JUROKU Financial Group

2026

Annual Report

Group Management Philosophy

mission	Achieving growth and prosperity for our customers and the local community
vision	To be a comprehensive financial group that builds a future with local communities and achieves sustainable growth with local economies to contribute to the creation of a sustainable society
value	***Trust & Integrity*** We will act with high ethical standards to continue being trusted and chosen by our customers and the local community. ***Creation & Innovation*** We will adapt to any changes through unceasing innovation and challenges, creating new value for the next era. ***Diversity & Inclusion*** We will maximize the Group's strength by respecting each other's individuality and leveraging our diverse capabilities.

Editorial Policy

This report has been prepared to clearly communicate to all stakeholders the initiatives of Juroku Financial Group aimed at sustainable value creation.

In editing this report, we referred to the International Integrated Reporting Framework advocated by the IFRS Foundation, the Guidance for Collaborative Value Creation issued by the Ministry of Economy, Trade and Industry, and other resources.

We hope this report will help you understand the fundamental approach of "Connecting People, Communities, and the Future—Juroku Financial Group."

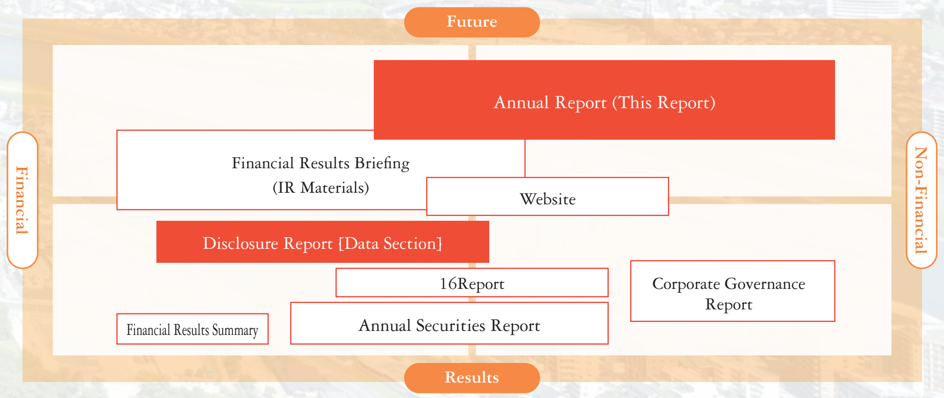
Environment
Social
Governance
価値協創
ガイダンス

【Reporting Period】 April 2025 to March 2026 (including some content up to July 2026)

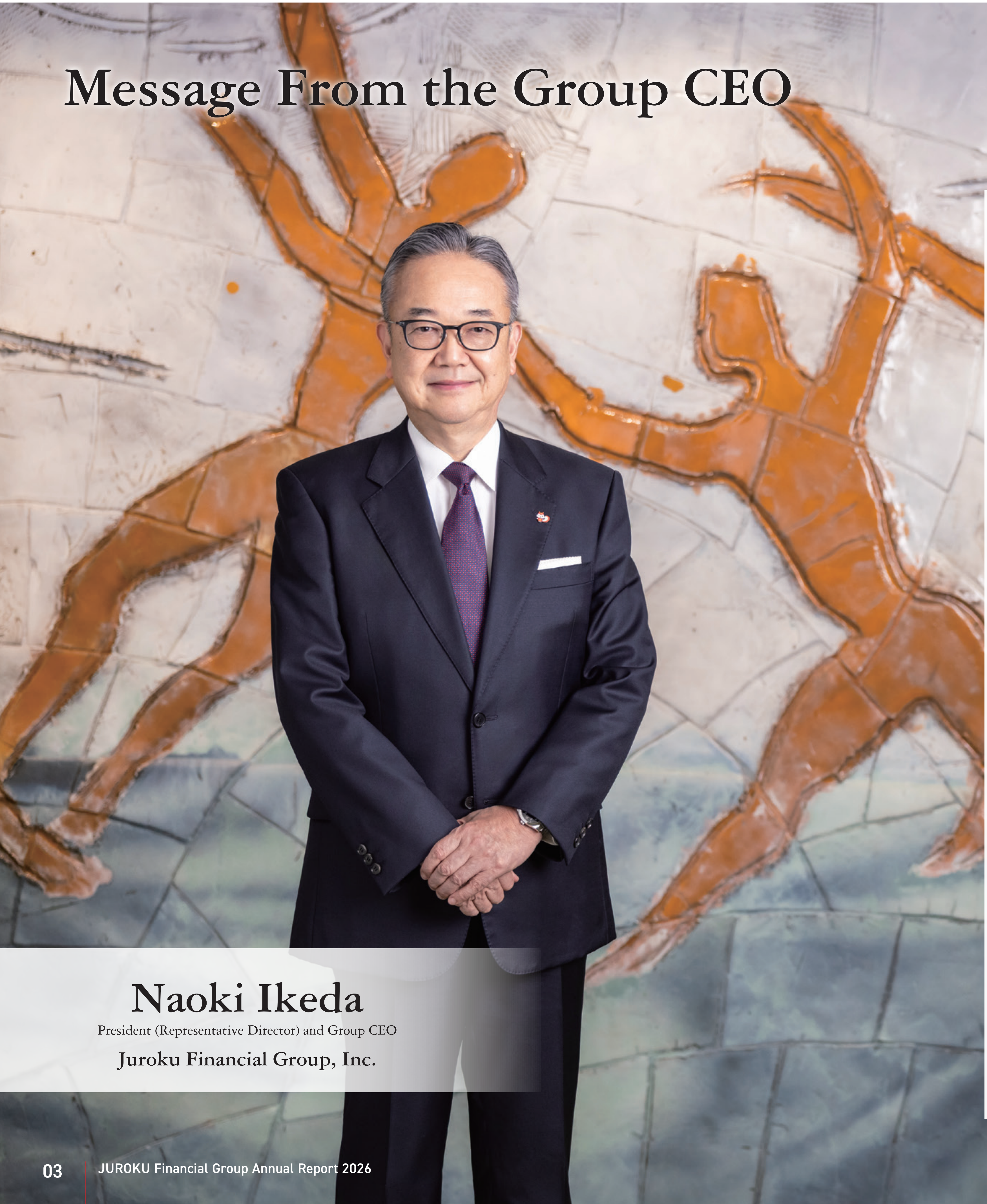
【Reporting Scope】 Juroku Financial Group, Inc. and its Group companies

Contents

Information Disclosure Framework



Message From the Group CEO



Naoki Ikeda

President (Representative Director) and Group CEO

Juroku Financial Group, Inc.

A Step Toward a Giant Leap Forward

—Five Years of Transformation, and Beyond to Our 150th Anniversary

In October 2021, the Company took a new step forward as Juroku Financial Group. Amid growing uncertainty about the future, we have advanced reforms under a holding company structure to ensure we are prepared for any changes in the environment.

That journey will soon reach the five-year milestone. During this period, we have expanded our functions and expertise through the establishment of new business companies and cross-industry collaborations, thereby steadily building the foundation for a regional comprehensive financial services group. What we have aimed for is to sincerely address the issues that matter to the region, stay ahead of the curve for our customers, and continue providing trusted services. The accumulation of these steady steps supports the growth of the Group.

Now that a world of positive interest rates is becoming established, the importance of our core business centered on deposits and loans is growing even more. To connect this opportunity to sustainable growth, in June of this year we launched a new management structure through the appointment of a new president of The Juroku Bank and the introduction of the Chief Officer System. Building on the Group's comprehensive strength and insights from other industries, we will further evolve our core business with human capital as the growth engine, and achieve both the resolution of regional issues and the enhancement of the Group's corporate value.

And next fiscal year, The Juroku Bank will finally celebrate its 150th anniversary. We would like to express our heartfelt gratitude to our customers, the local community, and shareholders and investors who have supported the Group over the years. The new headquarters building also scheduled to open in FY2027 will serve as a hub that connects the trust we have built with the people of the region to the future and gives form to new challenges. We will create an appealing public space that embodies art, and through the interaction and vitality of people, contribute to the revitalization of the city.

Looking ahead to this future, the Group has set out a "Hop, Step, Jump!" vision for growth over the three years starting in FY2025. FY2026 marks the second step of "Step" that builds momentum toward a giant leap forward, and under the new management structure we will pool the combined strength of the Group's 12 companies to take steady strides toward the Bank's 150th anniversary and the future beyond.

The 5th Anniversary of the Financial Group's Establishment — Connecting Our Mission of Supporting the Region to the Next Stage of Growth

What we have pursued since the transition to a holding company structure is not merely an organizational change. We go beyond the framework of conventional financial services to provide broader and more in-depth support for the challenges our customers face. It has been a transformation we carried out with that determination.

At its foundation is our unchanging stance of walking together with the local community since our founding. The Juroku Bank traces its origins to the 16th National Bank, established in 1877 by local merchants and industrialists for the benefit of the region, shortly after the establishment of Gifu Prefecture. Since then, we have stood alongside the region at every turning point of change—the development of regional industry, the expansion of commerce and tourism, recovery from disasters—and have supported the regional economy through the supply of funds. What we have valued is the idea of supporting the region as a whole, rather than just in parts. Without fear of misunderstanding, I would say that we cannot judge what the region needs solely on the basis of profitability. It is precisely when the region is facing tough times that we must hold our ground and ensure that necessary functions are not lacking. That is the mission of the Company, which has shared both the joys and hardships of the region. Guided by that mission, we have prepared a full range of financial and non-financial services needed by regional companies and individuals, going beyond just deposits and loans.

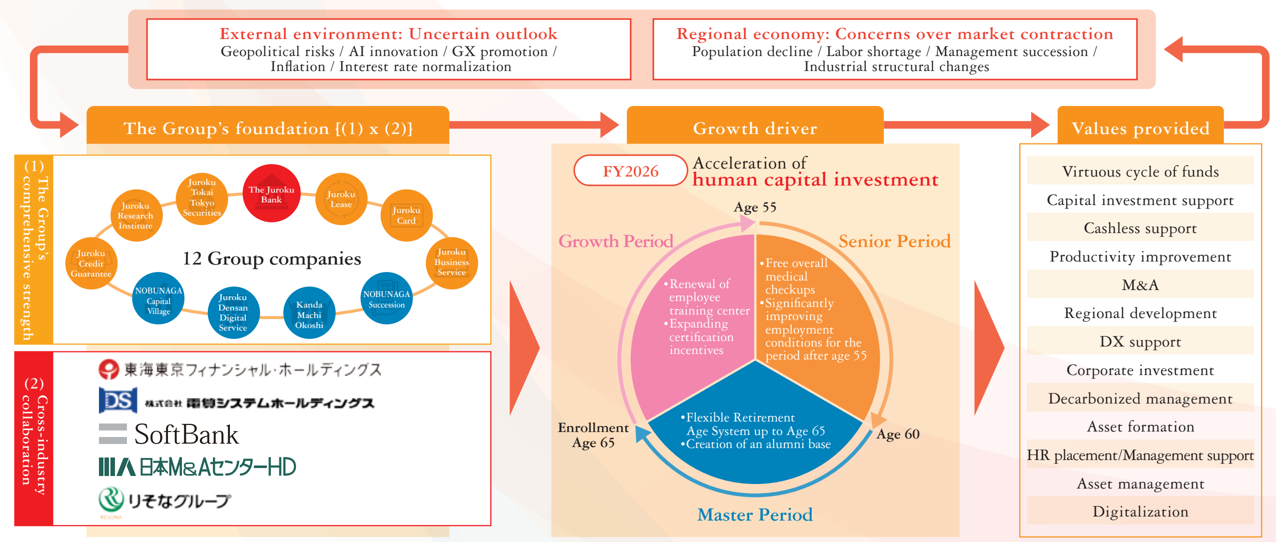
Currently, the issues facing the region, such as population decline, labor shortages, management succession, and changes in industrial structure, have become even more complex. Recognizing these changes early on, the Group has successively established companies that handle corporate investment, DX support, regional development, and management succession support. Furthermore, through collaboration with major companies that possess a high level of expertise in their respective fields, we have also incorporated insights that we could not obtain on our own. Through these initiatives, the stock price has more than quintupled since the establishment of the Financial Group in October 2021, and we take this as an indication that the market has given a certain degree of recognition to the reforms we have advanced.

However, I am by no means satisfied with the current situation. Simply bringing together the functions of Group companies and the expertise and know-how gained through cross-industry collaborations does not, in and of itself, create value for our customers. Each and every employee must master these tools, link them to customers' issues, and deliver them as concrete solutions. An important challenge going forward is turning the foundation we have built into tangible results through the efforts of our employees. To enhance that execution capability, we will accelerate investment in human capital and improve the expertise, proposal capabilities, and execution capabilities of each and every employee in FY2026.

The Company has many employees who are deeply rooted in this city and have a desire to be of service to it. Through the efforts of those employees, we will deliver added value, and by resolving the issues customers face, we will achieve both the growth of the community and the enhancement of the Group's corporate value.

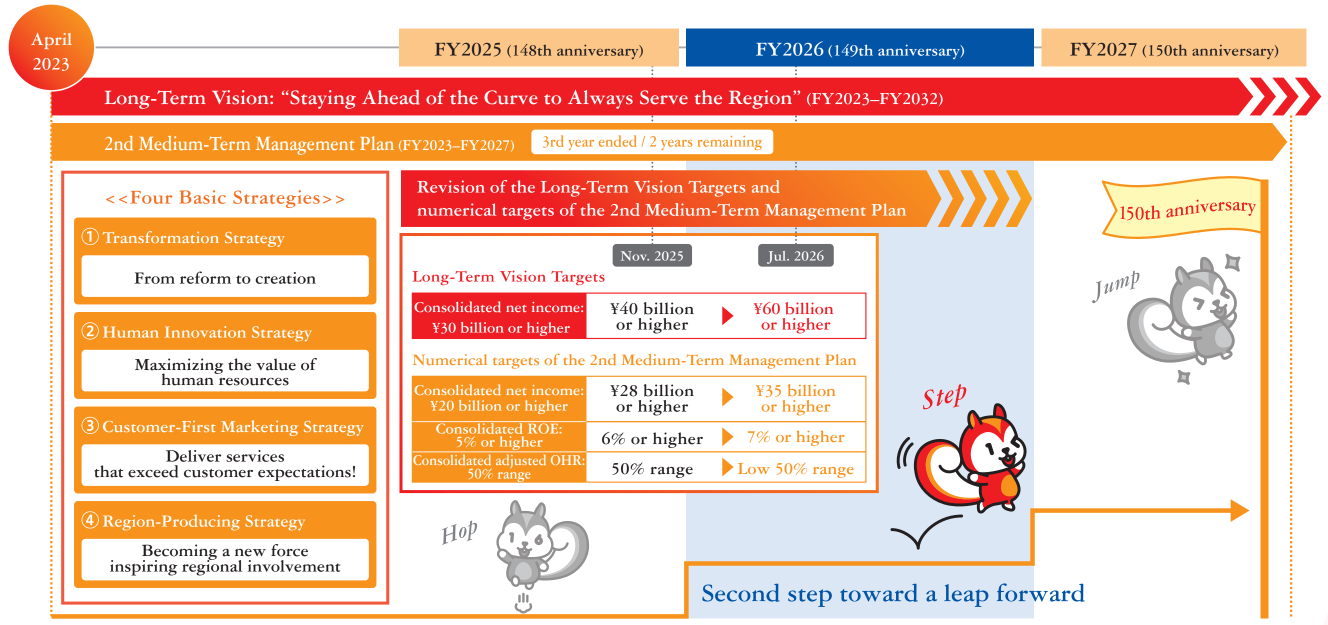
As we approach the 5th anniversary of the Financial Group's establishment and stand on the threshold of the Bank's 150th anniversary, we will make FY2026 the year of the "Step," channel our commitment to support the region as a whole to the next stage of growth, and take steady strides toward the 150th anniversary and the future beyond.

[The Group's Growth Strategy]



Revision of the Long-Term Vision Targets and Numerical Targets of the 2nd Medium-Term Management Plan

These transformations have been supported by our Long-Term Vision (10 years) and the four basic strategies set forth in the 2nd Medium-Term Management Plan, which covers the first five years of that vision. As shown in the figure at the top of the next page, our business performance has been progressing steadily as a result of steadily advancing initiatives based on



each strategy. In the March 2026 term, core net operating profit, ordinary profit, and net income all reached record highs for both Juroku Financial Group (consolidated) and The Juroku Bank (non-consolidated). Consolidated net income reached ¥27.3 billion and consolidated ROE reached 6.16%, reaching the target of ROE of 6% or higher set forth in the 2nd Medium-Term Management Plan.

In light of these results and the establishment of a world of positive interest rates, following a review in November 2025, we again revised the Long-Term Vision Targets and the numerical targets of the 2nd Medium-Term Management Plan in July 2026. Under the Long-Term Vision, we revised the target for consolidated net income in FY2032 to ¥60.0 billion or higher; while under the 2nd Medium-Term Management Plan, we revised the targets for consolidated net income in FY2027 to ¥35.0 billion or higher and consolidated ROE to 7% or higher. In addition, in light of improved profitability, we lowered the target for adjusted OHR to the low 50% range.

This revision is not merely a reflection of the tailwinds from rising interest rates. It expresses our resolve to further strengthen the power of our core business centered on deposits and loans and, through the resolution of regional issues, to sustainably enhance our Group's corporate value, as higher targets.

The theme of the Company's Long-Term Vision is "Staying Ahead of the Curve to Always Serve the Region." In a world of positive interest rates, deepening dialogue with customers, accurately identifying funding needs, and supporting the growth of regional companies through the strength of our core business will become more important than ever. Building on that foundation, we will look one step ahead of the issues facing customers and the region and link functions inside and outside the Group to collaboratively develop solutions. We believe that these cumulative efforts will lead to the sustainable growth of the region and the enhancement of our Group's corporate value.
[Refer to page 16]

An Era of Financial Reorganization — Making the Best Choice for the Region

Discussions surrounding financial reorganization are intensifying. Expanding asset scale and improving management efficiency through industry reorganization is one important option for regional financial institutions. It is also true that there are certain benefits, such as strengthening a company's business foundation. The Company does not rule out collaboration or integration with peers. However, reorganization is not an end in itself, but merely a means to an end. What matters is whether that combination can generate

value over the medium to long term and whether it will be an acceptable choice for customers, the community, employees, investors, shareholders, and other stakeholders.

Simply expanding in size does not make a financial institution one that is chosen by the region. Only when there are economic ties, compatibility in trade and human flows, a sense of unity with the region, and compatibility in corporate cultures will the benefits of integration be returned to the region. We need to determine whether it is a choice that will bring medium- to long-term value to the region and stakeholders, not merely improve short-term capital efficiency.

What we aim to be is a regional comprehensive financial services group that continues to be chosen by customers and the local community in the area centered on Gifu and Aichi Prefectures. If industry reorganization contributes to realizing that, it is of course something that should be considered as one option.

On the other hand, the Company has consistently pursued a form of growth that goes beyond the scope of a standalone bank, both before and after the transition to a holding company structure. "What functions does the region need? What do we lack on our own? With whom can we partner to deliver it most quickly as an effective service to the region?" While continually asking myself these questions, we have expanded the functions of Group companies, incorporating insights and know-how from other industries, and refined a growth model that is uniquely ours.

As the trend toward business integration attracts more attention, some may question whether our current strategy is sufficient. However, cross-industry collaboration is not a temporary option, but rather a growth strategy that we ourselves have thought through and refined. Without wavering from this core principle, we will continue to pursue the best choice for the region.

Our Unique Cross-industry Collaboration — Regional Value Created Through Trust

When collaborating with other industries, the most important thing I focus on is building connections between people. Going beyond mere business relationships, members of top management engage in repeated dialogue and come to understand each other's ways of thinking and the directions they aim for. Only with that relationship of trust can the expertise and advanced insights of various fields be leveraged for the benefit of the region.

Our collaboration with SoftBank is one symbol of this. When we began collaboration in 2022, my first priority was to focus on advancing our internal digital transformation. Rather than suddenly creating new external services, we first transform the way we conduct our own business, share information, and utilize data. I believe that we can deliver new value to customers only after that foundation is in place.

Our internal digital transformation has progressed steadily thanks to incorporating SoftBank's insights. The way we communicate and share information is changing, and a foundation for utilizing data is also taking shape. Furthermore, we are pursuing the development of mechanisms that visualize sales activities and performance by branch and link that information to actions in the field.

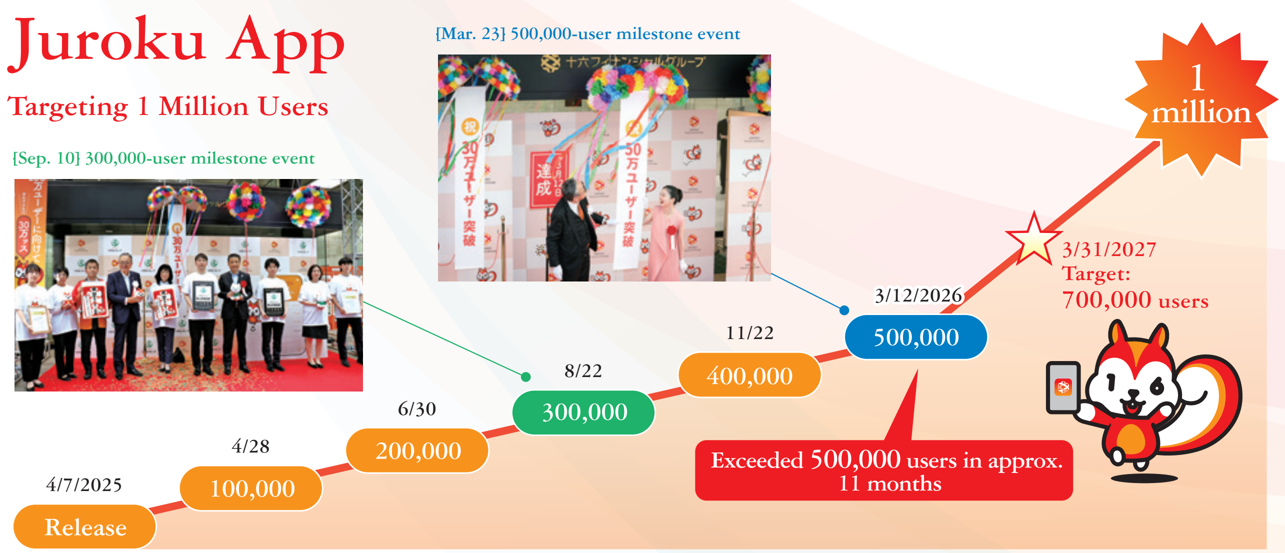
Going forward, we will not limit AI to a mere means of improving operational efficiency, but will also take on the challenge of creating new financial value by integrating people and digital technologies. By leveraging AI, we will further deepen dialogue with customers, quickly identify changes and potential issues that were previously hard to see, and translate these insights into proposals that lead to problem-solving. This is the next stage that the Company aims for through the collaboration with SoftBank. [Refer to pages 35 to 38]

This approach of taking external insights into our own field operations and turning them into value for customers is also shared in our collaboration with the Resona Group.

The Juroku App is a representative initiative born from collaboration with the Resona Group. Our focus was not simply introducing the app's functionality, but learning from the track record, usage data, and operational experience that the Resona Group has accumulated in the retail sector, and thoroughly putting that into practice in our own sales operations. We were able to tackle this project without hesitation precisely because it is based on solid experience that has actually produced results.

In carrying out these initiatives, in addition to collaboration with the Resona Group, we have sought to establish a strong presence in the region by combining the communication power of our brand ambassador and careful guidance to customers by employees in sales operations. When we surpassed 300,000 users, we invited President Masahiro Minami of the Resona Group to participate and share the bonds of collaboration and the achievements of both groups. When we surpassed 500,000 users, together with our brand ambassador, Ms. Momoko Fukuchi, we created an opportunity to convey our gratitude to customers and the efforts of people in the field in communicating the value of the app in a more relatable way. We believe that communicating these milestones with the region through the media has also had great significance in developing the app as a financial touchpoint that is firmly rooted in people's daily lives.

Cross-industry collaboration is an important strategy for bringing value to the region that is difficult to generate through expansion of scale alone. We transform external strength into our own strength and deliver it to customers and the local community. These cumulative efforts are leading to growth that is unique to the Group. [Refer to pages 39 to 42]



Juroku App — A Pillar of the Deposit Base in a World of Positive Interest Rates

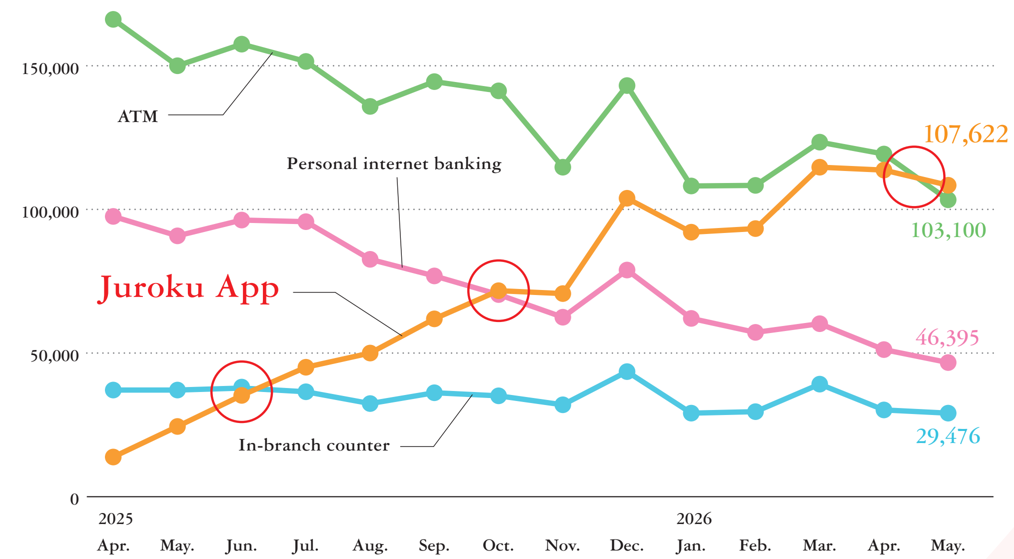
The Juroku App aims to acquire 700,000 users within this fiscal year and ultimately reach 1 million users. The expansion of financial touchpoints that are linked to deposit accounts and used in daily life also contributes to strengthening a stable deposit base in a world of positive interest rates.

This expansion of usage is also being recognized externally. The app market analysis service App Ape provided by Fuller, Inc. ranked No. 1 among bank apps in the Tokai region for both monthly usage rate and number of new users, and won the App Ape Award 2025 Special Prize for Best Regional App. This is a sign that the app is steadily taking root in the daily lives of local customers.

In fact, the number of transfers made through the Juroku App surpassed in-branch counters in July 2025, personal internet banking in October 2025, and ATMs in May 2026, becoming the most-used channel for personal transfers. In the field of asset formation as well, an increasing number of customers are using apps to start trading investment trust and other investment products.

In addition to various procedures and information provision, the app is also equipped with functions that help customers continue using it with peace of mind, such as mechanisms to prevent falling victim to sophisticated scams. Alongside convenience, bringing peace of mind in daily life is also an important way of supporting customers through digital technology.

[Number of transfers by channel for individual customers]



The number of personal transfers through the app surpassed ATMs in May 2026, making the app the most-used channel

It is generally thought that as digital transactions expand, the role of physical branches will diminish. However, I believe the opposite is true. This is because the more convenient digital technology becomes, the more the sense of security of consulting with a person and thoughtful, personalized service that truly attends to each individual's needs will be demanded at important moments in life and management, even more than ever before. That is precisely why, as digital touchpoints expand, the value of in-person touchpoints increases.

Even amid a challenging business environment created by negative interest rates, the Company did not prioritize efficiency alone and reduce branches. Instead, we prioritized touchpoints with customers and maintained our branch network. That judgment is paying off now. Day-to-day transactions are conducted conveniently via the app, while at important milestones such as housing loans, inheritance, asset management, and management succession, customers can consult with a representative at a branch. We will expand digital touchpoints, deepen trust in the real world, and then continue to maintain those relationships through the app. This cycle is the retail strategy that defines the Company.

In the future, we will evolve branches into spaces where customers can feel more comfortable seeking advice and spending time, and through reassuring consultations by employees equipped with expertise and communication skills, we will further enhance our distinctive retail strategy that moves between the digital and physical worlds.

The Growth Engine for FY2026 — Human Capital Management

What connects the Group's comprehensive strength, cross-industry collaborations, and the retail strategy centered on the Juroku App that we have discussed so far to tangible results is people. No matter how excellent the functions or external partners we have, they only create value when they are linked to customers' issues and delivered as concrete solutions.

To transform our employees' capabilities into the capacity to execute our growth strategy, the Company is further strengthening human capital management. Human capital management is not limited to human resources systems. It is about enhancing the ability of employees to learn and think on their own, identify customers' issues, and bridge functions both

within and outside the Group.

For the Company as a regional financial institution, our employees themselves are also members of the community. It is precisely because they live in this region and share the same sense of daily life as local customers that they are able to view the concerns of management and daily life as their own. This sense rooted in the region is one of the Company's greatest assets.

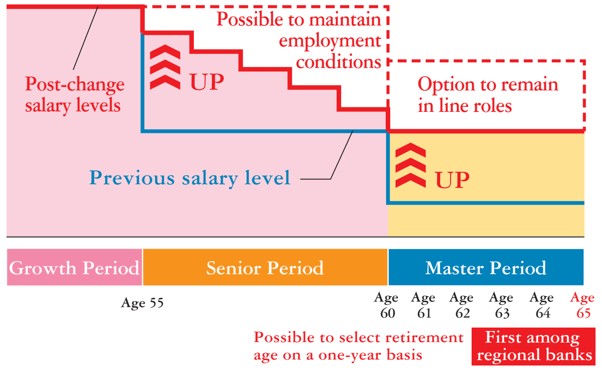
On the other hand, a good character and passion toward the region alone are not sufficient for responding to the complex issues of customers. Beyond finance, the required knowledge and areas for proposals are expanding to include management succession, asset management, digital, and other topics. We need both warmth and expertise to earn our customers' trust.

For this reason, the Company formulated the concept of "Stay Healthy, Live Fully, Thrive Here Longer," and introduced the Flexible Retirement Age System up to Age 65, improvements in employment conditions from age 55 onward, the knowledge point stage certification program, and other measures. The purpose is not only to create systems that allow people to work for a long time, but to create an organization in which people can learn for a long time, grow for a long time, and contribute to the region for a long time.

Under the Flexible Retirement Age System up to Age 65, the previous retirement age of 60 will be raised gradually by one year starting in FY2026 to extend it to age 65, and employees themselves can select their retirement age on a one-year basis. At the same time, we will also revise employment conditions from age 55 onward and transition to a human resources system in which people can continue to demonstrate their abilities according to their roles and contribution, regardless of age.

We can significantly expand the value we provide to our customers by combining the experience of senior employees, the sensibilities of young employees, the perspectives of women, and the insights of external and digital talent, and by having diverse human resources demonstrate their abilities.

Whether it is strengthening the core business in a world of positive interest rates and creating new value through cross-industry collaborations, or the retail strategy linking the Juroku App and the branch network—the success of these initiatives depends on the execution capabilities of each and every employee. The role of human capital management is drawing out the power of diverse human resources and connecting the resolution of regional issues to the growth of the Group.
[Refer to pages 73 to 84]



Introduction of the Chief Officer System — Toward a Management Structure that Drives Strategy

In order to ensure the successful implementation of the growth strategies described above, the management structure itself also needs to evolve. In June 2026, Kyohei Tanemura, who joined the bank in 1996 and is 52 years old, newly assumed the position of President of The Juroku Bank. At the same time, the Group introduced the Chief Officer System and launched a new management structure with an eye toward our 150th anniversary and beyond.

The introduction of the Chief Officer System is not merely a change of titles. Under the leadership of the Group CEO, we clarify the authority and responsibility of each management function to ensure that decision-making is carried out swiftly and professionally. In addition, at The Juroku Bank, under the new President who assists the Group CEO, we will further strengthen the core business centered on deposits and loans. The conventional siloed approach has its limitations when it comes to integrating the functions of the bank, Group companies, and partners from other industries. By connecting each management function cross-sectionally and flexibly allocating management resources, we will maximize the power of the Group and enhance our ability to execute our growth strategy.

Specifically, the CEO oversees overall management of the Group; the COO handles overall business execution; the CFO handles finance, capital policy, and IR; the CSO handles growth strategy; the CDO handles the utilization of digital and advanced technologies; the CAO handles human resources, recruitment, and personnel development; the CSuO handles sustainability; the CRO handles risk management; and the CAE handles internal audits. We will enhance our ability to respond promptly to changes in the environment through the delegation of practical execution authority to each Chief Officer and other measures.

The Group is also implementing a succession program that continuously selects and develops talent who will take on future management, with the aim of sustainably enhancing corporate value. Since 2022, Professor Kazuo Ichijo of IMD, who serves as Executive Advisor to the Group and is an internationally renowned management scholar, has provided guidance, and in the most recent year, a total of seven days of case studies, intensive training camps, and presentations were conducted for 14 executive officers. In the course of advancing this continuous development and evaluation, we selected the new President and appointed a female career employee to the position of Representative Director, a first for regional banks in the Tokai area. In addition, as part of our efforts to utilize talent flexibly, we are actively advancing the use of talent unconstrained by conventional frameworks, such as appointing a person from SoftBank as Executive Officer and Deputy Group CDO.

We don't just make plans; we also take action in the field and turn these moves into value for our customers. By having each Chief Officer collaborate and bringing together the full strength of the Group's 12 companies, we will solidify the "Step" of FY2026 and execute the growth strategy.

The 150th Anniversary of Founding and the New Headquarters — Giving Shape to Our Commitment to Continue Growing Alongside the Region

FY2027 that follows will be the year of the "Jump," in which we make a giant leap forward. The Group will mark the 150th anniversary of its founding, and the completion of the new headquarters building is also planned for FY2027. We will return to a location near the place of our founding to embark on a new journey toward the next 150 years.

For the Company as a regional financial institution, the region is not something that can be replaced with another place simply because the business environment has changed. With Gifu and Aichi Prefectures as our base, there is no change in direction in our management axis of continuing to walk together with this region. The sustainability of the local community is the sustainability of the Group, and it is also directly linked to the future of our employees and their families who live in this region.

We fully recognize the difficulty of generating new flows of people in the central district and restoring vibrancy. Nevertheless, as a company rooted in this region, we will continue to be involved in the future of the region even as management and generations change. We have infused the new headquarters with the desire to give tangible form to that resolve.

What we aim for is not to compete in scale, luxury, or efficiency like a building standing on a prime central location. We aim to create a space that is rooted in the city of Gifu, generates value that can only be found here, and is needed by the region. It is neither a public park nor a commercial facility, but features an appealing public space where people can experience natural light and fresh air while sheltered from the elements, and a next-generation workplace where employees, Group companies, and external partners gather and interact, giving rise to new ideas and businesses. We aim to make it a hub where water, greenery, light, and art are in harmony, and the building itself serves as a work of art that creates a new landscape for the city.

We are advancing a concept of establishing bookstores, cafes, art galleries, and other facilities on the first through third floors as shared spaces for the local community. High school students will be able to stop by after school, talk with friends, and sometimes enjoy dates. We also hope that people visiting Gifu from inside and outside the region will enjoy a pleasant stay there. We hope it will be a place that young people who spend time here will suddenly recall even if they leave their hometown in the future, and feel the urge to come back. We intend to generate such flows of people and contribute to increasing the attractiveness and foot traffic of the city center.
[Refer to page 110]

The 150th anniversary of founding is an important opportunity for us to convey in our own words to the local community what we have valued up until now and what we aim for going forward. The Company has continued its 150-year journey supported by the local community. Our 150th anniversary is not the end goal. The end of the anniversary marks the beginning of what comes next. Taking the new headquarters as a new starting point, we will continue to walk together with this region for the next 150 years as well, and remain an existence that "Stays Ahead of the Curve to Always Serve the Region."

The new President of The Juroku Bank

Message From the Assistant to the Group CEO / Group CAO

CEO : Chief Executive Officer
CAO : Chief Administrative Officer

Kyohei Tanemura

President, The Juroku Bank
Director and Executive Officer, Juroku Financial Group, Inc.
Assistant to the Group CEO / Group CAO

Leveraging 149 Years of Trust Toward the 150th Anniversary and Growth Beyond: Deepening the Core Banking Business and Evolving Customer Touchpoints Under a New Management System

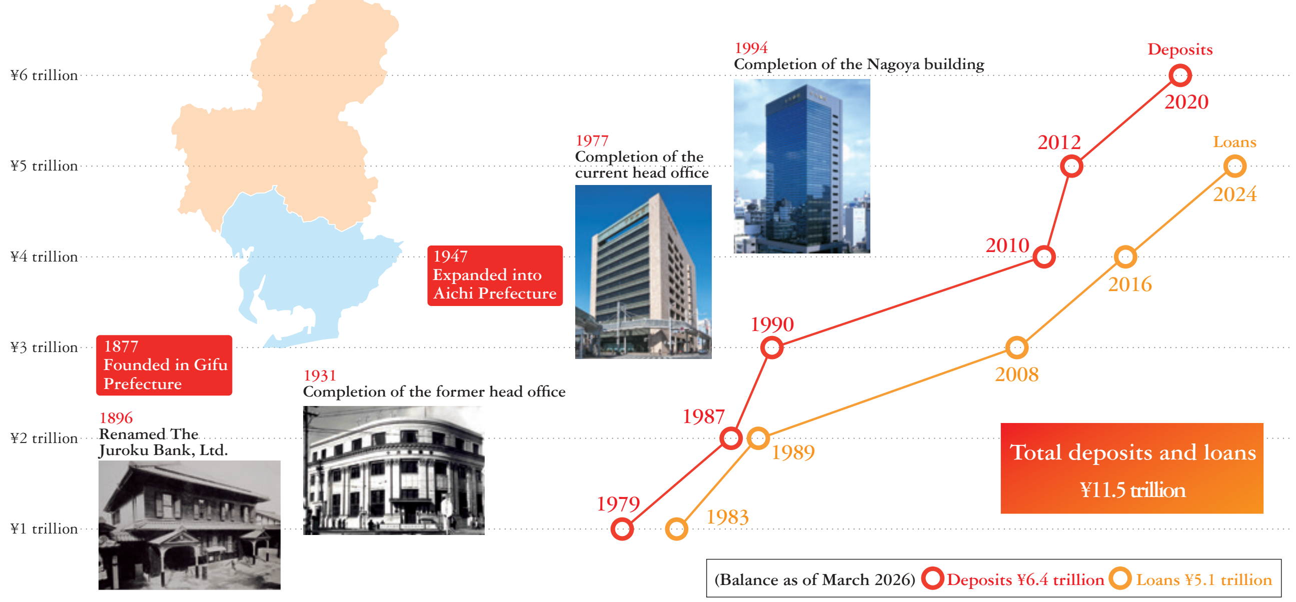
On June 19, 2026, I took the helm as President of The Juroku Bank, and simultaneously assumed the roles of Assistant to the Group CEO and Group CAO of the Juroku Financial Group. While taking on the responsibility of managing The Juroku Bank, I will also assist Group CEO Naoki Ikeda from the perspective of the bank, the Group's core company, and steadily implement its policies in the bank's management and operations.

The Juroku Bank moved to its current head office in 1977, the year it celebrated its 100th anniversary. At the time, our deposits and loans were less than ¥1 trillion each, but now deposits exceed ¥6 trillion and loans are around ¥5 trillion. This progress is not merely an expansion of scale, but rather the culmination of our role as a regional financial institution, receiving precious funds from local customers and delivering them to the companies and individuals who need them.

As the 14th president inheriting this 149-year history, my responsibility is to protect the trust we have built with local communities over the years and use it to drive future growth. That said, the way we protect that trust is changing. We are no longer in an era where we can continue to be chosen by the local community solely through traditional banking business, such as accepting deposits and providing loans. We must anticipate changes in the business environment and take the lead in addressing our customers' challenges and solving their problems.

To create the next generation of The Juroku Bank, we will utilize our community-based customer base, branch network, employee strengths, and local information to drive future growth and enhance corporate value. I will face its execution head-on, both as President and as Assistant to the Group CEO.

Status of increase in deposits and loans



Transforming the Synergies from Different Generations and Expertise into Action under the New Management Structure

My relatively young age is often highlighted when discussing my appointment as President. However, the essence of this new structure is not simply the birth of a young president. The significance lies in the simultaneous launch of a new management structure centered on the Chief Officer System, alongside the appointment of a young president. This demonstrates The Juroku Bank's intent to anticipate change and create future growth across the entire organization, looking ahead to our 150th anniversary and beyond.

