

Annual Report 2026

Tsukuba Bank

Tsukuba Bank, Ltd.

Based on the trust of our customers in the local community, Tsukuba Bank aims to strengthen its presence as a Bank and contribute greatly to society.

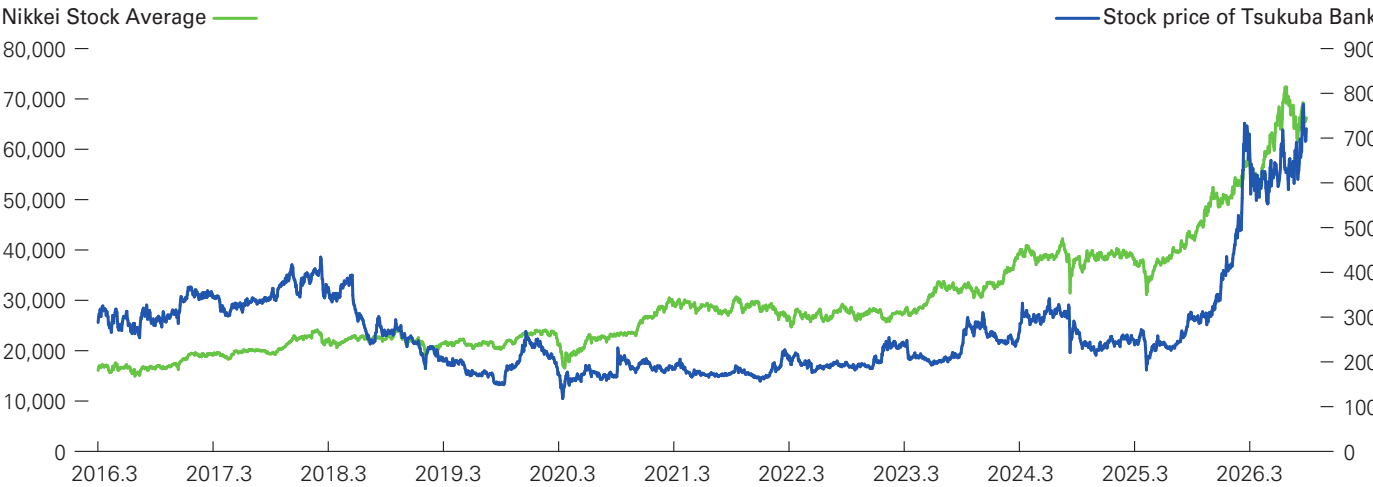
Consolidated Financial Highlights

Tsukuba Bank, Ltd. and Consolidated Subsidiaries
Years Ended March 31, 2021, 2022, 2023, 2024 ,2025 and 2026

	Millions of yen					
	2021	2022	2023	2024	2025	2026
For the year:						
Ordinary income	¥ 35,791	¥ 36,680	¥ 37,098	¥ 41,092	¥ 41,126	¥ 50,273
Ordinary expenses	33,323	31,478	35,335	38,625	36,649	42,815
Ordinary profit	2,467	5,201	1,762	2,467	4,476	7,457
Income before income taxes	2,184	4,570	1,813	2,498	4,377	7,010
Net income attributable to owners of parent	1,760	4,233	2,095	2,195	4,103	6,670
At year-end:						
Deposits	¥ 2,404,160	¥ 2,465,954	¥ 2,512,528	¥ 2,576,775	¥ 2,633,722	¥ 2,554,053
Loans and bills discounted	1,814,648	1,882,596	1,951,202	2,037,240	2,116,072	2,207,188
Securities	476,156	501,352	429,402	418,815	421,557	421,754
Total assets	2,698,415	2,961,028	2,767,374	2,854,094	2,889,878	2,835,644
Net assets	112,310	104,097	91,015	97,144	91,745	105,850

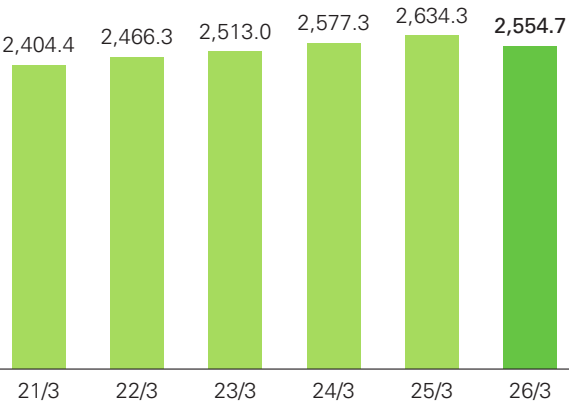
Trends in Stock Prices

(Unit: yen)



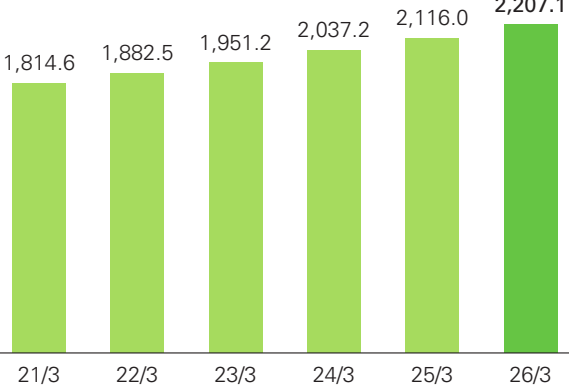
Deposits(Non-consolidated)

Billions of yen, At year-end



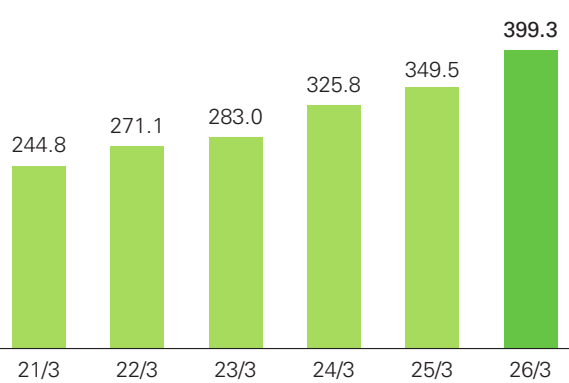
Loans(Non-consolidated)

Billions of yen, At year-end



Assets in custody(Non-consolidated)

Billions of yen, At year-end



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Forward-looking statements

Statements contained in this report regarding the Bank's future performance do not constitute statements of historical fact, and are thus subject to a number of risks and uncertainties. Readers are therefore cautioned not to place undue reliance on forward-looking statements, as factors beyond the Bank's control and outside its ability to predict, including general economic conditions and market fluctuations, could cause results to diverge materially from the Company's projections.

The Bank's annual report published in English is a translation of the original in the Japanese language which was independently audited. The English version itself, however, has not been audited.

