

Message from the Chairman & President



Satoshi Takahashi
Representative Director and Chairman



Hiroshi Fukuoka
President

Looking back on the last fiscal year, there continued to be no end in sight for inflation in Europe and North America, Russia's invasion of Ukraine, or the situation in the Middle East, and instability continued with rising geopolitical and economic risks.

In Japan, meanwhile, soaring material and energy costs caused by the weakness of the yen, as well as the raising of interest rates and other factors, have had a significant impact. On the other hand, growing demand among visitors to Japan and the new construction of semiconductor factories are signs of a move toward economic recovery.

In Osaka, our home, there are rising expectations for sustainable growth in the future, thanks to aspects such as the economic and R&D boosts from Expo 2025, including the announcement of new products and the opening of Grand Green Osaka, as well as the building of the new Naniwasuji Line for the Osaka Metro.

Amid all this, fiscal 2024 was the middle year of Smart Shinkin Stock 2025, our medium-term management plan, during which all of our employees, including executives, worked together as one on various measures to achieve the plan's targets.

In particular, we focused our energies on developing personnel who can work to address the wide range of issues our customers face—such as through support for sales channel expansion, digital transformations (DX), or personnel affairs, as well as help with topics such as business succession, mergers and acquisitions (M&As), asset management, and inheritance consultations. At the same time, we increased the number of support sites staffed by specialists, and worked to speed up the process by which we can make problem-solving proposals.

Expo 2025 Osaka, Kansai opened in April, and we ran an exhibition at its Osaka Healthcare Pavilion venue, entitled "Future Lifestyle: Smart Room," with the aim of creating new core industries that will carry Osaka forward into the future.

Elsewhere, to better protect our customer's treasured wealth, we endeavored to further strengthen our internal management framework, to enhance the effectiveness of our measures in collaboration with Osaka Prefectural Police to prevent financial crimes like sophisticated fraud schemes, and our money laundering and cyber-security countermeasures.

The outcome of this was that, despite the harsh business conditions, we were able to continue on from the previous fiscal year in securing stable financial results in fiscal 2024, and we were able to strengthen our core management structure by further improving our capital adequacy ratio.

Furthermore, on July 1, we took up new positions as representative director and chairman, and president. In fiscal 2025, too, our aim is to be our customers' number one financial partner for problem resolution and for close ties to the region, as espoused by our desire to open up the future for the world from here in Osaka. Moreover, based on our management philosophy of tripartite prosperity and our slogan—"serving the community by building trust"—we will do our best to fulfill our mission as a regional financial institution that can accurately respond to customer needs.

This report has been created to give a fuller understanding of the management policies and the current status of operations of the Osaka City Shinkin Bank. We hope that we can continue to enjoy your even greater patronage and support.

July 2025

A handwritten signature in black ink that reads "S. Takahashi".

Satoshi Takahashi
Representative Director and Chairman

A handwritten signature in black ink that reads "H. Fukuoka".

Hiroshi Fukuoka
President