At the Juroku Financial Group, officers in each field fulfill their roles under clearly defined lines of responsibility. The aim of the new management structure is to combine the sensitivity and speed of the younger generation, the decision-making skills of experienced management, the expertise in each field, and the customer-facing capabilities of the sales team, transforming differences in generations and roles into execution capabilities.

Throughout my career, primarily in the Corporate Planning Division, I have been involved in laying the foundation for the Group to adapt to change, including the merger with The Gifu Bank, the establishment of Juroku Tokai Tokyo Securities, the transition to a holding company structure, the subsequent establishment of four new companies, cross-industry collaborations, and the formulation of Medium-Term Management Plans. Going forward, I will leverage this experience to contribute to the growth of the bank itself and strengthen the execution capabilities of our sales teams. As Group CAO, I will also work to create an organization where each and every employee can fully exercise their potential.

We will endeavor to refine our core business, centered on deposits and loans, deepen our connections with customers, and create an environment where branch employees can perform at their best. Under the new management structure, my mission as President is to enhance the bank's operational capabilities, sales capabilities, and profitability, and to translate change into results.

Positioning the Deposit and Loan Business at the Core of Corporate Value Enhancement in a World of Positive Interest Rates

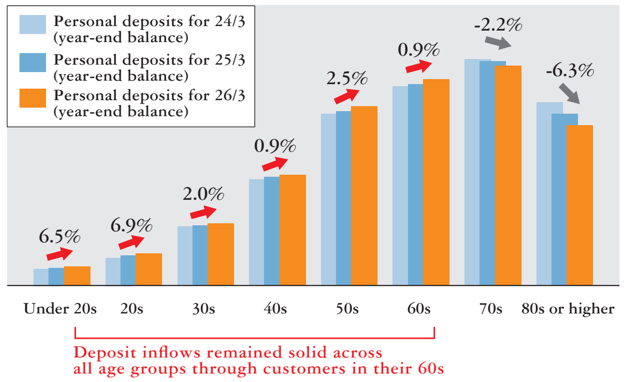
In a world of positive interest rates, strengthening our core banking business, centered on deposits and loans, directly contributes to the enhancement of our corporate value. To that end, what is important is not simply benefiting from the tailwind of the interest rate environment, but deepening our connections with customers and sustainably building up deposits and loans.

In the March 2026 term, the year-end loan balance for The Juroku Bank (non-consolidated basis) increased by ¥83.1 billion year on year to ¥5,115.8 billion. Corporate loans and housing loans increased, and the loan-deposit spread improved by 0.110 percentage points year on year to 0.931% as of March 2026 (quarterly basis). Further enhancing our ability to acquire deposits and circulate funds within the region through lending will be a crucial pillar supporting the bank's profitability.

That said, we are no longer able to simply accumulate deposits naturally. The way in which customers manage and move their money is changing amid mounting interest in asset formation, fund transfers due to inheritance, and changes in the competitive landscape, including the proliferation of online banking. Therefore, rather than simply attracting deposits temporarily through our interest rates, we need to build long-standing relationships by enhancing daily convenience, providing an environment that enables customers to consult with us with peace of mind, and offering accurate proposals.

Looking at personal deposits by age group, we are seeing an increase in deposits across all age groups, from customers under 20 to those in their 60s. On the other hand, deposits are decreasing among customers in their 70s and older, especially those 80 and older, and deposit outflows due to inheritance is a clear issue for the Bank.

Personal deposits by age group



For younger and working generations, we aim to make everyday transactions convenient through the Juroku App, encouraging customers to use it naturally as their everyday account. For those building assets, we offer investment and asset formation options beyond just deposits through The Juroku Bank and Juroku Tokai Tokyo Securities. For elderly customers, we will build relationships that allow them to consult with us early on about asset succession, investment, and transferring funds to the next generation, rather than waiting until inheritance occurs. We strive to ensure that they continue to do business with us, including their families. We believe that building relationships that meet the needs of each generation and maintaining our connections with customers even after inheritance will strengthen our deposit base going forward.

Our branches are also important touchpoints that will help evolve our deposit and loan business. We connect with customers' daily lives through the app, while our branches and staff provide deep support at milestones in their lives and in business management. Through this division of roles, we will expand our transactions from deposits and loans to also include asset formation, inheritance, management succession, DX support, and more.

My goal is not to be a bank chosen solely for its interest rates. It is to be a bank that is easy to use in daily life, a bank customers want to consult with when in trouble, and a bank they can confidently entrust with important decisions. As customer relationships naturally take root, this strengthens our core banking business, centered on deposits and loans. Creating this cycle will lead to the sustainable growth of The Juroku Bank.

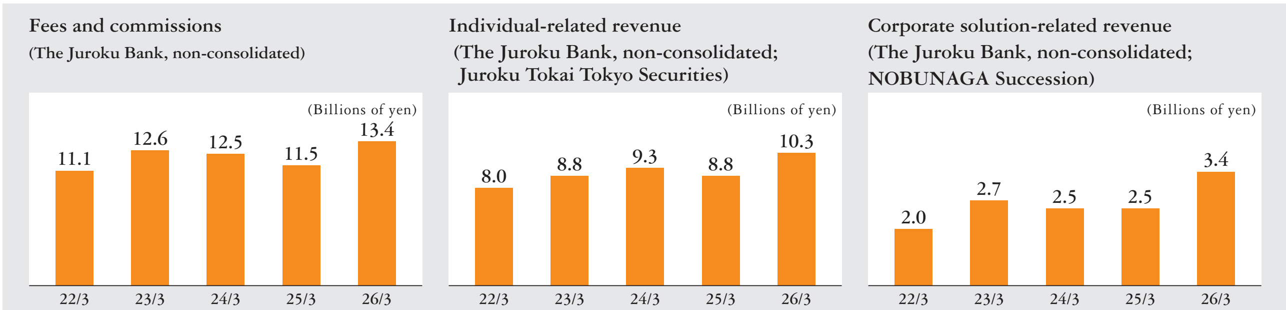
Aiming to Expand Assets on Deposit and Corporate Solutions in Addition to Deposits and Loans

Strengthening the profitability of the core business is not something that is completed solely through deposits and loans. Amid mounting interest in asset formation, it is also important for The Juroku Bank and Juroku Tokai Tokyo Securities, and other Group companies to firmly serve as a recipient of funds moving from deposits to investment trusts and securities transactions.

Fees and commissions at The Juroku Bank (non-consolidated basis) rose ¥1.9 billion year on year to ¥13.4 billion in the March 2026 term. Combined individual-related revenue for The Juroku Bank and Juroku Tokai Tokyo Securities increased by ¥1.5 billion year on year to ¥10.3 billion, driven by strong sales of investment trusts, including fund wraps. Our banking and securities divisions are leveraging their respective expertise to meet our customers' diverse asset formation needs.

Combined corporate solution-related revenue for The Juroku Bank and NOBUNAGA Succession increased by ¥900 million year on year to ¥3.4 billion. Our proposals, tailored to the management issues of local companies, including M&A and management succession, are steadily yielding results.

By increasing our assets on deposit and corporate solutions in a well-balanced manner, primarily through deposits and loans, and by making our customer relationships longer-lasting and more comprehensive, we will further strengthen the group's earnings base, starting with The Juroku Bank.



Aligning Goals with Sales Floor to Maximize Human Capital

The people who make this strengthening of our core business profitability possible are the employees at our sales branches who interact with customers on a daily basis. It is essential that each individual internalizes the future direction of management as their own responsibility and works toward the same goals. To this end, I myself have been engaging in dialogue with branch managers and other sales staff. After taking up my current position, I have directly communicated the ideas I deem important through interviews with branch managers in Gifu and Aichi Prefectures and lectures to new employees. I intend to continue my efforts to enable all employees to speak in their own words about the significance of increasing deposits and loans.

Our greatest asset is our people. Employees that have honed their knowledge and communication skills utilize digital technology and data to notice changes in customer behavior and proactively make necessary proposals. As President, one of my key roles is to create an environment where employees can fully demonstrate these skills.

At the same time, my own challenges are clear. Because of my many years spent working in Corporate Planning Division at the head office, I have not had as many opportunities to meet directly with customers and deepen my relationships with them as the officers and employees with extensive experience in sales. That is why, after becoming President, I started by meeting directly with as many customers as possible so that they could get to know me as a person.

As the face of The Juroku Bank, I personally go out to local communities to help our sales branch staff proactively demonstrate their skills. I will combine the conceptual skills I have cultivated in the Corporate Planning Division with the execution capabilities in the field moving forward.

Taking into account the regional characteristics of Gifu and Aichi Prefectures will prove key to implementing this. In Gifu Prefecture, we will further deepen the relationships of trust with customers and strong business foundation that we have built over many years, further strengthening transactions centered on deposits and loans. On the other hand, Aichi Prefecture is a market with significant growth potential for the Bank. The Juroku app brings customers closer to The Juroku Bank, and when they need more in-depth consultation, they can be referred to branches and staff who offer solutions. We will steadily expand our deposit and loan foundation by expanding digital touchpoints and deepening trust in the real world.

We are a bank that has not only prioritized efficiency, but also placed importance on having signboards, physical branches, and people in local communities. Now that the world of positive interest rates is becoming established, I feel that we are entering a phase where this decision has new meaning. By combining the strengths of our branches and people with digital technology, we will refine the customer touchpoints that are unique to The Juroku Bank, both in Gifu and Aichi Prefectures.

Toward the 150th Anniversary and beyond: Linking Our Challenges to the Enhancement of Corporate Value

Just three days after the press conference announcing my appointment as President, I participated in the Gifu Half Marathon. Around 130 runners from the Juroku Financial Group and over 1,000 volunteers participated on the day, and I myself ran wearing a "New President" sash. To be honest, before I ran, I was worried about what kind of feedback I would receive from the local community. However, once we started running, we received warmer cheers from people on the roadside and at the venue than we expected. I felt warmth in my heart as I ran while waving and saying hello to spectators. This marathon provided an opportunity for me to experience for myself the support that The Juroku Bank has been receiving from this region.

At the time, I felt renewed gratitude to this city and a desire to give back to everyone in the local community. The 150th anniversary of our founding is an important milestone in expressing our gratitude for the progress we have made thus far. At the same time, it is also an opportunity to show how The Juroku Bank will change and grow together with our customers.

Going forward, as President, I will personally go out into local communities and start engaging in direct dialogue with customers in earnest. This is why I do not want to limit our 150th anniversary to a commemorative year, but rather to make it a starting point for listening to our customers and ensuring that The Juroku Bank continues to be an essential presence for generations to come.

In order to create The Juroku Bank of the next generation, we will further strengthen our core business centered on deposits and loans in the world of positive interest rates, evolve our customer touchpoints into daily, valuable interactions, and establish a foundation that enables our sales staff to perform to their full potential. In Gifu Prefecture, we will further deepen our long-standing relationships of trust, while in Aichi Prefecture, we will seize growth opportunities and expand new touchpoints. We will use the deposits we receive to provide loans to local businesses, creating a cycle that leads to capital investment, employment, wage increases, management succession, and business growth.

Under the new management structure set forth by the Group CEO, I will take the lead as we continue to take on new challenges to support those on the front lines, expand trust with our customers, and translate the growth of The Juroku Bank into tangible results.

Message From the Group CFO

CFO：Chief Financial Officer

Achieving Sustainable Corporate Value Growth Through a Financial Strategy to Enhance Capital Efficiency

— Supporting Growth through Optimal Balance Sheet and Capital Allocation

Naoshi Okimoto
Director and Executive Officer
Group CFO

Toward Enhancing Corporate Value

As a so-called world of positive interest rates becomes firmly established, I will strongly drive the growth story envisioned by the Group CEO from a financial strategy perspective. To enhance corporate value in a sustainable manner, we must remain keenly conscious of cost of capital and stock price, while also achieving sustainable profit growth, increasing capital efficiency (ROE), and enhancing shareholder returns in a balanced manner.

We recently raised the targets set forth in our Long-Term Vision and 2nd Medium-Term Management Plan. Through improvements in RORA and appropriate control of capital adequacy levels, we will maintain an even stronger focus on capital efficiency in our management.

Alongside these efforts, we will proceed with building an optimal balance sheet centered on the bank, from the perspectives of profitability, risk, and capital efficiency.

On the management side, we will improve the quality of SME loans and housing loans. On the procurement side, we will establish a strong earnings base that secures stable net interest income by strengthening personal deposits through the Juroku App and increasing our share of corporate deposits.

Furthermore, to lower the cost of equity, we will further enhance proactive disclosure, including non-financial information, and constructive dialogue with the capital markets.

To meet your expectations, we will strive for honest and transparent financial management and dedicate ourselves to enhancing corporate value that earns the support of our stakeholders.

Performance for FY2025

Consolidated core net operating profit, ordinary profit, and net income attributable to owners of the parent all reached record highs

In FY2025, we managed our finances as a world of positive interest rates became firmly established, driven by factors such as additional interest rate hikes by the Bank of Japan.

Consolidated core gross operating profit increased by ¥10.3 billion year on year to ¥87.1 billion, due mainly to higher net interest income at The Juroku Bank. Ordinary profit increased by ¥11.5 billion to ¥42.7 billion, due mainly to higher consolidated core net operating profit and profit on equities. Net income attributable to owners of the parent increased by ¥6.5 billion to ¥27.3 billion, reaching a record high alongside consolidated core net operating profit and ordinary profit.

The net income of Group companies (excluding Juroku Bank), which contributed to consolidated results, also steadily increased. In addition, all four companies* established since 2021 have moved into the black and steadily increased their profit contributions, further enhancing their presence in Group company earnings.

* Juroku Densan Digital Service, NOBUNAGA Succession, NOBUNAGA Capital Village, and Kanda Machi Okoshi

Consolidated Financial Results of the Juroku Financial Group

(Billions of yen)

	FY2025	
Consolidated core gross operating profit	87.1	(+10.3)
Net interest income	62.1	(+7.7)
Fees and commissions	20.3	(+2.8)
Other operating profit(Excluding profit on JGBs and other debt securities)	4.5	(-0.4)
Expenses	47.1	(+2.4)
Consolidated core net operating profit	39.9	(+7.8)
Ordinary profit	42.7	(+11.5)
Net income attributable to owners of the parent	27.3	(+6.5)

(%)

Capital adequacy ratio	11.53	(+0.30)
ROE (net asset basis)	6.16	(+1.35)

(Figures in parentheses indicate year-on-year change)

Revision of the Long-Term Vision Targets and the Numerical Targets in the 2nd Medium-Term Management Plan

Since launching the Long-Term Vision “16Vision-10” and 2nd Medium-Term Management Plan in April 2023, the market environment has changed significantly against the backdrop of a shift in monetary policy, including the Bank of Japan’s move to end its negative interest rate policy and raise policy interest rates. In light of these changes, we have revised the Long-Term Vision Targets and the numerical targets set in the 2nd Medium-Term Management Plan.

In the Long-Term Vision Targets, we are now aiming for consolidated net income of ¥60 billion or higher for FY2032. We also raised the numerical targets in the 2nd Medium-Term Management Plan, now calling for consolidated net income of ¥35 billion or higher, consolidated ROE of 7% or higher, and consolidated adjusted OHR in the lower half of the 50% range for FY2027.

			[Original]	[Revised in November 2025]	[Revised in July 2026]
Long-Term Vision (FY2032 targets)	FY2032 Targets	Consolidated net income	¥30 billion or higher	¥40 billion or higher	¥60 billion or higher
		Consolidated capital adequacy ratio	12% or higher	12% or higher	12% or higher (unchanged)

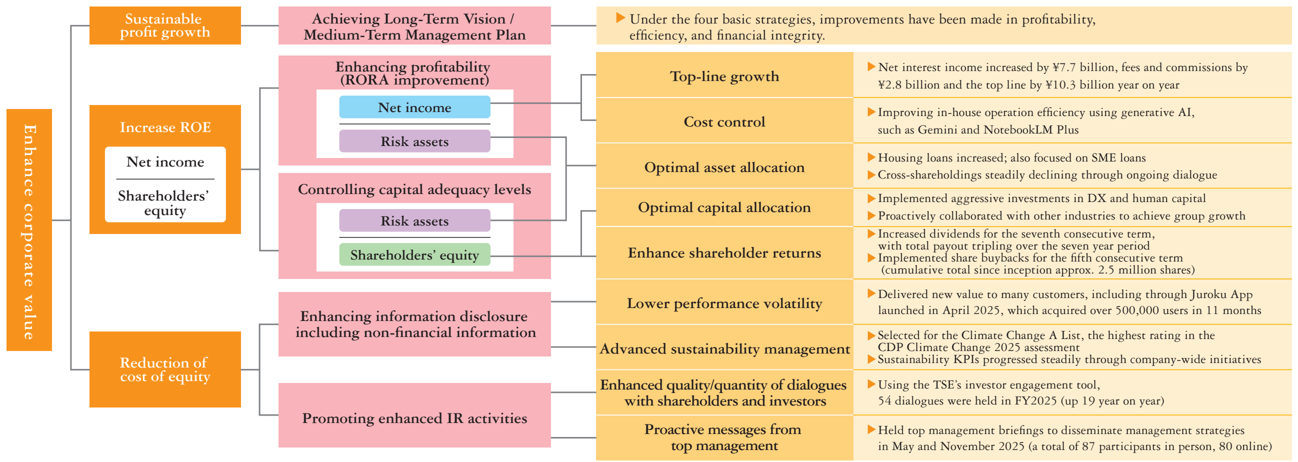
			[Original]	[Revised in November 2025]	[Revised in July 2026]
2nd Medium-Term Management Plan (FY2027 targets)	Profitability	Consolidated net income	¥20 billion or higher	28 billion or higher	¥35 billion or higher
		Consolidated ROE	5% or higher	6% or higher	7% or higher
	Efficiency	Consolidated adjusted OHR	50% range	50% range	Low 50% range
	Financial integrity	Consolidated capital adequacy ratio	11% or higher	11% or higher	11% or higher (unchanged)

Action to Implement Management That Is Conscious of Cost of Capital and Stock Price

Toward increasing corporate value, we will implement more initiatives that lead to “sustainable profit growth,” “increasing ROE,” and “reduction of cost of equity” based on the logic tree.

In July 2026, we raised the numerical targets set in the 2nd Medium-Term Management Plan, taking appropriate account of the improvement in the operating environment, and set the consolidated ROE target at 7% or higher.

To increase ROE, we will further strengthen capital efficiency through “RORA improvement” and “controlling capital adequacy levels.” Additionally, we will work to proactively disclose information, including non-financial information, and strive to enhance dialogue with the capital markets.



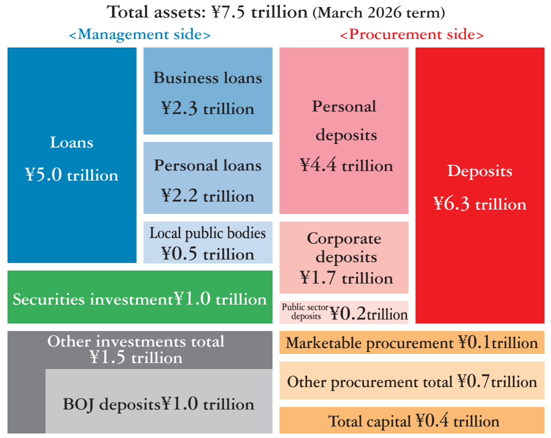
Optimal Management in a World of Positive Interest Rates

From the perspectives of profitability, risk, and capital efficiency, we are working to build the most effective balance sheet.

On the management side, we will work proactively to increase high-quality loans, particularly loans to SMEs. We will also further improve the quality of housing loans by improving rates on newly originated loans.

On the procurement side, for personal deposits, we will promote the Juroku App, aiming to reach a cumulative total of 700,000 users by the end of FY2026, while also promoting transactions that are well suited to the app, such as salary deposits, pension payments, and housing loans, to drive growth in personal deposits. For corporate deposits, we will work to secure a deposit share commensurate with our lending share, while also strengthening our approach to new customers.

Consolidated balance sheet (JPY average balance basis for the March 2026 term)



Shareholder Returns

While working to further improve our financial structure amid increasingly diverse risks in financial transactions, our basic policy is to continue providing dividends in a stable manner. Moreover, based on comprehensive considerations of our management environment, profit levels, and other factors, our basic approach is to determine returns based on a dividend payout ratio of at least 30%.

In addition, we implemented share buybacks for the fifth consecutive term since our founding, and in FY2025 the total payout ratio was 42.1%, while the dividend payout ratio was 31.3%.

For FY2026, we plan to pay an annual dividend of ¥53 per share, marking the eighth consecutive term of dividend growth.

Share split and enhanced shareholder benefits program

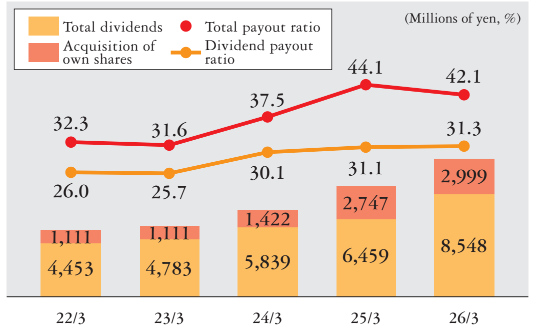
Effective April 1, 2026, we conducted a 5-to-1 stock split of our common shares to improve share liquidity and further broaden the investor base.

We also expanded our shareholder benefits program by revising the number of shares required for eligibility, enabling shareholders to receive KOUKASUI mineral water and catalog gifts with a smaller investment than before the split.

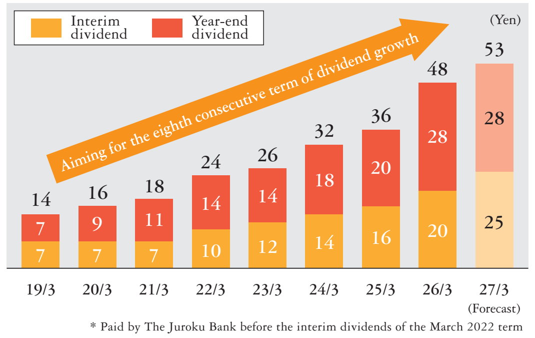
Stock split details

<Pre-split shares>	<Post-split shares>	Record date	March 31, 2026
1	: 5	Effective date	April 1, 2026

Stock split details



Trends in dividend per share (adjusted for the stock split)



* Paid by The Juroku Bank before the interim dividends of the March 2022 term

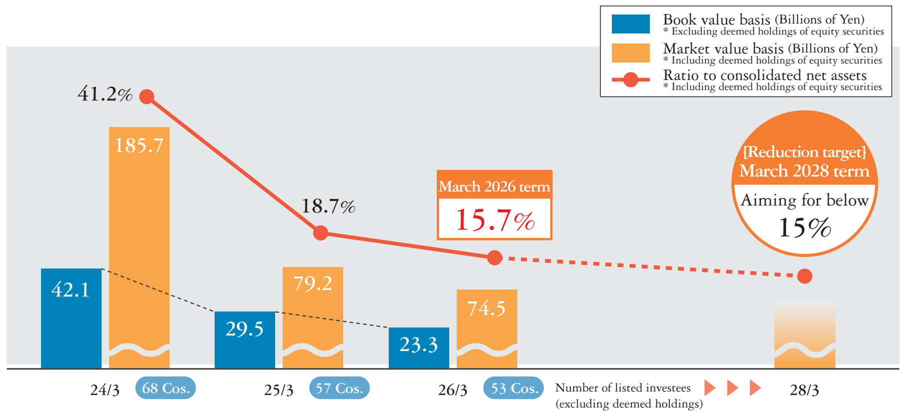
Reduction in Cross-shareholdings

We set a target for reducing cross-shareholdings from April 2023 and has been working to reduce holdings through continuous dialogue with the issuers whose shares we hold. Since November 2024, we have been further reducing cross-shareholdings with the aim of reducing the ratio of the value of cross-shareholdings on the balance sheet (including deemed holdings) to consolidated net assets to below 15% by the end of March 2028.

The ratio of cross-shareholdings to consolidated net assets stood at 15.7% at the end of March 2026. For shares whose investment purpose has been changed from purposes other than pure investment to pure investment purposes, we are proceeding with their sale at the discretion of the pure investment department, while monitoring dividend and stock price levels.

We will continue to systematically reduce cross-shareholdings toward our target of reducing the ratio to below 15% by the end of March 2028.

Trends in cross-shareholdings (book value basis / market value basis)



Business Projections for FY2026

Record profits for the second consecutive term

In FY2026, we must pay close attention to uncertainty about the outlook, including developments in the Middle East, fluctuations in financial and capital markets, and developments in U.S. trade policy. By demonstrating our regional comprehensive financial service capabilities, including the deepening of our deposit and loan business, and by steadily executing the management strategies outlined in our 2nd Medium-Term Management Plan, we plan to continue setting new record highs in profit, with ordinary profit expected to increase by ¥1.3 billion year on year to ¥44 billion and net income attributable to owners of the parent expected to increase by ¥2.7 billion year on year to ¥30 billion.

With deposits and loans growing increasingly important as a world of positive interest rates becomes firmly established, we will respond quickly and flexibly to our customers' funding needs, centered on our core company, The Juroku Bank.

Consolidated Financial Results of the Juroku Financial Group

(Billions of yen)

	FY2026 forecast
Ordinary profit	44.0 (+1.3)
Net income attributable to owners of the parent	30.0 (+2.7)

(Figures in parentheses indicate year-on-year change)

Message From the Outside Director

Recommendations for Advancing Corporate Governance and Creating Value

Overseeing the balance between taking risks for future growth and maintaining a healthy control mechanism with a view to deepening Group-wide governance

Yasushi Ueda, Director (Outside)

Introduction of the Chief Officer System and the advancement of Group management

I believe that Juroku Financial Group's introduction of the Chief Officer System is an important initiative aimed at the enhancement of Group management and the sustainable improvement of corporate value. Since assuming the position of Outside Director in June 2023, I have observed through discussions at Board of Directors meetings that the Group is striving to evolve its management structure with the aim of advancing to the next stage of growth while fulfilling its mission as a regional financial group. I see this Chief Officer System as a management foundation that will further accelerate this evolution.

The environment surrounding financial institutions is undergoing significant change, fueled by transition to a so-called world of positive interest rates, population decline, accelerating digitalization, and increasing demand for sustainability. Amid this backdrop, it is extremely important to establish a system that enables the Group to go beyond simply extending existing practices, accurately grasp change, make decisions quickly, and put them into action.

The significance of the Chief Officer System lies in clarifying authority and responsibilities of each area, thereby improving the quality and speed of decision-making. Appointing Chief Officers for key areas such as finance, strategy, digital, sustainability, human resources and general affairs, risk and compliance, and auditing, centered around the Group CEO and Group COO, clarifies the formulation of Group-wide guidelines and accountability. We expect this to promote cross-departmental collaboration across the Group and enhance our ability to translate expertise into execution.

Preventing sub-optimization to drive value enhancement for the entire Group

However, simply introducing the Chief Officer System does not necessarily guarantee its effectiveness. It is crucial to clarify the roles, authority, responsibilities, and evaluation methods of each Chief Officer, and to continuously monitor progress and issues at Group Management Council and Board of Directors. In particular, we run the risk of falling into the trap of sub-optimization as the expertise of each area increases. Therefore, it is essential that we verify that each decision and initiative aligns with the shared goal of enhancing the overall corporate value of the Group.

As an Outside Director, I intend to respect the challenges undertaken by executives while providing objective oversight and advice from a medium- to long-term perspective. I myself have been involved in areas such as profit management, actuarial operations, risk management, and finance at a life insurance company. Based on this experience, I will focus on aspects such as maintaining a balance between capital efficiency and soundness, assessing risk and return, enhancing corporate value from both financial and non-financial perspectives, and whether human capital and the organizational culture serve as the foundation supporting the Group's execution capabilities.

Oversight geared toward the Bank's 150th anniversary and the next stage of growth

The Juroku Financial Group will reach a major milestone in FY2027 with the opening of its new headquarters and the Juroku Bank's 150th anniversary. This milestone presents an excellent opportunity to move to the next stage of growth, building upon the trust the Group has cultivated with the local community. Through the Chief Officer System, we expect the Group to provide even greater value to stakeholders, including the local community, our customers, employees, and shareholders.

For our local customers, we aim to contribute to the sustainable development of the regional economy by demonstrating problem-solving capabilities that extend beyond finance. For our employees, we aim to provide more opportunities for them to hone their expertise and proactively take on challenges. And for our shareholders, we must demonstrate that we will enhance corporate value over the medium to long term through sound risk-taking and the enhancement of capital efficiency.

I am confident that the Chief Officer System, when truly effective, will enable the Group to respond appropriately to change and establish a management structure that allows for sustainable growth together with the local community. As an Outside Director, I will support this evolution through constructive discussions at the Board of Directors to contribute to the enhancement of corporate value.

Two Strengths for Paving the Way to the Future

Strength (1) Group's Comprehensive Strength

Message From the Group COO / Group CSO

COO : Chief Operating Officer
CSO : Chief Strategy Officer

Supporting the Growth of Our Customers and the Local Community Through the Group's Comprehensive Strength

— Linking the Expertise of Group Companies to Connect the Resolution of Local Issues to Sustainable Growth

Yukiyasu Shiraki
Deputy President,
Group COO / Group CSO

Addressing Increasingly Complex Local Issues

The Group's comprehensive strength that we demonstrate is the ability, as a regional comprehensive financial services group with the bank at its core, to link the expertise of Group companies, delve deeply into the issues of our customers and the region, and provide effective solutions.

The environment surrounding regional society is undergoing significant changes, and the issues faced by companies are becoming increasingly complex. Due to factors such as population decline, labor shortages, aging of business owners, digitalization, and responses to decarbonization, the issues companies face are not limited to a single theme but are intertwined with each other.

To respond to these changes, our Group has expanded its functions and expertise based on the connections and relationships of trust we have cultivated with our local customers over many years. In addition to the bank, from the mid-1970s to the early 1980s, we established companies for leasing, credit guarantees, clerical work, cards, and others, thereby building a community-based financial infrastructure. These companies also have not remained limited to their roles at the time of establishment. Instead, in response to the demands of the times and the region, they have expanded their business domains to include decarbonization support, advanced screening, productivity improvement, cashless payments, and more.

Furthermore, around the time of the transition to a holding company structure in October 2021, we successively established companies to handle new business domains such as securities, corporate investment, DX support, regional development, and support for management succession. A characteristic of our Group is that we possess both functions cultivated and evolved over a long history and new areas of expertise added in response to changes in the environment. By linking these with issues faced by customers and the local community as the starting point, we are expanding the breadth and depth of solutions even for issues that a bank alone cannot fully address.

My role as Group COO is to connect the bank, Group companies, and headquarters, and to ensure that the Group's functions are effectively implemented. The Group's comprehensive strength cannot be demonstrated if the expertise of Group companies remains limited to the initiatives of each individual company. We link the necessary functions, develop them into a form that bank branch managers, sales representatives, and others can use to make proposals, and implement them in the field. Enhancing that execution capability is an important role for me.

In particular, in a world with interest rates, it is important to accurately identify customers' needs for capital expenditures and working capital through proposals that contribute to customers' productivity improvement and growth, and to deepen deposit and loan transactions. Furthermore, we will incorporate the functions of Group companies such as leasing, corporate investment, DX, regional development, and management succession into banking sales, thereby expanding opportunities for non-interest income.

Moreover, as Group CSO, I will link the generated Group synergies not just to individual results, but to the Long-Term Vision and the 2nd Medium-Term Management Plan. We will connect the resolution of local issues to the growth of regional companies, the revitalization of the regional economy, and the strengthening of the Group's earnings foundation in order to elevate the Group's comprehensive strength into the growth strategy itself.

Achieving growth and prosperity for our customers and the local community ⇄ Sustainable growth of our Group

1 Deeply understand management issues

Identify changes in the external environment and the local economy

Uncertainty about the external environment and the future
- Geopolitical risk
- AI innovation
- GX promotion
- Inflation
- Interest rate normalization

Concerns over contraction of regional economy and market scale
- Population decline
- Labor shortage
- Management succession
- Industrial structural changes

2 Link functions

Generate synergies through Group-wide integrated sales

Bank branches / Headquarters / Group Companies

3 Executing on the frontline

Delivering proposals that have a tangible impact on management

- Productivity improvement
- Business continuity
- Growth support, etc.

Delving Deeply into Local Issues and Achieving Concrete Results

I served as President of Juroku Lease from October 2021 to June 2026. Juroku Lease does not view leasing merely as a means of equipment introduction; instead, it addresses the management challenges underlying the capital investment of regional businesses, expanding its support domains to include decarbonization, productivity improvement, and more sophisticated management. In particular, decarbonization support, which is closely linked to capital investment, is one of the initiatives that symbolize this evolution.

While decarbonization is an important management issue for regional businesses, for regional mid-sized companies and SMEs, day-to-day business operations and cost responses take priority, and even if they understand the necessity, it is difficult to take concrete steps toward decarbonization. That is precisely why it is important to go beyond environmental measures alone and deliver proposals that contribute to customers' management by focusing on energy conservation, lower electricity costs, and improvements to the P&L.

For example, there was a customer considering the introduction of solar power generation equipment on the roof of their factory. Simply installing the equipment does not make clear how much CO2 can be reduced or what the return on investment will be. Therefore, we visualized emissions, showed the reduction effect from equipment introduction and the impact on electricity costs, and then presented a comprehensive proposal that included utilization of subsidies and offset of any remaining CO2 emissions. Juroku Lease's one-stop support products are initiatives that combine the functions necessary for each individual issue and provide support all the way through to implementation.

In FY2024, these initiatives supporting local SMEs were highly evaluated, and the company became the first regional bank-affiliated leasing company nationwide to receive the Environment Minister's Award for Best Practice under the Principles for Financial Action for the 21st Century. Building on and expanding these decarbonization support efforts, in June

● **Details of the one-stop support products**
(a representative example of support combining financial and non-financial functions for the single issue of decarbonization)

Three steps for companies to achieve carbon neutrality

Know	Reduce	Offset
Calculate CO_2 emissions	Make efforts to reduce CO_2	Offset residual CO_2 that cannot be fully reduced by providing funds for initiatives to reduce or absorb greenhouse gases (by purchasing credits) Source: Ministry of the Environment materials, Carbon Offset Guidelines Ver. 2.0
Visualize CO_2 emissions	Reduce CO_2 emissions	Offset CO_2 emissions that cannot be fully reduced

Three types of emission reduction measures

① Energy-saving	② Energy creation	③ Fuel conversion
High-efficiency equipment and energy conservation diagnosis	Self-consumption solar power and new power	Electrification, hydrogenation, and biomass

Interactive Carbon Neutral Program (commonly known as CNP)

Visualization of emissions	+ Three types of emission reduction measures	+ Offset
[Simplified calculation products] CO2 Mireru ☆Start dialogue Utilization of CNP videos	Introduction of partner companies + support for various subsidy applications → Support for the introduction of equipment contributing to decarbonization utilizing ESG leases, energy conservation subsidies, etc.	[Offset products] Lease with emission credits Support for emission rights trading

Selected as a Certified Excellent ESG Lease Company for the third consecutive year

2026, we were selected for the third consecutive year as a Certified Excellent ESG Lease Company under the Ministry of the Environment's ESG Lease Promotion Project. Among the certified companies for FY2026, only four companies nationwide, including Juroku Lease, have been selected for three or more consecutive years, and it is the only company in the Tokai region. These evaluations are a reflection of our initiatives that have balanced environmental responses with economic efficiency and have yielded tangible benefits for our customers' businesses.

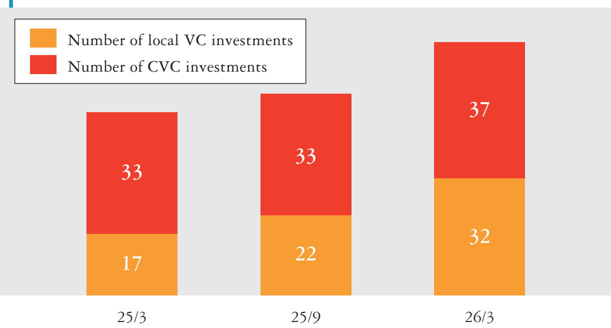
In the field of management succession, NOBUNAGA Succession is deeply involved in the survival and growth of regional businesses. The shortage of successors is not merely a problem for individual companies, but is an important issue related to employment, technology, business foundation, and the maintenance of regional industries. In the NOBUNAGA Search Fund No. 1, jointly established with J-Search Inc. [Refer to page 48], we link human resources aspiring to become managers with regional businesses facing management succession issues, with the aim of fostering the companies' sustainable growth and development. What sets the Group apart is that it expands management succession beyond mere support for transfer and acquisition to growth support led by the next generation of management personnel.

In the field of regional development, Kanda Machi Okoshi is working on the creation of advanced mechanisms for financial resource development that are among the most advanced in Japan. By visualizing the issues of local governments and regions and connecting the empathy of companies and individuals to donations and in-kind support, we are generating the financial resources necessary for resolving local issues. The cumulative amount of donations facilitated through "CoLoRs" corporate hometown tax donation matching service and the in-kind donation-type service "ITEMs" has exceeded ¥600 million. Expanding the fund cycle of donations, which goes beyond mere lending and investment, as a mechanism for solving local issues is a challenge unique to the Group. [Refer to page 53]

The new business companies (the four companies below) established around the time of the transition to a holding company structure are steadily building up track records in the fields of local VC and CVC investment, DX support, regional development, and management succession. The goal is not simply to establish a company and add functions. By viewing local issues as business opportunities and developing them into businesses that generate revenue, we will expand our Group's business foundation and drive sustainable growth.

NOBUNAGA キャピタルビレッジ

[NOBUNAGA Capital Village] [Established in April 2021]
Investment in local VCs and CVCs
Corporate investment
Cumulative total from April 2021 to March 2026



十六電算デジタルサービス

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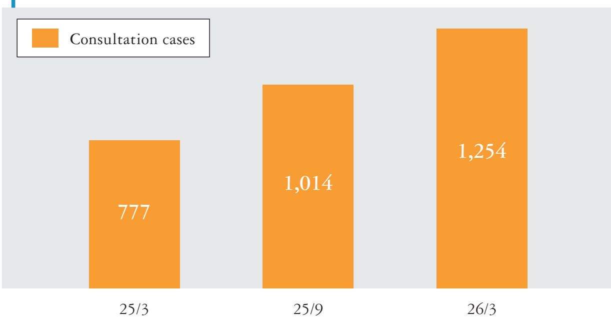
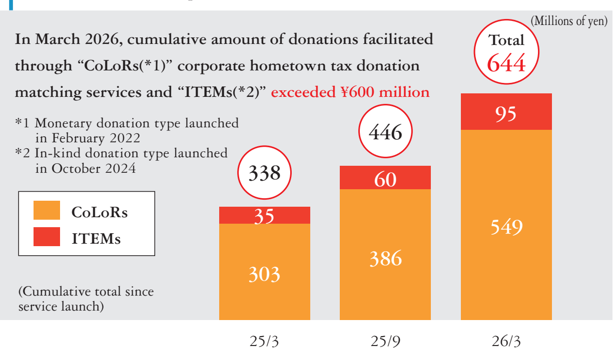
[Juroku Densan Digital Service] [Commenced operation in March 2022]
DX support
DX support
Cumulative total from March 2022 to March 2026



カンダまちおこし

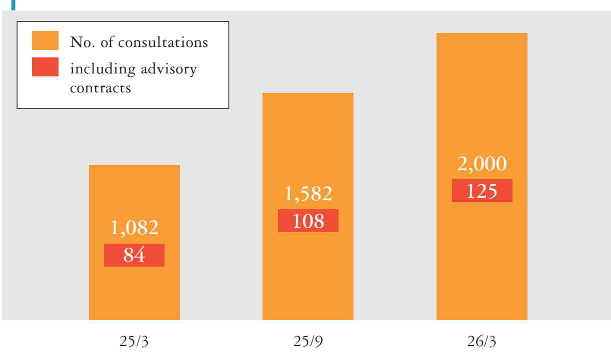
[Kanda Machi Okoshi] [Established in April 2022]
Amount of donation facilitation for corporate hometown tax donations system
Regional development
Cumulative total from April 2022 to March 2026



NOBUNAGA サクセション

M&A

[NOBUNAGA Succession] [Established in July 2023]
Support for management succession
M&As
Cumulative total from July 2023 to March 2026



Generating Group Synergies Centered Around the Bank

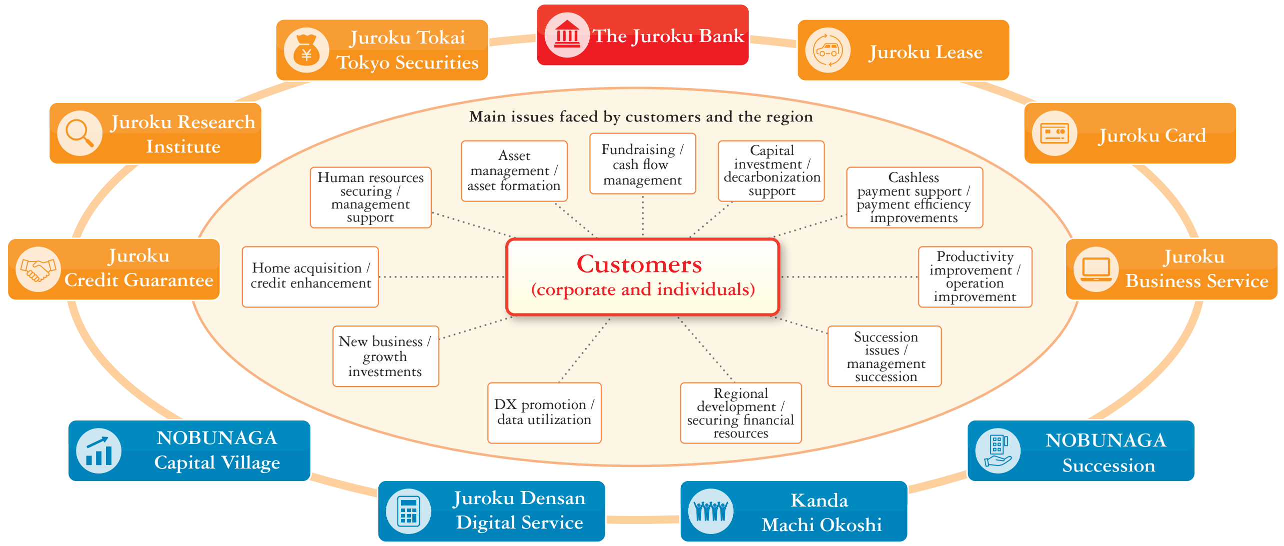
To translate the Group's comprehensive strength into results, what is important is not simply lining up the products and services of Group companies. It is to take customers' issues as the starting point, combine the necessary specialized functions, and deliver proposals that drive business results.