The 6th Medium-Term Management Plan is off to a strong start toward realizing the Future Strategy Design

Based on our Purpose: “for the region, for the future,” Tsukuba Bank is working toward realizing its long-term vision, Tsukuba Bank Future Strategy Design, which outlines our vision for the future.

In the Future Strategy Design, the Bank sets out target financial indicators for the fiscal year ending March 31, 2034, including “net income of 10.0 billion yen or more,” “ROE of 8% or more,” and “loans + deposits + assets in custody of 6 trillion yen or more,” with the aim of enhancing corporate value and becoming a corporate entity that promotes well-being for all stakeholders involved with the Bank.

Furthermore, the Bank aims to complete the repayment of public funds within the period of the Plan, and has set the total payout ratio after the repayment of public funds at approximately 40%.

The Future Strategy Design is intended to be realized through medium-term management plans divided into three phases. We launched the first phase, the 6th Medium-Term Management Plan, in April 2025.

The first year of the plan concluded in March this year, and, as a result of our proactive efforts to implement various initiatives, we recorded net income of 6.5 billion yen (non-consolidated basis) for the fiscal year ended March 31, 2026, the highest level since the Bank was established.



In addition, key financial indicators, including ROE, core OHR, and capital adequacy ratio, all exceeded the targets that had been set for the fiscal year ending March 31, 2028, the final period of the plan. As such, the 6th Medium-Term Management Plan has gotten off to a promising and strong start.

The Bank’s Purpose: “for the region, for the future,” is a clear expression of the reason for the Bank’s existence, and serves as the basis for the decisions and actions of all officers and employees. It embodies our desire for all our officers and employees to work hand in hand with the local community, in confidence and pride, to create a bright and sustainable future.

Based on this Purpose, we have valued our commitment to walking alongside the local community since our founding.

The Regional Financial Power Enhancement Plan presented by the Financial Services Agency in December 2025, places strong expectations on the role of “non-financial” services, and this direction is consistent with the initiatives the Bank has pursued to realize our Purpose.

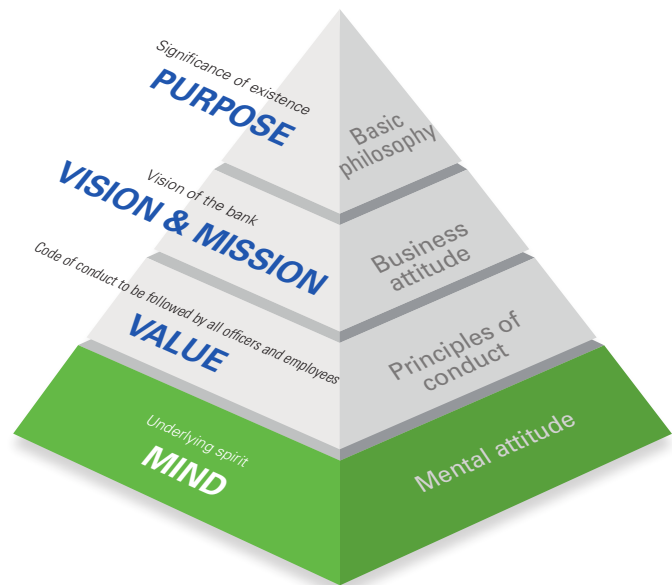
Going forward, we will continue to further contribute to solving regional economic issues through the realization of our Purpose, while also enhancing corporate value.

By sparing neither time nor effort in standing by our customers in the local community and providing them with thorough support with “flexibility” and “quality,” the Bank aims to establish a strong presence as the “First Call Bank” that customers turn to first for advice, and contribute to the sustainable development of the local community and the regional economy. We ask for the continued support and patronage of all our shareholders going forward.

September 2026

Masahiko Ikuta
President

Tsukuba Bank Group Management Philosophy Diagram



Significance of existence
PURPOSE
“for the region, for the future”

Vision of the bank
VISION & MISSION

Code of conduct to be followed by all officers and employees
VALUE

Underlying spirit
MIND
“Tsukuba PRIDE”

First Call Bank
“First Call Bank” in the region

A happy cycle

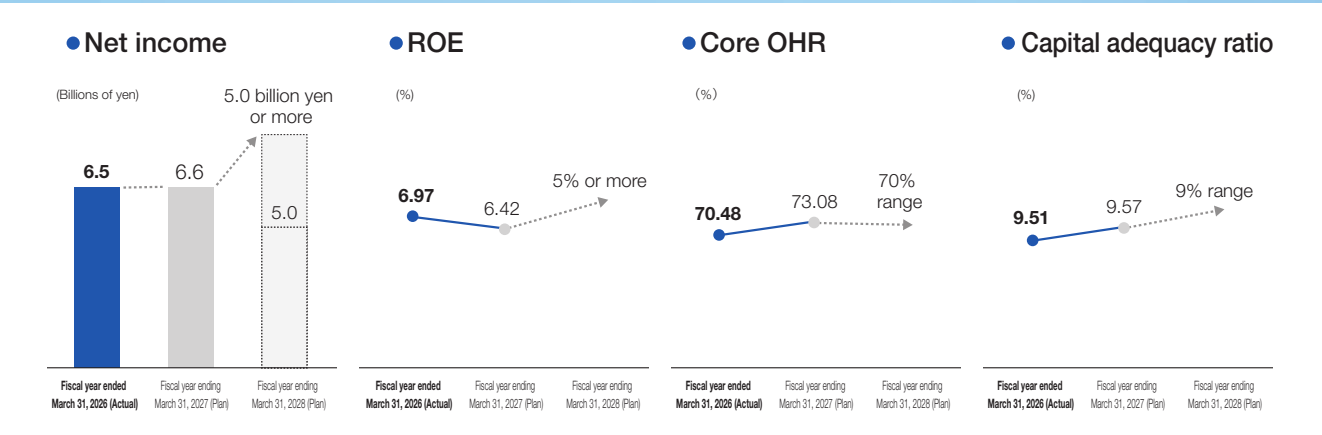
Well Being
Well Being

Four financial indicators for the fiscal year ending March 31, 2028

Target financial indicators	Fiscal year ending March 31, 2028 (Plan)	Net income	ROE	Core OHR	Capital adequacy ratio
		5.0 billion yen or more	5% or more	70% range	9% or more

Looking back at the first phase of the 6th Medium-Term Management Plan

The main KPIs for the 6th Medium-Term Management Plan are generally progressing as planned. In terms of the financial results for the fiscal year ended March 31, 2026, both core operating profit and net income reached new record highs, while core OHR improved by a significant (6.47)% year on year due to lower-than-planned expenses as well as steady improvements in profitability. Capital adequacy ratio rose by 0.14% year on year to 9.51%, mainly due to an increase in equity resulting from higher-than-expected net income. Meanwhile, although both corporate deposits and individual deposits exceeded the previous fiscal year’s figures, they fell short of the targets for the first phase of the Medium-Term Management Plan, making efforts for the second phase and beyond a challenge.



