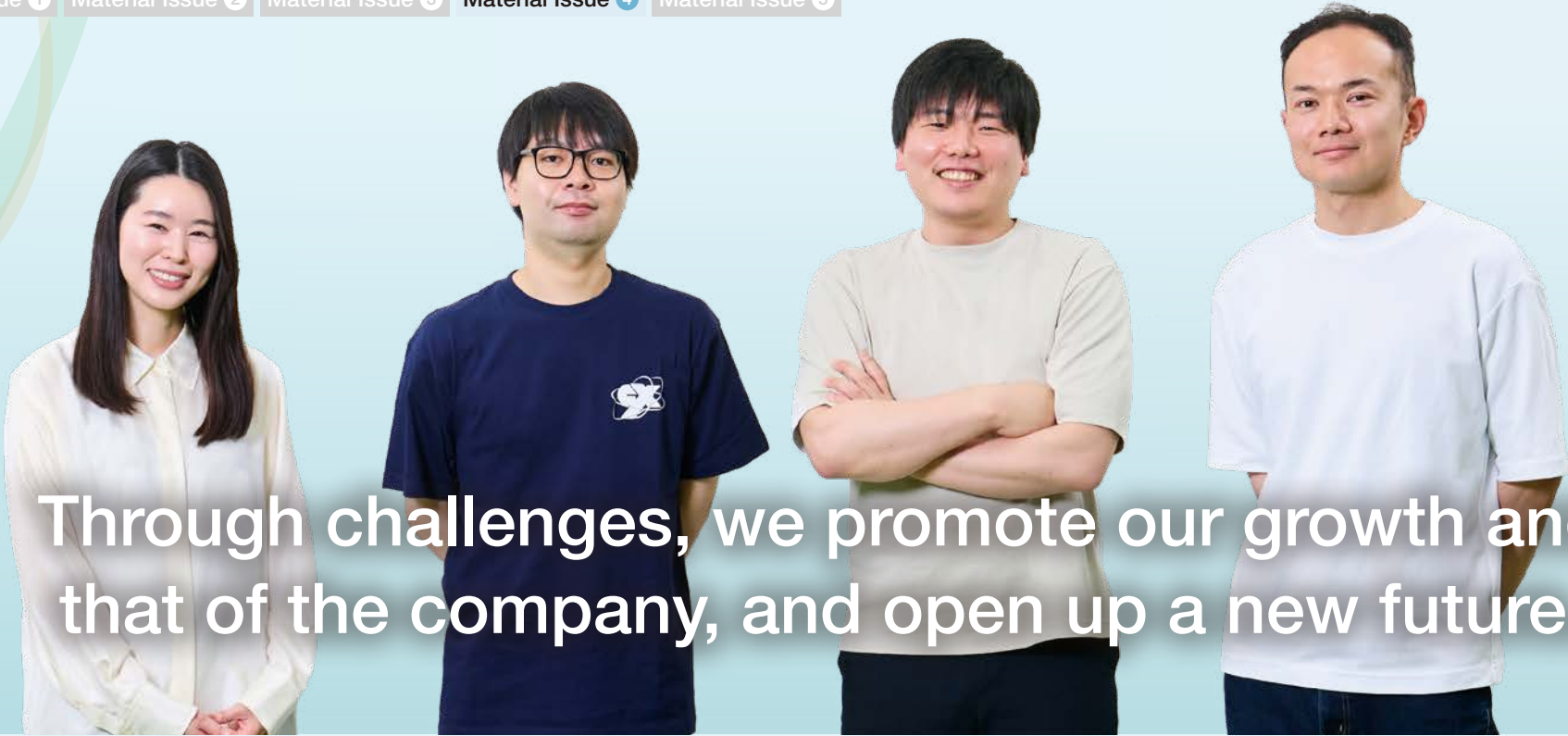
Increased employee engagement will increase, and mutual growth between employees and the company through realization of the Purpose

Economic value

Further accelerate growth and increase corporate value

Roundtable Discussion with Purpose Award Winners

Material Issue ① Material Issue ② Material Issue ③ **Material Issue ④** Material Issue ⑤



Through challenges, we promote our growth and that of the company, and open up a new future.

How does each employee apply the initiatives for achieving the Purpose and the material issue “Create a society where everyone can be active” to their daily work? During this roundtable discussion with the four winners of the FY2024 Purpose Award, we will introduce the linkage between human resource and growth strategies, and how an organizational culture that emphasizes diversity creates new value.

What is Seven Bank’s Purpose Award?

Each year, we conduct an internal event called the Purpose Award to recognize initiatives that reflect our Purpose in daily operations, share these initiatives with all employees, and inspire and educate each other. This is a system in which all departments and teams submit specific examples of initiatives in alignment with Seven Bank’s Purpose, encompassing everything from new businesses to improvements in existing operations and administrative reforms. Employee voting and review by external directors determine which are considered to be the best.



Purpose Award 2024 Corporate Transformation Award
The trajectory and achievements of seven accelerator programs

Daiki Yamagata

Since 2016, we have held seven accelerator programs with the objective of new business creation with external companies. They contributed to creating new services, discovering investment opportunities, establishing joint ventures, and transforming the company culture.

How do you perceive the Purpose and material issues?

Yamagata: We interpret the phrase “seeing your wishes and going beyond” as creating significant value that

customers feel is absolutely necessary. That is why we constantly ask ourselves what kind of services can deliver that value, and then work to bring them to fruition. Moreover, the ATM Platform Business does not provide opportunities for direct interaction with customers, so it is difficult to figure out whether it is surpassing expectations. That’s why I place great importance on meeting actual users directly to get their opinions and gauge the value of our services.

Takao: I participated in discussions when the Purpose was being decided, and have felt a sense of ownership since its formulation. I always approach my work with the belief that it is contributing to a better future. In addition, we often focus on “Create unique values beyond our customers’ expectations” in material issues. Creating something that has never existed before is really exciting, and it is also rewarding to be able to contribute to society through this work.

Kawaguchi: In my case, I joined the company after the Purpose had been decided, so I honestly didn’t think about it all that deeply at first. Watching other members act with the Purpose as a guideline, however, helped me to gradually realize its importance and become more conscious of it. This Purpose Award has made me feel like it is more ingrained in me.

Takatsu: In the ATM Solution Division where I work, we have a weekly opportunity to present “Purpose episodes” (introducing services that we feel go beyond “seeing your wishes”), which fosters an environment in which we are always conscious of the Purpose. This may be why I naturally developed a mindset in which seeing the wishes of customers is my top priority. Being

aware of the Purpose leads to a sense of contributing to society, which makes our daily work feel more meaningful.



Purpose Award 2024 Revenue Contribution Award
Proprietary screening utilizing shopping data

Ryo Kawaguchi

We have developed a new credit screening method that differs from conventional methods as it uses purchase data linked to 7iD, which is used at Seven-Eleven and other locations. We can now spare customers the inconvenience of being unable to secure loans through conventional screening processes.

- Material Issue 1
- Material Issue 2
- Material Issue 3
- Material Issue 4
- Material Issue 5



Purpose Award 2024 Management Base Award
FACE CASH

Shogo Takao

Released FACE CASH, which makes possible deposits and withdrawals using facial recognition. You have developed a facial recognition platform concept applicable in every aspect of daily life, giving customers value that surpasses “seeing your wishes and going beyond.”

Since becoming involved in services for the visually impaired, which is what garnered this award, I have come to feel more deeply the importance and significance of one of our material issues, “Create a society where everyone can be active.”

How do you incorporate the Purpose into your daily work?

Yamagata: Since we are handling new businesses, we are always conscious of the Purpose. It is important to consider your customers’ expectations.

Takao: When I am planning new business ideas, I also think regularly about what the future of daily life looks like.

Yamagata: If the conceptual design is well thought out, we can believe that we are moving toward achieving the Purpose even when we advance to the practical implementation phase. This allows us to make steady progress on detailed tasks.

Kawaguchi: That’s absolutely true. For me, I am so busy that I am not always aware of the Purpose, but when I hear executives and supervisors discuss their vision based on the Purpose, I feel that I am also working toward achieving it.

Takatsu: When I am uncertain about a decision I have to make, I try to think based on the Purpose. When it came to this project, for example, there were countless new features we wanted to add to ATMs. Due to time and budget constraints, however, we had to prioritize based on the features our customers wanted the most.

Takao: I agree that the Purpose serves as a guide when we are unsure. In undertaking this initiative, we had to allocate significant costs and resources, and struggled with the decision of whether we should even move forward with it. We ultimately determined, however, that it

was meaningful for achieving the Purpose and decided to continue. Naturally, we had to do some cost cutting, but since the company’s overall goal was clear, my superiors, management, and other relevant parties were very supportive and encouraging.



Purpose Award 2024 Social Contribution Award
Expanded ATM services for the visually impaired

Saki Takatsu

We added electronic money transaction function to the voice transaction service for visually impaired customers. Rather than simply aiming to make transactions possible, we also incorporated thoughtful ingenuity that lead to ease of use, peace of mind, and comfort.

Kawaguchi: I strongly feel that our company culture is one in which employees receive full support in their efforts to achieve their goals and pursue their aspirations, provided they are in alignment with the Purpose. Also, if I encounter any difficulties, it is very reassuring to know that I can seek cooperation from many people in different departments.

Yamagata: I can certainly relate to that. In terms of support from the company, establishing a system that directly links contributions to the Purpose to personnel performance evaluations was a major tipping point. By striving to achieve the Purpose, we will not only grow as people capable of contributing to society, but we will also be recognized by our company. This has resulted in business objectives and action guidelines becoming clear, allowing us to make consistent progress without wavering.

Please share with us your outlook regarding achieving the Purpose.

Yamagata: In the ATM platform business, we want to transcend the concept of “cash deposit and withdrawal terminals” and evolve ATMs into multifunctional terminals with a host of additional functions. We also believe that it is important to constantly create new services that are not bound by existing concepts to diversify our business and grow our company. Including the initiatives that won awards, we will continue to work steadily to embody the Purpose and build a business that will be remembered as having contributed to our second founding phase.

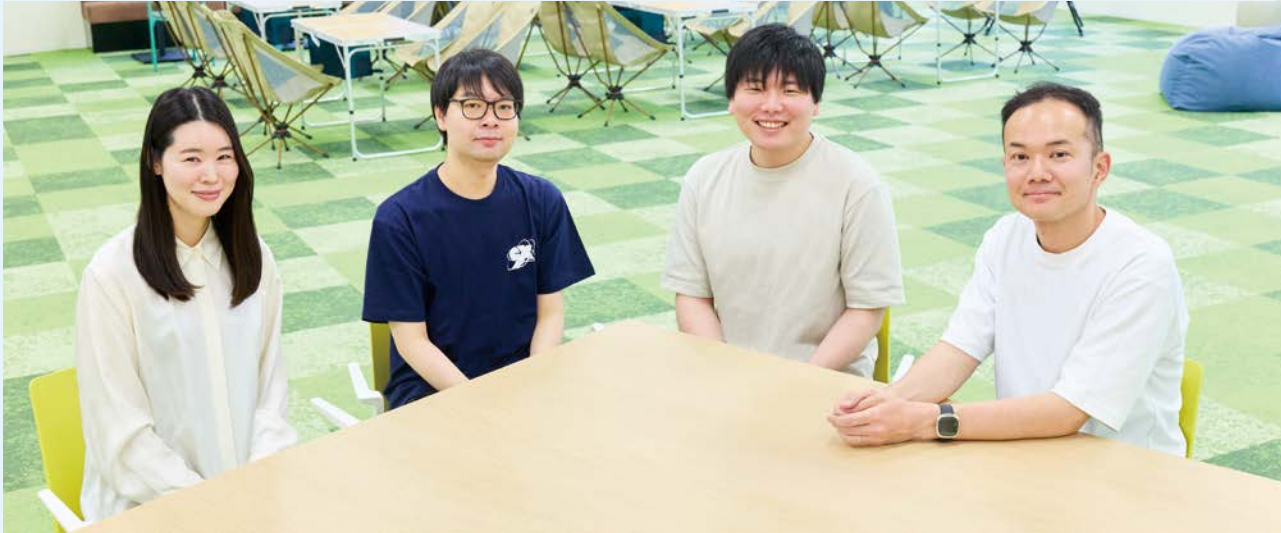
Kawaguchi: As expressed in the phrase, “shape the future of everyday life,” we believe that, rather than being satisfied with one-off achievements, it is important to continue creating services that society demands. We will leverage the knowledge gained from this award-winning initiative in continuing to deliver services that surpass expectations.

Takatsu: I also believe that it is vital to continue surpassing the expectations of customers. To do so, we have to think broadly without being restricted by conventional wisdom. In the current fourth-generation ATMs, for instance, voice guidance services are developed independently from the standard transaction screen. In the next generation, however, we want to take away what is currently viewed as a given and consider whether we can create a common user interface that everyone can use right off the bat to create a better everyday life.

Takao: By further developing the award-winning initiative, we believe we can realize a convenient, frictionless world where people can travel light and receive treatment at hospitals using facial recognition technology.

It may seem like quite a futuristic concept at this stage. Seven Bank has a wealth of knowledge, networks, and talented members, however, and we strongly believe that, by fully leveraging these assets, we will be able to create a future we cannot imagine today.

Facial recognition technology is just one example. We want to make maximum use of our capabilities in this way to achieve the Purpose and create a better future.



- Material Issue 1
- Material Issue 2
- Material Issue 3
- Material Issue 4
- Material Issue 5

Value creation for the future: Contribute to the prosperity of our society and the future of the Earth

Issue Addressing global environmental issues including weather disasters due to climate change and the loss of natural capital is an urgent challenge for corporate management. For the next generations, it will also be more necessary for financial institutions to work to develop new financial literacy among the public, about such things as electronic payments and digital currencies, in addition to preventing financial crimes and frauds.

ATMs that continue to evolve from an environmental friendliness perspective

As we have developed ATMs, we have pursued reductions in power consumption to mitigate environmental impact, and adopted low-power components and revised circuit design revisions to realize sustainability.

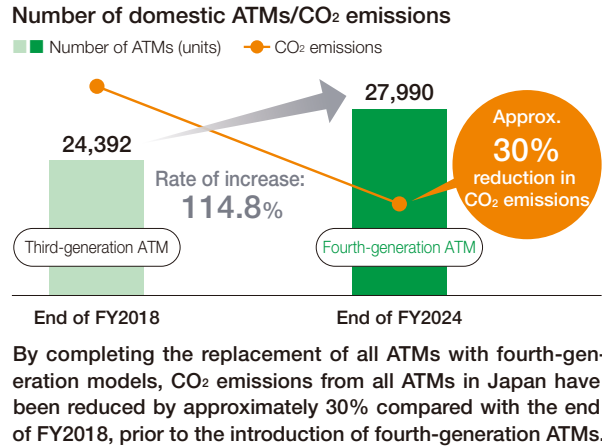
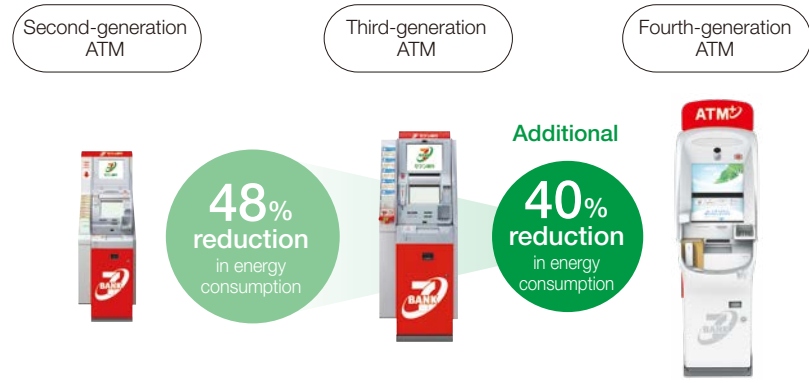
By completing the replacement of all ATMs with fourth-generation ATMs in FY2024, the number of units in Japan has increased by about 15% compared with the time prior to the introduction of fourth-generation ATMs, while we have reduced CO₂ emissions by around 30% during that same time.

Approx. 100% recycling rate ATM reuse and recycling

More than 13,000 Seven Bank ATMs have been reused thanks to their reusable design. The removed ATMs are collected by NEC Corporation, cleaned, tested, and then reused and installed in new locations. When ATMs have aged to the point that they cannot be reused, their plastics and other materials are recycled, and we have achieved a recycling rate of approximately 100%.



Major initiatives



Environmentally conscious transportation of cash: Reduction of CO₂ emissions through adoption of electric vehicles (EVs)

ALSOK Co., Ltd. is promoting the elimination of gasoline-powered vehicles with the aim of groupwide CO₂ emissions reduction. From the perspective of security, we have also achieved weight reduction in cash transportation vehicles, which had weight and fuel efficiency issues, and are promoting the introduction of EVs. Through initiatives such as these, we are working to mitigate the environmental impact of cash transportation for ATM services.



Data centers that boast advanced environmental performance



We have been able to achieve a rate of 100% renewable energy sources for the electricity used at the Seven Bank data centers* provided by Nomura Research Institute, Ltd.

Moreover, we have obtained ISO 14001 certification, an international standard, and are also implementing environmental management initiatives. And we are striving to save energy by using AI technology to optimize the air conditioning settings in our computer rooms.

*The Bank's data centers are two domestic data centers provided by Nomura Research Institute, Ltd. and a public cloud platform provided by Microsoft Japan Co., Ltd.

Promote financial education for the next generation

Implement financial education for students



Through a classroom education program called *SENSEI Yononakagaku*, provided by ARROWS Inc., we provide elementary school students with financial education materials, which are used in about 300 schools.

Furthermore, as there have been increasing instances of minors being involved in illegal account trading, we are collaborating with the police to elevate awareness by sending Seven Bank employees to junior high and high schools.

Fulfill social responsibility

"Mori no Senshi (Guardian of the Forest) Bonolon" initiative



We have been sponsoring the distribution of the picture book series "Mori no Senshi (Guardian of the Forest) Bonolon" free of charge at Seven-Eleven stores and other locations, since 2005. June 2025 marked the 20th anniversary of its publication.

In addition to giving children and families chances to enjoy picture books together, we also support children's centers nationwide by donating picture books and producing larger picture books that facilitate reading aloud.



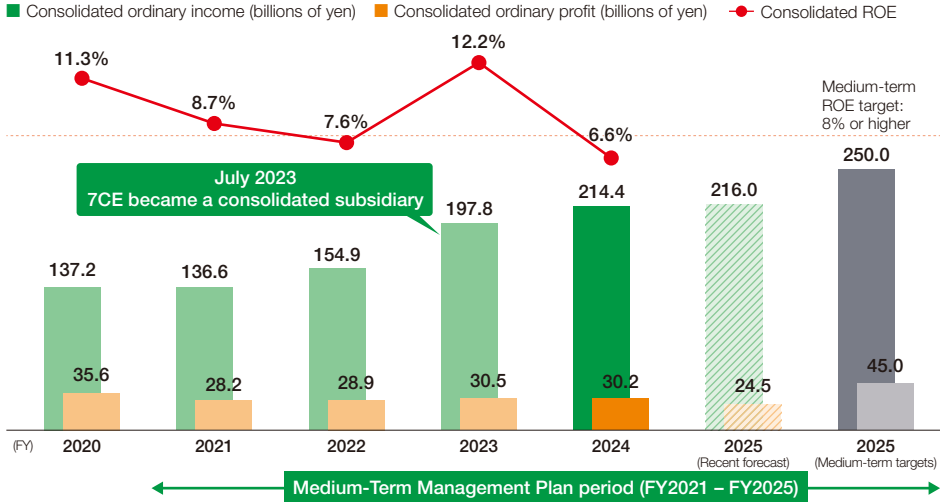
Progress of Medium-Term Management Plan

Growth strategy		Overview of FY2024				Strategy keywords for FY2025
		Strategy keywords	Strengthened income base	Business model transformation	Achievements and issues	
Evolve from cash platform to ATM+	ATM Platform Strategy	<ul style="list-style-type: none">Strengthen income basePromote diversification	<ul style="list-style-type: none">Ensure profitability of existing ATMsExpansion of partners and locations	<ul style="list-style-type: none">Upgrading, early scaling of “+Connect” business	<ul style="list-style-type: none">Revenue was solid due to an increase in the number of transactions of existing ATMs. There is room for improvement in improving profitability.With the expansion of “+Connect” service, the number of companies that have introduced the service has increased. There are challenges in achieving top-line targets.	<ul style="list-style-type: none">Expansion of coverage (increase in number of units and transactions)Increase in quality (UI/UX and service) <p>➡ See page 41 onwards for details.</p>
	Retail Strategy	<ul style="list-style-type: none">Reform the customer experienceStrengthen cooperation with Seven & i Group	<ul style="list-style-type: none">Accounts: Full-scale deployment of digital marketing centered on “7iD” collaborationCredit cards: An increase in the number of credit card members, mainly 7-Eleven customers	<ul style="list-style-type: none">Accounts: Active promotion of recurring revenue-type businesses such as loansCredit cards: Creation of good-value payment services, as well as initiatives for finance services	<ul style="list-style-type: none">The loan balance of the stock business, which is one of the targets to be strengthened, reached the target of ¥60.0 billion, and earnings improvement progressed.Although the increase in the number of Seven Card Plus members through joint promotion with Seven Eleven Japan is still limited, there have been some changes in the attributes and purchasing behavior of newly acquired members.	<ul style="list-style-type: none">Coordination of accounts, credit cards, and retailCreation of customer-oriented services closely related to daily living <p>➡ See page 45 onwards for details.</p>
Expand growth fields that come after ATMs by leveraging our strengths	Corporate Business Strategy	<ul style="list-style-type: none">Increase corporate partners/usersPromote DX	Improve profitability and concentrate resources in growth areas	Further sophistication of specialized fields and clarification of growth strategies	<ul style="list-style-type: none">It was judged to have good prospects for establishing a sustainable and stable financial base.Growth areas in which management resources will be invested were identified and strategies were finalized.	<ul style="list-style-type: none">DX promotion of work processesRealization of BPO optimizationPublic-private partnershipsIncrease corporate partners/users <p>➡ See page 50 for details.</p>
	Overseas Strategy	<ul style="list-style-type: none">Expand Asia strategyRetail x financial services	Improve profitability and develop markets in each country	Promotion of diversified businesses other than cash inflows and outflows	<ul style="list-style-type: none">Progress was made in achieving profitability early due to contract renewal in the U.S.Profitability was achieved in the Philippines.We promoted initiatives to improve profitability in Indonesia.We began development in Malaysia.	<ul style="list-style-type: none">Expand U.S./Asia strategyRetail x financial services <p>➡ See page 51 onwards for details.</p>

	Strategy keywords for 2024	Priority issues	Achievements and issues	Strategy keywords for FY2025
Contribution to solving social issues	<ul style="list-style-type: none">Stronger intragroup operationMore disclosure & communication	<ul style="list-style-type: none">Review material issues and disseminate within the companyCooperate with the group and external contractors for solving environmental issuesStrengthen information dissemination of sustainability initiatives	<ul style="list-style-type: none">Progress has been made in communicating new material issues internally and externally, and specific initiatives and KPIs have been established for each issue.We expanded dissemination of environmental information through the ATM Partner Sustainability Conference.	<ul style="list-style-type: none">Implement and penetrate material issues toward achieving medium - to long-term targetsPromote problem-solving with partner companies <p>➡ See page 21 onwards for details.</p>
Corporate transformation	<ul style="list-style-type: none">Autonomous growth and support for growthCreation of new experiential value as well as innovation	<ul style="list-style-type: none">Develop autonomous human resources and create an organizationContinue developing human resources with literacy in DX and new business creationTransform business models and processes by utilizing technologies such as data-utilization and generative AI	<ul style="list-style-type: none">We established a framework to develop autonomous human resources, an evaluation system, and support for voluntary career development.Progress was made in in-house use of digital technology, contributing to improvement of business processes.	<ul style="list-style-type: none">Balance between a comfortable work environment and job satisfactionFostering a mindset geared to innovation on a company-wide basis <p>➡ See page 53 onwards for details.</p>

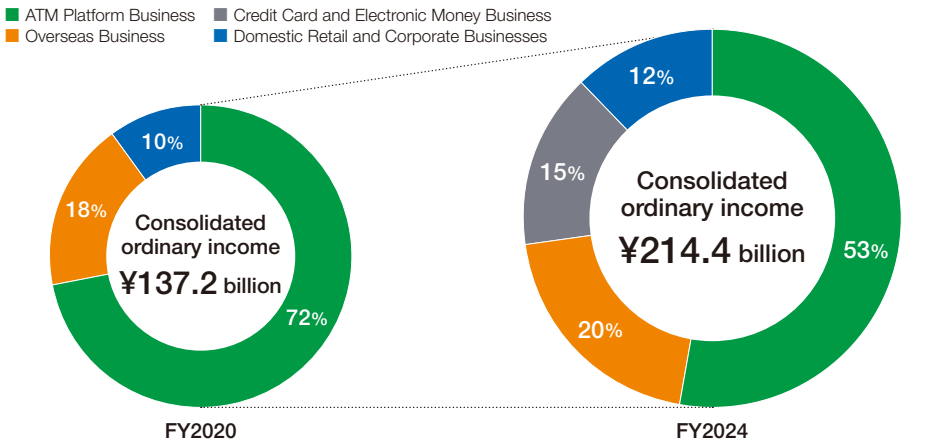
Numerical Results

Although both earnings and profit are expected to fall short of the Medium-Term Management Plan targets, earnings have steadily increased.



Business portfolio reforms have steadily progressed, and we will continue to promote business strategies with a sense of speed.