The starting point for this is our customer-centric (customer-first) approach. Rather than unilaterally imposing solutions, we strive to understand the nature of customers' business, revenue structure, capital investment plans, future growth strategies, and other factors, and carefully consider what will lead to improved productivity and growth for customers. With bank branch managers and sales representatives standing at the forefront of the Group and proposing Group company services as part of their toolkit, synergies that go beyond mere introductions are generated.

The Bank identifies issues through dialogue with customers, Group companies provide expertise, and headquarters provides cross-sectional support. For example, NOBUNAGA Capital Village links its insights into investment in and growth support for startups, Juroku Densan Digital Service links its insights into DX and operational efficiency improvements, Kanda Machi Okoshi links its insights into financial resource development for local governments and regional issues, and NOBUNAGA Succession links its insights into management succession, respectively, to bank sales activities. By combining these specialized functions according to customers' issues with the Bank as the starting point, we can expand the breadth and depth of solutions even for issues that the Bank alone cannot fully resolve.

These initiatives not only support customers' growth but also lead to the growth of the Group itself. Deepening existing domains by building on our deposit and loan business as the foundation, while pioneering new fields to solve challenges is how we will leverage the Group's comprehensive strength, centered on the Bank.

● Combining the specialized functions of Group companies with customer and regional issues as the starting point



Our Growth Strategy Toward the 150th Anniversary of Our Founding and Beyond

The 150th anniversary of our founding is an important milestone for the Group, which has walked hand in hand with the local community up until now, to express our gratitude to the people of the region in concrete form and to take a step forward toward further growth. In anniversary branding and regional events, the Bank and Group companies will bring their respective strengths together and, as a unified Group, celebrate this milestone with the local community. I myself will stand at the forefront of the organization as the Group COO and Group CSO and bring together the strengths of each company to ensure that our 150th anniversary serves as an opportunity to demonstrate the Group's comprehensive strength and pave the way for our next phase of growth.

Furthermore, at the new headquarters scheduled to open in FY2027, we will gather the functions of the Group and further enhance collaboration among Group companies. By fostering closer touchpoints between employees, Group companies, and our customers and the local community, we will combine the functions of each company on a daily basis to create new value.

Taking the 150th anniversary of our founding and the new headquarters as a new starting point, we will connect the Bank and Group companies and link the resolution of regional issues to the growth of the Group. By elevating the Group's comprehensive strength into a force that drives the region's future, we will contribute to "achieving growth and prosperity for our customers and the local community" as an entity that "stays ahead of the curve to always serve the region."

Strength (2) Cross-Industrial Collaboration — Collaboration with SoftBank

We are collaborating with SoftBank Corp. (SoftBank) to promote DX.

By drawing on SoftBank's technology and know-how to improve our Group's productivity and support the digitalization of our customers and communities, we aim to revitalize the local economy and contribute to local communities.

2020

Replacing landlines with smartphones for all officers and employees / Transforming workplace telephone communications

In September 2020, The Juroku Bank began phasing out landline telephones across the Bank and providing all officers and employees with smartphones on the SoftBank network.

With each employee equipped with a smartphone, calls can go directly to the person responsible without being transferred, enabling smoother communication.

2022

Launching DX collaboration and personnel exchanges with SoftBank

In May 2022, we agreed to collaborate with SoftBank on DX promotion and began personnel exchanges.

We have welcomed personnel from SoftBank, including general managers, to advance projects that improve operational efficiency and maximize productivity through our Group's digitalization. We are also focusing on developing digital talent by seconding our employees to SoftBank.

Personnel exchanges (as of June 30, 2026)

Personnel seconded from SoftBank		Employees seconded to SoftBank	
Since May 1, 2022	Cumulative total: 11 persons	Since July 1, 2024	Cumulative total: 2 persons

2023

Introducing Google Workspace

With the full support of SoftBank, The Juroku Bank introduced Google Workspace, a new collaboration platform, in September 2023.

In March 2024, we expanded its use to all Group companies, embedding smoother internal and external communication, location-independent remote working using smartphones, and more effective use of time between tasks.

We are now making full use of this robust digital foundation to enhance our operations while strengthening collaboration across the Group and maximizing synergies.

2025

Accelerating business transformation with generative AI

All officers and employees began using generative AI "Google Workspace with Gemini" in March 2025 and NotebookLM in June of the same year.

By making generative AI use a routine part of our work, including Retrieval-Augmented Generation (RAG) using internal data and the preparation of meeting minutes, we are further improving operational efficiency across the Group. We also hold a Generative AI Utilization Contest to raise AI literacy throughout the Company and drive a bottom-up shift in mindset.

Signing a business matching agreement to promote DX at local companies

In October 2025, we entered into a business matching agreement to introduce local companies to SoftBank and jointly propose DX solutions.

By combining our solid customer base with SoftBank's extensive range of solutions, we will work together to drive DX in the local economy.

2026

Opening Up New Horizons through Co-Creation

— From Advancing In-House DX to Transforming Regional Finance —

Four years have passed since we began collaborating with SoftBank on DX promotion. With SoftBank's full support, Juroku Financial Group has made dramatic gains in productivity and undergone a significant shift in corporate culture.

In this dialogue, Group CDO Asai, who oversees our DX initiatives, joins Deputy Group CDO Kubota, who was seconded from SoftBank in 2022 and transferred permanently to Juroku Financial Group as an Executive Officer in June 2026.

They discuss the pace of change made possible by combining outside expertise with hands-on regional banking experience, and share their vision of the new horizons that could open up as the know-how gained through in-house DX reaches our customers and communities.

—A Clear Commitment to DX: Introducing the Chief Officer System and Welcoming a Permanent Transfer

Asai: Our collaboration with SoftBank began in 2022, initially with two secondees, including Mr. Kubota.

Over these four years, we have welcomed a total of 11 people. They have worked alongside us not as vendors, but as partners with a shared purpose, engaging deeply in management to drive transformation together.

Introducing the Chief Officer System at the same time as Mr. Kubota's permanent transfer demonstrates how serious we are about sustaining and building on this strong relationship and our commitment to DX.

Kubota: Now that I have permanently joined the Group, I feel an even deeper sense of trust. But these past four years have certainly been eventful.

Coming from another industry, the first thing that struck me was how much work still relied on inefficient, manual methods. For example, people would consult paper schedules and diaries, then call one another to arrange a meeting. If anything changed, they had to start all over again. That really brought home the difference in how we communicated.

Asai: I remember just how surprised you were.

Those of us within the financial industry had stopped questioning some of these practices. Mr. Kubota and his SoftBank colleagues brought a fresh set of eyes, spotting things specific to financial institutions that simply did not make sense.

That prompted us to rethink the very foundations of how we work. We set a clear direction, and our first step was to introduce Google Workspace (GWS).

But we did not stop at implementation. Guided by the slogans "Leave no one behind" and "Everyone makes the most of it," we followed through on the initiatives across every Group company, closing the gap in digital adoption in just four years.

The combination of a culture that welcomes ideas from other industries and an exceptional ability to pull together is our greatest strength and what sets us apart.

Kubota: That success came from the openness with which everyone at Juroku Financial Group welcomed my honest questions as an outsider, such as "Why do we do it this way?" It also came from the remarkable unity with which they embraced the tools and put them to work.

That said, bottom-up initiatives alone cannot bring about change on this scale. What has supported this remarkable pace, and continues to do so, is our monthly digital briefings, where we discuss issues directly with the Group CEO and the President of the Bank.

Asai: Exactly. For investments costing hundreds of millions of yen, we did not spend months working through thick stacks of explanatory materials. Instead, we presented live demonstrations directly to management and made quick decisions on our DX direction in a small group.

These briefings have gone well beyond the introduction of GWS and continue to drive decision-making across all our DX strategies.

We have swift decisions at the top, backed by outstanding execution on the ground. With both in place, we can take the next step with confidence.

—How an Integrated Data Platform and Generative AI Are Transforming Operations and Driving Earnings

Kubota: The NEXT 16 Platform, the overall vision we developed after launching our collaboration, is moving steadily through its phases.

We started with the underlying infrastructure: the Bank's network.

We found that the existing network, designed for a closed environment, could not support GWS. So, we invested several hundred million yen in expanding bandwidth, creating a resilient foundation for future DX initiatives. Building on that foundation, we established an Integrated Data Platform in March 2025, drew up a three-year roadmap, and have been making steady progress.

Asai: Over the years, the Bank had accumulated around 220 subsystems, leaving its data isolated in silos.

The Integrated Data Platform we have now built provides a robust foundation for bringing those systems together.

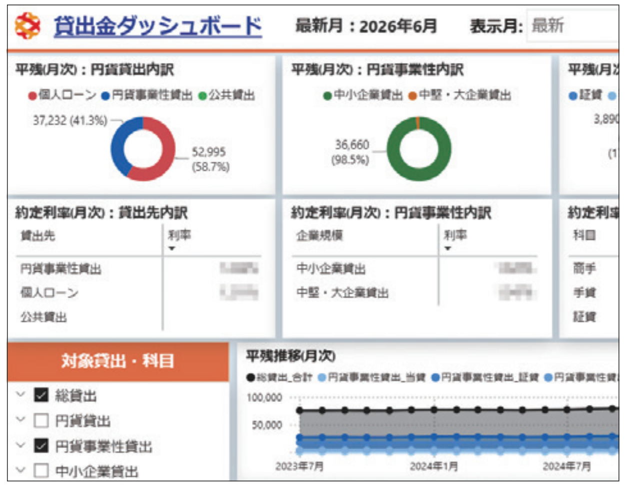
It allows us to move from a situation in which only certain departments or individuals could use the data to one in which everyone can access and apply it: in other words, data democratization.

We can already view deposit and lending results on a dashboard. Looking ahead, we plan to connect our sales force automation (SFA) system and AI to this platform, providing a multifaceted view of performance at the employee, branch, and company levels.

The aim is not just to look back at results, but to use data to guide future performance: "Where are we falling short of our targets?" or "What should we do next?"

The data platform we envisioned at the outset of our collaboration is taking shape, and the conditions are now in place to put it to work on the frontline.

I believe this process of using DX to maximize the added value we deliver to customers will bring about a genuine transformation in sales and change the way the Bank operates.



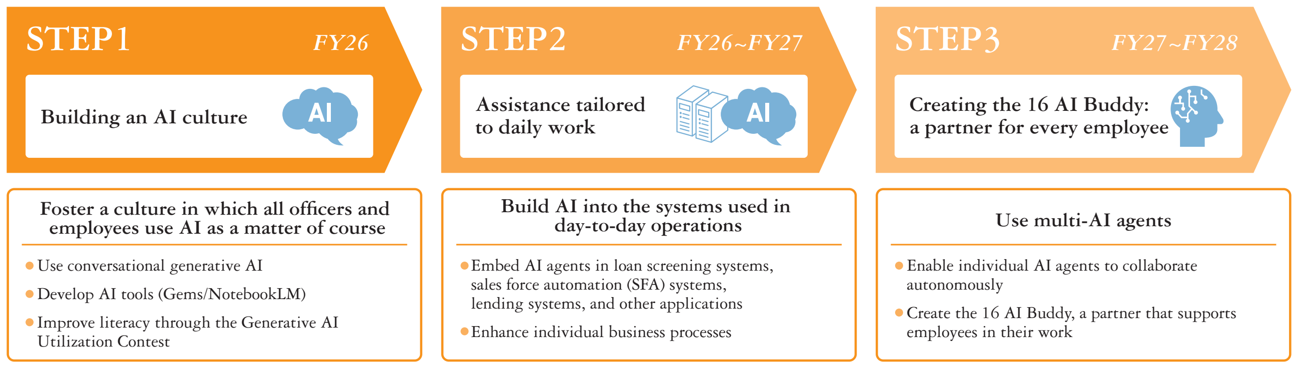
Kubota: Every employee can now use Gemini generative AI on their work smartphone or PC, and adoption is accelerating.

It is helping people work more efficiently across a wide range of tasks, from drafting documents every day and summarizing meetings to bouncing off ideas for customer proposals.

In March 2026, we held a Generative AI Utilization Contest for all employees and received an impressive response: more than 1,600 ideas.

Asai: We organized the contest with advice from SoftBank as an opportunity to raise digital literacy across the Group.

Some employees even built and submitted their own systems.



That was a real surprise, and it showed us just how much the capabilities and digital literacy of our people are growing.

By continuing to hold these contests, we hope to bring forward ideas that management alone would never have thought of.

Kubota: We have moved beyond general-purpose AI. In April 2026, we began providing iPads to all sales representatives at The Juroku Bank and launched an engagement tool that analyzes customers' financial information and industry trends. During customer meetings, the tool can display charts tailored to each company, suggest specific questions to ask, and generate talk scripts.

We have now reached the stage of embedding generative AI into the systems we use every day.

We will continue to follow our roadmap, developing task-specific AI agents and working toward a future in which every employee has their own AI assistant.

Asai: Of course, alongside the more eye-catching DX initiatives, we are continuing the steady, day-to-day work of improving productivity.

Through business process reengineering (BPR), we will further streamline administrative operations and reallocate the people and time freed up to headquarters functions that support sales and to higher-value-added work at Group companies.

Our in-house DX efforts will continue as we strive to maximize productivity across the Group.

—The New Horizons We Envision beyond Our Transformation Strategy

Asai: DX now underpins every strategy and is a key pillar supporting Juroku Financial Group's growth.

Having improved our own productivity, we are now moving into the next phase: applying the know-how we have gained to help drive DX across the region.

For individual customers, we will step up digital marketing through the Juroku App, which surpassed 550,000 users in June.

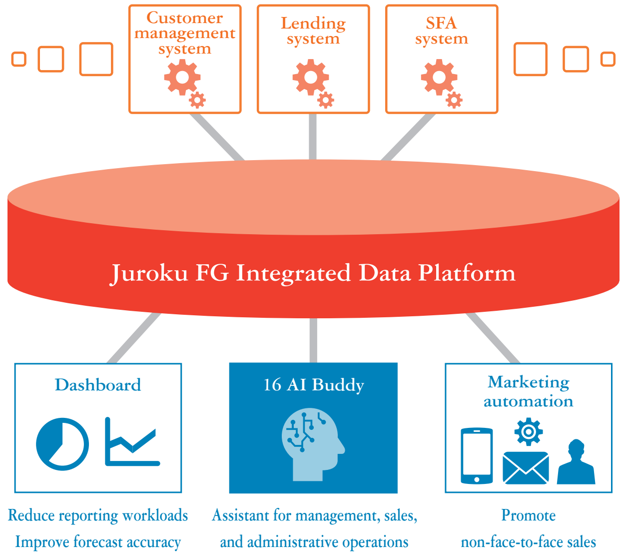
By making full use of the data platform we have built, we will deliver value tailored to each customer.

For corporate customers, Juroku Densan Digital Service already provides hands-on DX support rooted in the local community. Alongside this, we have begun business matching with SoftBank to offer more advanced DX solutions.

Kubota: Juroku Financial Group has a solid customer base in Gifu and Aichi Prefectures.

We will build on that strength to adequately understand the diverse DX needs of local customers and combine those insights with SoftBank's leading-edge technology to further accelerate digital transformation in the region.

Working with Juroku Financial Group, SoftBank's Executive Briefing Center (EBC), and STATION Ai, one of Japan's largest open innovation hubs, we will establish an ecosystem within the local community that gives businesses direct access to DX support tailored to their stage of growth.



Asai: The Group plans to open its new headquarters building in FY2027, the year of the Bank's 150th anniversary.

SoftBank has provided full support from the design stage. We are developing a next-generation smart building with facial recognition security gates and a state-of-the-art building app to create a more comfortable working environment.

Beyond serving as our offices, we want the building to be an open, shared space where local residents can relax and enjoy time together in their everyday lives, and a symbol of community co-creation.

It should become a place that points the way to a new future for the region, where people can experience firsthand how digital technology can enrich their lives and shape the way we work.

Kubota: I have been involved in the new headquarters project from the planning stage, so I am really looking forward to it.

Since permanently joining Juroku Financial Group, I feel an even stronger responsibility to speak up about whatever I believe needs to change in the company.

I genuinely want to help create an environment where our employees feel energized and can realize their full potential, and to see those new horizons open up together.

I am grateful to be part of such an exciting period, as the vision we drew up four years ago takes shape and the company changes in profound ways.

Asai: Juroku Financial Group and SoftBank. I can feel our relationship of trust evolving beyond a consulting arrangement. We are becoming one team, working for the future community co-creation.

As management, we will further accelerate the development of DX talent who can absorb expertise from other industries and take the initiative themselves. Building on our outstanding ability to execute, we will continue to lead efforts to solve challenges beyond the traditional boundaries of regional finance and open up new horizons with our stakeholders.

Strength (2) Cross-Industrial Collaboration — Collaboration with Resona Group

We are working with the Resona Group across both face-to-face and digital channels, sharing information and know-how to make a greater contribution to the local economy and achieve sustainable growth, while jointly shaping a new model for retail banking.

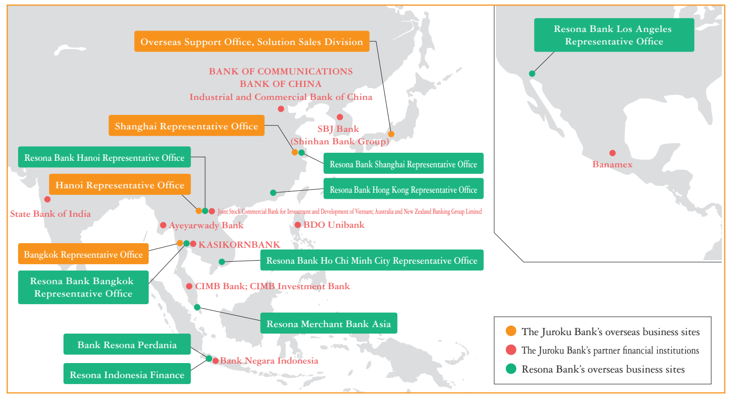
Main collaborative initiatives	Digital field	● Launch of the Juroku App ● Introduction of Data Ignition, a banking operations support tool
	Face-to-face field	● Launch of the Juroku Bank Fund Wrap ● Offering investment trusts managed by Resona Asset Management Co., Ltd. ● Offering export receivables guarantees, guaranteed factoring, and the card payment online for bill service ● Collaboration on financing (syndicated loans and non-recourse loans) ● Holding business meetings ● Collaboration on overseas expansion support
	Human resource development	● Seconding employees to the Resona Group ● Personnel exchanges through training
	Other	● Participation in FlexPay, a corporate payment platform

Collaboration on Overseas Expansion Support

In August 2025, The Juroku Bank and Resona Bank, Limited signed Basic Agreement for Mutual Cooperation in International Business.

By sharing the networks and know-how that each bank has built, primarily in the ASEAN region, and combining their respective strengths, the two banks aim to establish a framework that provides higher-quality support for overseas business.

Main areas of cooperation	Providing local information from overseas markets
	Leveraging each other's overseas networks
	Jointly hosting events and seminars
	Personnel exchanges



Introduction of Data Ignition, a Banking Operations Support Tool

In October 2025, The Juroku Bank introduced Data Ignition, a banking operations support tool jointly developed by Resona Holdings, Inc. (Resona HD), Resona Bank, Limited, and BrainPad Inc.

Data Ignition is a system that predicts customer needs for financial products by assigning scores.By feeding the necessary data into AI that has already delivered strong results within the Resona Group, we can prioritize our outreach to customers with the greatest need.

The system also supports operational efficiency through features such as instant checks of contract terms.

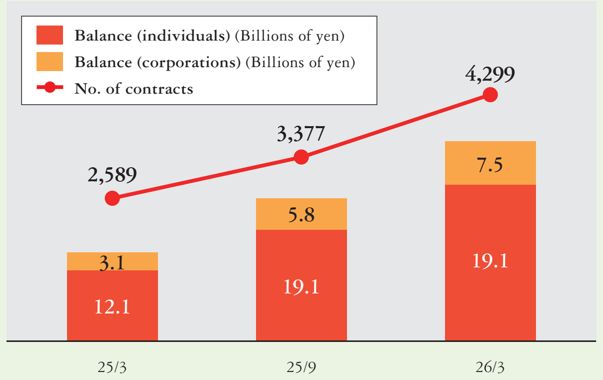
(1) Upload files	(2) AI analysis	(3) Put the results to work
Upload business files	AI Analyze using AI models developed by the Resona Group	Download the output files and use them immediately in your work

1st phase of collaboration — Juroku Bank Fund Wrap

● Launched in November 2024 as the first phase of our collaboration, the Juroku Bank Fund Wrap (*) has continued to record strong sales.

● As of March 31, 2026, the number of contracts had grown steadily to 4,299, with assets on deposit of ¥27.2 billion for individual customers and ¥7.5 billion for corporate customers, contributing to our support for asset formation.

* A service in which customers enter into a discretionary investment contract with a financial institution and entrust it with investment decisions across a range of financial products



2nd phase of collaboration — Juroku App — Surpassing 500,000 users in approximately 11 months after launch —

● We launched the Juroku App in April 2025 as the second phase of our collaboration, and it surpassed 500,000 users in March 2026.

● In February 2026, the Juroku App became the first app from a company headquartered in Gifu to win the Special Prize for Best Regional App at the App Ape Award 2025, an event recognizing the apps most loved by users in 2025.

● We will continue adding features and improving convenience to make the app an even more accessible and dependable part of everyday life for people in our communities.

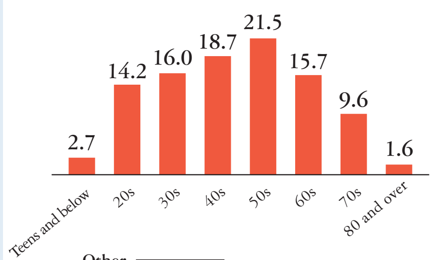
[New features]

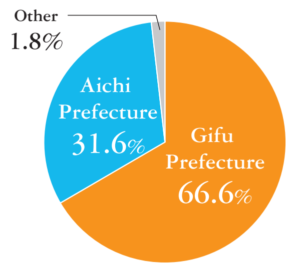
July 2025	Address changes, addition or change of telephone numbers, etc.
November 2025	Investment trusts (purchases and redemptions; setting up or changing investment trust savings plans; viewing investment gains and losses; accessing statements and other documents)
March 2026	Fund wrap balance inquiries and advice notifications

16FG
Store rating: 4.6
★★★★★
Rating on the App Store (as of June 30, 2026)

AppApe Award 2025
特別賞「地域アプリ賞」

Breakdown by age group and region (Unit: %)



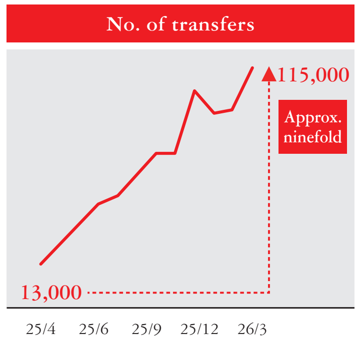


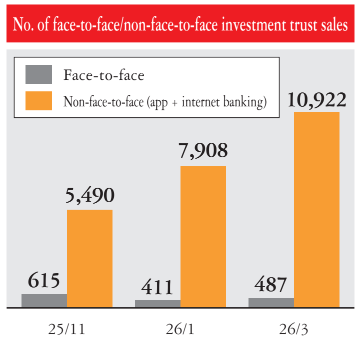
(As of May 31, 2026)

Impact of Juroku App adoption

● The number of transfers made through the Juroku App surged approximately ninefold within one year of its launch.

● The addition of investment features to the app in November 2025 increased non-face-to-face investment trust sales to individual customers.





Creating New Customer Experiences through Data Science

The Evolution and Future of the Juroku App through Our Strategic Business Alliance with Resona HD

In March 2026, the Juroku App, a cornerstone of the non-face-to-face channels connecting The Juroku Bank with its customers, surpassed 500,000 users.
With this milestone, we are stepping up personnel exchanges under our partnership with Resona HD to further enhance the customer experience and create a new marketing model.
Two employees who have learned leading-edge digital marketing through secondments to Resona HD, one now back at the Bank and the other still on secondment, joined the employee dedicated to promoting the app at The Juroku Bank to discuss how data can bring face-to-face and digital channels together.

Theme (1) Inspiration from Other Industries and a Data-Driven Culture

—What has inspired you during your secondments to Resona HD, and how has the working environment differed?

Adachi: What has inspired me most, and what I most want to bring back to The Juroku Bank, is how deeply a data-driven culture runs throughout the organization. Data is treated as a key management asset and informs every stage, from designing initiatives and assessing their impact to the subsequent cycle of improvement.The division is organized into areas such as marketing, AI development, and visualization, but people exchange views freely across functions and levels of positions.That brings a steady flow of better ideas from different perspectives, helps people reach agreement early, and gets initiatives moving quickly. I find that environment inspiring every day.

Yokoi:That really captures it. In the department where I worked, more than half the staff had joined from outside the financial industry. This created an agile atmosphere that, in a positive sense, felt like a bank, but not quite a bank.I took advantage of a program called the 10% Challenge, which allows employees to devote 10% of their working time to initiatives outside their usual responsibilities. During my secondment, I launched a research project with an external medical institution and start-ups to improve workplace productivity, and we achieved tangible results through seminars and other initiatives.Seeing firsthand how a company culture that systematically supports employees in taking on new challenges can foster a more proactive mindset was an invaluable experience.As someone from a regional bank, I also deeply identified with and was impressed by their unwavering focus on customers and communities, including the importance they place on local contributions such as financial literacy education.

Takashi Yokoi

Retail Sales Department, The Juroku Bank.
Drawing on the data science knowledge he acquired at university and his strengths in digital technology, he spent a year on secondment to Resona HD's Data Science Division through the Career Challenge System.
Since returning, he has been applying that expertise on the frontline and working to create a new marketing model.

Theme (2) The App's Evolving Role—From Promotion to Dialogue

—Now that more than 500,000 accounts have been registered with the Juroku App, what do you see as its strengths and the challenges emerging?

Hotta:From a face-to-face perspective, the biggest strength is that the app has helped us reconnect with a wider range of customers, including salaried workers and homemakers, with whom we previously had relatively little contact.From a digital perspective, we now have a foundation for accumulating data on the behavior and needs of around 500,000 customers.Until now, however, a large share of our messages has gone out to everyone at once. The major challenge ahead is to build the insights and know-how to turn this growing pool of data into finely targeted marketing tailored to each customer.I feel we are right at the transition from making people aware of the app to helping them make use of it.

Yokoi:Advice notifications are the key to addressing that challenge and taking the app to the next stage: delivering the most relevant information based on each customer's behavior and profile.This is not simply a tool for pushing products.
If we put profit first and send everyone too much information they do not need, customers will feel it has nothing to do with them and lose interest.
For example, when a customer pays their automobile tax through the app, that transaction can trigger an automatic, timely message about an auto loan, anticipating a possible vehicle replacement or future running costs.
It is only when we send relevant information to the people who need it that customers begin to see it as personally meaningful.
Those messages can then become touchpoints that deepen engagement with the app and, ultimately, with our Group.

Hotta:So you see it as a communication tool that starts with the customer, not the product.
Our ultimate goal for the Juroku App goes beyond convenient everyday payments and helping customers solve problems.
We want it to be a digital tool that offers timely insights into life events and needs that customers may not yet have recognized themselves.
I am convinced that the data science expertise you both bring back from the secondments can transform the future of the app by giving us a much clearer picture of what information our existing users need right now, and what they do not.

Theme (3) Data-Driven Sales That Maximize Life Time Value (LTV)

Adachi:LTV (Life Time Value) is one of the key metrics in Resona HD's marketing.
Rather than pursuing only short-term earnings, the aim is to build lasting relationships of trust with customers and maximize value over the course of a lifelong relationship.

Yokoi:So, it is about the long-term relationships with customers, rather than immediate results.

Adachi:Exactly. There is a consistent willingness to reassess initiatives quickly, even those already underway, if the evidence suggests they are weakening engagement or placing a burden on customers.
That emphasis on engagement offers a valuable insights for The Juroku Bank's digital strategy.

Yokoi:In fact, when we evaluated the impact of advice notifications, we found a statistically clear difference between the group that received them and the group that did not.
Rolling this out across the Bank would allow us to encourage changes in behavior among many more customers.
That is a scale we simply could not achieve through experience and intuition alone.
Resona HD's advanced scoring model, Data Ignition, was developed by analyzing data from around 10 million customers.
It is a treasure trove of insights.
Our responsibility as employees who have experienced these secondments is to make the most of that know-how, refine it to meet the needs of The Juroku Bank's customers, and bring the benefits back to our communities.

Theme (4) Enriching Communities by Bringing Digital and Face-to-Face Channels Together

Adachi:Looking ahead, I believe it will become increasingly important to take an omnichannel approach, which connects the app with face-to-face channels rather than treating it as a stand-alone service.
For example, data indicating a customer's interest in a housing loan could prompt us to send relevant information through the app and encourage a branch visit. Or, if a customer tries to call our call center but is unable to get through, we can follow up with a notification through the app and arrange further face-to-face contact only with those who request it.

Takashi Hotta

Assistant Manager, Retail Sales Department, The Juroku Bank.
As the employee dedicated to promoting the Juroku App, he leads efforts to strengthen the customer base by expanding non-face-to-face channels and to share app-related know-how across The Juroku Bank.

Yokoi:So, it's about connecting digital and face-to-face touchpoints and guiding each customer to the channel that best suits their needs.

Adachi:Exactly. Regional banks have defined service areas and dense local branch networks. That gives us a real advantage: we can use customer data consistently across channels and let the app and branches each play to their strengths.

Yokoi:I agree. The closeness between headquarters and branches is a major strength.
We need to stop thinking of digital and face-to-face channels as entirely separate services. They are two sides of the same service, able to hand over to one another seamlessly whenever needed.
If headquarters carefully shares the data and customer needs behind its digital initiatives with branches, both sides can act with a shared understanding and conviction. That should also bring positive change to face-to-face sales.

Hotta:Exactly. Headquarters and branches need a common understanding so that digital and face-to-face channels work as one.
Our personnel exchanges with Resona HD are already beginning to fundamentally change the way we approach data analysis and digital marketing.
The next challenge is to ensure that the insights and efficiency gained from data analysis do more than improve our own marketing or streamline headquarters operations. We need to turn them into added value for customers through both digital channels and face-to-face services at our branches.
I am convinced that bringing the new bridge offered by digital technology together with the real connections we have built in our communities over many years at a higher level will be a powerful driving force. It will enable us to give deeper and more immediate expression to Juroku Financial Group's mission of "achieving growth and prosperity for our customers and the local community," even in an increasingly non-face-to-face world.

Yuka Adachi

Currently on secondment to the Data Strategy Division of Resona HD.
Taking over from Yokoi, she is learning the latest approaches to data utilization and use of AI agents, as well as know-how on using marketing automation (MA) tools that place the highest priority on building long-term engagement.

Message From the Group CRO / Group CSuO

CRO：Chief Risk Officer
CSuO：Chief Sustainability Officer

Taking Responsibility for a Future with Local Communities and Supporting Sustainable Growth

— Connecting Goals to Action, and Action to Results

Tomoko Shiozaki
Director and Senior Managing Executive Officer, The Juroku Bank
Director and Executive Officer, Juroku Financial Group, Inc.
Group CRO / Group CSuO

Since our founding, our Group has walked alongside the region, addressing regional challenges that have changed with the times. Now that we have expanded our business domains and evolved into a regional comprehensive financial services group, the role we must fulfill has become greater than ever. Amid rising uncertainty over the future, including demographic change, shifts in industrial structures, and responses to climate change, enhancing the sustainability of the region from a medium- to long-term perspective is the very reason for our Group's existence and will also lead to sustainable growth in corporate value.

Based on this approach, our Group has identified five materiality issues and is incorporating sustainability into management and business activities through our sustainability KPIs. [Refer to pages 45–46]

Looking back to April 2021, when I was responsible for promoting the SDGs, we did not yet have a sufficient framework for linking each department's sustainability initiatives to common Group-wide goals. Setting KPIs was particularly challenging. What should we consider as results, and what level should we aim for? With no definitive answer, we held repeated dialogues and discussions with each department and developed each indicator one by one. We then built a framework to ensure effectiveness, including Company-wide Sustainability Council meetings, the establishment of working groups, and the incorporation of KPIs into remuneration for officers. Building on this foundation, each employee's mindset has changed, and their individual initiatives are now producing tangible results.

If we are to propose decarbonization initiatives and sustainability management to customers in the region, we must first take the lead ourselves. As a concrete result of this practice, our Group has reduced GHG emissions by 83.6% compared with FY2013. In addition, the cumulative amount of sustainable finance provided through FY2025 reached ¥914.4 billion, steadily promoting the circulation of funds to the region.

In supporting the carbon neutral business management of local companies, The Juroku Bank received the Environment Minister's Award in FY2023, followed by Juroku Lease in FY2024, marking our Group's second consecutive year of receiving the award. These results come from initiatives that go beyond financial support and leverage the Group's comprehensive strength in areas such as leasing and consulting.

Furthermore, in the CDP Climate Change 2025 assessment, we were selected for the Climate Change A List, the highest rating, and in 2026 were selected for the first time as a constituent of the FTSE JPX Blossom Japan Index following an improvement in our FTSE ESG Score.

Behind these high evaluations is a process through which we have not merely used the objective perspectives and latest insights of external organizations to improve our own self-assessment, but have also applied them to proposals that help solve issues for customers in the region. We recognize that the improvement in external evaluations is the result of the entire organization's serious pursuit of sustainability and continued efforts to share our know-how with the region.

As Group CRO / Group CSuO, I have an important responsibility to accurately identify risks that affect the regional economy, including climate change, natural disasters, and human rights issues in supply chains. On the other hand, I believe the role of a regional financial institution is not merely to manage such risks, but to use them as a starting point for dialogue with customers and transform them into new business opportunities that enhance the region's resilience.

Our 150th anniversary, together with the opening of our new headquarters, will mark a milestone in advancing sustainability management to the next stage. As a company that plays a leading role in the region, we will take the lead and take action, and widely share the knowledge and results we gain with the local community. Even when the effects are not immediately visible in the short term, we will identify initiatives essential to the region's growth and continue to work alongside the region. We will connect goals to action, and action to results for customers in the region, as we open up a sustainable future together beyond our 150th anniversary. That is our sustainability management.

Initiatives for Sustainability

Formulation of the Sustainability Policy

The Group has formulated the Sustainability Policy as its basic policy for sustainability initiatives.

Sustainability Policy

The Juroku Financial Group recognizes sustainability initiatives to be an important management challenge. We will strive to solve various social issues such as climate change through our core business of "regional comprehensive financial services" and contribute to "achieving growth and prosperity for our customers and the local community," which is our Group Management Philosophy, while aiming at sustainable growth and enhancing the corporate value of the Group.

(*) Definition of sustainability: Creating a society that facilitates the growth and prosperity of customers and local communities, and passing it over to future generations

Positioning of Major Sustainability Policies

The Group has set various policies regarding the "environment," "society," and "governance" based on its Sustainability Policy.

- Group Management Philosophy
  - Sustainability Policy — Group SDGs Declaration
    - Environment
      - Environmental Policy
    - Society
      - Human Rights Policy
      - Health and Productivity Management Declaration
      - Customer-oriented business operation policy
      - Basic Policy on Customer Harassment
    - Governance
      - Code of Ethics
      - Basic Policy on Corporate Governance
      - Compliance Policy
    - Investment and Lending Policy for the Creation of a Sustainable Society
    - Procurement Policy

Addressing Key Challenges (Materiality)

Juroku Financial Group, aiming to fulfill its management philosophy of "achieving growth and prosperity for our customers and the local community," is committed to working toward a sustainable society as a comprehensive financial group that builds a future with local communities and achieves sustainable growth with local economies.

ddressing Key Challenges (Materiality)

	Key challenges	Initiatives
Business	Revitalization of the local economy	● Supporting business foundation and new business operations to foster future leaders of the local economy ● Supporting local companies' core business operations and management succession to contribute to their growth ● Supporting asset formation to achieve enriched living
Business	Sustainable development of the local community	● Creating comfortable and appealing communities ● Using local resources to create value that will benefit future generations ● Promoting digital transformation of local companies and local governments
Management	Environmental conservation and climate change actions	● Supporting local companies' carbon neutral business management ● Implementing initiatives for environmental conservation and environmental impact mitigation ● Responding to climate change and disclosing information in line with TCFD
Management	Empowerment of diverse human resources	● Building a corporate culture that boasts diversity as a strength ● Implementing work style reform to provide a good work-life balance ● Creating workplaces that facilitate the growth of diverse human resources and empower them
Management	Advanced governance	● Advancing corporate governance ● Strengthening risk management and compliance ● Achieving stakeholders engagement

Procedures for identifying materiality

1. **Identifying issues** — Identify multiple issues by considering SDGs, ESG (environment, society, governance), regional issues, etc.
2. **Narrow down the priority issues** — Narrow down the priority issues based on our management philosophy, the business areas of each Group company, the characteristics of the regions that are our operating base, and engagement with stakeholders
3. **Identifying materiality** — Priority issues are grouped and the top five materiality issues are identified and reported to the Board of Directors

Main initiatives	Sustainability KPIs: Item	Quantitative target	March 2026 results (*3)	(progress rate)
● Investment in local VCs and CVCs ● Conclusion of a partnership agreement with Sompo Japan Insurance Inc. ● Sustainable finance ● Management succession consultation ● Joint establishment of "NOBUNAGA Search Fund No. 1" ● HR placement ● Conclusion of a business alliance agreement with Mitsui O.S.K. Lines Group ● Asset formation support ● Balance of Group assets on deposit	Sustainable finance provided (of which, environment-related finance)	¥2 trillion (¥800.0 billion)	(*1) ¥914.4 billion (¥347.2 billion)	45.7% (43.4%)
	Balance of Group assets on deposit	¥550.0 billion	¥663.9 billion	120.7%
● Participation in the "Minami Park Development Project (PFI Project)" in Okazaki City, Aichi Prefecture ● Hosting "Osanpo Biyori in Yanagase," a project for revitalizing Gifu City's central district ● Participation in the Shirakawa Village Sake Brewery Project in Shirakawa Village, Gifu Prefecture ● Social impact investment ● DX-support consulting ● Cashless payment support ● Collaboration with JCB Co., Ltd. and STATION Ai Corp. ● Promotion of financial literacy education	Social impact investment	¥2.0 billion	(*1) ¥1.02 billion	51.0%
	DX-Support consultation case	3,000 cases	(*1) 1,254 cases	41.8%
● Formulation of Environmental Policy ● Promotion of climate change measures – Selected for the Climate Change "A List" in the CDP Climate Change 2025 assessment ● Disclosure Based on TCFD and TNFD Recommendations – Governance – Strategy – Risk management – Metrics and targets	GHG emissions (vs. FY2013 level)	100% reduction	(*2) 83.6% reduction	83.6%
	Paper use (vs. FY2019)	50% reduction	41.6% reduction	83.2%
● Group-wide optimization of human resources ● Introduction of the Flexible Retirement Age System up to Age 65 and improved employment conditions from age 55 onwards ● New graduate recruitment ● Job Return System ● Support for the empowerment of employees with disabilities ● Support for the advancement of women "Jewelia" initiatives ● Personnel exchanges with different industries ● Career Challenge System ● Expert System ● Human resources portfolio supporting strategy ● Engagement survey ● Supporting a good work-life balance ● Returning value to employees and improving financial wellness ● Promotion of health management ● Expanding training opportunities ● Self-Development Qualification Acquisition Subsidy System ● Knowledge point stage certification program ● Initiatives to respect human rights	Ratio of female senior managers	20%	12.3%	61.5%
	Ratio of paid leave claimed	80%	63.3%	79.1%
● Business continuity planning ● Response to cross-shareholdings ● Cybersecurity management system ● Sharing of threat information and cooperative initiatives ● Education and awareness programs for Group officers and employees ● Initiatives for cybersecurity ● System risk management ● Dialogue with investors ● Internal audit structure	Initial response training for emergency preparedness	No less than twice a year	9	450%
	Dialogue with investors	No less than 10 times a year	54 times	540%

(*1) Cumulative total since April 2022 (*2) Preliminary data (*3) Progress rate is calculated by dividing March 2026 results by FY2030 target

Revitalization of the Local Economy

VISION

Provide a wide range of financial services to help grow local businesses and revitalize the local economy

Key Items

- Local VC and CVC investment
- Management succession consultation
- Asset formation support
- Sustainable finance
- HR placement
- Balance of Group assets on deposit

Supporting Business Foundation and New Business Operations to Foster Future Leaders of the Local Economy

As the top-tier sponsor of STATION Ai, one of Japan's largest open innovation facilities, we support startups in the Tokai region and promote open innovation, while building and developing the startup ecosystem.