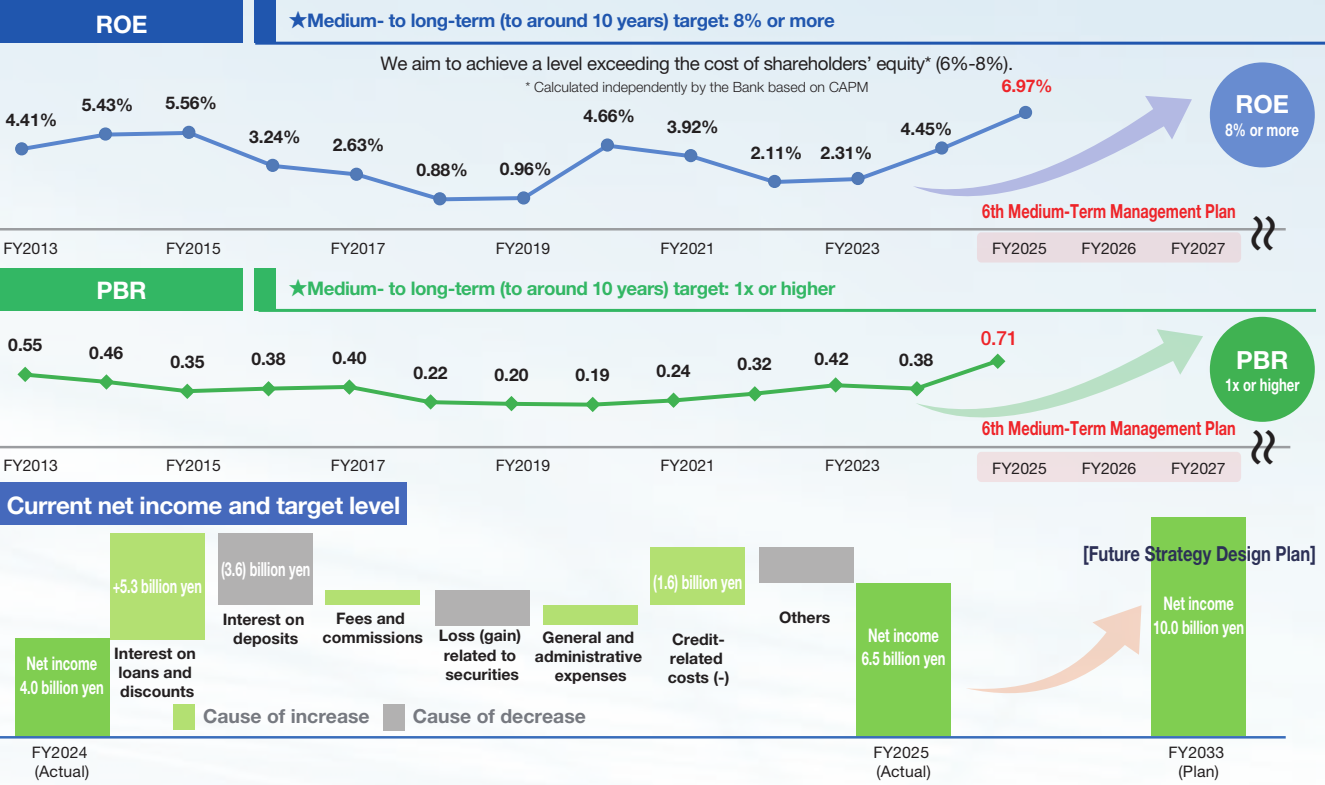
Progress of main KPIs

Main KPIs that contribute to realizing the vision		Unit	As of March 31, 2025 (Actual)	As of March 31, 2026 (Plan)	As of March 31, 2026 (Actual)	Results*	As of March 31, 2028 (Plan)
Human capital	Optimize the human capital portfolio						
	1. Percentage of employees at an advanced level or higher in skill assessments	%	44.0	47.0	50.5	○	55.0
	Initiatives for Diversity, Equity, and Inclusion						
	2. Ratio of female managers (based on the Act on the Promotion of Women's Active Engagement in Professional Life)	%	8.0	10.0	9.6	△	15.0
	Enhance engagement						
Business foundation	3. Engagement scores	Points	-	-	3.9	-	4.0 or more
	4. Customer Satisfaction Survey (Corporate) Results	Points	7.9	8.0	7.9	△	8.2
	5. Customer Satisfaction Survey (Individual) Results	Points	8.5	8.5	8.6	○	8.7
	Diversify customer contact points						
	6. Number of applications made through the use of direct centers and call centers (cumulative total over 3 years)	Applications	700	763	907	○	2,620
Business	7. Number of applications received by direct centers (cumulative total over 3 years)	Applications	5,292	5,460	6,438	○	16,920
	8. Number of digital users	Users	224,261	248,600	236,741	△	302,300
	Reform toward a new business process / Thoroughly eliminate unreasonable, inconsistent and wasteful practices						
	9. Time created through BPR (cumulative total over 3 years)	Hours	-	53,000	128,550	○	200,000
	Loan and deposit business						
Business	10. Corporate deposit balance	Billion yen	572.1	584.9	574.5	△	638.2
	11. Individual deposit balance	Billion yen	1,871.3	1,897.4	1,877.5	△	1,950.7
	12. Interest on business loans and discounts (cumulative total over 3 years)	Billion yen	11.5	13.8	13.9	○	45.3
	13. Interest on consumer loans and discounts (cumulative total over 3 years)	Billion yen	8.7	10.2	10.6	○	33.3
	Deepen the consulting business						
Business	14. Fees related to assets in custody (cumulative total over 3 years)	Billion yen	3.238	3.256	3.740	○	9.942
	15. Corporate fee income (cumulative total over 3 years)	Billion yen	1.741	1.750	2.149	○	5.250

* Results →○...Achievement rate of 100% or more / △...Achievement rate of 70% or more but less than 100% / ×...Achievement rate of less than 70%

ROE, which indicates capital efficiency, remained in the 2%-4% range for some time, but rose to 6.97% in FY2025. The Bank recognizes its cost of shareholders’ equity as being in the 6%-8% range, and it has improved to that level. PBR also improved significantly, from 0.38 x in FY2024 to 0.71x, indicating that the Bank is increasingly gaining recognition from shareholders and investors.

In the medium- to long-term, we aim to evolve into a Bank that consistently exceeds its cost of shareholders’ equity, with a target ROE of 8% or more and a PBR of 1x or higher.



Logic tree for improving PBR

To improve PBR, we are implementing initiatives broken down into “PBR = ROE x PER.” We aim to improve ROE by enhancing RORA through both increased earnings and effective control of costs and risks.

Furthermore, we aim to improve PER by actively disclosing our non-financial initiatives, including our sustainability management efforts, thereby enhancing market recognition of the Bank.