Portfolio by business



Major initiatives in FY2025



Thoroughly improve profitability and continue initiatives for sustainable growth

Hone our strengths

ATM Business (Domestic and Overseas)
Expansion of coverage and increase in quality

Retail Business (Accounts)
Accumulation of deposit and loan balances

Laying the groundwork for the future

Retail Business (Credit Card)
Creating opportunities to expand earnings by emphasizing convenience

Consideration of the business portfolio to be targeted
Search for new businesses

Build strong relationships with stakeholders and drive growth strategies

Solving social issues through our core business

Implementation and penetration of material issues
Initiatives to achieve medium - to long-term targets

Collaborative efforts with other companies
Promotion of problem-solving with partner companies

Realization of co-growth of individual employees and the company

Autonomous growth of employees and continuous support
Balance between a comfortable work environment and job satisfaction

Promotion of self-transformation and corporate transformation
Fostering a mindset geared to innovation on a company-wide basis



- Expansion of coverage
(increase in number of units and transactions)
- Increase in quality (UI/UX and service)

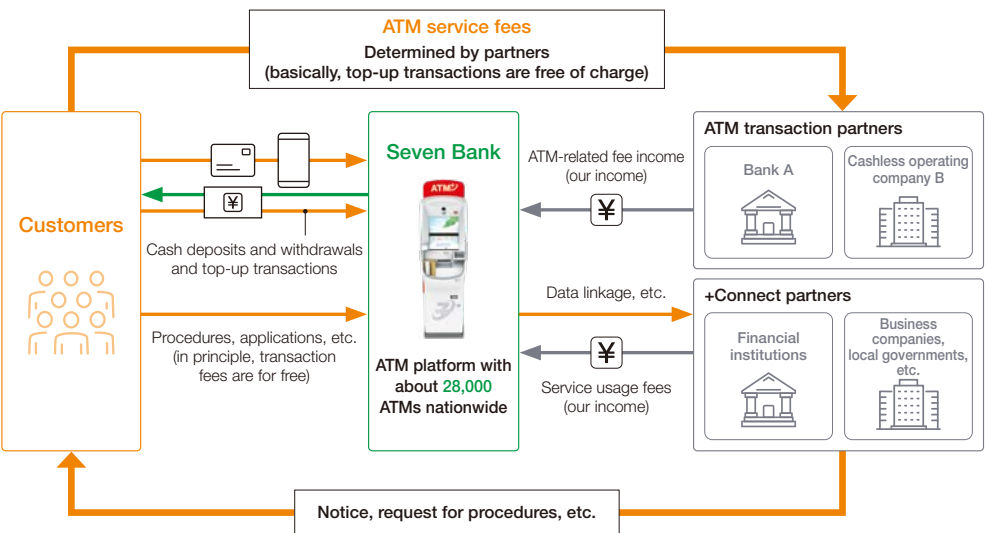
Seven Bank will create new, convenient value for ATMs as its core business and evolve it into a service platform.

The ATM platform business, our core business, delivers various services to customers in line with our “seeing your wishes” ethos through about 28,000 Seven Bank ATMs situated in all 47 prefectures of Japan. Even in an environment in which cashless payments are becoming increasingly prevalent, we are continuing to expand the number of ATMs we operate through joint management with train stations, commercial facilities, and financial institutions, accounting for 15% or more of Japan’s total ATM market share. Moreover, the number of transactions involving deposits and savings, cash top-ups, and cards issued overseas also rose, reaching a record of nearly 1.1 billion transactions in FY2024. We will continue evolving and expanding as a vital cash platform in Japan. In March 2025, we completed the replacement of all ATMs with fourth-generation ATMs. Customers can now take full advantage of a broad range of features such as facial recognition. We will actively expand our “+Connect” service, including opening accounts, changing addresses, and registering for direct banking, to offer services that exceed the wishes of our customers.

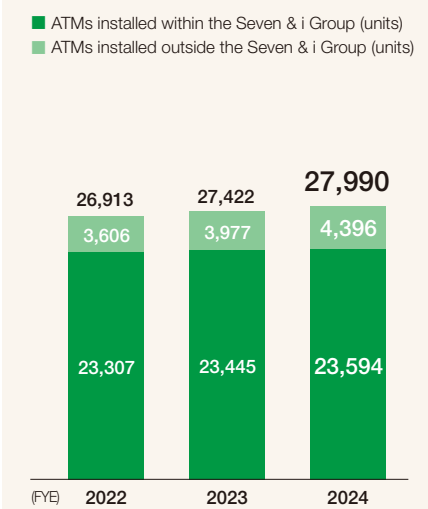
Through these initiatives, our ATMs will continue creating new, convenient value and evolve into a service platform.

Koji Fukasawa
Managing Executive Officer in charge of ATM Platform Promotion Division and ATM+ Planning Division

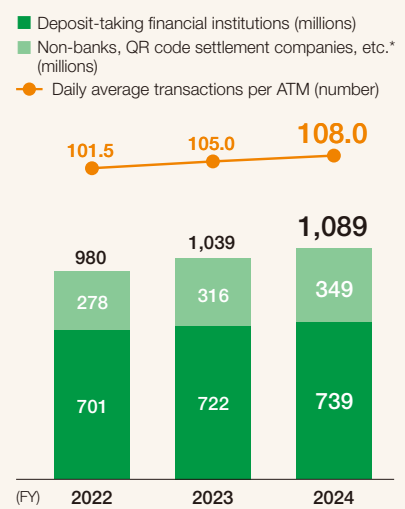
Business model (examples of ATM transactions and +Connect)



Number of ATMs Installed



Total number of transactions per year



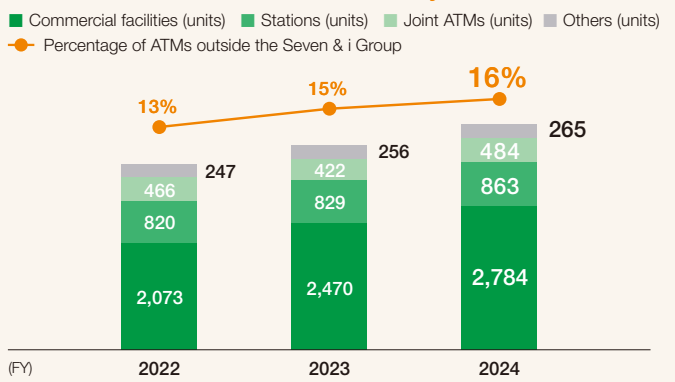
*Non-banks, QR code settlement companies, etc.: total of securities companies, life insurance companies, credit card companies, credit companies, consumer finance companies, QR code settlement companies, etc.

Expansion of ATMs outside the Group

In addition to convenience stores, many Seven Bank ATM systems are located in places close to customers' daily lives, such as train stations and commercial facilities, providing convenient services that meet the needs of diverse customers.

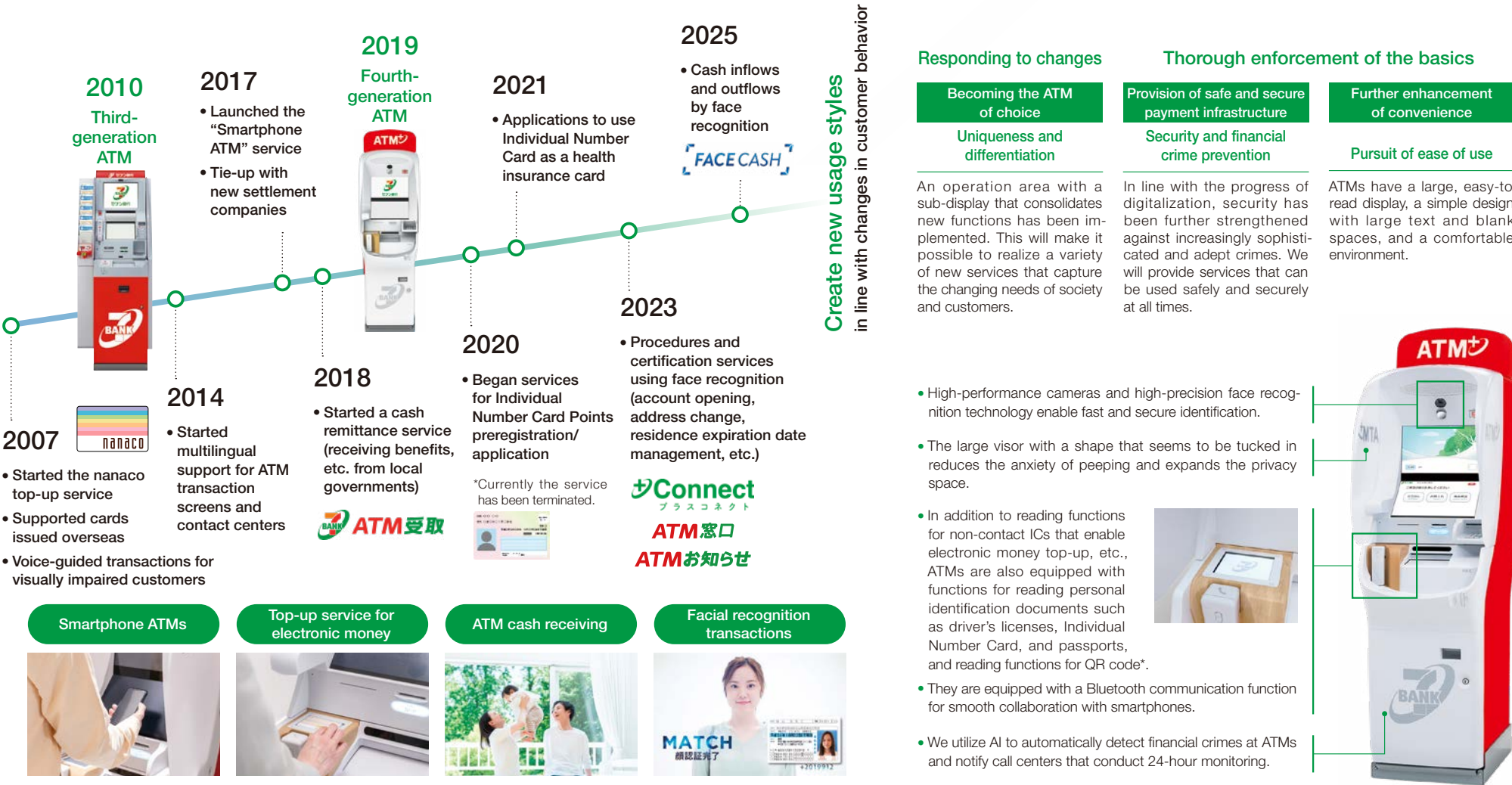


Percentage of ATMs outside the Seven & i Group and number of ATMs installed by location



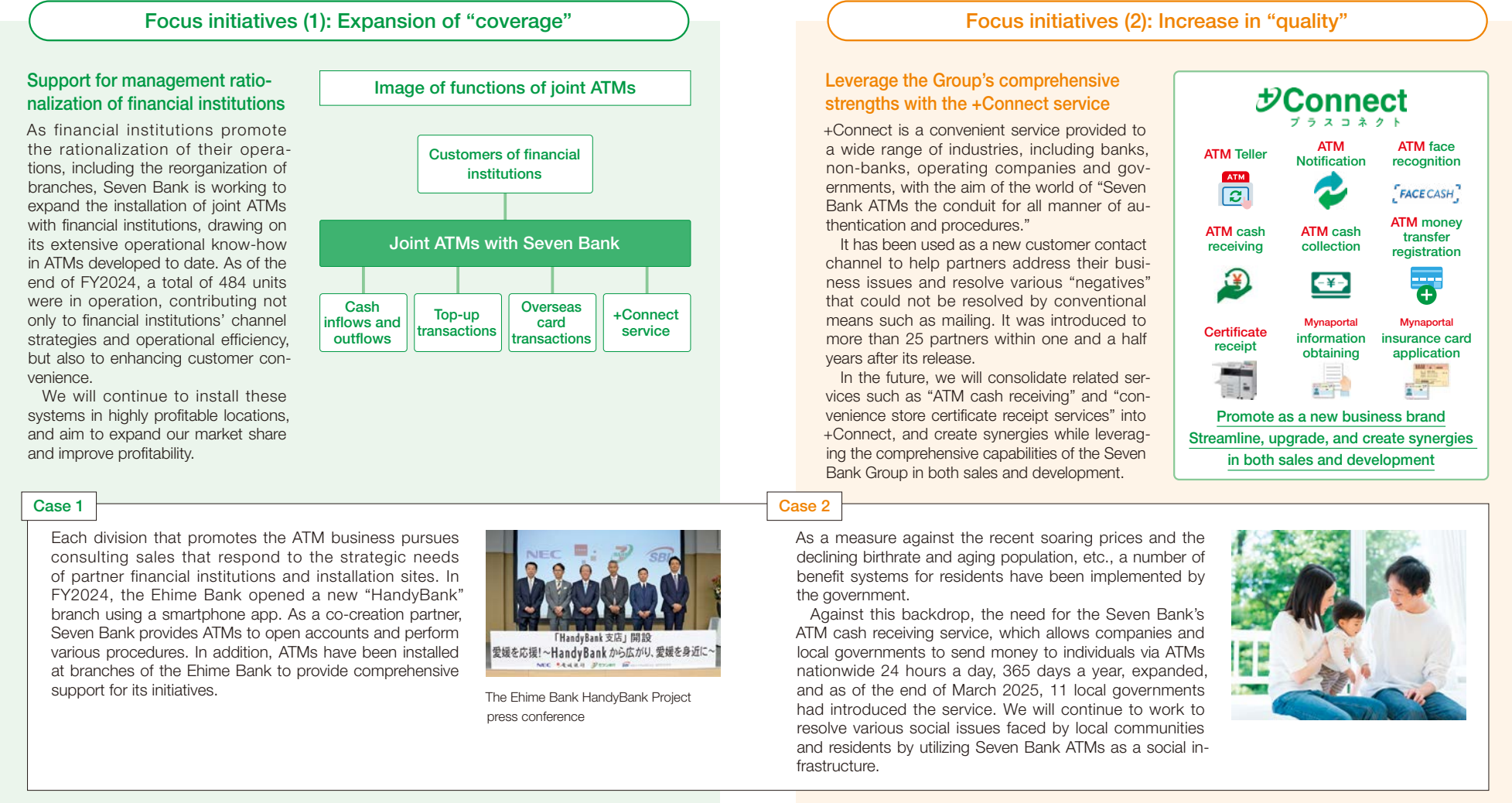
Seven Bank ATMs that respond to customers' diverse needs

The Company, which created convenience store ATMs from the ground up, has created the first ATMs in Japan and the world since its foundation, with an eye toward the next five to ten years. In the future, ATMs will continue to evolve, aiming to become “a kind digital channel where no one is left behind,” while thoroughly ensuring safety and security.

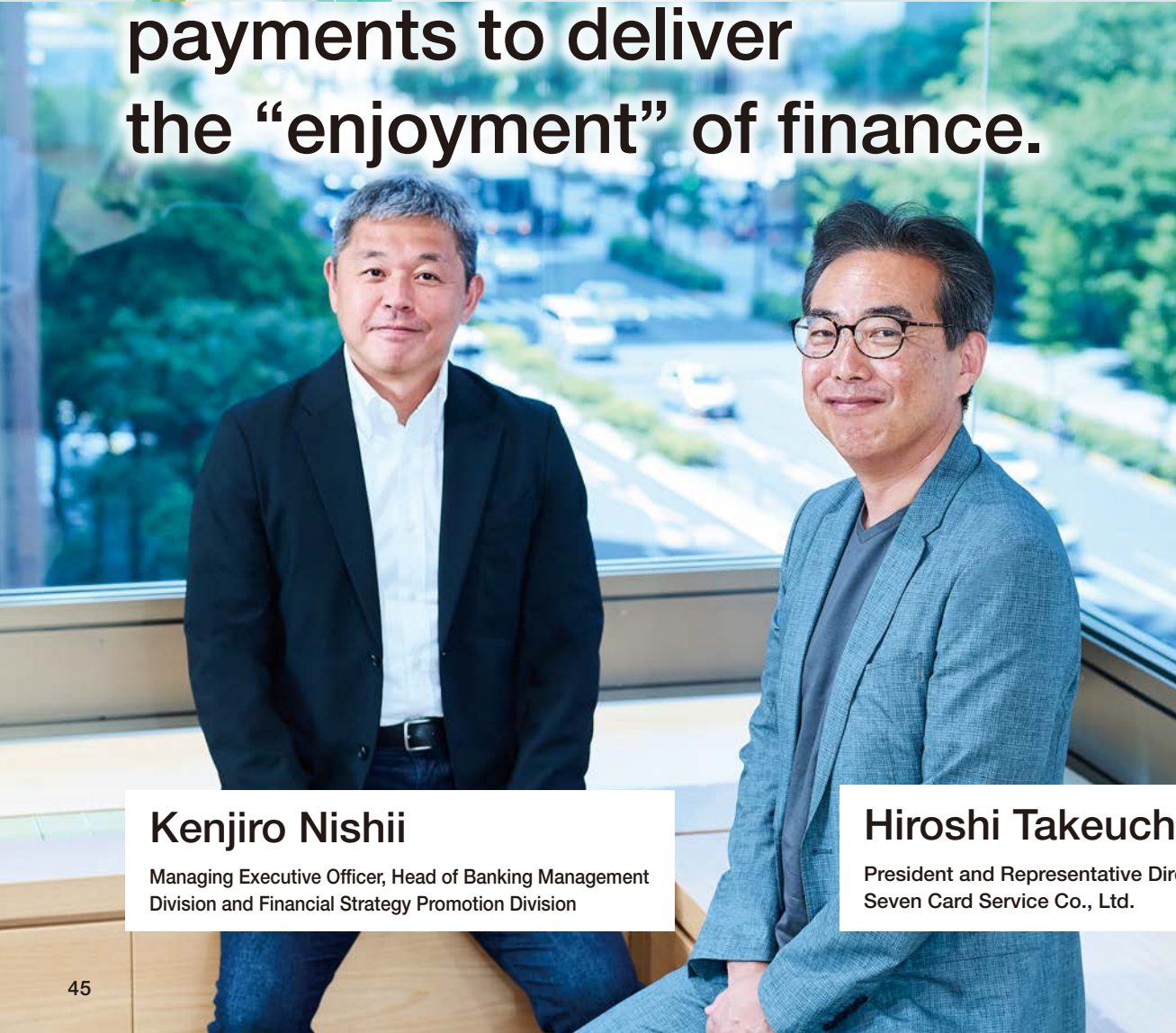


Initiatives to be focused on

Continuing from FY2024, in order to improve convenience for customers using ATMs, and to lead to operational efficiency and digital transformation (DX) for customers of our partners, we will pursue both expansion of “coverage” in terms of initiatives to increase the number of ATMs and the number of transactions, and increase in “quality” in terms of refining UI/UX and services and releasing new services. While also focusing on the profitability of our businesses, we will further enhance and transform the social value of Seven Bank ATM itself, and lead sustainable growth as the core business of the Seven Bank Group.



Pursuing the ideal form of daily-use accounts and payments to deliver the “enjoyment” of finance.



Kenjiro Nishii

Managing Executive Officer, Head of Banking Management Division and Financial Strategy Promotion Division

Hiroshi Takeuchi

President and Representative Director, Seven Card Service Co., Ltd.

Retail financial services closely integrated into daily life

Nishii: Seven Bank offers financial services based on the five concepts of “simple,” “easy,” “open,” “secure,” and “fun,” and are designed for safety, convenience, and ease of use for customers of all ages. As a retail group, we also prioritize allowing customers to experience the “enjoyment” of finance. One such example of our services is Shopping Investment “Korekabu,” which makes it possible for customers to invest as though they were shopping. In February 2024, we linked 7iD, which is used at 7-Eleven and other locations, with bank account IDs. When customers use an ATM, they can earn Seven Miles points that can be used by a group. Approximately 250,000 people are currently linked.

Seven Bank’s digital strategy centers on the “My Seven Bank” app—which allows users to open accounts instantly—and we are expanding its functionality. Additionally, in December 2024, we launched a service that allows foreign nationals residing in Japan for work or study to open bank accounts using ATMs. Thanks to word-of-mouth recommendations within the foreign community, we had 3,000 accounts opened within six months. We believe that part of our social mission is to provide financial services for the clearly growing number of foreign residents, and we are proceeding with the development of a dedicated app for this purpose.

Takeuchi: Seven Card Service was established as a credit card company for Ito-Yokado customers in 2001. It became a group company of Seven Bank in July 2023. Furthermore, the electronic money service

nanaco, launched by 7-Eleven in 2007, can now be used at 1.25 million stores. Cumulatively, a total of over 80 million cards have been issued. Seven Card and nanaco have developed their respective roles as settlement service businesses leveraging the network of Japan’s largest distribution group. As cashless settlement advances, however, we are pursuing a strategy to create new synergies. We launched a program in 2024, for instance, that offers 10% of points back to customers who use a credit card to make purchases at 7-Eleven, and an additional 1% of points back if they link their Seven Bank account. We are focusing on initiatives that link finance and retail, so that even small everyday purchases earn points, which in turn leads to mutual customer referrals.

Building a membership base by collaborating with retailers

Nishii: In FY2024, we turned post payment services and personal loans developed through open innovation with startup companies into stable sources of revenue. The market for post payment, which primarily has been expanding among younger people, has become entrenched as a convenient financial service. And, as a result of efforts to enhance digital marketing, we achieved the personal loans target balance of 60.0 billion yen at the end of FY2024. Meanwhile, although we have just begun efforts to link Seven Cards to bank accounts, our top priority is clear communication of the benefits to our customers and encouraging them to use the service. To

achieve this, we will enhance the customer experience by leveraging the convenience of the “My Seven Bank” app and seamlessly integrating these services.

Takeuchi: Major banks and other financial institutions have progressed with initiatives linking finance and retail to expand the point economy. Seven Bank is also working to strengthen its collaboration with 7-Eleven. We are finally beginning to see the features we had originally aimed for in a daily-use card. 7-Eleven’s joint measures, for instance, have attracted new young members, while also increasing the frequency and amount of settlements executed at stores. We will be able to expand profits in areas such as cash advance services by increasing opportunities to use Seven Card Plus in a wider range of shopping situations, starting with everyday convenience store purchases. Going forward, we will develop an app for credit cards only and further integrate nanaco with credit cards.

Creating new customer-oriented financial services

Nishii: With positive interest rates having returned after more than 20 years, there will likely be intensified competition among financial institutions to attract accounts. Amid interest rate competition, rather than focusing on expanding the inflow pipeline of funds through deposit acquisition, we intend to focus on expanding the outflow pipeline by providing a host of methods for settling daily purchases. To achieve this, it is ideal to seamlessly

link a broad range of financial services, including credit cards, electronic money, debit cards, post payment, and loans. This will allow customers to easily select and use the services most suitable for their purposes and needs. Furthermore, through collaboration with 7-Eleven—which has daily contact with customers—we feel we must clearly demonstrate a unique experience story that merges shopping and finance in a way that customers both enjoy and benefit from in their everyday lives.

Takeuchi: We firmly believe that offering easy-to-use, convenient account and settlement services to customers who visit stores such as 7-Eleven and Ito-Yokado will create synergies and lead to boosting corporate value. The pace of digitalization is accelerating in finance and settlements, and cashless transactions are growing. As an example, we are convinced that leveraging purchasing data closely tied to everyday life at brick-and-mortar stores will enable us to develop new financial services. We would like to fully capitalize on this and evolve into the financial service of choice for our customers.

Seven Bank and Seven Card Service have both been in business for about a quarter of a century. During that time, we have a history of co-creating customer-oriented value with companies such as Seven-Eleven, Ito-Yokado, and York Benimaru, and this relationship will remain unchanged going forward. We will continue developing and providing daily financial services that only the Seven Bank Group can offer.

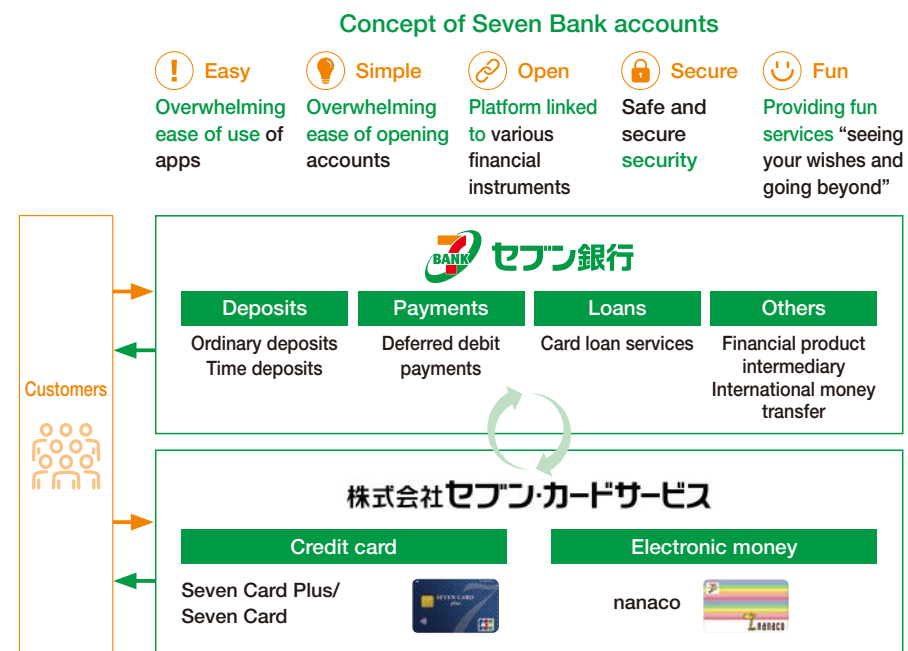
Domestic Business: Retail Strategy (Accounts, Credit Cards, and Electronic Money)

Creating customer value by strengthening cooperation with 7-Eleven is the most important theme.

Starting with “My Seven Bank,” a smartphone app that allows customers to open an account in 10 minutes at the fastest, Seven Bank provides convenient and accessible financial service such as debit services and card loans. In addition, Seven Card Service Co., Ltd. issues and operates credit cards and “nanaco,” an electronic money service.

We aim to create unique financial service unique to the origins of the retail industry by integrating account services and payment services that closely accompany customers’ daily lives.

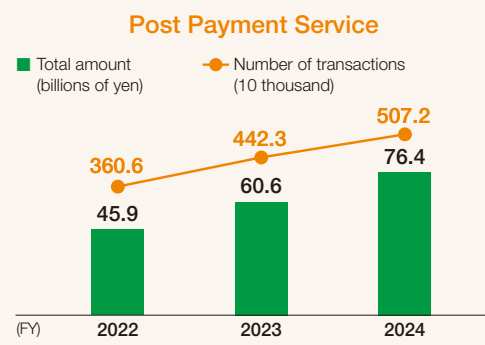
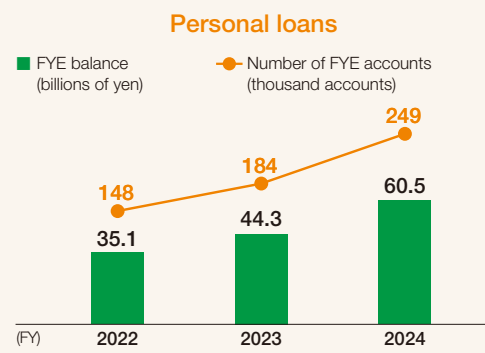
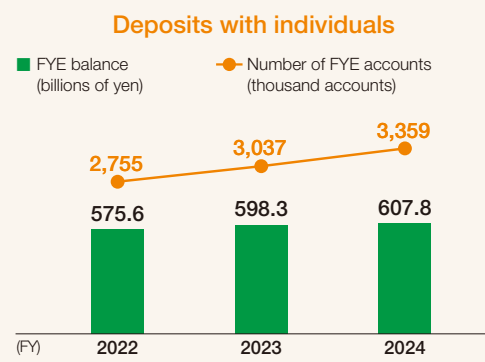
Business model



Strategy keywords

Coordination of accounts, credit cards, and retail

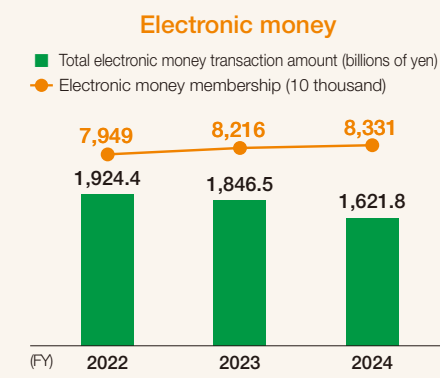
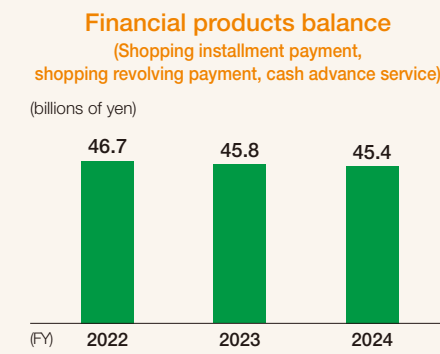
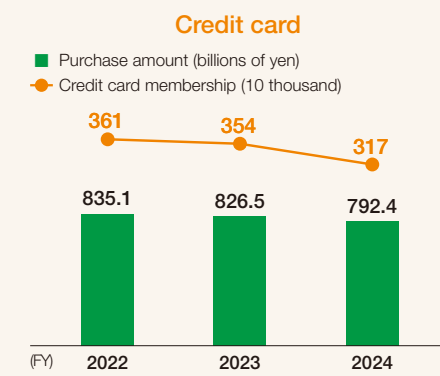
Creation of customer-oriented services closely related to daily living



Both the number of personal accounts and the balance of individual accounts have grown steadily. Additionally, in December 2024, we began an ATM account opening service for foreign residents. It is estimated that foreign workers will account for 10% of Japan’s working population in 2050. As access to finance becomes an issue due to language issues and other factors, we are expanding our financial service for renewing the residence expiration date and sending money overseas through ATMs for banks.

