

Fiscal year ending March 2026

Management Strategy Briefing

November 21, 2025

The purpose of this material is to provide information concerning the Company's most recent operating results and is NOT to solicit investment in marketable securities issued by the Company.

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TOKAI TOKYO FINANCIAL HOLDINGS, INC.

Progress of the Medium-Term Management Plan

Strategy

- ◆ Enhancement of Financial Services Capabilities ~ Countering the drastic reduction in structured bond business with foreign currency assets, finance, derivatives, etc. (Δ~○)
 - Diversification of products and services + strengthening of human resources (expertise & humanity)
⇒ effective in wealthy businesses
 - Productivity improvement (sales productivity (data utilization) + operational efficiency)
- ◆ Key Measures to Reach the “New World” (✗)
 - Expansion of customer base through partnership with Powerful Partners ~ Negotiations continues but delayed than planned
 - Expansion of functions ~ Incorporation of other functions is limited to the digital domain

Indicators	Policy
<ul style="list-style-type: none"> ◆ <u>Increase in Assets Under Custody and expansion of stable Earnings</u> (○) <ul style="list-style-type: none"> • Assets under custody achieved the medium-term management target ahead of schedule ~ The increase in net assets from high-net-worth clients continues, leveraging securities-backed loans as a hook. • Stable Earnings/fixed cost coverage ratio also achieved the medium-term plan target ahead of schedule. ◆ <u>Ordinary Profit, ROE</u> (Δ) <ul style="list-style-type: none"> • Delays in collaboration with Powerful Partners and monetization of digital businesses lead to delays in expanding the customer base, and the contribution to this indicator is limited 	<ul style="list-style-type: none"> ◆ <u>Capital Strategy</u> (○) <ul style="list-style-type: none"> • Shareholder Returns ~ Implementation of Dividends Based on Policy • The transition from capital enhancement to its utilization is currently under consideration ◆ <u>Customer-oriented</u> (○) <ul style="list-style-type: none"> • Obtained the first “SS” rating in the “R&I Customer-Oriented Financial Sales Company Evaluation” (April 2025) • Establishment and penetration of “Social Value & Justice” comes first • NPS®* Improvements

* NPS® is a registered trademark of Bain & Company, Fred Reichheld, and Satmetrix Systems (now NICE Systems, Inc.). Abbreviated as 'Net Promoter Score (NPS)®, it is translated as 'net promoter ratio' and is an indicator that quantifies customer loyalty (the degree of attachment and trust toward a company or brand).

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2 Challenges and Future Initiatives

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Progress of the Medium-Term Management Plan

1

To a world with
interest rates

Pressure from the
capital markets

Booming stock
market

Entry from
different industries

Customer-oriented
sales

Face-to-face
securities
× Online securities

Diversification of
customer needs

Bank-Securities
Collaboration

New NISA

High-Net-Worth
business

Changes in the
employment
environment

Stock Earnings

Backup support for
natural disasters

Acceleration of
AI/DX

Changes in the external environment
surrounding us



Current Medium-Term Management Plan

Five-year plan (April.2022~March.2027)
“Beyond Our Limits”

Vision of the plan
 Corporate group
 with admiration and respect

Principle of the plan
 “Social Value & Justice”
 comes first

Destination of the plan
 “New World”

Enhancement
 of
 Financial
 Services
 Capabilities

Deploying Key
 Measures to Reach
 the New World”

KGIs and Key KPIs

		FYE Mar. 2026*	FYE Mar. 2027 <Plan>
Group KGIs	ROE	7%	12%
	Assets Under Custody	¥12.7trn	¥12trn
Financial KPIs	Ordinary Profit (1) 【Enhancement of Financial Services Capabilities】	¥16.9bn	¥30bn
	Tokai Tokyo Securities	¥13.1bn	¥25bn
	Stable Earnings /Fixed Cost Coverage Ratio	25.1%	20%
	Labor productivity per employee	¥19.9mn	¥23mn
	Ordinary Profit (2) 【Key Measures to Reach the New World】	-¥ 2.7bn	¥6~10bn

*Annual conversion of actual results for the first half of FYE March 2026

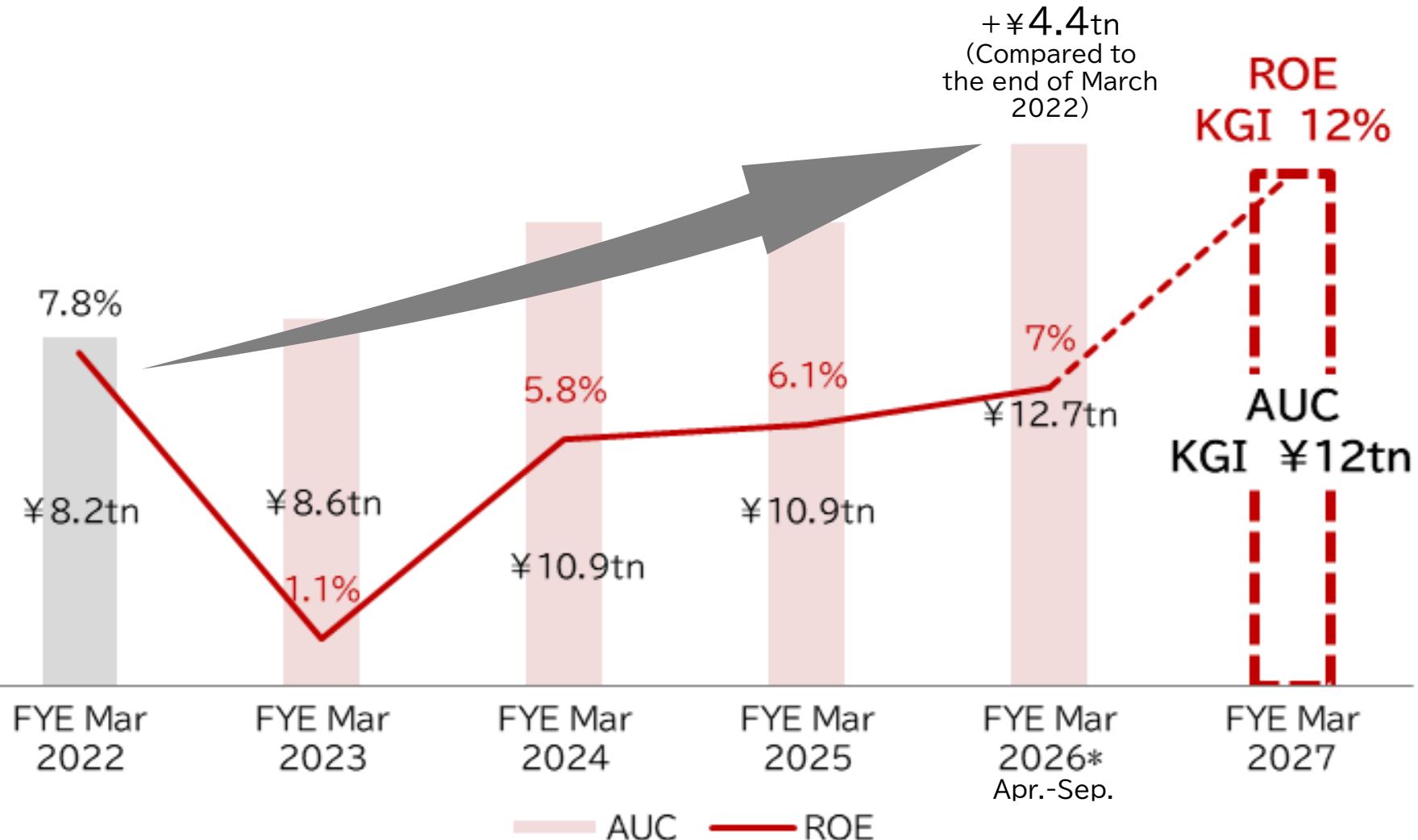
Previous Plan

Starting in April 2022, 5-year plan "Beyond Our Limits"

+¥4.4tn
(Compared to
the end of March
2022)

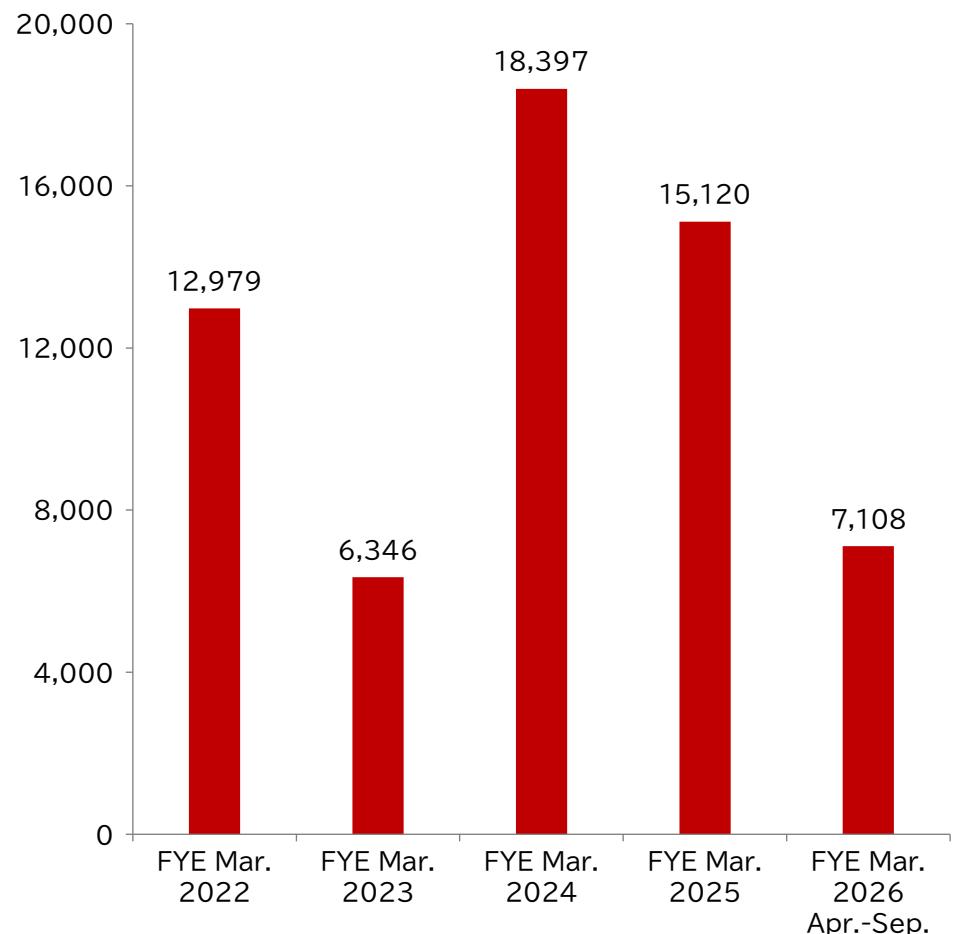
ROE
KGI 12%

AUC
KGI ¥12tn



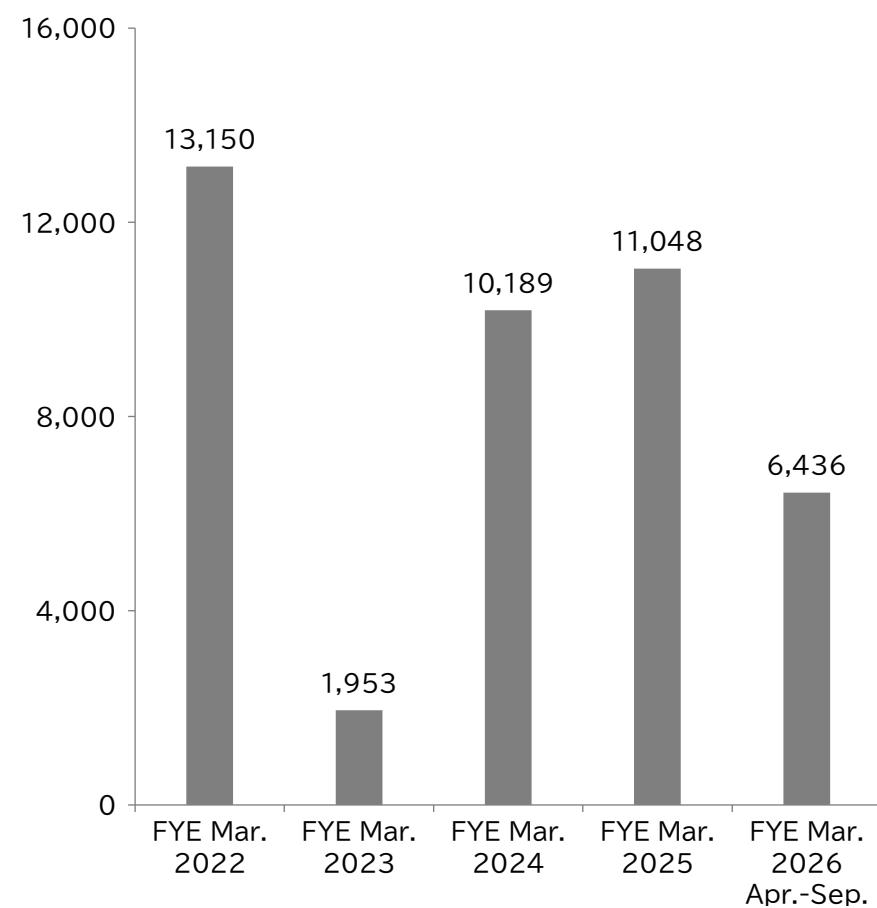
Ordinary Profit

(¥mn)

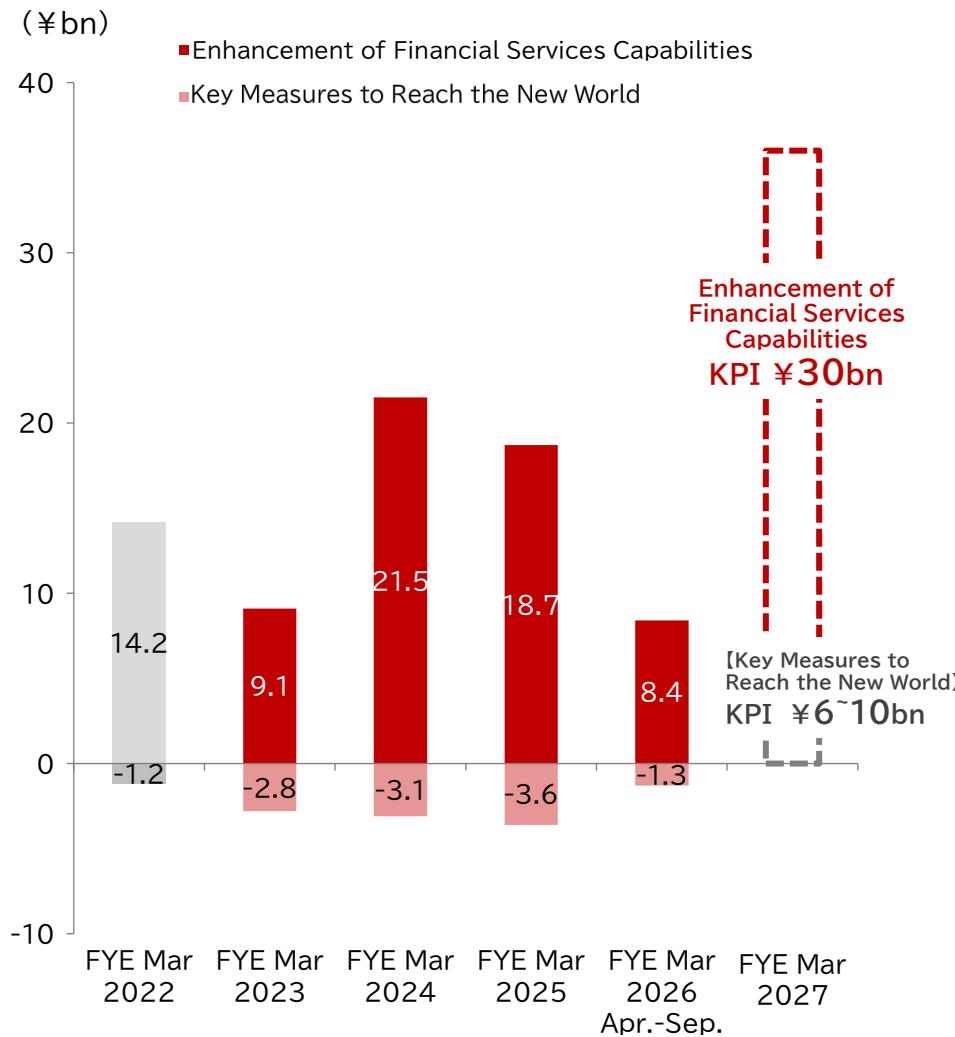


Profit attributable to owners of parent

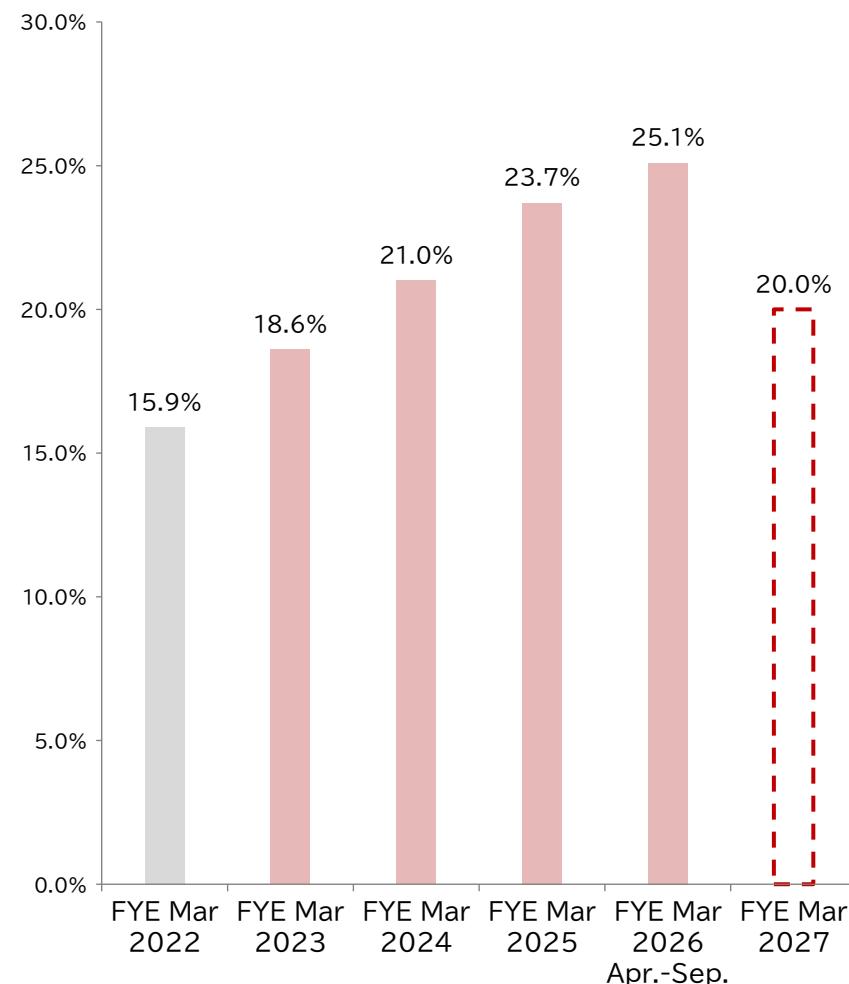
(¥mn)