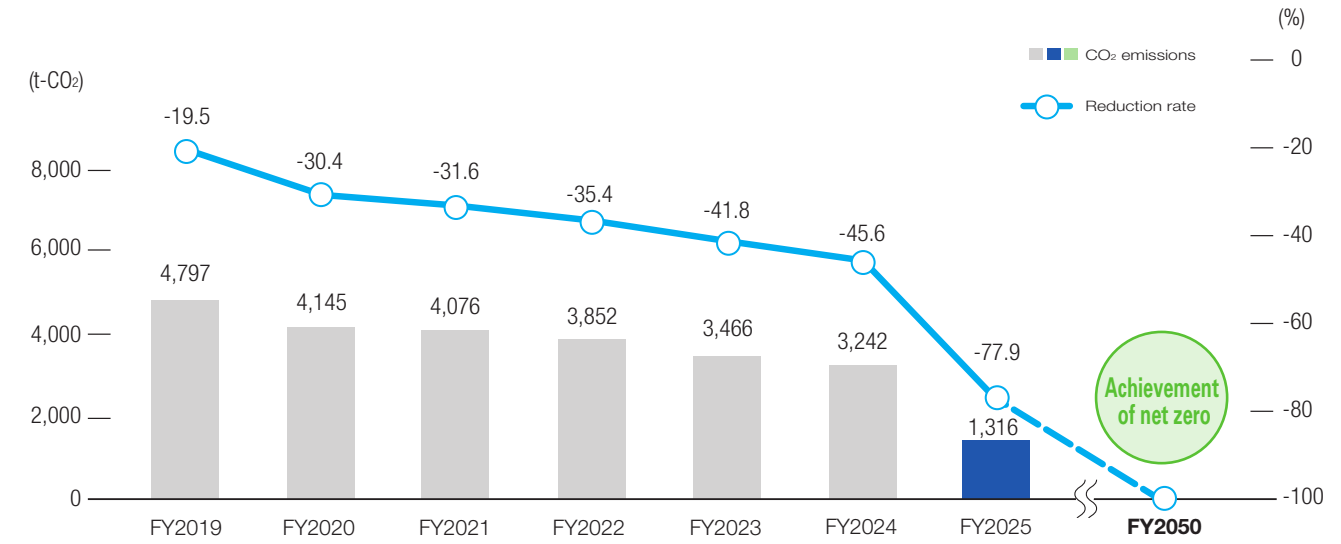
Logic tree for improving PBR			6th Medium-Term Management Plan, main KPIs, etc.	FY2024 (referencing actual results)	FY2025 (first year of the Medium-Term Management Plan) (Actual)	FY2027 (final year of the Medium-Term Management Plan)
Improve ROE	Improve earnings efficiency (improve RORA)	Strengthen profitability (strengthen top line)	Corporate solutions			
			Interest on business loans and discounts (Billions of yen)	11.5	13.9	16.3
			Corporate fee income (Millions of yen)	1,741	2,149	1,750
			Individual solutions			
			Interest on consumer loans and discounts (Billions of yen)	8.7	10.6	11.7
			Fees related to assets in custody (Millions of yen)	3,238	3,740	3,371
		Cost control	Review of branch network (Number of locations)	68	68	66
			Cost of credit (Billions of yen)	2.6	1.0	-
	Financial leverage control	Risk and asset control	Capital adequacy ratio (%)	9.37	9.51	9.0 or more
			RORA (%)	0.31	0.50	0.45 or more
		Optimal allocation of capital	Growth rate of investment in human resources (compared with FY2024) (%)	-	16.5	25.0
			DX investment (Billions of yen)	-	0.52	2.00
	Enhance shareholder returns	Total payout ratio (%)	We will target around 40% following repayment of public funds.			
Improve PER	Improve the cost of shareholders' equity	Strengthen engagement with shareholders and investors	▶Hold IR events for institutional investors (once a year) and individual investors (twice a year) ▶Participated in the TNFD Forum in September 2025, and issued the Tsukuba Bank Nature Positive Declaration in October of the same year			
	Increase expected growth rate	Formulate a growth strategy and implement various measures to achieve it				

CO₂ emissions

Initiatives to reduce CO₂ emissions in Scope 1 and Scope 2

The Bank has set the targets of “reducing CO₂ emissions by 50% by FY2030” and “achieving net zero emissions by FY2050,” based on FY2013 levels. From April 2025, in addition to our existing measures, we introduced a new initiative to use electricity derived from virtually renewable energy sources backed by non-fossil certificates at our Headquarter Building and some branches. This resulted in a reduction of 1,798 t of CO₂ emissions. CO₂ emissions under Scope 1 and Scope 2 in FY2025 amounted to 1,316 t-CO₂ (a 77.9% reduction compared with FY2013), representing the achievement of our initial target of a 50% reduction in CO₂ emissions by FY2030 ahead of schedule.

The Bank will continue to work toward reducing CO₂ emissions with the aim of achieving net zero by FY2050.



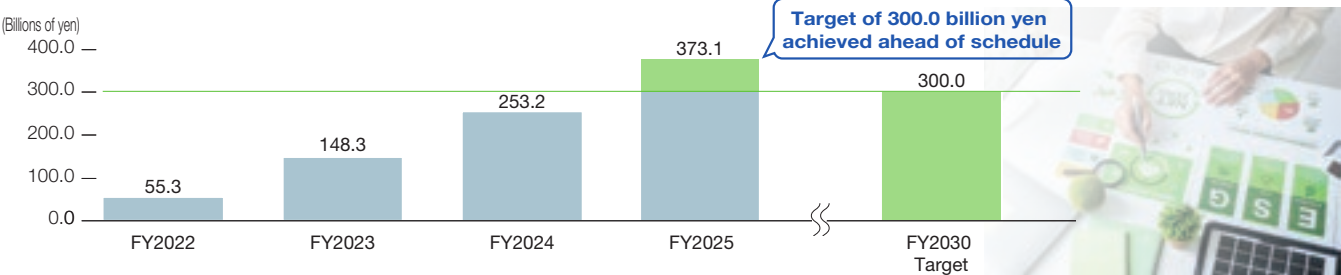
Sustainable finance

Sustainable finance implementation targets

Implementation targets	·300.0 billion yen
Target period	·April 2022 – March 2031 (9 years)
Scope	·Investment and financing to support customers’ ESG (Environmental, Social, and Governance) and SDG initiatives aimed at realizing a sustainable society
Actual results (April 2022 – March 2026)	·373.1 billion yen (Achievement rate: 124 %)

Trends in implementation of sustainable finance

In March 2022, we announced investment and financing targets (sustainable finance implementation targets) based on the TCFD Recommendations, with the aim of implementing 300.0 billion yen in sustainable finance over the nine years until March 2031. Although the target period was nine years, from April 2022 until March 2031, we achieved the target ahead of schedule. Specifically, as of March 31, 2026, the cumulative implementation amount of sustainable finance, including Tsukuba Sustainability-linked Loans, Tsukuba Green Loans, Tsukuba Positive Impact Finance, and SDGs Challenge Loans, amounted to 373.1 billion yen. Going forward, we will continue our efforts with the aim of achieving 200% of our original target.