The convenience of being able to borrow money from the “My Seven Bank” app on the following day at the shortest has been supported. In FY2024, we began a new initiative to utilize “7iD” purchasing data in credit screening. We aim to achieve a loan balance of ¥80.0 billion at the end of FY2025.

The post payment service, which was launched in September 2021 through joint creation with an external partner, is a service unique to the Bank with its nationwide ATM network. In June 2024, we began providing “Atobarai Charge” at Onebank (formerly B/43). We have increased the number of transactions and transaction volume by grasping the needs mainly of young people.

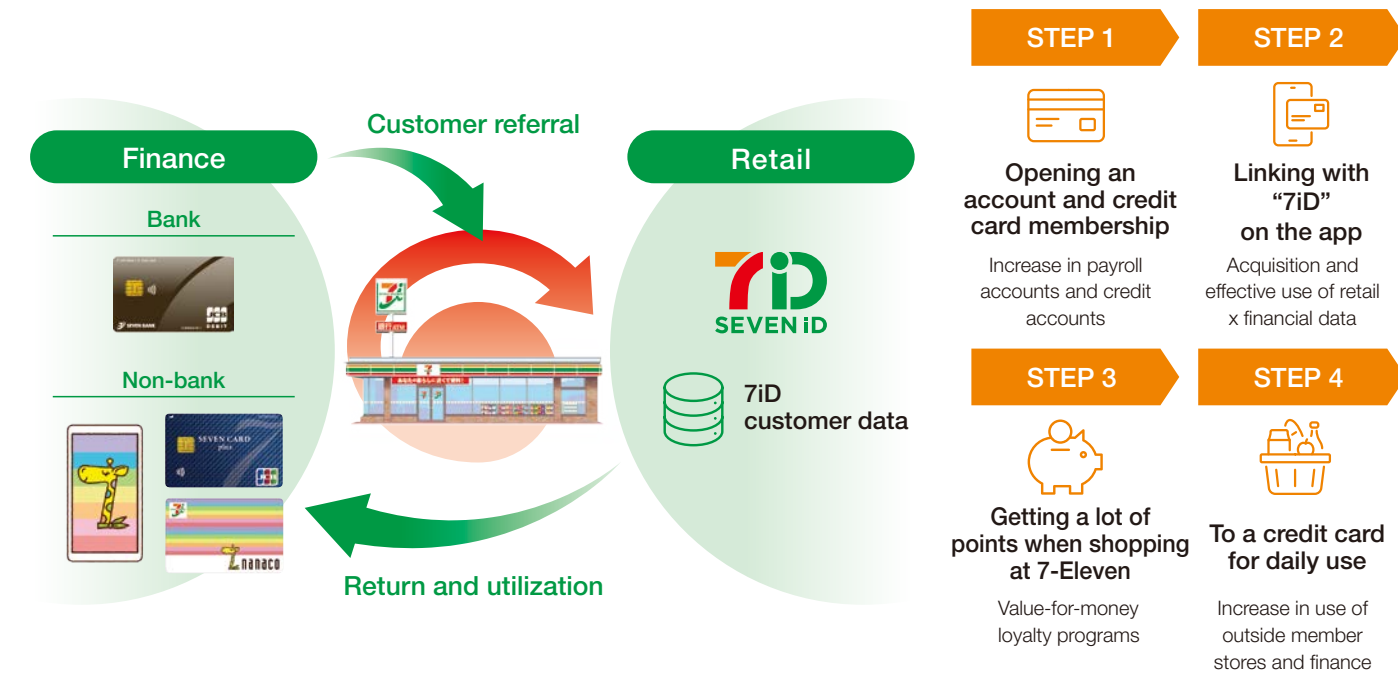


Major initiatives in FY2024

The “Seven Card Plus” service, which provides permanently no-fee services, has been renewed as a valuable and convenient financial service to brighten customers’ daily life. If customers make a purchase at 7-Eleven after linking with “7iD,” they will receive a maximum of 10%, and if they set up a Seven Bank account as a payment account, they will receive +1% points. We aim to provide a credit card service that is loved by customers of all ages as a means of payment for daily use. At the same time, we will deepen our relationship with 7-Eleven and create mutual synergies.



Image of creating synergies between retail and finance



Domestic Business: Corporate Account Strategy



Strategy keywords

- Services in response to social changes
- Increase corporate partners/users

Provision of corporate account services utilizing a nationwide network of approximately 28,000 ATMs

Amid the expansion of e-commerce and sharing services, and the emergence of flexible and new ways of working such as spot work (gig work), services for corporations require digital transformation that enables the immediate transfer of funds and the improvement of operational efficiency. Leveraging the strengths of its ATMs, Seven Bank provides its corporate customers with convenient services that respond to the speed of change in the world. We will continue to expand the number of companies that have introduced our services.

Seven Bank's services for acceptance of cash proceeds from sales

Consolidated management of sales proceeds in a safe, convenient, and simple manner
Deposit by Seven Bank ATM 24 hours a day, 365 days a year, in principle

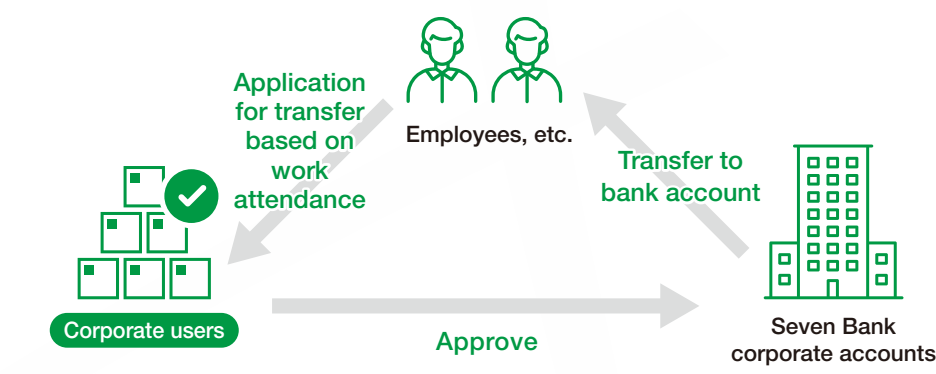


As a substitute for banks' night safes, customers can deposit sales proceeds safely and securely, and the system is characterized by the convenience of being able to manage it all at once on the headquarters PC, etc. The ATM cash collection service, which can be managed using a smartphone app, is used separately by many Seven Eleven Japan and other franchise business operators.



Real-time transfer service

Convenient services born from the Seven Bank Accelerator Program



The real-time transfer service is a service that allows transfers to be made 24 hours a day, 365 days a year, in principle, through API linkage. By automating troublesome transfer operations, customers can use the system according to their needs, including advance payment of salaries, immediate payment, and payment of business consignment fees.



Domestic Business: Corporate Business Strategy

Value Creation

Growth Strategy

Management Base

Data



Strategy keywords

- DX promotion of work processes
- Realization of BPO optimization

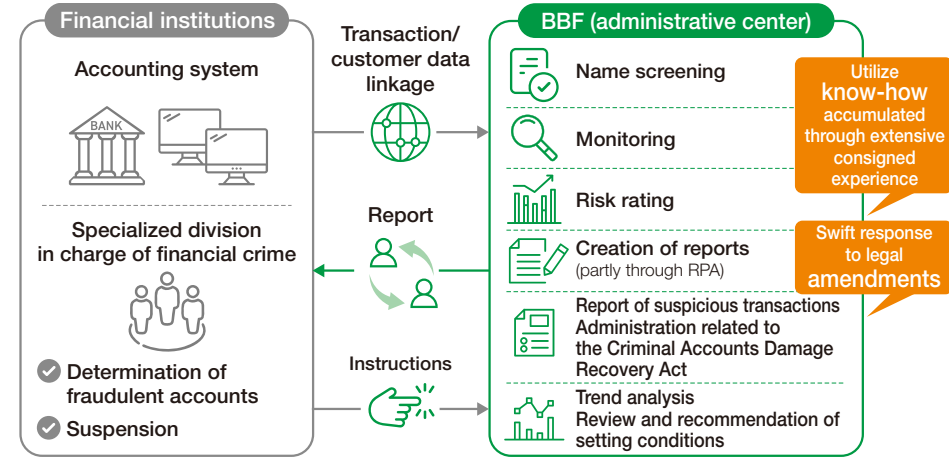
Back-office support business (BPO)

Bank Business Factory Co., Ltd. (BBF)

As a professional in financial operations, BBF provides bank-quality back-office services and an effective platform for combating money laundering and terrorist financing. The company also offers consulting services for the development of back-office processes utilizing RPA. In January 2024, the company obtained a license for "funds transfer transaction analysis business"* from the Financial Services Agency.

As the back-office support service (BPO) industry market continues to expand, BBF aims to create new value through business innovation as a partner that realizes "wishes" of financial institutions. By specializing in financial crime countermeasures and financial administrative support, the company will pursue unique services and contribute to the sustainable growth of financial institutions.

*Funds transfer transaction analysis business is the business of conducting transaction filtering and transaction monitoring for funds transfer transactions on behalf of multiple financial institutions. Funds transfer transaction analysis service providers are expected to contribute to improving the effectiveness of AML/CFT measures at financial institutions by continuously improving the effectiveness of transaction filtering and monitoring.



Examples of support for measures against financial crime



Strategy keywords

- Public-private partnerships
- Increase corporate partners/users

Identity verification, fraud detection service

ACSiON, Ltd. (ACSiON)

ACSiON is working to prevent crimes and limit their damage through provision of services which lead to strengthening of the security of online channels. In addition, the company is utilizing its know-how in financial crime countermeasures and Japanese Public Key Infrastructure (JPKI) technology to provide services that address new risks in the digital society. ACSiON's fraud detection technology and anti-phishing services using AI have been highly evaluated, and the number of partner companies, including major domestic financial institutions, and the framework for cooperation agreements with the public and private sectors have been expanding.

Concluded a partnership agreement on cybersecurity measures with the Ibaraki Prefectural Police

In March 2025, the company concluded a "partnership agreement on cybersecurity measures" with Ibaraki Prefectural Police, which aims to ensure safe cyberspace, respond to cybercrime, and speed up and strengthen security measures. The background of the agreement is the increasingly sophisticated and adept cybercrime, such as phishing, and the expansion of its damage. In the future, the company will expand similar initiatives and work together with the public and private sectors to build a foundation that supports a safe, secure, and affluent society.



As our second growth pillar,
we will promote profit expansion and
advance our new growth strategy,
“Beyond ATM.”

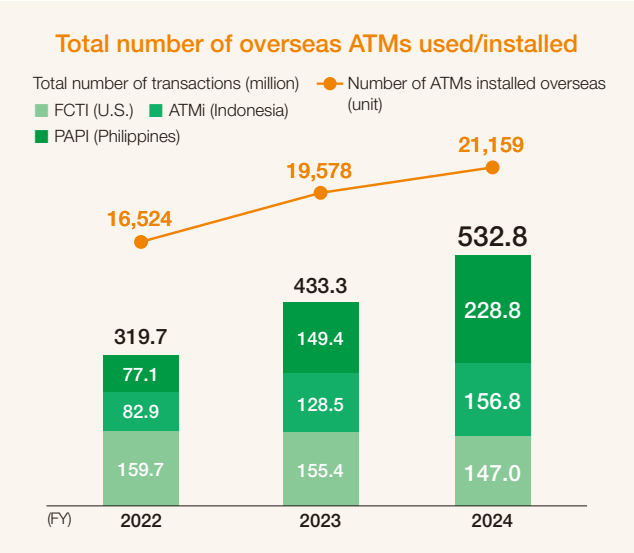
Seven Bank’s overseas business is driven by the mission of “making money more convenient worldwide.” We promote our ATM operation business with the objective of enabling anyone to easily and conveniently access financial services anytime, anywhere.

We currently operate in four countries abroad. Starting in the U.S., we expanded to Indonesia and the Philippines. And we launched operations in Malaysia in January 2025. The number of ATMs and transactions grew steadily overall, and we became profitable. While achieving the Medium-Term Management Plan’s revenue target of 65.0 billion yen will be a challenge, we will work to boost profits at each company and accelerate profit expansion as our second growth pillar.

Going forward, we will concentrate on diversifying our revenue streams by leveraging our strong relationships with convenience stores and utilizing the real-world platforms we have built abroad, while considering the progress of cashless and digitalization and changing customer needs. Furthermore, under our new growth strategy, “Beyond ATM,” with a view to developing globally integrated services, we will strive to enhance the customer experience and create new value, thereby boosting profits from overseas operations.

Tsuneo Nagashima

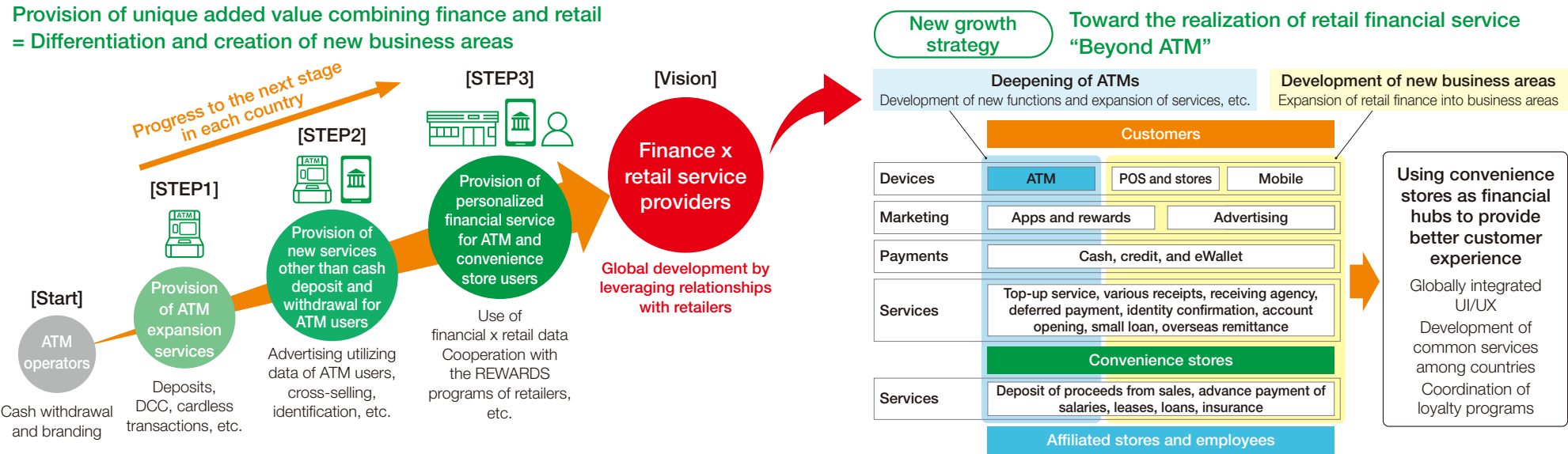
Managing Executive Officer in charge of Operations
Solution Division, Global Business Development Division



Company name	Countries for operations	Strategies and initiatives
FCTI NATIONWIDE ATM NETWORK	United States	<ul style="list-style-type: none">The full-year profit for FY2025 is expected to end with a surplus.Expansion of installation at Speedway stores, a major convenience store chain with a gas station in the United StatesOperational efficiency improvement and cost reductionConsideration of collaboration with a major digital wallet operator
ATMi	Indonesia	<ul style="list-style-type: none">Shift from an increase in the number of ATMs to an increase in the average number of transactionsIncreasing the number of transactions through partnerships with digital wallet operators, etc.Starting coordination with banks toward the development of new services
Pito AxM Platform, Inc.	Philippines	<ul style="list-style-type: none">Expansion of new partners (wallet operators, etc.)Expansion outside 7-Eleven, accelerating the pace of unit increaseAddition of new services including deposit
Reachful	Malaysia	<ul style="list-style-type: none">Planning installation of 100 cash deposit and withdrawal machines by the first half of FY2025Installation at 7-Eleven stores mainly located in the suburbs of Malaysia

Vision of overseas business

Provision of unique added value combining finance and retail
= Differentiation and creation of new business areas



Human Resources Strategy Officers Roundtable

Kazutaka Inagaki
Managing Executive Officer
in charge of General Affairs Division
and Human Resources Division



Tomoaki Nakayama
Managing Executive Officer
in charge of Seven Labo Division and
AI Data Strategy Division



The power of people drives transformation.
We will continue building a companywide foundation and culture that supports the acceptance of challenges.

We should be able to adapt to any changes in the environment
What Seven Bank looks for in independent human resources

Inagaki: We are in an era of rapid change in the world and constant vicissitudes in the business environment. To realize “the future of everyday life” which Seven Bank established as its Purpose, it is necessary for each individual employee to take on challenges and continue to be creative in pursuit of the ideal. We believe that people drive the creation of new value, and as a company, we strive to promote autonomous growth to give our employees the ability to adapt to change and continue contributing to society.

Nakayama: The term “DX human resources” is often used in the context of adaptability to change. At our company, however, our goal is to cultivate human resources who can bring about diverse transformation (X), not just digital (D). The reason for this is that technology is merely a means to an end. What is important is whether we can bring about transformation that lies ahead on our own.

Inagaki: I couldn’t agree more. We are looking for people who can solve the issues right in front of them using creativity and technology, and in the process, transform themselves, the company, and society. We need people with a global perspective who are able to work across borders. Even if they have the skills and expertise, though, they will not contribute to the growth of the company without the right mindset and leadership to guide them to success.

Nakayama: New challenges and transformation require the determination to carry through and resilience. Put another way, it is passion and physical strength, combined with a unwavering spirit in the face of adversity, and the determination to persevere.

Inagaki: It is extremely important to gain experience in seeing things through. I believe that enhancing problem-solving skills and expanding capacity through various challenges will lead to in the future.

Nakayama: We want to create an environment in which we do not expect perfection from our employees; rather, we encourage them to actively take on challenges with the aim of completing tasks. Even if they fail, they can learn from it and apply that lesson to their next challenge. We believe that this accumulation leads to personal growth and, ultimately, to the sustainable growth of the company.

Each and every one of us is the central figure in transformation.
Transform individual mindsets into organizational power

Inagaki: When we talk about transformation, we tend to focus our attention on growth-oriented divisions like new businesses, but it is because the defensive divisions handling routine tasks are solidly supporting them that we can take on growth-oriented challenges with confidence. Meanwhile, the defensive divisions also require a mindset and attitude of constant challenge. Recently, innovation has been emerging from back-office and corporate divisions, which are using no-code and low-code tools to improve operations.

Nakayama: It’s absolutely true that anyone is capable of bringing about transformation. Seven Labo is implementing a variety of measures to ensure that the mindset of “transformation is a personal responsibility” becomes firmly entrenched throughout the company. In addition to in-house measures, we would like to expand our external network and create unprecedented opportunities to view things from wide-ranging perspectives.

Inagaki: The Human Resources Division plans to increase the number of multidisciplinary personnel who gain experience in various divisions within the company. Gaining experience in several different divisions within our company will enable employees to develop the ability to view our business from multiple perspectives. Employees can then build on these experiences to refine themselves as individuals and contribute to the strength of the organization.

Nakayama: It is important for companies to establish a support system that gives each employee the freedom to take the initiative in pursuing transformation. I believe that this leads to strength as an organization.

We need to align employee and corporate growth.
What type of leadership promotes transformation?

Inagaki: Seven Bank has established “seven skills” as the behaviors and attitudes necessary for leadership. In 2024, we incorporated them into the behavioral evaluations of all employees. The program is designed to enhance these strengths so that anyone can aim for a managerial position in the future. Over the past several

years, we have completely revamped our personnel system. We have revised our evaluation system so that evaluators and evaluatees have shared goals. The evaluation is based on the level of achievement expected in the tasks required of each employee, in line with the ideal employee profile we aim to achieve. We have also incorporated systems that encourage challenges. One such example is EX10, a scheme that allows 10% of work to be allocated to innovation activities.

Systems are merely tools, however, and they are meaningless unless they are used effectively, regardless of how well designed they may be. The question then becomes whether or not these systems can promote behavioral change in the workplace.

Nakayama: We want our employees to avail themselves of Seven Bank’s assets and capabilities to realize their goals. For that purpose, over the past few years, we have focused on fostering a companywide culture of





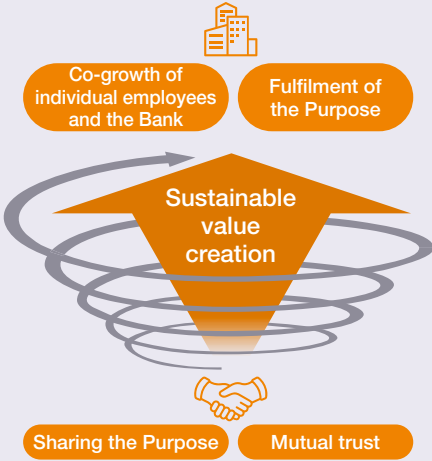
The full text of Human Resources Strategy Roundtable is available here



Autonomous growth of employees

Continue to think and evolve on their own toward the future they want to achieve

- Always think from the customer's point of view
- Do not fear change, take on challenges with free thinking
- Envisioning the future and working together



Support for continued growth

Create an environment where employees can perform to the best of their abilities and grow

- Expanding horizons/diversifying perspectives
- Give opportunities to passionate people
- Transform diversity into strength

innovation. There has recently been an increase in the number of mid-career human resources with diverse backgrounds being hired. We view this as an prime opportunity to leverage new perspectives and knowledge to bring about even greater transformation, and to make diversity a driving force behind corporate growth.

Inagaki: A company is capable of sustainable growth if its people take on challenges voluntarily. This is the reason we have established a system that supports each employee's career development and challenges. We are increasing the number of projects in which employees can voluntarily participate, and we are developing an organizational culture that encourages new initiatives even during working hours.

Nakayama: In the interest of fostering an environment in which employees can take on challenges voluntarily, isn't is also necessary for us in management to change our awareness and behavior? When it comes to the ideal form of leadership for promoting transformation, I am always conscious of my own behavior.

Inagaki: I agree with you. This is why we are also focused on management reform, transitioning from the previous management style that emphasized instruction, control, and evaluation to a style that stresses nurturing subordinates by engaging in dialogue and providing support. There is no one correct management method, but leadership from management is extremely important to link the growth of employees and the company.

Human resources who create the future together.
Toward a system that enables us to co-create the future of everyday life

Inagaki: Employee engagement has steadily improved thanks to our efforts to this point, but there is still considerable room for improvement, and we will continue to implement measures.

Nakayama: As suggested by the term “well-being,” it is important to achieve both a comfortable work

environment and job satisfaction. Here at Seven Bank, with regard to systems and structures, we feel that we have established a comfortable work environment, so going forward we would like to focus on heightening job satisfaction. To that end, I want all employees to be able to express in their own words the value they offer to society. I believe that this ultimately leads to a sense of job satisfaction. When each employee is able to explain in their own words the value they offer to society, I am convinced it will lead to a sense of job satisfaction.

For this purpose, we will continue to promote initiatives that foster awareness change internally through the company's structure and corporate culture.







Inagaki: Each employee envisions their ideal self, then learns and works to continuously transform themselves. This will enable us to continue growing together with our employees toward the realization of the “future of everyday life” set forth in our Purpose. This is the fundamental concept underpinning our human resources strategy. By realizing co-growth between our employees and the company, we aim to achieve sustainable growth and enhance corporate value.

Promotion of Human Capital Management

What type of human resources does the Seven Bank Group seek?

We support individual employees’ autonomous growth and provide arenas for their success to contribute to society through our business

Seven Bank’s human capital management aims to support the autonomous growth of “employees” who are to drive corporate value enhancement and provide them with arenas for success. This will enable all employees to contribute to society through business undertakings with a mindset geared to innovation, toward achieving the “future of everyday life” set forth in our Purpose. Regarding employees who are the driving force of human capital management, the Bank has declared “independent human resources” to be the ideal employees it seeks. Having clarified the definition of such human resources, it has set forth that providing opportunities for employees to acquire the necessary skills, mindset, and knowledge as a priority policy for its human resources development.