In addition to hosting tours for our business partners at STATION Ai, our seconded employees are involved in the operation of ACTIVATION Lab, a program for working professionals aimed at nurturing entrepreneurs and human resources for new businesses.

Initiatives of NOBUNAGA Capital Village Co., Ltd., the Group's dedicated investment company

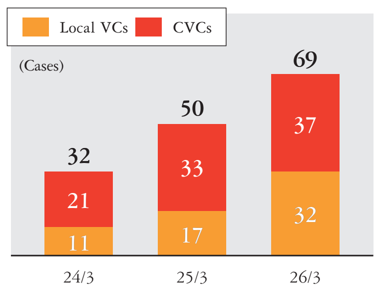
NOBUNAGA Capital Village delivers new value and services to the region through its investments, nurturing and supporting entrepreneurs who will lead the future.

Specifically, through corporate venture capital (CVC), NOBUNAGA Capital Village promotes business co-creation and collaboration with startups across Japan that offer cutting-edge technologies and services. Furthermore, it utilizes a fund targeted at startups active in the Tokai area and companies based at STATION Ai to support entrepreneurs who will lead the future of the region, as it continues to propose new value for the region through co-creation.

[Investment in local VCs and CVCs]

NOBUNAGA Capital Village has been accelerating its investments in companies that can generate synergy for local economies and finance, as well as in companies where there is the potential for business co-creation. Since its establishment in April 2021, NOBUNAGA Capital Village has made a total of 69 investments.

● Investment in local VCs and CVCs



(Cumulative total since establishment in April 2021)

— Conclusion of a collaborative agreement with Sompo Japan Insurance Inc. —

With the primary objective of creating an environment that enables startups to tackle challenges with confidence and pursue accelerated growth, we have signed a "Collaborative Agreement to Support Startup Growth and Address Social Issues" with Sompo Japan Insurance Inc., which provides not only insurance products but also its expertise in risk management and extensive networks cultivated over many years, along with a range of diverse solutions to support startups in taking on challenges.

As a specific initiative under this collaboration, Quastella Inc., an investee company, and Sompo Japan Insurance Inc. are driving the joint development of services aimed at cell manufacturing businesses with a view to supporting the stable provision of regenerative medicine, so as to address the social issue of expanding access to regenerative medicine.

— Group collaboration: NOBUNAGA Capital Village x The Juroku Bank —

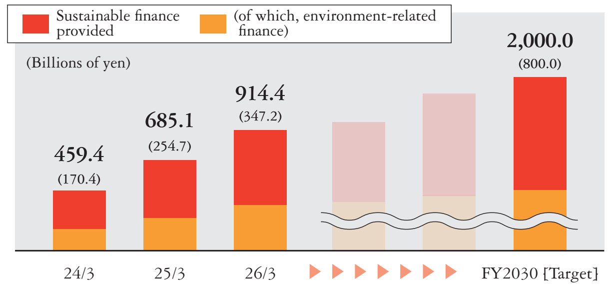
The Group is engaged in efforts to provide multifaceted support to startups, actively offering financial support not only through investments (equity), but also through debt financing.

To date, we have provided comprehensive financing support to OPTIMIND Inc. and Power Wave Co., Ltd. through investment by NOBUNAGA Capital Village and debt financing by The Juroku Bank.

Supporting Local Companies' Core Business Operations and Management Succession to Contribute to Their Growth

The Juroku Bank offers a range of financing products that help clients achieve sustainable management. Juroku SDGs/ESG Finance provides financial support for clients' SDGs and ESG initiatives aimed at tackling global environmental and social issues, while Juroku Positive Impact Finance sees the Bank evaluate clients' SDGs initiatives before setting KPIs, and then monitor progress to support their achievement.

● Sustainable finance provided



(Cumulative total since April 2022)

[Definitions] Sustainable finance: Investment and lending for SDGs/ESG initiatives that contribute to building a sustainable society; Environment-related finance: Investment and lending for initiatives to reduce environmental impact

[Sustainable finance]

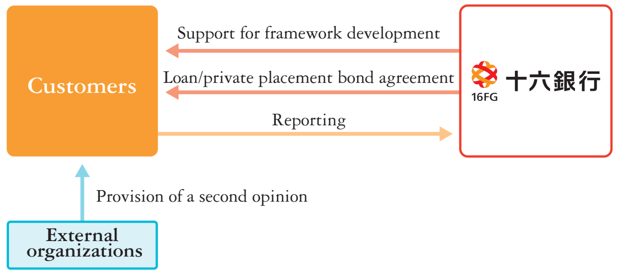
As of March 31, 2026, the Bank has provided a total of ¥914.4 billion in sustainable finance (of which ¥347.2 billion was for environment-related finance). In terms of progress, this is 45.7% of the Bank's sustainable finance target for FY2030 (including 43.4% for environment-related finance).

— Support through Juroku Sustainability Loan —

In February 2026, The Juroku Bank signed a Juroku Sustainability Loan agreement with TSUCHIYA CORPORATION. This marks the first sustainability loan agreement to be concluded by a financial institution headquartered in one of the three Tokai prefectures(*).

(*) As of the time the agreement was concluded, and according to research by The Juroku Bank

The funds delivered through this loan agreement are being allocated to finance the construction of the Technical Innovation Center, a next-generation technological development hub newly established by TSUCHIYA CORPORATION. In addition to reducing environmental impact by maintaining its "100% ZEB" certification, this facility also performs a disaster prevention function with its designation as a public evacuation shelter based on the agreement with Ogaki-shi, Gifu Prefecture, thereby contributing significantly to enhancing the resilience of the region.



Initiatives of NOBUNAGA Succession Inc., an M&A support company

NOBUNAGA Succession, a joint venture with Nihon M&A Center Holdings Inc., is working with The Juroku Bank and other Group companies to ascertain management succession needs and develop solutions.

[Management succession consultation]

Since its establishment in July 2023, the number of consultations has reached 2,000 (of which 125 led to advisory contracts).

● Number of consultations provided

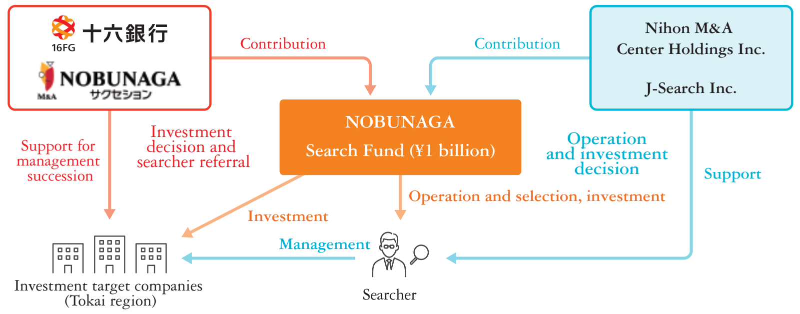
No. of consultations	2,000 cases
(of which, advisory contracts)	125 cases

(Cumulative total as of March 31, 2026)

— Joint establishment of "NOBUNAGA Search Fund No. 1" —

NOBUNAGA Succession and The Juroku Bank, together with J-Search Inc., a consolidated subsidiary of Nihon M&A Center Holdings, have jointly established the "NOBUNAGA Search Fund No. 1 Limited Partnership."

Through this fund, we connect talented human resources ("searchers" selected by J-Search) across Japan who aspire to become business leaders, with SMEs facing management succession challenges that are identified and entrusted to NOBUNAGA Succession, with the aim of addressing management succession challenges and realizing the sustainable growth and development of companies.



Initiatives of the Juroku Research Institute, a thinktank

Functioning as a thinktank for regional financial institutions, the Juroku Research Institute provides a diverse range of services, including research and analysis of the regional economy and industry trends, personnel placement, joint recruitment sessions and seminars for new employees, and support and consulting for human resources systems.

【HR placement】

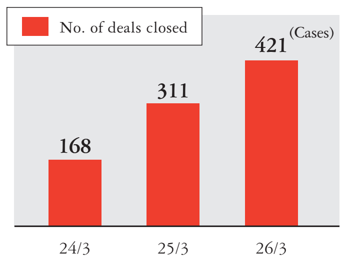
In FY2025, the Institute concluded a total of 110 personnel placement contracts, and a cumulative total of 421 contracts since April 2022.

— Conclusion of a business alliance agreement with the Mitsui O.S.K. Lines Group —

We have signed a business alliance agreement concerning the active deployment of international talent with Mitsui O.S.K. Lines, Ltd. and MOL CAREER Co., Ltd., with the aim of strengthening our response to the anticipated growth in demand for highly-skilled foreign professionals(*).

Through this alliance, we will combine Mitsui O.S.K. Lines Group's longstanding track record in foreign national employment and human resource network, with our Group's regionally rooted customer base to support local companies in securing and retaining talent.

Number of personnel placement contracts closed

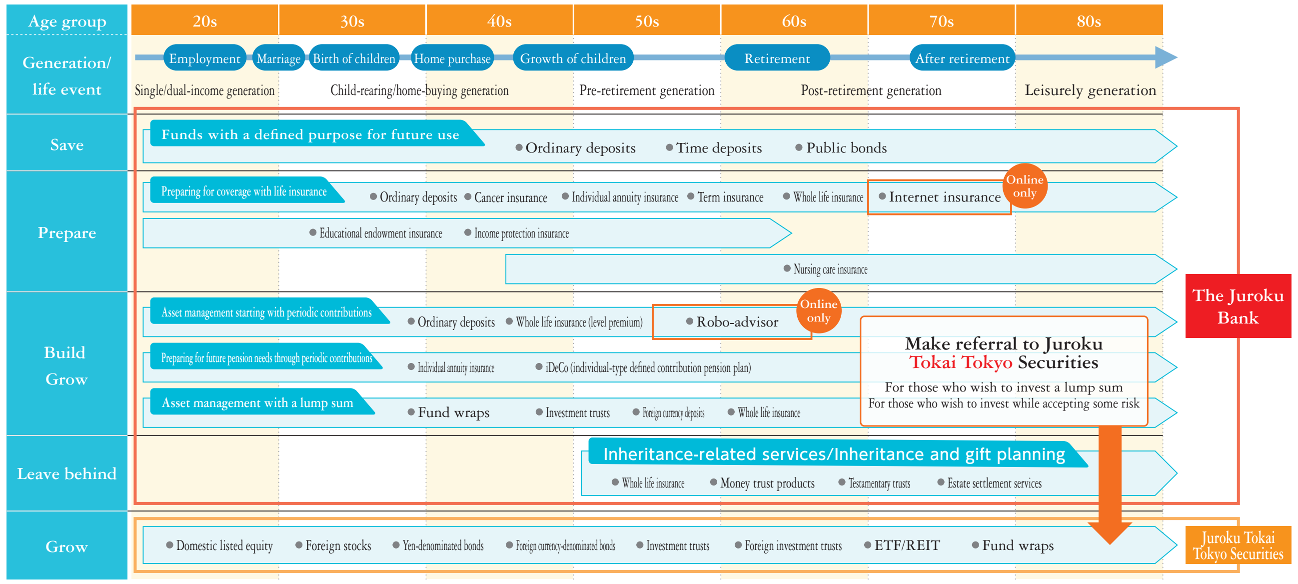


(Cumulative total since April 2022)

(*) Mainly refers to individuals who hold the "Engineer/Specialist in Humanities/International Services" status of residence, have a university degree or higher, possess advanced Japanese language proficiency as well as language and technical skills, and have the requisite skills to perform the following types of work.
International Services (overseas sales, inbound support, bridging operations with overseas business sites)
Engineers (in IT, mechanical, and electrical areas, architectural design, and construction management)

Supporting Asset Formation to Achieve Enriched Living

The Group is helping customers and their families achieve their dreams and form the assets required for a stable retirement through optimal, individualized proposals. The Juroku Bank and Juroku Tokai Tokyo Securities each leverage their respective strengths to propose the optimal portfolios for asset formation and provide ongoing follow-up support.



— The Juroku Bank's asset management consultation lounge "PLAZA JUROKU" —

PLAZA JUROKU is a dedicated store that provides asset management consultations. Specialist staff provide extensive support through a wide range of services, from getting started with asset management, to more advanced investment approaches, preparing for a comfortable post-retirement life, and tax questions relating to important assets.

Characteristics of PLAZA JUROKU

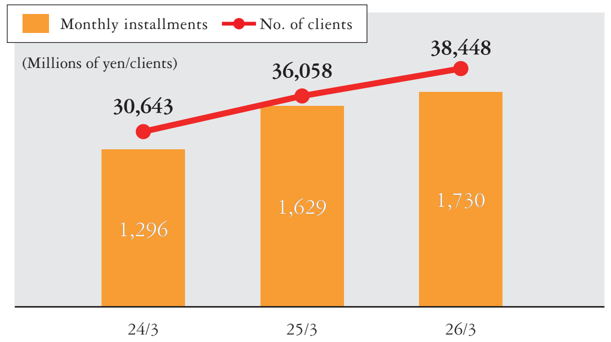
1. Open on weekends (varies by branch)
2. Product and service proposals tailored to customers' needs
3. No waiting time with advance reservations
4. A comfortable space for consultations

Asset formation support and balance of Group assets on deposit

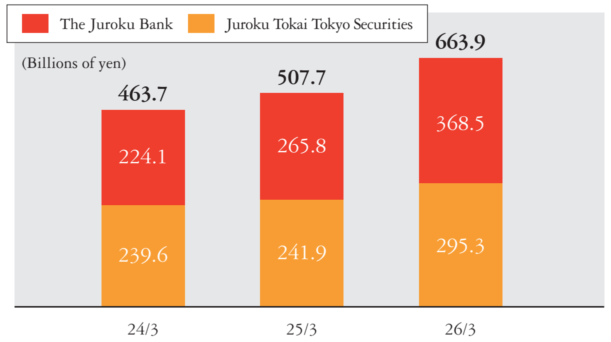
The Juroku Bank is focusing on expanding its investment trust savings plans, which are optimal for long-term, regular, and diversified investments. As of March 31, 2026, the Bank has closed contracts with 38,448 clients, with the total monthly investment amount increasing to ¥1,730 million.

In addition, the combined balance of Group assets on deposit for The Juroku Bank and Juroku Tokai Tokyo Securities reached ¥663.9 billion as of March 31, 2026, achieving the FY2030 target of ¥550 billion ahead of schedule.

<Investment trust savings plans> Monthly installments / Number of clients



Balance of Group assets on deposit



【Definitions】The Juroku Bank: Investment trusts, fund wraps; Juroku TT Securities: Shares, bonds, investment trusts, fund wraps, etc.

【Sale of original investment trust products】

Since January 2024, The Juroku Bank and Juroku Tokai Tokyo Securities have jointly offered an original investment trust called the Gifu/Aichi Region Support Fund (nicknamed Nobunaga Fund).

Investments through this fund are in stocks related to companies with their head office in either Gifu or Aichi Prefecture. By donating some of the fees that The Juroku Bank and Juroku Tokai Tokyo Securities receive through the fund to the future development of Gifu and Aichi Prefectures, the aim is to revitalize local economies and contribute to local communities.

Locally rooted fund that supports companies in Gifu and Aichi Prefectures

Fund composition: Top 10 companies (Gifu- and Aichi-related stocks)

	Company name	Industry		Company name	Industry
1	Juroku Financial Group	Banking	6	Valor Holdings	Retail
2	IBIDEN	Electronics	7	Seria	Retail
3	MIRAI INDUSTRY	Chemicals	8	Densan System Holdings	Information and communications
4	TOKAI	Services	9	FIT-EASY	Services
5	Seino Holdings	Land transport	10	TYK	Glass and ceramics products

(As of December 30, 2025)

【Fund wrap】

Within the Group, The Juroku Bank offers the Juroku Bank Fund Wrap and Juroku Tokai Tokyo Securities offers the Juroku TT Fund Wrap to build optimal portfolios tailored to the investment outlook and risk tolerance of individual customers, while providing optimal asset allocation in response to changing market conditions.

Asset formation segment
Target segmentation
Wealthy class

十六銀行
十六TT証券

【Robo-advisor (discretionary investment service)】

The Juroku Bank offers WealthNavi Inc.'s WealthNavi for Juroku Bank service and Money Design Co., Ltd.'s THEO+ The Juroku Bank service, which help customers take an easy first step toward asset management via a smartphone or computer, even if they do not have advanced investment knowledge.

Sustainable Development of the Local Community

VISION

Use local resources to create comfortable and attractive towns, and promote digitalization of the local community

Key Items

- Local revitalization initiatives
- Social impact investment
- Payment settlement solutions
- Sustainable tourism development
- DX-support consulting
- Cashless support

Creating Comfortable and Appealing Communities

We are leveraging our Group's broad business areas to the fullest, working to build platforms and create innovation, as we pursue community-wide urban development.

Local revitalization initiatives

— Participation in Minami Park Development Project (PFI Project) in Okazaki-shi, Aichi Prefecture —

The Juroku Bank is actively involved in public-private partnership projects such as PFI (Private Finance Initiative) projects. In the Minami Park Development Project, a PFI project undertaken by Okazaki-shi, Aichi Prefecture, The Juroku Bank, as the lead arranger of the project, has concluded a senior loan agreement with a total value of ¥1,644 million. This is aimed at supporting the smooth structuring of the project as the lead arranger and providing financial support to revitalize the community through cross-generational interaction and enhance the appeal of the area.

Implementing municipality	Okazaki-shi
Implementing company	Okazaki Minami Park Management Co., Ltd. (Special Purpose Company (SPC))
Project description	Demolition and removal of existing facilities at Minami Park in Okazaki-shi; design and construction of new park facilities; preparations for opening and long-term maintenance and operation

Source: Okazaki Minami Park Management Co., Ltd. website

— Hosting the "Osanpo Biyori in Yanagase," an event to revitalize the central district of Gifu-shi —

Our female employee project team "Jewelia" planned and hosted "Osanpo Biyori in Yanagase," an event aimed at fostering vibrancy in Yanagase, the central district of Gifu-shi.

The event was held seven times between January 2024 and December 2025, featuring a total of 50 participating businesses and attracting more than 3,000 visitors. As an initiative designed in cooperation with local businesses and residents, it has contributed to revitalizing the city center and communicating its new appeal.

【Projects held】

Jan. 2024	Beauty and Health Marche/Gifu Local Products Fair
Mar. 2024	Art for Parents and Children/Gifu Local Products Fair
Sep. 2024	A Treasure Trove of Japanese Games
Dec. 2024	A Gift from Santa (Christmas event)
Feb. 2025	A Treat for Myself (Valentine's event)
Aug. 2025	Beauty and Health Marche Summer—Discover Your Inner Radiance Under the Sun
Dec. 2025	Gifu-shi Cafe Exploration

About Jewelia

"Jewelia" is a coined term combining **"Juroku"** (as in **Juroku FG**), **"jewelry,"** and **"axia" (Greek for "value")**, reflecting our wish to deliver valuable information that can help the entire community to thrive.

Using Local Resources to Create Value That Will Benefit Future Generations

Initiatives by Kanda Machi Okoshi, our urban development company

Kanda Machi Okoshi is engaged in developing urban development funding sources, specializing in the field of donation intermediary services. Acting as a bridge connecting local governments and the private sector, the company deepens collaboration between the two entities and works to create supportive funding sources that are essential for sustainable urban development.

【Sustainable tourism development】

— Participation in Shirakawa Village Sake Brewery Project in Shirakawa Village, Gifu Prefecture —

Kanda Machi Okoshi has been appointed a private-public collaboration advisor for Shirakawa Village in Gifu Prefecture, home to the renowned World Heritage site "Shirakawa-go." In this capacity, it is participating in the Shirakawa Village Sake Brewery Project, a sake brewery development initiative led by Shirakawa Village and Watanabe Sake Brewery.

This project aims to bring the first sake brewery to Shirakawa Village. Of the approximately ¥1.8 billion total investment, over ¥400 million has been raised through corporate and crowdfunding-type hometown tax donations systems. Through the development of supportive funding sources, an area in which we excel, we are contributing to sustainable community and tourism development.

Project objective: "Sixth-sector industrialization" that will transform tourism's ability to attract visitors into agricultural income

Local issues: Shirakawa Village attracts approximately 2 million tourists annually, but agricultural income remains low. Risk of losing the rural landscape.

Solution: Sixth-sector industrialization—introducing a secondary sector (a sake brewery) that channels the drawing power of the tertiary sector back into the primary sector

■Sixth-sector industrialization model (flow from tertiary → secondary → primary)

Primary sector (agriculture)	Secondary sector (sake brewery)	Tertiary sector (tourism)
• Cultivating sake rice (Yamada Nishiki) local to Shirakawa Village	• Gifu Prefecture's largest sake brewery	• 2 million tourists annually
• Converting approximately 10 hectares of rice paddies to sake rice cultivation	• Attracting Watanabe Sake Brewery	• Turning the brewery into a new tourism hub
• Purchasing of the entire harvest by Watanabe Sake Brewery	• Building the brewery on the former site of Shirakawa Elementary School	• Extending visitor stay durations and increasing spending
• Maintaining and preserving the rural landscape	• Reviving sake brewing after more than 100 years of discontinuation	• Protecting the World Heritage landscape

Key points: Leveraging the ability of tourism (tertiary sector) to attract visitors, the brewery (secondary sector) will purchase the entire rice harvest from farmers, raising income in agriculture (primary sector). Rather than a product-development model that pushes from the primary sector through the secondary and into the tertiary sector, this sixth-sector industrialization model is established in reverse, building outward from robust tourism demand to boost the sustainability of gassho-zukuri houses and the rural landscape.

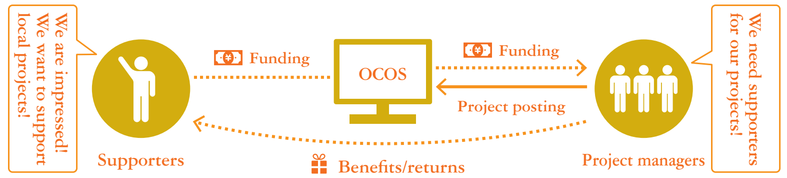
【Social impact investment】

<Local crowdfunding platform "OCOS">

OCOS is a local crowdfunding platform focused on the three Tokai prefectures, supporting fundraising for businesses that aim to address regional issues and create social impact.

Since the service launched in September 2022, the number of projects has exceeded 100, and the total amount of support raised has exceeded ¥100 million.

Local crowdfunding platform
OCOS



Number of projects listed	119 projects
Total amount of funding	¥146.98 million
Target amount achievement rate	53.9%

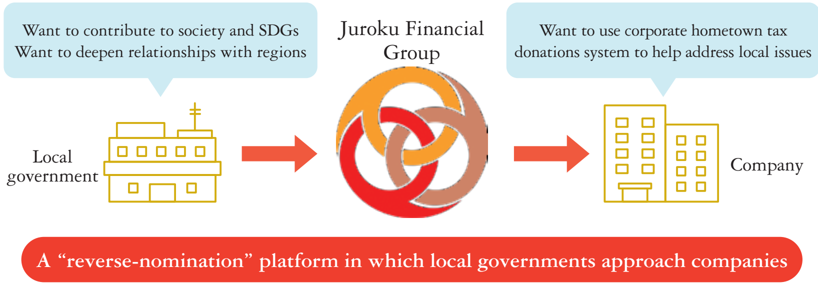
(Cumulative total as of March 31, 2026)

<CoLoRs and ITEMs: Matching services for the corporate hometown tax donations>

The corporate hometown tax donation matching services, "CoLoRs" (monetary donations) and "ITEMs" (in-kind donations), are designed to foster a society in which the private sector shares responsibility for the public good, by enabling companies to participate in urban development in collaboration with local governments.

We have built a unique framework that benefits three parties—schools, students, and companies—in ways such as using an in-kind donation scheme to support large-scale equipment upgrades at public high schools that cannot be fully funded through general revenue sources.

As of March 31, 2026, the number of partner municipalities in Gifu and Aichi Prefectures has reached 62, and the cumulative total amount of donations has exceeded ¥600 million, powerfully expanding our contribution to the local community.



No. of contracted municipalities	62
Total amount of donations brokered	¥643.94 million
of which, monetary donations	¥549.37 million
of which, in-kind donations	¥94.57 million

(Cumulative total as of March 31, 2026)

— Establishment of the corporate forest "Taihei no Mori Shirakawa" and acquisition of the Ministry of Agriculture, Forestry and Fisheries' Certification of Initiatives Regarding Contribution to Agricultural, Mountain, and Fishing Communities —

Prompted by donation intermediary services through Kanda Machi Okoshi's corporate hometown tax donation matching service "CoLoRs," Taihei Machinery Works, Limited has established the corporate forest "Taihei no Mori Shirakawa" in Shirakawa Village, Gifu Prefecture.

This forest-development initiative, implemented through a four-way collaboration between Gifu Prefecture, Shirakawa Village, Taihei Machinery Works, Limited, and Kanda Machi Okoshi, has been recognized by the national government as an advanced model that helps resolve issues in agricultural, mountain, and fishing communities and create social impact. Accordingly, our Group has become the first financial institution group in the Chubu region to acquire the Certification of Initiatives Regarding Contribution to Agricultural, Mountain, and Fishing Communities newly established by the Ministry of Agriculture, Forestry and Fisheries in FY2025.

INITIATIVE
MAFF JAPAN

<Strategic fundraising through agreements with local governments>

Against a backdrop of declining tax revenues as the population declines, forward-looking investment for the future is becoming increasingly difficult for many local governments. In response to this situation, we are rolling out strategic fundraising initiatives based on agreements with local governments. By making use of multiple mechanisms in combination, including corporate and crowdfunding-type hometown tax donations systems, we are practicing a new form of funding resource development that will benefit local communities.

●Municipalities that have signed collaborative agreements

Ono-cho, Gifu Prefecture	Ikeda-cho, Gifu Prefecture	Gero-shi, Gifu Prefecture
June 2025	June 2025	October 2025
Comprehensive collaboration agreement concerning the Ono-cho Undo Park Renewal Project	Agreement concerning the Ikeda Onsen Regeneration Project	Collaboration agreement concerning the strategic use of corporate hometown tax donations system

Promoting Digital Transformation of Local Companies and Local Governments

The Group is actively promoting support for migration to digital payments, aimed at achieving the goal set by the government and the Japanese Bankers Association to completely eliminate the use of bills and checks (zero clearing volume) by the end of FY2026. We make detailed proposals tailored to the business model and needs of each client company, such as migration to electronically recorded monetary claims (Densai) or Internet banking for corporate clients, strongly supporting local businesses in their efforts to improve operational efficiency and productivity through the digitalization and paperless transformation of business settlements.

Furthermore, in response to the management challenges facing local companies, such as structural labor shortages stemming from population decline, we are promoting support for sustainable growth driven by digital technologies. Through seminars and other means, we widely introduce the latest case studies on the move toward cashless systems, regulatory compliance, and operational efficiency. We also carefully organize the latent needs of clients taking their first step toward DX and propose concrete roadmaps tailored to practical operations, thereby offering hands-on DX support that leverages the comprehensive strength of our Group.

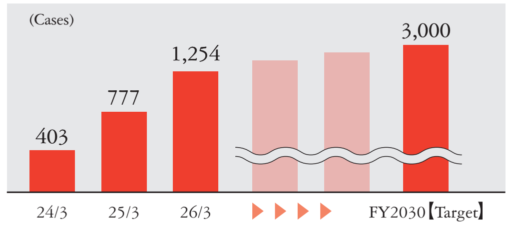
Initiatives by Juroku Densan Digital Service

Juroku Densan Digital Service, a joint venture with Densan System Holdings, provides an array of digital solutions including AI, RPA, information security, and network systems.

[DX-support consulting]

The company secured 477 projects in FY2025, bringing the cumulative total from April 2022 to 1,254 projects, showing its ongoing contribution to DX activities at local companies.

●DX-support consultation cases



(Cumulative total since April 2022)

[Payment settlement solutions]

With school club activities moving into the private or community sector—a trend driven in part by work style reforms for teachers, a major challenge has been the administrative burden, including fee collection, placed on the operators of local clubs that are now serving such school clubs.

To help resolve this issue through DX, the company launched a campaign to support the community transition of club activities, offering a discount on the basic monthly fee for our payment collection service "JCS Net." In this way, the company is contributing to addressing community issues through our payment solutions.

— Special lectures for high school students under a collaborative agreement with Ena-shi, Gifu Prefecture —

Based on a collaborative agreement with Ena-shi, Gifu Prefecture, Juroku Densan Digital Service and NOBUNAGA Capital Village held special lectures at Gifu Prefectural Ena Minami High School, aimed at discovering and nurturing the human resources that will lead the future of Ena-shi, a city of the future.

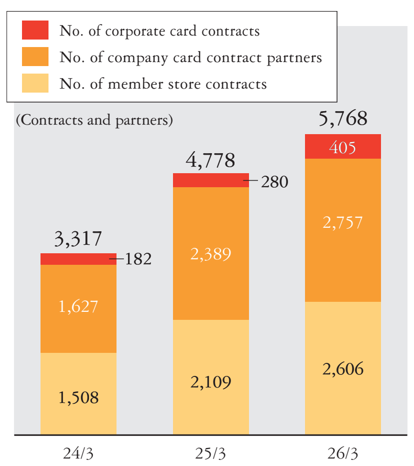
To help students who will lead the next generation broaden their future path and career potential, the lectures covered themes including "Startup Business Growth and Careers," presented by NOBUNAGA Capital Village, and "The Digital/IT Field and Future Work Styles," presented jointly by Juroku Densan Digital Service and COCOO Corp.

We will continue to strengthen our collaboration with Ena-shi, contributing to addressing local issues and the realization of sustainable development through industry-government-academia co-creation.

Initiatives by Juroku Card

Juroku Card is responding to customers' diverse cashless payment needs through credit cards. For corporate and sole-proprietor clients, the company proposes card usage as a means of streamlining expense management and as a payment method to replace bills and checks. The company is also actively supporting digitalization, including the introduction of payment terminals, at schools and government offices that are increasingly adopting cashless payments.

●Number of cashless payment support cases



(Cumulative total since April 2022)

【Cashless payment support】

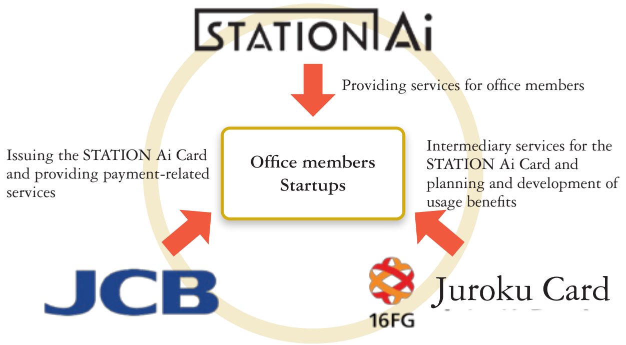
Present Promoting the adoption of cashless systems in the region, centered on member store services

Future Building highly convenient regions through a higher cashless payment ratio

— Collaboration with JCB Co., Ltd. and STATION Ai Corp.—

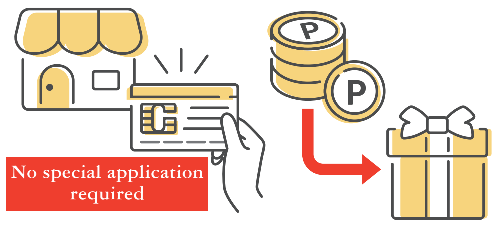
In partnership with JCB Co., Ltd. and STATION Ai Corp., Juroku Card began issuing the STATION Ai JCB Biz ONE Card for startups based at STATION Ai, one of Japan's largest open innovation facilities.

The card is issued by JCB Co., Ltd., with our company acting as an intermediary agent to promote enrollment. The card provides smooth payment solutions even for newly established startups, which often face difficulties obtaining corporate cards, thereby helping reinforce their management foundations.



【Original service "Eriwan"】

This service offers users double the number of Global Points and J-POINTs earned, or provides discounts, when they use their Juroku Card or Juroku JCB Debit Card at local Eriwan partner stores. Points accumulated through Eriwan can be exchanged for a wide variety of products or partner points.



【Educational video project on credit literacy using a VTuber】

Juroku Card is working with any style, Inc. to provide credit literacy education in formats that are familiar to users, which is the delivery of credit literacy educational videos via the VTuber Tsukimiya Kanon.

By incorporating this entertaining VTuber aspect into financial literacy education, we are working to ensure that the younger generation can learn how to correctly use credit cards and create an environment in which people can confidently use cashless payments in the future.

Special Feature

Promoting Financial Literacy Education

— Juroku MONEY COLLEGE and Other Initiatives to Nurture the Next Generation and Realize Regional Co-Creation —

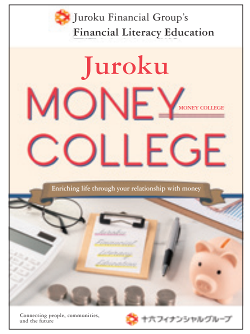
Background and Positioning (Contribution to Materiality)

As part of our efforts toward "sustainable development of the local community," one of our Group's key sustainability challenges (materiality issues), and our "Region-Producing Strategy" under the Medium-Term Management Plan, our Group is focused on nurturing leaders who can drive the future development of a sustainable local community. Amid growing social demand driven by the lowering of the age of adulthood and the expansion of financial and economic education in schools, we established a systematic financial education curriculum, Juroku MONEY COLLEGE, in January 2023. Through this program, we aim to improve financial literacy across the region and help create a sound future.

A Program Feature: Leveraging the Group's Comprehensive Strength

A key feature of the Juroku MONEY COLLEGE is that it offers an optimal curriculum tailored to every life stage, from elementary through senior high school and university students, working adults, and seniors. It covers a diverse range of themes, from "financial fundamentals" to "asset formation," "cashless payments," "loans," and "startup (fundraising)."

Depending on the theme, employees with specialized expertise from Group companies, including The Juroku Bank, Juroku Tokai Tokyo Securities, Juroku Card, and NOBUNAGA Capital Village, serve directly as lecturers, giving back to the community through practical education that draws on the comprehensive strength of the Group.



Key Initiatives and Topics: Advancing Co-Creation and Experiential Learning with the Next Generation

●Rollout of the community co-creation board game "Nobunaga Money Study"

In October 2023, we created Nobunaga Money Study, a Gifu Prefecture-themed financial board game for upper elementary school students that combines financial education with education about the hometown. In developing the game, we conducted repeated playtests with students from the Quiz Research Club at Gifu Prefectural Gifu High School, reflecting the authentic perspectives of current high school students in choices such as the game's name and event cards. The game, developed through co-creation with the local community and the next generation, has earned high praise as an original teaching tool that allows students to learn while having fun.

●Approach to diverse stakeholders

Beyond conducting visiting lectures at schools, we are implementing multifaceted initiatives aimed at realizing an inclusive society, including the ongoing annual information and financial literacy vocational training at the Gifu Prefectural Vocational Skills Development School for People with Disabilities.

— Economics Koshien Gifu Tournament (December 2025) —

The Juroku Bank hosts the Gifu Tournament of Economics Koshien, a financial and economic quiz competition for high school students across Japan. In FY2025, the 16th hosting of the tournament, 18 students (9 teams) took part. Through this competition, we are providing an opportunity for students to acquire financial knowledge.

— Nobunaga Kids Money Academy (March 2026) —

The Juroku Bank and Japan Financial Literacy and Education Corporation (J-FLEC) jointly held "NOBUNAGA Kids Money Academy - Spring 2026."

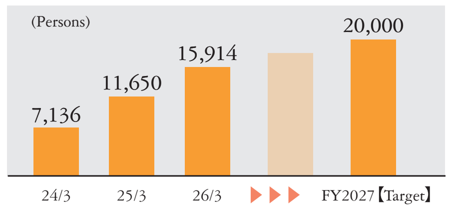
Held as part of the global educational awareness campaign "Global Money Week," the event featured lectures by J-FLEC-certified advisors along with hands-on learning experiences using "Nobunaga Money Study."

Track Record of Activities

Since the program's launch in 2023, both the number of sessions held and the number of participants have steadily increased in response to demand from the community.

As of March 31, 2026, the cumulative number of participants has reached 15,914.

●Number of financial literacy education participants



(Cumulative total since the program's launch)

Environmental Conservation and Climate Change Actions

VISION

Working on reducing the environmental impact and helping local companies achieve carbon neutrality in order to build a decarbonized society

Key Items

- Decarbonization support for local companies
- GHG emission reduction
- Paper use reduction
- Use of HVs and EVs for sales fleet

Environmental Policy

Basic Philosophy

The Juroku Financial Group (the corporate group consisting of the Company and its consolidated subsidiaries) recognizes that environmental protection is an important management challenge for the achievement of its Group Management Philosophy: Achieving growth and prosperity for our customers and the local community. We have therefore formulated the Environmental Policy to promote environmental protection initiatives in our business activities.

Environmental Policy
Please refer to our website.
https://www.16fg.co.jp/kankyouhoushin.html
(in Japanese only)

Action Guidelines

1. **Compliance with environment-related laws and regulations, etc.**
   We comply with environment-related laws, regulations, and other rules.
2. **Reduction of environmental impact**
   We will work for energy- and resource-saving initiatives, prevent pollution, reduce waste, and promote recycling to reduce the environmental impact.
3. **Environmental protection through our business activities**
   We support customers' environmental conservation efforts by developing and providing environmentally friendly products and services.
4. **Response to climate change**
   Recognizing the risks associated with climate change, we will set specific targets aimed at reducing GHG emissions and aim to achieve a decarbonized society.
5. **Protection of natural capital and biodiversity**
   We will consider any impact that our business activities may have on natural capital and biodiversity and strive to protect the natural environment and ecosystems.
6. **Education and awareness-raising**
   We will educate officers and employees to improve their awareness of the importance of environmental protection and proactively engage in environmental protection activities.
7. **Governance**
   The Policy has been approved by the Board of Directors, and regular reports of progress with environmental protection initiatives are given at Board of Directors meetings.
8. **Information disclosure and dialogue with stakeholders**
   We will enhance our disclosure of environment-related information and strive to improve our environmental protection initiatives through stakeholder dialogue.

Promotion of Climate Change Measures

Selected for the Climate Change A List, the highest rating in the CDP Climate Change 2025 assessment

In December 2025, we were selected for the Climate Change "A List," the highest rating in the 2025 climate change assessment conducted by CDP(*), which globally promotes environmental information disclosure. This selection recognized our initiatives to address climate change and the transparency of our information disclosure.

We will further carry out our initiatives to reduce GHG emissions, to achieve our own carbon neutrality as soon as possible, and aim to realize a sustainable society by supporting our customers' carbon neutral business management.

Climate CDP A List 2025

(*) CDP is an international non-profit organization that operates the world's only independent environmental information disclosure system. More than 24,800 companies worldwide disclose data through CDP, where companies are assessed on an eight-level scale from A to D-.

Disclosure Based on TCFD and TNFD Recommendations

Governance

Sustainability management structure

Climate Nature

Sustainability Policy and key challenges

The Juroku Financial Group has formulated a Sustainability Policy and has positioned sustainability initiatives, such as those related to climate change, biodiversity, and natural capital, as key management challenges.