Corporate governance

Basic Policy on Corporate Governance
The Bank has set “Based on the trust of our customers in the local community, Tsukuba Bank aims to strengthen its presence as a Bank and contribute greatly to society” as its basic philosophy. In order to establish society’s unwavering trust in us, we will make efforts to strengthen corporate governance from the perspective of achieving sustainable growth and improving medium-term corporate value.

Status of Corporate Governance

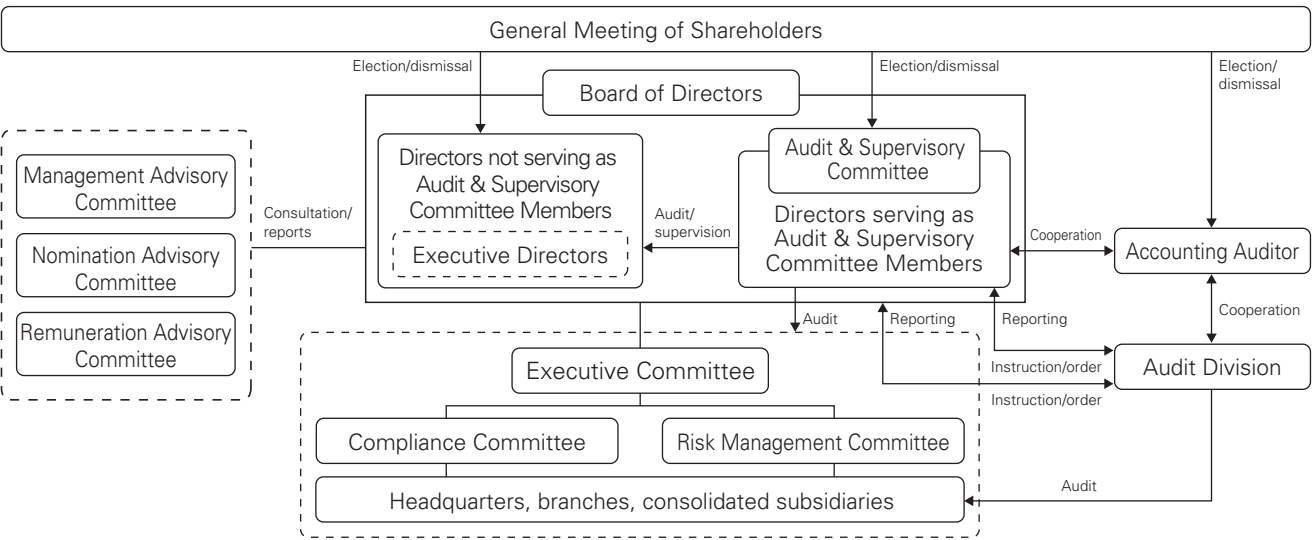
Overview of Corporate Governance Structure
The Bank recognizes the strengthening of corporate governance as an important management issue and takes the form of a company with an Audit & Supervisory Committee. We have established an Audit & Supervisory Committee consisting of five Directors serving as Audit & Supervisory Committee Members to “strengthen supervisory functions” and “accelerate decision-making,” thus properly auditing the execution of duties by Directors and enhancing the oversight of management.

Board of Directors (As of June 24,2026)
The Board of Directors consists of seven Directors (excluding Directors serving as Audit & Supervisory Committee Members), of whom one is an Outside Director, and five Directors serving as Audit & Supervisory Committee Members, of whom four are Outside Directors, for a total of 12 members. Meetings of the Board of Directors are held at least once a month, where decisions on the execution of important business are made in addition to matters provided for in laws and regulations and the Articles of Incorporation.
Also, an Executive Committee has been established as a subsidiary committee of the Board of Directors, to deliberate on matters to be discussed at Board of Directors meetings and make decisions on matters delegated to the Executive Committee. In addition, having introduced an executive officer system, the Bank has put in place a

structure that promotes faster decision-making in management and appropriate execution of initiatives.
Furthermore, as a voluntary committee that consults the Board of Directors, a Management Advisory Committee mainly consisting of Outside Directors has been established to strengthen collaboration, exchange information, and share awareness between Outside Directors and the management team. The Bank strives to establish a fair and transparent business management system by having the Management Advisory Committee be involved in and give advice on important management matters as appropriate.

Audit & Supervisory Committee
The Audit & Supervisory Committee consists of five Directors serving as Audit & Supervisory Committee Members, of whom four are Outside Directors. Meetings of the Audit & Supervisory Committee are held once a month, in principle. Directors serving as Audit & Supervisory Committee Members attend important meetings, such as those of the Executive Committee, the Compliance Committee, and the Risk Management Committee, in addition to meetings of the Board of Directors, and provide advice and suggestions and also appropriately audit the execution of duties by Directors. Moreover, the Audit & Supervisory Committee has the authority provided for in laws and regulations and the Regulations of the Audit & Supervisory Committee, etc., receives reports on important matters concerning audit, and discusses and make decisions.
To allow Directors (excluding executive directors, etc.) to fulfill their expected roles to the best of their abilities, based on the provisions of Article 427, Paragraph 1 of the Companies Act, the Bank has entered into liability limitation agreements with Outside Directors to limit their liability for damages as provided in Article 423, Paragraph 1 of the Companies Act to the minimum liability amount as stipulated by Article 425, Paragraph 1 of the Companies Act, provided that their actions are in good faith and without gross negligence in the course of their duties.