Management strategy	 Purpose	● We shape the future of everyday life by seeing your wishes and going beyond.		
	 Medium-term Targets	● Evolve from cash platform to ATM+ ● Expand growth fields that come after ATMs by leveraging our strengths (business diversification)		
	 Business strategy	Core	● ATM platform strategy	
Human resources development	 Priority policies	Growth	● Retail strategy/corporate business strategy ● Overseas business strategy	
		Vision	To hone employees' ability to grasp change and use imagination to create new things ● Human resource base: Self-directed, independent human resources with the ability to constantly update themselves ● Drive growth: Ability to link technology to business ● Accelerator of corporate transformation: Ability to implement unique ideas	
		Core human resources	● Equipped with: Qualities and orientation <Expand ⇔ Deepen / Maintain and Improve ⇔ Create> ● Acquire: Seven skills / Knowledge ● Practice: Generalists (experience in multiple key divisions) / Specialists (specific division)	
		Personnel strategy	General policy	● Strengthen and increase professional human resources to link technology and business ● Strengthen innovation human resources ● Fostering independent human resources
Human resources strategy	 Organizational design	● Transform ourselves into an organization in which independent human resources can play key roles ● Transform business models and processes with a view to utilizing / leveraging technologies and increasing efficiency		
	 Personnel policy	● Support individual employees' autonomous growth and provide arenas for their success to contribute to society through our business		

Definition of “independent human resources” as the basic type of our human resources

Foundation of enterprises and business

Human resources with diverse skills and expertise

Independent human resources

Human resources who plan and venture into enterprises

Foundation of enterprises and business

To collaborate with diverse members

Human resources with communication skills

Understand the personal values of individual employees and provide opportunities to acquire the necessary skills, mindset, and knowledge

Qualities and orientation

Each individual's personal values

Expand

Deepen

Create

Maintain and improve

Seven skills

Skills and mindset to lead and transform our business

Open and attractive	Empathy and listening skills
Human resources management skills	Explaining and consensus-building skills
Adaptability to change	Judgment and decision-making skills
Perseverance to overcome challenges and carry through	

Knowledge

Knowledge to lead and transform our business

IT	Risk
Financial industry	Financial management
Marketing	Corporate affairs
Our enterprises and businesses	

Acquire through frontline experience, OJT, group training, and e-learning

Individual growth

Corporate growth

Sustainable growth / Creation of new value and productivity improvement

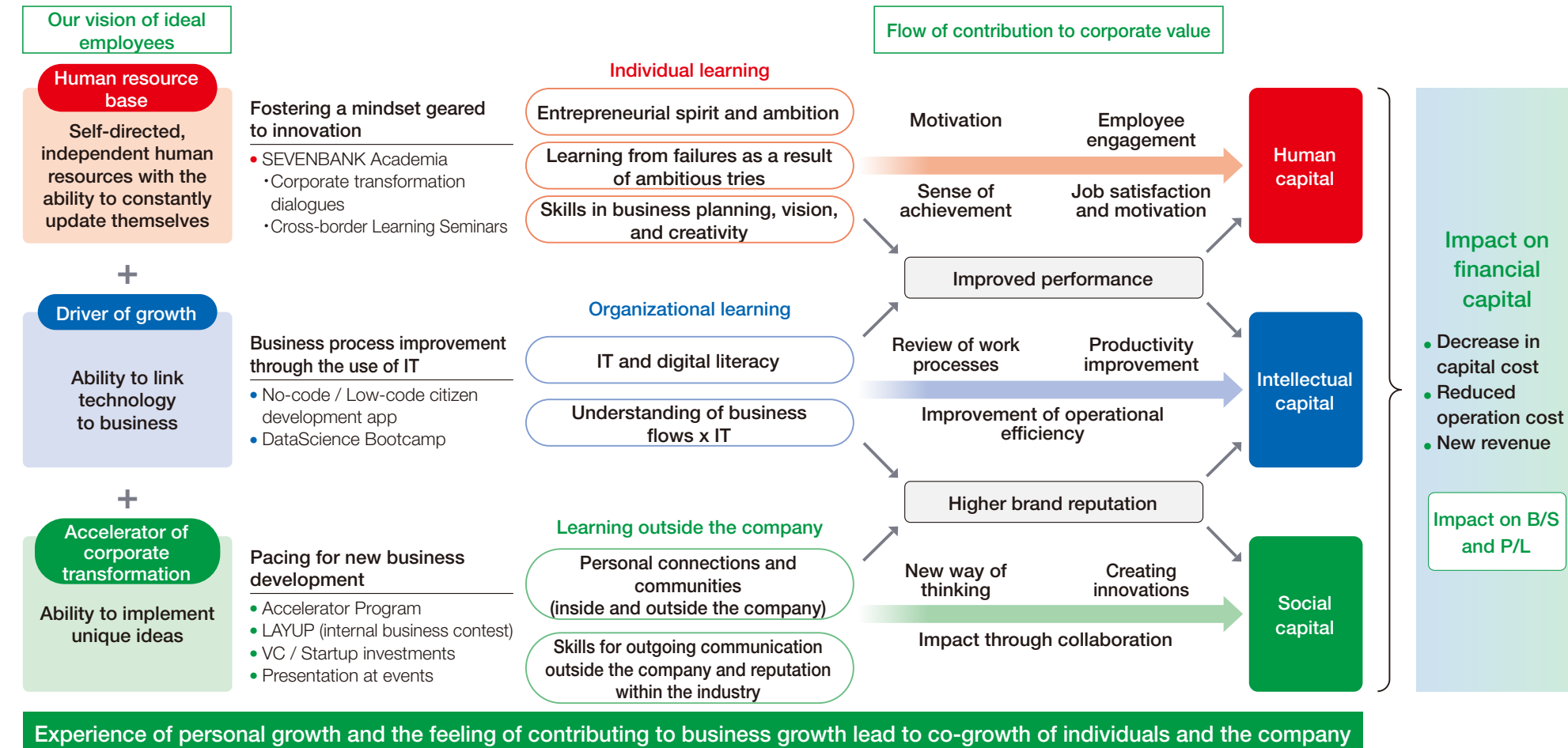
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Contributing to corporate value through human resources strategy

Identifying issues independently and seeking necessary solutions, to drive personal self-transformation and corporate transformation

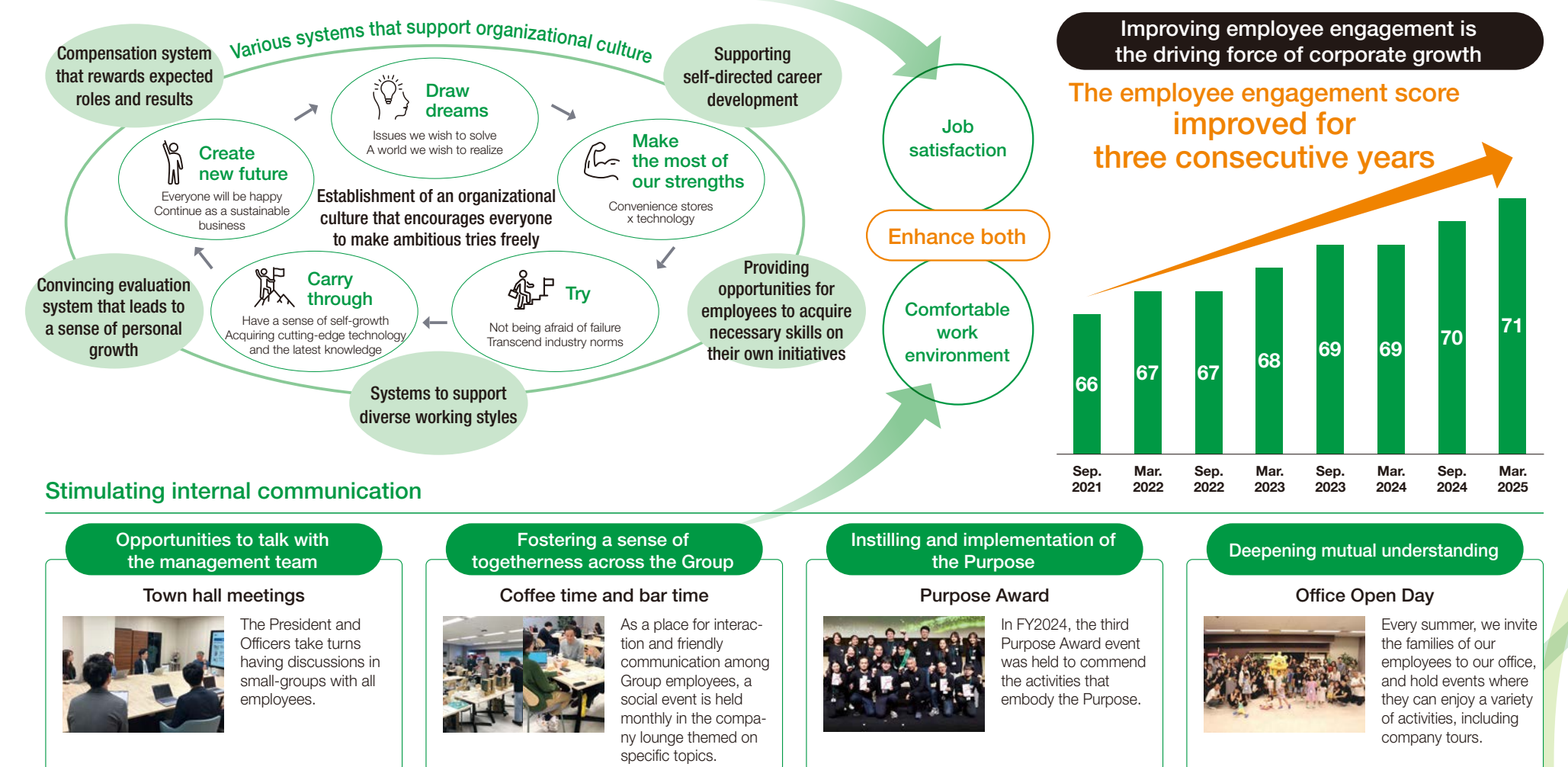
To bring about a new corporate transformation in the times of rapid change, we need human resources who are not bound by conventional ideas and practices but are able to identify issues not yet visualized and use their own creativity and technology to transform themselves, the company, and society. "Independent human resources" are the basic type of human resources we seek, and on top of that, the ideal human resources we seek are to have the ability to lead growth and the ability to accelerate corporate transformation. We have introduced various measures to help every employee develop a mindset geared to innovation.



Seeking both a comfortable work environment and job satisfaction

Establish an environment that helps every employee to grow autonomously and an organizational culture that encourages employees to make ambitious tries freely to achieve our Purpose

Seven Bank has introduced the EX10 system which allows employees to allocate 10% of their work hours to activities for future contribution to the company or improvement of their skills, even without immediate benefit for their current work. Now incorporated in behavioral evaluations, it is intended to encourage self-directed innovation activities. As about 80% of our employees are mid-career hires, we aim to create an environment in which people with diverse backgrounds can play their roles successfully, and an organizational culture that helps them experience personal growth through new tries.



Creating the “future of everyday life”

Innovative technologies and operations in support of a stable financial system

Mizumura: Since we launched our ATM service, using our proprietary system, we have developed them with a focus on safety, security, and convenience. The key is achieving “uninterrupted, stable operation.” This is a daunting task, given that we have approximately 28,000 ATMs nationwide. By building a unique system centered on ATMs, however, we can deliver advanced, stable operations even without staff members. On a daily basis, for instance, we collect and analyze data on ATM component operation to predict malfunctions, prevent cash shortages using AI technology, and respond promptly to customers by collaborating with call centers and maintenance and security systems. Our ATMs play the role of a service platform for our customers, while also functioning as a back-end platform that supports transactions with over 680 partners.

Takizawa: The account system I am responsible for differs from our proprietary ATM development in that our approach is to maximize the use of existing systems and general technologies. Duplication is the most important concept in ensuring the stable operation of an account system. Banks’ core systems are always duplicated so that in the event one system stops, the other continues operating. We maintain an active-active

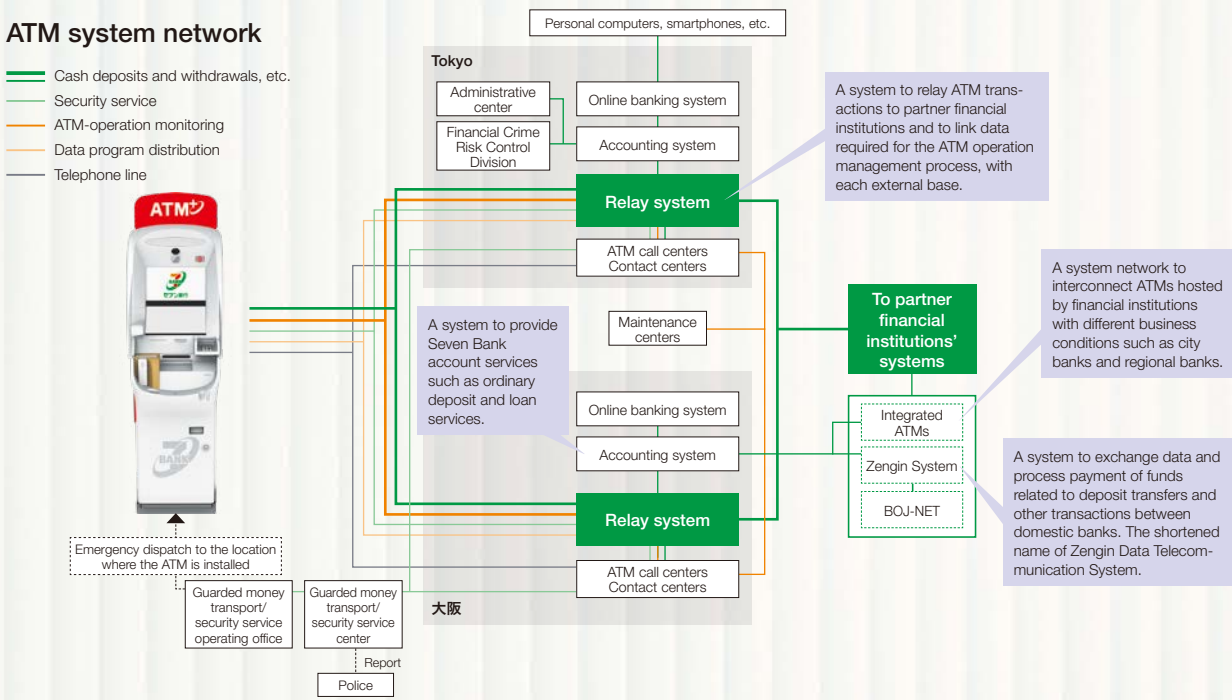
configuration with both systems running at all times to enable the fastest possible switchover. Additionally, as a disaster countermeasure, we have prepared DR^{*1} sites at remote location in Tokyo and Osaka for accounting and other core systems. In 2018, we became Japan’s first financial institution to introduce the “Tokyo-Osaka Alternating Operation Method,” which alternately serve as the production system. We are proud to say that this is a rare initiative in banking. It has enabled the advancement of Business Continuity Plan (BCP) and 24/365 uninterrupted operation.

Toward zero system outages The pursuit of anticipation and mobility

Mizumura: It is essential to respond quickly to rapid changes in society and technology for ATM systems to operate stably. We are strongly conscious of anticipation because we develop completely original ATMs. This is the idea of incorporating changes that may occur later into the design stage. Preparing a system that can flexibly respond to changes ahead of time enabled us to handle the new banknotes in 2024 simply by updating the software, without requiring major renovations. We have already achieved designs that facilitate addition of new authentication methods, including iris and fingerprint recognition.

^{*1} DR: Disaster Recovery

through original services utilizing IT.



Takizawa: The account system focuses on quick response to changes in the world and providing services swiftly by leveraging existing systems and general technologies. Examples of our advanced initiatives include our early adoption of cloud technology and the development of core systems such as internet banking and ATM relay systems.

Today, we are even more aware of speed, starting small when it comes to development and implementing improvements while monitoring customer reactions. The results of development using this approach include the My Seven Bank app, the ATM cash collection service that allows users to deposit sales proceeds at Seven Bank ATMs, the ATM cash receiving service that

Yoichi Mizumura
Executive Officer
in charge of ATM Solution Division,
ATM Operations Management Division

Taku Takizawa
Executive Officer
in charge of Financial Solution Division



makes it possible for businesses to send money to individuals—receivable at Seven Bank ATMs and 7-Eleven registers 24 hours a day, 365 days a year—and the recently redesigned “Tsutsumuto” service, which lets users easily send gifts from ATMs. Not only can we launch new services quickly and at low cost, but we can make adjustments flexibly based on feedback from customers.

Mizumura: As ATMs are the most familiar presence for our customers, we are also committed to UX.^{*2} We pursued ease of use with a large dual-screen display, employed animation and sound to guide customers intuitively, and created seasonal screen displays, which were well received on social media. We have comprehensively tested every detail—including the

feel of the keys and the sound they make when pressed—and have implemented improvements based on our findings.

In-house development and design Building an organization that fosters creativity

Takizawa: Organizational and development systems are crucial in creating this originality. Regarding our account system in recent years, we have actively promoted in-house development. In addition to our employees, we receive cooperation from many partner companies. We believe, though, that it is a significant advantage to maintain development resources in-house and quickly create and verify prototypes when necessary.

We are not a system development company; rather, we are a business company that offers financial services.

We are constantly exploring how we can leverage IT to contribute to business, and what our customers truly value.

Mizumura: In the ATM Business, we launched ATM Design Studio, an in-house team specializing in ATM software and UI design, in 2023. Led by our in-house development team and designers, we design and develop ATM transaction screens and other systems internally, allowing us to respond to customer feedback more quickly and directly. By working together to implement the improvement cycle, designers and developers can now put far more improvements into practice in a shorter period of time. Going forward, this team will also be responsible for developing new services.

Takizawa: It’s actually unusual for a bank to have in-house designers. The design for our smartphone app, My Seven Bank, was also created in-house. For

^{*2}: UX: User experience

Background images that change with the season or transaction progress

Animation guides the viewer’s gaze, intuitively preventing customers from leaving items behind

Piano tones create a pleasant user experience



Image of ATM screen

The full text of IT Strategy Roundtable is available here



this project, we formulated a design system that integrated the design concept and policy. Improvements in design clarity and visibility may seem minor in terms of effects. We believe, however, they contribute greatly to peace of mind and convenience for customers.

Future IT strategy that goes beyond “seeing your wishes”

Mizumura: Our aim is to create a future in which the new services we offer are naturally integrated into our customers’ daily lives, improving their quality of life and giving them convenience and fulfillment in an essentially unnoticeable way. Toward realizing this, our

development team has established a grand vision: “From an ATM startup to an IT-driven group that continues updating everyday life worldwide with creativity.” Achieving this will require us to foster a companywide “culture of thinking and creating on our own.”

Takizawa: When it comes to our account system, we also strive to ascertain customer needs and pursue technologies to satisfy them. Technologies such as generative AI and AI agents can potentially simplify procedures for customers. It is important to remember, however, that there are many tools available, and that IT is only one of them. Instead of focusing on technology, we accurately identify what our customers truly desire and select and utilize the most appropriate technology

to deliver it. We will always be mindful of this balance and strive to leverage the power of IT to create a new normal that surpasses customers’ expectations.

Mizumura: As discussions progress on fifth-generation ATMs, we are moving forward with developing a vision from a philosophical perspective. We are considering technological innovations as well as what customers will want from stores and real channels, and what value our ATMs can provide. Given this, through industry-academia collaboration with universities and other institutions, we will explore “seeing your wishes” for the future by incorporating knowledge from diverse fields including cognitive psychology, AI, and behavioral analysis.

Comprehensive IT Strategy



Responses to Environmental Issues

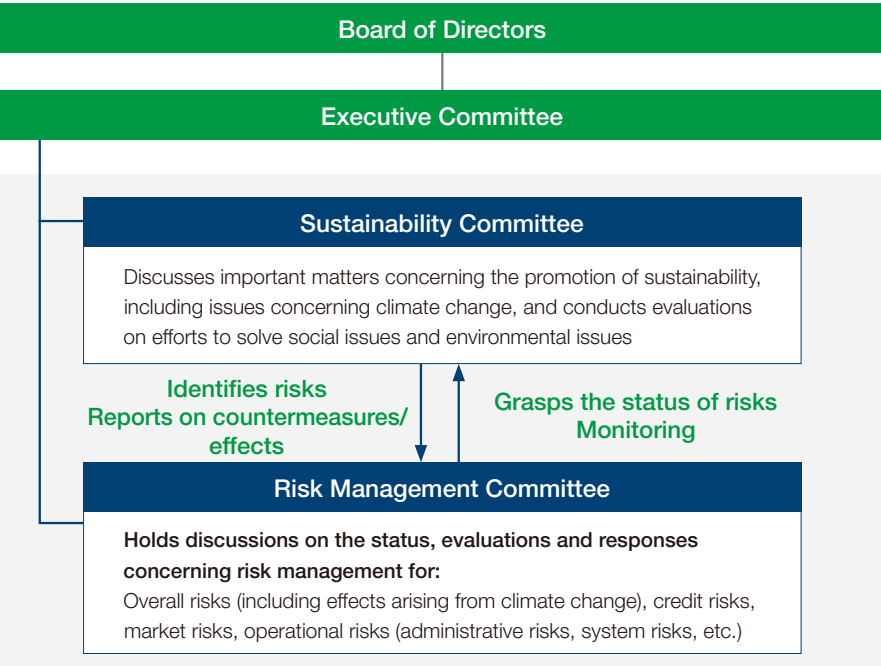
Initiatives for Climate Change

The Seven Bank Group has set to “contribute to the prosperity of our society and the future of the Earth” as one of its five material issues, and considers responses to climate change to be one of its most important management issues. The Seven Bank Group expressed an endorsement of the Task Force on Climate-related Financial Disclosures (TCFD) in 2021. In 2023, we conducted a scenario analysis to measure the impact of climate change on our business activities and revenues in the ATM platform business, which is our core business, which identified risks and opportunities from climate change and estimated the financial impact. Responding to the potential impact of climate change risks and opportunities and taking specific measures, the entire Group will take various initiatives aimed at realizing a decarbonized society.

Governance

In the Seven Bank Group, important matters related to climate change are discussed in the Sustainability Committee, which is an advisory body to the Executive Committee. We disclose such sustainability information for the entire group, including the progress of initiatives addressing social and environment issues conducted by each group companies and prepare for external evaluation.

With regard to climate-related risks, we assess the status of overall risk management including impacts arising from climate change and take action in cooperation with the Risk Management Committee, which is an advisory body to the Executive Committee in accordance with the “Basic Policy on Risk Control” established every fiscal year by the Board of Directors, to quarterly check the overall risk status. We have established a system to ensure that, by the Sustainability Committee and the Risk Management Committee, matters concerning sustainability including climate change are referred to and reported to the Executive Committee and the Board of Directors, which makes decisions on basic sustainability policies and important matters in business operations and oversee business execution as a body responsible for management decisions and oversight.



Strategy

The Sustainability Committee conducted a scenario analysis for the year 2030, based on information as of the end of March 2022 targeting our core ATM platform business. In the analysis, the financial impact due to the physical risk of extreme weather was estimated, which is assumed to have a significant business impact.

Analysis process



Conditions of assumed scenarios

The scenario analysis of climate change was conducted assuming the 2 degree limit scenario and the 4 degree scenario based on reports issued by International Energy Agency (IEA) and Intergovernmental Panel on Climate Change (IPCC). We identified a wide variety of potential factors impacting our ATM services under each of scenario, assessed the financial impact, and then identified risks and opportunities.

Assumption of scenario analysis

Items	The 2 degree limit scenario	The 4 degree scenario
Reference scenarios	(2 degree scenario) IEA Sustainable Development Scenario, IPCC RCP2.6 (1.5 degree scenario) IEA Net Zero Emissions by 2050	(4 degree scenario) IEA Stated Policies Scenario, IPCC RCP8.5
Target year	As of 2030	
Worldview	The scenario assumes an average temperature increase of less than 1.5°C above the pre-industrial level by 2100. Policies, laws, and regulations will be more stringent than now to achieve carbon neutrality to control problems from climate change.	The scenario assumes an average temperature increase of 3.2°C to 5.4°C (about 4°C) above the pre-industrial level by 2100. No proactive policies, laws, or regulations are put in place to mitigate problems from climate change, while extreme weather events intensify remarkably.

Calculation of financial impact

In addition, for the damage and impact of extreme weather events on our ATMs, which were evaluated as having a large business impact as a result of the scenario analysis, we estimated the frequency and probability of floods and storm surges occurring in the areas where our ATM locations nationwide using hazard maps and calculated damage to the actual ATM machines, including ATM recovery cost and financial loss due to ATM shutdowns, and estimated the financial impact.

Assumptions	Calculation	Calculation result (in millions of yen/year)
In both the 4 degree scenario and the 2 degree limit scenario, as of 2030, physical damage from floods and storm surges increases due to intensified severe extreme weather events. We have a large number of ATMs nationwide and expect to have a significant financial impact from the increasing frequency of floods and storm surges.	The following items are estimated based on the Manual for Economic Evaluation of Flood Control Investment (Ministry of Land, Infrastructure, Transport and Tourism) and other references. • Damage to ATM asset due to flooding • ATM recovery cost • Losses due to ATM shutdown *Damage prediction data, such as estimated flood depth, is identified for each ATM location from hazard maps. *Annual average damage is calculated by multiplying the estimated damage in the event of flooding or storm surge by the annual exceedance probability. *Influence on cash is beyond the scope of the analysis (assumed no cash is lost)	805 ~ 1,408

Identified climate change risks and opportunities

Type of risk/opportunity	Assessment item	Projected time-frame	Business impact	Financial impact	
				4°C	1.5°C
Transition risk	Policy and regulations	Regulations on resource recycling	Medium-to long-term	• Regulations on the distribution and use of fossil fuel-derived plastics used in ATM enclosures will require shift to alternative materials such as bioplastics • A shift to recyclable materials and structures will be required, increasing costs for adaptation	– Medium
	Change in market	Change in raw material costs	Medium-to long-term	• Increase in the prices of fossil fuel-derived plastics used in ATM enclosures due to higher crude oil prices can increase manufacturing costs	– Medium
		Change in energy costs	Medium-to long-term	• Increased demand for renewable energy can bring up electricity prices and increase operating costs for offices and data centers • Higher gasoline prices will increase costs such as guarded transportation costs	– Small
Physical risk	Acute	Frequent and intensified extreme weather events	Short- to long-term	• ATM failures due to flooding, transportation networks disruption due to natural disasters, decrease of transactions due to shutdowns of business operators with ATMs installed, decrease of profitability of our core business ATM services • The number of ATM transactions decreases as people go out less, resulting in lower income	Large Medium
	Chronic	Rise in average temperature	Short- to long-term	• Air-conditioning costs for offices and eastern and western data centers will increase	Medium Small
Opportunity	Product and services	Growing environmental awareness	Medium-to long-term	• Demand for replacement to Seven Bank ATMs will increase due to replacement of ATMs to those with advanced energy-saving functionality and due to an increasing interest in recyclable ATMs • Demand for ATMs as sustainable social infrastructure will increase as the initiatives addressing climate change progress across the ATM network as a whole	Medium Small
	Market	Need for cash in ordinary times/emergency situations	Short- to long-term	• Rising temperatures will increase the number of customers visiting convenience stores and increase opportunities to use ATMs • Demand for mobile ATM vehicle dispatch services as disaster response measures will increase • Increased need for cash in the event of a disaster will increase the number of transactions	Medium Small

*Short-term: 1 year, Medium-term: 1 to 5 years, Long-term: 5 to 30 years

Seven Bank’s major initiatives

Responding to the potential impact of climate change risks and opportunities, the Seven Bank Group has been taking various actions to enable a decarbonized society.