Moreover, the Juroku Financial Group SDGs Declaration lists the revitalization of the local economy, sustainable development of the local community, environmental conservation and climate change actions, empowerment of diverse human resources, and advanced governance as key challenges.

Supervisory structure

The Board of Directors supervises the initiatives for key challenges related to sustainability (materiality) and the progress toward sustainability KPIs.

Execution structure

In order to address sustainability-related issues appropriately, the Group has set up the Sustainability Council, which is chaired by the Group CEO and consists of various Chief Officers.

The Council generally meets at least once every three months to deliberate key issues (e.g., drawing up a policy for implementing initiatives on sustainability issues including climate change, setting targets and checking progress), and reflects the results to management strategies and risk management.

The content of deliberation at the Council is regularly reported to the Board of Directors at least once every three months.

Furthermore, the four working groups have been established under the Sustainability Council with responsibilities for Sustainable Business, Environmental Conservation, D&I, and Climate Change and Biodiversity.

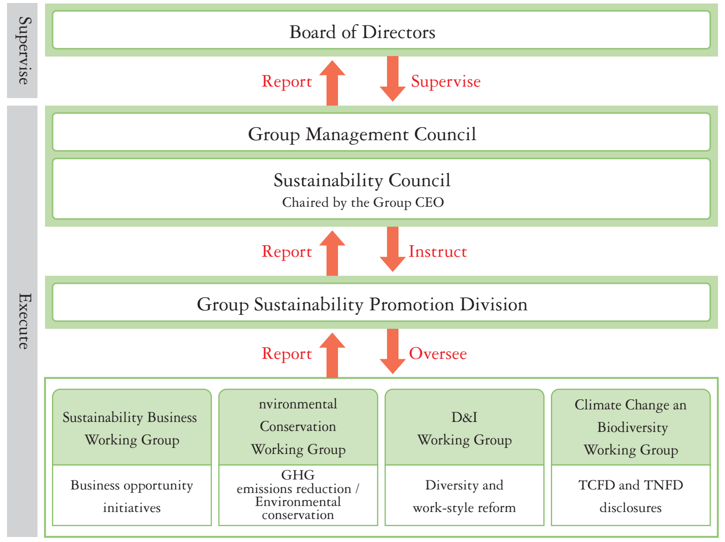
The working groups are composed of cross-organizational members from each Group company, including Chief Officers, and generally meet at least once a month to discuss challenges that line up with respective responsibilities and report details to the Group Sustainability Promotion Division.

Initiatives to Respect Human Rights [Refer to page 85]

Our Human Rights Policy states our commitment to respecting the human rights of all officers and employees, customers, suppliers, and other stakeholders.

Moreover, the Investment and Lending Policy for the Creation of a Sustainable Society states that we will not invest in or lend to companies that are found to be in human rights violations.

● Governance system for sustainability



● Main topics discussed at the Sustainability Council

- Revisions to sustainability-related policies
- Disclosure based on TCFD and TNFD recommendations
- Establishment of targets to reduce investment and financing portfolio
- Roadmap to carbon neutrality
- ESG evaluations by external rating agencies
- Promotion of health management
- Promotion of paper-free environments
- Progress in Sustainability KPIs

Officer remuneration system reflecting ESG-related factors [Refer to page 98]

With the aim of achieving sustainable growth and enhancing corporate value, we introduced a stock-type remuneration system that reflects ESG-related factors in a portion of officer remuneration.

With regard to evaluation indicators for ESG factors, the degree of achievement of sustainability KPIs in the previous fiscal year, such as the amount of sustainable finance provided, the GHG emissions reduction rate, and the percentage of female managers, is adopted.

Strategy

Opportunities and risks

Climate Nature

The Juroku Financial Group analyzes risks and opportunities associated with climate change, biodiversity and natural capital in the timeframes of "short term," "mid term" and "long term."

We are also aware that the emergence and combination of numerous risks could lead to systemic risks that cause instability in the entire financial system.

Based on the results of our scenario analyses, we will engage with customers and offer financial support through green financing, sustainable financing, and transition financing to create business opportunities and reduce risk.

Assessment item			Main opportunities and risks	Timeframe
Opportunity	Products and services		● Increase in business opportunities (e.g. offering investments, loans and consultation services to help customers transition to a decarbonized society)	Short- to long-term
Opportunity	Market		● Increase in demand for capital in line with public works projects for disaster management and customers' capital investments ● Increase in demand for capital associated with projects that contribute to the protection and recovery of natural capital	Mid- to long-term Mid- to long-term
Opportunity	Resource efficiency		● Reduction in business costs through resource-saving, energy-saving, and new technology utilization ● Decline in procurement costs due to improvements in resource efficiency through recycling and other means	Short- to long-term Short- to long-term
Opportunity	Reputation		● Increase in collaborative system development efforts with local governments and other organizations on disaster preparedness / mitigation to strengthen local resilience ● Enhancement in corporate value by appropriately implementing and disclosing initiatives for climate change, biodiversity, and natural capital	Short- to long-term Short- to long-term
Risk	Physical risks	Acute risks	● Deterioration in customers' business performance associated with an increase and intensification in the severity of abnormal weather, and degradation in loan asset value resulting from damage to collateral value ● Work suspension occurring as a result of emergencies affecting the Group's sites or officers and employees	Short- to long-term Short- to long-term
Risk	Physical risks	Chronic risks	● Degradation in loan asset value resulting from damage to collateral value; deterioration in customers' business performance resulting from such factors as changes in precipitation and weather patterns, as well as higher average temperatures and sea levels ● Degradation in loan asset value from deterioration in customers' business performance caused by water resource depletion and the ensuing restrictions on water usage and soaring water prices	Mid- to long-term Mid- to long-term
Risk	Transitional risks	Policy / Law	● Degradation in loan asset value resulting from deterioration in customers' business performance caused by increasingly strict policies and restrictions associated with climate change, biodiversity, and natural capital	Mid- to long-term
Risk	Transitional risks	Market	● Degradation in loan asset value resulting from deterioration in customers' business performance caused by changes in consumer behavior and rising raw material costs ● Decline in corporate value caused by the obsolescence of existing business models in line with the transition to a decarbonized society and a nature-positive economy	Mid- to long-term Mid- to long-term
Risk	Transitional risks	Technologies	● Degradation in loan asset value resulting from deterioration in customers' business performance, associated with failure to invest in and the transition costs for low-carbon technologies	Mid- to long-term
Risk	Transitional risks	Reputation	● Decline in corporate value caused by inferior initiatives and information disclosure for climate change, biodiversity, and natural capital compared to other companies	Short- to long-term
Risk	Transitional risks	Litigation	● Risk of being subject to lawsuits related to lending to companies who have caused nature-related damage through environmental pollution and other means	Mid- to long-term

* Short-term = Around 5 years; Medium-term = Around 10 years; Long-term = Around 30 years

Responding to business opportunities

Climate Nature

With the transition to a decarbonized society and a nature-positive economy, customer demand for funds is expected to increase, and business restructuring and demand for new financial instruments and services are expected to grow, creating more business opportunities for the Group.

The Juroku Financial Group will proactively work to provide various financing and solutions utilizing financial and non-financial functions to solve customers' problems.

Financing to solve environmental issues

We offer various financing products to meet our customers' financing needs for carbon neutral business management and green initiatives.

Green loan and green private placement bond

These financing products limit the use of funds to those that contribute to solving environmental issues, such as the introduction of renewable energy generation facilities or the switch to highly energy-efficient equipment.
The scheme of obtaining a second opinion from an external organization allows the company to communicate its environmental initiatives to society and stakeholders.

Sustainability linked loan

This financing product sets sustainability performance targets (SPTs), which are business goals related to SDGs and ESG, and offers preferential interest rates and other loan terms based on the degree to which the SPTs are achieved.
External communication of customers' initiatives for the SDGs and ESG can lead to the acquisition of social support.

Positive impact finance

This financing product comprehensively analyzes and evaluates the impact of corporate activities on either environmental, social, or economic aspects, and establishes KPIs that contribute to creating positive impact and reducing negative impact.
We continue to support our customers' efforts through monitoring of KPI achievement.

Supporting local companies to achieve carbon neutrality

To support customers' carbon neutral business management, we are developing a range of consulting services to boost our lineup.

We have offered decarbonization consulting, through which we help customers visualize GHG emissions and set reduction targets since August 2021, and to date we have worked with a total of 431 client companies.

Moreover, more than 70% of these companies have acquired SBT certification for SMEs through support from the Juroku Financial Group.

Launch	Service details	Number of cases					
		FY2021	FY2022	FY2023	FY2024	FY2025	Total
August 2021	Decarbonization consulting (Calculation of GHG emissions, setting of reduction targets)	47	91	79	135	79	431
August 2021	Support for the acquisition of SBT certification for SMEs (Setting of reduction targets in line with the Paris Agreement)	2	43	109	76	84	314
February 2023	Planning and review of transition plans for carbon neutral business management (Formulation of transition plans and reviews of progress)			4	3	4	11
August 2023	GHG emissions management system (GHG emissions calculation system)			161	125	64	350
March 2024	Support for the acquisition of carbon offset certification (Acquisition of certification for products eligible for carbon offsetting)				6	4	10

Selection of priority sectors

To effectively drive regional decarbonization, the Group has selected three priority sectors for supporting the decarbonization efforts of local businesses: "automotive," "metals & mining," and "construction materials & capital goods."

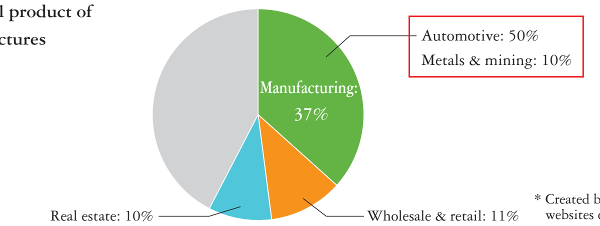
We made this selection by comprehensively considering the regional characteristics of Gifu and Aichi Prefectures, our main sales areas, the shares of these sectors in our lending portfolio, and the GHG emissions (financed emissions) of our investees and borrowers.

Priority sector | **Reason for the selection**

Automotive
Metals & mining

Gifu and Aichi Prefectures have thriving manufacturing industries, with manufacturing accounting for approximately 37% of the combined gross prefectural product of the two prefectures.
We selected "automotive (transportation machinery)" sector, which accounts for approximately 50% of the manufacturing industry, because of the significant impact it has on the region, backed by its expansive supply chain.
Furthermore, we selected the "metals & mining (metal products, etc.)" sector, which accounts for approximately 10% of the manufacturing industry, as it has relatively large financed emissions due to the large amount of energy used, such as electricity and heat, in the manufacturing process.

● Gross prefectural product of Gifu/Aichi Prefectures

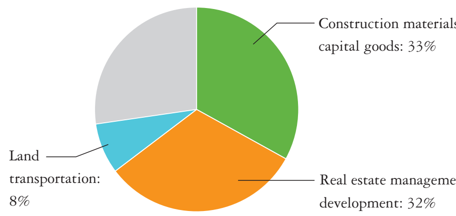


* Created based on data published on the official websites of Gifu Prefecture and Aichi Prefecture.

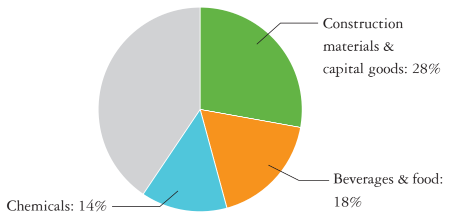
Construction materials & capital goods

We selected the "construction materials & capital goods" sector as it is the largest sector in terms of carbon-related assets and the scale of financed emissions within the lending portfolio of the Juroku Bank.
The "construction materials & capital goods" sector consists of the construction industry, as well as construction materials such as cement and glass, which emit large GHG emissions during manufacturing, and capital goods such as machine tools, industrial machinery, and heavy electrical equipment.

● Breakdown of carbon-related assets



● Scale of financed emissions



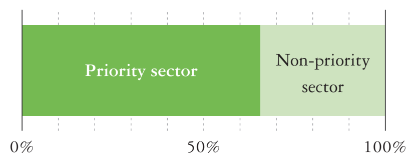
Engagement with priority sector

Our decarbonization consulting services, which began in August 2021 and support the calculation of GHG emissions and the setting of reduction targets, have already been used by 431 client companies.

Of these, 283 companies (66%) are clients in the priority sectors mentioned above.

We will continue to actively support the decarbonization efforts of our clients in priority sectors and strive to achieve regional decarbonization.

● Decarbonization consulting results



Examples of risks

Climate Nature

The Juroku Financial Group organizes risk related to climate change, biodiversity and natural capital into four categories.
For physical and transitional risks arising from climate change, biodiversity and natural capital, the following examples are assumed.

Risk category	Definition	Examples of physical risks	Timeframe	Examples of transitional risks	Timeframe
Credit risk	Risk of incurring losses due to the decrease or loss of asset value including off-balance assets caused by deterioration of customers' financial condition	Degradation in loan asset value resulting from deterioration in customers' business performance and damage to collateral value caused by large-scale natural disasters (flood, drought, forest fires, etc.)	Short- to long-term	Degradation in loan asset value resulting from deterioration in customers' business performance, associated with such factors as climate-, biodiversity-, and natural capital-related regulation tightening, failed investment in low-carbon technologies, and changes in consumer behaviors	Mid- to long-term
Market risk	Risk of incurring losses from the fluctuation of the value of assets and liabilities (including off-balance assets and liabilities), as a result of changes in various market risk factors such as interest rates, foreign exchange rates, and stocks, as well as the risk of incurring losses due to fluctuations in the income generated from assets and liabilities	Decline in prices of securities holdings resulting from deterioration in investee companies' business performance caused by large-scale natural disasters (flood, drought, forest fires, etc.)	Short- to long-term	Decline in prices of securities holdings resulting from deterioration in investee companies' business performance, associated with such factors as climate-, biodiversity-, and natural capital-related regulation tightening, failed investment in low-carbon technologies, and changes in consumer behaviors	Short- to long-term
Liquidity risk	Risk of incurring losses due to difficulties in securing necessary funds or being forced to raise funds at significantly higher interest rates than usual because of a mismatch between investment and financing periods or unexpected outflow of funds as well as risk of incurring losses due to the inability to trade in the market or being forced to trade at a significantly unfavorable price than usual because of market disruption	Deposit outflows due to the occurrence of demand for funds from customers affected by large-scale natural disasters (flood, drought, forest fires, etc.)	Short- to long-term	Deterioration in the financing environment and outflow of deposits due to deterioration in the Group's creditworthiness resulting from delays in addressing climate change and natural disaster risks	Short- to long-term
Operational risk	Risk of incurring losses due to inappropriate business processes, activities of officers and employees, or systems, or external events	Work suspension occurring as a result of emergencies affecting the Group's sites or officers and employees	Short- to long-term	Losses from fines and lawsuits due to inappropriate responses to climate change, biodiversity, natural capital, etc.	Short- to long-term

Scenario analysis

Climate Nature

The Juroku Financial Group conducts scenario analysis on physical risks and transitional risks in order to identify how climate-related risks would affect the Group.

Physical risks

In recent years, we have observed an increase in the severity and frequency of weather-related disasters such as heavy rains and typhoons caused by rising temperatures.
As such, starting in FY2025, we divided physical risks into acute risks and chronic risks. For acute risks, we analyzed flooding and storms, and for chronic risks, we analyzed rising temperatures.
We calculated the impact on credit-related costs from the deterioration of customers' business performance and the damage to real estate collateral should the identified risk events occur. The result points to a cost increase of approximately ¥12.9 billion.

	Acute risks		Chronic risks
Risk event	Flood	Storm	Rising temperature
Scenario	IPCC/SSP5-8.5 (4°C scenario) IPCC/SSP1-1.9 (1.5°C scenario)		
Analysis target	Business loan borrowers in Gifu/Aichi Prefectures Collateral of real estate (buildings) in Gifu/Aichi Prefectures (excluding secured home loans)		Business loan borrowers in Gifu/Aichi Prefectures
Analysis content	Increase in credit-related costs stemming from the deterioration of business performance due to customers' business suspension/stagnation and damage to real estate (buildings) collateral during a once-in-a-century flood	Increase in credit-related costs stemming from the deterioration of business performance due to customers' business suspension/stagnation and damage to real estate (buildings) collateral during a once-in-a-century storm	Increase in credit-related costs stemming from the deterioration of customers' business performance due to decreased labor productivity caused by rising average temperatures
Analysis period	Up to 2050	Up to 2050	Up to 2050
Results of analysis	Increase in credit-related costs Up to approx. ¥5.4 billion	Increase in credit-related costs Up to approx. ¥3.1 billion	Increase in credit-related costs Cumulative total of approx. ¥4.4 billion

* IPCC: Intergovernmental Panel on Climate Change
* SSP: Shared Socioeconomic Pathways

Transitional risks

Following a qualitative analysis of sectors with large credit exposure and the carbon-related sectors defined in the TCFD recommendations, we selected the "oil & gas sector" and "transportation sector" as sectors of significant transitional risks for the Group, in addition to the previously identified "electric power sector" and "automotive sector."
We calculated the impact on the Group's credit-related costs in view of the increased cost of transition into a decarbonized society such as the introduction of the carbon tax, a decline of net sales and future market trends. The result points to a total cost increase of approx. ¥4.7 billion.

	Transitional risks
Risk event	Transition to a decarbonized society
Scenario	NGFS/NetZero2050 (1.5°C scenario), Current Policies (3°C scenario)
Analysis target	Electric power sector, automotive sector, oil & gas sector, transportation sector
Analysis content	Higher credit-related costs due to the deterioration of customers' business performance stemming from the introduction of carbon taxes as a result of the transition to a decarbonized society, increased costs due to increased energy costs, fluctuations in market demand, and additional capital investments
Analysis period	Up to 2050
Results of analysis	Increase of credit-related costs: Cumulative total of approx. ¥4.7 billion

NGFS: Network of Central Banks and Supervisors for Greening the Financial System

Analysis results for physical risks and transitional risks are calculated under specific preconditions.
Considering the likelihood of risk events occurring, we have determined that the impact on the Group's finances is limited within the scope of this analysis, and as such, does not pose a significant concern to the sustainability of our business.
We will continue our efforts to enhance the scenario analysis.

Carbon-related assets

Climate Nature

For carbon-related assets for which the TCFD recommendations recommend disclosure, the following table shows the loan balance by sector and the percentage of total sector loans.

●Ratio of carbon-related assets against the loan balance (as of the end of March 2026)

Sector		Loan balance (Millions of Yen)	Ratio
Energy	Oil & gas	35,784	0.7%
	Electric power & utilities	47,776	0.9%
Transportation	Air transportation	2,848	0.1%
	Marine transportation	66	0.0%
	Land transportation	108,624	2.1%
	Automotive	60,998	1.2%
Materials/buildings	Metals & mining	47,560	0.9%
	Chemicals	80,130	1.5%
	Construction materials & capital goods	447,860	8.6%
	Real estate management & development	429,574	8.3%
Agriculture/food/forest	Beverages & food	62,190	1.2%
	Agriculture	4,319	0.1%
	Paper & forestry	28,444	0.5%
Total		1,356,173	26.2%

* Loan balance = Total of loans, foreign exchange, acceptance and guarantee, etc.
* Electric power & utilities sector excludes the water and renewable energy power sectors

Dependencies and impacts

Climate Nature

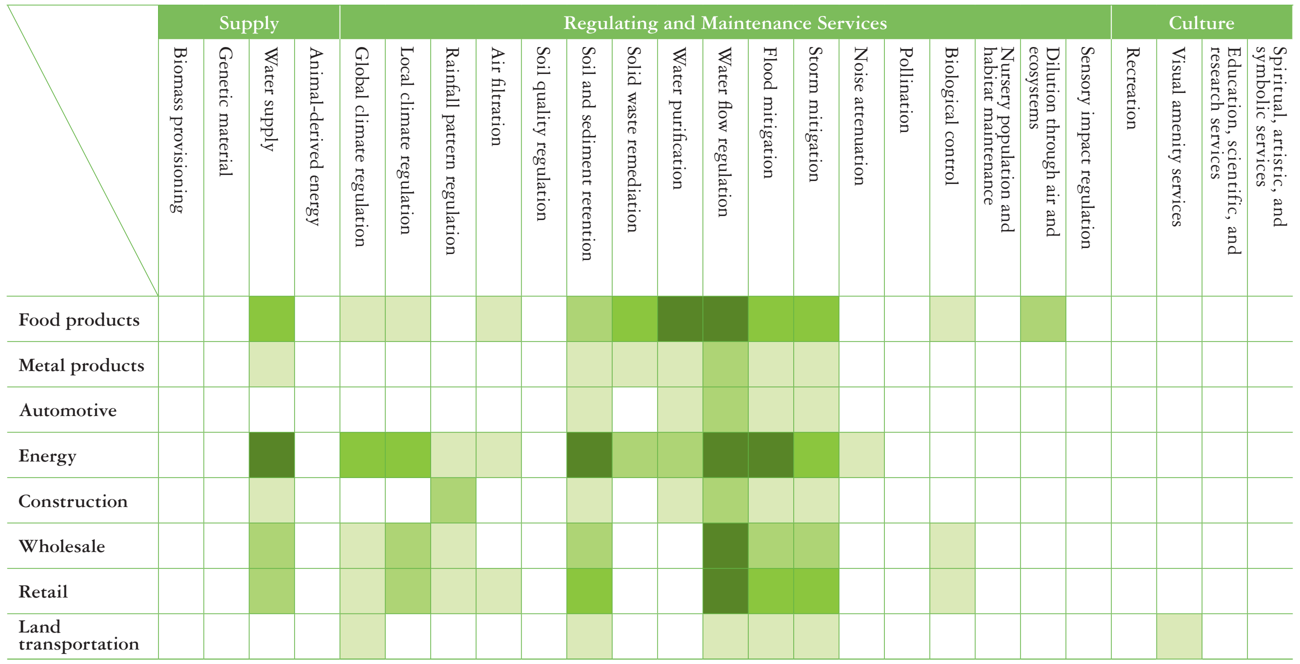
To gauge the relationship between the Group's business activities and natural capital, we analyzed the dependencies and impacts on natural capital through our investment and lending.

Using the ENCORE(*) tool for analyzing nature-related risks, we created a sector-by-sector heatmap of the dependencies and impacts on natural capital for corporate clients to which The Juroku Bank provides loans.

Sectors with high risk scores and lending above a certain amount are as below.

* ENCORE: Exploring Natural Capital Opportunities, Risks and Exposure
A tool to gauge a company's dependencies and impacts on natural capital.
The tool was jointly developed by the Natural Capital Finance Alliance and the UN Environment Programme World Conservation Monitoring Centre.

● Dependencies on natural capital



● Impacts on natural capital

Our analyses revealed that in terms of dependencies on natural capital, there were many sectors depending on supply services such as water supply, as well as regulating and maintenance services such as water flow regulation, flood mitigation, storm mitigation, and soil and sediment retention.

In terms of impacts on natural capital, there were significant impacts from water use, emissions of toxic pollutants to water and soil, and GHG emissions.

Moving forward, we will work to further sophisticate our analyses of dependencies and impacts on natural capital, and work to identify nature-related risks and opportunities.

Relationship between the business activities of investees and borrowers and nature

Climate Nature

In line with the LEAP approach advocated by the TNFD recommendations, we identified the sectors in our lending portfolio to address as a matter of priority and analyzed each sector.

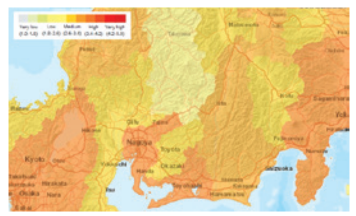
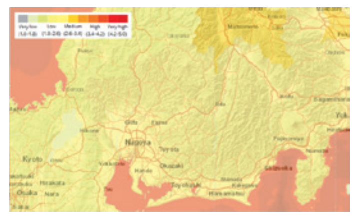
After assessing dependencies and impacts on natural capital, lending amounts, and levels of engagement, we identified the food sector as a priority sector and conducted the following analyses.

● Dependencies and impacts / risks and opportunities in food sector

Dependencies and impacts	Due to the use of water resources in the processing stage at food manufacturing sites, the sector is heavily dependent on water-related ecosystem services such as water supply, water purification, and water flow regulation. The sector also has significant impacts on natural capital in water use and emissions of toxic pollutants to water and soil. The expansion of agricultural land and construction of manufacturing sites is also expected to impact area of land use.
Risks and opportunities	There are examples of policy and legal risks associated with restrictions on water intake of manufacturing sites and regulations and taxes on groundwater use, as well as reputational risks associated with the boycotting of products with high environmental impact. On the other hand, there are potential business opportunities from the switch to a more environmentally friendly product lineup.

Analyses of manufacturing sites of loan recipients

Having identified the manufacturing sites of our loan recipients in the food sector, we used an assessment tool to analyze risks related to water use, wastewater, and land use.

Risks assessed	**Water use:** Suspension of water intake	**Wastewater:** Penalties for pollution incidents	**Land use:** Opposition to and restrictions on land development
Assessment viewpoint	In water-scarce regions, there is a high risk that water intake for manufacturing could lead to opposition and restrictions in order to protect water resources	In regions where water pollution is occurring, there is a high risk of wastewater restrictions and penalties in order to prevent deterioration in water quality	In regions where areas of land use are increasing, there is a high risk that further development could lead to opposition and restrictions in order to prevent any impact on biodiversity
Assessment tool	**Aqueduct** Identification of regions where there is tight water supply and demand 	**Water Risk Filter** Identification of regions where water pollution is occurring 	**Biodiversity Risk Filter** Identification of regions where land use is increasing 
Results	Sites in high-risk regions: None	Sites in high-risk regions: Identified	Sites in high-risk regions: None

Value chain analysis of food sector

We organized the food sector's value chain into upstream, midstream, and downstream operations, and identified and analyzed the nature-related risks and opportunities in each.

● Food sector value chain

Upstream	Midstream	Downstream
Raw material production and procurement Cultivation and production of grains, fruits, and vegetables Production of meat, dairy products, and oils	Manufacturing and processing Processing of raw materials, manufacturing of products Packaging services	Wholesale, retail, and food services Trading companies, supermarkets, retail stores, restaurants, and hotels

● Nature-related risks and opportunities

	Category	Nature-related risks and opportunities	Upstream	Midstream	Downstream
Transitional risk	Government policy	Increase in production costs due to restrictions on farmland expansion and water intake restrictions at manufacturing sites			
	Government policy	Costs incurred in responding to stricter regulations on reducing food waste and promoting recycling			
	Market	Surge in raw material and energy prices due to decarbonization efforts			
	Market	Decline in demand and resulting costs due to changes in consumer behavior			
	Technologies	Decrease in competitiveness due to delays with developing technologies that reduce environmental impact			
	Reputation	Closure of manufacturing sites and decrease in demand due to backlash from consumers and society			
	Compensation liability	Liability for damages arising from the tightening or introduction of laws and regulations			
Physical risks	Acute risks	Increase in costs associated with measures to address the growing frequency of natural disasters, driven by climate change and the decline of ecosystem services			
	Chronic risks	Reduction in water supplies and crop yields due to changes in the natural environment and the decline of ecosystem services			
Opportunity	Market	Creation of new businesses through food waste reduction and upcycling			
	Resource efficiency	Reduction of environmental impact and cost reduction through improved water reuse rates			
	Products and services	Differentiation through the transition to eco-friendly products and services			
	Reputation capital	Increase in sales due to an improved brand image resulting from efforts to reduce environmental impact			
	Ecosystem conservation	Increased yields of agricultural, forestry, and fishery products due to improved ecosystem services resulting from environmental conservation and restoration			

Relationship between our sales offices and nature

Climate Nature

To gauge the relationship between the Group's sales offices and natural capital, we investigated the relationship between The Juroku Bank's sales offices and areas of high biodiversity importance in the Tokai area, which is home to the Bank's main sales locations.

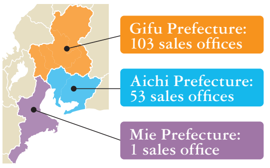
As a result, while there were no offices in regions of high biodiversity importance, we confirmed that some offices were within a 20 km radius of such regions.

Moreover, as our locations are offices, their impact on biodiversity is expected to be minimal.

● The Juroku Bank's sales offices and key biodiversity areas

Sales office data

We collected positional data on The Juroku Bank's sales offices in the Tokai area and plotted them on a map



Key area data

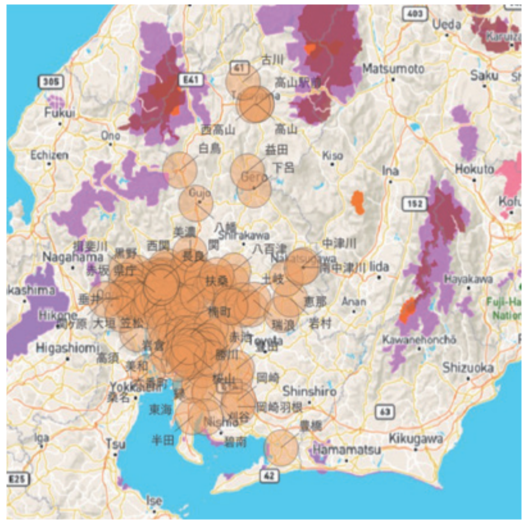
We collected positional information on regions of high biodiversity importance and plotted them on a map
Tool: IBAT

Key biodiversity area
●: Endangered species habitats
●: Important bird habitats

Protected regions
●: Strictly protected regions
●: Strictly protected regions (limited use possible)
●: National parks

Survey of relationship

We investigated the relationship between our sales offices and key biodiversity areas
Results:
Sales offices in key biodiversity areas : None
* Some are located within a 20 km radius of such areas



Initiatives for environmental conservation

Climate Nature

The Juroku Financial Group's main sales areas are in Gifu and Aichi Prefectures, both of which are blessed with abundant natural environments.

To protect these natural environments and their ecosystems, we are engaging in forest protection activities, waste reduction activities, and recycling activities to build a society that can coexist with nature.

Circular economy promotion activities

In March 2026, we held the Circular Economy Seminar.

At the seminar, relevant government ministries gave keynote speeches, and startup companies presented business models that balance resource recycling and business growth.

We also held a talk session with the presenters.

Through this seminar, our aim was to raise awareness that collaboration between the public and private sectors, as well as between companies, is crucial for the widespread adoption of the circular economy, and that the creation of new networks connecting innovative players, such as startup companies, is essential.

Seminar program

1. Keynote speech
   Lectures by Chubu Regional Environmental Office, Ministry of the Environment and Chubu Bureau of Economy, Trade and Industry, Ministry of Economy, Trade and Industry
2. Startup pitch
   Introduction of circular economy initiatives through business
3. Talk session
   Exchange of opinions among speakers

Forest protection activities at the Juroku Bank's Forest MITAKE

As part of Gifu Prefecture's "Forest Creation through Public-Private Sector Partnership" initiative, we have signed a collaborative agreement for forest creation with the prefecture and Mitake-cho.

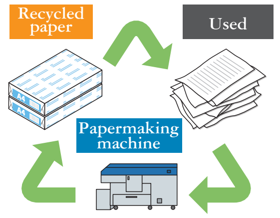
In addition to regular forest maintenance activities by volunteers from within the Group, we also include these activities in new employee training to quickly develop an awareness of the importance of environmental protection.

Location	Mitake-cho, Kani-gun
Area	6.71ha
Activities	Forest maintenance, environmental education

Paper recycling

We have introduced a small papermaking machine that recycles the used copy paper and other wastepaper we have collected into recycled paper.

This recycled paper is reused across the Group as part of our efforts to reduce our environmental impact.



Nagaragawa River cleanup activities

Nagaragawa River is one of the three clearest rivers in Japan and a valuable asset that flows through the center of Gifu-shi.

Twice a year we host cleanup events with locals to keep the river clean.

Risk Management (Risk and Impact Management)

Risk identification and assessment process

Climate Nature

The Juroku Financial Group considers risks that could have a significant impact on management to be top risks.

From the perspective of probability and degree of impact, the Board of Directors selects the risk events that may have a significant impact on our financial position and business performance, such as disrupting our business strategy and reducing profitability approximately within the next year, as top risks.

At the Board of Directors meeting held in March 2026, directors selected ten top risks including climate change risks and intensification of natural disasters.

The selection was made in light of the increase in extreme weather events and natural disasters and the growing international momentum to address climate change, and we have implemented proactive management and risk control measures based on the risk scenario of deteriorating business performance and business model obsolescence of the borrower due to delays in responding to these risks.

Risk management process

Climate Nature

An integrated risk management framework is in place at the Group, categorizing into and managing the Group's overall financial risks as "credit risk," "market risk," "liquidity risk" and "operational risk."

We identify sustainability-related risks from business, environmental, and D&I perspectives, discuss them at the Sustainability Council, and report the findings to the Board of Directors.

We have also introduced a risk appetite framework (RAF) from the perspective of organically combining earnings, risk, and capital to enhance corporate value through integrated management.

We have set the annual amount of sustainable finance provided as an indicator to monitor climate change risks and natural disaster risks. In this way, we are working to ensure appropriate management of initiatives aimed at the achievement of a sustainable society.

Formulating an investment and lending policy

Climate Nature

The Group has the Investment and Lending Policy for the Creation of a Sustainable Society.

While we proactively provide investment and lending to initiatives that positively impact the environment and society, such as those that aim to reduce climate change risks and protect biodiversity, our policy prohibits or urges caution with investment and lending to initiatives that could lead to major risks or negative impacts.

Moreover, due to the mutual relationship between climate change, loss of biodiversity and natural capital, and human rights issues, we recognize the need to engage in comprehensive measures to address these issues.

Basic policy

Juroku Financial Group (the corporate group consisting of the Company and its consolidated subsidiaries) strives to contribute to medium- to long-term enhancement of corporate value and sustainable growth of customers by vigorously supporting initiatives to resolve environmental and social issues through investment and lending.

Moreover, the Group strives to mitigate or avert the impact of investment and lending that may pose a significant risk or have a negative impact on the environment and society by subjecting any such investment and lending to meticulous consideration.

1. Investment and lending that positively impact the environment and society

We proactively offer investment and lending to initiatives that positively impact the environment and society, such as those below.

(1) Initiatives that help to reduce climate change risks, such as renewable energy or energy-saving initiatives
(2) Initiatives that help to protect water resources, forest resources, and biodiversity
(3) Initiatives that help the sustainable development of local economies, such as initiatives for business creation, innovation, and business succession
(4) Initiatives that help to improve medicine, welfare, and education to address aging populations and declining birthrates

2. Investment and lending that could lead to major risks or negatively impact the environment and society

Our policy for investment and lending that could lead to major risks or negative impacts on the environment and society is as below.

(1) Investments and loans prohibited across all sectors

The Group will not invest in or extend loans to companies that are found to be directly or indirectly involved in human rights violations, such as child labor, forced labor, or human trafficking.

We will not invest in or extend loans to projects that violate the Convention on International Trade in Endangered Species of Wild Fauna and Flora, or that negatively impact wetlands of international importance under the Ramsar Convention or UNESCO World Heritage sites.

(2) Sector-specific policies

Coal-fired thermal power generation	Coal-fired thermal power generation is said to emit more greenhouse gases and harmful substances than other power generation methods, potentially leading to significant negative impacts on the environment, including climate change and air pollution. The Group will not invest in or extend loans to projects that involve building new coal-fired thermal power stations or expanding existing power generation facilities. However, if we consider exceptional cases, such as emergency-response projects or projects in line with the Japanese government's energy policy, we will proceed cautiously.
Coal mining	In coal mining projects, in the event that mining site operations are not appropriately managed, coal mining accidents could lead to occupational accidents and harmful waste could negatively impact local residents, communities, and ecosystems. As such, we will take a careful approach to any investment and lending after checking the customer's environmental and social measures, and considering any impacts on the local economy and environment
Oil and gas extraction and the laying of oil and gas pipelines	In oil and gas extraction and the laying of oil and gas pipelines, spill accidents could lead to ocean and river contamination and negatively impact local residents, communities, and ecosystems. As such, we will take a careful approach to any investment and lending after checking the customer's environmental and social measures, and considering any impacts on the local economy and environment.
Large-scale hydropower generation	In new, large-scale hydropower projects (output of 30 MW or more and dam height of 15 m or more), dam construction could negatively impact ecosystems and the relocation of residents could negatively impact the local community. As such, we will take a careful approach to any investment and lending after checking the customer's environmental and social measures, and considering any impacts on the local economy and environment.
Inhumane weapons manufacturing	The Group will not invest in or extend loans to companies that manufacture weapons, regardless of fund usage, in view of the inhumane nature of cluster bombs, anti-personnel landmines, and biological/chemical weapons.
Palm oil plantation development	While palm oil is a crucial raw material used in products essential to everyday life, the development of palm oil plantations can have negative impacts on climate change, local residents and communities, and ecosystems, and may also lead to human rights violations such as illegal logging and child labor. For investments or loans related to palm oil plantation development, the Group will carefully consider the impact on the local economy and the environment, after assessing the clients' efforts to address environmental and social concerns.
Deforestation	Large-scale deforestation could potentially have major negative impacts on climate change, local residents and communities, as well as ecosystems. The Group will not invest in or extend loans to projects that involve large-scale deforestation, illegal logging, or forest incineration. Moreover, investment and loans where the funds are used for operations that involve deforestation will be considered carefully in view of their impact on the local economy and the environment.

Metrics and targets

GHG emissions results

Climate Nature

GHG emissions results

(t-CO_2)

Calculation item			FY2024	FY2025
Scope1		Direct emissions	1,301	1,246
Scope2		Indirect emissions	1,685	898
Total of Scope 1 and 2			2,986	2,144
Scope3	Category 1	Purchased goods and services	14,454	16,304
	Category 2	Capital goods	6,251	9,921
	Category 3	Fuel- and energy-related activities not included in Scope 1 and 2	1,338	1,287
	Category 4	Upstream transportation and distribution	1,833	1,998
	Category 5	Waste generated in operations	74	80
	Category 6	Business travel	174	242
	Category 7	Employee commuting	2,441	2,317
	Category 8	Upstream leased assets	—	—
	Category 9	Downstream transportation and distribution	—	—
	Category 10	Processing of sold products	—	—
	Category 11	Use of sold products	—	—
	Category 12	End-of-life treatment of sold products	—	—
	Category 13	Downstream leased assets	457	472
	Category 14	Franchises	—	—
	Category 15	Investment and loans	11,443,416	10,373,822
Total of Scope 3			11,470,438	10,406,443

For the GHG emissions results, we obtained independent third-party assurance for all Scope 1, 2 and 3 emissions to ensure the reliability of the values.

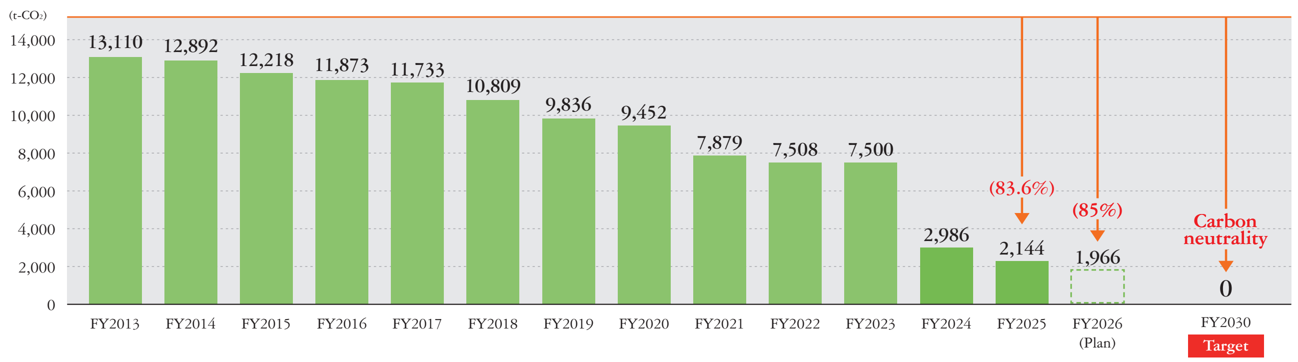
Juroku Financial Group's GHG emissions reduction targets and results (Scope 1 and 2)

Climate Nature

In terms of GHG emissions (Scope 1 and 2) from the Group's energy usage, our aim is to become carbon neutral by FY2030 and we will work to achieve a decarbonized society.

Scope 1 and 2 targets	Achieve carbon neutrality (net zero emission) by FY2030

Juroku Financial Group's GHG emissions (Scope 1 and 2)



In FY2025, GHG emissions fell by 83.6% compared to FY2013.

As a result of switching to LED lighting at all Juroku Bank sales branches and progressively upgrading to high-performance air conditioning equipment, electricity consumption was reduced by 3.8% year on year.