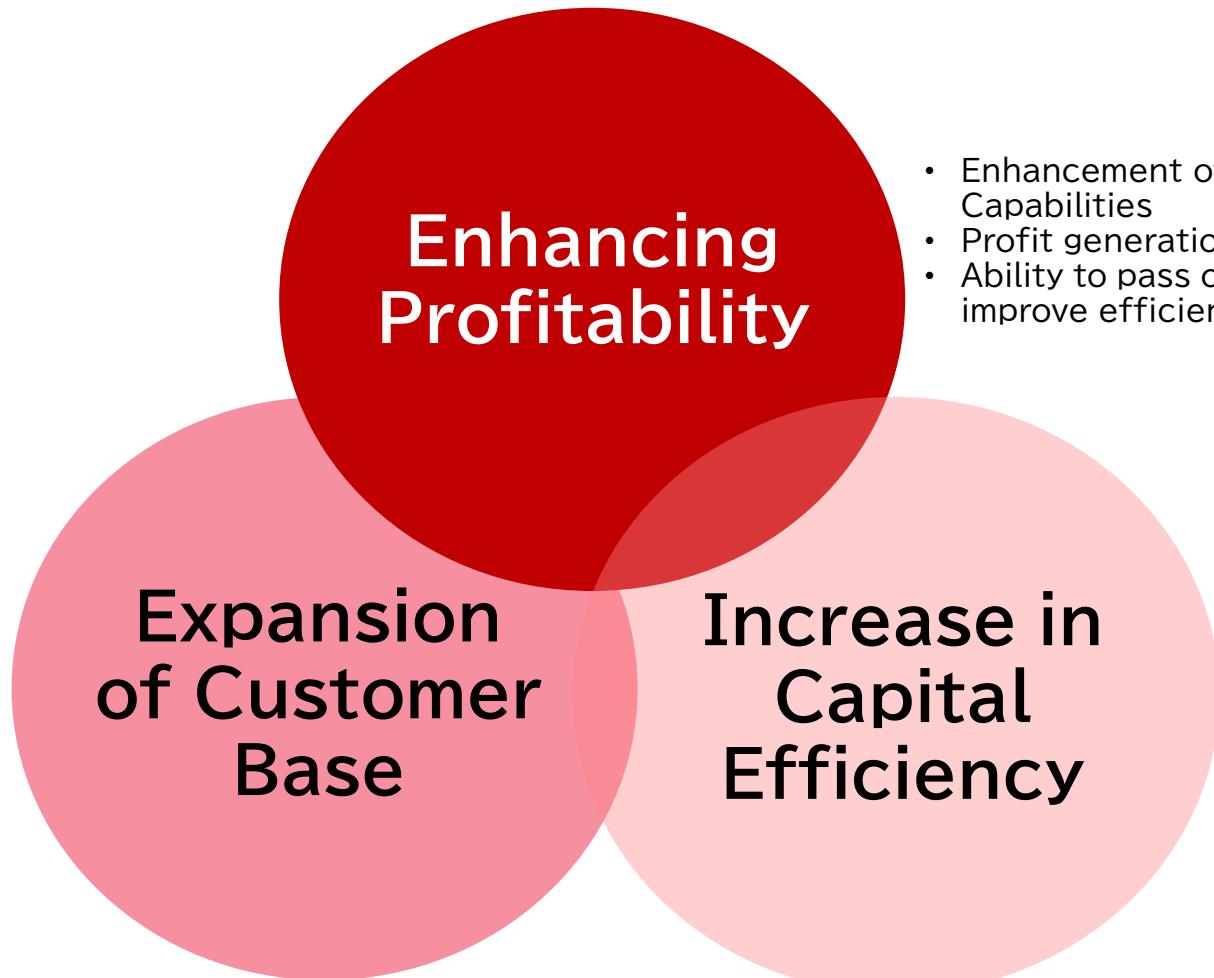


Ordinary Profit



Stable Earnings/Fixed Cost Coverage





- Acceleration of Alliances and Collaboration with Powerful Partners

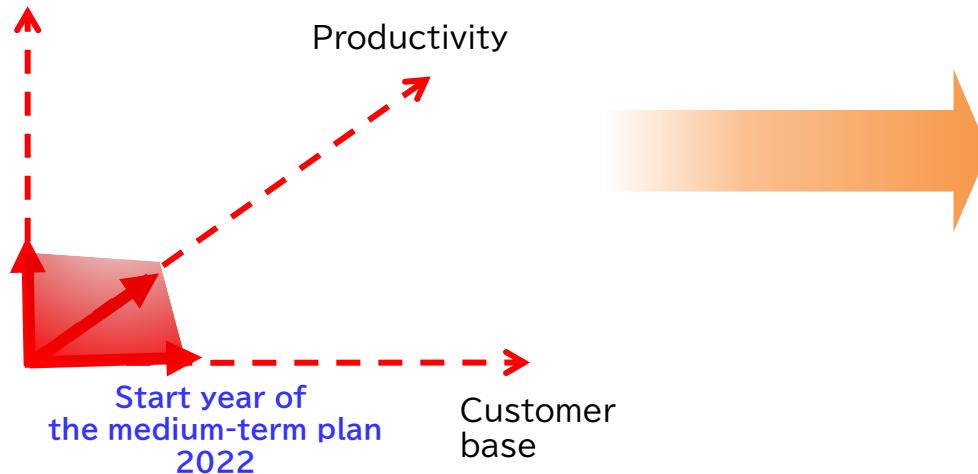
- Enhancement of Financial Services Capabilities
- Profit generation of digital businesses
- Ability to pass on cost increases and improve efficiency

**Increase in
Capital
Efficiency**

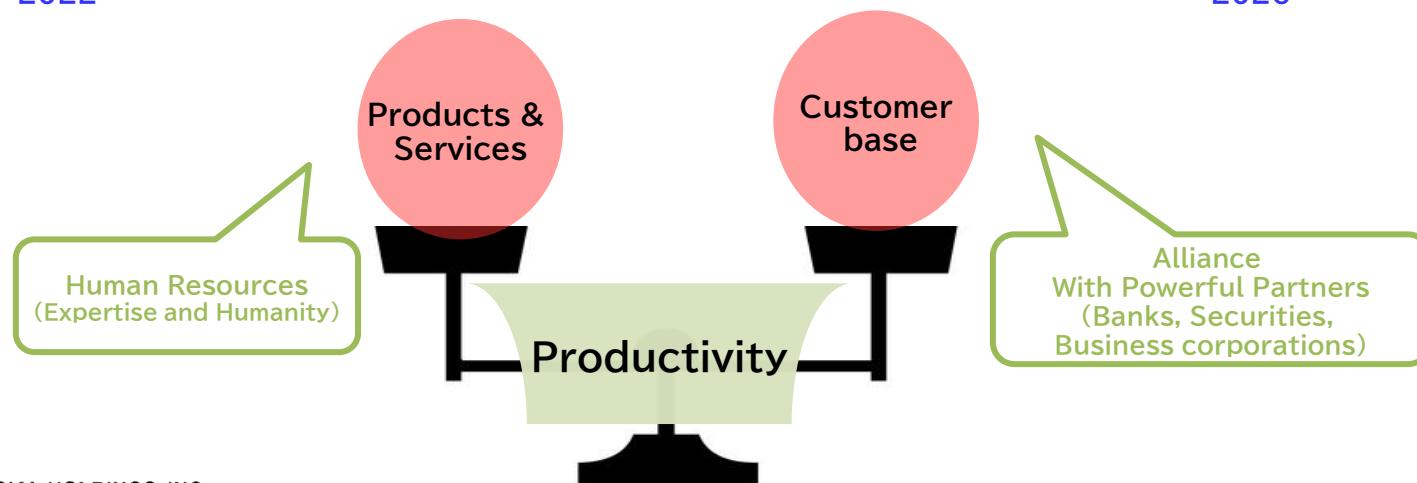
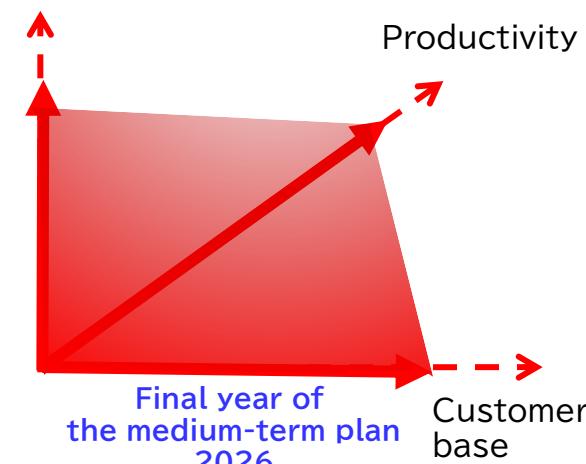
- Appropriate allocation of capital based on ROE analysis and evaluation of each division
- Reduction of cross-shareholdings
- Selection and concentration of digital businesses



Products & Services

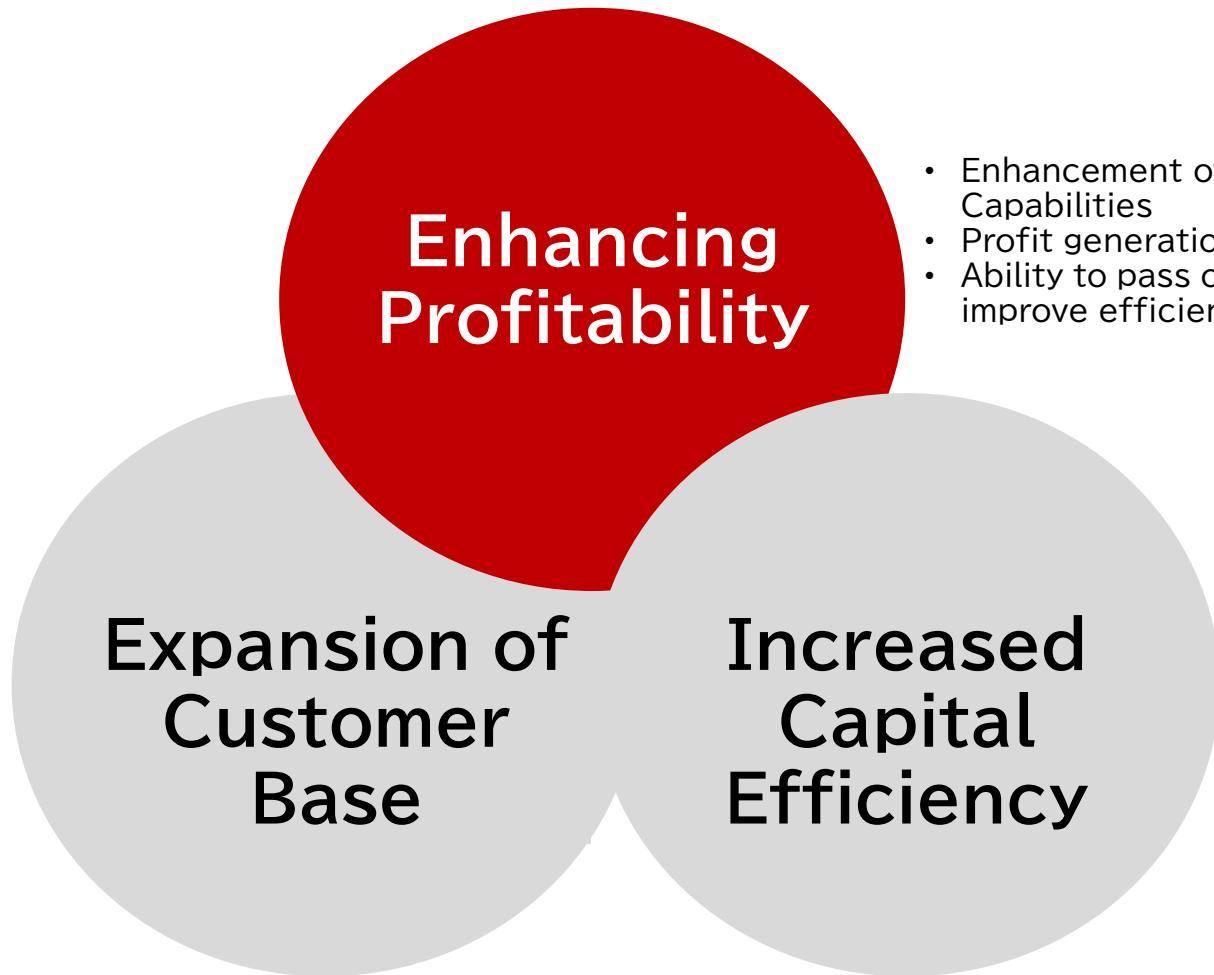


Products & Services



Challenges and Future Initiatives





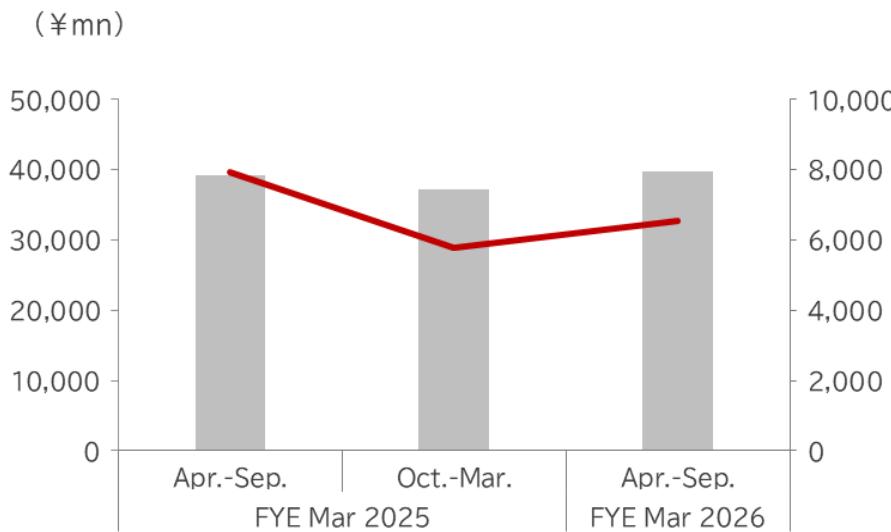
- Acceleration of Alliances and Collaboration with Powerful Partners

- Enhancement of Financial Services Capabilities
- Profit generation of digital businesses
- Ability to pass on cost increases and improve efficiency

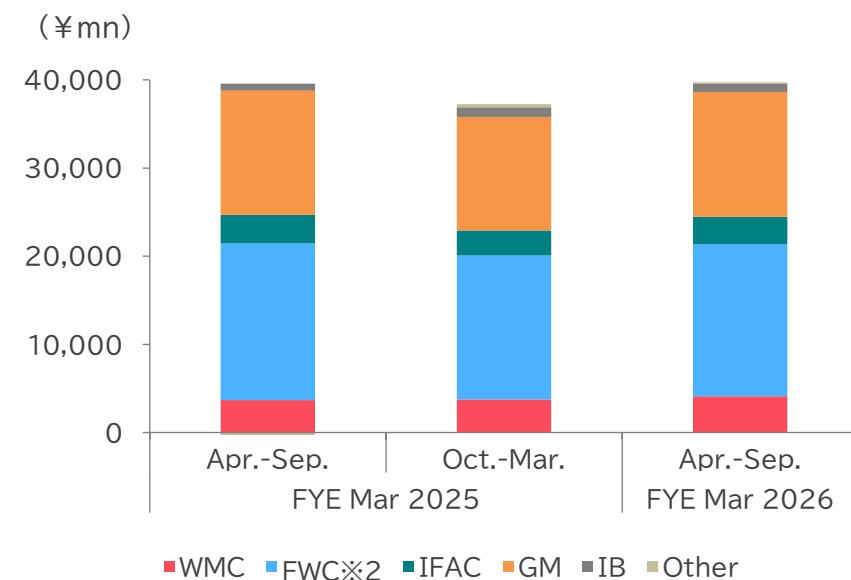
Increased
Capital
Efficiency

- Appropriate allocation of capital based on ROE analysis and evaluation of each division
- Reduction of cross-shareholdings
- Selection and concentration of digital businesses

Performance History



Total Revenue*



— Operating Revenue(Left) — Ordinary Profit(Right)

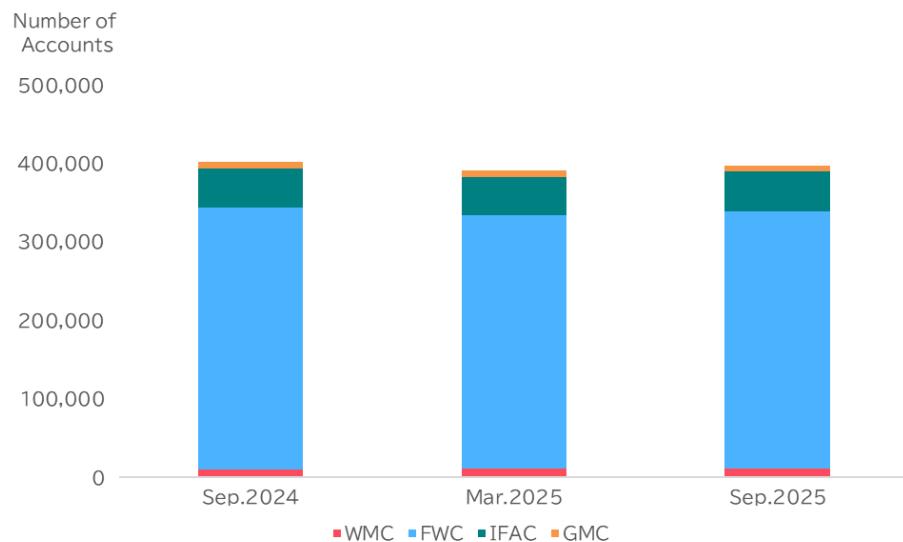
(\$mn)	FYE Mar 2025		FYE Mar 2026		YoY % Change Apr.-Sep.
	Apr.-Sep.	Oct.-Mar.	Apr.-Sep.	Apr.-Sep.	
Operating Revenue(Left)	39,263	37,251	39,717	39,717	1.2%
Ordinary Profit(Right)	7,929	5,783	6,555	6,555	-17.3%