Risk type		Assessment item	Major initiatives	
Transition risk	Policy and regulations	Regulations on resource recycling	Response for existing ATMs	<ul style="list-style-type: none">For ATMs, we have proactively introduced recycled materials and adopted an easy-to-maintain structure, etc. from the design phase. In the event of defects, we perform parts replacement and maintenance and make other efforts to extend its life.ATMs removed and collected due to renovation and closure of Seven-Eleven stores and replacement with fourth-generation ATMs are, if they are reusable machines, reused after maintenance, or reused as parts.
	Change in market	Change in raw material costs	Response for next-generation ATMs	<ul style="list-style-type: none">Old unrecyclable ATMs are recycled as resources through recycling business operators. Thus, we achieve a recycling rate of around 100% for ATMs.We proactively engage in collaboration with academia, etc. in view of exploration of new materials and research and development of recyclable materials for discussion of next-generation ATMs.
		Change in energy costs	<ul style="list-style-type: none">To maintain an appropriate level of cash stored in ATMs, the usage patterns of each individual ATM are currently analyzed using AI technology and the timing of funds needing to be replenished is forecasted. Based on the information, optimal cash transportation routes and the frequency are determined in cooperation with a guarded money transport company. This enables efficient operation considering transportation-related energy consumption and CO₂ emissions.Starting in 2022 with a data center which is powered by electricity solely from renewable sources, as well as a cloud storage service based on sustainable concerns, we are addressing future changes in energy costs, aiming to achieve complete zero emissions of CO₂ by 2025.	
Physical risk	Acute	Frequent and intensified extreme weather events	<ul style="list-style-type: none">Although we established a structure to ensure business continuity traditionally by having our system bases in eastern and western Japan, in 2021, most core systems were transferred to cloud storage. In cooperation with our business partners, we continue to duplicate our systems and operate them alternately from our sites in eastern Japan and western Japan. At the same time, we have also stepped-up measures for early recovery in the event of failure, which includes rapid fault isolation and enhancing the remote maintenance environment.We take measures against blackouts due to disaster by installing an uninterruptible power supply (UPS) on the ATM itself.To minimize damage caused by natural disasters, we have established a system with Seven-Eleven to cooperate with the store management teams in the disaster area in advance and utilize the store information sharing system "7VIEW" to grasp the situation in real time and take early action.	
	Chronic	Rise in average temperature	<ul style="list-style-type: none">Promoting casual office attire and reducing power consumption by heating and cooling equipment	

Opportunity

Type	Assessment item		Major initiatives
Opportunity	Product and services	Growing environmental awareness	<ul style="list-style-type: none">By March 2025, we have replaced all of our ATM installations with the fourth-generation ATMs, which was first introduced in 2019. Since the initial stage of development, the fourth-generation ATM model aimed to not only improve features and performance but also to contribute even better to society and the environment so as to meet broader customers' and social needs. We successfully reduced power consumption by 40% compared to the third-generation ATM model in cooperation with our business partners through reconsideration of ATM circuit design and thorough selection of low power consumption parts. Although the total number of ATMs installed increased by 3,598 from the end of March 2019, when the third generation ATMs were in place, total CO₂ emissions from all ATMs decreased by 28.1%, leading to a reduction in environmental impact.
	Market	Need for cash in ordinary times/ emergency situations	<ul style="list-style-type: none">Assuming an increase of ATM replacements by financial institutions to minimize damages to bank branches and ATMs due to natural disasters, we strive for enhancing ATM services as a social infrastructure.In the event of a large-scale disaster that disables ATM operations over a wide area, we will dispatch mobile ATM vehicles to help the affected communities through the provision of settlement infrastructure.

Risk Management

The Seven Bank Group incorporated climate change risks into the company-wide risk management system as part of the process of identifying and managing climate-related risks, as the section on the overall risk management policy in the “Basic Policy on Risk Control” requires the Bank to practice agile risk management by responding immediately to changes in the external and internal environment based on risk assessment results and monitoring.

Meanwhile, with regard to opportunities, the Sustainability Committee holds regular hearings on the status of efforts in each business unit to “contribute to the prosperity of our society and the future of the Earth,” which is one of the priority issues, and is strengthening group-wide environmental initiatives. In February 2024, we launched the ATM Partner Sustainability Conference with three major ATM-related business partners. Aiming to build an ATM network that can contribute to solving social and environmental issues more than before, we will continue to drive forward our sustainability strategy as one team including the whole supply chain.

Indicators and Target

In order to measure the environmental impact quantitatively, the Group calculates CO₂ emissions for each fiscal year.

In the past, we calculated CO₂ emissions for Seven Bank alone, but we have expanded the scope of calculation in Scope 2 starting from this fiscal year. Accordingly, CO₂ emissions from the Seven Bank Group on a consolidated basis were calculated for the most recent three fiscal years (from FY2022 to FY2024).

In Scope1, the amount of mobile combustion associated with the use of company vehicles was calculated on a non-consolidated basis for Seven Bank. Although our four overseas subsidiaries also use company vehicles, the consolidated figure is not calculated because numerical records necessary for such calculation are currently hardly available and the impact is deemed to be insignificant due to the limited the number of vehicles subject to calculation. In the future, we plan to consider setting targets for CO₂ emissions for the Seven Bank Group in conjunction with the calculation of CO₂ emissions in Scope 3 on a consolidated basis.

The scope of calculation for Scope 2 is as follows.

The calculations are based on the GHG Protocol. We basically use the market-based method (calculations based on contracted electricity menus) for Japan, and the location-based method (calculations based on the average emission intensity for the specific region) for other countries. For some sites for which it is difficult to determine the actual amount of electricity used, the estimated floor area is used under the location-based approach . All calculations are based on Persefoni’s carbon-accounting platform.

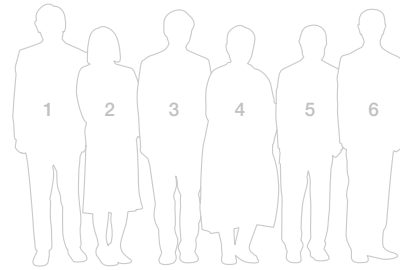
Scope 3 emissions of Seven Bank on a non-consolidated basis from FY2021 to FY2023 are as shown on the right.

Japan	Overseas
<ul style="list-style-type: none">Seven Bank, Ltd. Five offices: two in Chiyoda-ku, Tokyo and one in Sumida-ku, Tokyo, Yokohama City, Kanagawa Prefecture, Toyonaka City, Osaka Prefecture respectively Three directly-managed Seven Bank ATMs locations: Shinjuku-ku, Tokyo^{*1}, Minato-ku, Tokyo, Osaka City, Osaka PrefectureSeven Payment Service, Ltd. One office: Chiyoda-ku, Tokyo^{*2}ACSION, Ltd. One office: Chiyoda-ku, Tokyo^{*2}Bank Business Factory Co., Ltd. Three offices: one in Yokohama City, Kanagawa Prefecture and two in Nagasaki City, Nagasaki PrefectureVIVA VIDA MEDICAL LIFE CO., LTD.^{*3} One office: Yamato City, Kanagawa PrefectureSeven Card Service Co., Ltd.^{*4} Three offices: two in Chiyoda-ku, Tokyo^{*5} and one in Saitama-shi, Saitama Prefecture	<ul style="list-style-type: none">FCTI, Inc. (Dallas, USA)^{*6}PT. ABADI TAMBAH MULIA INTERNASIONAL (Jakarta, Indonesia)Pito AxM Platform, Inc. (Manila, the Philippines)ABADI TAMBAH MULIA INTERNASIONAL MALAYSIA SDN. BHD. (currently Reachful Malaysia Sdn. Bhd.) (Kuala Lumpur, Malaysia)^{*7}

^{*1} Closed in January 2024. ^{*2} Uses the same office in Chiyoda-ku, Tokyo as Seven Bank, Ltd.
^{*3} Became a subsidiary in November 2022 (moved to Yokohama City in May 2025). ^{*4} Became a subsidiary in July 2023.
^{*5} Has used the same office as Seven Bank, Ltd. in Chiyoda-ku, Tokyo since January 2025. It had used a separate office in Chiyoda-ku, Tokyo until then, and both offices are included in the scope of calculation for the period under review.
^{*6} Moved to the location in April 2024. Had used an office in Los Angeles until March 2024. ^{*7} Founded in May 2024.

		FY2022	FY2023	FY2024
Scope 1	Use of fuel (mobile combustion) ^{*Non-consolidated figure for Seven Bank}	10	11	9
Scope 2	Indirect emissions from the use of electricity, heat, etc. supplied by others ^{*Consolidated figure for Seven Bank Group}	891	816	816
		FY2021	FY2022	FY2023
Scope 3	Categories 1, 5, 6, 7, 12, 13 and other	17,293	17,787	17,473

Management Member



1 Audit & Supervisory Board Member

Kazuhiko Ishiguro

Full-time Audit & Supervisory Board Member

2 Audit & Supervisory Board Member

Chieko Ogawa

Outside Audit & Supervisory Board Member
(Independent Officer)

3 Director

Ken Shibusawa

Outside Director (Independent Officer)

4 Director

Mika Matsuo

Outside Director (Independent Officer)

5 Director

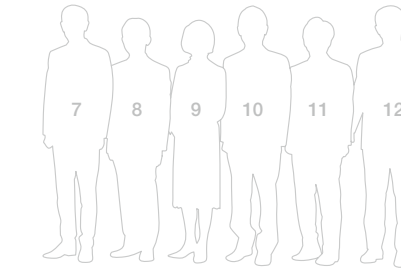
Etsuhiro Takato

Outside Director (Independent Officer)

6 Director

Yasuaki Funatake

Chairman and Representative Director



7 Director

Masaaki Matsuhashi

President and Representative Director

8 Director

Yuji Hirako

Outside Director (Independent Officer)

9 Director

Tami Kihara

Outside Director (Independent Officer)

10 Audit & Supervisory Board Member

Ichiro Ashihara

Outside Audit & Supervisory Board Member
(Independent Officer)

11 Director

Tsuyoshi Kobayashi

Director

12 Audit & Supervisory Board Member

Keisuke Aoyama

Full-time Audit & Supervisory Board Member

Basic Views

As a bank that owns and operates an ATM network that manages deposits from a large number of customers and has a nature similar to that of public infrastructure, the Bank recognizes that ensuring disciplined corporate management is vital in responding to social trust and seeks to ensure effective corporate governance. This is achieved by maintaining and improving corporate governance and compliance systems to ensure transparent, fair and swift managerial decision making; clarifying the roles and responsibilities of executives and employees; strengthening management oversight functions; and ensuring equitable operations.

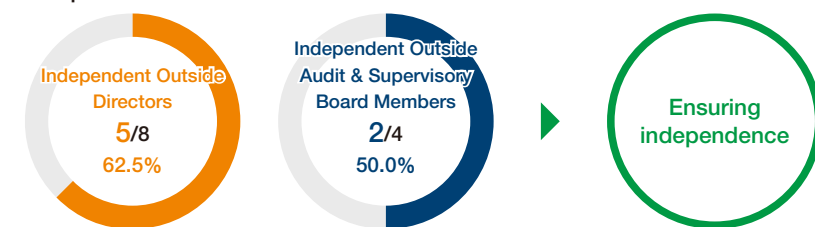
The Bank also adopts the organizational form of a Company with Audit & Supervisory Board. At the Board of Directors, the Bank ensures effective corporate governance through decision making by Directors with executive authority over operations who are well versed in the Bank's operations and Outside Directors who have considerable experience and insight in their areas of expertise as well as through audits by the Audit & Supervisory Board Members.

Please note that the Bank set the basic views, the framework, and the operation policy that need to be addressed to enable the effective corporate governance in its Corporate Governance Guidelines, and released it on our website.

Web <https://www.sevenbank.co.jp/english/csr/esg/governance/>



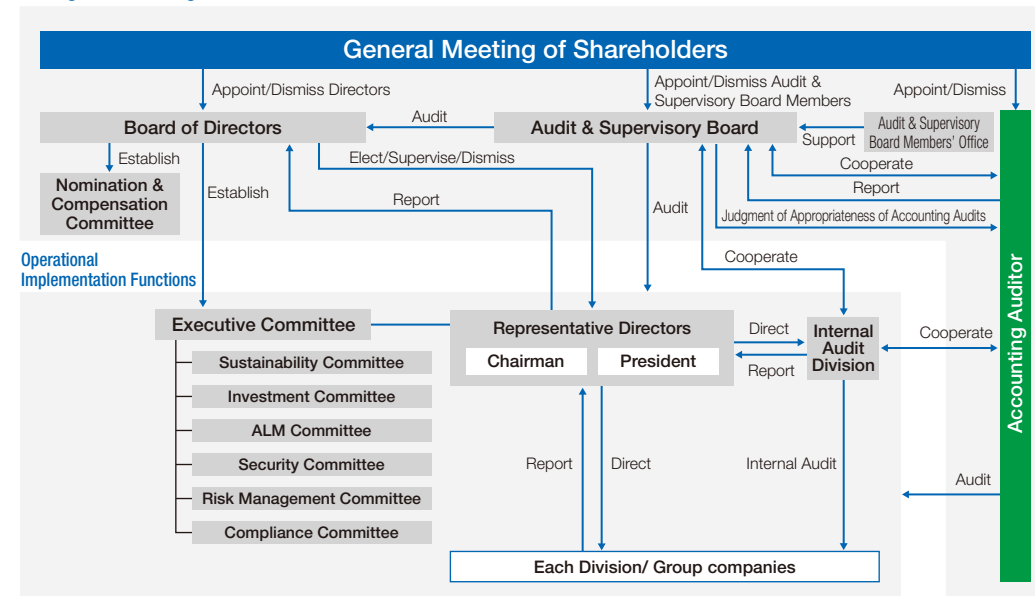
Independence of Officers



Main Items and Descriptions

Organizational design Company with Audit & Supervisory Board	Number of meetings of the Board of Directors Average attendance of Outside Directors 98.6% of 14 meetings Fiscal2024	Number of meetings of Audit & Supervisory Board Average attendance of Outside Audit & Supervisory Board Members 100% of 14 meetings Fiscal2024
Advisory body to the Board of Directors Nomination & Compensation Committee	Chairperson of the Nomination & Compensation Committee Independent Outside Director	Proportion of female Officers 25% (3 of 12)

Management Oversight Functions



Members of major organizations (As of July 1,2025)

Position	Name	Board of Directors	Nomination & Compensation Committee	Executive Committee
Chairman and Representative Director	Yasuaki Funatake	○	○	○
President and Representative Director	Masaaki Matsuhashi	◎	○	◎
Director	Tsuyoshi Kobayashi	○		
Outside Director	Etsuhiro Takato	○	◎	
Outside Director	Yuji Hirako	○	○	
Outside Director	Tami Kihara	○	○	
Outside Director	Ken Shibusawa	○	○	
Outside Director	Mika Matsuo	○	○	
(Executive Officer)	14 other persons			○*

◎ Chairperson
○ Member
△ Observer

*Members of the Executive Committee exclude the Project Executive Officers.

Board of Directors:

Composition	Eight Directors including five Independent Outside Directors	Number of meetings held during FY2024	14 times	Average attendance rate	99.1%
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The Bank's Board of Directors consists of eight Directors, including five Independent Outside Directors. The Board of Directors meets, in principle, once a month to decide the Bank's basic management policies and important operational issues and to supervise the execution of duties by Directors with executive authority over operations and Executive Officers.

Major agendas

- Management policies and plans to achieve the Medium-Term Management Plan
- Growth strategy for the credit card business
- Capital policy based on the deconsolidation policy of the parent company
- Revision of Seven Bank Group's material issues
- M&A
- Founding of a new company in Malaysia

Nomination & Compensation Committee:

Composition	Three Independent Outside Directors and two Representative Directors	Number of meetings held during FY2024	8 times	Average attendance rate	100%
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As an advisory body to the Board of Directors, the Bank has established the Nomination & Compensation Committee, chaired by an Independent Outside Director in order to supplement the functions of the Board of Directors. The committee is delegated by the Board of Directors to recommend candidates for Director to be put on the agenda at a General Meeting of Shareholders, to recommend candidates for Executive Officer to be put on the agenda at a Board of Directors meeting, and to supervise a plan on successors to the position of Director, etc.

Major agendas

- Recommendation of candidates for Director and candidates for Executive Officer to the Board of Directors
- Performance-based indicators for compensation of officers
- Composition of the Nomination & Compensation Committee
- Succession plan for successors to the positions of President and Executive Officer

The Nomination & Compensation Committee consists of a total of seven members: five Independent Outside Directors and two Representative Directors as of July 1, 2025.

Audit & Supervisory Board:

Composition	Four Audit & Supervisory Board Members including two Independent Outside Audit & Supervisory Board Members		
Number of meetings held during FY2024	14 times	Average attendance rate	96.4%

The Bank's Audit & Supervisory Board consists of four Audit & Supervisory Board Members, including two Independent Outside Audit & Supervisory Board Members. The Audit & Supervisory Board meets, in principle, at least once a month to receive reports regarding important auditing-related issues and deliberate and make decisions thereof. The Audit & Supervisory Board convenes with Representative Directors, the Internal Audit Division and the Accounting Auditor on a regular basis to exchange opinions and make requests as necessary on issues to be addressed by the Bank, the status of improvements to the Audit & Supervisory Board Members' auditing environment and important auditing-related issues.

Executive Committee

Composition	Two Representative Directors and 10 Executive Officers excluding Project Executive Officers
Number of meetings held during FY2024	70 times


In principle, the Executive Committee meets on a weekly basis to deliberate the execution of important operations, including business plans; acquisition and disposal of assets; credit provision-related issues; borrowing of money and payment of expenses; credit management issues; rewards and sanctions for employees; issues related to employees' working conditions and benefits; the establishment, change and abolition of the organization; and the formation, revision and elimination of rules and regulations, in addition to conferring on issues to be deliberated at the Board of Directors meetings in advance. The Bank has adopted an executive officer system, and the Executive Committee comprises Executive Officers and others nominated by the Board of Directors.

Directors and Officers

*The Bank registers all persons who fulfill the qualifications of Independent Officers as such.

Directors

(As of July 1, 2025)



Outside Director
(Independent Officer)

Etsuhiro Takato

After serving in a number of important positions, including Representative Director & Corporate Senior Vice President, Ajinomoto Co., Ltd., Mr. Takato was appointed as Director of the Bank in June 2022, to the present. He concurrently serves as Director, Milbon Co., Ltd. and Director, TOKYO VERDY, Inc.

Attendance	
Board of Directors:	14 out of 14 meetings
Nomination & Compensation Committee:	6 out of 6 meetings



Outside Director
(Independent Officer)

Tami Kihara

After serving in a number of important positions, including General Manager of Digital Professionals Strategy Center of Digital Strategy Department, Ricoh Company, Ltd. and Director, Ricoh IT Solutions Co., Ltd., Ms. Kihara was appointed as Director of the Bank in June 2023, to the present. She concurrently serves as Advisor, ILY, Inc., Member of the Board, Mitsui Chemicals, Inc., and Director, YAMATO HOLDINGS CO., LTD.

Attendance	
Board of Directors:	13 out of 14 meetings




Outside Director
(Independent Officer)

Mika Matsuo

After serving in a number of important positions, including Director, Executive Officer & Chief Human Resources Officer, AIG Japan Holdings KK, Ms. Matsuo was appointed as Director of the Bank in June 2025, to the present. She concurrently serves as Executive Advisor, Asahi Group Holdings, Ltd., Director, CAC Holdings Corporation, Director, Supervisory Committee Member, SEMBA CORPORATION, Director, Manulife Life Insurance Company, and Director, Tokyo English Life Line.

Attendance	
Board of Directors:	14 out of 14 meetings




Chairman and Representative Director

Yasuaki Funatake

After serving in a number of important positions, including Manager of Retail Business Development Division, Shinsei Bank Limited (now SBI Shinsei Bank, Limited), as well as Director, Executive Officer, General Manager of Business Promotion Division, and Director, Senior Managing Executive Officer, General Manager of Planning Division of the Bank, Mr. Funatake was appointed as President and Representative Director of the Bank in June 2018. He was appointed as Chairman and Representative Director of the Bank in June 2022, to the present. He concurrently serves as Director, Seven Card Service Co., Ltd.

Attendance	
Board of Directors:	14 out of 14 meetings
Nomination & Compensation Committee:	8 out of 8 meetings



Outside Director
(Independent Officer)

Yuji Hirako

After serving in a number of important positions, including President and CEO, ALL NIPPON AIRWAYS, CO., LTD., Mr. Hirako was appointed as Director of the Bank in June 2023, to the present. He concurrently serves as Senior Advisor, ANA HOLDINGS INC., Director, JVCKENWOOD Corporation, Member of the Board of Directors, Kyushu Electric Power Company, Incorporated, and Director, SMBC Nikko Securities Inc.

Attendance	
Board of Directors:	14 out of 14 meetings




Outside Director
(Independent Officer)

Ken Shibusawa

Mr. Shibusawa founded Shibusawa and Company, Inc. and assumed the post of Representative Director in 2001. He was appointed as Director of the Bank in June 2025, to the present. He concurrently serves as Chairman of the Board, Commons Asset Management Inc., Representative Director and CEO, &Capital Inc., and Director, Kyushu Financial Group, Inc.

Attendance	
Board of Directors:	13 out of 14 meetings

Newly appointed



Director

Tsuyoshi Kobayashi

After serving in a number of important positions, including Director, Executive Officer, Seven & I Holdings Co., Ltd., Mr. Kobayashi was appointed as Director of the Bank in June 2023, to the present. He concurrently serves as Chairman and Representative Director, Seven Financial Service Co., Ltd.

Attendance	
Board of Directors:	14 out of 14 meetings



President and Representative Director

Masaaki Matsuhashi

In addition to work experience in the IT and digital-related areas in NEC Corporation and other companies, Mr. Matsuhashi served in a number of important positions of the Bank, including Managing Executive Officer, General Manager of ATM Solution Division, and Senior Managing Executive Officer in charge of Corporate Transformation Division and Seven Labo. He was appointed as President and Representative Director of the Bank in June 2022.

Attendance	
Board of Directors:	14 out of 14 meetings
Nomination & Compensation Committee:	8 out of 8 meetings

Audit & Supervisory Board Members

(As of July 1, 2025)




Outside Audit & Supervisory Board Member
(Independent Officer)

Chieko Ogawa

Certified Public Accountant and Certified Tax Accountant. Ms. Ogawa was registered as a Certified Public Accountant in 2005, as a Certified Public Accountant in Washington State, United States in 2010, and as a Certified Tax Accountant in 2014. She was appointed as Audit & Supervisory Board Member of the Bank in June 2023, to the present. She concurrently serves as Head of Ogawa CPA Office and Member of the Board (Member of the Audit & Supervisory Committee), Yorozu Corporation.

Attendance	
Board of Directors:	14 out of 14 meetings
Audit & Supervisory Board:	14 out of 14 meetings



Outside Audit & Supervisory Board Member (Independent Officer)

Ichiro Ashihara

Mr. Ashihara was registered as an Attorney-at-law in 1995 and as an Attorney-at-law in New York State, United States in 2006. After serving in a number of important positions, including bar examiner, he was appointed as Audit & Supervisory Board Member of the Bank in June 2025, to the present. He concurrently serves as Partner, Legal Profession Corporation CastGlobal, Corporate Auditor, CRAFT Co., Ltd., and Director, Nisshin Fire & Marine Insurance Co., Ltd.

Attendance	
Board of Directors:	14 out of 14 meetings

Newly appointed



Full-time Audit & Supervisory Board Member

Kazuhiko Ishiguro

After serving in a number of important positions, including Executive Managing Director, UFJIS Co., Ltd. (now Mitsubishi UFJ Information Technology, Ltd.), and Director, Senior Managing Executive Officer of the Bank, Mr. Ishiguro was appointed as Full-time Audit & Supervisory Board Member of the Bank in June 2020, to the present. He concurrently serves as an Audit & Supervisory Board Member, Signpost Corporation.

Attendance	
Board of Directors:	14 out of 14 meetings
Audit & Supervisory Board:	14 out of 14 meetings



Full-time Audit & Supervisory Board Member

Keisuke Aoyama

After serving in a number of important positions, including Deputy General Manager, Distribution Business Unit, MITSUI & CO., LTD., Executive Officer, General Manager, Global Strategic Planning Department, Seven-Eleven Japan Co., Ltd., and Senior Officer, Overseas CVS Management Department, Seven & I Holdings Co., Ltd., Mr. Aoyama was appointed as Full-time Audit & Supervisory Board Member of the Bank in June 2025, to the present.

Attendance	
Board of Directors:	14 out of 14 meetings

Newly appointed

Skill Matrix (Roles and expertise of Directors and Audit & Supervisory Board Members)

We believe that the role of Directors and Audit & Supervisory Board Members is to realize appropriate business management by supervising and auditing business execution while fully understanding the social responsibilities and mission of the banking business. In order to properly fulfill this role, we utilize the skill matrix when appointing Directors and Audit & Supervisory Board Members, and aim for a well-balanced composition of members with diverse skills and expertise.

Skill Type	Definition (Judged by the Nomination & Compensation Committee in a comprehensive manner based on the following principles.)	Etsuhiro Takato	Yuji Hirako	Tami Kihara	Ken Shibusawa	Mika Matsuo	Tsuyoshi Kobayashi	Yasuaki Funatake	Masaaki Matsuhashi	Chieko Ogawa	Ichiro Ashihara	Kazuhiko Ishiguro	Keisuke Aoyama
Corporate Management	Skills to perform supervisory functions for the management of the Bank by leveraging experience in managing operating companies, etc., particularly as a top executive.	●	●		●		●	●	●				
Sales and Marketing	Skills to provide advice to help the Bank continue to grow through business strategies, by leveraging experience in formulating strategies in the areas of sales and marketing at operating companies, etc.	●						●	●				
Product Development & IT	Skills to provide advice to help the Bank continue to create new services, by leveraging experience in formulating strategies in the areas of product development and IT at operating companies, etc.			●					●			●	
Global	Skills to provide advice to help the Bank grow its overseas business, leveraging international experience and knowledge	●	●		●	●	●			●	●		●
Human Resources & Labor	Skills to provide advice to help the Bank promote human resource strategies that are linked with management strategies, leveraging experience and knowledge in human resources			●		●		●			●		
Financial Affairs and Finance	Skills to provide advice to help the Bank promote financial strategies, leveraging experience and knowledge in financial affairs and finances at operating companies mainly in the banking industry		●		●		●	●		●			●
Legal Affairs & Risk Management	Skills to provide advice to help the Bank manage risk, leveraging experience and knowledge in legal affairs at operating companies mainly in the banking industry										●	●	

Executive Officers

(As of July 1, 2025)

Managing Executive Officer In charge of General Affairs Division and Human Resources Division	Kazutaka Inagaki
Managing Executive Officer In charge of Planning Division, Brand Communication Division and SDGs Promotion, and General Manager, Planning Division	Ken Shimizu
Executive Officer General Manager, Internal Audit Division	Tomomi Hashizume
Project Executive Officer Special Assignment, President and Representative Director, Bank Business Factory Co., Ltd.	Kenichi Yamamoto

Managing Executive Officer In charge of ATM Platform Promotion Division and ATM+ Planning Division	Koji Fukasawa
Managing Executive Officer In charge of Seven Labo and AI Data Strategy Division	Tomoaki Nakayama
Executive Officer In charge of ATM Solution Division and ATM Operations Management Division	Yoichi Mizumura
Project Executive Officer Special Assignment, President and Representative Director, Seven Card Service Co., Ltd.	Hiroshi Takeuchi

Managing Executive Officer In charge of Operations Solution Division and Global Business Development Division	Tsuneo Nagashima
Executive Officer In charge of Financial Solution Division	Taku Takizawa
Executive Officer General Manager, Brand Communication Division	Emi Nose
Project Executive Officer Special Assignment, Senior Officer, Financial Business Management Division, Seven & I Holdings Co., Ltd., and Executive Officer, Seven Card Service Co., Ltd.	Takashi Tsuzuura

Managing Executive Officer In charge of Banking Management Division and Financial Strategy Promotion Division	Kenjiro Nishii
Executive Officer In charge of Risk Management Division and Financial Crime Risk Control Division	Shinji Yamashita

The Nomination & Compensation Committee met eight times in FY2024. The number of the committee's meetings held and the number attended by Mr. Etsuhiro Takato include only the meetings held after he assumed the position of committee member on June 17, 2024.