Furthermore, we expanded the introduction of CO2-free electricity to our sales branches in Aichi Prefecture, achieving renewable energy for all of our own contracted electricity.

We will continue to work toward reducing GHG emissions by considering measures such as introducing environmentally friendly stores and converting our company vehicles to hybrid vehicles (HVs) and electric vehicles (EVs).

GHG emissions reduction targets and results of investees and borrowers (Scope 3 Category 15)

Climate Nature

Since indirect emissions (Scope 3 Category 15) through investments and loans account for a large share of GHG emissions of financial institutions, it is important to promote efforts to calculate, monitor, and reduce these emissions.

The Group utilizes the PCAF standard calculation method to calculate GHG emissions of investment and loan recipients for securities holdings of The Juroku Bank (domestic listed equity and corporate bonds) as well as business loans (loans to domestic corporate clients).

In addition to continuing to improve the scope and precision of our calculations, we will use the results of these calculations to support the decarbonization initiatives of investees and borrowers. Our aim is to achieve carbon neutrality in the GHG emissions of investees and borrowers by FY2050.

Changes to PCAF calculation criteria and enhanced disclosure of investees and borrowers' GHG emissions could lead to major changes in future calculation results.

Scope 3 Category 15 target — Achieve carbon neutrality (net zero emission) by FY2050

GHG emissions of investees and borrowers (Scope 3 Category 15)

($t-CO_2$)

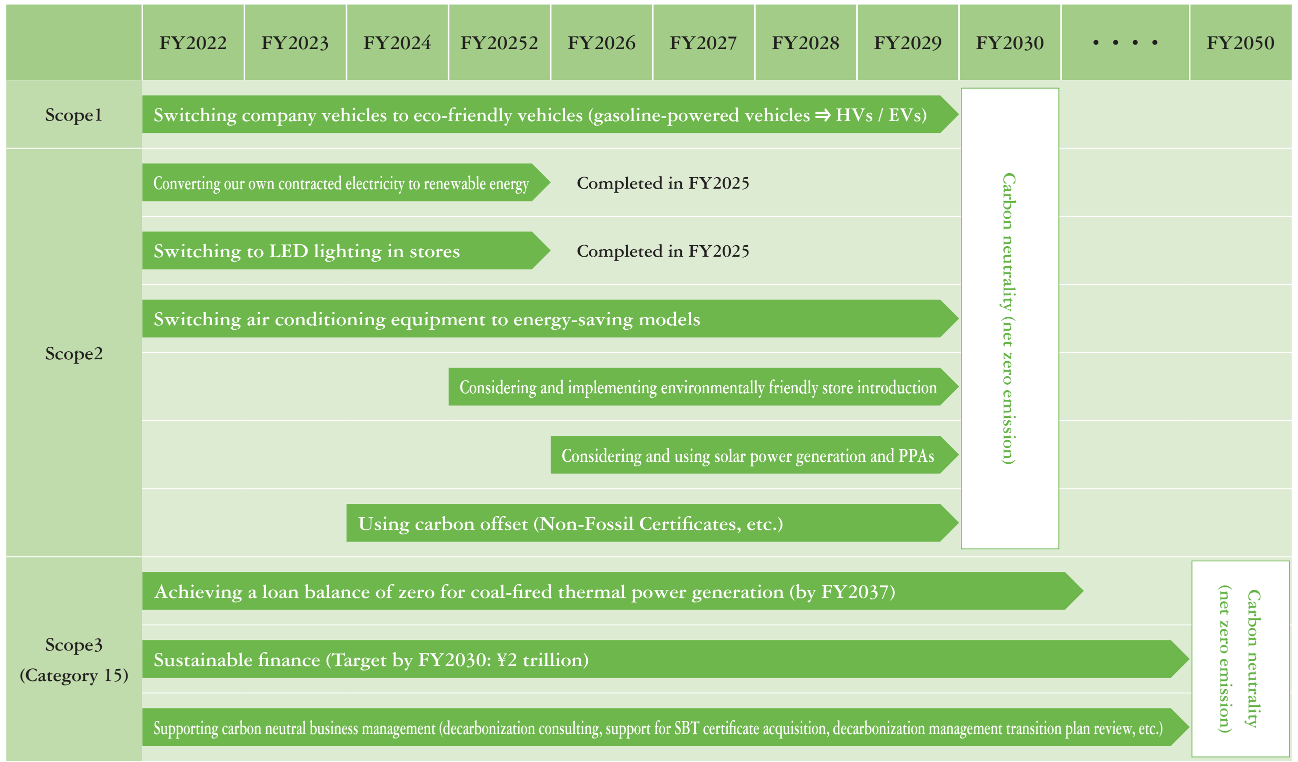
Sector	Listed equity and corporate bonds		Business loans		Total	
	Scope1+2	Scope3	Scope1+2	Scope3	Scope1+2	Scope3
Oil & gas	1,145	111,063	349,777	199,636	350,922	310,699
Electric power & utilities	227,203	178,888	221,808	403,456	449,011	582,344
Air transportation	0	0	6,334	1,701	6,334	1,701
Marine transportation	3,256	5,903	470	563	3,726	6,466
Land transportation	13,837	62,750	306,962	211,297	320,799	274,047
Automotive	2,712	287,890	27,349	253,458	30,061	541,348
Metals & mining	13,976	25,947	253,357	200,999	267,333	226,946
Chemicals	9,667	22,317	448,527	465,336	458,194	487,653
Construction materials & capital goods	20,312	241,059	230,457	1,628,970	250,769	1,870,029
Real estate management & development	109	1,462	4,665	45,184	4,774	46,646
Beverages & food	6,926	21,236	787,089	412,475	794,015	433,711
Agriculture	89	1,284	33,317	20,032	33,406	21,316
Paper & forestry	186	884	63,653	106,731	63,839	107,615
Other	18,326	178,234	450,336	1,783,222	468,662	1,961,456
Total	**317,744**	**1,138,917**	**3,184,101**	**5,733,060**	**3,501,845**	**6,871,977**
Data quality score	1.6	2.0	3.3	3.4		
Coverage rate	91.6%		98.3%			

Applicable assets	Listed equity and corporate bonds held by The Juroku Bank, Business loans (loans to domestic corporations) * Excluding loans to borrowers with insufficient financial data
Calculation method	GHG emissions = Σ (Emissions of each borrower x Contribution of The Juroku Bank's loans) * Emissions of each investment and loan recipient are calculated using data disclosed by the companies. When data is unavailable, estimates are made using the emission factors per unit of sales by developed country and sector from the PCAF database. * Contribution ratio = The Juroku Bank's investment and loan balance / The investment and loan recipients total funding
Reference fiscal year	FY2025 * Investment and loan balance: Balance as of March 31, 2026 * Financial data of investment and loan recipients: Latest financial period data held by The Juroku Bank as of March 31, 2026

Roadmap to carbon neutrality

Climate Nature

We will strive to achieve carbon neutrality through the promotion of various measures aimed at reducing GHG emissions from the Juroku Financial Group and investees and borrowers.



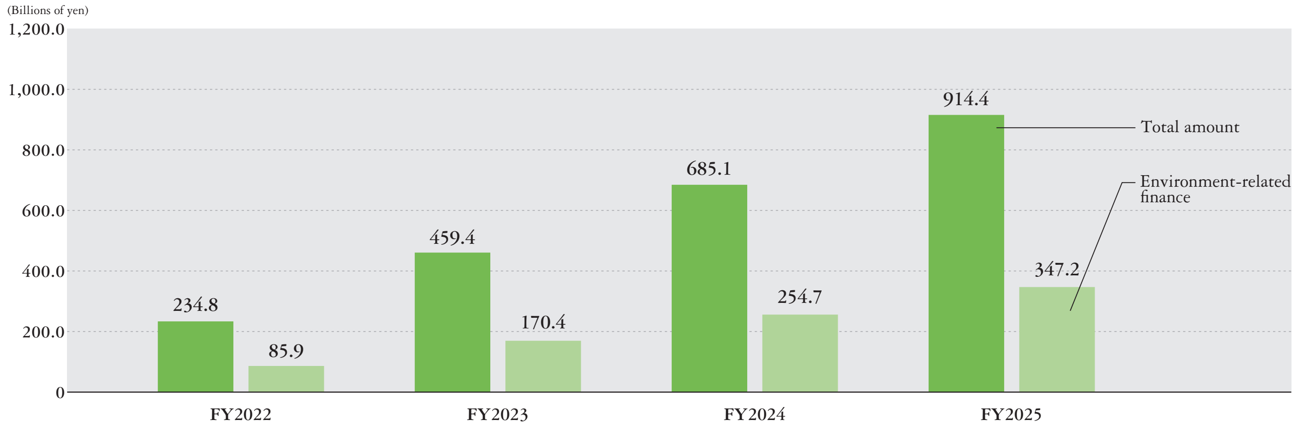
Sustainable finance targets

Climate Nature

The following targets are set on sustainable finance in order to support, through our core business, customers' initiatives for solving environmental issues and to contribute to achieving a decarbonized society, and a nature-positive economy.

	Target amount for FY2030 (cumulative for 9 years)	Amount provided by FY2025	Progress rate
Sustainable finance provided	¥2 trillion	¥914.4 billion	45.7%
of which, environment-related finance	¥800.0 billion	¥347.2 billion	43.4%

Sustainable finance provided (cumulative total)



Sustainable finance: investment and lending for SDGs/ESG initiatives that contribute to building a sustainable society

Environment-related finance: investment and lending for initiatives to reduce environmental impact

Empowerment of Diverse Human Resources

VISION Promote diversity and work style reform to create a workplace that empowers diverse human resources

Key Items
- Development of female managers
- Encouraging workers to claim paid leave
- Promoting parental leave for men
- Development of IT/DX human resources

Message From the General Manager of the Group Resource Management Division

"Stay Healthy, Live Fully, Thrive Here Longer" — Diversity as the Driving Force for Shaping the Future of the Local Community

Hidetoshi Sugiyama
General Manager,
Group Resource
Management Division

Our unwavering commitment to people

"We want to contribute to this region where we were born and raised"—with this pure desire in their hearts, our employees that attend to customers every day are our greatest asset and pride.

The environment surrounding the Group is changing at a dizzying pace, fueled by the arrival of a world with positive interest rates and the rapid advancement of generative AI. However, no matter how much times change, it is we ourselves that will remain committed to closely supporting our local customers and shaping the future.

This is why we are accelerating our investments in human capital on an unprecedented scale in this crucial year leading up to our 150th anniversary in FY2027.

A place where all generations can be the main characters in the era of 100-year lifespans

Our concept for human capital investment is "Stay Healthy, Live Fully, Thrive Here Longer." This concept embodies our wish that each employee leads a fulfilling and happy life (well-being) as a member of the community.

This wish is embodied in our Flexible Retirement Age System up to Age 65, launched in April 2026. As the first such system for a regional bank, it allows employees to choose their retirement age in one-year steps to suit their own life plan.

The experience and customer networks these employees have cultivated over many years are invaluable assets to both the organization and the local community. Additionally, we have significantly increased the salary levels for employees aged 55 onwards (Senior Period), while also revamping the compensation structure to fairly evaluate individual contribution levels and roles, regardless of age. This is because we want employees to continue to experience job satisfaction and fulfillment through contributions that are uniquely their own.

Of course, these endeavors are also connected to the younger generation and colleagues who will join the company in the future.

In April 2026, we raised the starting pay to ¥280,000, and in July 2026, we implemented a base pay increase for the fourth consecutive year to address rising prices and ensure the stability of our employees' livelihoods. These moves were driven by our belief that providing a sense of security and positive expectations toward work will lay the groundwork for the next wave of innovation.

Furthermore, our Knowledge Point Stage Certification Program, which visualizes daily learning, allows employees of all generations to continue learning autonomously as they aim for the Black Stage, the highest level. The Applis pins that shine on their chest, a symbol of their expertise, are a testament to the sincerity of employees that have worked hard with the desire to be even more helpful to our valued customers. We want to continue to be an organization that wholeheartedly supports such autonomous challenges and efforts.

Efforts to shape the future of the region

Each individual, with their diverse values and experiences, respects and inspires one another, driving innovation. This corporate culture full of "Diversity & Inclusion" is steadily taking root across the Group.

Our investments in human capital have only just begun. We will continue to accelerate our investments geared toward enabling our employees to believe in their own potential, shine brightly, and lead fulfilling lives in this region throughout their careers.

When our employees are happy, their passion spreads to our customers in the region. We are confident that this cycle will lead to our Purpose, "achieving growth and prosperity for our customers and the local community."

{Group Management Philosophy} Achieving growth and prosperity for our customers and the local community

Building a foundation that helps each and every employee working here lead a fulfilling life as a member of the community

{Concept} "Stay Healthy, Live Fully, Thrive Here Longer"

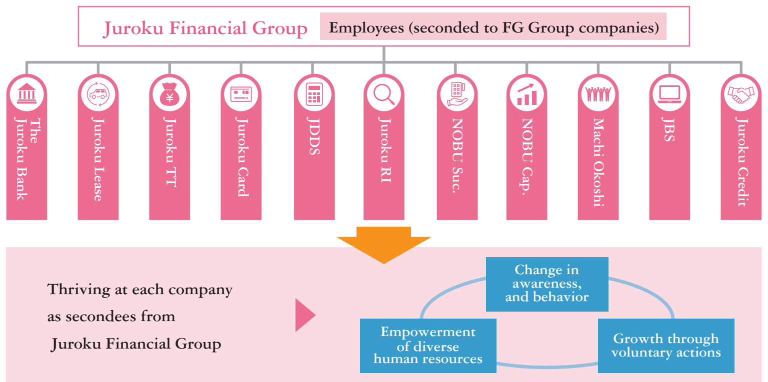
Growth Period (Enrollment – Age 55)	Senior Period (Age 55 – Age 60)	Master Period (Age 60 – Age 65)
PRE (Student) • Renewal of employee training center START (Formation) • Launch of Knowledge Point Stage Certification Program • Expanding certification incentives	GROW (Development) • Free comprehensive health screenings • Launch of study support loan for employees • Introduction of a healthcare app PEAK (Core) • Significantly improving employment conditions for the period after age 55 • Employment conditions based on contribution levels and roles	SHIFT (Transition) • Flexible Retirement Age System up to Age 65 • Flexible work style from age 60 onwards CONNECT (Continuation) • Creation of an alumni base

Building a Corporate Culture That Boasts Diversity as a Strength

Group-wide optimization of human resources

In April 2023, all Juroku Bank-registered employees were transferred to the Company, the holding company. This has enabled the optimal human resources allocation to Group companies, starting from the Company, as well as personnel shifts based on employees' individuality and talents.

We also implement cross-company personnel transfers between Group companies that involve promotions and career advancements. Through these talent exchanges, we aim to foster employee growth by providing new experiences and to further strengthen collaboration within our Group.



Juroku TT: Juroku Tokai Tokyo Securities, JDDS: Juroku Densan Digital Service, Juroku RI: Juroku Research Institute, NOBU Suc.: NOBUNAGA Succession, NOBU Cap.: NOBUNAGA Capital Village, Machi Okoshi: Kanda Machi Okoshi, JBS: Juroku Business Service, Juroku Credit: Juroku Credit Guarantee

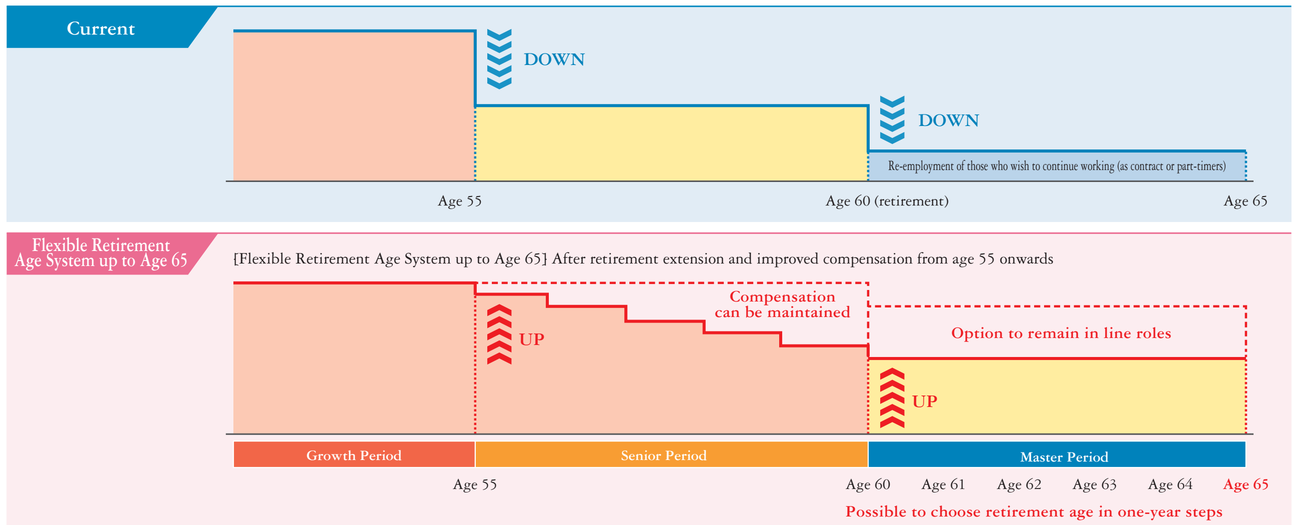
Introduction of a Flexible Retirement Age System up to Age 65 and improved compensation from age 55 onwards

Under the concept of "Stay Healthy, Live Fully, Thrive Here Longer," established in April 2026, the Group extended mandatory retirement age and improved compensation for employees aged 55 onwards to empower senior employees while also achieving sustainable organizational growth in the era of 100-year lifespans. By leveraging the expertise, customer networks, and experience cultivated over many years through to age 65, we aim to maximize employee lifetime value (ELTV) to directly link employees' value creation to organizational growth.

Specifically, we have defined the period from the month following the month employees turn 55 to the month they turn 60 as the "Senior Period," and the period from the month following the month employees turn 60 through to age 65 as the "Master Period," and are working to improve compensation and clarify expected roles. In principle, employees are to step down from their managerial posts upon reaching the Senior Period. This enables us to maintain organizational health by balancing the transfer of senior expertise with the empowerment and advancement of young talent. Following the rollout of this mandatory retirement age extension, 21 out of 26 employees who have reached/will reach age 60 between April and October 2026 have chosen to extend their retirement, representing a high selection rate of 81%.

These initiatives will help maintain employee motivation by mitigating the impact of changes in compensation from age 55 onwards, and strengthen the economic foundation enabling employees to lead a fulfilling life in the local community. We will strive to ensure that employees can experience job satisfaction and fulfillment through their unique contributions. By building a foundation that enables each individual to lead a fulfilling life even after retirement as a member of the community, we aim to contribute to the local community and maximize corporate value.

{Salary levels from age 55 onwards}



New graduate recruitment

The Group is stepping up its new graduate recruitment activities with the aim of securing skilled, diverse human resources.

In addition to strengthening our collaboration with local universities, we are also actively sharing information with universities outside the region, including those in the Kanto and Kansai areas, and focusing on expanding contact points with students from various backgrounds. Furthermore, to minimize post-hire mismatches and to ensure that each student can align their future aspirations with our vision, our recruitment staff and senior employees work closely with each student, maintaining meticulous communication to deepen their understanding of the Group's business operations and corporate culture.

As a result of these efforts, in FY2026 we hired 157 new hires. These unique new hires, which included people returning to Gifu ("U-turn hires") and science and engineering graduates that will help us promote DX, have diverse values and areas of expertise.

We will drive the sustainable growth of the Group by building a human resources portfolio that combines a deep attachment to the local community with diverse expertise.

	FY2023	FY2024	FY2025	FY2026
Number of new graduates	108	126	150	157
U-turn hire percentage	21%	23%	35%	40%
STEM talent	7	6	13	14

< Message from a new employee enrolled in FY2026 >

COMMENT

For a brief while, I was unsure whether to stay and find a job in Tokyo, where I went to university. In the end, I decided to return to my beloved hometown for work because I wanted to work in an environment close to my family that gave me peace of mind. The biggest deciding factor in choosing Juroku Bank was the warmth of the employees that I felt during the company briefing session. I received encouraging words at every step, not just during the interview, but also at social gatherings and prior to the job offer ceremony. Their generous support gave me a great sense of security, which led to my decision to join the company.

After completing three months of onboarding training, I'm now involved in teller operations. For now, my goal is to become a trusted and beloved presence for local customers and residents. After that, I intend to utilize the company environment, which allows me to gain a wide range of experience and take on various challenges, to eventually find my own role and grow in a way that allows me to broadly support not only customers, but also my colleagues and the local community.

Yumeno Oya
Rokubancho Branch, The Juroku Bank

Job return system

We introduced a "job return system," through which we rehire former employees who have gained new knowledge and skills by building up further experience in other companies or are returning after life events such as marriage or childbirth.

Through this system, we rehired two employees in FY2024 and one in FY2025. Employees with diverse backgrounds, expertise honed outside the company, and unique perspectives thrive as a driving force that brings new energy to our organization.

Support for the empowerment of employees with disabilities

Employees with disabilities are fully demonstrating their abilities in their respective departments across the Group.

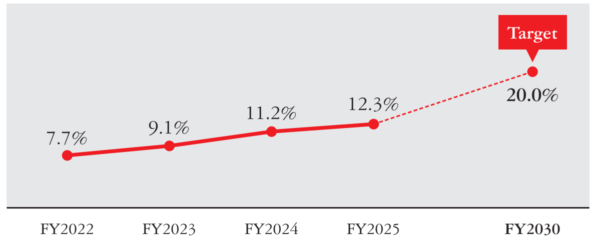
We have recently been actively recruiting persons with disabilities to promote diversity, welcoming a total of five new members into the Group: three at Juroku Business Service and two at Juroku Densan Digital Service. Our Group companies strive to improve their workplace environments and foster mutual understanding so that employees can work by utilizing their individual strengths. Going forward, the Group will work as one to create a workplace where all employees respect one another's individuality and everyone can work enthusiastically.

Support for the advancement of women

Our Group has long hired all employees as career track employees, regardless of their gender. Our employees work to solve the problems faced by customers and provide a high level of added value.

Since 2020, we have been using digital technologies to increase operational efficiency. We have stepped up efforts to reskill female employees previously involved in back-office operations at our branches. As a result, many women are now working as core personnel within our Group, responsible for FA operations or planning at our headquarters and Group companies.

Ratio of female managers



We also conduct position-specific training such as "Next Generation Leader Training" as well as the "Reskilling Program for Female Managers," which aim to foster a self-directed career-oriented awareness and career advancement to management positions. Furthermore, in FY2025, we started providing further support for career advancement by implementing a reskilling program to help employees acquire corporate sales skills.

Initiatives of the female project team "Jewelia"

Jewelia ジュエリア

In February 2020, we launched "Jewelia," a female project team. This team addresses community issues from women's perspectives and strives to solve the challenges of customers and communities through innovative and unconstrained thinking.

Currently, the team consists of ten women, including managers, and in addition to the "Skill Matching by Glass Slipper Project," which matches local companies with local women who possess various skills and certifications, it also held two "Osanpo Biyori in Yanagase," local events aimed at revitalizing Yanagase, the central district of Gifu-shi in FY2025. Jewelia will continue to engage in activities in response to the changing needs of the times and society, contributing to the creation of local communities where diverse forms of well-being can be realized.

Personnel exchanges with different industries

Our Group engages in active exchanges of personnel by collaborating with outside parties in order to empower human resources with diverse backgrounds and knowledge.

Specifically, these measures include accepting personnel from and dispatching personnel to collaborators and partners, along with collaborating in the operation of Group companies through joint ventures with Tokai Tokyo Financial Holdings, Inc., Densan System Holdings Co., Ltd., and Nihon M&A Center Holdings Inc. Through a wide range of personnel exchange activities, we incorporate broader perspectives and deeper expertise into our organization, helping ensure diversity across our Group as a whole.

Our Group ⇔

SoftBank	Accepted	5
	Dispatched	2
STATION Ai	Dispatched	1
Resona Holdings	Dispatched	1
Tokai Tokyo Financial Holdings	Dispatched	2

* To simplify presentation, the business entity suffixes of companies have been omitted. Names are current as of March 2026.

COMMENT

For two years starting in 2024, I was seconded to SoftBank Corp., where I primarily engaged in advisory services related to smart buildings. Although I started with zero experience in this field, I leveraged my financial expertise to gain a deep understanding of the dynamism of how cutting-edge technology drives cities, and experienced firsthand the forefront of IT and data utilization that expands the possibilities of cities and buildings.

Since returning from the secondment, I have been involved in the construction project for the new headquarters, scheduled to open in FY2027. I believe my mission is not simply to build a smart building, but to create spaces that go beyond that. Through design that creates spaces where everyone can relax and that brings vibrancy, my mission is to expand the value of the new headquarters as a single "point" into a broader "area-wide" value by enhancing foot traffic and revitalization in the downtown area. I will combine the advanced knowledge I have built up with my passion for the region to contribute to creating a prosperous future for this region.

Kazuma Matsui
Juroku Financial Group
Group Resource Management Division
Researcher

Career Challenge System

Our "Career Challenge System" accepts applications from throughout the Group to help employees proactively take on challenges to achieve their own personal visions. This system, which allows for recruitment for various positions, received a total of 35 applications in FY2025, and the cumulative number of employees who have been appointed through the program to date has reached 57.

This system offers a wide range of growth opportunities that go beyond the Group's boundaries. These include appointments to the head office operations of Juroku Bank and new business fields (such as NOBUNAGA Succession), as well as seconding to outside companies (such as SoftBank Corp., Tokai Tokyo Financial Holdings, Inc., Resona Holdings, Inc.).

By providing opportunities for employees to challenge themselves in various specialized fields, we have created an environment where employees can grow in their own way. Going forward, we will continue to support the growth of employees who continue to challenge themselves with high aspirations by providing such opportunities.

	Position	Number of applicants	Number appointed
FY2025	App-related operations	3	0
	DX promotion operations	16	1
	Core system development operations	5	1
	Marketing operations	8	1
	Management succession (M&A) support operations (NOBUNAGA Succession)	3	1

Expert system

In April 2023, the Group introduced an expert system to develop specialized human resources who will be responsible for future management strategies.

Under this system, in principle, we do not reassign employees to other sections without their consent, and their evaluations emphasize their area of expertise. In this way, we strive to develop and promote human resources who can utilize their advanced knowledge and experience to realize various strategies. In FY2025, we appointed four new experts from a large number of applications, bringing the total number of experts appointed under this system to 22.

Additionally, starting in April 2026, we have sent one employee to attend the Master of Business Analytics (MBAN) course at Shiga University's Graduate School of Economics, with the aim of developing "business scientists" who have both business administration knowledge and advanced data science skills. By having them take on practical learning through the graduate school's interdisciplinary curriculum, we will further enhance the expertise of our personnel in important positions who drive the Group's management strategy, thereby promoting the advancement of our human capital.

Human resources portfolio supporting strategy

Our Group is working to develop a portfolio of human resources with the expertise to support our strategies.

Pursuing our Group Management Philosophy and achieving our long-term vision requires us to maximize the value of our human resources by appropriately developing and providing environments that support the growth of each and every employee, enabling them to embed the skills necessary to execute the strategies and measures outlined in our Sustainability Policy and 2nd Medium-Term Management Plan.

With regard to IT and DX, we designate personnel who possess high-level digital certifications obtained through exams such as the Registered Information Security Specialist, the Applied Information Technology Engineer Examination, or the Fundamental Information Technology Engineer Examination, and employees with six or more months of IT and digital-related operations experience, as "IT/DX human resources." Our goal is to have 300 IT/DX human resources by the end of FY2030 as part of our human resources portfolio to support our strategies (274 developed as of the end of FY2025).

What's more, to support the carbon neutral business management of local companies, we endorsed the acquisition of level 3 certification of Carbon Accounting Consultants. As of the end of FY2025, 585 employees had passed the exam, contributing to the conclusion of 431 carbon neutral navigator (carbon neutral business management consulting) contracts (cumulative total as of the end of FY2025).

In addition, as of the end of FY2025, we had 1,124 employees who had passed the Financial Operation Level 2 Business Succession / M&A Course, demonstrating their mastery of knowledge that could help solve the problems that local companies encounter during management succession. In the management succession and M&A field, developing staff with an even higher level of expertise has contributed to an increase in the number of management succession consulting projects we handle along with NOBUNAGA Succession, a joint venture we established together with Nihon M&A Center Holdings Inc. in July 2023.

IT/DX human resources: 274 (FY2030 target: 300)	
・Registered Information Security Specialist (Certified) ・Applied Information Technology Engineer Examination Passers ・Fundamental Information Technology Engineer Examination Passers, etc.	Experienced in IT and digital-related operations over six months

Carbon Accounting Consultants Level 3 (Certified)	Financial Operation Level 2 Business Succession / M&A Course (Certified)
585	1,124

Work Style to Provide a Good Work-Life Balance

Engagement survey

The Group positions human capital as an important management foundation, and as such is promoting the improvement of employee engagement.

We started conducting engagement surveys in July 2024 as a concrete measure to achieve this. Based on the analyzed results of these surveys, we have been dedicating ourselves to creating workplace environments that support sustainable growth throughout the Group. By doing so, we are striving to ensure that each and every employee experiences a stronger sense of fulfillment in their work.

Implementation period	July 2024 (1st survey)	February 2025 (2nd survey)	February 2026 (3rd survey)
Total engagement score(*)	65.8	66.4	66.4

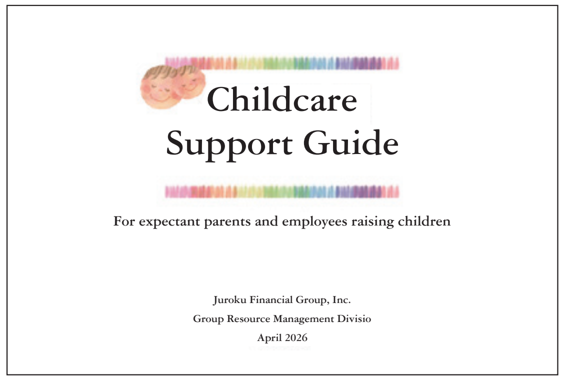
(*) Using the "Geppo" survey service from Recruit Co., Ltd.

Supporting a good work-life balance

Our Group is working to expand and enrich its systems for helping ensure that employees can live up to their full potential while balancing work and their own personal lives.

< Childcare support >

In April 2023, the Group introduced a "Retention System" of shorter working hours and exemptions from overtime for employees providing childcare until their child completes the third grade of elementary school. Furthermore, by setting the options for shorter working hours for childcare to 6 or 7 hours and establishing a structure that allows employees to work flexibly between the start and end of the business day, the number of users in FY2025 has reached 102. In addition, "Juroku Smile Room," an in-house childcare facility operated since 2016 (providing care for children from age 0 until they enter elementary school), was used by 8 employees in FY2025.


Childcare Support Guide

For expectant parents and employees raising children

Juroku Financial Group, Inc.
Group Resource Management Divisio
April 2026

Moreover, to enable both men and women to balance work with childcare, we have formulated a "Childcare Support Guide" that covers public and internal systems, and launched "Childcare and Nursing Care Balance Support Navi," a chatbot using generative AI, to provide necessary information that employees can access quickly.

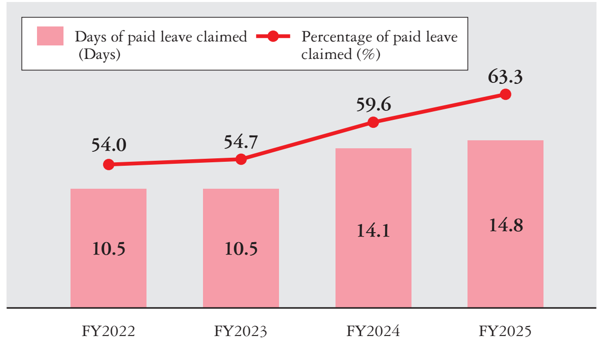
We are also focusing on the participation of male employees in childcare, and the FY2025 usage rate for spouse childbirth leave (a special leave period of three days), which was introduced in April 2017, was 86.1%. Furthermore, as a result of promoting the use of longer-term childcare leave, the percentage of employees taking seven or more days of childcare leave, including company-designated leave for childcare purposes, reached 100% in FY2025.

< Promoting the use of paid leave >

As part of our work style reforms to achieve better work-life balance, we are promoting the use of paid leave. By promoting the taking of annual paid leave in half-day increments and creating a workplace environment that makes taking leave easier, the percentage of paid leave taken climbed to 63.3%(*) in FY2025.

Furthermore, in April 2026, we introduced a new hourly paid leave system, allowing employees to utilize more flexible working styles.

(*) From FY2024, special continuous leave (4 or 5 days) has been included in the calculation of paid leave.



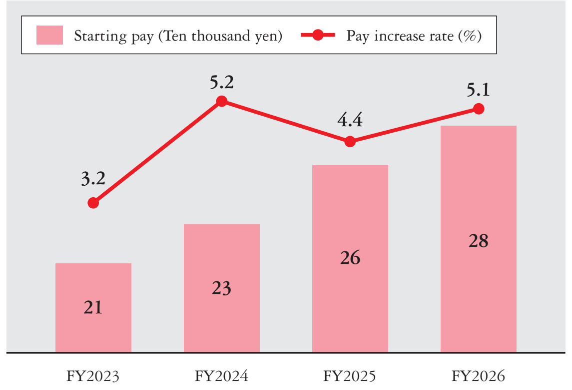
Returning value to employees and improving financial wellness

< Pay increase and starting pay increase >

To respond to each employee's motivation and spirit of challenge and provide well-defined compensation, we implemented a base pay increase for the fourth consecutive year, resulting in a 5.1% pay increase combined with regular salary increases.

Furthermore, we raised starting pay for the third consecutive year in order to enhance our competitiveness in recruiting new graduates and to secure skilled human resources. The starting pay for employees joining in FY2026 was raised by ¥20,000 to ¥280,000.

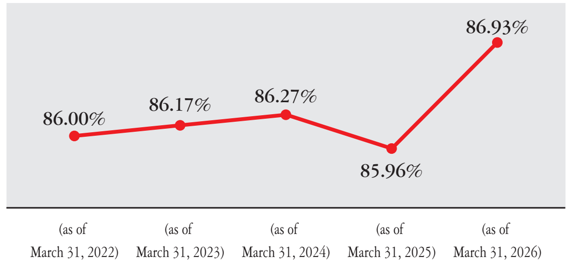
In addition, as a proactive measure to give back to employees, we provided congratulatory cash bonuses to all Group employees to commemorate the Juroku App surpassing 300,000 users in September 2025 and 500,000 users in March 2026.



< Employee stock ownership system >

To foster awareness and a corporate culture focused on increasing corporate value while also supporting the asset formation of Group employees, we provide participants in the employee stock ownership system with incentive payments equivalent to 5% of their contributions. Furthermore, we reinvest dividends twice a year based on the number of shares they own.

Participation in employee stock ownership system



< Scholarship repayment support system >

In May 2024, as part of our employee benefits package and with the aim of enhancing our employees' financial wellness, we introduced a new system to provide interest-free loans to employees who have received scholarships. By reducing the burden of scholarship loan repayment, this initiative helps improve job satisfaction and motivation of each and every employee.

Promotion of health management

In line with our Group Management Philosophy of "achieving growth and prosperity for our customers and the local community," the Group believes it is essential that each employee is healthy in both mind and body, feels a sense of growth, and thrives at work. With this in mind, we newly established a "Health and Productivity Management Declaration" in April 2026 with the aim of actively supporting employees' health improvement efforts and creating comfortable and vibrant work environments.

We have also established a promotion framework with the Group CEO serving as the chief executive, and have set up a system for providing regular reports on the implementation status of initiatives and any issues we face to the Group Management Council and the Board of Directors. Furthermore, the employee union, health insurance society, occupational physician, and Group companies work closely together to promote health management as a unified Group.

As a concrete initiative, starting in April 2026, we will cover the cost of comprehensive health screenings and brain checkups for employees and their dependents, to encourage employees and their families to maintain and improve their health. Furthermore, we promote health awareness through sports by holding "Bone Wave Measurement Sessions" at the workplace and conducting health promotion events for attendees at home matches for our table tennis club. By creating a lively atmosphere at these events together with the local community, we aim to enhance organizational vitality and strengthen employee engagement.

In addition, Juroku Research Institute operates a "Health and Productivity Management Consulting Business," providing ongoing support for health management initiatives at local companies.

2026
健康経営優良法人
KENKO Investment for Health
大規模法人部門

In terms of external recognition, we have been certified as a "Certified KENKO Investment for Health Outstanding Organization (Large Enterprise Category)" for seven consecutive years under the program conducted by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi (including certifications received by The Juroku Bank prior to the transition to the holding company structure).

Going forward, we will continue to cultivate environments that enable our employees to thrive through the practice of health management, and aim to realize a healthy and prosperous society, both physically and mentally, together with the local community.

< Health and Productivity Management Declaration >

Under our Group Management Philosophy, the Juroku Financial Group aims to achieve growth and prosperity for our customers and the local community.

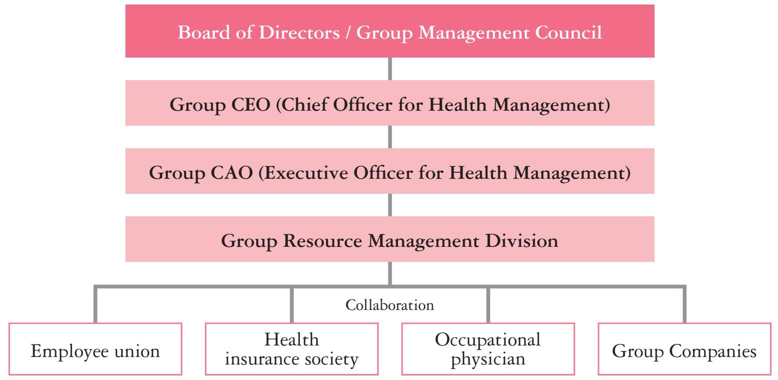
To realize this management philosophy, it is crucial that each and every employee, who serves as the driving force, is healthy in both mind and body, experiences a sense of growth, and works with vitality.

We also want our employees, as members of this community, to lead healthy and fulfilling lives.

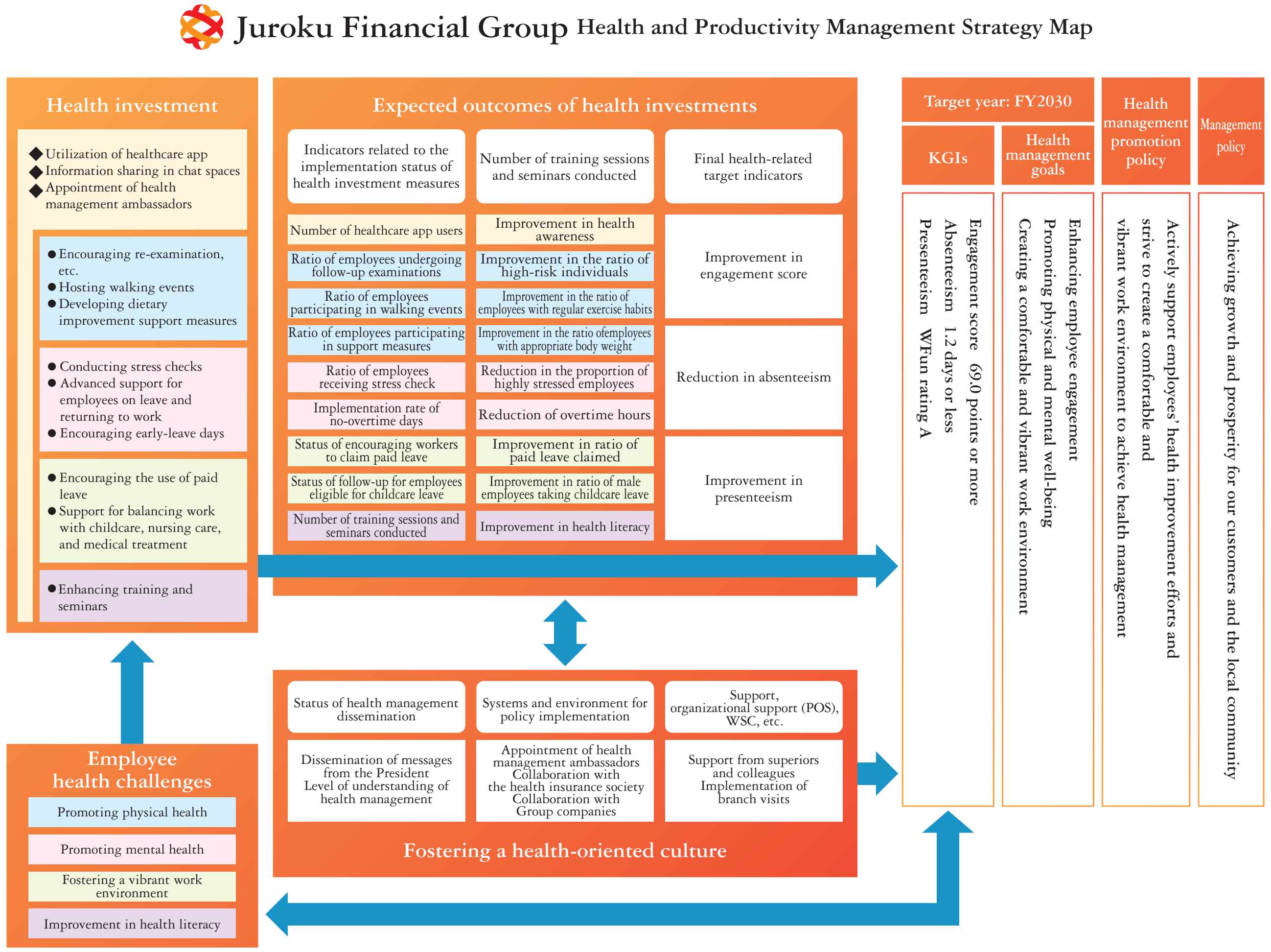
Juroku Financial Group will realize health management by actively supporting employees' health improvement efforts and striving to create a comfortable and vibrant work environment.