(\$mn)	FYE Mar 2025		FYE Mar 2026		YoY % Change Apr.-Sep.
	Apr.-Sep.	Oct.-Mar.	Apr.-Sep.	Apr.-Sep.	
WMC	3,661	3,748	4,107	4,107	12.2%
FWC ^{※2}	17,783	16,331	17,260	17,260	-2.9%
IFAC	3,238	2,821	3,115	3,115	-3.8%
GM	14,100	12,894	14,158	14,158	0.4%
IB	796	1,106	900	900	13.0%
Other	-316	348	174	174	-
Total	39,263	37,251	39,717	39,717	1.2%

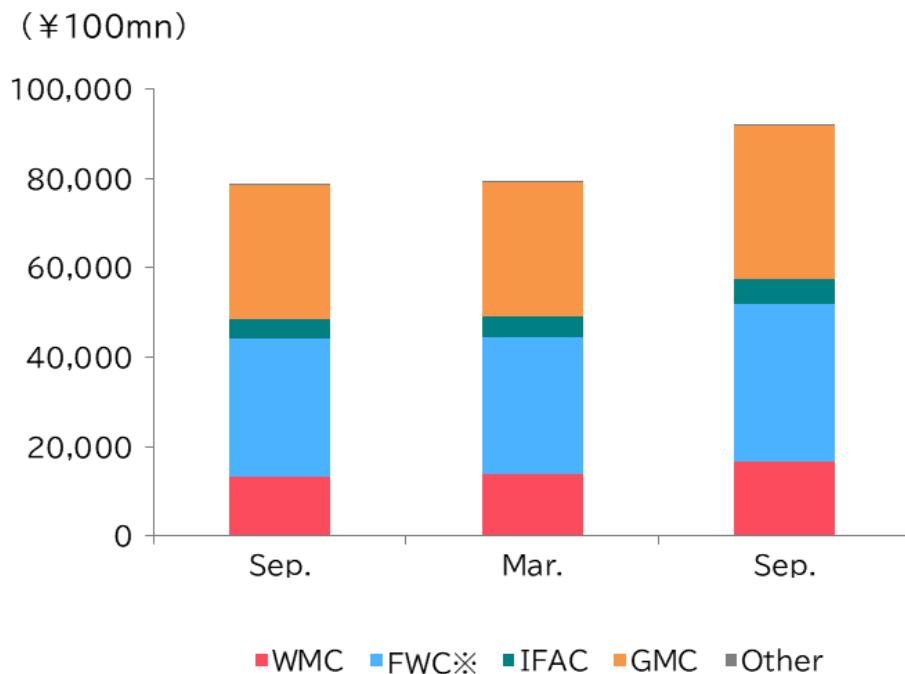
*1 Management accounting figures

*2 FWC includes the Customer Contact Division

Number of Accounts that each company holds



Assets Under Custody by company*



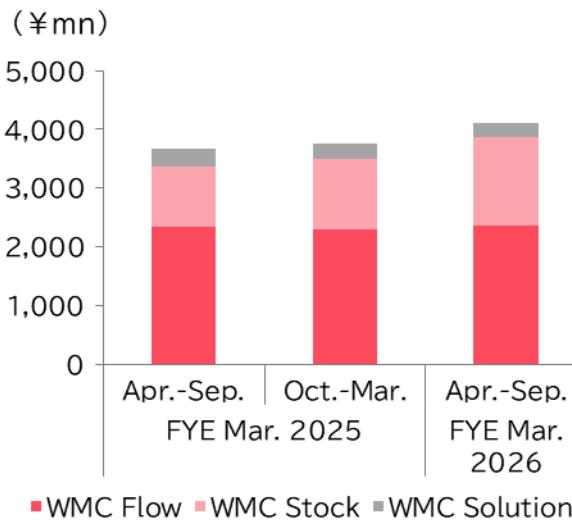
(Number of Accounts)	FYI Mar. 2025		FYI Mar. 2026	
	Sep.	Mar.	Sep.	Mar.
WMC	10,024	10,351	10,878	13,748
FWC*	333,024	322,853	327,467	30,609
IFAC	49,973	49,254	50,603	4,642
GMC	8,625	8,673	8,061	29,979
Total	401,646	391,131	397,009	79,153

(¥100mn)	FYI Mar. 2025		FYI Mar. 2026
	Sep.	Mar.	Sep.
WMC	13,240	13,748	16,601
FWC*	30,981	30,609	35,128
IFAC	4,377	4,642	5,624
GMC	29,973	29,979	34,454
Other	155	173	179
Total	78,728	79,153	91,988

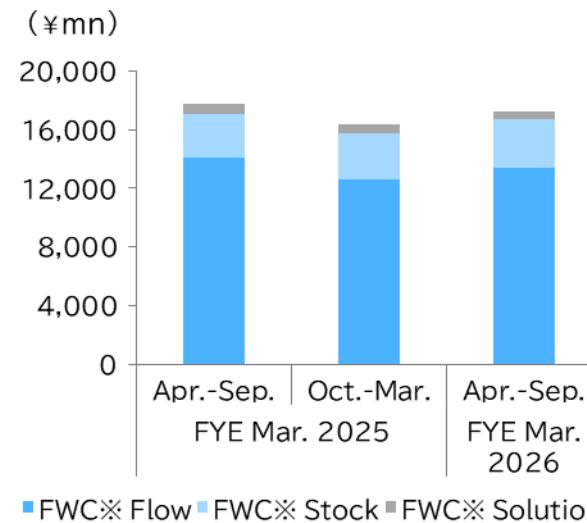
*FWC includes the Customer Contact Division.

Total revenue*1 breakdown

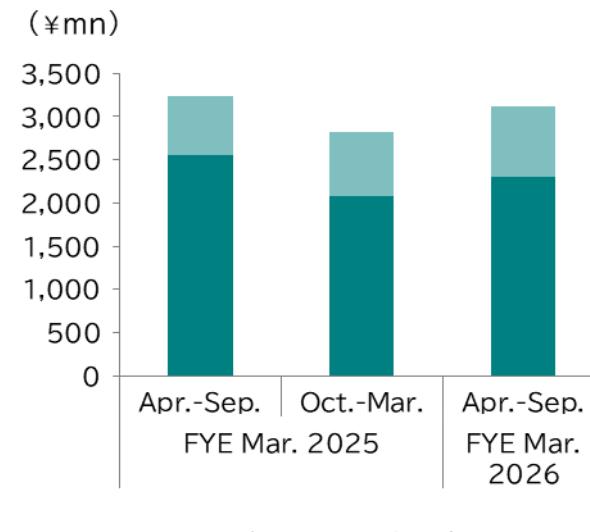
WMC



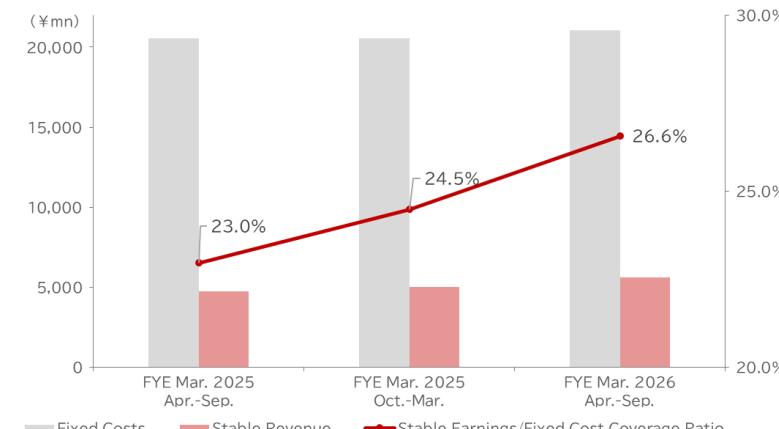
FWC*2



IFAC

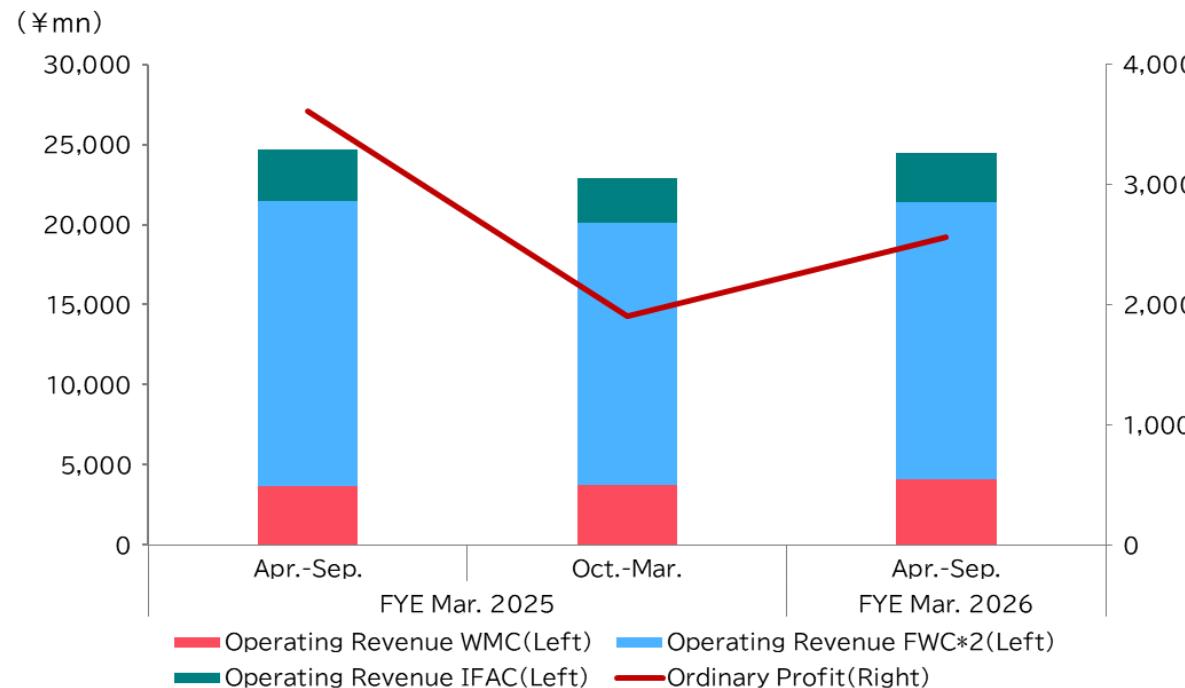


Stable Earnings / Fixed Cost Coverage Ratio



*1 Management accounting figures *2 Including Customer Contact Division

Performance History *1



(¥mn)	FYE Mar. 2025		FYE Mar. 2026		YoY %Change Apr.-Sep
	Apr.-Sep.	Oct.-Mar.	Apr.-Sep.	Oct.-Mar.	
Operating Revenue	24,683	22,901	24,484	22,901	-0.8%
WMC	3,661	3,748	4,107	4,107	12.2%
FWC*2	17,783	16,331	17,260	17,260	-2.9%
IFAC	3,238	2,821	3,115	3,115	-3.8%
Ordinary Profit	3,609	1,907	2,558	1,907	-29.1%