Independence Standards for Outside Officers

- The Bank’s Independence Standards for Outside Officers are as follows.
- 1 Is not a person with executive authority over operations of the Bank’s parent company or fellow subsidiary (or has been in such position in the past; hereinafter, the same applies to each item);
 - 2 Is not a person for which the Bank is a major business partner or a person with executive authority over such entity’s operations, or a major business partner of the Bank or a person with executive authority over such entity’s operations;
 - 3 Is not a consultant, an accounting professional, a legal professional or a person belonging to an organization that receives a significant amount of monetary compensation from the Bank, other than officers’ compensation;
 - 4 Is not a major shareholder of the Bank or a person with executive authority over operations of such shareholder; or
 - 5 Is not a close relative of a person that falls under any of the above or a relative by blood or marriage within the second degree to a person with executive authority over operations of the Bank.

Other matters concerning Independent Officers
The Bank registers all persons who fulfill the qualifications of Independent Officers, as well as the Independence Standards for Outside Officers, as Independent Officers.

Reasons for Appointment of Outside Officers

Name		Reasons for Appointment
Outside Directors	Etsuhiro Takato	Mr. Etsuhiro Takato’s experience and insight in corporate management, marketing, and global duties at Ajinomoto Co., Inc. have genuinely contributed to the Bank’s management.
	Yuji Hirako	Mr. Yuji Hirako’s experience and insight in corporate management at ANA HOLDINGS INC., etc. have genuinely contributed to the Bank’s management.
	Tami Kihara	Ms. Tami Kihara’s experience and insight in corporate management at Ricoh IT Solutions Co., Ltd. and human resource strategy at Ricoh Company, Ltd. have genuinely contributed to the Bank’s management.
	Ken Shibusawa	Mr. Ken Shibusawa possesses experience and demonstrated insight in corporate management from a global perspective, including establishment of Shibusawa and Company, Inc. after obtaining an MBA in the United States.
	Mika Matsuo	Ms. Mika Matsuo has been involved in corporate management at AIG Japan Holdings KK etc., and possesses experience and demonstrated insight in the area of human resources from a global perspective after obtaining an MBA in the United States.
Outside Audit & Supervisory Board Members	Chieko Ogawa	Ms. Chieko Ogawa’s international insight nurtured in her career as a Certified Public Accountant has genuinely contributed to audits of the Bank’s management.
	Ichiro Ashihara	We can expect Mr. Ichiro Ashihara to utilize international insight as an Attorney-at-law in auditing our management.

Support Systems/Training Policies for Outside Officers

- 1 Provide necessary and sufficient internal systems for enabling Directors and Audit & Supervisory Board Members to fulfill their roles and responsibilities in an effective manner.
- 2 Provide Directors and Audit & Supervisory Board Members with necessary opportunities to enable them to fulfill their roles, such as by providing the information and knowledge relating to the business activities that would be necessary to supervise corporate management when they take office and continually thereafter.
- 3 Build systems for sharing a sufficient amount of the Bank’s internal information with Outside Directors and Outside Audit & Supervisory Board Members (hereinafter referred to as “Outside Officers”).
- 4 Encourage Outside Officers to deepen their understanding of the Bank’s management ethos and corporate culture, while providing information on the Bank’s business environment and other issues on a continuous basis.
- 5 Maintain and improve the environment for Outside Officers to mutually share information and exchange ideas, such as by holding periodic meetings with Executive Officers and/or other Non-Executive Officers.
- 6 Bear the expenses for Outside Officers to fulfill their roles.

Evaluation of Effectiveness of the Board of Directors

The Bank has conducted “evaluation of effectiveness of the Board of Directors” since FY2015 to improve the effectiveness of the Board of Directors as a forum for strategic and constructive discussions within the Seven Bank Group. In FY2024 as well, a questionnaire survey was anonymously conducted for Directors and Audit & Supervisory Board Members about the operation of the Board of Directors, the composition of the Board of Directors, agenda items of the Board of Directors and other items. The results were deliberated at the Board of Directors.

Results of the Evaluation for FY2024

It has been confirmed that the Bank’s Board of Directors has been fulfilling both its decision-making and supervisory functions as all Directors and Audit & Supervisory Board Members share its roles, responsibilities and issues for improvement, and conduct deliberations from diverse perspectives through free and open discussions based on the members’ respective knowledge and expertise. Thus, according to the results of the evaluation, the Board of Directors has been operating appropriately, thereby ensuring its effectiveness.

Priority Matters for FY2024	Details of initiatives
Advance governance in the Seven Bank Group	<ul style="list-style-type: none">● Reviewed the status of risk management and evaluation reports and discussed measures to be taken● Improved the group risk management system and internal audit system
Enhance broad and strategic discussion	<ul style="list-style-type: none">● Ensured the members’ understanding of proposals and in-depth discussions by providing summaries of the background, objectives, and effects of discussions and sharing the summary of discussions at the Executive Committee in advance.● Shared the status of communication with shareholders and investors (discussions in interviews including overseas IR events and NIKKEI IR Fair) at the Board of Directors’ meetings
Ensure continuity of opportunities for exchange of views and interaction with executive personnel	<ul style="list-style-type: none">● All Outside Directors served as judges for the Purpose Award, where our employees present their initiatives aligned with the Purpose● Held briefings on operations by newly appointed General Managers to exchange views and increase the members’ understanding of front-line operations

Issues for improvement were also identified, which included the diversity of members of the Board of Directors, the appointment and dismissal of senior management, and the need to enhance discussions on internal control and risk management systems. We will continue to work for improvements.

Priority Matters for FY2025

① Advance governance in the Seven Bank Group

- Improve monitoring functions and enhance discussions from a risk point of view
- Increase diversity of the board member composition and the management team, and ensure transparency of appointment and dismissal processes

② Enhance broad and strategic discussion

- Share awareness of issues from medium - to long-term perspectives among Board members and have discussions on growth strategies
- Share the status of dialogues with shareholders and investors among Board members and have strategic discussions in light of the voices of the capital market

③ Ensure opportunities for exchange of views and interaction with executive personnel

- Provide opportunities for briefing on operations and information sharing by executive personnel, and organize opportunities for exchange of views and interaction with executive personnel

Status of Improvement and Operation of the Internal Control Systems

Concerning the system upgrades stipulated in Article 362, Paragraph 4, Item 6 of the Companies Act, the Board of Directors made a resolution on May 8, 2006, on matters to be implemented by the Bank. Progress of the details of this resolution is reviewed each fiscal year. In line with this resolution, Seven Bank strives for good corporate governance and internal control, while ensuring appropriateness in the Seven Bank Group’s operations.

Policy on Compensation of Officers and Compensation System for Officers

Seven Bank’s “Policy on Compensation of Officers and Compensation System for Officers” were, excluding compensation for Audit & Supervisory Board Members, proposed to the Board of Directors by the Nomination & Compensation Committee, and determined with a resolution of the Board of Directors as follows.

① Basic Policy on Compensation of Officers

The Bank decides compensation of officers based on the following points.

- Ensuring a compensation system to promote sustainable improvement of corporate value with emphasis placed on the link to business performance
- Ensuring compensation systems and compensation levels with their responsibilities to secure highly capable human resources who lead and take responsibility for, in an appropriate manner, the supervision and execution of operations
- Ensuring a compensation system based on an objective and transparent process, and that is fair and equitable

② Method for Determining Compensation, etc. Compensation, etc. for Individual Officers in the Fiscal Year under Review

The Bank has established a Nomination & Compensation Committee, comprising a total of five members made up of three Independent Outside Directors and two Representative Directors, chaired by an Independent Outside Director, as an advisory body to the Board of Directors (as of the end of the fiscal year under review)*. The Nomination & Compensation Committee proposes specific amounts of compensation, etc. to be granted to Directors within the range of the total amount approved at the General Meeting of Shareholders, for determination by resolution of the Board of Directors. From the perspective of understanding the process of discussion, Audit & Supervisory Board Members may participate as observers who do not possess voting rights, when a Nomination & Compensation Committee meeting is held. The procedure is stipulated in the Regulations for Officers, which is modified, amended, or abolished by a resolution of the Board of Directors upon discussion with the Audit & Supervisory Board Members.

Compensation, etc. for Audit & Supervisory Board Members is determined upon discussion by the Audit & Supervisory Board Members within the range of the total amount approved at the General Meeting of Shareholders.

*The Nomination & Compensation Committee consists of a total of seven members: five Independent Outside Directors and two Representative Directors as of July 1, 2025.

③ Compensation Structure

The Bank’s compensation structure for officers comprises “basic compensation” as fixed compensation and “bonuses” and “performance-based stock compensation” as variable compensation, which are applied as below.

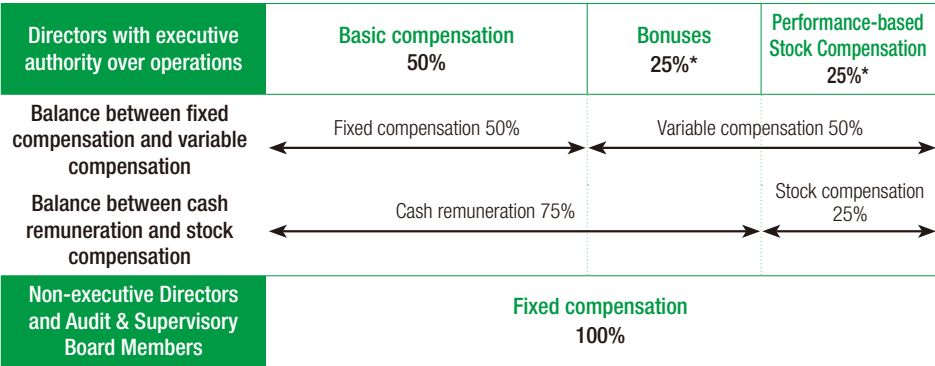
	Fixed compensation	Variable compensation	
	(a) Basic compensation	(b) Bonuses	(c) Performance-based stock compensation
Directors with executive authority over operations	○	○	○
Non-executive Directors	○	—	—
Audit & Supervisory Board Members	○	—	—

Each plan is positioned as follows.

(a) Basic compensation	Compensation aiming to encourage steady execution of duties commensurate with job rank
(b) Bonuses	Compensation aiming to encourage steady execution of duties commensurate with job rank short-term incentives aiming to steadily achieve performance targets (milestones) for each fiscal year for the medium- to long-term improvement of corporate value
(c) Performance-based stock compensation	Medium- to long-term incentives for the medium- to long-term improvement of corporate value, aligning interests with shareholders

The ratio of each plan has been decided as described below by a resolution of the Board of Directors upon a proposal by the Nomination & Compensation Committee. Factors taken into account included a balance between fixed compensation and variable compensation, a balance between cash remuneration and stock compensation, and a balance between bonuses and stock compensation, which are incentives to execute management with a well-balanced perspective in both the short-term and the medium- to long-term (excluding compensation for Audit & Supervisory Board Members).

In addition, non-executive Directors and Audit & Supervisory Board Members receive only fixed compensation, as their role is to supervise the Bank’s management from an objective and independent standpoint.



*Calculated on the assumption that bonuses and performance-based stock compensation are based on a standard compensation amount.

④ Compensation Level

To provide a competitive compensation level and thereby secure highly capable human resources, the Bank’s compensation level for officers has been determined by a resolution of the Board of Directors based on the proposal made by the Nomination & Compensation Committee. The deliberation was based on the analysis and comparison of data on the compensation levels of a group of companies of the same size and operating in the same industry as the Bank, which has been drawn from a larger body of objective data on compensation levels provided by an outside professional organization (excluding compensation for Audit & Supervisory Board Members).

⑤ Details and Method of Calculation of Variable Compensation

Bonuses

Bonuses, which are provided as short-term incentives, will be determined by multiplying the standard amount of compensation for each job rank by performance-linked factors corresponding to the achievement of consolidated performance targets for the previous fiscal year.

Performance-based Stock Compensation

Performance-based stock compensation, which is provided as a medium- to long-term incentive, is composed of a “fixed portion,” which grants fixed points for each job rank, and a “performance-based portion,” which grants a varying number of points determined by job rank and performance. For each portion, points are granted and accumulate every year of the term of office of the relevant officer, and a number of the Bank’s shares corresponding to the amount of accumulated points will be delivered to the officer upon retirement.

The number of points (i.e., the number of shares to be delivered) to be provided in the performance-based portion will be determined by multiplying the number of points for each rank by performance-linked factors according to the achievement level of consolidated performance targets.

The Bank has introduced a clawback clause that allows the Bank to require Directors to repay performance-based stock compensation in the event of falling under certain circumstances such as gross negligence or fraud in relation to financial results, material revision of financial results, or violation of law or regulation as well as the malus clause. Compensation that may be subject to repayment is performance-based stock compensation received as compensation for the fiscal year in which the relevant circumstances arose and the three preceding fiscal years. This provision applies to performance-based stock compensation granted as compensation for the fiscal year ended March 31, 2024 and all periods thereafter.

Evaluation Indicators for Variable Compensation (Performance Indicators) and Evaluation Method

Consolidated ordinary income and consolidated ordinary profit are used as the evaluation indicators to take account of both sales size and profitability aspects with a good balance. Additionally, employee engagement was added as an evaluation indicator to be reflected by the performance-based stock compensation points granted for the fiscal year ended March 31, 2024 and thereafter.

Plan		Indicators and evaluation method
Bonuses		<ul style="list-style-type: none">● Evaluation based on the achievement status and process for performance targets (milestones) for the medium- to long-term improvement of corporate value, taking into account the management strategy of achieving “Growth in Our Main Business as We Diversify Our Operations”● Quantitative evaluation based on the achievement status of targets for consolidated ordinary income and consolidated ordinary profit in the previous fiscal year● Determination of a compensation amount in the range of 0% to 200% of the baseline amount
Performance-based stock compensation	Fixed portion	—
	Performance-based portion	<ul style="list-style-type: none">● Evaluation based on the results of the medium- to long-term improvement of corporate value, taking into account the management strategy of achieving “Growth in Our Main Business as We Diversify Our Operations”● Quantitative evaluation based on the achievement status of consolidated ordinary income, consolidated ordinary profit, and other targets in the previous fiscal year (employee engagement was added as an evaluation indicator to be reflected by the performance-based stock compensation points granted for the fiscal year ended March 31, 2024 and thereafter)● Determination of a number of points (i.e., the number of shares to be delivered) in the range of 0% to 200% of the baseline number of points

For the performance-based portion of bonuses and performance-based stock compensation, the degree of target achievement is used as an evaluation indicator. For this purpose, the performance forecasts for the fiscal year ended March 31, 2025, including consolidated ordinary income and consolidated ordinary profit, disclosed with the announcement of the financial results for the previous fiscal year (on May 10, 2024) are used as target figures.

Targets and Results of Evaluation Indicators for Variable Compensation

Fiscal year under review (from April 1, 2024 to March 31, 2025)			
Evaluation indicators	Target (millions of yen)	Result (millions of yen)	Degree of target achievement (%)
Consolidated ordinary income	215,000	214,408	99.7%
Consolidated ordinary profit	28,000	30,289	108.2%
Evaluation indicators	Score in March 2024	Score in March 2025	Year on Year
Employee engagement	69	71	+2

(Note) Of the evaluation indicators, those for employee engagement are expressed as an index representing the results comparing the total scores for the employee engagement survey conducted in March 2024 and March 2025.

Status of Audits

① Cooperation between Audit & Supervisory Board Members and the Accounting Auditor

Audit & Supervisory Board Members and the Accounting Auditor hold regular meetings to exchange opinions and promote mutual cooperation, based on the audit contract with KPMG AZSA LLC. Audit & Supervisory Board Members perform audits on the execution of duties by Directors by attending the Board of Directors meetings or other means. In addition to conducting their own operational and accounting audits, Audit & Supervisory Board Members receive reports on results of external audits by the Accounting Auditor, and check the appropriateness thereof. Members from the Internal Audit Division are also present when receiving accounting audit reports from the Accounting Auditor, in an effort to facilitate close cooperation.

② Cooperation between the Audit & Supervisory Board Members and Internal Audit Division

The Bank has in place the Internal Audit Division, which is independent of the Bank’s other departments engaging in business operations and directly reports to the President and Representative Director.

The Internal Audit Division annually sets a basic policy for internal auditing plans and priority issues to be addressed, which are to be approved by the Board of Directors. Individual internal auditing plans are formulated by the General Manager of the Internal Audit Division, and approval of these plans is obtained from the President and Representative Director, who is the officer in charge of the Internal Audit Division. Individual internal

audits are conducted by investigating and evaluating the appropriateness and effectiveness of internal management systems as a whole based on the following items to discover problems, if any, and suggest how to address them. The results of these audits are reported to the President and Representative Director, the Executive Committee, the Board of Directors, and the Audit & Supervisory Board.

Internal audits are conducted on all the Bank’s departments and systems, including those of its subsidiaries. Audits are also conducted on the operations of the Bank’s major outsourcing contractors regarding the status of management by its relevant internal departments, as well as on the outsourcing contractors themselves, within the scope agreed with them. Audit & Supervisory Board Members receive periodic reports from the Internal Audit Division on its audit plans and results, and request investigations as necessary to ensure that the audit results of the Internal Audit Division are effectively utilized for internal control system audits by Audit & Supervisory Board Members. In addition, Audit & Supervisory Board Members receive reports on the status of internal control systems regularly or as necessary from the departments in charge of internal control functions, and ask for detailed explanations as necessary.

- A Status of business plans
- B Compliance system and compliance status
- C Appropriateness and effectiveness of internal controls over financial reporting
- D Systems for and the current status of customer management, including customer protection
- E Systems for and the current status of risk management
- F Internal management systems at each operational department and appropriateness and effectiveness thereof

Protection of Rights of Minority Shareholders

As of the end of June 2025, Seven-Eleven Japan Co., Ltd., which is the leading shareholder of the Bank, directly holds 39.92% of the voting rights of the Bank. At the same time, Seven & I Holdings Co., Ltd., the parent company of Seven-Eleven Japan Co., Ltd., indirectly holds 39.92% of the voting rights of the Bank. Therefore, the two companies fall under the definition of other affiliates of the Bank.

Seven Bank Group’s Position in the Seven & i Group

Seven & i Holdings Co., Ltd., one of the Bank’s other affiliates, is a pure holding company engaged in the planning, management, and operation of the Seven & I Group, which operates the domestic convenience store business with Seven-Eleven at its core, the overseas convenience store business, the superstore business, financial services and other businesses, aiming to become a worldwide top-class retail group centered on “food.” Seven Bank operates, with financial services at its core, ATM platform business, banking business, credit card and electronic money businesses, etc. Although Seven & i Holdings’ financial services includes not only the Bank and its subsidiaries, but also Seven Financial Service Co., Ltd., and Seven CS Card Service Co., Ltd., their services and target customers are different from ours, and therefore we consider that our clear business demarcation is and will be ensured. As business segments clearly differ between the Seven & i Group and the Bank, we believe that we are in the position where we can grow together with the Seven & i Group through developing unique retailer-specific financial services mainly for customers visiting the Seven & i Group stores.

Relationship with Seven & i Holdings Co., Ltd., an other affiliate

The Bank believes that in order to achieve sound and sustainable growth, it is essential to engage in business development (innovation) by integrating collaboration with various partners to an advanced degree based on our credibility and transparency of management as a corporate entity. Furthermore, we recognize that listing on the market is one of the most effective ways to ensure the Bank’s credibility and transparency of management. As an independently listed company, the Bank autonomously deliberates and determines, independently of Seven & i Holdings Co., Ltd., its own business strategies, personnel

policies, capital policies, etc., in engaging in its business activities. In addition, to ensure the necessary independence from Seven & i Holdings Co., Ltd., we have established the Nomination & Compensation Committee chaired by an Independent Outside Director as an advisory body to the Board of Directors. This Committee deliberates on matters concerning recommendations of candidates for Directors and Executive Officers, thereby ensuring independence from Seven & i Holdings Co., Ltd. in the appointment of top management. Furthermore, the Bank has also appointed Independent Outside Directors and Independent Outside Audit & Supervisory Board Members, who provide supervision to ensure that no conflicts of interest arise between Seven & i Holdings Co., Ltd. and its minority shareholders. The Bank does not have any agreements concluded regarding group management with Seven & i Holdings Co., Ltd. In addition, to comply with the disclosure obligations, etc., of Seven & i Holdings Co., Ltd., the Bank has established the Guidelines for Reporting of Material Facts with Seven & i Holdings Co., Ltd. and reports to the Seven & i Holdings Co., Ltd. accordingly. These reports are limited to matters that impact the timely disclosure of Seven & i Holdings Co., Ltd., materially impact the consolidated financial statements of Seven & i Holdings Co., Ltd., and may potentially impair the credibility of the Seven & i Group.

Guidelines on Measures to Protect Minority Shareholders in Conducting Transactions with Companies of the Seven & i Group

When conducting transactions, etc., with companies of the Seven & i Group, the Bank will comply with the arm’s-length rule under the Banking Law, which is a rule established to prevent the soundness of the Bank’s management from being compromised through conflict-of-interest transactions. The Bank fully confirms the necessity for such transactions and that the conditions of such transactions do not differ significantly from conditions of usual transactions with third parties. In the event of a transaction of particular significance with another company in the Seven & i Group, the Bank will set up a special committee to discuss and determine the appropriateness of the terms of transaction and the fairness of the procedure in order to ensure the benefit of minority shareholders, and the committee will thoroughly discuss from an independent standpoint at a different level from the Board of Directors and makes a final decision.

Outside Directors Message

To nurture corporate value that leads to the future.

Seven Bank is working to realize its Purpose by taking on social issues and continuously creating new value.

Achieving this evolution will require outside directors with diverse perspectives and rich experience capable of helping create the future.

We will satisfy the expectations of all stakeholders and work cooperatively to create a better future.



Etsuhiro Takato
Outside Director (Independent Director)

Becoming an industry leader by constructing a global brand

Seven Bank is a leader in establishing an ATM business from a consumer perspective and highly values its youthful spirit as an organization continuously promoting new initiatives in line with its Purpose. Meanwhile, although the overseas business is increasing in importance, it seems that operations in each country in which we operate are still being individually managed. Going forward, we hope to establish our brand in the global market—including Japan—while raising awareness of Seven Bank as social infrastructure, and becoming a presence that supports the lives of people around the globe. Moreover, as management independence increases, we will be able to pursue a more aggressive expansion policy, which will allow us to then try to become the absolute industry leader. I recognize that supporting decision-making for this purpose and contributing to the enhancement of corporate value are my roles.

ATMs: Becoming a presence that connects the real and virtual worlds, the present and the future

As someone engaged in airline management during the unprecedented disaster of the pandemic, I was keenly aware of the value of the “real” world, which I had not really thought about previously. Meanwhile, there are many examples of how digital and virtual technologies have enhanced convenience in everyday life. People today make a clear distinction between the real and virtual worlds. Seven Bank ATMs, which are conveniently located as our Purpose mandates us “seeing your wishes,” seem to serve as a conduit between the real and virtual worlds. +Connect was born from our desire to create a pocket that connects the present and the future. It is now available throughout Japan and will eventually spread worldwide. We will continue to monitor what people choose to fill that pocket with. Watch this space!



Yuji Hirako
Outside Director (Independent Director)



Tami Kihara
Outside Director (Independent Director)

The next leap forward with the evolution of ATM+ and digital human resources

Our ATM+ is evolving into a new service platform that includes cash deposits and withdrawals as well as administrative services. It is at a major tipping point in becoming a social infrastructure that can resolve various social issues such as the declining birthrate and aging population. By leveraging our expertise based on technical capability and operational experience in areas such as information security and AI, we anticipate making significant progress. At the same time, we must break free of the downward trend in profit margins and regain our earning power so we can continue investing in growth. To achieve this, we recognize that securing and cultivating human resources capable of leveraging digital technology and data to raise operational efficiency and generate new value is a priority. I would like to leverage my experience and knowledge in digital human resources strategy as I support us taking on the challenge this crucial tipping point presents.

Pursuing Seven Bank’s Purpose of creating value and making the world prosperous

The purpose of a company’s existence is to leverage its unique strengths to create value by resolving societal issues. Earnings expand and sustainable growth in corporate value is achieved because this value creation satisfies the needs of an increasing number of customers. Seven Bank’s strength lies in the integration of its IT infrastructure and banking function. Rather than restricting ourselves to a two-dimensional approach focused solely on the creation of a platform connecting digital and analog financial settlement functions, we should aim for the co-creation of three-dimensional value by resolving issues and fostering an ecosystem that enriches the lives of people worldwide, while also striving to raise the visibility of that value. I hope to leverage the experience I have gained as a long-term investor in the creation and visualization of value at Seven Bank.



Ken Shibusawa
Outside Director (Independent Director)



Mika Matsuo
Outside Director (Independent Director)

Viewing human resources as the source of our competitive power, we are working foster a corporate culture that nurtures creativity

I previously worked at a foreign-affiliated bank, where I was involved in the launch of Japan’s first 24-hour ATM. This made me aware of the importance of always anticipating convenience for our customers. Today, as society and customer needs are changing at a frenetic pace, the service transformation we are promoting through +Connect is a challenge to create new value that transcends the financial infrastructure framework, and I am very much on board with this approach. I especially believe that the stance of reconstructing ATM functions from the customer’s perspective and leveraging IT, as well as its forward-looking initiatives with a view to linkage with administrative services, are important steps toward realizing a sustainable society. I also agree strongly with the human resource strategy, which views human resources as a source of competitive advantage and, as such, positions the cultivation of a corporate culture that fosters the ability to embrace change and creativity as a priority. I will leverage my global human resources experience in contributing to Seven Bank’s further growth.



Shinji Yamashita

Executive Officer
in charge of Risk Management Division
and Financial Crime Risk Control Division

Tomomi Hashizume

Executive Officer
General Manager,
Internal Audit Division

In this era of frenetic change,
we are looking at risk management
and auditing methods
that will reinforce the front line.

Focus on responding to systems risks at Group companies

Yamashita: The Risk Management Division consists of three lines: the Risk Management Group, the Legal Compliance Group, and the Information Security Management Office. The Information Security Management Office responds to issues such as systems risks, and has established a Computer Security Incident Response Team (CSIRT) to enable an immediate group-wide response in the event an incident occurs.