< Health management promotion structure >

We have established a promotion framework with the Group CEO serving as the chief executive, and provide regular reports to the Board of Directors and the Group Management Council. We also work in collaboration with the employee union, health insurance society, occupational physician, and Group companies to promote health management.



<Health and Productivity Management Strategy Map>



Creating Workplaces That Facilitate the Growth of Diverse Human Resources and Empower Them

One of the values in our Group Management Philosophy is “Diversity & Inclusion.” In our 2nd Medium-Term Management Plan, which covers the period from FY2023 to FY2027, we have set forth the following “Human resource development policy” and “in-house environment improvement policy,” under our “Human Innovation Strategy.”

Human resource development policy

Under the following principles, the Group will strive to develop human resources who can maximize their capabilities, build relationships of trust with our customers, and proactively take on challenges aligned with the Group’s various strategies, to achieve the growth and prosperity of our customers and the community, and sustainability.

— Human resource development policy —

1

We aim to develop human resources who are rooted in and care about the community, and can maximize their capabilities for the community to achieve the growth and prosperity of the community.

2

We aim to develop human resources who can build relationships of trust with our customers by “facing them,” “connecting with them,” and “supporting them closely” to achieve their growth and prosperity.

3

We aim to develop human resources who actively take on challenges aligned with our various strategies, based on our shared values (“Trust & Integrity,” “Creation & Innovation,” and “Diversity & Inclusion”) to achieve sustainability.

In-house environment improvement policy

The Group will implement the following initiatives to enhance the motivation and skills of its officers and employees, with a focus on development of human resources, which is the most important aspect of group management. Through these efforts, we aim to build an organizational environment in which each officer and employee can thrive independently.

— Building an organizational environment in which officers and employees can thrive independently —

1 Integration of business strategy and human resource strategy

- Establishment of a strategic workforce allocation scheme through collaboration between the human resources department and the corporate planning department
- Development and appointment of talent for key positions
- Visualization of capabilities and skills, and optimal placement of personnel

2 Fostering a challenging organizational culture

- Proper implementation of the new human resources system introduced in April 2023 and the transfer of employees to the holding company
- Enhancing the competency of evaluators to promote the penetration of the new human resources system
- Human resources operations that reduce the emphasis on seniority-based practices

3 Appropriate investment in human capital

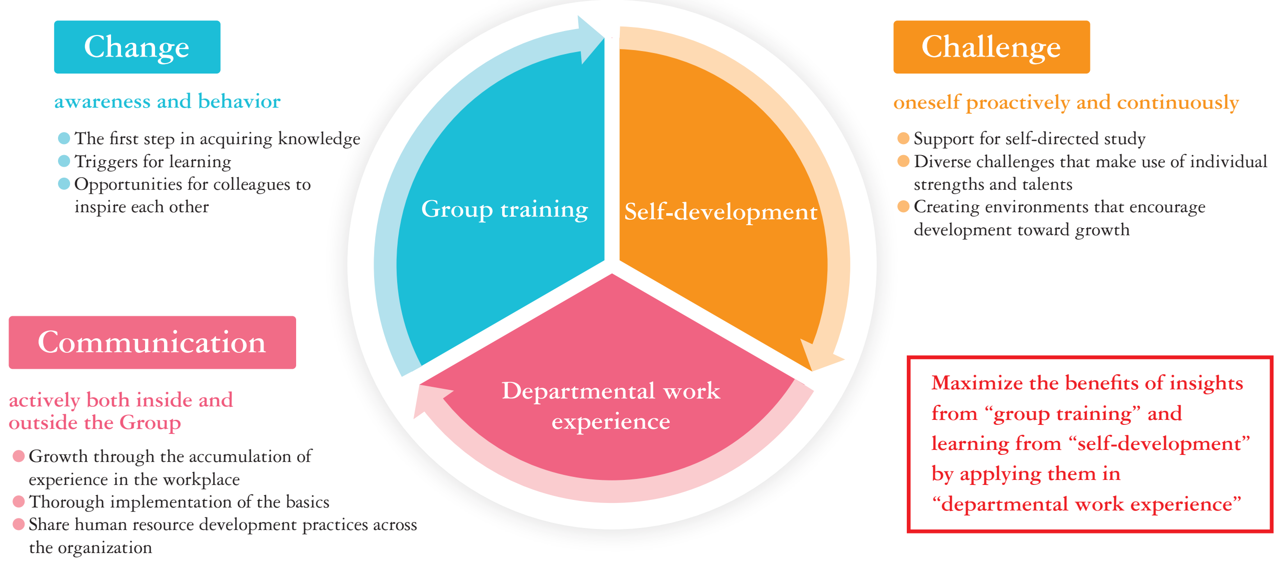
- Strengthening initiatives that contribute to human resource development, such as training
- Treatment with clear distinctions to encourage autonomous behavior
- Encouragement of acquiring specialized qualifications based on strategy
- Development of specialized human resources through external secondments and related programs

4 Ensuring diversity of human resources and work styles

- Promotion of diversity and diverse, flexible work styles
- Establishment of a location-free work environment
- Enhancing reskilling opportunities for role expansion
- Proactive recruitment of specialized personnel and science and engineering talent

{Human resource development cycle}

We use a multi-faceted approach to develop our human resources as set forth in our human resource development policy through the following “human resource development cycle” that combines group training, self-development, and departmental work experience.

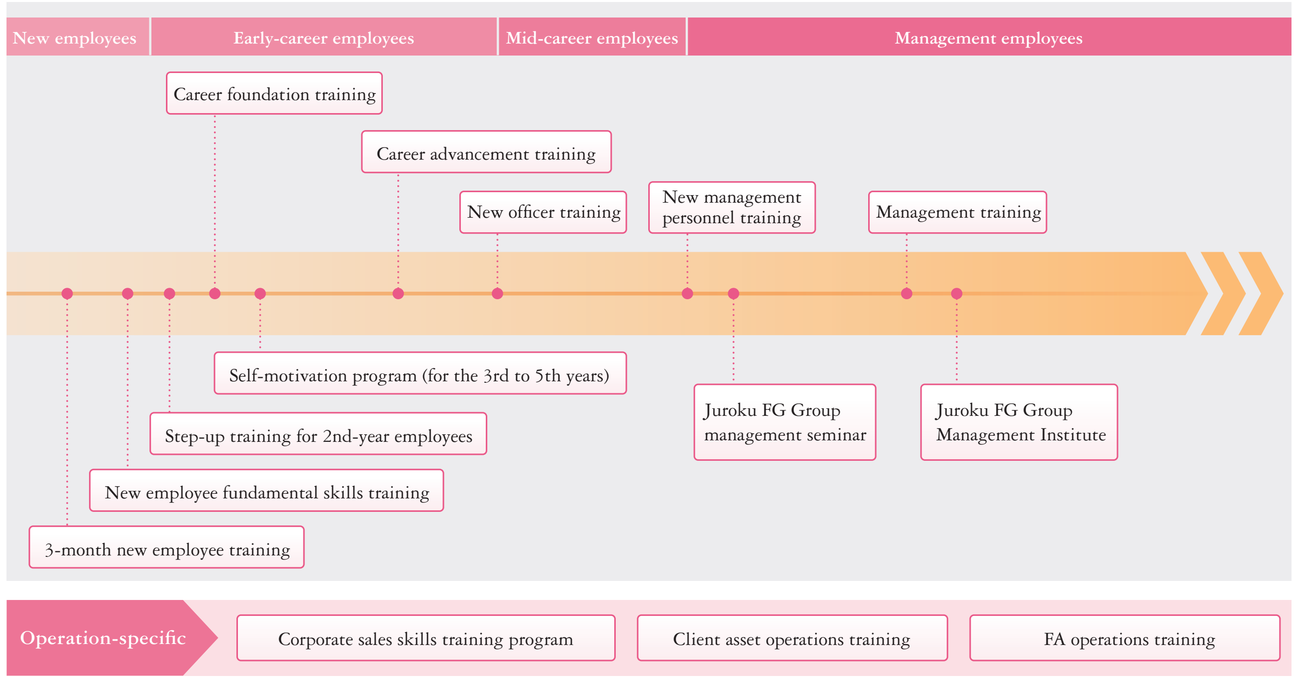


Expanding training opportunities

Our Group positions group training as the first step in acquiring knowledge and a catalyst for proactive learning, promoting investment in human capital through systematic programs tailored to different levels and job functions.

Under our tier-based training system, we establish learning environments according to each career stage, starting with the “3-month new employee training” for the first three months after joining the Company, followed by the “New employee fundamental skills training” to consolidate basic knowledge; the “Step-up training for second-year employees” to enhance the skills and mindsets of employees in their second year; and the “Self-motivation program” targeting early-career employees in their third to fifth years, in addition to “New officer training,” “New management personnel training,” and “Management training” for newly appointed branch managers and new managers.

Under our job-specific training system, we are implementing practical support to reinforce our responsiveness in a world of positive interest rates by deploying “FA operations training” and “Client asset operations training” as well as the “Corporate sales skills training program” for young relationship managers and loan officers.



Value Creation of Juroku FG
Source of Value Creation
Sustainability Management of Juroku FG
Management Foundation of Juroku Financial Group
Corporate Data

< Implementation of the 3-month new employee training >

In our Group, the first three months after joining the Company are positioned as an important development period for new employees. In FY2026, to ensure that these three months serve as a reliable growth opportunity, we adopted a new format that alternates between “group training” and “branch work.”

In group training, we focus on business basics such as business manners, ethics (compliance), and communication, as well as the fundamentals of banking operations. By repeating input in training and output in the field, we strive to build a foundation for new hires to thrive as active members of the Group. Furthermore, during this period, we encourage proactive participation and help them deepen interactions with their peers, as well as supervisors and senior colleagues at their assigned branches, thereby fostering a positive sense of belonging and enhancing engagement.

< Self-development courses >

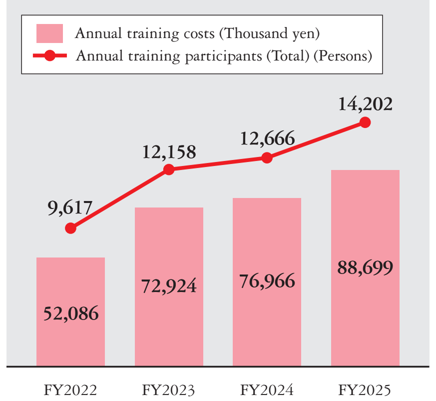
To help employees grow in their own ways, we conduct self-development courses with a variety of curricula.

These courses, called “e-school,” are offered in both classroom-based and online formats, with courses held on weekends and weekday evenings to provide self-development opportunities that accommodate employees’ diverse lifestyles.

Main Curricula	
● Various qualification preparation courses (FP, finance, and taxation)	● Advanced Financial Skill Course
● GWS Utilization Course	
● “Urban Development and Regional Economy” Course	● Hands-on Startup Support Course

In FY2025, we invested ¥88,699 thousand in training, including these training programs and self-development courses, and a total of 14,202 participants took part.

We will continue to make appropriate and substantial investments in human capital by conducting training programs that serve as catalysts for learning and lead to changes in awareness and behavior, while also striving to create an environment that encourages self-development toward growth.



Self-Development Qualification Acquisition Subsidy System

To meet our employees’ desire to grow and actively take on new challenges, we have established a “Self-Development Qualification Acquisition Subsidy System.” This system provides financial incentives for passing designated certification tests. In addition to providing full subsidies for the cost of learning materials (preparation classes) for certain qualifications like the “FP Level 1 Preparation Program,” we have significantly expanded the qualifications and exams eligible for incentive payments under a new self-development support system launched in December 2025, thereby supporting our employees in taking on a diverse range of challenges

Main eligible qualifications	Incentive payment
Certified Public Tax Accountant	¥300,000
Certified Public Accountant	¥300,000
Small and Medium-sized Enterprise Consultant	¥300,000
Securities Analyst	¥200,000
Financial Planner Level 1 (FP1)	¥200,000
Certified Financial Planner (CFP)	¥200,000
Labor and Social Security Attorney	¥200,000
Bar Examination	¥300,000

Main eligible qualifications	Incentive payment
Information Technology Engineers Examination	
Registered Information Security Specialist	¥150,000
Advanced IT Examination (per individual exam passed)	¥100,000
Applied Information Technology Engineer Examination (AP)	¥50,000
Fundamental Information Technology Engineer Examination	¥20,000
Information Security Management Exam	¥20,000
Information Technology Passport Examination	¥10,000

{FY2025 Results}

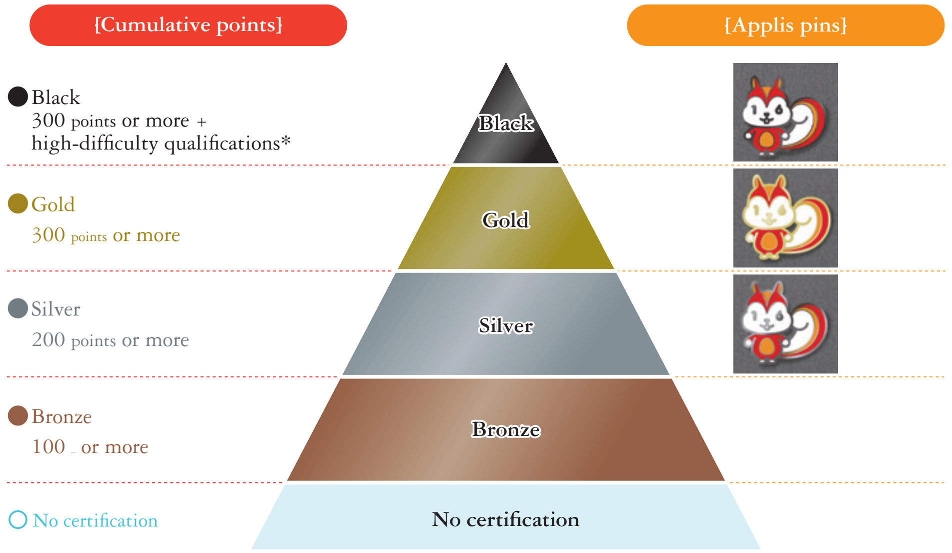
Cases used
605

Total incentive amount
11,412 thousand

Knowledge Point Stage Certification Program

To develop talent who can work alongside our customers to address their diverse issues and those of the region with reliable knowledge, the Group has introduced the Knowledge Point Stage Certification Program. Under this program, we visualize the qualifications and exams that should be acquired as a member of the regional comprehensive financial services group, systematically convert the acquisition status of these qualifications and exams into points, and certify stages based on cumulative points. By encouraging self-directed learning aimed at achieving the highest Black Stage certification and awarding the Applis pin as proof of reliable expertise, we support mindset and behavioral reforms that encourage employees to set high goals, take on challenges, and continue creating new value using their expertise as a weapon.

In addition, we have designated 10 qualifications and exams as Basic Knowledge, the fundamental financial knowledge essential for providing value to our customers and the local community, making them requirements for promotion and advancement. By encouraging study at the appropriate timing, particularly among young employees, we aim for them to acquire the reliable knowledge needed to build relationships of trust with our customers.



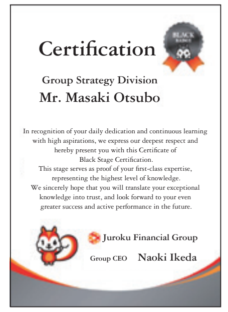
* Bar Examination, Certified Public Tax Accountant, Certified Public Accountant, Labor and Social Security Attorney, Small and Medium-sized Enterprise Consultant, Financial Planner Level 1 (FP1), CFP, Securities Analyst, Registered Information Security Specialist, etc.

Applis pins that prove employees’ expertise

Employees who are certified at a higher stage are awarded Applis pins. This pin serves as proof that they possess the expertise necessary to support our valued customers.

Highest Black Stage certification

Employees who hold professional qualifications that are difficult to obtain and continuously deepen their knowledge are certified as Black Stage employees. Employees who meet these stringent standards will support our customers as reliable advisors in their respective fields.



COMMENT

Comment from an employee who reached Black Stage

I passed the highly difficult Financial Planner Level 1 (FP1) Skills Exam and reached the Black Stage, the highest level in the Knowledge Point Stage Certification Program.

Although I had been studying for FP Level 1 for some time, I hadn't set a clear target date, so my studies weren't progressing as smoothly as I'd hoped. That was when this system began, providing me with a strong sense of purpose and motivation to pass before the next stage certification. The environment which enables colleagues to share their learning progress and current stage and inspire one another, and the generous Self-Development Qualification Acquisition Subsidy System also helped maintain my motivation. Without growing complacent with my current situation, I intend to continue my self-directed learning, taking pride in my Black Stage status.

Masaki Otsubo
Group Strategy Division,
Juroku Financial Group

Initiatives to Respect Human Rights

Establishment of the Human Rights Policy

As awareness of human rights grows both domestically and internationally, we established our Human Rights Policy in March 2024 in accordance with the International Bill of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and the Guiding Principles on Business and Human Rights.

This policy applies to all officers and employees of Juroku Financial Group, and we also declare our commitment to respecting the human rights of our customers, suppliers, and other stakeholders in line with the spirit of this policy.

Human Rights Policy
Please refer to our website.
https://www.16fg.co.jp/jinkenhoushin.html (in Japanese only)

Human Rights Policy

Juroku Financial Group (the corporate group consisting of the Company and its consolidated subsidiaries) recognizes that respecting human rights is an important management challenge in order for us to "achieve growth and prosperity for our customers and the local community" as stated in our Group Management Philosophy. We have established this Human Rights Policy (hereinafter, "this Policy") to promote initiatives to respect human rights in our business activities.

1. Respect for International Norms
Juroku Financial Group complies with laws and regulations applicable in each country and region where it conducts business. With regard to human rights, we respect international norms such as the International Bill of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and the Guiding Principles on Business and Human Rights.

2. Scope
This Policy applies to all officers and employees of Juroku Financial Group. We also expect our customers, suppliers, and other stakeholders to respect human rights in line with the spirit of this Policy.

3. Action Guidelines

Response to Officers and Employees
Juroku Financial Group does not tolerate discrimination of any kind based on race, nationality, origin, creed, religion, age, sex, sexual orientation, gender identity, physical characteristics, disability, or health condition. Likewise, we do not tolerate harassment, including sexual harassment and abuse of authority, or human rights violations such as forced labor and child labor.

In accordance with the Labor Standards Act and other laws, we strive to prevent excessive work and reduce overtime, provide a healthy and safe working environment for workers, guarantee wages equal to or exceed the legal minimum wage, and respect freedom of association and the right to collective bargaining. We also work to ensure that each and every employee gains a correct and deeper understanding and awareness of human rights by implementing human rights awareness training.

Response to Customers
Juroku Financial Group respects the human rights of its customers and strives to prevent discriminatory treatment when providing products and services. We recognize that our business activities, including investments and loans, may cause or contribute to a negative impact on human rights, or may be directly related to such impacts through business dealings. In the event of negative impacts on human rights, we will urge our clients to take appropriate measures and promote initiatives to respect human rights.

Response to Suppliers
Juroku Financial Group urges its suppliers to respect human rights and avoid infringing upon them in order to eliminate any negative impacts on human rights in its supply chain.

4. Human Rights Due Diligence
Juroku Financial Group strives to prevent or mitigate negative impacts on human rights resulting from its business activities through human rights due diligence.

5. Remedial Action
Juroku Financial Group takes appropriate steps to provide remedial action in the event it is found that any of its officers and employees or the products or services it provides have caused or contributed to a negative impact on human rights, or are directly related to such impact through business dealings.

We accept human rights consultations from customers and other stakeholders via telephone and our website. For officers and employees, we establish whistleblowing and consultation channels for issues such as discrimination and harassment, and respond appropriately to anonymous consultations.

6. Governance
Resolutions regarding the establishment and revision of this Policy will be made at meetings of the Board of Directors following deliberation at the Group Management Council.

7. Information Disclosure and Dialogue with Stakeholder
Juroku Financial Group discloses its human rights initiatives on its website and strives to enhance and improve its initiatives to respect human rights through dialogue with stakeholders.

Human Rights Due Diligence

Based on its Human Rights Policy, the Group is working to prevent or reduce any negative impacts on human rights resulting from its business activities.

< Prevention/reduction of negative impacts >

Officers and employees	Promotion of health management, prevention of discrimination or harassment, promotion of LGBTQ+ understanding, promotion of women's advancement, human rights awareness training/testing, whistleblowing system/human resources hotline
Customers	Customer-oriented business operations, information management, protection of personal information, compliance, prevention of money laundering, store development using universal design, financial literacy education
Investment and loan recipients	Reducing and avoiding negative impacts on human rights through our Investment and Lending Policy
Suppliers	Dissemination of information through the distribution of Human Rights Policy and Procurement Policy

Investment and Lending Policy
Please refer to our website.
https://www.16fg.co.jp/syakaikeisei.html
(in Japanese only)

Procurement Policy
Please refer to our website.
https://www.16fg.co.jp/choutatsu.html
(in Japanese only)

< Remedial action >

For officers and employees, customers, and other stakeholders, we have established telephone, our website, and other consultation channels to ensure appropriate response to any concerns surrounding human rights, discrimination, harassment, and other matters.

< Information disclosure and dialogue with stakeholders >

Recognizing that respect for human rights is a key management challenge, we engage in dialogue with various stakeholders and disclose our human rights initiatives on our website and other channels.

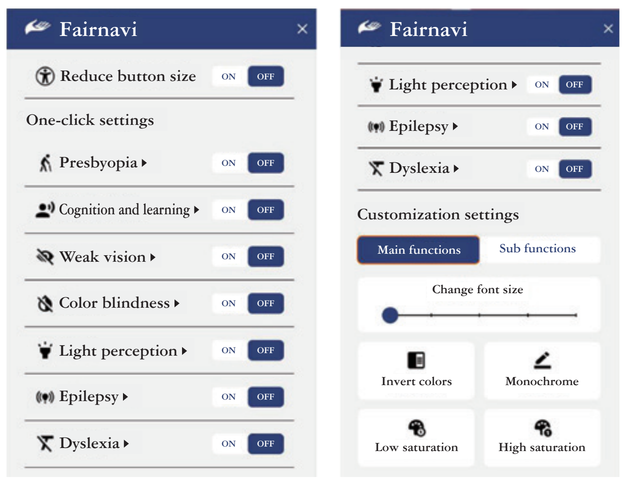
Main initiatives

Introduction of web accessibility tools

We introduced web accessibility (*) tools in March 2026 to ensure that everyone, regardless of age or physical condition, can smoothly access the information they need on our Company website. Visitors to our website can now customize their browsing environment, such as font size and color, in real time to suit their individual needs, creating a comfortable user experience.

(*) Web accessibility means that everyone, regardless of age or physical condition, can use the information and functions provided on the website without difficulty

● Main functions (website display buttons)



Advanced Governance

Messages From the Outside Directors (Audit & Supervisory Committee Members)

Building a management foundation that supports sound and bold risk-taking by management, grounded in stronger preventive legal practices and a social perspective

Shinji Ishihara
Director (Audit & Supervisory Committee Member, Outside)
(Attorney-at-law)

"Offensive governance" that supports sound and sustainable growth

I believe that the essence of corporate governance lies not merely in establishing a system of controls to prevent misconduct, but in building a robust management foundation that supports sound and sustainable corporate growth (enhancement of corporate value). In today's rapidly changing business environment, simply following precedent will not lead to sustainable growth. In addition to appropriately monitoring and supervising business execution, the Board of Directors is increasingly expected to engage in constructive discussions on medium- to long-term growth strategies.

In particular, for a financial institution group rooted in a region facing low birthrates and aging populations, as well as population declines, it is vital to pursue both the development of the regional economy and improved profitability over the medium to long term. I firmly believe that, to support management in actively taking risks toward achieving these goals while appropriately managing and assessing whether those risks are reasonable and appropriate, it is essential to continuously enhance the effectiveness of the Board of Directors and incorporate a broad range of external knowledge and perspectives into management.

Legal and compliance functions as vital management resources

Legal and compliance functions are sometimes viewed negatively as constraints on corporate activities, but I see them instead as vital management resources that support the enhancement of corporate value. For Juroku Financial Group, a regional comprehensive financial services group, our most important asset is unquestionably the credibility and trust placed in us by society and our stakeholders. To preserve and further strengthen this valuable asset, it is essential to go beyond mere compliance with laws and regulations and foster a corporate culture grounded in high ethical standards and the "16FG Spirit" throughout the Group.

As Group management continues to advance, it is increasingly important for Group companies to work closely together to establish a robust governance framework. The risks we face are becoming ever more sophisticated and complex, ranging from anti-money laundering, personal information protection and cybersecurity to new legal issues arising from the use of generative AI. In light of these changes in the environment, it is of course necessary to have systems in place to respond after problems arise. However, it is even more important to establish and strengthen a preventive legal function that identifies risks at an early stage and prevents losses before they occur. In this respect, I expect the recently introduced Chief Officer System to effectively strengthen governance across the Group.

Offering recommendations from an independent position with a social perspective

We often see instances in society where what is considered normal within a company is viewed very differently by the outside world. The role expected of us as Outside Directors (Audit & Supervisory Committee Members) is to maintain complete independence from the company, help ensure sound and transparent management, and offer constructive recommendations from the perspective of enhancing corporate value over the medium to long term.

Drawing on my professional knowledge and experience as a lawyer, I make a point of offering objective opinions on legal risks and compliance issues. At the same time, I will rigorously assess the legality and appropriateness of management decisions and actively monitor and oversee the development and operation of internal control and risk management systems. Going forward, I will continue to engage in constructive dialogue with management and other relevant parties and do my utmost to support Juroku Financial Group's sustainable growth and its contribution to the local community.

Speaking frankly from the shareholder perspective, without simply going along with the prevailing view. Toward governance that encourages appropriate risk-taking with a focus on "cost of capital" and "ROIC"

Satoe Tsuge
Director (Audit & Supervisory Committee Member, Outside)
(Certified Public Accountant)

Addressing regional issues and optimizing the business portfolio

Since the introduction of the Corporate Governance Code, companies have increasingly been expected to pursue not only "defensive governance," but also "offensive governance" that encourages decisive management decisions and growth investments aimed at sustainably enhancing corporate value. This requires governance functions that encourage appropriate
risk-taking, allocate management resources from a long-term perspective and ensure the steady execution of business portfolio strategies.

Juroku Financial Group is currently working to address regional issues through a diverse range of businesses that leverage the Group's comprehensive strengths. While these efforts are steadily producing results, I believe the Board of Directors needs to engage in even more in-depth discussions on how best to allocate limited management resources, including by asking whether the current business portfolio remains appropriate or needs to be reviewed. Drawing on my expertise as a Certified Public Accountant, I will actively provide the advice and support needed to achieve sustainable value creation.

Advancing "cost-of-capital management" from a finance and accounting perspective

The Company has set out its ten-year Long-Term Vision "16Vision-10," and its 2nd Medium-Term Management Plan, both of which are currently progressing extremely well. I believe management has made highly appropriate decisions to date, responding to changes in the macroeconomic environment, including shifts in social conditions and policy rate hikes, and announcing upward revisions to numerical targets.

For "offensive governance" going forward, it will be essential not only to continue pursuing profitability and capital efficiency, but also to further embed the increasingly important concept of "cost of capital" in management. The Company has already implemented various measures to improve ROE, but I believe we now need to go a step further and deepen management with a focus on ROIC (return on invested capital), which enables us to more precisely measure the earnings capacity and capital efficiency of each business. I intend to lead discussions at the Board of Directors with a view to further strengthening management decision-making based on ROIC, taking optimal capital allocation into account, as well as a highly transparent disclosure framework that addresses the needs of investors.

Management decisions and supervisory responsibilities in a world of positive interest rates

As an Outside Director (Audit & Supervisory Committee Member), I always strive to maintain an independent, third-party perspective, speak frankly without simply going along with the prevailing view, and express the opinions necessary for the Company's sustainable growth from the perspective of shareholders and investors.

As the Japanese economy enters a full-fledged world of positive interest rates, the regional banking industry is facing a major wave of management integrations and industry restructuring as banks seek to ensure their survival. For the Company to continue developing amid an era of such dramatic change, we must not only accelerate digitalization and DX and expand non-interest income, but also remain firmly committed to our fundamental role as a regional bank of contributing to the development of the regional economy. As social conditions change rapidly, I expect that we will increasingly face situations requiring critical management decisions. From my position as an Outside Director, I will rigorously oversee whether such decisions truly contribute to the Company's future and development and whether the process of the decision-making is sound.

I also believe it is important to communicate these Board discussions and processes through highly transparent disclosure, taking the perspective of shareholders. I will continue to fulfill my responsibilities to help the Group enhance corporate value over the medium to long term and achieve sustainable growth.

VISION

Advancing governance and disclosing information appropriately to establish a transparent management structure

Key Items

- Third-party involvement in assessing the effectiveness of the Board of Directors
- Third-party involvement in assessing the advancement of the internal auditing system
- Initial response training for emergency preparedness
- Dialogue with investors

Advancing Corporate Governance

Please refer to pages 95-98 for details.

Basic concept of corporate governance

The Company and its subsidiaries (hereinafter the "Group") shall, under the Group Management Philosophy that guides all officers and employees, serve our customers and the local community as an entity essential to their welfare based on our hitherto earned tradition and trust, thereby contributing to materializing sustainable growth and affluent future. Meanwhile, we have formulated a Long-Term Vision that will serve as a compass for future group management in the belief that it is essential to envision the desirable shape of our future based on the Group Management Philosophy and to proactively reform ourselves toward materializing such future.

【Group Management Philosophy】

☐ Mission:
Achieving growth and prosperity for our customers and the local community

☐ Vision:
To be a comprehensive financial group that builds a future with local communities and achieves sustainable growth with local economies

☐ Values: Trust & Integrity, Creation & Innovation, Diversity & Inclusion

【Long-Term Vision "16Vision-10"】
April 2023 to March 2033 (ten years)

☐ Theme: Staying Ahead of the Curve to Always Serve the Region

☐ Driven by our Purpose of "achieving growth and prosperity for our customers and the local community," we aim to contribute to the local community ("customers," "officers and employees," and "shareholders") by achieving Sustainability (i.e., creating social value) and Growth (i.e., creating economic value).

We believe that ensuring trust in our soundness in all aspects is an essential requirement for the management of the Group, which is centered on financial institutions. The foundation for this is the organizational and management structure and systems of the entire Group, including the Company. We regard the appropriate development of these systems and the enhancement of corporate governance as one of our most important management priorities.

Basic Policy on Corporate Governance
Please refer to our website.
https://www.16fg.co.jp/company/governance/ (in Japanese only)

Strengthening Risk Management and Compliance

Please refer to pages 101-104 for details.

Basic concept of risk management

We have formulated the Integrated Risk Management Policy, Integrated Risk Management Rules, and other stipulations to ensure the soundness and appropriateness of Group operations. These conditions locate risks associated with Group operations, define the organizational frameworks for risk management, and present specific measures for the identification, assessment, monitoring, control, and reduction of said risks.

Basic concept of compliance

We have formulated the group-wide Ethics Policy and the Compliance Policy to ensure high business ethics and thorough permeation of the spirit of legal compliance. We have positioned the acquisition of unshakable confidence from society as one of our most important management challenges, and are therefore striving to enhance our compliance framework.

Recognition of top risks

From the perspective of probability and degree of impact, the Board of Directors has chosen as top risks for the Group the "risk events that may have a significant impact on our financial position and business performance, such as disrupting our business strategy and reducing profitability within the next year." We are taking necessary measures in advance to control such risks, and striving to manage them in order to respond dynamically even if they manifest.

In addition, all employees are regularly kept informed on the top risks through meetings and other means.

Risk event

- Intensifying competition for attracting deposits
- Recession and disturbance in the financial market
- Escalation of geopolitical risks
- Rapid progress of generative AI and DX
- Population decline, declining birthrate and aging populations
- Compliance risks
- Threat of financial crime
- Cyber-attacks and system failures risks
- Climate change risks
- Increasing severity of natural disasters

Achieving Stakeholders Engagement

Please refer to pages 105-110 for details.

As part of our Group Management Philosophy, we have set forth the Engagement Cycle as our Code of Conduct. Through this cycle, we value engagement with a wide range of stakeholders including customers, local communities, officers and employees, shareholders, and investors.

Business Continuity Planning

In the event of unforeseen circumstances such as earthquakes, wind and flood damage, or large-scale system failures, our foremost priority is ensuring the safety of customers, officers and employees, and their families. Our basic policy is to then sustain local economies by providing essential financial services as soon as possible, maintaining The Juroku Bank's payment functions, and minimizing any negative impact on financial systems.

A framework is in place for emergencies, or when it is forecast that an emergency will occur, under which we quickly set up an Emergency Response Headquarters and create a system for the establishment of countermeasures and for the quick provision of instructions to sales branches.

Response to Cross-Shareholdings

〈 Policy concerning cross-shareholdings 〉

The Group's basic policy is to reduce its cross-shareholdings, taking into full account capital efficiency, so that the associated risks do not become excessive in relation to the Group's financial soundness. If it is determined that such cross-shareholdings contribute to the medium- to long-term enhancement of the corporate value of the Group and its business partners, rather than pursuing only short-term profits as a regional financial institution group, the Company may hold such shares, and the Board of Directors shall periodically review the purpose and economic rationality for such holdings.

Based on this approach, the Group set a target for reducing cross-shareholdings from April 2023 and has been working to reduce holdings through continuous dialogue with the issuers whose shares it holds.

From November 2024, the Company has been further reducing its cross-shareholdings based on the following reduction targets.

① **The ratio of the value of cross-shareholdings on the balance sheet (including deemed holdings) to consolidated net assets shall be less than 20% by the end of March 2025.**

② **The Company aims to reduce the level of (1) to less than 15% by the end of March 2028, the final year of the Medium-Term Management Plan.**

In the event that a business partner that holds the Company's shares as cross-shareholdings expresses an intention to sell the shares, etc., the Company will, in principle, respect such intention without creating any obstacles such as suggesting a reduction in transactions with the Group.

〈 Criteria for exercising voting rights 〉

With respect to the criteria for exercising voting rights for cross-shareholdings, the Group shall exercise its voting rights on proposals submitted by issuers after comprehensively considering the likelihood of medium- to long-term enhancement of the issuer's corporate value and the consistency with the purpose of the Group's holdings. When exercising voting rights, if there are concerns about the content of a proposal or a possibility that it may harm shareholder interests, the Company shall determine its approval or disapproval based on dialogue with the issuing company.

〈 Verification of rationality of holdings 〉

In line with the level of risk in holding listed shares as cross-shareholdings, we examine whether the purpose of the shareholding is being fulfilled as well as economic rationality of such holding.

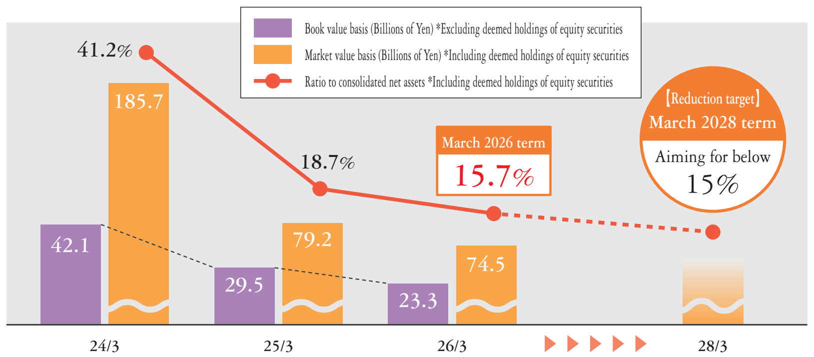
Considerations when examining significance of cross-shareholdings

- Business transactions with the Group
- Degree of local contribution
- Industry superiority, collaborative relationship, etc.

Verification of economic rationality

In line with the level of risk in holding shares in each company, we examine whether income from transactions with the Group, including from dividend payments, exceeds cost, to determine economic rationality.

●Trends in cross-shareholdings (book value basis / market value basis)



Value Creation of Juroku FG
Source of Value Creation
Sustainability Management of Juroku FG
Management Foundation of Juroku Financial Group
Corporate Data

Cybersecurity

Message From the Deputy Group CDO

The Group is accelerating the development of a diverse range of services utilizing digital technologies. At the same time, we recognize increasingly sophisticated cyber-attacks as a top risk and regard safeguarding our customers' important assets and social infrastructure as one of our most important management challenges. We view cybersecurity as an investment in "offensive governance" to promote safe and secure digitalization. In addition to maintaining a 24/7 monitoring structure through our security operations center (SOC) and conducting thorough external audits, we are preparing to stay ahead of emerging threats associated with frontier AI and other technologies through strong external collaboration with Chance-CSIRT, which is operated by banks sharing the core banking system, Financials ISAC Japan, and other organizations. The greatest key to enhancing the effectiveness of these measures is the resilience of our people and organization. We will continue to conduct practical training and develop highly specialized personnel, while further embedding a security-first culture across the Group.

Katsutoshi Hirano, Executive Officer, Deputy Group CDO

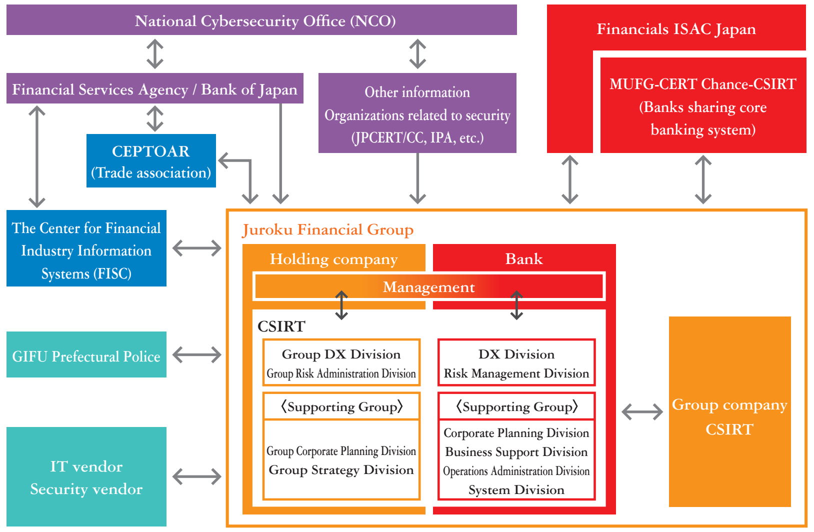
Governance system

In response to the increasing threat of sophisticated and advanced cyber-attacks, we have positioned cyber-attacks as one of the Group's top risks, and established the Information Security Management Rules and Information System Management Rules to prevent any cybersecurity incidents and prevent any damage from spreading. In doing so, we are working to strengthen cybersecurity management system.

Through timely and appropriate reports to the Board of Directors and Management Council, we are creating a governance structure that facilitates rational management decisions in response to environmental change. Moreover, through proactive contributions from management, we are promoting effective and efficient cybersecurity strategies and ensuring daily protection against cyber-attacks.

Cybersecurity management system

We have established a Computer Security Incident Response Team (CSIRT), with the Group DX Division and Group Risk Administration Division functioning as the secretariat as a cybersecurity incident response team, and are collaborating with Group companies. Mainly through the CSIRT, we respond to emergency incidents, offer education and awareness programs in times of normality, and collect and analyze information on potential threats.