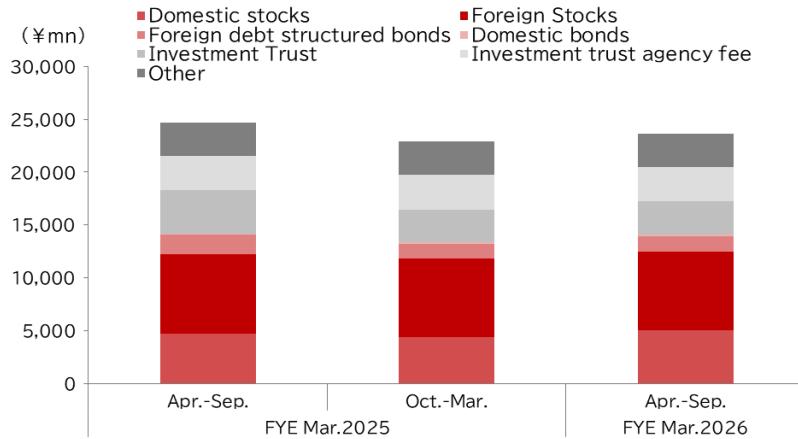
*1 Management accounting figures

*2 FWC includes the Customer Contact Division

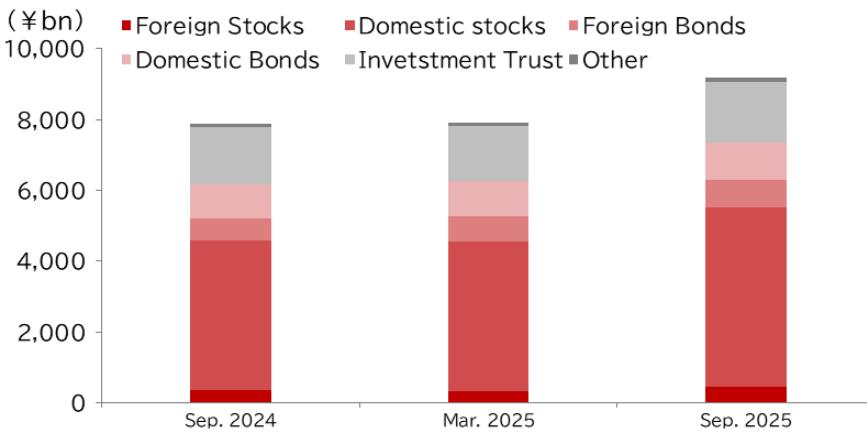
Net Inflow of Cash and Securities



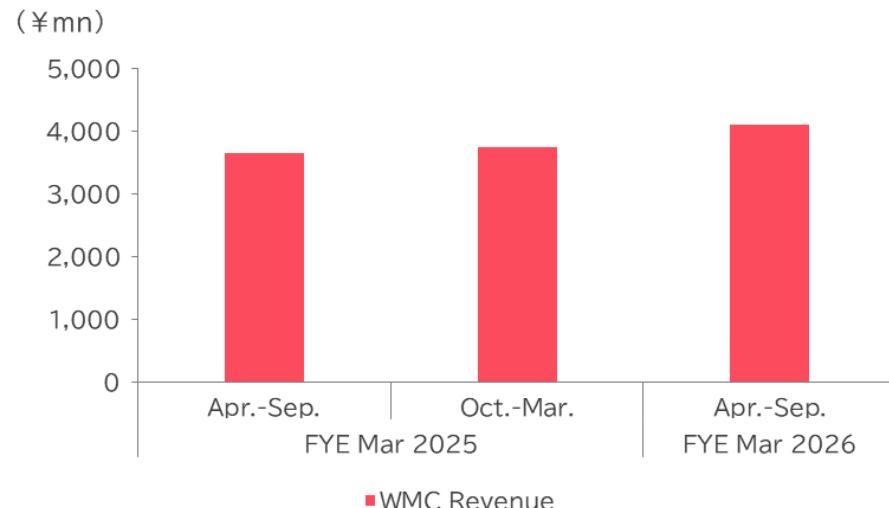
Revenue by Product



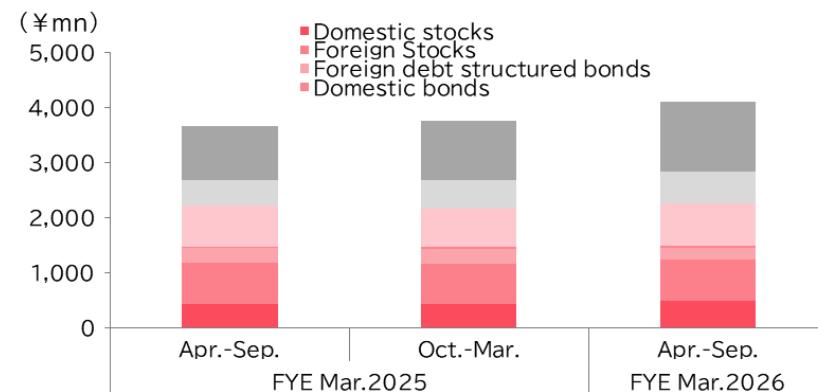
AUC by product



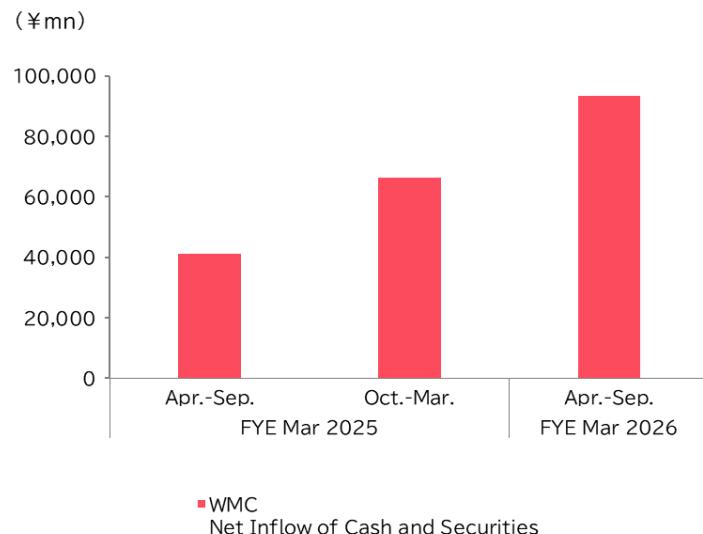
Total revenue*¹



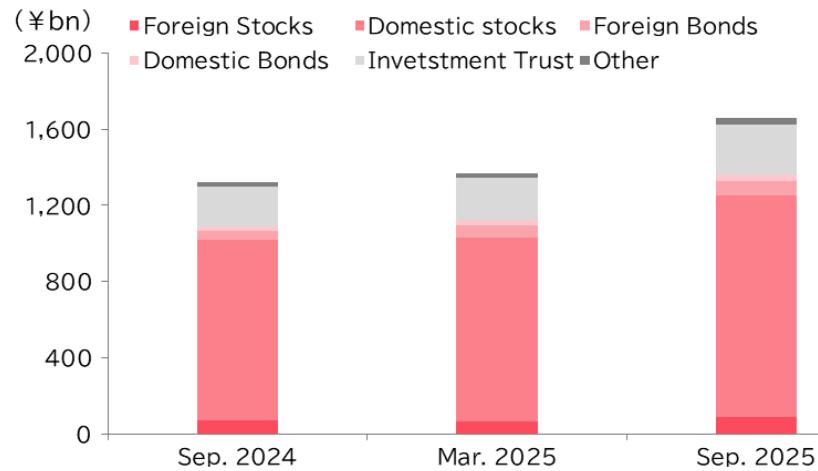
Revenue by Product



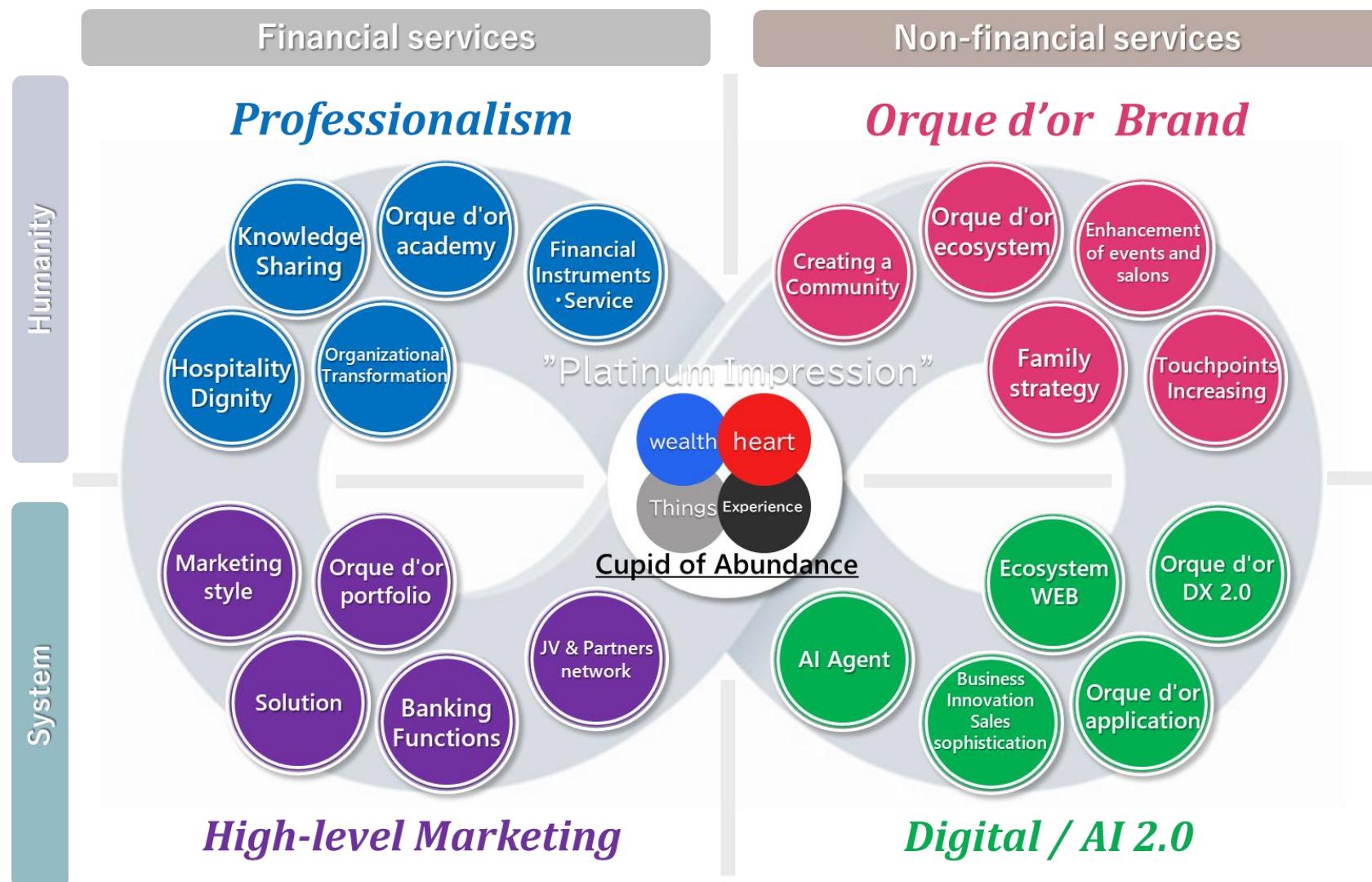
Net Inflow of Cash and Securities



AUC



About the Orque d'or 2.0 strategy





Strategic Model

Aiming to build a unique business model that is not found in major private banks operating in Japan

Securities
collateralized loans

"Orque d'or" Salon

Humanity/Expertise

Presence in
the Chubu region

Market of the Heart

- ◆ Loan funds are unrestricted
- ◆ RM services under 500 million yen
- ◆ Portfolio Loan (Coming Soon)

- ◆ Attractiveness to customers of the Golden Trapezoid Layer
- ◆ Service for companies with a market value of 20 billion yen or less

- ◆ Overwhelming brand presence and contact capability unmatched by other companies
- ◆ Strengthening capabilities for asset succession planning

Unique Product Strategy

- ◆ Differentiation through our unique product strategy
- ◆ Highlighting an unique appeal that attracts customers



- ◆ Horizontal expansion of products for pension institutional investors
- ◆ Enhanced Access to Private Assets
- ◆ Unlisted individual stocks, STO, Real Estate Fractional Investment

UMA Discretionary Investment Strategy

- ◆ Promoting discretionary investment through funds



- ◆ Early establishment of an UMA implementation system including individual stock funds
- ◆ Building Wealth's Unique Portfolio Sales System
- ◆ Capturing the core assets of HNW individuals

Solution Asset Succession

- ◆ Promoting asset transfers through the use of asset management companies
- ◆ Utilization of individual real estate

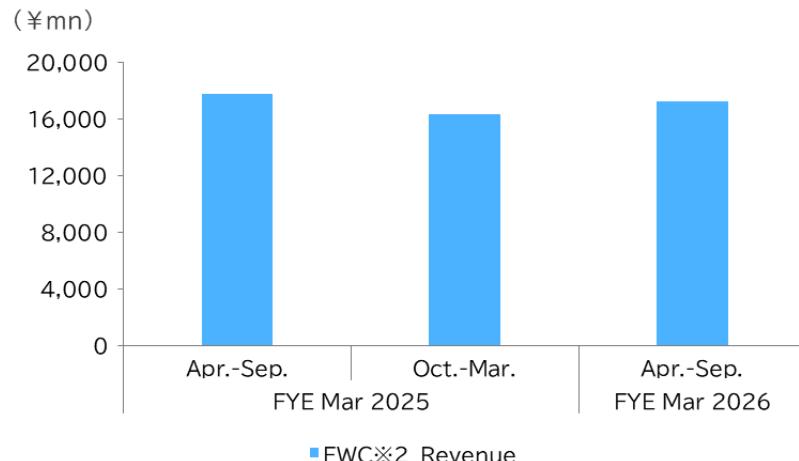


- ◆ Depreciable products
- ◆ Succession of management rights using preferred shares and trusts
- ◆ Creating manuals and sharing knowledge laterally for each expertise

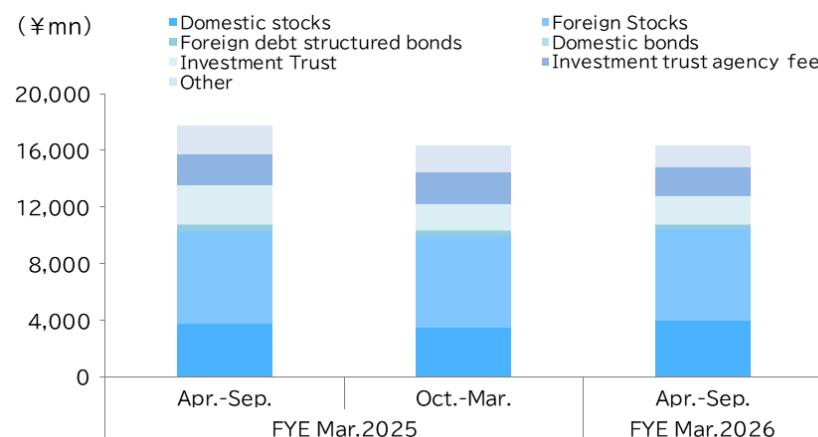
Non-Resident Strategy

- ◆ Provision of domestic asset management functions
- ◆ Providing investment opportunities in securities through domestic asset management companies for non-residents

Total revenue*1



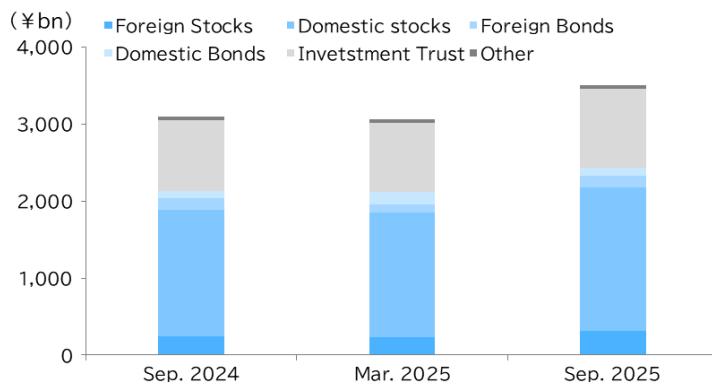
Revenue by Product



Net Inflow of Cash and Securities



AUC

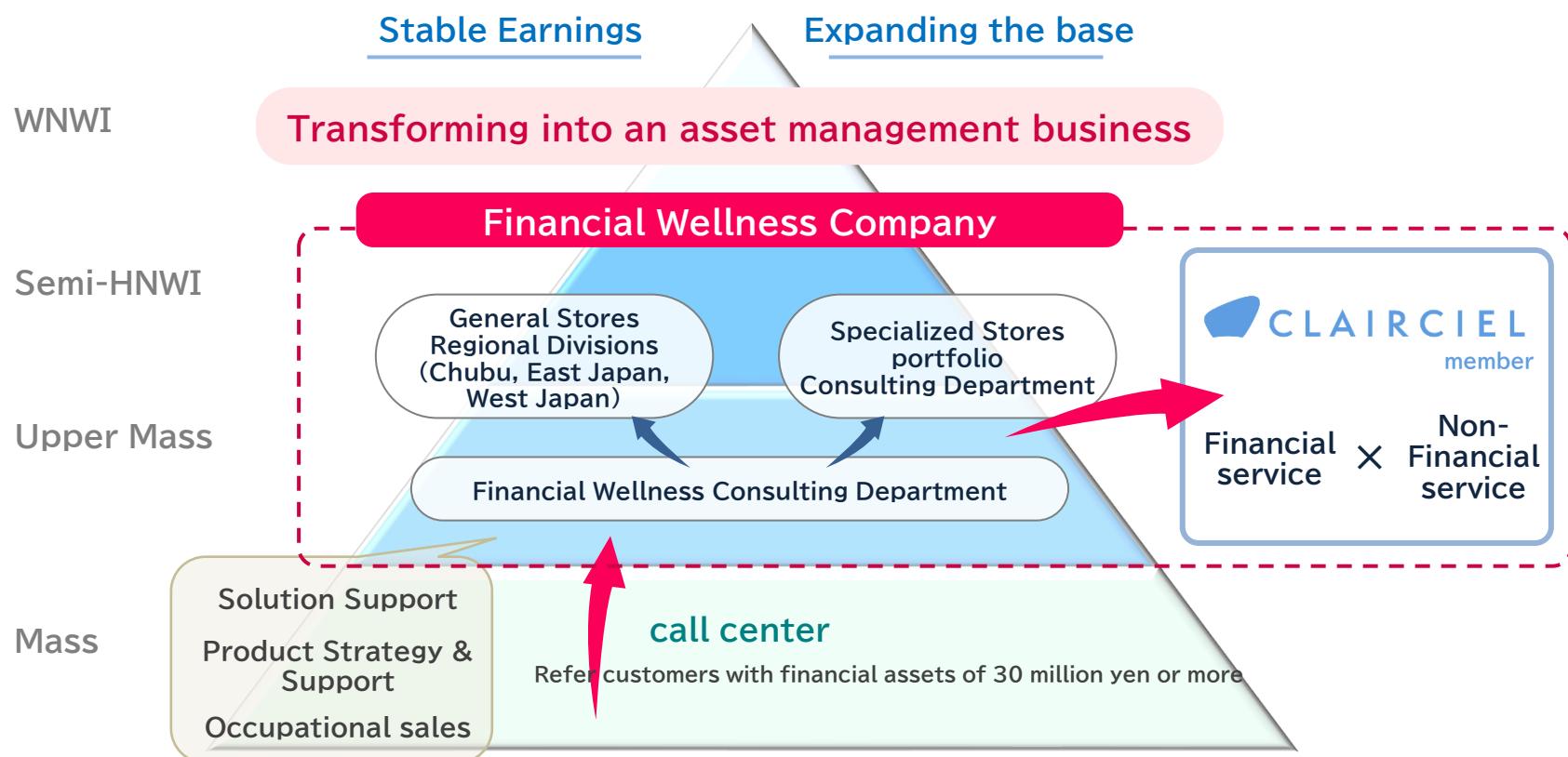


*1 Management accounting figures

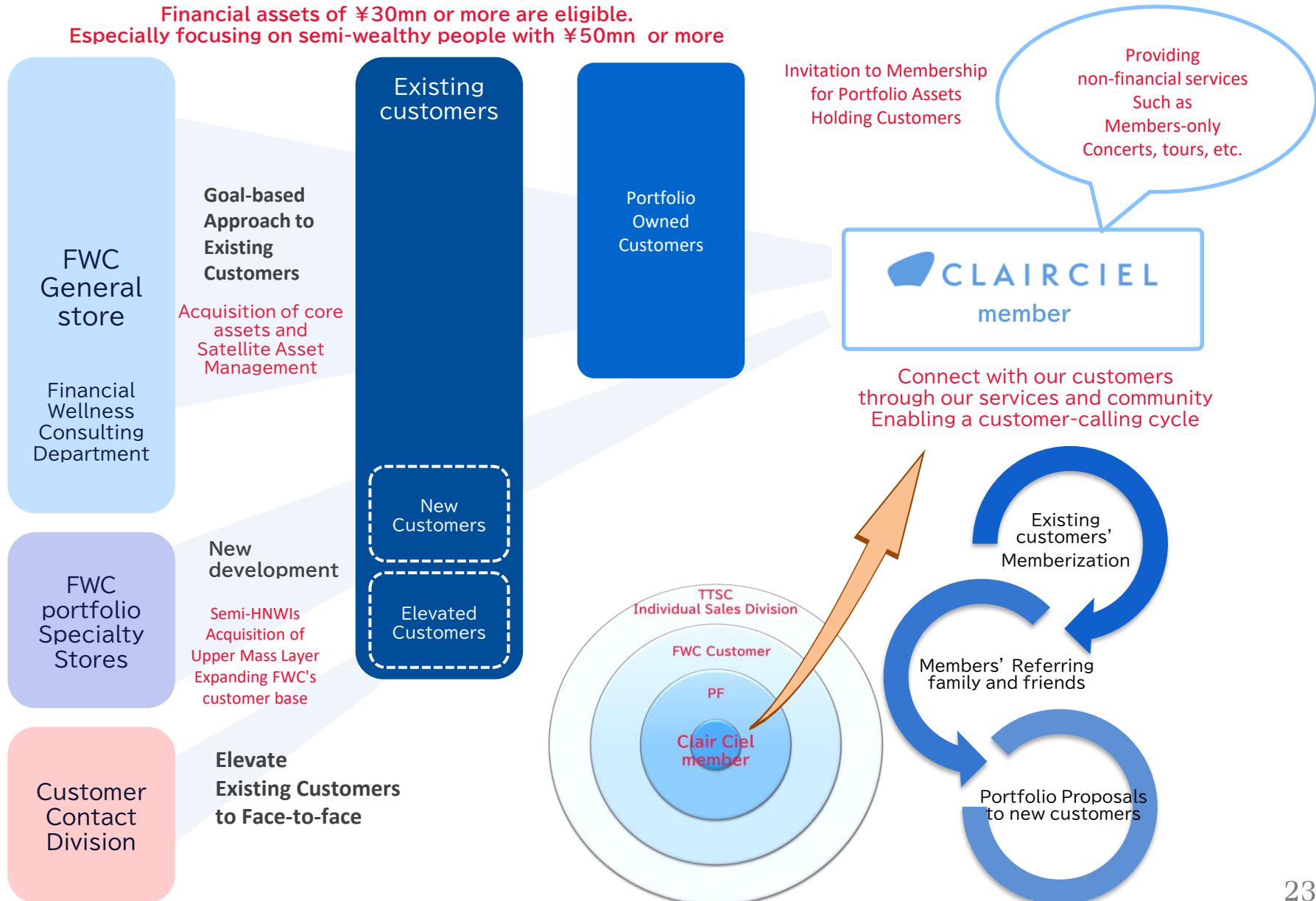
*FWC figures include the Customer Contact Division.