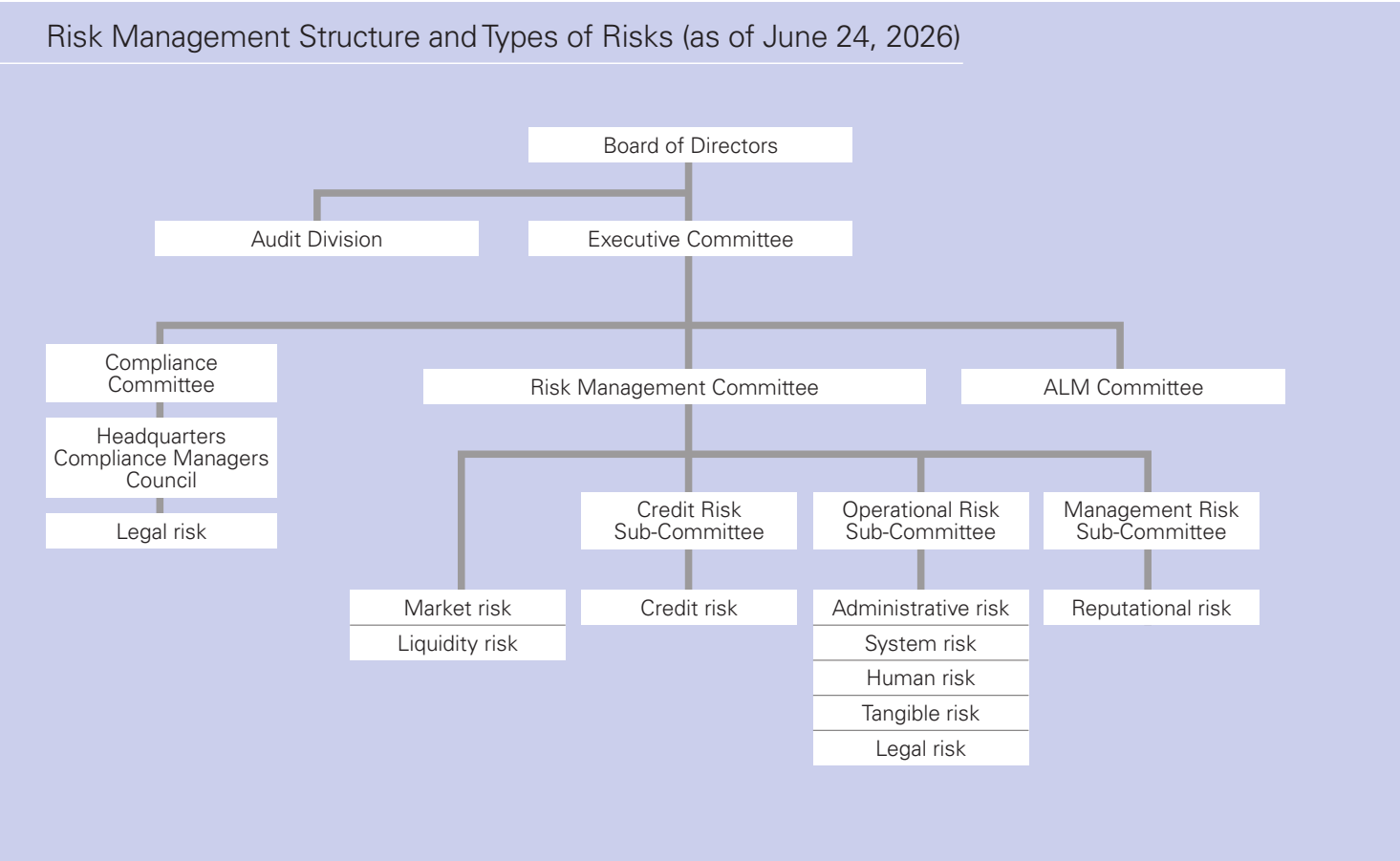
(Overview of Corporate Governance Structure)



Internal Control System

Risk Management System
On the back of rapid changes and globalization in the financial and economic climates, the business operations of financial institutions are drastically changing. In line with the changes, risks faced by financial institutions are becoming increasingly diverse and complex.
In such an environment, striving to be a bank that gains the trust of its customers, the Bank views risk management as the most important management issue from the perspective of maintaining sound management and securing stable profits, and tackles it by involving all employees.
The Bank has formulated the Integrated Risk Management Policy and the Integrated Risk Management Regulations to

stipulate items such as the management policy and management system for risks. Based on these regulations, the respective division in charge will identify and evaluate the extent of major risks including credit risk, market risk, liquidity risk, operational risk (administrative risk, system risk, etc.), and reputational risk, as well as formulate and operate management regulations by type of risk.
Furthermore, meetings of the Risk Management Committee and sub-committees that respond to each risk are held regularly, where appropriate risk management is conducted, through activities such as the specific evaluation of each risk, and the examination of management policies.



Consolidated Balance Sheets

Tsukuba Bank, Ltd. and Consolidated Subsidiaries
As of March 31, 2025 and 2026

	Millions of yen	
	2025	2026
Assets		
Cash and due from banks	¥ 307,350	¥ 164,257
Monetary claims bought	1,083	1,084
Trading securities	200	156
Money held in trust	2,535	200
Securities	421,557	421,754
Loans and bills discounted	2,116,072	2,207,188
Foreign exchanges	2,712	2,586
Other assets	16,229	9,344
Tangible fixed assets	19,149	18,803
Buildings, net	8,718	8,352
Land	9,337	9,376
Construction in progress	45	100
Other tangible fixed assets	1,048	973
Intangible fixed assets	3,342	3,639
Software.....	2,570	2,734
Other intangible fixed assets	772	904
Retirement benefit asset	9,646	13,391
Deferred tax assets.....	2,443	3,653
Customers’ liabilities for acceptances and guarantees	1,136	555
Allowance for loan losses.....	(13,581)	(10,971)
Total assets	¥2,889,878	¥2,835,644
Liabilities		
Deposits	¥2,633,722	¥2,554,053
Cash collateral received for securities lent	12,000	—
Borrowed money	143,300	166,300
Foreign exchanges	64	97
Other liabilities	6,272	6,988
Provision for bonuses	767	871
Retirement benefit liability	106	108
Provision for retirement benefits for directors (and other officers)	4	1
Provision for executive officers’ retirement benefits	40	37
Provision for reimbursement of deposits	12	37
Provision for point card certificates	23	24
Provision for contingent loss	357	391
Deferred tax liabilities for land revaluation	324	324
Acceptances and guarantees.....	1,136	555
Total liabilities.....	2,798,133	2,729,793
Net assets		
Share capital	48,868	48,868
Capital surplus	30,451	30,453
Retained earnings	42,069	48,324
Treasury shares	(43)	(31)
Total shareholders’ equity	121,345	127,615
Valuation difference on available-for-sale securities.....	(32,761)	(26,925)
Revaluation reserve for land	319	319
Remeasurements of defined benefit plans.....	2,841	4,842
Total accumulated other comprehensive income	(29,600)	(21,764)
Total net assets	91,745	105,850
Total liabilities and net assets	¥2,889,878	¥2,835,644

Consolidated Statements of Income

Tsukuba Bank, Ltd. and Consolidated Subsidiaries
For the Years Ended March 31, 2025 and 2026