Hashizume: The Internal Audit Division is an independent organization reporting directly to the President, entrusted by the Board of Directors. As the third element in the three-line defense system, which is the basis of internal control (first line = each business division, second line = risk management divisions, third line = internal audit divisions), the Division audits the internal management system of the entire Seven Bank Group and report to management. Although each Group company has its own audit function, we dispatch skilled personnel from the parent company to maintain and improve the level of internal auditing groupwide.

Yamashita: Given the nature of our business, we put particular emphasis on dealing with information security and systems risks, which are largely inherent risks. In response to information security risks, we established a new Information Security Management Office to centralize and clarify internal responsibilities. This represents the establishment of a management system that covers not only Seven Bank but also Group



companies. We are aware that the environment surrounding systems is undergoing significant change, including new technologies and the evolution of development methods, and that we must approach risk management from a new perspective. Moreover, as part of the Seven Bank Group's overall risk management, we focused on bolstering the risk management structure of Seven Card Service, which became a consolidated subsidiary in FY2023. Going forward, we will endeavor to improve the risk sensitivity of all employees to achieve optimal risk management.

Hashizume: The Internal Audit Division also focused on systems risks at Group companies. There were also cases where issues were identified within Group companies but, due to personnel and budgetary constraints, were not addressed in a timely fashion. We assessed the situation, worked together to figure out how to deal with it, and reported the actual situation to management. Recently, there has been an acceleration in external environmental changes such as rising interest rates, cashless settlements, and increasing financial crimes. In line with this, the Seven Bank Group's business strategy will also change. Going forward, we will respond flexibly to new risks arising from these changes with the aim of providing management audits that contribute to corporate growth.

Aiming to promote risk ownership

Hashizume: From now on, it will be essential for employees involved in front-line operations to take ownership of risk and handle it independently. In addition to engaging with each division during the on-site audit period, the Internal Audit Division should strengthen ongoing off-site monitoring so it may identify risks early and discuss them with each division in a timely manner. We are currently explaining the necessity of risk ownership to each division, but it will take some time. The important things are audits and personnel exchanges between divisions. Auditors come from different divisions to incorporate their own division's perspectives. Personnel who have experienced audits return to their respective divisions and spread awareness of the importance of risk ownership. This circulation of human resources leads to organizational resilience.

Yamashita: Risk management that leads to enhancing corporate value requires decisions be made on the degree of risk that is acceptable depending on the situation. Ultimately, that decision is up to the individual division. Rather than having all employees in each division commit detailed rules to memory, we must make certain that they thoroughly comprehend fundamental principles and enable them to make their own decisions based on those principles. For this purpose, we have appointed compliance officers in each division to facilitate early identification and addressing of issues. We believe it is important for us in the second line of defense to support each division with our expertise so



that they can proceed with a sense of satisfaction. For those in the third line, their role is to evaluate objectively and report to management.

Hashizume: Coordination between the Internal Audit Division and the Risk Management Division is also important. The quality and speed of information gathered by each team is different, so we share information to support front-line employees. We rely on our Risk Management Division, which has expertise in a wide range of areas.

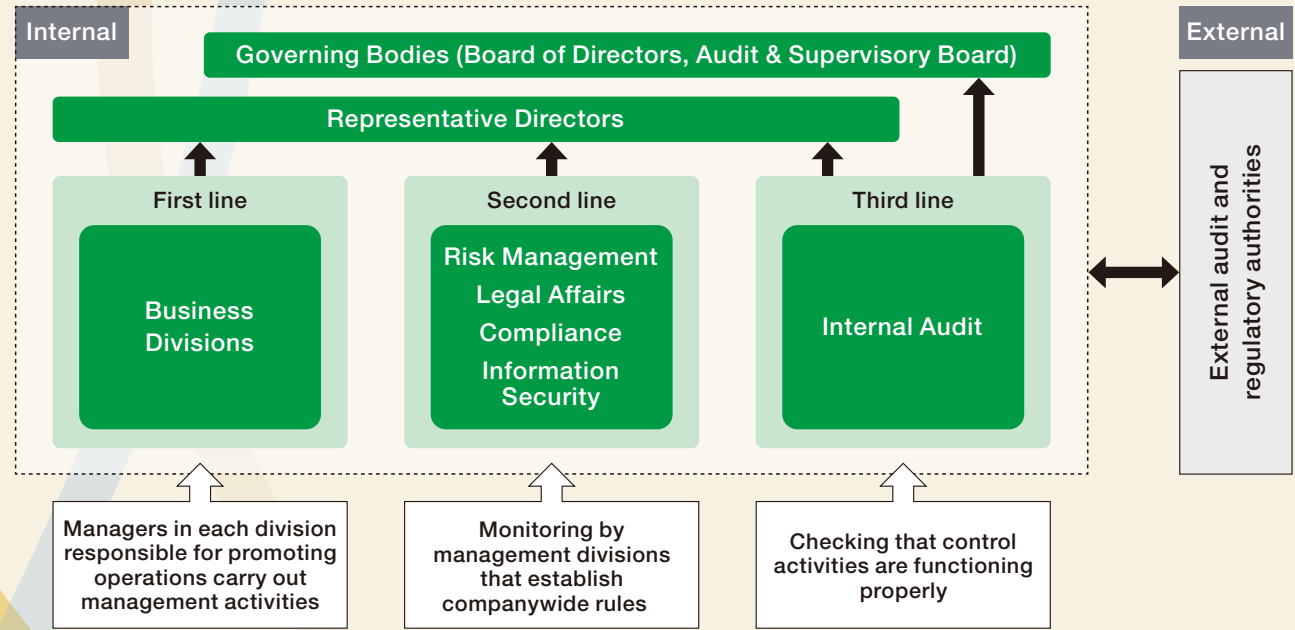
Yamashita: Having previously worked in the Internal Audit Division, I have a deep understanding of the importance of the third line of defense as a conduit between management and the various divisions. The relationship of requesting audits from a risk management perspective is also important. The efforts made in FY2024 to address systems risks at Group companies were effectively coordinated with the Internal Audit Division.

Proactively managing risk to contribute to increased corporate value

Yamashita: The environment surrounding Seven Bank is changing significantly. We believe that we must focus on early detection and monitoring of environmental changes more than we ever have. Given this, we will strengthen internal and external cooperation and utilize data analysis to develop a system that can predict potential risks. We enable rapid risk response by sharing front-line and risk information. With regard to specific cases, we believe we need to further strengthen measures against cyber security, systems risks, and financial crimes.

Hashizume: The front line must be strong for a company to become stronger overall. Auditing also has to change to accommodate this. We aim to serve as a front-line “sparring partner” and provide management audits that offer insights for resolving management issues. Since its founding, Seven Bank has been characterized by close cooperation between each business division and the Risk Management Division and Internal Audit Division. There is no atmosphere of divisions bracing themselves for an audit. I would like maximize these strengths to contribute to the sustainable growth of our company.

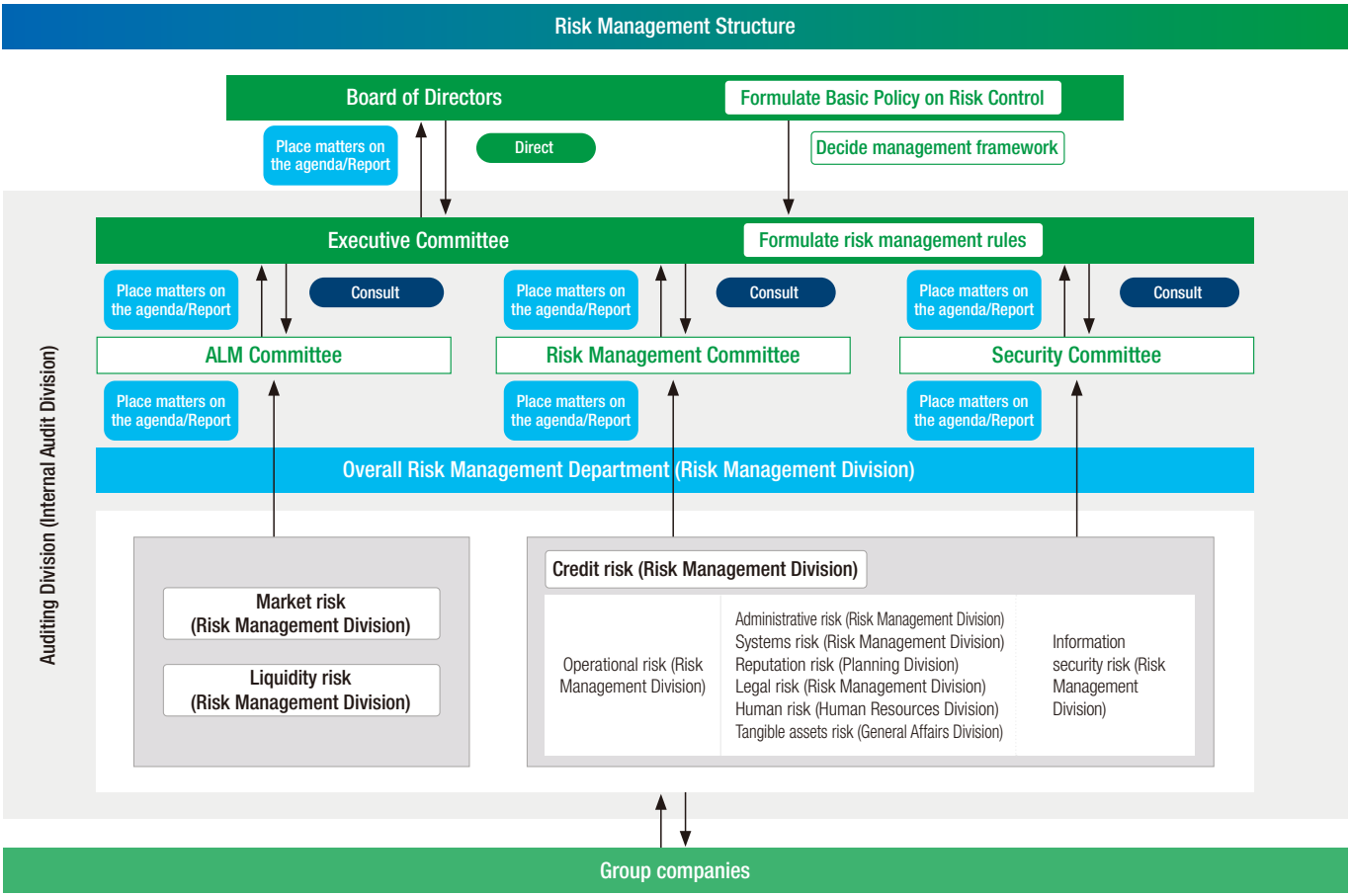
Three-line defense



Risk Management Structure

Every fiscal year, the Board of Directors establishes the “Basic Policy on Risk Control,” which specifies the overall risk management policy, specific risk management policies and the organization and system for risk management. In accordance with this policy, the Executive Committee establishes detailed rules and regulations related to risk management and confirms the companywide risk status every quarter. The Bank’s risk management structure includes the Risk Management Division, which is responsible for supervising overall risk management activities, specific risk management divisions

and the Internal Audit Division to perform internal audits. We have also established the Risk Management Committee and the Security Committee, chaired by the officer in charge of the Risk Management Division, and the Asset-Liability Management (ALM) Committee, chaired by the officer in charge of the Planning Division, as advisory bodies to the Executive Committee concerning risk management. The Group companies also establish risk management system aligned with the Bank’s policy and confirm their risk status, including their specific risks.



Overall Management of Risk

The Bank observes its basic policies relating to overall risk management, which are governed by the Basic Policy on Risk Control and Overall Risk Management Rules, established under the policy. We gain an overall grasp of our risks including climate change by assessing each of the Bank’s risk categories and manage them by comparing them with our equity.

We are also striving for enhanced risk management through priority items for risk management set by the Board of Directors (information security risk, system risk, financial crime countermeasures, market risk and liquidity risk) based on our policy for establishing the risk management structure. Our policy for establishing the risk management structure is based on the ideas of a risk-based approach, principles-based approach, strengthening of risk ownership, and group-based approach.

Risk type	Risk management					
Credit Risk	Currently, our risk management activities relating to credit risk are limited to the ATM settlement business, the ALM of interbank deposits placed with top-rated partner financial institutions, bonds, the lending of funds in the call-money market, temporary ATM payment amounts due, and small personal loans, to minimize credit risk. In addition, the Bank performs self-assessment of asset quality as appropriate and establishes an allowance for credit losses in accordance with its self-assessment and reserve rules.					
Market Risk	It is stipulated that the limits on the maximum level of funds at risk, the market position limits and the loss allowance limits, shall be set. The Risk Management Division measures and monitors market risk in light of these limits and reports the results to management, including the Executive Committee. At the ALM Committee meeting held every quarter, the Bank’s market risk position, expected trends in interest rates and other matters are reported and the policy for the ALM operation is determined.					
Liquidity Risk	It is stipulated that the limits regarding the cash gaps arising from differences between the period of the management of invested funds and the timing of the liquidation shall be set. The Risk Management Division measures and monitors liquidity risk in light of these limits and reports the results to management, including the Executive Committee. To prepare for emergency events requiring immediate funding, the Bank has devised preemptive comprehensive countermeasures to be able to take quick and flexible Companywide action by risk scenario, and therefore does not expect to experience a major liquidity problem.					
Operational Risk	Recognizing that operational risks may come to the surface in all business divisions, the Bank has established the structure to identify, evaluate, monitor, control, and reduce risks. Risk categories are as follows.					
	Administrative Risk	Systems Risk	Information Security Risk	Reputation Risk	Legal Risk	Human Risk
			Tangible Assets Risk			

Priority items	Latest initiatives	
Information Security Risk	● Establishment of a structure including the Information Security Management Office ● Strengthening emergency response capabilities through the work of the Group CSIRT	
Systems Risk	● Establishment of a structure for managing Group-wide common system risks	● Sophistication of system failure management
Measures against financial crimes	● Strengthening the groupwide cross-organizational AML structure	● Upgrading to a global-standard AML structure
Market risk / Liquidity risk	● Strengthening resilience to the risk of interest rate increase	● Strengthening monitoring to ensure liquidity

Initiatives for Enhancing Cyber Security

7BK-CSIRT (Computer Security Incident response Team), a dedicated team for cyber security management of the Seven Bank Group, is in charge of the Bank-wide management of cyber security risks and is composed of members from multiple divisions. The team responds to a wide range of attacks on the Bank’s services and systems, including cyber attacks, skimming, fake cards, fraudulent access, and information leakage.

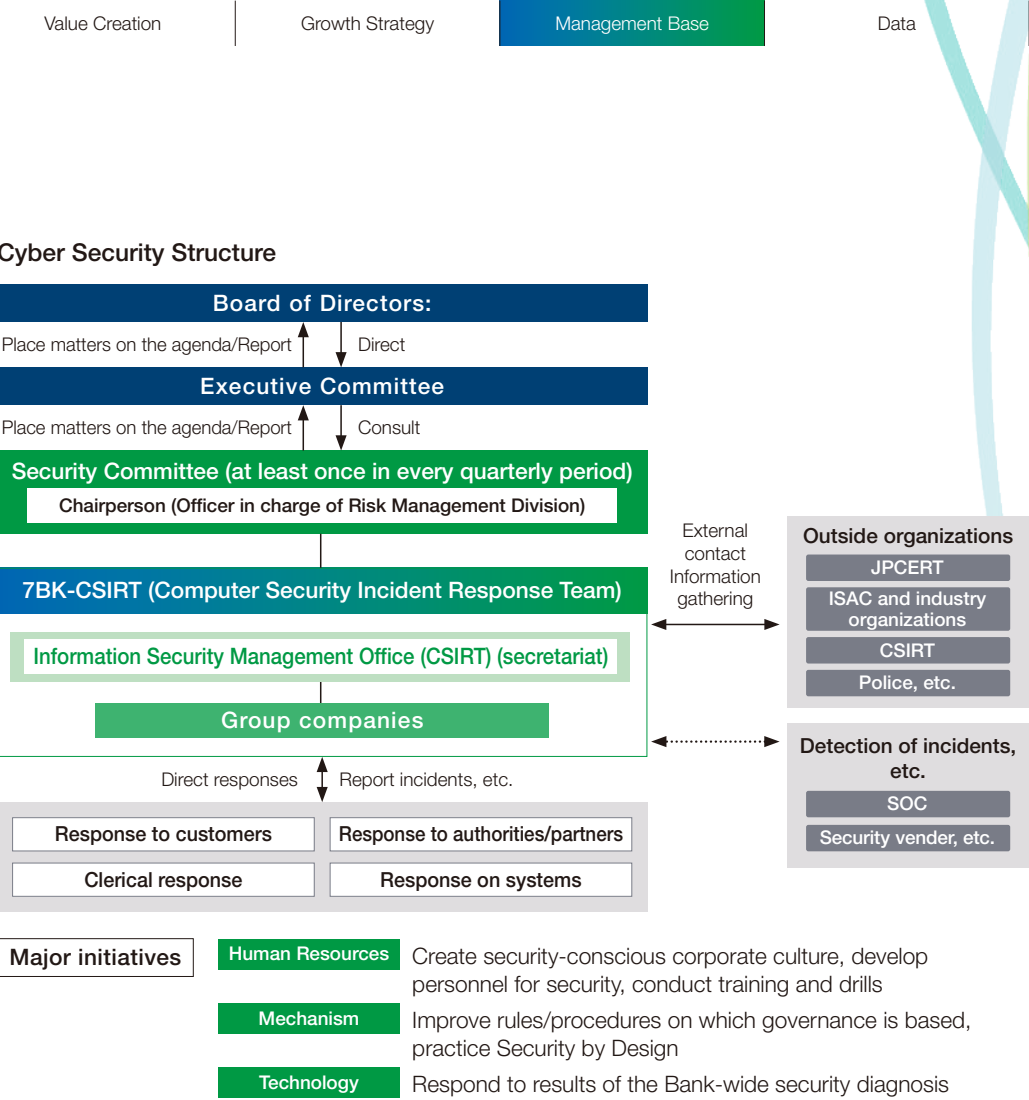
7BK-CSIRT conducts training and drills to be able to immediately respond in case of cyber incidents, by taking actions such as information coordination and external response. The initiatives of the team include cooperation with industry organizations and promotion of activities in the security community.

7BK-CSIRT also engages in Security by Design in which security methodology is incorporated as an essential factor at the planning stage of new services, considering increasingly sophisticated cyber attacks and proactive promotion of new technologies. This enables the Seven Bank to provide safe and secure services. Not only 7BK-CSIRT members but also our employees in charge of planning and designing services who are involved Security by Design deepen their knowledge through seminars about preventative measures against fraudulent use of services and other learning opportunities.

Believing the balanced combination of human resources, mechanism, and technology is necessary to maintain security, the Bank is working on each of them.

Establishment of Business Continuity Plan (BCP)

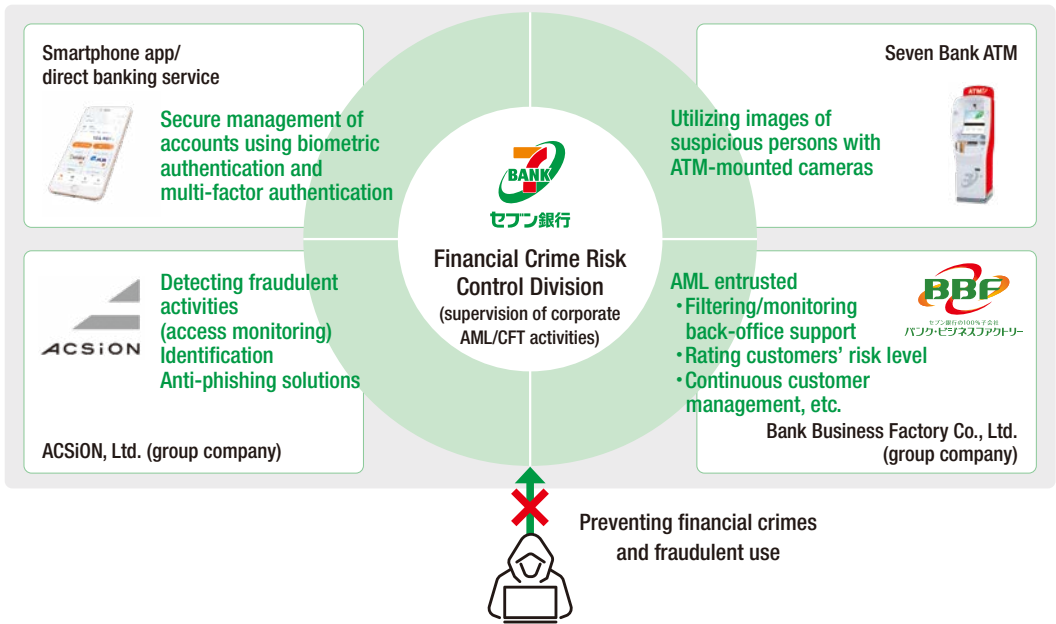
To fulfill our social responsibility as a bank, Seven Bank has defined the following four operations as top priorities for continuity in the event of a disaster, large-scale accident, or other crisis: the ATM services; the fund settlement operations serving banks and ATM partners; withdrawals from the Bank’s accounts and money transfer operations; and other operations of which interruption would have a significant impact on our management. Each division has also created a Business Continuity Plan (BCP) to enable



continuity of these essential operations in the event of an accident, disaster, or other crisis. In addition, in order to verify the effectiveness of the business continuity management system and the business continuity plan, company-wide initial response drills assuming a major disaster, and drills assuming damage to data centers and other facilities are regularly conducted by departments in charge.

Prevention of Financial Crimes

Seven Bank Group is actively working to prevent financial crimes to ensure all customers can use its services securely by leveraging the know-how it has accumulated in financial crime prevention, a network of about 28,000 ATMs across Japan, and the Seven Bank Group's expertise in developing IT solutions. Recently, financial crimes and fraudulent transactions targeting customers are becoming increasingly crafty and frequent. Seven Bank, recognizing the specialty of its banking business based on non-face-to-face transactions primarily through ATMs, has established the Financial Crime Risk Control Division as a dedicated unit to combat financial crimes. The division focuses on preventing financial crimes and protecting customers' assets in order to ensure that customers can use the bank's services with security. The division works against money laundering, terrorism financing (AML/CFT), and proliferation financing, eliminates fraudulent accounts, detects and prevents special fraud, etc., and provides appropriate cooperation with the police and other investigative agencies, by monitoring and filtering transactions and monitoring information on unauthorized use in cooperation with other divisions and Group companies.



Hosting a Seminar about Prevention of Financial Crimes for Junior High- and High-school Students

As financial crimes become increasingly sophisticated, fraudulent account openings and illegal trading of bank accounts for the purpose of fraud and money laundering have emerged as a social concern. Seven Bank holds lecture sessions for junior high and high school students by the staff of the Financial Crime Risk Control Division and cooperates with the police to raise awareness about illegal trading of bank accounts. By May 2025, the lecture sessions had been held at about 30 schools. The public and private sectors work together to disseminate accurate information to young people to prevent financial crimes.

Held a Conference on AML/CFT and Financial Crime Control

Amid the need of further sophistication of measures against AML/CFT and proliferation finance, Seven Bank hosted a conference for financial institutions. With the participation of representatives from more than 70 financial institutions, the program featuring a keynote address by an external expert and examples of front-line measures shared by participating financial institutions contributed to increasing the understanding of the issue across the financial industry and raising the overall level of countermeasures.

For Ensuring Security for Customers Using ATMs

To prevent the use of ATMs for criminal purposes, Seven Bank's ATMs are provided with a video-recording camera and measures to make the screen and input buttons unviewable by others, in addition to calling for attention to prevent bank transfer scams. In addition to supporting the use of IC cards and transactions with cards issued overseas, our ATMs also detect suspicious objects and monitor transactions. For Seven Bank accounts, we have introduced authentication using a smartphone app to prevent fraudulent transactions. Seven Card Service has introduced a system to detect fraudulent use of its credit cards, and monitors fraudulent use 24 hours a day, 365 days a year.

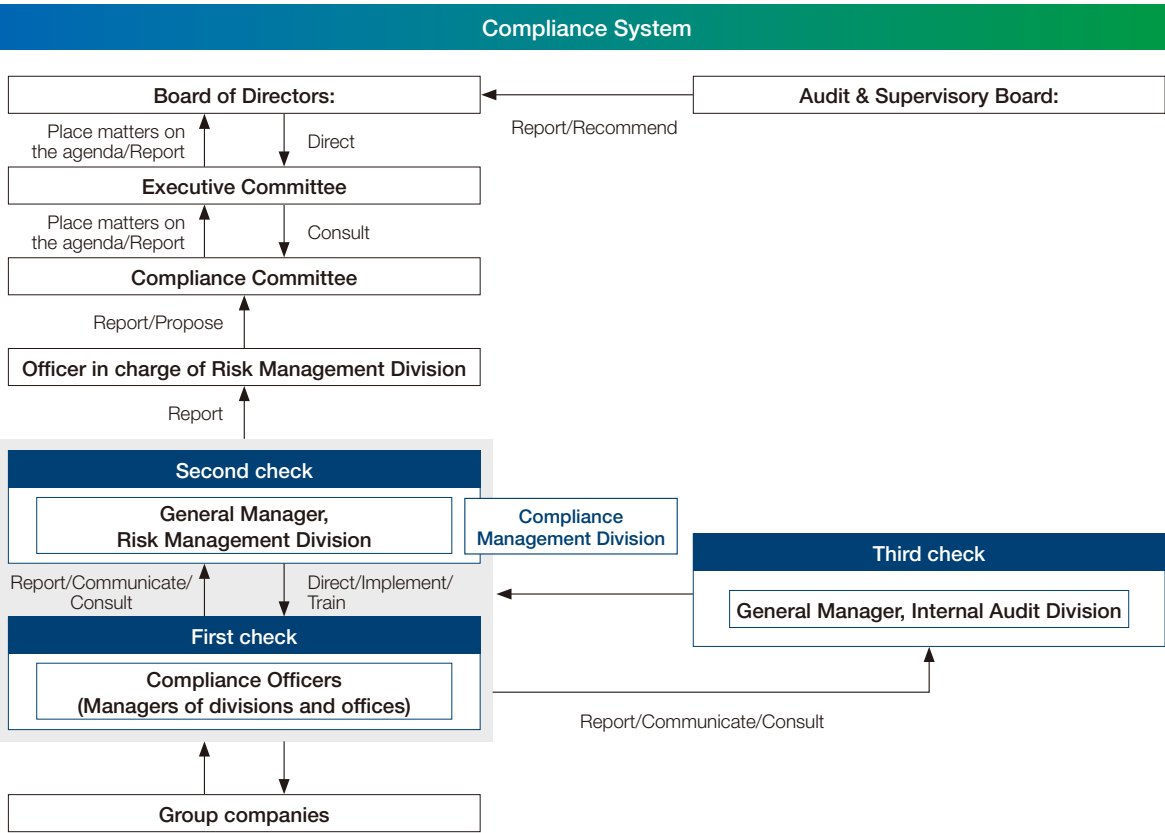
Cooperation with the Police, Public Bodies, Partner Financial Institutions, etc.