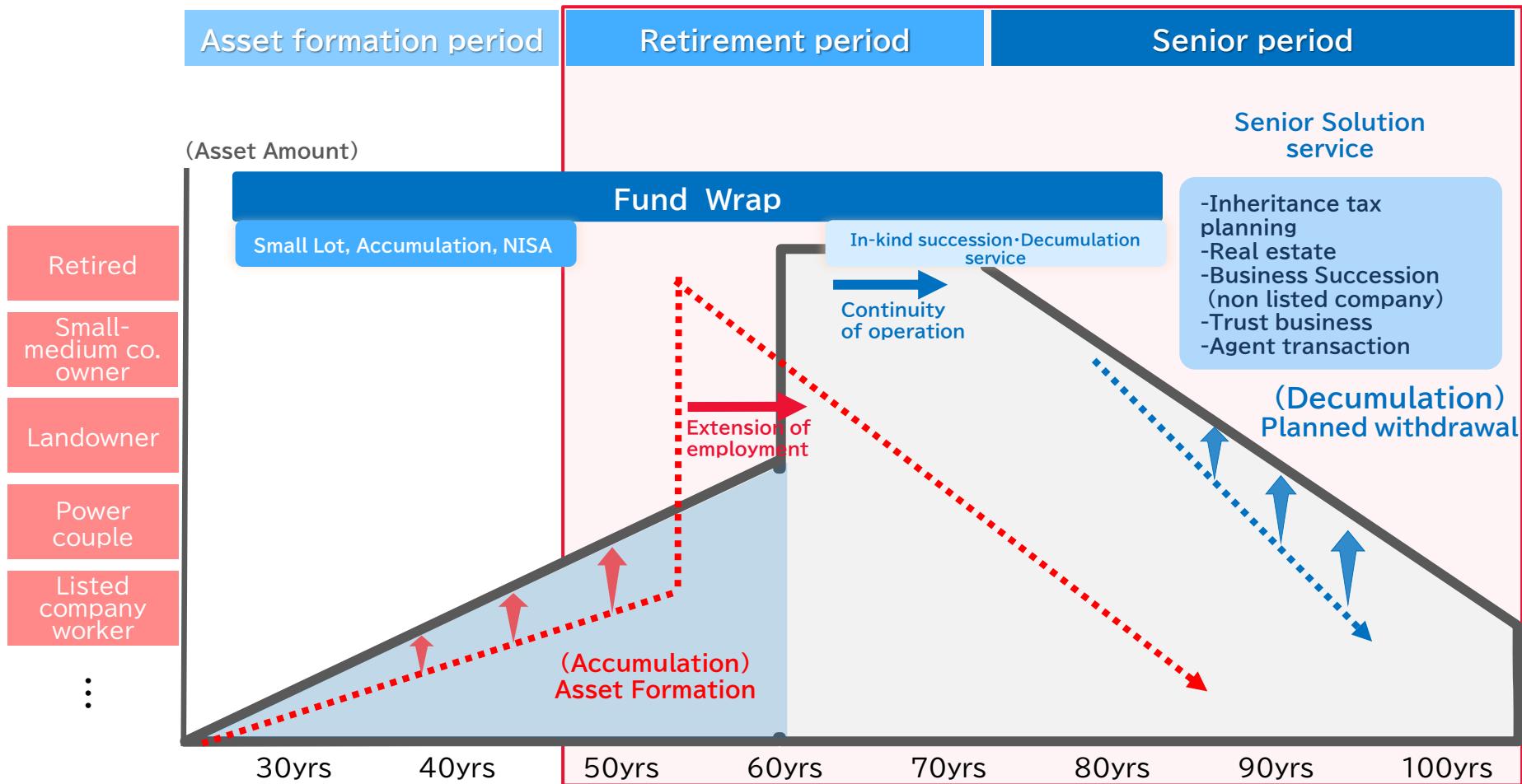
【FW Strategy】

- Flexible response to core and satellite strategies
- Core assets will be converted to an asset management business to expand the base. Establishment of a portfolio specialty store
- At the call center, we have initiated a program to refer customers with financial assets of 30 million yen or more to face-to-face sales.
- Offering CLAIR CIEL membership to portfolio holders

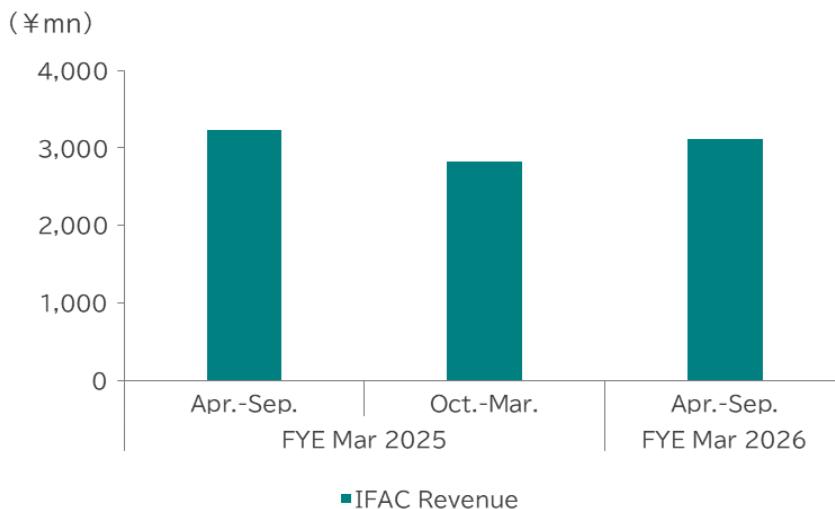


Flow to expand Clair Ciel membership

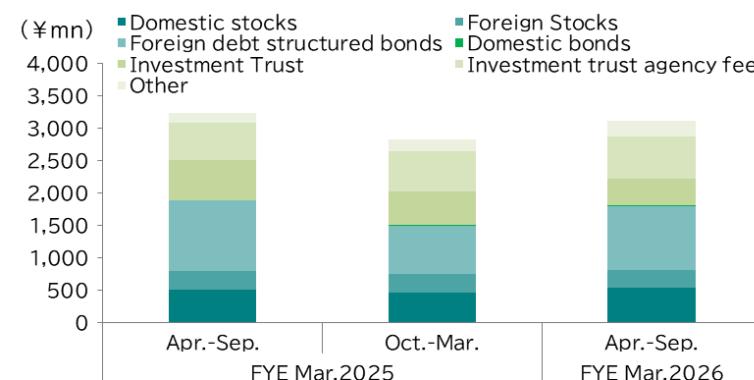




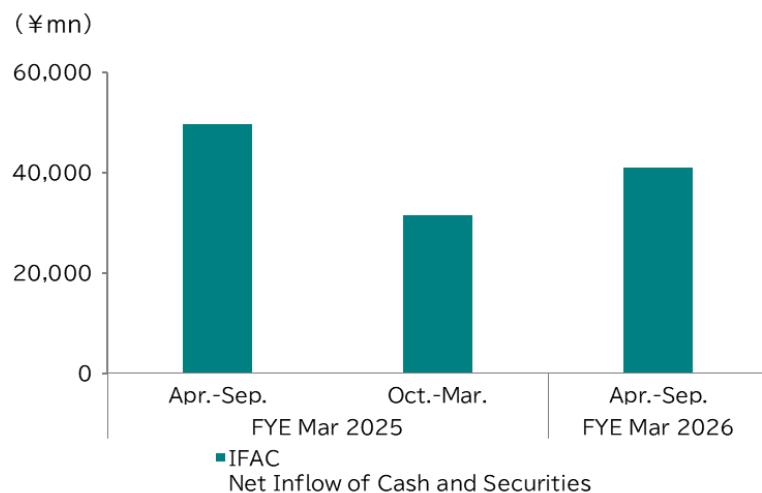
Total revenue*1



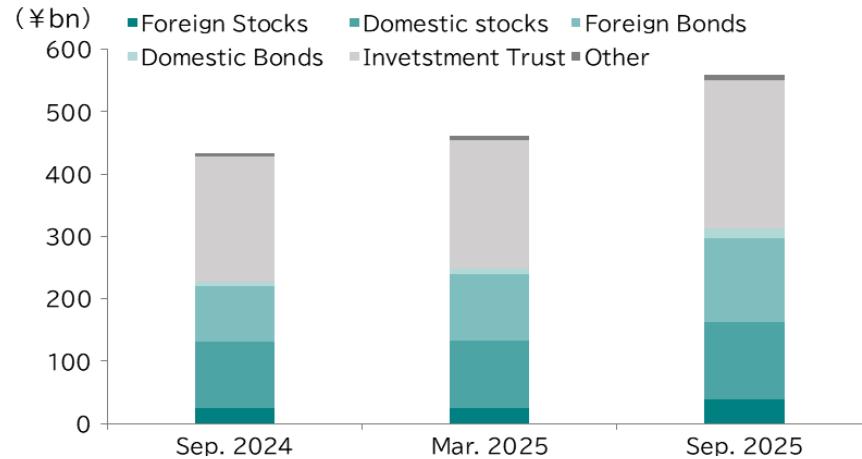
Revenue by Product



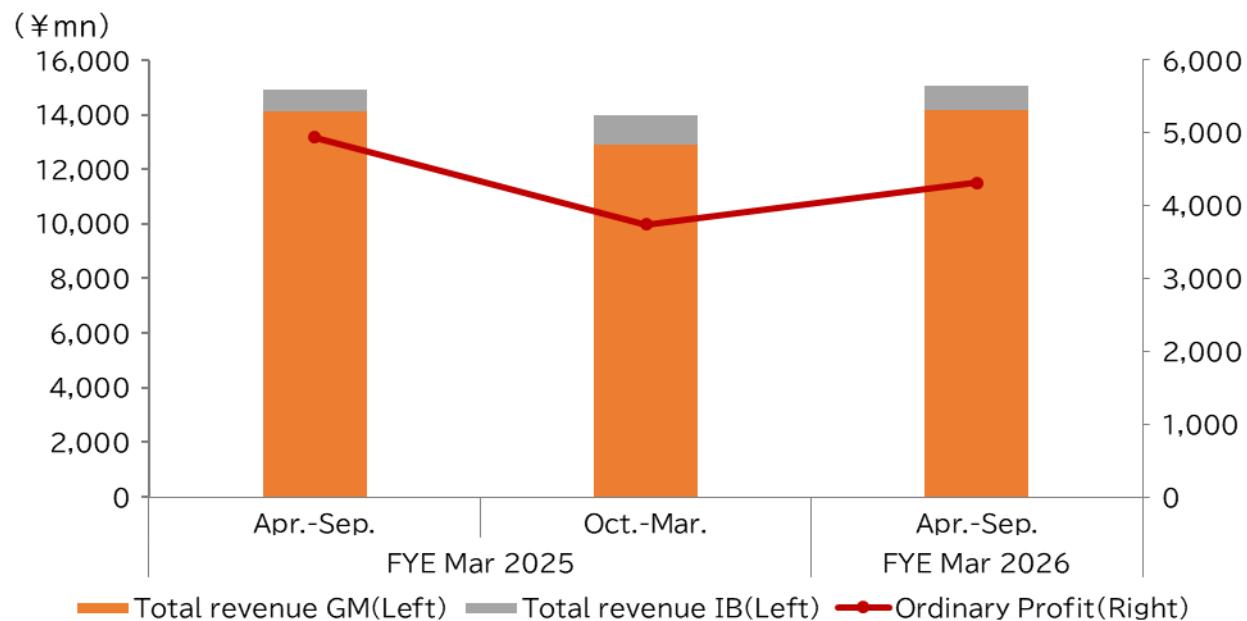
Net Inflow of Cash and Securities



AUC



Performance History*



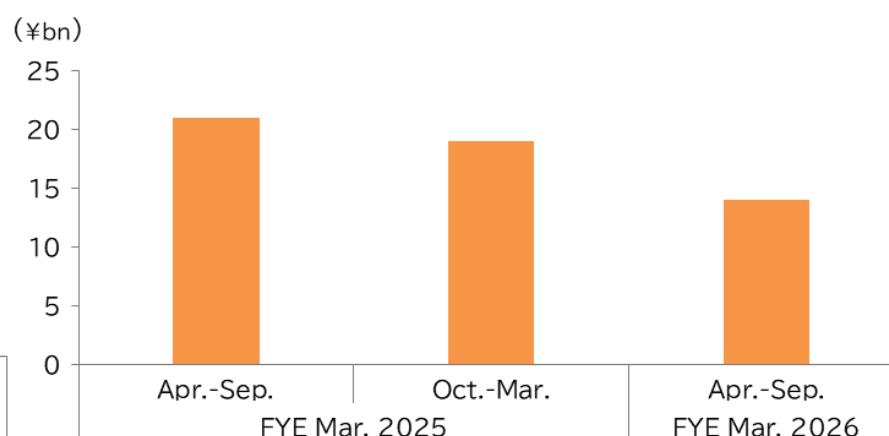
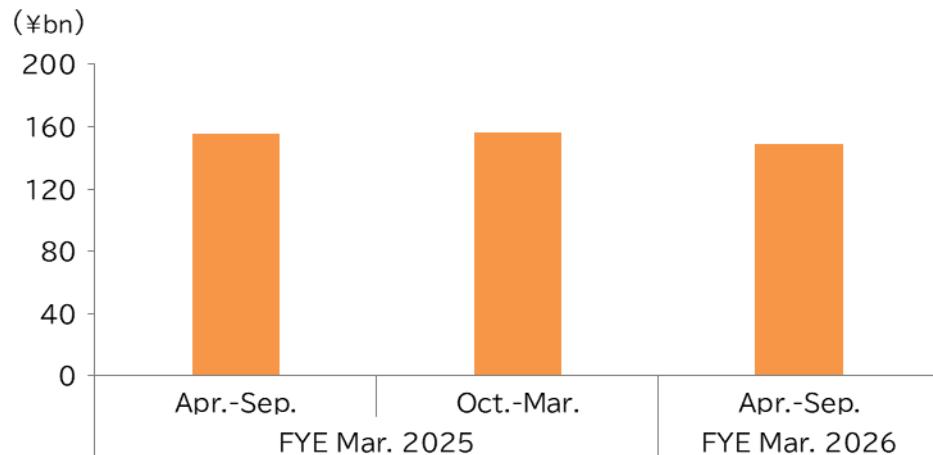
(¥mn)	FYE Mar 2025		FYE Mar 2026		YoY % Change Apr.-Sep.
	Apr.-Sep.	Oct.-Mar.	Apr.-Sep.		
<u>Total revenue</u>	14,896	14,001	15,059		1.1%
<u>GMC</u>	14,100	12,894	14,158		0.4%
<u>IBC</u>	796	1,106	900		13.0%
<u>Ordinary Profit</u>	4,940	3,739	4,314		-12.7%

*1 Management accounting figures

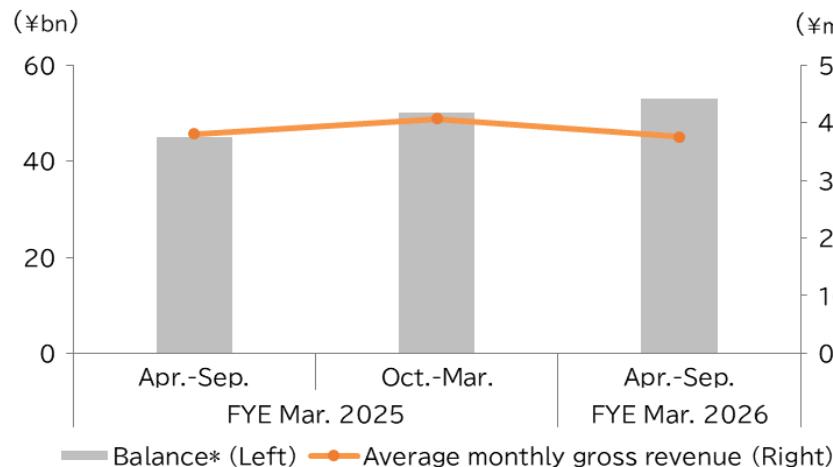
Total revenue*1



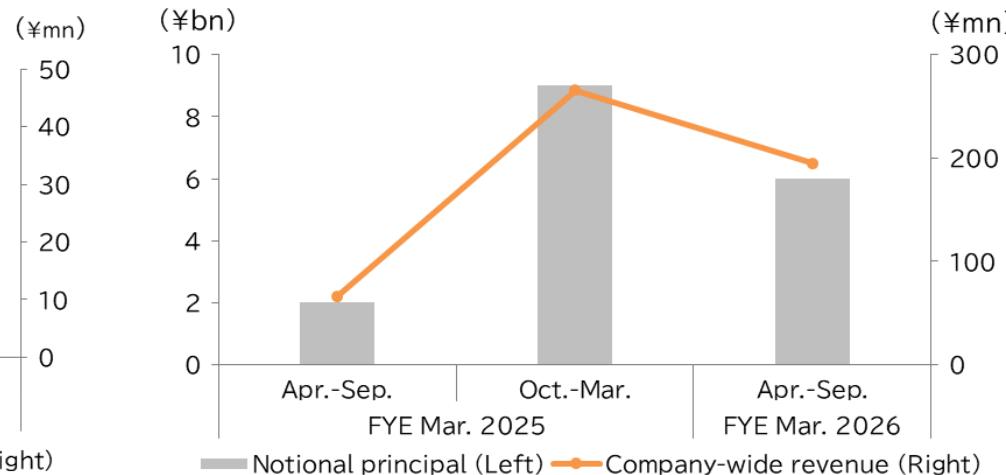
Average monthly trading price of foreign stocks*2 **Average monthly sales of foreign bonds*2**



Expansion of stock Repurchase transaction*



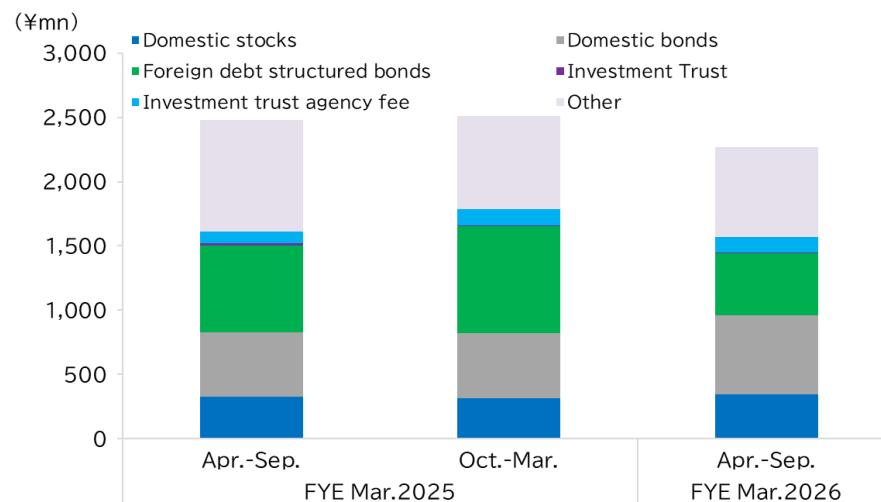
Incorporating Equity Block Offers



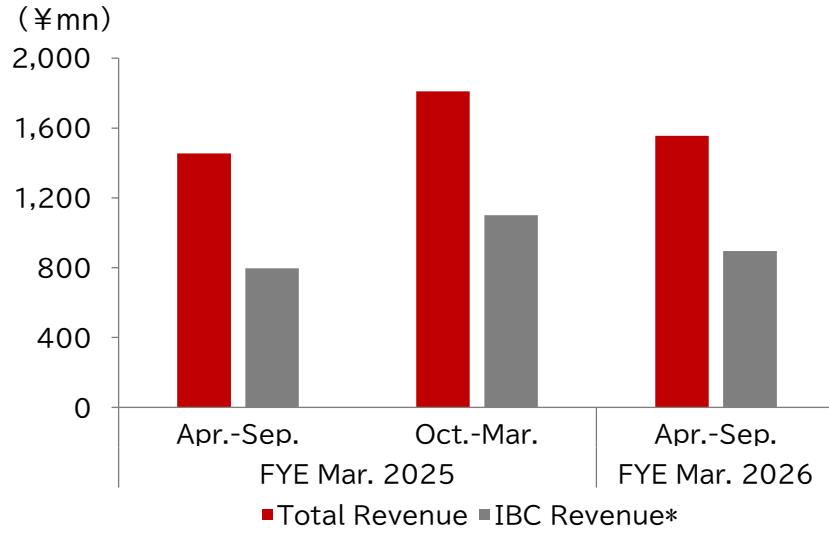
Proportion of derivatives trading in revenue