	Millions of yen	
	2025	2026
Ordinary income	¥41,126	¥50,273
Interest income.....	28,257	34,562
Interest on loans and discounts	23,200	28,520
Interest and dividends on securities	4,255	5,100
Interest on call loans and bills bought.....	37	49
Interest on deposits with banks	752	885
Other interest income.....	12	7
Fees and commissions.....	9,207	10,244
Other ordinary income	378	393
Other income	3,282	5,073
Recoveries of written off receivables	454	366
Other	2,827	4,706
Ordinary expenses.....	36,649	42,815
Interest expenses	1,855	5,668
Interest on deposits.....	1,472	5,089
Interest expenses on cash collateral received for securities lent	341	295
Interest on borrowings and rediscounts	41	284
Fees and commissions payments	5,009	5,557
Other ordinary expenses	2,800	6,027
General and administrative expenses	22,837	23,593
Other expenses	4,147	1,968
Provision of allowance for loan losses	1,782	296
Other	2,364	1,671
Ordinary profit	4,476	7,457
Extraordinary income	—	—
Extraordinary losses	98	446
Loss on disposal of non-current assets	29	46
Impairment losses	69	66
Loss on cancellation of payables under securities lending transactions	—	333
Profit before income taxes	4,377	7,010
Income taxes - current	312	328
Income taxes - deferred	(38)	11
Total income taxes	273	340
Profit.....	4,103	6,670
Profit attributable to owners of parent	¥ 4,103	¥ 6,670

Consolidated Statements of Comprehensive Income

Tsukuba Bank, Ltd. and Consolidated Subsidiaries
For the Years Ended March 31, 2025 and 2026

	Millions of yen	
	2025	2026
Profit	¥ 4,103	¥ 6,670
Other comprehensive income	(9,093)	7,835
Valuation difference on available-for-sale securities	(8,868)	5,835
Revaluation reserve for land	(9)	—
Remeasurements of defined benefit plans, net of tax	(215)	2,000
Comprehensive income	(4,990)	14,506
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	(4,990)	14,506

Consolidated Statements of Changes in Net Assets

Tsukuba Bank, Ltd. and Consolidated Subsidiaries
For the Years Ended March 31, 2025 and 2026

	Millions of yen				
	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
For the year ended March 31, 2025					
Balance at beginning of period	¥48,868	¥30,447	¥38,384	¥(49)	¥117,650
Changes during period					
Dividends of surplus			(418)		(418)
Profit attributable to owners of parent			4,103		4,103
Purchase of treasury shares				(0)	(0)
Disposal of treasury shares		4		6	10
Net changes in items other than shareholders' equity ...					
Total changes during period	—	4	3,684	5	3,694
Balance at end of period	¥48,868	¥30,451	¥42,069	¥(43)	¥121,345

	Millions of yen				
	Accumulated other comprehensive income				
	Valuation difference on available-for-sale securities	Revaluation reserve for land	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	Total net assets
For the year ended March 31, 2025					
Balance at beginning of period	¥(23,892)	¥328	¥3,057	¥(20,506)	¥97,144
Changes during period					
Dividends of surplus					(418)
Profit attributable to owners of parent					4,103
Purchase of treasury shares					(0)
Disposal of treasury shares					10
Net changes in items other than shareholders' equity ...	(8,868)	(9)	(215)	(9,093)	(9,093)
Total changes during period	(8,868)	(9)	(215)	(9,093)	(5,398)
Balance at end of period	¥(32,761)	¥319	¥2,841	¥(29,600)	¥91,745

	Millions of yen				
	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
For the year ended March 31, 2026					
Balance at beginning of period	¥48,868	¥30,451	¥42,069	¥(43)	¥121,345
Changes during period					
Dividends of surplus			(415)		(415)
Profit attributable to owners of parent			6,670		6,670
Purchase of treasury shares				(0)	(0)
Disposal of treasury shares		1		13	15
Net changes in items other than shareholders' equity ...					
Total changes during period	—	1	6,255	12	6,269
Balance at end of period	¥48,868	¥30,453	¥48,324	¥(31)	¥127,615

	Millions of yen				
	Accumulated other comprehensive income				
	Valuation difference on available-for-sale securities	Revaluation reserve for land	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	Total net assets
For the year ended March 31, 2026					
Balance at beginning of period	¥(32,761)	¥319	¥2,841	¥(29,600)	¥ 91,745
Changes during period					
Dividends of surplus					(415)
Profit attributable to owners of parent					6,670
Purchase of treasury shares					(0)
Disposal of treasury shares					15
Net changes in items other than shareholders' equity ...	5,835	—	2,000	7,835	7,835
Total changes during period	5,835	—	2,000	7,835	14,105
Balance at end of period	¥(26,925)	¥319	¥4,842	¥(21,764)	¥105,850