Seven Bank has contributed to the detection of financial crimes in more than 120,000 cases a year nationwide, by cooperating with public bodies including the police and the Regional Taxation Bureaus and bar associations, which includes providing information about ATM camera images and account transactions upon their requests. In addition, we are seeking to strengthen our relationships with external parties and are willing to mutually utilize and accumulate know-how from each other, for example, by sharing information with criminal investigation bodies and financial crime prevention staff from partner financial institutions.

The Bank regards compliance with applicable laws and regulations, and societal norms as a fundamental prerequisite to earning the trust of society. Aware of the importance of its public mission and the significance of its societal responsibilities, the Bank has developed the following initiatives to ensure compliance.

Compliance System

In order to allow each employee in charge of real operations to have strong awareness of and knowledge base for pursuing compliance, Seven Bank has in place the following system so that the compliance check can appropriately function at each division to ensure the thorough compliance across the Bank.



Compliance Committee

Seven Bank has established the Compliance Committee as an advisory organization to the Executive Committee which confirms and verifies the status of compliance related to operations in general, and considers measures concerning compliance, so as to further enhance and improve the compliance system. The Compliance Committee has functions to consider responses to compliance-related problems and issues, material compliance violations, etc., and counter-measures therefor. The Committee reports, considers, and evaluates important compliance-related matters which should be treated as management issues.

Major Agendas of Compliance Committee in FY2024

- 1 Results and plans of compliance program
- 2 Operation of the compliance consultation system
- 3 Revision of Compliance Manual
- 4 Response for customer protection
- 5 Responses to financial crimes and antisocial groups

Compliance Program

The Seven Bank Group establishes a compliance program each fiscal year that sets out the compliance implementation plan for that year. The Board of Directors reviews and evaluates the progress and implementation status of the compliance program for the relevant year and, using such reviews and evaluations, formulates a compliance program for the following fiscal year.

Issue	
Compliance	Foster awareness of compliance
Information Management	Strengthen information management and security measures
Harassment	Establish workplace without harassment
Anti-money Laundering/ Countering the Financing of Terrorism	Advance management structure

Internal Evaluation System

A compliance officer of the Seven Bank Group conducts a regular self-evaluation of the status of compliance implementation and the compliance level of customer protection management in each department monthly. Issues are identified according to the evaluation results and are addressed for improvement.

Compliance Training

The Seven Bank Group formulates a compliance training plan to promote and stabilize the awareness of the importance of compliance within the company, and conducts practical trainings.

Main Compliance Issues

Prevention of Money Laundering and Financial Crimes, and Measures against Antisocial Groups

The Seven Bank Group determined the policy for countermeasures for money laundering and provision of terrorist funds. In addition, through strict confirmation at transactions, etc., the Group has put emphasis on eliminating relationships with antisocial groups and preventing fraudulent accounts from being opened.

To be more specific, among other steps, the Group asks applicants opening accounts to sign an affidavit stating they are not associated with antisocial forces. By including provisions that explicitly indicate the exclusion of organized crime groups in the transaction rules and other clauses, the Group rejects the account application and closes the account upon finding that the customer falls under or is associated with antisocial forces.

In addition, the Group has established a structure to ensure that it can take appropriate actions in an organized manner against wrongful demands and other similar events in accordance with internal rules and regulations.

Compliance Consultation System

The Seven Bank Group has established a Compliance Consultation System in compliance with the amended Whistleblower Protection Act established in 2022, to identify and address compliance issues early, and prevent reoccurrences. The system provides contact points for both internal and external consultation and reporting. As contact points for employees seeking consultations or reporting issues, employees can consult the compliance officer in their divisions. In addition, the Compliance Consultation Desk within the Bank and the Groupwide Help Line (a consultation and reporting contact point for all Seven & i Group companies) outside the Bank have been established. Posters with contact information have been put up and booklets with contact information have been distributed to all employees to ensure their awareness of these contact points. The International Hotline has also been established for employees of foreign group companies as a point of contact for consultations in local languages.

In addition, to promote fair transactions and provide safe and secure services for customers, a Business Partner Helpline (a consultation and reporting contact point for all Seven & i Group companies) has been established for suppliers.

Communication with Shareholders and Investors

We strive to proactively disclose the Bank’s management information, not limited to the scope of legal disclosure, aiming to aid our shareholders and investors in gaining a more comprehensive understanding of our business activities and future growth. We will continue to boost our reputation on the stock market and enhance our corporate value by leveraging shareholder and investor feedback in our management and fostering even closer IR communication.

IR Calendar (Major events in FY2024)

	April	May	June	July	August	September	October	November	December	January	February	March
Financial results related events		● Release of financial results for the full fiscal year ● Presentation about financial results for the fiscal year	● Annual General Meeting of Shareholders		● Release of financial results for the first quarter ● Presentation about financial results for the fiscal year			● Release of financial results for the second quarter ● Presentation about financial results for the fiscal year			● Release of financial results for the third quarter ● Presentation about financial results for the fiscal year	
Communication tools		● Issuance of FACT BOOK		● Issuance of Integrated Report/Disclosure Report in Japanese		● Issuance of Annual Report in English			● Issuance of Shareholders' Newsletter in Japanese	● Issuance of Interim Disclosure Report in Japanese		

Tools for Dialogue

- Distribution of audio recordings, and transcripts of the presentations of financial results for analysts and institutional investors (Japanese and English)
- Issuance of Integrated Report/Disclosure Report in Japanese and Annual Report in English
- Issuance of FACT BOOK
- Issuance of Shareholders’ Newsletter in Japanese
- Posting of information on the Bank’s website for individual investors in Japanese
- Holding IR presentations for individual investors

Our disclosure policy is posted on the following website.

<https://www.sevenbank.co.jp/english/ir/policy/>



Activities in FY2024

General Meeting of Shareholders	Presentation about quarterly financial results (for institutional investors)	Number of individual interviews with institutional investors	Number of times participated in conferences hosted by securities companies	Holding IR presentations for individual investors
Attendance: Approx. 130 persons Q&A session: 12 persons, 18 questions	Number of events held: Four times (quarterly basis)	100 interviews (cumulative and including interviews held at conferences hosted by securities companies listed on the right)	Twice	Participated in an IR Fair (August) Survey responses: 420 persons Online IR presentation (December) Survey responses: 864 persons
Major interests and opinions of shareholders and investors (FY2024)	● Changes in ATM needs in the era of cashless ● Growth potential of credit card business	● Prospects for overseas businesses to post profitability ● Appropriate level of capital		● Possibility of business and capital partnerships with other companies

Company Information

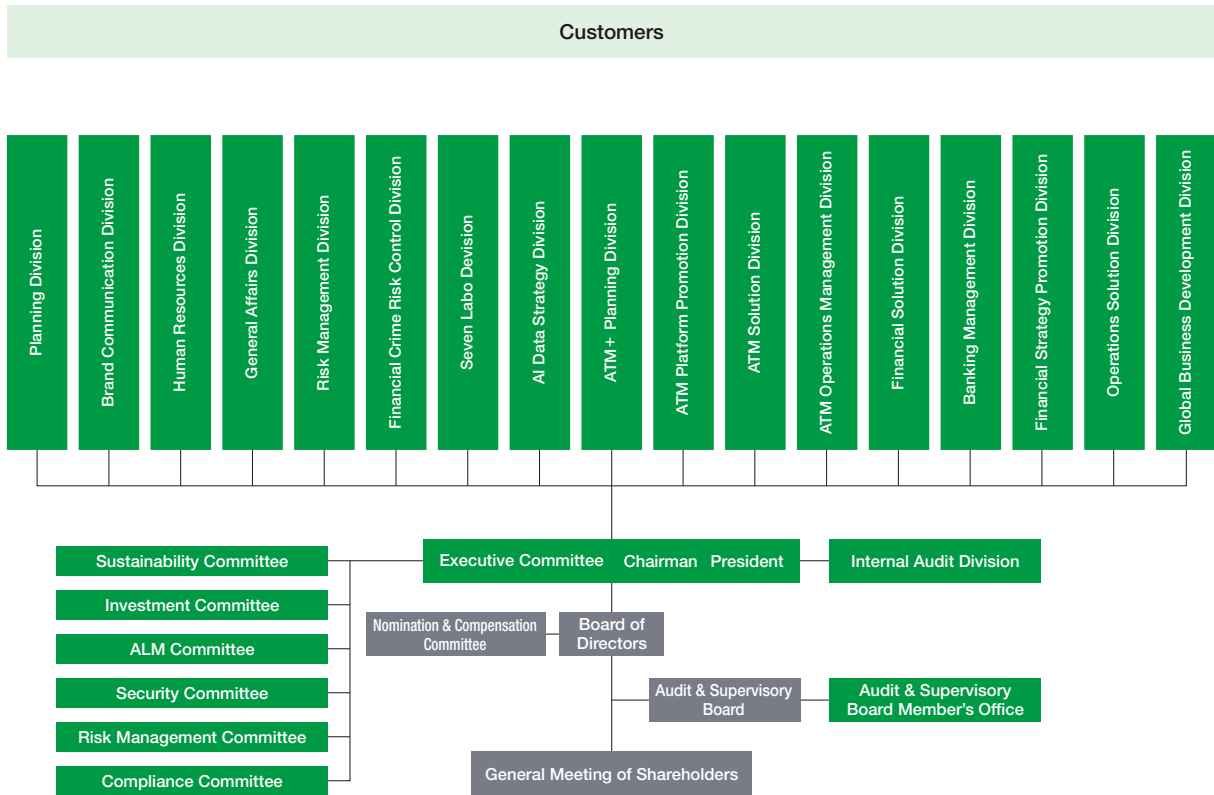
Company Information

(As of June 30, 2025)

Company Name	Seven Bank, Ltd.	Number of Employees734 (Non-consolidated, excluding officers, executive officers, temporary staff and part-time employees) Credit Ratings[S&P Global Ratings (S&P)] Long-term counterparty issuer rating “A-” Outlook “stable” Short-term counterparty issuer rating “A-2” [Rating & Investment Information, Inc. (R&I)] Issuer rating “AA—” Outlook “stable”
Head Office	1-6-1, Marunouchi, Chiyoda-ku, Tokyo, 100-0005, Japan	
Chairman and Representative Director	Yasuaki Funatake	
President and Representative Director	Masaaki Matsuhashi	
Established	April 10, 2001	
Initiated Operations	May 7, 2001	
Common Stock	30,724 million yen	

Organization Chart

(As of July 1, 2025)



Shares Status

(As of March 31, 2025)

Number of Issuable Shares	4,763,632 thousand
Number of Shares Issued	1,179,308 thousand
Number of Shareholders	243,786

Status of Major Shareholders

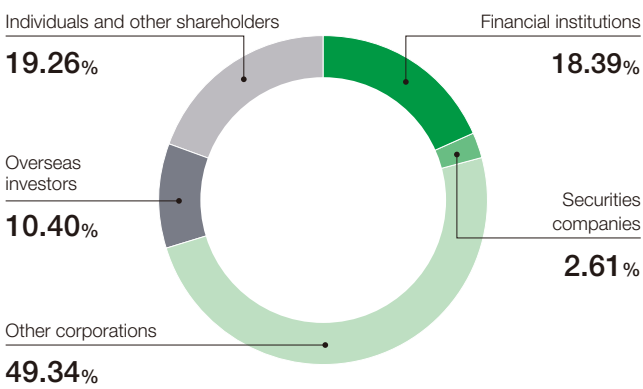
(As of March 31, 2025)

Shareholder name/title	Number of shares (Thousands of shares)	Holding (%)
Seven-Eleven Japan Co., Ltd.	453,639	38.59%
The Master Trust Bank of Japan, Ltd. (trust account)	93,524	7.95%
Ito-Yokado Co., Ltd.	46,961	3.99%
York-Benimaru Co., Ltd.	45,000	3.82%
Custody Bank of Japan, Ltd. (trust account)	39,488	3.35%
Sumitomo Mitsui Banking Corporation	15,000	1.27%
The Dai-ichi Life Insurance Company, Limited	15,000	1.27%
Goldman Sachs Japan Co., Ltd. BNYM	13,060	1.11%
GOLDMAN SACHS INTERNATIONAL	11,089	0.94%
CGML PB CLIENT ACCOUNT/COLLATERAL	10,270	0.87%

*The percentage of holdings was calculated by excluding 3,835,348 shares of treasury stock, and with the third decimal place rounded down. The number of shares of treasury stock does not include the Bank's shares held by the Directors' Compensation Board Incentive Plan (BIP) Trust and the Stock Grant Employee Stock Ownership Plan (ESOP) Trust.

Composition of Shareholders

(As of March 31, 2025)



**Individuals and other shareholders* include 3,835,348 shares of treasury stock.

Financial and Non-Financial Highlights

Value Creation

Growth Strategy

Management Base

Data

Consolidated Financial Highlights

Amounts less than one unit have been truncated.

		(Fiscal Year)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Items on the Statement of Income:	Ordinary income	(Millions of yen)	119,939	121,608	127,656	147,288	148,553	137,267	136,667	154,984	197,877	214,408
	Ordinary expenses	(Millions of yen)	82,772	84,897	89,350	106,574	108,716	101,626	108,412	126,059	167,351	184,118
	Ordinary profit	(Millions of yen)	37,167	36,710	38,305	40,714	39,836	35,640	28,255	28,924	30,526	30,289
	Net income attributable to owners of the parent	(Millions of yen)	24,716	25,114	25,301	13,236	26,162	25,905	20,827	18,854	31,970	18,221
	Depreciation and amortization ^{*1}	(Millions of yen)	18,779	18,766	17,102	17,529	14,634	14,070	16,388	19,526	23,302	29,106
	EBITDA ^{*2}	(Millions of yen)	55,946	55,477	55,408	58,244	54,471	49,710	44,644	48,450	53,828	59,395
Items on the Balance Sheet:	Total assets	(Millions of yen)	915,385	957,792	1,022,485	1,141,926	1,085,885	1,197,158	1,221,623	1,312,273	1,717,818	1,495,977
	Deposits ^{*3}	(Millions of yen)	547,781	572,310	623,206	679,474	684,560	783,408	790,687	821,508	915,418	842,144
	Total liabilities	(Millions of yen)	730,590	758,710	810,458	929,036	863,051	962,482	977,509	1,058,031	1,441,962	1,213,488
	Total net assets	(Millions of yen)	184,794	199,081	212,027	212,890	222,833	234,676	244,113	254,242	275,856	282,489
Per share data:	EPS (Earnings per share)	(Yen)	20.75	21.07	21.24	11.11	22.14	22.01	17.71	16.03	27.25	15.57
	DPS (Dividend per share)	(Yen)	8.50	9.00	10.00	11.00	11.00	11.00	11.00	11.00	11.00	11.00
	Payout ratio	(%)	40.9	42.6	47.0	99.0	49.6	49.9	62.0	68.6	40.3	70.6
Management indicators:	EBITDA margin ^{*4}	(%)	46.6	45.6	43.4	39.5	36.6	36.2	32.6	31.2	27.2	27.7
	ROE (Return on equity) ^{*5}	(%)	13.9	13.1	12.3	6.2	12.0	11.3	8.7	7.6	12.2	6.6
	Capital adequacy ratio (domestic standard) ^{*6}	(%)	49.77	51.71	50.78	47.77	50.11	47.93	47.31	46.51	30.74	29.13
	PER (Price-to-earnings ratio)	(Times)	23.1	17.2	15.9	29.4	12.6	11.4	13.4	16.5	10.8	17.9
Cash flow:	Cash flow from operating activities	(Millions of yen)	66,482	88,118	31,466	117,471	89,619	136,039	41,311	66,577	100,751	(38,869)
	Cash flow from investing activities	(Millions of yen)	(11,634)	(28,818)	(3,649)	(34,882)	(5,801)	(32,770)	(36,114)	(36,191)	(51,937)	(46,714)
	Cash flow from financing activities	(Millions of yen)	(9,826)	(10,446)	(11,729)	(12,246)	(16,009)	(13,555)	(12,727)	(12,973)	(12,090)	(12,667)
Capital investments:	Capital investment amounts	(Millions of yen)	17,216	14,213	11,900	10,792	16,694	25,132	23,712	24,734	38,844	45,514
	For domestic business ATMs	(Millions of yen)	8,885	4,052	1,673	1,986	3,556	9,228	7,898	6,450	12,644	16,677
	For domestic business software	(Millions of yen)	7,550	8,756	9,863	7,589	11,567	14,023	9,918	12,115	17,369	18,055

^{*1} Depreciation and amortization (excluding goodwill) ^{*2} EBITDA = ordinary profit + depreciation and amortization ^{*3} Including negotiable certificates of deposits ^{*4} EBITDA margin = EBITDA/ordinary income

^{*5} ROE = net income/average equity balance ^{*6} Calculated based on the formula stipulated in the Financial Services Agency Announcement No. 19 of 2006 in accordance with the second provision of the Banking Law No. 14.

Non-Financial Highlights

	(Fiscal Year)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Number of employees (Consolidated) ^{*1}	(Persons)	619	634	654	657	713	809	911	1,016	1,301	1,398
Number of employees (Non-consolidated) ^{*1}	(Persons)	456	472	468	460	487	470	505	549	614	703
Ratio of female employees (Non-consolidated)	(%)	35	36	37	39	41	39	40	39	41	41
Ratio of female managers ^{*2}	(%)	10.7	12.0	14.7	14.5	17.4	18.2	16.0	18.4	17.7	18.7
Ratio of paid leave taken by employees	(%)	—	83.4	86.9	78.1	80.0	70.5	80.2	83.8	83.4	81.9
Number of employees who took childcare leave ^{*3}	(Persons)	10	13	16	12	11	11	15	24	26	30

^{*1} Excluding officers, executive officers, employees seconded from the Bank to external companies, part-time employees and temporary staff; and including employees seconded from external companies to the Bank.

^{*2} Ratio of female mangers is calculated based on management positions (Senior Officer, Officer, Assistant Officer), excluding those seconded from the Bank to external companies.

^{*3} Number of employees who took childcare leave in each fiscal year, including contractors

Consolidated Financial Statements

Consolidated Balance Sheet

(Millions of yen)

	as of March 31, 2024	as of March 31, 2025
Assets		
Cash and due from banks	988,932	892,852
Call loans	50,000	–
Securities	118,077	120,702
Loans	56,289	72,257
Foreign exchanges	0	0
ATM-related temporary payments	205,420	102,749
Accounts receivable from credit card members	134,340	128,458
Other assets	76,038	77,733
Tangible fixed assets	39,150	50,247
Buildings	1,970	2,328
ATMs	32,302	41,584
Other tangible fixed assets	4,877	6,334
Intangible fixed assets	46,795	50,046
Software	36,530	41,521
Other intangible fixed assets	10,264	8,524
Asset for retirement benefits	2,615	2,969
Deferred tax assets	4,751	2,639
Allowance for credit losses	(4,593)	(4,679)
Total assets	1,717,818	1,495,977
Liabilities		
Deposits	914,768	841,344
Negotiable certificates of deposits	650	800
Call money	110,000	35,000
Borrowed money	19,052	13,343
Bonds	65,000	50,000
ATM-related temporary advances	118,566	71,228
Accounts payable for credit card business	42,429	40,738
Deposits for electronic money	70,899	62,660
Other liabilities	97,177	96,103
Provision for bonuses	1,032	1,063
Liability for retirement benefits	25	35
Provision for retirement benefits of directors	29	9
Provision for stocks payment	812	983
Provision for loss on litigation	1,418	–
Deferred tax liabilities	99	177
Total liabilities	1,441,962	1,213,488
Net assets		
Common stock	30,724	30,724
Capital surplus	30,850	31,071
Retained earnings	201,836	207,126
Treasury stock	(2,744)	(2,738)
Total shareholders' equity	260,666	266,184
Net unrealized gains (losses) on available-for-sale securities, net of taxes	607	85
Foreign currency translation adjustments	8,574	10,245
Accumulated adjustments for retirement benefits	688	685
Total accumulated other comprehensive income	9,870	11,016
Subscription rights to shares	12	32
Non-controlling interests	5,306	5,255
Total net assets	275,856	282,489
Total liabilities and net assets	1,717,818	1,495,977

Consolidated Statement of Income

(Millions of yen)

	2023	2024
Ordinary income	197,877	214,408
Interest income	8,158	11,089
Interest on loans	7,453	9,672
Interest and dividends on securities	147	359
Interest on call loans	49	77
Interest on cash and due from banks	508	980
Fees and commissions income	186,235	197,895
Remittance-related fee income	3,744	3,913
ATM-related fee income	149,446	156,400
Credit card operating income	10,058	12,165
Electronic money operating income	10,201	12,010
Other fees and commissions income	12,783	13,406
Other operating income	309	264
Other ordinary income	3,174	5,158
Other	3,174	5,158
Ordinary expenses	167,351	184,118
Interest expenses	1,174	2,098
Interest on deposits	32	517
Interest on negotiable certificates of deposits	0	1
Interest on call money	(59)	348
Interest on borrowed money	903	979
Interest on bonds	298	251
Fees and commissions expenses	53,418	55,654
Remittance-related fee expenses	1,808	1,845
ATM placement fee expenses	31,541	31,647
ATM-related fee expenses	10,187	9,805
Credit card operating expenses	4,306	5,653
Electronic money operating expenses	726	886
Other fees and commissions expenses	4,849	5,815
Other operating expenses	–	7
General and administrative expenses	108,084	122,166
Other ordinary expenses	4,673	4,191
Provision of allowance for credit losses	2,179	2,887
Other	2,493	1,304
Ordinary profit	30,526	30,289
Extraordinary income	22,326	1,314
Gain on sales of fixed assets	0	–
Gain on change in equity of affiliates	–	76
Gain on sale of shares of subsidiaries and affiliates	785	179
Gain on bargain purchase	21,540	–
Other extraordinary income	–	1,057
Extraordinary losses	7,722	2,767
Losses on disposal of fixed assets	549	742
Impairment losses	351	2,025
My Number points-related loss	4,619	–
Provision for loss on litigation	1,406	–
Other extraordinary losses	795	–
Income before income taxes	45,130	28,836
Income taxes-current	8,503	8,141
Income taxes-deferred	4,667	2,425
Total income taxes	13,170	10,567
Net income	31,959	18,268
Net income (loss) attributable to non-controlling interests	(11)	47
Net income attributable to owners of the parent	31,970	18,221

Non-consolidated Financial Statements

Non-consolidated Balance Sheets

(Millions of yen)

	as of March 31, 2024	as of March 31, 2025
Assets		
Cash and due from banks	956,804	859,760
Cash	776,540	732,089
Due from banks	180,263	127,671
Call loans	50,000	–
Securities	172,795	175,457
Local government bonds	65,327	59,596
Corporate bonds	46,181	38,879
Stocks	38,067	37,962
Other securities	23,218	39,019
Loans and bills discounted	44,468	60,700
Loans on deeds	150	150
Overdrafts	44,318	60,550
Foreign exchanges	0	0
Due from foreign banks (our accounts)	0	0
Other assets	231,427	135,992
Prepaid expenses	1,831	1,856
Accrued revenue	10,466	10,450
ATM-related temporary payments	198,172	99,590
Other	20,957	24,095
Tangible fixed assets	29,023	37,340
Buildings, net	1,756	2,059
ATMs	23,164	30,430
Other tangible fixed assets	4,102	4,849
Intangible fixed assets	38,484	42,294
Software	30,597	34,680
Software in progress	7,880	7,607
Other intangible fixed assets	6	6
Prepaid pension costs	921	1,155
Deferred tax assets	1,131	1,783
Customers' liabilities for acceptances and guarantees	13,300	14,832
Allowance for loan losses	(1,802)	(2,008)
Total assets	1,536,555	1,327,309
Liabilities		
Deposits	949,751	871,043
Ordinary deposits	730,637	660,639
Time deposits	218,748	209,967
Other deposits	365	436
Negotiable certificates of deposit	650	800
Call money	110,000	35,000
Bonds payable	65,000	50,000
Other liabilities	148,154	101,456
Income taxes payable	3,743	4,147
Accrued expenses	6,964	7,621
ATM-related temporary advances	118,566	71,228
Asset retirement obligations	430	513
Other	18,450	17,945
Provision for bonuses	634	712
Reserve for stocks payment	812	983
Acceptances and guarantees	13,300	14,832
Total liabilities	1,288,303	1,074,826
Net assets		
Share capital	30,724	30,724
Capital surplus	30,724	30,724
Legal capital surplus	30,724	30,724
Retained earnings	188,926	193,653
Legal retained earnings	0	0
Other retained earnings	188,926	193,653
Retained earnings brought forward	188,926	193,653
Treasury shares	(2,744)	(2,738)
Total shareholders' equity	247,631	252,364
Valuation difference on available-for-sale securities	607	85
Total valuation and translation adjustments	607	85
Share acquisition rights	12	32
Total net assets	248,252	252,482
Total liabilities and net assets	1,536,555	1,327,309

Non-consolidated Statements of Income

(Millions of yen)

	2023	2024
Ordinary income	128,899	135,747
Interest income	6,163	8,599
Interest on loans and discounts	5,880	7,687
Interest and dividends on securities	147	359
Interest on call loans	49	77
Interest on deposits with banks	86	475
Fees and commissions	121,505	124,081
Fees and commissions on domestic and foreign exchanges	3,744	3,913
ATM-related fee income	111,060	113,401
Other fees and commissions	6,700	6,766
Other ordinary income	310	263
Gain on foreign exchange transactions	310	263
Other income	919	2,803
Gain on sale of equity securities	56	2,305
Other	862	498
Ordinary expenses	99,775	108,439
Interest expenses	271	1,156
Interest on deposits	32	550
Interest on negotiable certificates of deposit	0	1
Interest on call money	(59)	348
Interest on borrowings and rediscounts	0	3
Interest expenses on bonds	298	251
Fees and commissions payments	25,339	26,798
Fees and commissions on domestic and foreign exchanges	1,808	1,845
ATM-placement fee expenses	17,525	17,757
ATM-related fee expenses	2,646	2,862
Other fees and commissions	3,358	4,332
Other ordinary expenses	–	7
Loss on sale of bonds	–	7
General and administrative expenses	71,580	78,719
Other expenses	2,585	1,757
Provision of allowance for loan losses	1,123	1,207
Write-off of loans	0	1
Loss on devaluation of equity securities	1,363	33
Other	98	516
Ordinary profit	29,123	27,307
Extraordinary income	200	179
Gain on sale of shares of subsidiaries and associates	200	179
Extraordinary losses	1,719	2,364
Loss on disposal of non-current assets	503	673
Impairment losses	–	1,146
Loss on valuation of shares of subsidiaries and associates	909	545
Other	306	–
Profit before income taxes	27,603	25,122
Income taxes - current	8,301	7,889
Income taxes - deferred	(18)	(423)
Total income taxes	8,283	7,465
Profit	19,320	17,657