Revenue by product



IBC Revenue Relative to Company-wide Revenue



Underwriting ranking Apr. ~ Sep. 2025

Rank	Underwriter	No. of Issues	Amount (Millions of yen)	Share (%)
1	Mizuho	371	2,445,900	20.0
2	Daiwa	360	2,402,100	19.7
3	SMBC Nikko	360	2,322,540	19.0
4	Nomura	371	2,313,730	19.0
5	Mitsubishi UFJ Morgan Stanley	323	1,793,370	14.7
6	Tokai Tokyo	82	208,775	1.7
7	SBI	27	165,550	1.4
8	Okasan	72	159,515	1.3
9	Goldman Sachs	31	85,740	0.7
10	BofA	22	84,000	0.7

*Straight Bond, Investment Corporation Bond, FILP Bond, Municipal Bond Underwriting, etc. (Lead Manager), and Samurai Bond

*Derived from Capital Eye's data

Ranking of corporate bond underwriting Apr. ~ Sep. 2025

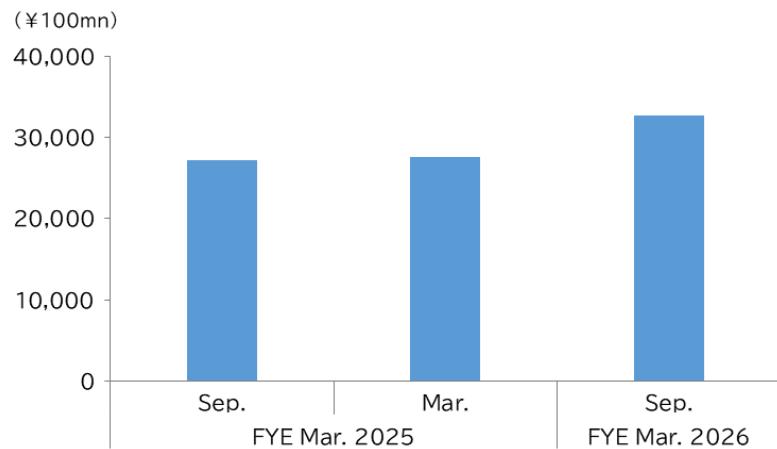
Rank	Underwriter	No. of Issues	Amount (Millions of yen)	Share (%)
1	Mizuho	222	1,789,853	21.7
2	Nomura	214	1,638,266	19.9
3	SMBC Nikko	216	1,547,947	18.8
4	Daiwa	188	1,455,461	17.7
5	Mitsubishi UFJ Morgan Stanley	195	1,407,070	17.1
6	SBI	17	165,044	2.0
7	Okasan	26	45,500	0.6
8	Tokai Tokyo	25	43,237	0.5
9	BofA	10	41,700	0.5
10	Shinkin	20	39,683	0.5

* Derived from Refinitiv's data

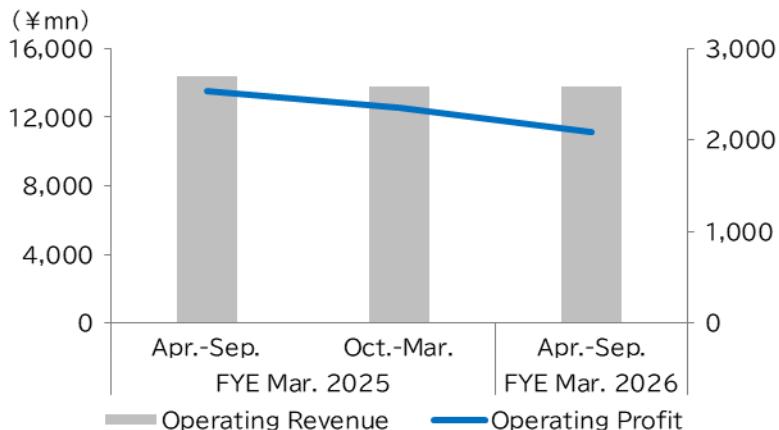
*Derived from Capital Eye's data

- Joint Venture securities business continues to expand steadily, with Assets under custody exceeding ¥3tn
- While Assets under custody are growing steadily, the earnings have been stagnating.
⇒ It is time to aim for an upgrade (JV 2.0) of the partnership model.

AUC



Performance (Total of 7JVs)

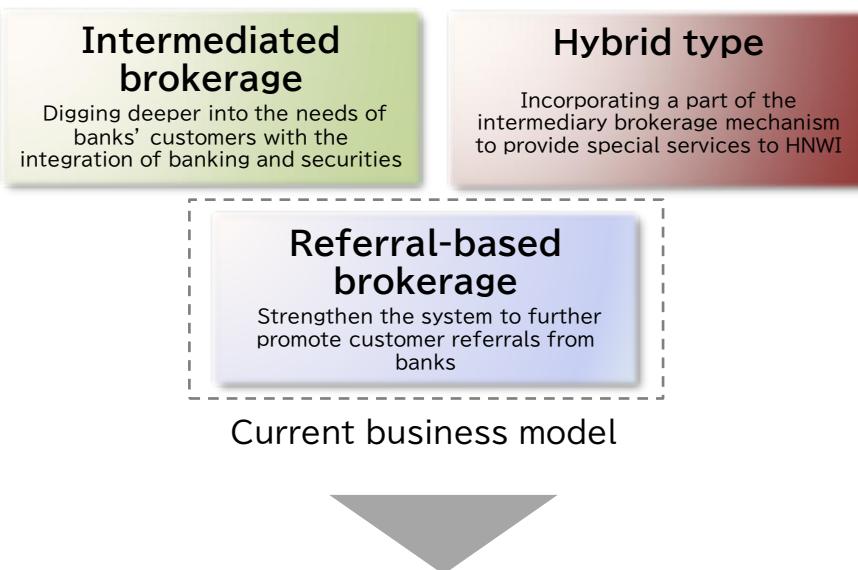


Top banks in terms of deposit volume in Japan
(As of the end of March 2025)

	Bank Name	Bank Deposits (Trillion yen)	
1	Fukuoka FG	21.5	★
2	Concordia FG	20.4	
3	Mebuki FG	17.5	★
4	Chiba Bank	16.2	★
5	Hokuhoku FG	13.9	
6	Shizuoka FG	11.7	★
7	Kansai Mirai FG	7.6	
8	Kyushu FG	10.3	★
9	Nishi-Nippon FH	10.0	
10	Yamaguchi FG	10.3	★
11	Hirogin Holdings	9.2	★
12	Kyoto Bank	9.2	★
13	The 77 Bank	8.8	★
14	Daishi Hokkatsu FG	8.5	★
15	The Hachijuni Bank	8.6	★
16	Gunma Bank	8.4	★
17	Chugoku FG	8.2	
18	Iyo Bank Holdings	6.4	★
19	Juroku FG	6.3	
20	San-in Godo Bank	6.2	
27	Ikeda Senshu Holdings	5.7	
-	Tochigi Bank	3.1	
-	Fidea Holdings	2.6	

★ : Companies with securities subsidiary
- : Partners with Tokai Tokyo FH

<3 directions for transforming business model>



We are reconstructing the business model that is optimal for each partner bank and joint venture

『JV 2.0』 Platform Feature Enhancements



Tokai Tokyo Investment and SDF Capital form a capital and business alliance

- In recent years, the "startup debt" market has been attracting attention as a method of financing startups, and the market size has also expanded.
- On September 30, 2025, Tokai Tokyo Investment, the group's VC investment subsidiary, and SDF Capital, which operates a startup dead fund, signed an agreement on a capital and business alliance.
~The Group can provide both equity financing and loan

Background to the expansion of the startup debt market

Changes in the Equity Procurement Environment

- Valuations of unlisted companies have fallen due to changes in views on unlisted companies in the U.S. and rising interest rates
- Changes to the TSE Growth Market Listing Maintenance Standards

Needs to avoid Dilution by startups

- The number of cases where startup founders prefer "startup debt" that allows them to raise funds flexibly while suppressing the dilution of their shares is increasing.

Accumulation of know-how and new entrants of startup debt players

- Independent funds, regional banks, etc. have entered the startup debt market one after another. Players also accumulate credit know-how by stacking projects

Increasing Asset Business Rollup Models

- In addition to IT SaaS, the number of startups engaged in asset businesses such as real estate and fintech is increasing.
- The rise of roll-up startups that repeatedly grow their businesses through M&A

Overview of the partnership



**TOKAI TOKYO
FINANCIAL GROUP**



STARTUP DEBT FUND

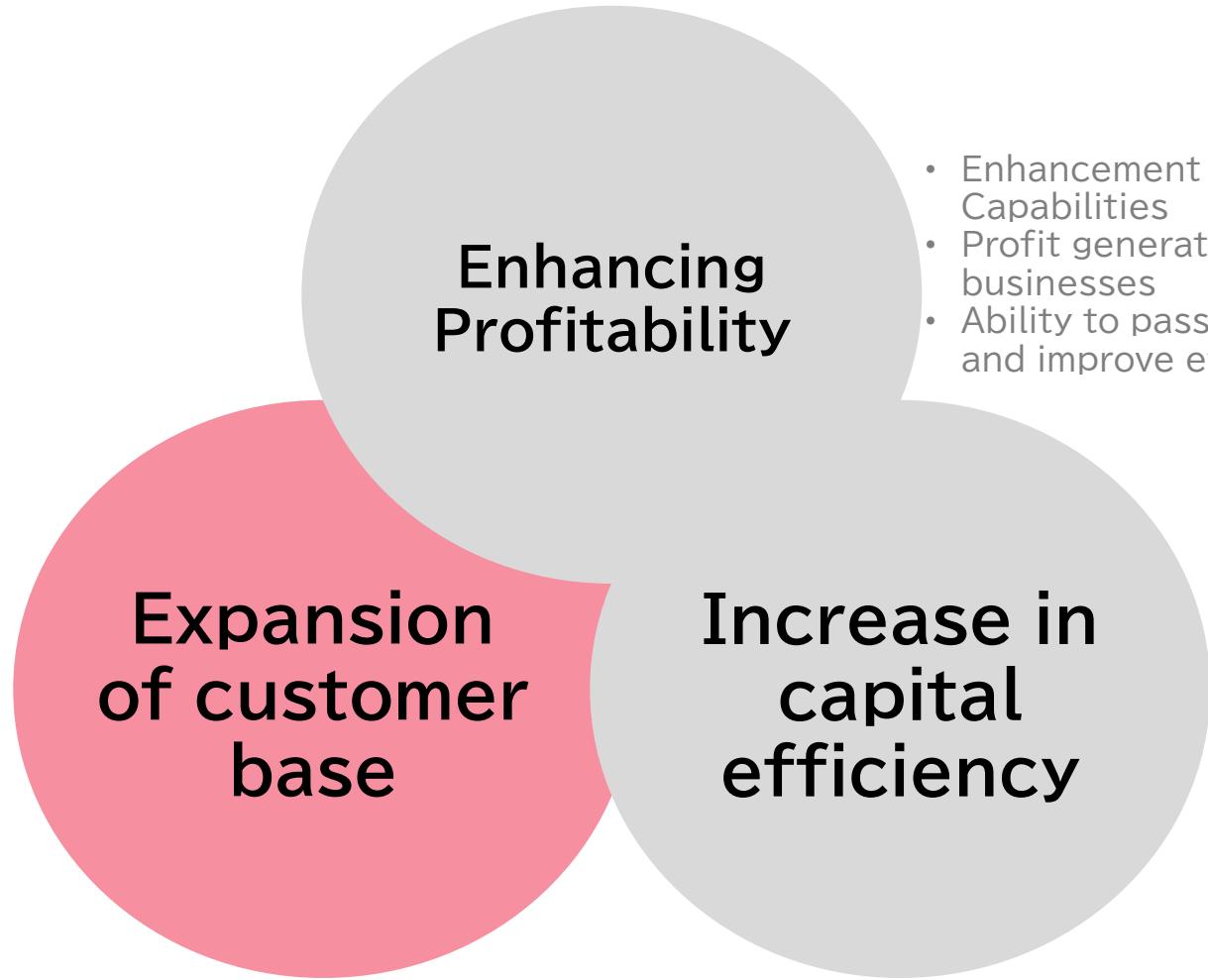
- "Customer base, financial strength, and sales power" that is unique to an independent comprehensive financial group

- Startup Debt Expertise
- Network with entrepreneurs and VCs
- A total of 27 investments and loans of 8 bn yen.

- ✓ By combining TTFG's customer base and sales network, SDF Capital's expertise and investment and financing experience, we aim to create and develop Japan's startup debt market

[Initiatives to be jointly promoted]

1. Cooperation in Fund 2
2. Consider new investment products
3. Establishment of a support system through nationwide expansion



- Acceleration of Alliances and Collaboration with Powerful Partners

- Enhancement of Financial Services Capabilities
- Profit generation of digital businesses
- Ability to pass on cost increases and improve efficiency

**Increase in
capital
efficiency**

- Appropriate allocation of capital based on ROE and evaluation of each division
- Reduction of cross-shareholdings
- Selection and concentration of digital businesses

01

Major financial group

Expansion of scale

02

DX Tie Up

Establishing a B to B to C model
based on our group's
digital technology

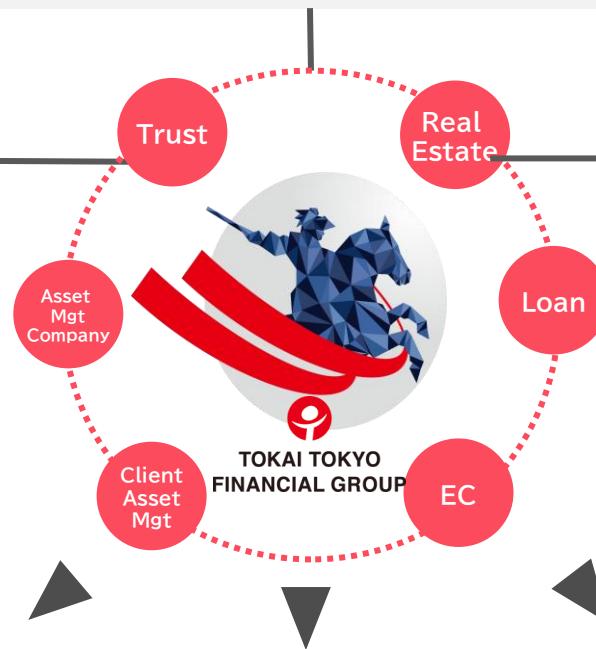
03

Acquisition of banking functions

Acquisition of banking
functions, including
digital banking

Partnership terms:

- ① Sharing the vision(Aiming for a “Beyond The Bank”)
- ② Strengthening the management foundation(Human resources, DX)
- ③ Maximizing Synergies



Expansion of functions



Regional investors

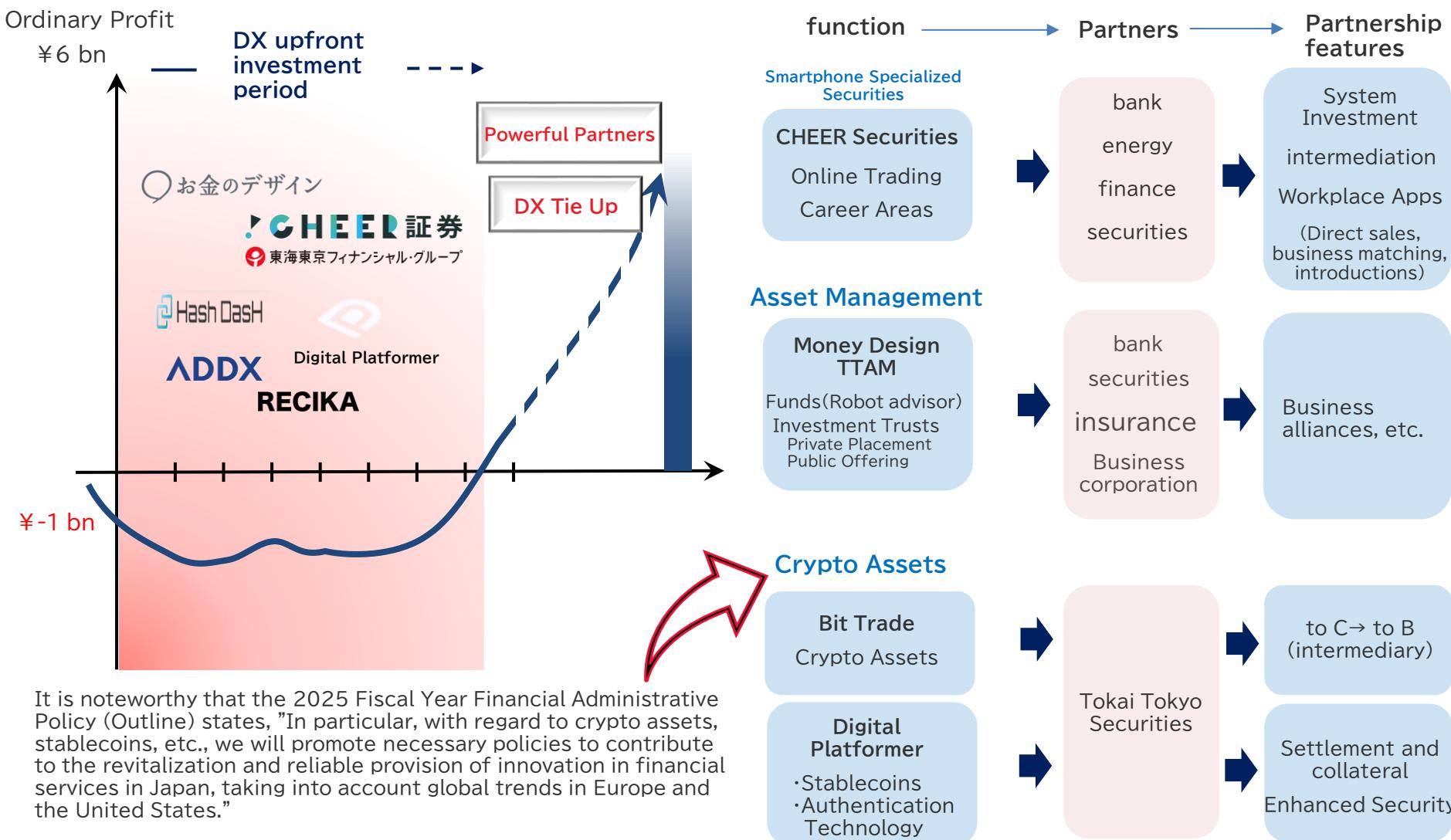


Foreign investors



Cross-border
customers and products

- Positioning for the fiscal year ending March 2026: After completing the DX upfront investment period, we will proceed with selection and concentration toward a new phase of "harvesting" and "profit generation"
- The company that was engaged in the digital platform business was merged with CHEER Securities on April 1 and implemented a withdrawal from unprofitable businesses





- On April 1, 2025, the merger with TT Digital Platform was completed, and the workplace sales business was taken over. While reducing costs by efficiently utilizing the resources of both companies, we are promoting the securities business and workplace sales business.
- In the securities business, discussions are underway with multiple alliance partner candidates, and steady progress is being seen. In addition, we are considering a sales model using the CHEER securities system, including linkage with the core systems of other securities companies.
- In the Workplace Business, we will formulate strategies and implement support measures in preparation for full-scale sales development from the second half of FY2025.