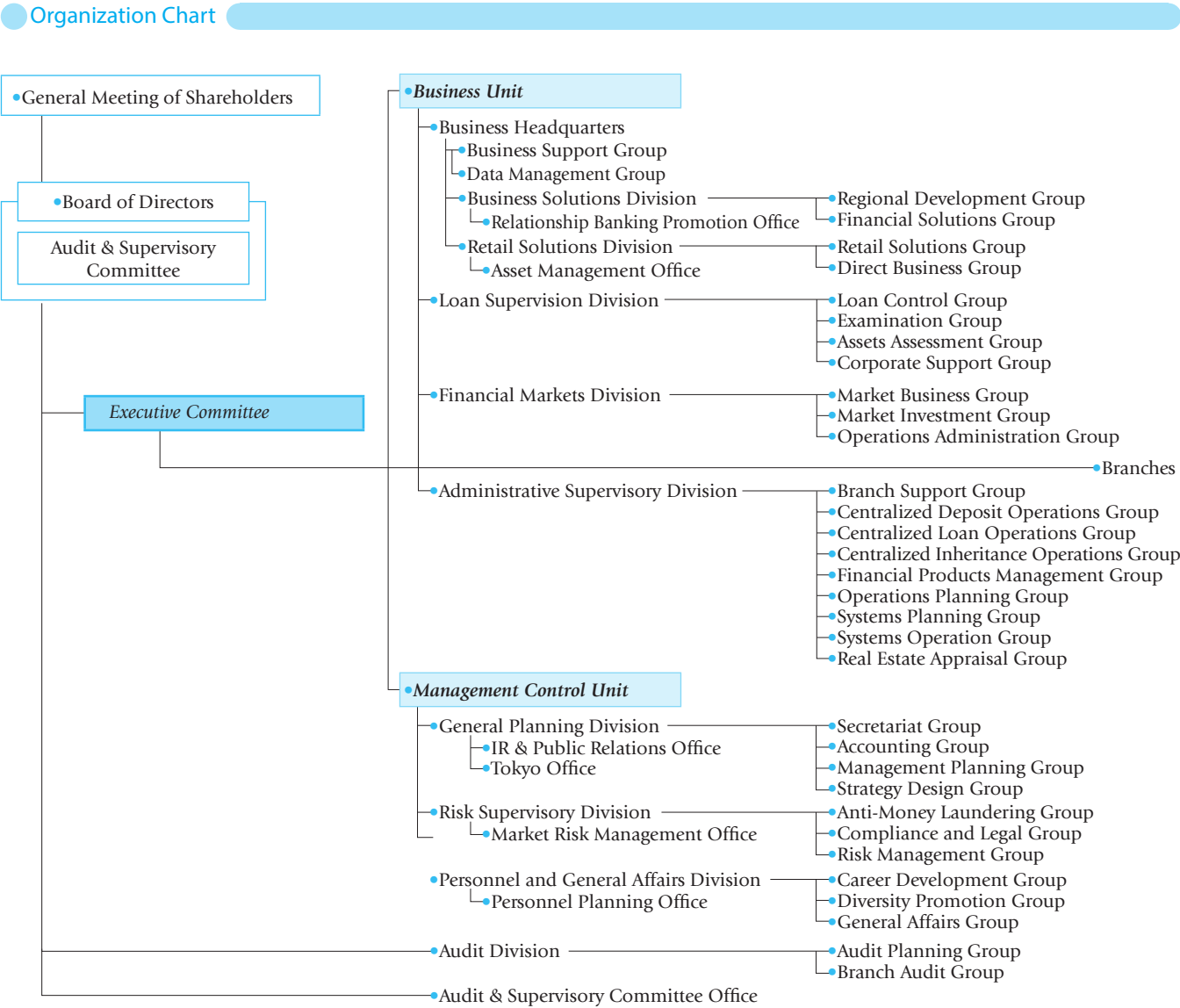
Consolidated Statements of Cash Flows

Tsukuba Bank, Ltd. and Consolidated Subsidiaries
For the Years Ended March 31, 2025 and 2026

	Millions of yen	
	2025	2026
Cash flows from operating activities		
Profit before income taxes	¥ 4,377	¥ 7,010
Depreciation	2,228	1,923
Impairment losses	69	66
Increase (decrease) in allowance for loan losses	(1,983)	(2,609)
Increase (decrease) in provision for bonuses	28	104
Decrease (increase) in retirement benefit asset	(756)	(3,745)
Increase (decrease) in retirement benefit liability	(1)	1
Increase (decrease) in provision for retirement benefits for directors (and other officers)	1	(3)
Increase (decrease) in provision for officers’ retirement benefits	(17)	(2)
Increase (decrease) in provision for reimbursement of deposits	(29)	25
Increase (decrease) in provision for point card certificates	2	1
Increase (decrease) in provision for contingent loss	22	34
Interest income	(28,257)	(34,562)
Interest expenses	1,855	5,668
Loss (gain) related to securities	694	2,196
Loss (gain) on money held in trust	109	(22)
Foreign exchange losses (gains)	(373)	—
Loss (gain) on disposal of non-current assets	29	46
Net decrease (increase) in loans and bills discounted	(78,831)	(91,116)
Net increase (decrease) in deposits	56,946	(79,668)
Net increase (decrease) in borrowed money (excluding subordinated borrowings)	5,000	23,000
Net decrease (increase) in due from banks (excluding due from Bank of Japan)	5,667	877
Net decrease (increase) in call loans	4	(0)
Net increase (decrease) in cash collateral received for securities lent	(17,521)	(12,000)
Net decrease (increase) in foreign exchanges - assets	2,002	126
Net increase (decrease) in foreign exchanges - liabilities	(316)	32
Net decrease (increase) in trading securities	(22)	44
Interest received	28,368	34,255
Interest paid	(1,343)	(4,463)
Other, net	(640)	13,488
Subtotal	(22,689)	(139,290)
Income taxes paid	(347)	(299)
Net cash provided by (used in) operating activities	(23,037)	(139,590)
Cash flows from investing activities		
Purchase of securities	(131,263)	(166,679)
Proceeds from sale of securities	89,197	123,665
Proceeds from redemption of securities	28,070	40,384
Decrease in money held in trust	—	2,316
Purchase of tangible fixed assets	(343)	(533)
Purchase of intangible fixed assets	(770)	(1,346)
Payments for retirement of tangible fixed assets	(21)	(16)
Net cash provided by (used in) investing activities	(15,130)	(2,209)
Cash flows from financing activities		
Dividends paid	(418)	(415)
Purchase of treasury shares	(0)	(0)
Net cash provided by (used in) financing activities	(419)	(416)
Net increase (decrease) in cash and cash equivalents	(38,587)	(142,215)
Cash and cash equivalents at beginning of period	342,130	303,542
Cash and cash equivalents at end of period	¥ 303,542	¥ 161,327

Directory

(As of April, 2026)



Board of Directors, Executive Officers, Corporate Auditors			
President Masahiko Ikuta	Managing Directors Tsuyoshi Okano Hiroshi Kohata Nobuhiro Okano	Outside Directors serving as Audit & Supervisory Committee Members Norie Yokoi Daisuke Suzuki Junichiro Seo Reiko Matsuda	Executive Officers Mitsuo Ichikawa Yoshiaki Sukegawa Sho Inosaki Naobumi Uchimura Kazuyuki Okabe Naohito Takano
Senior Executive Managing Director Satoru Shinohara	Director Kunihiro Mashiko	Managing Executive Officers Takayuki Yamada Atsushi Arai	
	Outside Director Hitoshi Saito		
	Director serving as Audit & Supervisory Committee Member Satoshi Ozaki		

Profile

Tsukuba Bank (“the Bank”) was formed on March 1, 2010 when the former Kanto Tsukuba Bank and the former Ibaraki Bank combined their operations in a merger that was based on the spirit of equality.

The Bank’s name, “Tsukuba,” is derived from Mt. Tsukuba, which is also known as “Mt. Tsukuba of the East, Mt. Fuji of the West.” A sacred place since ancient times, the beautiful shape of this mountain has even been a theme of Manyoshu poetry.

Furthermore, the Bank’s headquarter operations have been moved to a building in Tsukuba City, Japan’s largest research and university town and a hub for groundbreaking research in cutting-edge technology.

The main base for the Bank’s business operations is Ibaraki Prefecture, the proud home of some of Japan’s best agriculture and industry. The region has vast land, air and sea networks, and therefore we anticipate further development in the future. In order to satisfy

our stakeholders — customers, shareholders and the local community, we intend to fully leverage this rich business base and effectively utilize the know-how and staff that both banks have built up over the years in order to provide high-quality financial services.

As of the year ended in March 2026, the Bank had 148 offices.



Tsukuba Bank Overview (as of March 31, 2026)

Corporate name	Tsukuba Bank, Ltd.
Central branch address	2-11-7 Chuo, Tsuchiura City, Ibaraki Prefecture
Headquarters address	1-7 Takezono, Tsukuba City, Ibaraki Prefecture TEL.: +81-29-859-8111 URL: https://www.tsukubabank.co.jp/ (Japanese language only)
Establishment	September 15, 1952
Capital	¥48.8 billion
Deposits	¥2,554.7 billion
Loans	¥2,207.1 billion
No. of employees	1,207
No. of branches*	148 (135 in Ibaraki Prefecture, 12 outside, 1 internet)
No. of branch locations	68 (62 in Ibaraki Prefecture, 6 outside)

*As of March 31, 2026

In principle, figures are rounded to the nearest decimal point. The last digit of comparisons and other figures may not always match.