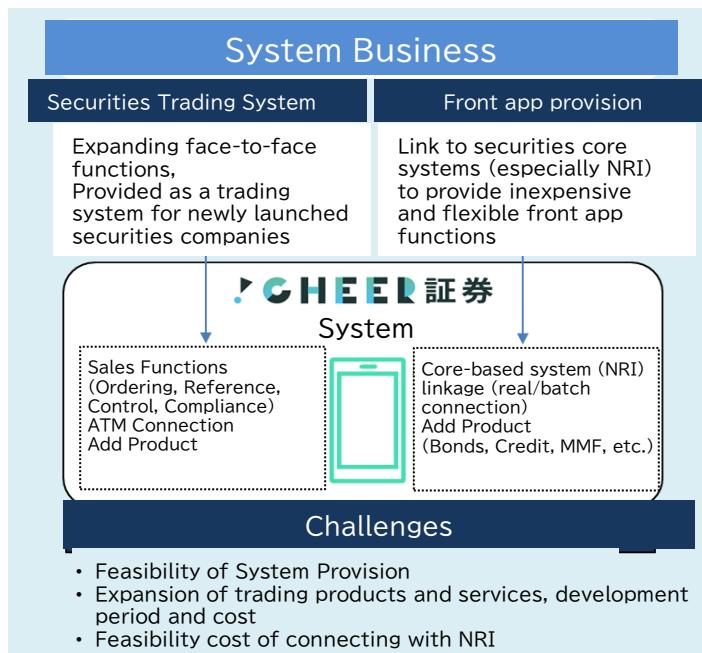
Brokerage Business

New Business

Workplace Sales Areas

In addition to the traditional brokerage model business, we are considering commercializing the system by providing CHEER Securities' front app and securities system.

- Recruit corporate customer employees through workplace sales to create future mass fluent customers.
- Deepen relationships and cross-sell and upsell to companies that introduce apps by following up on events based on how to use the app and the needs of the other party.

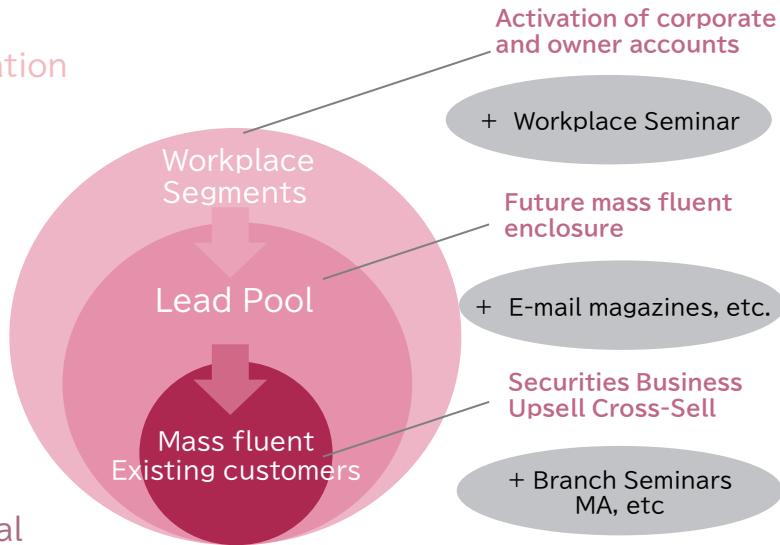


~Promotion of integrated corporate and individual sales~

Corporation



Individual

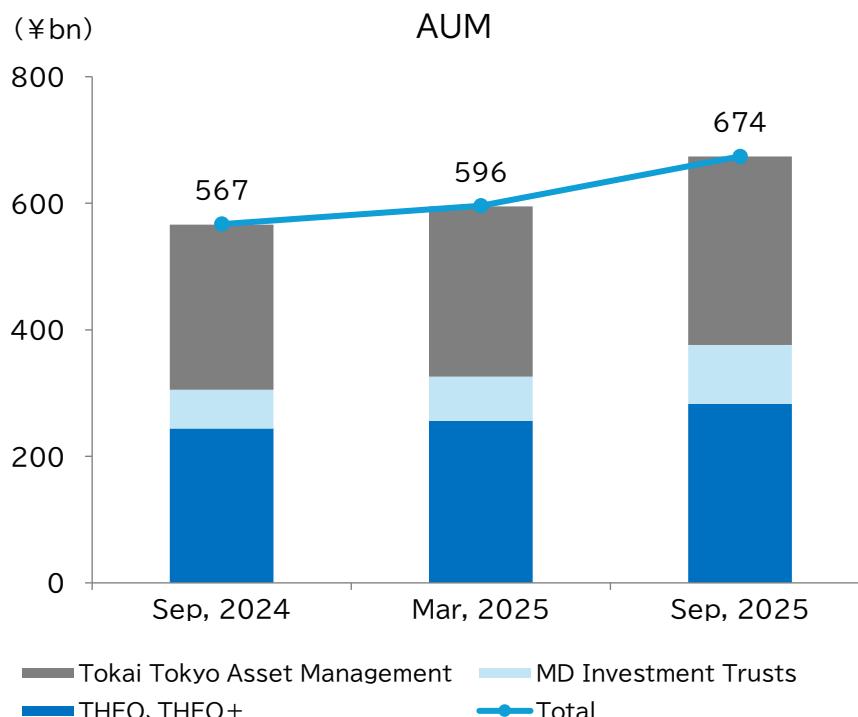




In the 1st half of FY 2025, it will be **profitable** (based on MD consolidation)

- AUM is steadily expanding and reaching a record high balance.
- Rakuten Securities has also started handling funds, and further expansion is expected in the future.

AUM is hitting a new all-time high



Expect to steadily accumulate surplus from FY2025 onwards

- Consideration of collaboration with a major system company has made significant progress, and collaboration is expected to begin.
- Considerations with other new alliance partners are also continuing smoothly.

Started handling funds at Rakuten Securities (Sep. 2025)
Highly acclaimed and sales continue to grow

Funds started at Rakuten Securities September 2025

- ◆ THEO Growth AI Fund
- ◆ Money Design Global Real Asset Fund
- ◆ Money Design Global Social Development Fund
- ◆ Money Design Essential Products Fund

Rakuten Securities HP

- ◆ Money Design Global Real Asset Fund
- Fund Score **4★☆☆☆☆**
- Ranking by category **3** (Total 58)

Winner of the R&I Fund Grand Prize 2025

- ◆ THEO Growth AI Fund

category	category	Prize name	Awarded Fund Name
Investment Trust Division	Foreign Equity Core	Outstanding Fund Award	THEO Growth AI Funds

Management
Strategy

- ✓ Enhancement of financial services capabilities
- ✓ Management Strategies for the Another Dimension
- ✓ “Social Value & Justice” comes first

Human Resources
Strategy

Goal setting, process, achievements, FB

- Establish a new compensation system to reward high performers and contributors

Enhancement of recruitment for
both new graduates and mid-career hires

- (new graduates) Expansion of departmental recruitment
- Strengthen recruitment to expand business and respond to new businesses

Review of the HR system

- Updating the job-based personnel system that contributes to management strategy

Enhancement of
Amount & Quality
of human
resources

Compensation
Structure

JOB type
Personnel System
review

Recruitment
diversification

Challenge

Education &
Training

Position Challenge

We will further expand our internal recruitment, enable career challenges in all positions, such as high-ranking positions in other departments and managerial positions in different fields, and aim to actively promote employees who have a high desire to take on challenges and abilities

Humanity Enhancement Program

A system that enhances the humanity of employees and supports voluntary initiatives that serve as role models

High expertise and humanity

Support to promote the growth of human resources with expertise and humanity

Toyo Keizai

Companies that spends a lot of money on employee education and training
Ranking of annual education and training costs per employee
→ We ranked **35th** / 715 companies

Toyo Keizai

Companies that takes the time to educate and train its employees
Ranking of annual education and training hours per employee
→ We ranked **16th** / 558 companies

The Financial Services Agency mentioned the following in the "AI Discussion Paper" and "Financial Administration Policy".

Background

- AI is one of the core technologies that will support finance in the future. It can fundamentally transform the financial industry. As the Financial Services Agency, while taking into account the risks, We will strongly support efforts for the sound use of AI by financial institutions and other institutions.
- There are voices of hesitation about using AI due to risks and regulations, Financial institutions, etc., are left behind by technological innovation and provide high-quality financial services in the medium to long term. We should be strongly aware of the "risk of not taking on the challenge" that makes it difficult to provide.

Awareness of
the problem

Need urgent response!

Strongly supporting efforts for the sound use of AI

* March 2025 AI Discussion Paper (Version 1.0)
From the 2025 Fiscal Year Financial Administration Policy

Improving sales productivity and operational efficiency using digital tools

Web Interview
Remote sales

Headquarters
Operations
Management
Analysis
Data collection
and accumulation

Electronic
Contracts

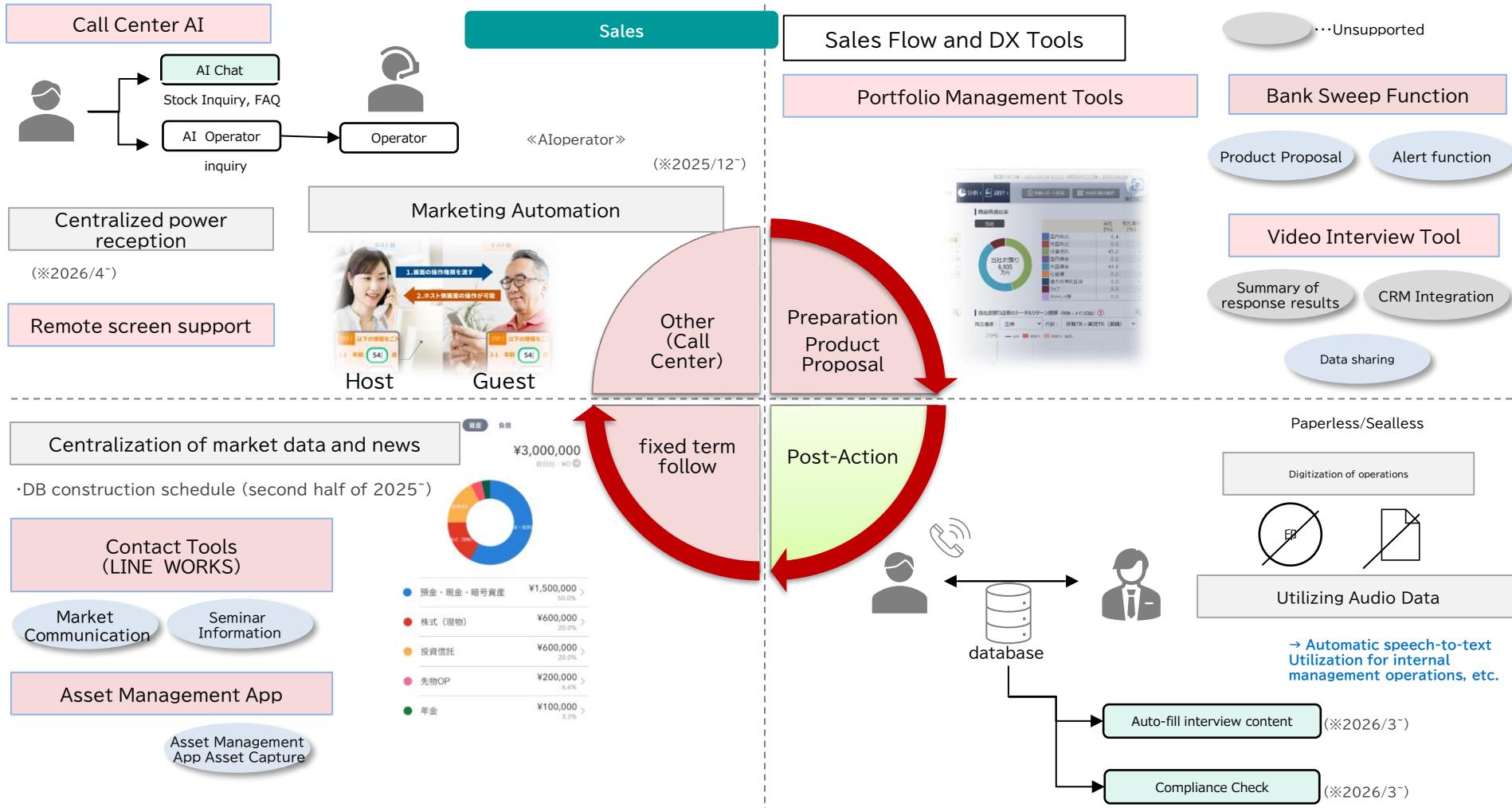
AI
operator

call center
Receiving
Concentration
supervisor

Speech-to-text
CRM
compliance

Talent Map

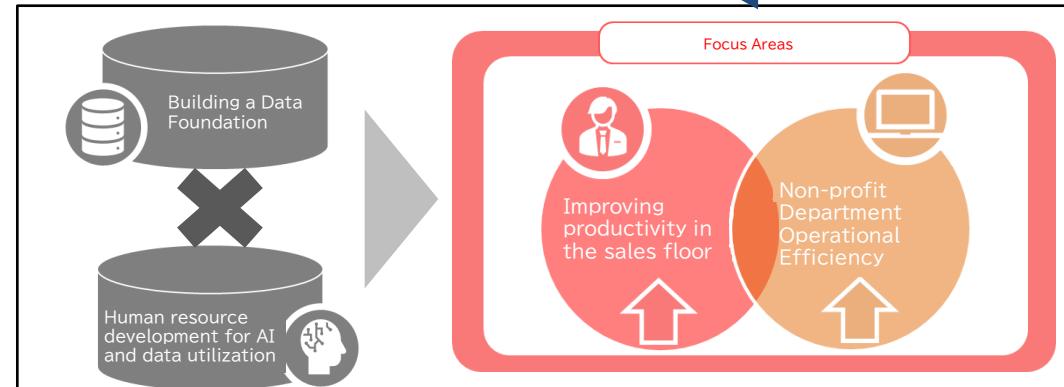
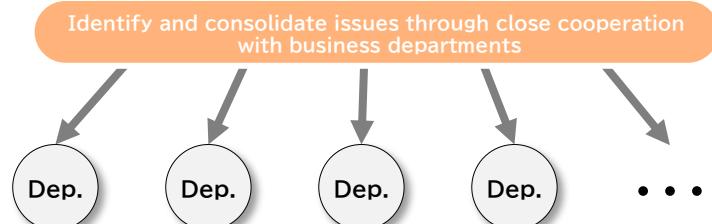
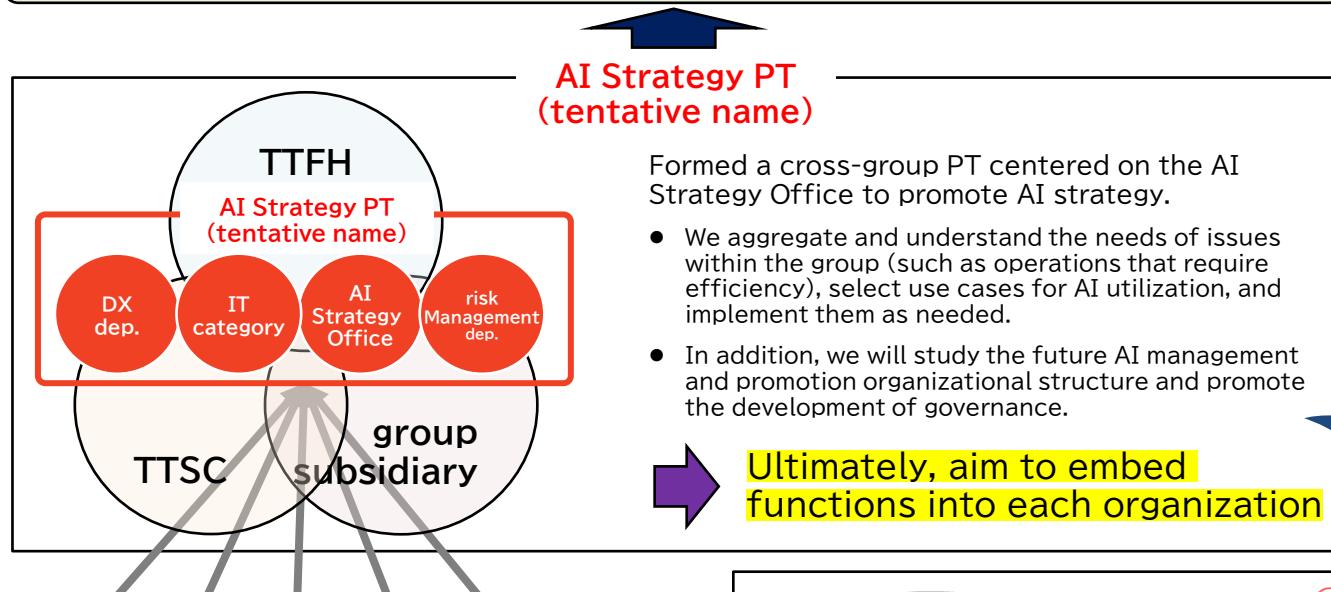
DBM



- In April 2025, the AI Strategy Office was established to formulate and promote an AI strategy as a whole.
- Rather than each business department promoting the introduction individually, a project team will be formed to promote overall optimization within the group.

Organize the requirements of the entire group and optimize the overall use of AI

Promote the introduction and utilization of AI tools that are optimized for the needs of each Group company and department.



- According to knowledge and skills related to digital technology and data, digital core human resources are defined into three levels.
- By expanding the training system and incorporating organizational reforms, we will promote the development of digital human resources.

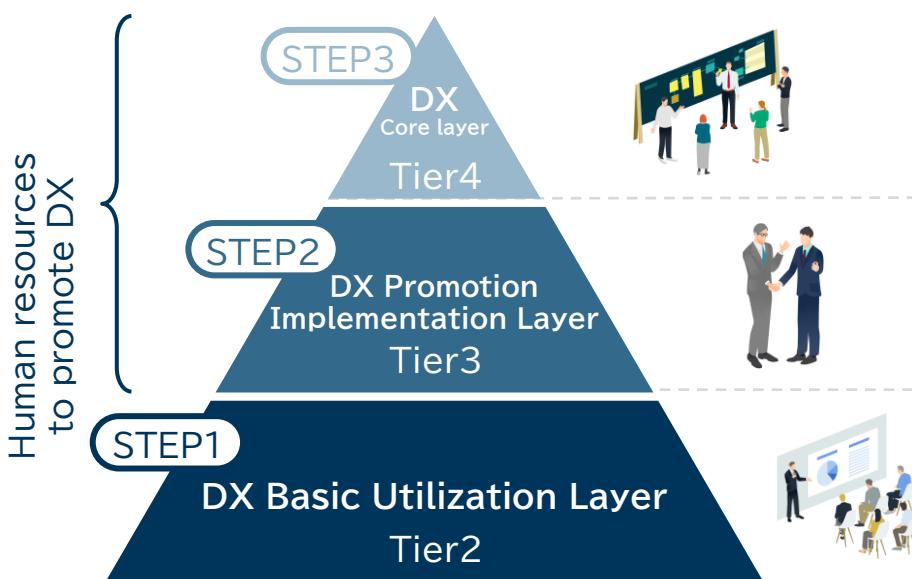
■ Developing digital core talent

Management personnel

STEP4

Management Utilization Layer:

Personnels who have the ability to select DX methods for business issues and reflect them in strategies and systems in their Departments and teams.



Core Digital Talent

Individuals with in-depth knowledge and extensive experience in digital technology and data utilization, and who effectively lead the digitalization of the entire company

AI Strategy Office +
AI Development Personnel, etc.*

Business Digital Talent

In addition to business knowledge and experience, human resources who make full use of digital technology and data utilization to promote digitalization of the entire company

Digital Basic Human Resources

Possess knowledge of digital technology and data utilization, Human resources used in their own work

Conducted as a training for new employees before assignment

- In order to achieve growth according to their respective levels of mid-career and transferees with different levels of experience, we will develop a program to strengthen specialized skills × common skills regardless of level and human resource type.

Professional skills	By Talent Type Knowledge required to perform roles by human resource type	BA	PM	AD	SD	ITO	planning	manage	ITA	SA
		Leader (Lv3→Lv4)					Assignment of training instructors by human resource type + acquisition of advanced qualifications			
		advanced level (Lv2→Lv3)					Project Study Group by Human Resource Type			
		Intermediate (Lv1→Lv2)					Intermediate training by human resource type + acquisition of basic qualifications			
		Beginner (Lv0→Lv1)					Beginner training by human resource type			
Common skills	Common regardless of human resource type Knowledge required to perform roles by human resource type	Methodology	Basic Information Technician			Applied Information Technician				
		Skills such as methods, methodologies, and solution techniques required to perform work	System Development Standards and Guidelines Study Group			Project Management Guidelines Study Group				
		Technology	Development Language Fundamentals		Infrastructure Fundamentals		Cloud Fundamentals			
Common skills	Common regardless of human resource type Knowledge required to perform roles by human resource type	Technical skills required to perform a job. Latest technology trends, development technologies, and programming technologies	Data Management Fundamentals		Data Management Fundamentals		Securities System Fundamentals			
		Business Skills	Logical Thinking			Documentation skills				
		Basic skills required to perform a job, including industry-specific events, industry trends, laws, and regulations.	Presentation skills			Securities Basics				

Tokai Tokyo Intelligence Lab Functions

Survey Project	
Market Research Investment Strategy	Mainly domestic and international market analysis and strategies Research and provision of information (preparation of various materials, lectures) Appearances, etc.)
Analysis and survey of domestic companies	Research analysis and information on domestic industries and listed companies Provision of (Reports, etc.)
Analysis and survey of foreign companies	Market trends mainly in Europe, the United States, and Asian countries, Providing information and reports mainly on research and analysis of foreign companies
Market Video Production	Utilizing the ability to analyze information in the gate, the market of attention Planning and production of explanatory videos for news and individual stocks
Education and Training	
Provision of customized training to meet the various needs of Tokai Tokyo Financial Group and affiliated joint ventures, etc.	

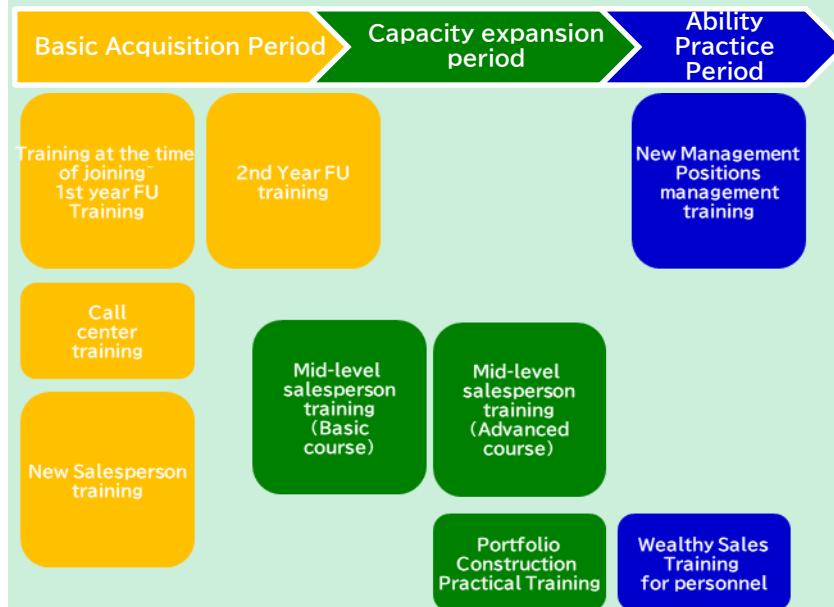
Research & Marketing Achievements

- <1> Revitalization of Analysts' Independent Activities
- <2> Collaboration with regional financial institutions
- <3> Analyst Conference

For joint ventures, banks, etc.

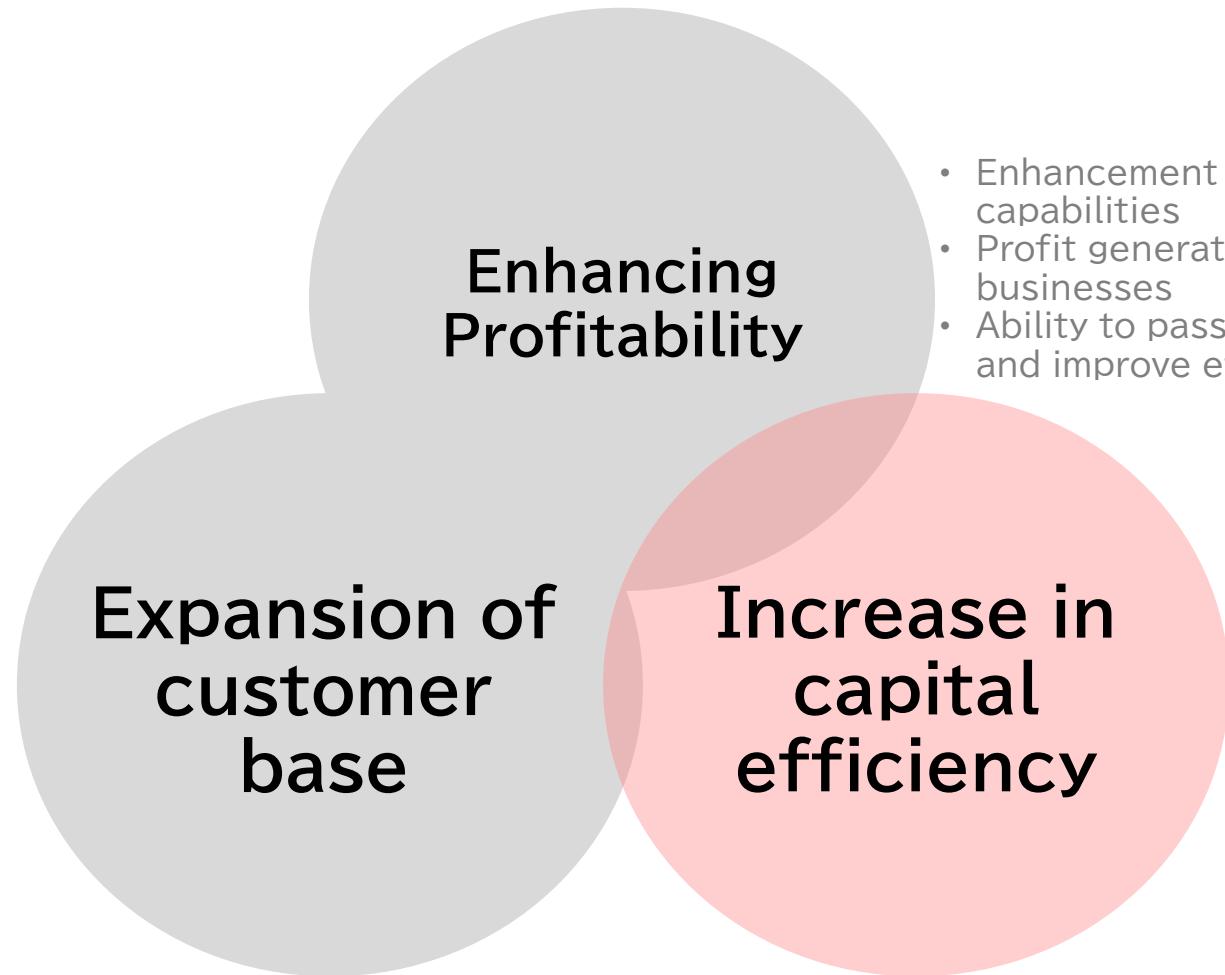
For joint ventures, etc., skill development is divided into phases and training is systematized.

In addition to training for young, mid-level, and managerial positions, we provide training for new salespeople who are newly seconded from banks, training by issue, and compliance study sessions for those in charge of internal management work.



Training provided to affiliated securities, banks, etc.

- ✓ "New Appointment Training" for securities companies (new secondees from banks)
- ✓ "Custody Asset Sales Manager Training" for external organizations
- ✓ "Wellness Management Training" for Affiliated Securities
- ✓ "Portfolio Construction Practical Training" for Affiliated Joint Venture Securities



- Acceleration of Alliances and Collaboration with Powerful Partners

- Enhancement of financial services capabilities
- Profit generation of digital businesses
- Ability to pass on cost increases and improve efficiency

- Appropriate allocation of capital based on ROE analysis and evaluation of each division
- Reduction of cross-shareholdings
- Selection and concentration of digital businesses

- Focusing on growth strategies, we also emphasize enhancing shareholder returns and promote capital strategies.

Estimated investment amount ¥30~¥50 bn.
By maximizing the creation of synergy revenue
We aim to achieve an ROIC of 12%.

Consolidated Capital Status
As of the end of Sep. 2025

Consolidated Equity of
¥184.6 bn

- Investment in shares of group companies
- Cross-Shares

¥141.3 bn

Capital Surplus
¥43.3 bn

< Capital enhancement >

- (3) Improvement of inefficiencies in group businesses by "Selection and concentration"
- (2) Utilization of capital/funds by Sale of cross-shareholdings
- (1) Profit Enhancement by enhancing financial service capabilities



< Shareholder returns >

Interim Dividend
¥5.5 bn

- 1) Ordinary dividend @ ¥14 /share
- 2) Commemorative dividend @ ¥8 /share



< Growth Investments >

Improvement of Group Corporate Value
Invest in growth by "Key Measures to Reach the New World"

1. Business and capital alliance with Powerful Partners
2. Gaining Banking Capabilities (BaaS Function utilization, investment in regional banks, etc.)
3. Establishment of a comprehensive financial group with enhanced financial functions "Beyond the Bank"

Dividend yield 7.5% (Annualized)

*Based on the Company's stock price as of the end of September.

ROE 7.0% (annualized)

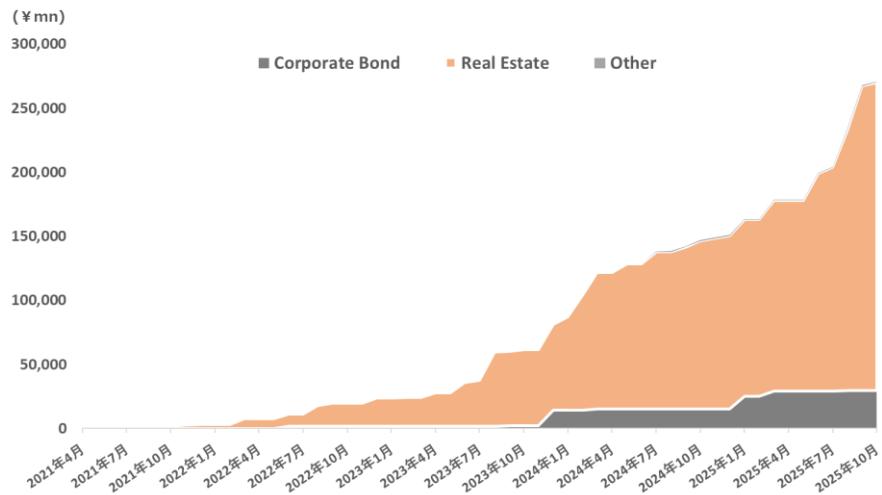
1st Half of the FYE Mar. 2026

Appendix

3

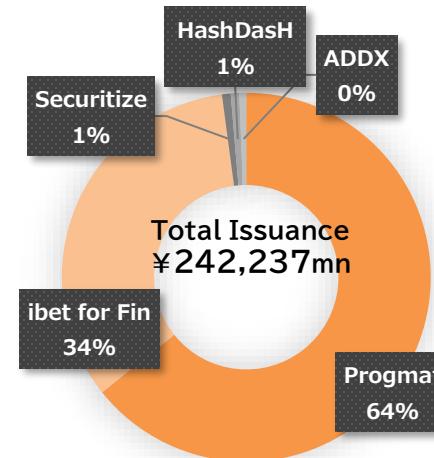
Domestic ST Issue

(Including redemption, partial private placement, and payment date not yet arrived after launch)

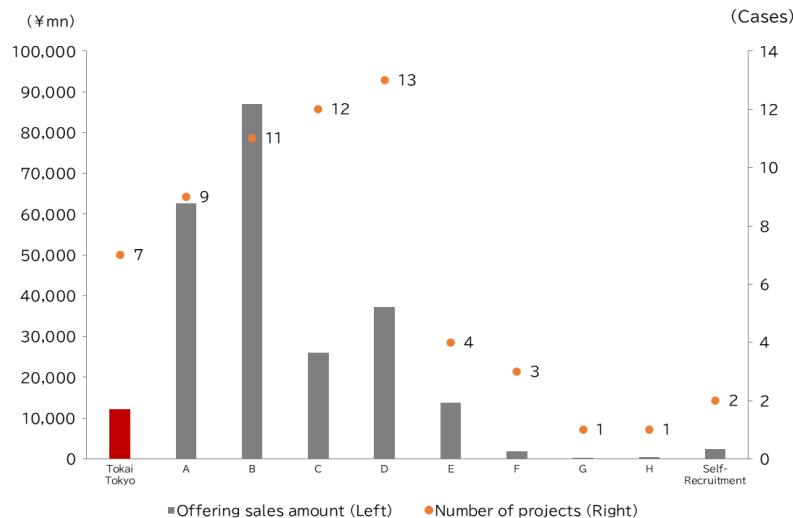


Public Real Estate ST Share by Platform

(Based on the issuance amount)

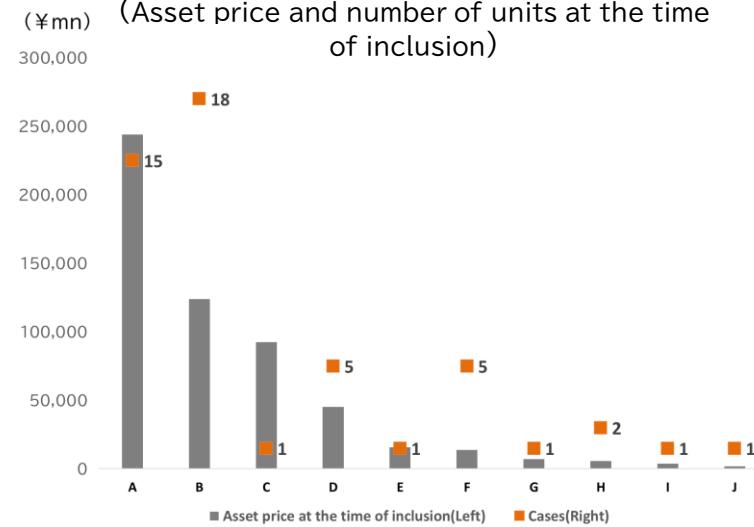


Real estate ST underwriting by securities company



AUM by Asset Manager

(Asset price and number of units at the time of inclusion)



Group KGIs and Key KPIs

		FYE Mar.2023 [Result]	FYE Mar.2024 [Result]	FYE Mar.2025 [Result]	FYE Mar.2026 ^{※2} [Result]	FYE Mar.2027 Plan
Group KGIs	ROE	1.1%	6.2% ^{※1}	6.1%	7%	12%
	Assets under custody	¥8.6tn	¥10.9tn	¥10.9tn	¥12.7tn	¥12tn
Financial KPIs	Ordinary income① [Enhancement of Financial Services Capabilities]	¥9.2bn	¥21.5bn	¥18.74bn	¥16.9bn	¥30.0bn
	Tokai Tokyo Securities	¥8.5bn	¥17.0bn	¥13.7bn	¥13.1bn	¥25.0bn
	Stable Income / Fixed Cost Coverage Ratio	18.6%	21.0%	23.7%	25.1%	20%
	Labor productivity per person	¥16.5mn	¥21.5mn	¥19.8mn	¥19.9mn	¥23mn
	Ordinary income② [Key Measures to Reach the New World]	(¥2.8bn)	(¥3.1bn)	(¥3.6bn)	(¥2.7bn)	¥6.0~10.0bn
Social Value & Justice KPIs	Customer-oriented(TTSC NPS ^{※3})	△1.8pt	+6.5pt	+13.4pt	—	+20pt (compared with FY2021)
	Employee engagement	40%	41%	38%	—	63%

※1 ROE after deducting UK corporate taxes on prior years' income

※2 Annualized results for the first half of the FYE Mar.2026 , AUC as of the end of Sep.

※3 NPS® is a registered trademark of Bain & Company, Fred Reichheld, and Satmetrix Systems (now NICE Systems, Inc). Abbreviated as 'Net Promoter Score (NPS)®', it is translated as 'net promoter ratio' and is an indicator that quantifies customer loyalty (the degree of attachment and trust toward a company or brand).



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