Sharing of threat information and cooperative initiatives

Chance-CSIRT, the response team of regional banks jointly using the Chance core banking system, entered into an alliance in November 2017 with 'MUFG-CERT,' the security incident response team of Mitsubishi UFJ Financial Group, Inc., and has since been engaging in cooperative cybersecurity-related initiatives, such as the exchange of personnel, dispatch of trainees, and sharing of threat information. In addition, by sharing information through Financials ISAC Japan, which shares and analyzes cybersecurity-related information from Japan's financial institutions and promotes collaborative activities to improve cyber safety, we are working to improve security across the entire financial industry.

Incident response framework

The Group conducts cyber incident response training twice a year. Approximately 90 participants, including responsible officers, Group company employees, and external security vendors, take part in the exercises to verify the Group's response framework in preparation for emergencies. To make the exercises more practical, we use a blind format in which scenarios are not disclosed in advance. We are also diversifying exercise scenarios so that we can respond to a wide range of cyber-attack methods, including ransomware infections at Group companies.

When an incident occurs, we work with relevant departments to investigate the cause, implement corrective actions, and take measures to prevent recurrence, striving to respond appropriately.

Education and awareness programs for Group officers and employees

To improve digital literacy with cyber-attacks, we continue to offer education and awareness programs for all Group employees (including part-timers). This includes suspicious email training (more than twice a year), e-learning (more than twice a year), self-assessments of security action (around four times a year), and awareness-raising activities (as necessary).

We are also working to develop human resources with specialist expertise in the field by offering self-development qualification acquisition subsidy for those who passed Information Technology Engineers Examination and utilizing the internal expert system.

Initiatives for cybersecurity

Threat information analysis, security surveillance	To ensure that customers can use the Group's services in a safe and secure manner, we are reinforcing our cybersecurity measures through thorough vulnerability countermeasures, multilayer defense systems, analyses of threat trends, and detection and monitoring of abnormal activity. Moreover, we also have various surveillance systems in place, including a security operation center that is managed 24 hours a day, 365 days a year by a specialist external vendor.
Cybersecurity sophistication measures and external audits	Based on the concept of zero-trust security, the Group is implementing a range of measures to establish a multilayered defense framework. In addition, we conduct external audits (third-party assessments) as part of our governance system and penetration tests (simulated intrusion tests) by security vendors. By objectively identifying risks and promptly addressing issues revealed through these processes, we are further enhancing our defense framework. In October 2024, the Financial Services Agency announced the Guidelines for Cybersecurity in the Financial Sector, and we have since been engaged in efforts to comply with these guidelines.
Risk assessments and outsourcing management	When introducing new systems, we conduct advance reviews of whether said systems comply with the Group's standards using checklists according to levels of importance that are based on the safety standards from the Center for Financial Industry Information Systems (FISC). For cloud services used by the Group, we conduct assessments of compliance with Group's standards both at the time of introduction and annually thereafter. Moreover, to lessen the burden on contractors, on occasion we use services offering risk assessments from external experts.
Vulnerability assessment	To regularly check for unintended omissions or improper configurations in our public systems, we have introduced tools and services for automatic and highly frequent vulnerability assessments. Most frequently tested systems are assessed for vulnerability on a weekly basis. We also make sure to link any vulnerabilities or other findings to thorough improvements.

System risk management

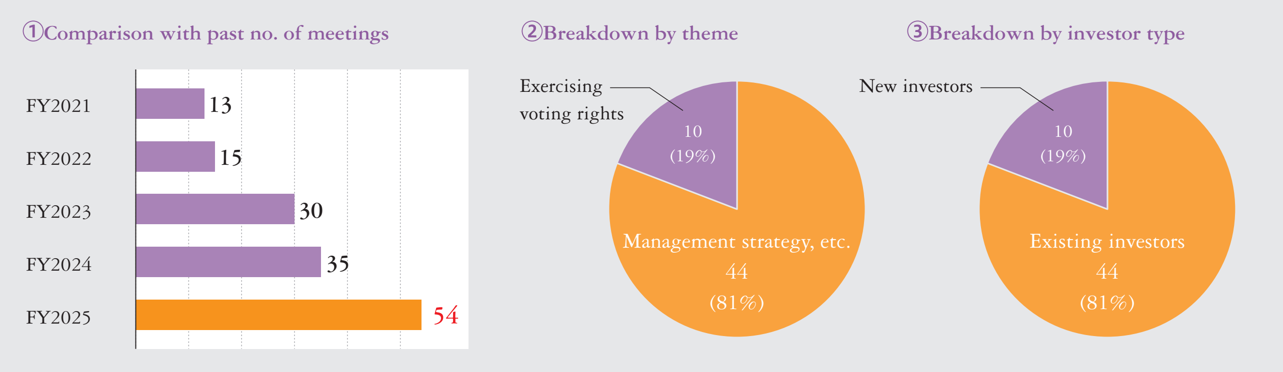
As damage to information systems could have an impact on a broad range of operations, we have implemented various damage prevention measures to maintain their stable operation. These include double-layer system infrastructure and the installation of disaster countermeasure systems that use data centers in multiple locations. In addition, through the creation of contingency plans and training that simulates said damage, we are ensuring thorough preparations for unforeseen circumstances.

Dialogue With Investors

We strive to ensure information disclosure to further understanding of the Group's strategies, operations, and financial conditions among shareholders and investors so that they can make appropriate judgements on the soundness of Group management. In FY2025, we provided the following opportunities for dialogue with our shareholders and investors.

Nature of activity	Results	Explainer	Content
Financial results briefing for institutional investors (briefings on interim and full-year results for FY2025)	2 times	Group CEO Group CFO	Held both in-person and online 【November 2025: 43 participants in person, 28 online】 【May 2026: 42 participants in person, 63 online】
Small meeting	Once	Group CEO Group CFO	Held online 【11 Institutional investors】
One-on-one meeting	9 times		Held in-person 【Japanese investor: 9, overseas investor: 0】
	45 times	Group CFO and others	Held both in-person and online 【Japanese investor: 29, overseas investor: 16】

●Breakdown of individual meetings in FY2025



Requirements and other opinions gained through these meetings are reported to the Board of Directors and management as necessary. In FY2025, we implemented the following measures in response to feedback.

Shareholder/investor requests	Our response
Enhance shareholder returns	● Increased dividend for the seventh consecutive term, and implemented share buybacks for the fifth consecutive term (total payout ratio: 42.1%, dividend payout ratio: 31.3%) ● Implemented a 5-for-1 share split on April 1, 2026 ● Expanded the shareholder benefits program
Reduce cross-shareholdings	● The ratio to consolidated net assets stood at 15.7% as of March 31, 2026, making steady progress
Strengthen governance	● Introduced the Chief Officer System to accelerate decision-making and enhance expertise
Improve productivity	● Introduced a numerical-data "dashboard" and rolled out the use of a generative AI "engagement tool"
Engage in climate change	● Selected for the Climate Change A List, the highest rating in the CDP Climate Change 2025 assessment
Investment in human capital	● Extension of the mandatory retirement age to 65 ● Introduced the regional banking industry's first Flexible Retirement Age System up to Age 65, allowing employees to choose their retirement age in one-year increments from 60 to 65 ● Launched the Knowledge Point Stage Certification Program to evaluate employees' day-to-day learning ● Promoted health management initiatives, including fully covering the cost of comprehensive health screenings
Enhance information disclosure	● In February 2026, our Integrated Report 2025 received the Excellence Award at the 5th NIKKEI Integrated Report Award organized by Nikkei Inc.

Internal Audit Structure

Message From the Group CAE

Amid growing uncertainty in the environment surrounding the Group, it is essential to prevent misconduct before it occurs and build robust governance grounded in high ethical standards. As Group CAE, my foremost mission is to conduct advanced internal audits.

The recent transition to the Chief Officer System will accelerate the speed of management execution. The internal audit department aims to balance this speed with effectiveness of audits, supporting the sustainable development of management, enhancement of corporate value, and cultivation of a sound corporate culture. Specifically, we will accurately identify risks through continuous monitoring of various data across the Group and the use of generative AI and other technologies, and conduct more in-depth audits.

Through advanced internal auditing, Juroku Financial Group will make every effort to maintain a sound and robust management foundation for the future and remain the financial group most trusted by all stakeholders.

Haruyuki Miyoshi, Executive Officer, Group CAE

Group internal audit framework

The Company has established the "Group Audit Division" as its internal audit function. As the "third line," independent of business execution (first line) and credit risk management functions (second line), the Group Audit Division evaluates and verifies the appropriateness and effectiveness of the Group-wide internal control framework.

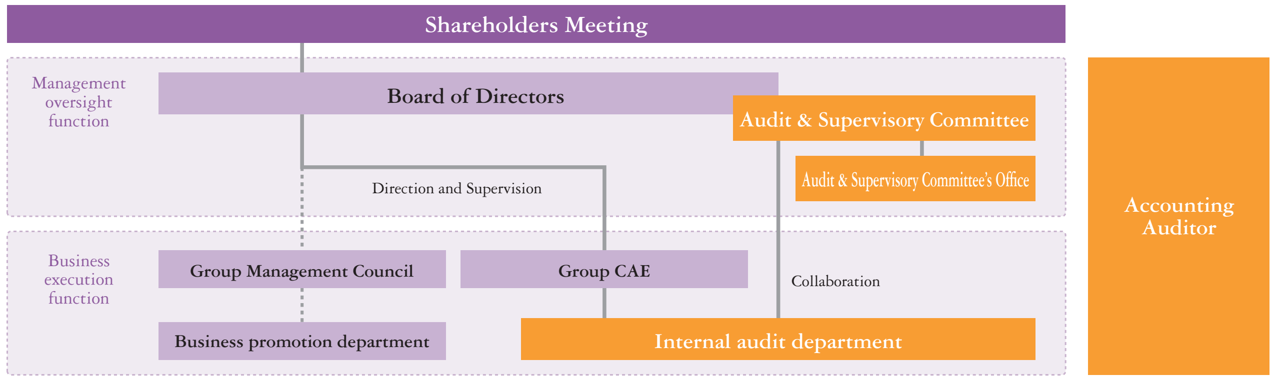
The Juroku Bank, the Group's core subsidiary, has also established an "Internal Audit Division" as its internal audit function. All members of the Group Audit Division concurrently serve in the Internal Audit Division, creating a framework for close cooperation and coordination between the Company and The Juroku Bank. Through this arrangement, we verify whether the Group-wide internal control framework is functioning appropriately by identifying important cross-Group themes and sharing the audit status of each Group company.

The Company's internal audit department is positioned as an organization directly under the Board of Directors. The annual internal audit plan is approved by the Board of Directors, and the results of internal audits conducted over each six-month period are reported to the Board. We also work closely with the Audit & Supervisory Committee by reporting the details of audits conducted each month. The contents reported to the Audit & Supervisory Committee are compiled into monthly reports and circulated to Directors, including Outside Directors.

Initiatives to improve and advance internal audit quality

We are improving and advancing the quality of internal audits by addressing issues identified through annual self-assessments based on the Global Internal Audit Standards, the global benchmark for internal auditing, and external assessments conducted by audit firms and other external parties once every three years.

In addition, for the internal audit departments of Group companies other than The Juroku Bank, the Company provides support for risk-based audits and conducts joint audits, thereby working to enhance internal auditing across the Group.



Corporate Governance

Basic policy of corporate governance
Please refer to our website.

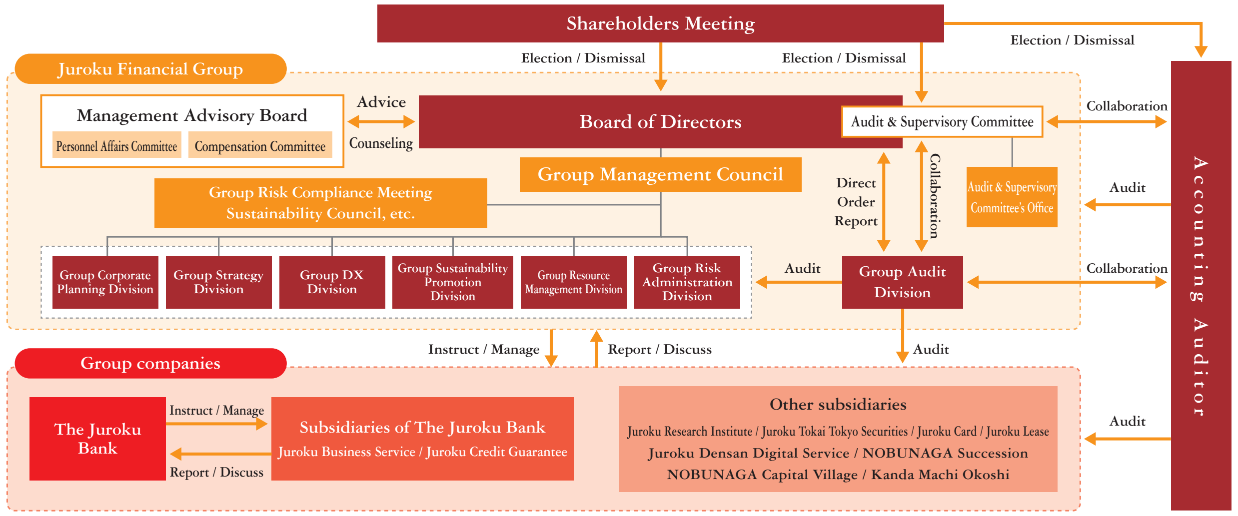
Corporate Governance System

Juroku Financial Group is a company with an Audit & Supervisory Committee, and the functions of the Board of Directors are strengthened not only in its decision-making functions but also in its auditing and supervisory functions.

By separately electing Executive Directors and Directors who are Members of the Audit & Supervisory Committee, we have enhanced the audit system of Group-wide business management and the supervision system of Executive Directors by Members of the Audit & Supervisory Committee.

In addition, we are working to further enhance our corporate governance system by monitoring the status of business execution, the status of risk management, and the compliance system of Group companies, and striving to build a Group-wide business management system.

Group companies are striving for efficient business operations by preparing business plans based on Group-wide management policies, and by making prompt management decisions and speeding up business execution.



Development and Selection of Management Personnel (Succession Plan)

To sustainably enhance corporate value, it is important to systematically develop human resources who will lead the Company in the future and ensure that management is handed over through an appropriate succession process. The Group has a succession program in place for the systematic development and selection of management personnel, ranging from officers to middle-managers who will bear the next generation of management. Since 2022, under the guidance of Professor Kazuo Ichijo of IMD, who serves as our Executive Advisor, we have conducted case studies, off-site training sessions, presentations, and other activities. Over the past year, we conducted a program totaling seven days for 14 Executive Officers.

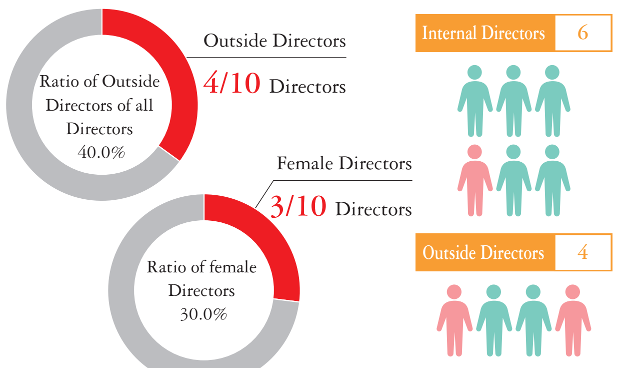
In selecting successors, we evaluate candidates from multiple perspectives based not only on their ongoing development and evaluation, but also on deliberations by the Personnel Affairs Committee of the Management Advisory Board and the opinions of Outside Directors and others. Going forward, we will continue to develop and select management personnel in anticipation of changes in the management environment and management structure, thereby strengthening governance.

Composition of the Board of Directors

The Company strives to ensure that the Board of Directors has a well-balanced structure with diverse knowledge and expertise.

In order to enhance the objectivity and rationality of decision-making by the Board of Directors in addition to supervising management, we appoint Independent Outside Directors so that they consist of more than one-third of the total number of Directors.

As of June 30, 2026, of the 10 Directors, four are Independent Outside Directors. Moreover, with three female Directors, the ratio of female Directors is 30%.



(As of June 30, 2026)

Major Skills and Experience, etc. of Directors of the Company (Skill Matrix)

(As of June 30, 2026)

	Name	Current position at the Company	Major skills and experience, etc. of Directors						
			Corporate management	Financing	Finance / Accounting	Legal affairs / Risk management	Human resources	Local revitalization	ESG / Sustainability
Directors who are not Members of the Audit & Supervisory Committee	Naoki Ikeda	President (Representative Director)	●	●	●	●	●		●
	Yukiyasu Shiraki	Deputy President (Representative Director)	●	●				●	●
	Kyohei Tanemura	Director and Executive Officer	●	●	●	●	●		
	Tomoko Shiozaki	Director and Executive Officer	●	●		●		●	●
	Naoshi Okimoto	Director and Executive Officer	●	●	●	●			
	Satoko Ito	Director Outside						●	●
	Yasushi Ueda	Director Outside	●	●	●	●			
Directors who are Members of the Audit & Supervisory Committee	Akito Yamashita	Director	●	●	●				
	Shinji Ishihara	Director Outside				●	●		
	Satoe Tsuge	Director Outside			●				●

*The table does not represent all expertise and experience possessed by each person.

Board of Directors

In addition to deciding matters as required by laws and regulations and important management-related matters, the Board of Directors supervises the execution of duties by receiving reports from Executive Directors regarding the status of the execution of their duties at least once in three months pursuant to Article 363, Paragraph 2 of the Companies Act.

The Board of Directors meetings were held 11 times in FY2025, and the attendance of each Director is shown in the table to the right.

The main topics discussed at the Board of Directors meetings in FY2025 were as follows.

Position	Name	No. of meetings held	No. of meetings attended (Attendance ratio)
Chairperson (Representative Director)	Yukio Murase	11	10 (90%)
President (Representative Director)	Naoki Ikeda	11	11 (100%)
Director	Akihide Ishiguro	11	11 (100%)
Director	Yukiyasu Shiraki	11	11 (100%)
Director	Tomoko Shiozaki	11	11 (100%)
Director	Yoshiaki Bito (*)	2	2 (100%)
Director (Outside)	Satoko Ito	11	11 (100%)
Director (Outside)	Yasushi Ueda	11	11 (100%)
Director (Audit & Supervisory Committee Member)	Akito Yamashita	11	11 (100%)
Director (Audit & Supervisory Committee Member) (Outside)	Shinji Ishihara	11	11 (100%)
Director (Audit & Supervisory Committee Member) (Outside)	Satoe Tsuge	11	11 (100%)

Note: Mr. Yoshiaki Bito retired from Director in June 2025 and attended the Board of Directors meetings until the meeting held in May 2025.

< Key deliberations discussed at the Board of Directors in FY2025 >

Categories	Key deliberations
Management plans	Progress of the Medium-Term Management Plan (including action to implement management that is conscious of cost of capital and stock price), overall Group budget, etc.
Capital policy and shareholder return	Implementation of dividends, share buybacks, share splits and revisions to the shareholder benefits program, etc.
Sustainability	Sustainability Council deliberations, etc.
Corporate governance	Corporate governance initiatives, dialogue with shareholders and investors, results of assessment and analysis of Board of Director effectiveness, results of examination of significance and economic rationality of cross-shareholdings, etc.
Risk compliance	Determination of top risks, formulation of the Group Compliance Program, risk appetite framework, Group Risk Compliance Meeting deliberations, etc.
Internal audit	Formulation of internal audit plans, results of internal audits, etc.

Evaluation of the Effectiveness of the Board of Directors

The Company annually conducts self-evaluations and analysis of the effectiveness of the Board of Directors, as a measure for improving the administration of the Board of Directors. In FY2025, self-evaluations were conducted by all officers, and the results were submitted for a consultation to the Management Advisory Board, an advisory body to the Board of Directors, and then deliberated at the Board of Directors.

〈Method for evaluating the effectiveness of the Board of Directors for FY2025, and the summary of the results of evaluation〉

(1) Method for evaluating the Board effectiveness

- Questionnaire was conducted for all (10) Directors in March 2026.
- The questionnaire was comprised comprehensively of multiple-choice questions on the composition of the Board of Directors (balance of knowledge and experience, diversity, etc.), administration of the Board of Directors (frequency of meetings, time for deliberation, and content of reference materials), responsibilities of the Board of Directors, etc. (decision-making and supervisory functions, etc.), and the support system for Directors.

(2) Results of analysis

As a result of the aggregation and analysis of the self-evaluations, the Company confirmed that the Board of Directors was appropriately administered, and that the effectiveness of the Board of Directors has been secured.

All parties concerned shared the determination that the Board of Directors shall, with a view to further strengthening the Board's function and promoting deeper deliberation of agenda items, be engaged in continuous efforts for reviewing the contents and quantity of the reference materials for the Board meetings, and providing Outside Directors with information on internal issues relating to the agenda items, through strengthening the functions of the Board of Directors secretariat.

We will continue with our efforts to enhance deliberations on management themes that take into account medium- to long-term management and growth strategies and the external environment, as well as the supervision of important management risks, for the sustainable growth of the Group and the enhancement of corporate value. Furthermore, we will further enhance the effectiveness of the Board of Directors by continuously reviewing the operation of the Board of Directors with Outside Officers.

In principle, the Company conducts an evaluation of the effectiveness of the Board of Directors through the involvement of a third-party agency more than once every three years. Self-evaluations and other assessments in FY2023 were conducted with advice from an external institution.

Status of Audit by the Audit & Supervisory Committee

The Audit & Supervisory Committee consists of three Members of the Audit & Supervisory Committee, including two Members of the Audit & Supervisory Committee who are Outside Directors, and meets once a month in principle. In addition, the Audit & Supervisory Committee's Office has been established to assist Members of the Audit & Supervisory Committee in their duties, thereby ensuring the objective monitoring and auditing functions of the management's business execution.

Position	Name	No. of meetings held	No. of meetings attended (Attendance ratio)
Member of the Audit & Supervisory Committee (Full-time)	Akito Yamashita	11	11 (100%)
Member of the Audit & Supervisory Committee	Shinji Ishihara	11	11 (100%)
Member of the Audit & Supervisory Committee	Satoe Tsuge	11	11 (100%)

Management Advisory Board

In order to further ensure transparency and fairness of the Board of Directors' decision-making activities, we have established the Management Advisory Board, which is chaired by an Outside Director and comprises majority of Outside Directors, as an advisory body to the Board of Directors.

Management Advisory Board consists of the Personnel Affairs Committee and the Compensation Committee that provide advice on the matters shown in the table below.

In FY2025, the Personnel Affairs Committee and the Compensation Committee held three meetings each.

Personnel Affairs Committee
1 Matters concerning the determination of candidates for Director
2 Matters concerning selection and dismissal of Executive Directors, etc.
Compensation Committee
1 Matters concerning compensation for Directors
2 Matters concerning the evaluation of the effectiveness of the Board of Directors
3 Other important matters related to management

<Attendance at Management Advisory Board meetings in FY2025>

Personnel Affairs Committee

Position	Name	No. of meetings held	No. of meetings attended (Attendance ratio)
Chairperson (Representative Director)	Yukio Murase	3	2 (66%)
President (Representative Director)	Naoki Ikeda	3	3 (100%)
Director (Outside), Chairperson of the committee	Satoko Ito	3	3 (100%)
Director (Outside)	Yasushi Ueda	3	3 (100%)
Director (Audit & Supervisory Committee Member) (Outside)	Shinji Ishihara	3	3 (100%)

Compensation Committee

Position	Name	No. of meetings held	No. of meetings attended (Attendance ratio)
Chairperson (Representative Director)	Yukio Murase	3	2 (66%)
President (Representative Director)	Naoki Ikeda	3	3 (100%)
Director (Outside)	Satoko Ito	3	3 (100%)
Director (Outside), Chairperson of the committee	Yasushi Ueda	3	3 (100%)
Director (Audit & Supervisory Committee Member) (Outside)	Shinji Ishihara	3	3 (100%)

Remuneration for Officers

Remuneration, etc. for Directors of the Company comprises three components that are fixed remuneration, performance-linked remuneration and stock-type remuneration, based on the resolution at the 1st Annual General Meeting of Shareholders held on June 17, 2022. Meanwhile, remuneration for Outside Directors and Directors who are Members of the Audit & Supervisory Committee consists solely of fixed remuneration with a view to enhancing their neutrality and independence.

Fixed remuneration

The aggregate amount of fixed remuneration for Directors (excluding Directors who are Members of the Audit & Supervisory Committee) payable commensurate with their roles and responsibilities shall not exceed ¥330 million per year, while the aggregate amount of fixed remuneration for Directors who are Members of the Audit & Supervisory Committee shall not exceed ¥80 million per year.

Stock-type remuneration

Restricted stock-type remuneration is intended to provide incentive for continuously enhancing the Company's corporate value while further promoting value-sharing between Directors and shareholders, which once a year in principle delivers to Directors restricted shares with transfer restriction period. Remuneration to be used for delivering restricted shares shall be monetary claims, which shall, in the aggregate but apart from the fixed remuneration and a performance-linked remuneration, not exceed ¥80 million per year while the total number of shares to be allotted in a year shall not exceed 200,000 shares. From FY2025 onward, ESG-related factors will be reflected into a portion of stock-type remuneration. Specifically, restricted stock-type remuneration will comprise the basic portion and a sustainability KPI-linked portion, which is paid based on progress toward achievement of sustainability KPIs in the previous fiscal year. The target ratio for the sustainability KPI-linked portion is around 5% of total stock-type remuneration.

Performance-linked remuneration

Performance-linked remuneration is intended to provide incentive for contributing to improving the Group's business performance for each fiscal year, and is geared to the Group's bottom line performance criterion, namely, net income attributable to owners of the parent (consolidated). The aggregate amount of performance-linked remuneration for Directors (excluding Outside Directors and Directors who are Members of the Audit & Supervisory Committee) shall be paid within the ceilings in the table below, apart from the fixed remuneration.

Performance linked remuneration

Net income attributable to owners of the parent (consolidated)	Ceiling of remuneration
¥4.0 billion or less	—
More than ¥4.0 billion but not exceeding ¥6.0 billion	¥30 million
More than ¥6.0 billion but not exceeding ¥8.0 billion	¥40 million
More than ¥8.0 billion but not exceeding ¥10.0 billion	¥50 million
More than ¥10.0 billion but not exceeding ¥12.0 billion	¥60 million
More than ¥12.0 billion but not exceeding ¥14.0 billion	¥70 million
More than ¥14.0 billion but not exceeding ¥16.0 billion	¥80 million
More than ¥16.0 billion but not exceeding ¥18.0 billion	¥90 million
More than ¥18.0 billion but not exceeding ¥20.0 billion	¥100 million
More than ¥20.0 billion	¥110 million

The Company has introduced the following three mechanisms to ensure the soundness of its stock-type remuneration system.

- By setting the transfer restriction period for shares to continue until retirement, thereby effectively deferring the payment of remuneration over the medium to long term, the system encourages awareness of the need to sustainably enhance corporate value.
- Compliance with laws and regulations, internal regulations, and formal contracts is reflected in evaluations, ensuring that the system functions as a sound incentive for the sustainable enhancement of corporate value.
- The Company has established a provision (malus and clawback provision) under which it automatically acquires all of the shares without consideration if the Board of Directors determines that there has been a material violation of laws or regulations, internal regulations, or formal contracts.

The guidelines for the distribution ratio of these three types of remuneration for Directors (excluding Outside Directors and Directors who are Members of the Audit & Supervisory Committee) shall be 100, 50, and 15 between fixed remuneration, performance-linked remuneration, and stock-type remuneration, respectively (if fully paid as scheduled, and including remuneration from consolidated subsidiaries if involving concurrent service as Directors at consolidated subsidiaries).

Reason for Nominating Outside Officers (Function and Role of Outside Directors in the Corporate Governance of the Company)

Outside Director **Satoko Ito**	Ms. Satoko Ito has extensive experience and knowledge in a wide range of domains such as environment, energy, regional revitalization, ESG and sustainability gained through her career as an anchorperson for news and information programs and a university professor. The Company believes that, by utilizing her extensive experience and a wide range of knowledge, she will contribute to further ensuring transparency and fairness of the decision-making function and further strengthening the supervising function of the Board of Directors from an objective standpoint independent from the management team in order to promote the Group's sustainable growth and improve its medium- to long-term corporate value, and has nominated her.
Outside Director **Yasushi Ueda**	Mr. Yasushi Ueda has been engaged in corporate management as Senior Managing Executive Officer, Group Chief Actuary and CFO of Meiji Yasuda Life Insurance, and has gained extensive experience and a wide range of insight in the financial sector, including finance, accounting, and risk management. The Company believes that, by utilizing his extensive experience and a wide range of knowledge, he will contribute to further ensuring transparency and fairness of the decision-making function and further strengthening the supervising function of the Board of Directors from an objective standpoint independent from the management team in order to promote the Group's sustainable growth and improve its medium- to long-term corporate value, and has nominated him.
Director (Audit & Supervisory Committee Member, Outside) **Shinji Ishihara**	As a lawyer, Mr. Shinji Ishihara has a wealth of experience and specialized knowledge of legal affairs in general, and has been serving as the managing partner of Ishihara Law Office since 2011. The Company believes that, by utilizing his extensive experience and a wide range of knowledge, he will contribute to further ensuring transparency and fairness of the decision-making function and further strengthening the supervising function of the Board of Directors from an objective standpoint independent from the management team in order to promote the Group's sustainable growth and improve its medium- to long-term corporate value, and has nominated him.
Director (Audit & Supervisory Committee Member, Outside) **Satoe Tsuge**	As a certified public accountant, Ms. Satoe Tsuge has expertise in finance and accounting, and is the representative of Tsuge CPA Office, which was established in 1999, and the representative director of La Vida Planning Co., Ltd., which was established in 2007. The Company believes that, by utilizing her extensive experience and a wide range of knowledge, she will contribute to further ensuring transparency and fairness of the decision-making function and further strengthening the supervising function of the Board of Directors from an objective standpoint independent from the management team in order to promote the Group's sustainable growth and improve its medium- to long-term corporate value, and has nominated her.

Board of Directors and Executive Officers

Directors

Naoki Ikeda

President (Representative Director)
Group CEO (Director of The Juroku Bank)

Apr. 1980	Joined The Juroku Bank
Apr. 2005	General Manager, Takayama Branch, The Juroku Bank
Jun. 2008	Director and General Manager, Nagoya Branch, The Juroku Bank
Apr. 2012	Director and General Manager, Nagoya Main Office, The Juroku Bank
Jun. 2013	Managing Director and General Manager, Operations Administration Division, The Juroku Bank
Sep. 2013	Managing Director, The Juroku Bank
Jun. 2014	Deputy President, The Juroku Bank (Representative Director)
Oct. 2021	President, the Company (Representative Director) Director, The Juroku Bank current position
Jun. 2026	President, the Company (Representative Director) current position Group CEO

Yukiyasu Shiraki

Deputy President (Representative Director)
Group COO / Group CSO

Mar. 2012	Joined The Juroku Bank
Apr. 2010	General Manager, Hashima Branch, The Juroku Bank
Mar. 2012	General Manager, Kakamigahara Branch, The Juroku Bank
Jun. 2014	Executive Officer and General Manager, Ichinomiya Branch, The Juroku Bank
Jun. 2016	Managing Executive Officer and Chief General Manager, Aichi Business Division, The Juroku Bank
Jun. 2017	Director and Managing Executive Officer and Chief General Manager, Aichi Business Division, and Deputy Chief General Manager, Business Integration Division, The Juroku Bank
Apr. 2019	Director and Managing Executive Officer and Chief General Manager, Business Integration Division, The Juroku Bank
Apr. 2021	Director and Managing Executive Officer and Chief General Manager, Business Support Division, The Juroku Bank
Oct. 2021	Director and Senior Managing Executive Officer and General Manager, Group Sales Management Division, the Company President, Juroku Lease Co., Ltd. (Representative Director)
Apr. 2026	Director and Senior Managing Executive Officer and General Manager, Group Strategy Division, the Company
Jun. 2026	Deputy President, the Company (Representative Director) Group COO / Group CSO current position

Kyohei Tanemura

Director and Executive Officer
Assistant to Group CEO / Group CAO (President and CEO of The Juroku Bank)

Apr. 1996	Joined The Juroku Bank
Jun. 2017	Manager, Corporate Planning Division, The Juroku Bank
Oct. 2021	Manager, Group Corporate Planning Division, the Company
Jun. 2022	General Manager, responsible for Group Corporate Planning Division, the Company General Manager, Corporate Planning Division, The Juroku Bank
Jun. 2023	Executive Officer and General Manager, responsible for Group Corporate Planning Division, the Company Executive Officer and General Manager, Corporate Planning Division, The Juroku Bank
Jun. 2025	Executive Officer and General Manager, Group Corporate Planning Division, the Company Managing Executive Officer, The Juroku Bank
Apr. 2026	Executive Officer and General Manager, Group Corporate Planning Division, the Company
Jun. 2026	Director and Executive Officer, Assistant to Group CEO / Group CAO, the Company current position President and CEO, The Juroku Bank (Representative Director) current position

Tomoko Shiozaki

Director and Executive Officer
Group CRO / Group CSuO (Director and Senior Managing Executive Officer of The Juroku Bank)

Apr. 1995	Joined The Juroku Bank
Jun. 2017	General Manager, Tarui Branch, The Juroku Bank
Jun. 2018	General Manager, Hoshigaoka Branch, The Juroku Bank
Apr. 2021	General Manager, SDGs Promotion Office, Regional Revitalization Division, The Juroku Bank
Oct. 2021	Manager, Group Business Planning Division, the Company General Manager, SDGs Promotion Office, Regional Revitalization Division, The Juroku Bank
Apr. 2022	General Manager, Sustainability Management Office, the Company General Manager, Sustainability Promotion Division, The Juroku Bank
Jun. 2023	Executive Officer and General Manager, Sustainability Management Office, the Company Executive Officer and General Manager, Sustainability Promotion Division, The Juroku Bank
Jun. 2024	Director and Executive Officer and General Manager, Sustainability Management Office, the Company
Jun. 2025	Director and Executive Officer and General Manager, Group Risk Management Division and General Manager, Sustainability Management Office, the Company Director and Managing Executive Officer and General Manager, Sustainability Promotion Division, The Juroku Bank
Apr. 2026	Director and Executive Officer and General Manager, Group Risk Administration Division and General Manager, Group Sustainability Promotion Division, the Company
Jun. 2026	Director and Executive Officer, Group CRO / Group CSuO and General Manager, Group Risk Administration Division and General Manager, Group Sustainability Promotion Division, the Company current position Director and Senior Managing Executive Officer, The Juroku Bank (Representative Director) current position

Naoshi Okimoto

Director and Executive Officer
Group CFO (Executive Officer of The Juroku Bank)

Apr. 1998	Joined The Juroku Bank
Apr. 2019	Manager, the Tokyo Office, Secretariat Office, The Juroku Bank
Apr. 2020	Manager, the Tokyo Office, Secretariat Office and Deputy General Manager, Tokyo Branch, The Juroku Bank
Oct. 2021	Manager, Group Administration Management Division, the Company
Jul. 2023	General Manager, Takayama Branch and General Manager, Takayama ekimae Branch, The Juroku Bank
Oct. 2024	General Manager, responsible for Group Risk Management Division, the Company General Manager, Risk Administration Division, The Juroku Bank
Jun. 2025	Executive Officer and General Manager, responsible for Group Corporate Planning Division and General Manager, responsible for Group Risk Management Division, the Company Executive Officer and General Manager, Corporate Planning Division and General Manager, Risk Administration Division, The Juroku Bank
Apr. 2026	Executive Officer and General Manager, responsible for Group Corporate Planning Division and General Manager, responsible for Group Risk Administration Division, the Company
Jun. 2026	Director and Executive Officer, Group CFO and General Manager, Group Corporate Planning Division, the Company current position Executive Officer and General Manager, Corporate Planning Division, The Juroku Bank current position

Satoko Ito

Director (Outside)

Oct. 1989	Started activities as an anchorperson for news and information programs
Apr. 2010	Visiting Professor, Kaishi Innovation University current position
Apr. 2015	Part-time Lecturer, Niigata University current position
Jun. 2020	Director, The Juroku Bank
Oct. 2021	Director, the Company current position
Apr. 2025	Representative Director, Satoko Ito Office Inc. current position

Yasushi Ueda

Director (Outside)

Apr. 1988	Joined Meiji Life Insurance Company
Apr. 2013	General Manager, Profit Management & Actuarial Department, Meiji Yasuda Life Insurance Company (hereinafter "Meiji Yasuda Life Insurance")
Apr. 2017	Executive Officer and General Manager, Profit Management & Actuarial Department, Meiji Yasuda Life Insurance
Apr. 2018	Executive Officer, Meiji Yasuda Life Insurance
Apr. 2019	Managing Executive Officer, Meiji Yasuda Life Insurance
Apr. 2020	Managing Executive Officer, Group Chief Actuary, Meiji Yasuda Life Insurance
Apr. 2021	Managing Executive Officer, Group CRO, Meiji Yasuda Life Insurance
Jun. 2023	Director, the Company current position
Apr. 2024	Senior Managing Executive Officer, Group CRO, Meiji Yasuda Life Insurance
Apr. 2026	Senior Managing Executive Officer, Group Chief Actuary, CFO, Meiji Yasuda Life Insurance current position

Akito Yamashita

Director (Audit & Supervisory Committee Member)

Apr. 1988	Joined The Juroku Bank
Jan. 2013	Manager, Corporate Planning Division, The Juroku Bank
Oct. 2014	Deputy General Manager, Kakamigahara Branch, The Juroku Bank
Apr. 2016	General Manager, Kurono Branch, The Juroku Bank
Jan. 2018	General Manager, Seki Branch, The Juroku Bank
Apr. 2019	General Manager, Okazaki Branch, The Juroku Bank
Oct. 2021	Executive Officer and General Manager, Okazaki Branch, The Juroku Bank
Oct. 2020	President (Representative Director), Juroku Business Service Co., Ltd.
Oct. 2021	Full-time Auditor, The Juroku Bank
Jun. 2024	Director (Member of the Audit & Supervisory Committee), the Company current position
Jun. 2026	Auditor, The Juroku Bank current position

Shinji Ishihara

Director (Audit & Supervisory Committee Member, Outside)

Apr. 1985	Registered as an attorney-at-law and joined Ishihara Law Office
Aug. 2011	Managing partner, Ishihara Law Office current position
Apr. 2016	Chairman, Aichi Bar Association and vice chairman, Japan Federation of Bar Associations
Jun. 2018	Auditor, The Juroku Bank
Oct. 2021	Director (Member of the Audit & Supervisory Committee), the Company current position
Dec. 2022	Representative Director, Aibenkyo Service Co., Ltd. current position

Satoe Tsuge

Director (Audit & Supervisory Committee Member, Outside)

Apr. 1990	Joined Tohmatsu & Co. (currently Deloitte Touche Tohmatsu LLC) Nagoya Office
Apr. 1995	Registered as a certified public accountant
Jan. 1999	Representative, Tsuge CPA Office current position
Oct. 2021	Representative director, La Vida Planning Co., Ltd. current position
Oct. 2021	Director (Member of the Audit & Supervisory Committee), the Company current position

Executive Officers

Executive Officer, Group CDO	Hirotaka Asai	Director and Managing Executive Officer of The Juroku Bank	Executive Officer, Assistant to Group COO	Tomoatsu Kaku	President of NOBUNAGA Succession
Executive Officer, Deputy Group CSO	Toshihide Takano	Director and Managing Executive Officer of The Juroku Bank	Executive Officer, Deputy Group CSO	Naoki Yagami	Director and Managing Executive Officer of The Juroku Bank
Executive Officer, Assistant to Group COO	Masato Kunishima	Managing Executive Officer of The Juroku Bank	Executive Officer, Deputy Group CDO	Katsutoshi Hirano	Executive Officer of The Juroku Bank
Executive Officer, Group CAE	Haruyuki Miyoshi	Executive Officer of The Juroku Bank	Executive Officer, Deputy Group CSuO	Yukari Hayakawa	Executive Officer of The Juroku Bank
Executive Officer, Deputy Group CDO	Kenji Kubota	Executive Officer of The Juroku Bank			

(As of June 30, 2026)

Risk Management Structure and Compliance System

Ethics Policy

The Group has established its "ethics policy" with a view to establishing unshakable confidence from society through establishing high business ethics and thorough permeation of the spirit of legal compliance.

The ethics policy consists largely of two sections, namely, "business ethics of the Group" and "code of conduct for officers and employees of the Group." The former manifests sense of ethics and values which the Group as a corporation must adhere to for materializing its management philosophy, while the latter is a compilation of the code which the officers and employees of the Group must follow in conducting business based on the aforementioned business ethics.

Group-wide Risk Management Structure and Compliance System

We have established the Group Risk Administration Division to oversee risk management and compliance, and are working to improve the risk management structure and compliance system of the Group, while senior management actively involves in the process of risk management for verifying and monitoring its effectiveness and adequacy.

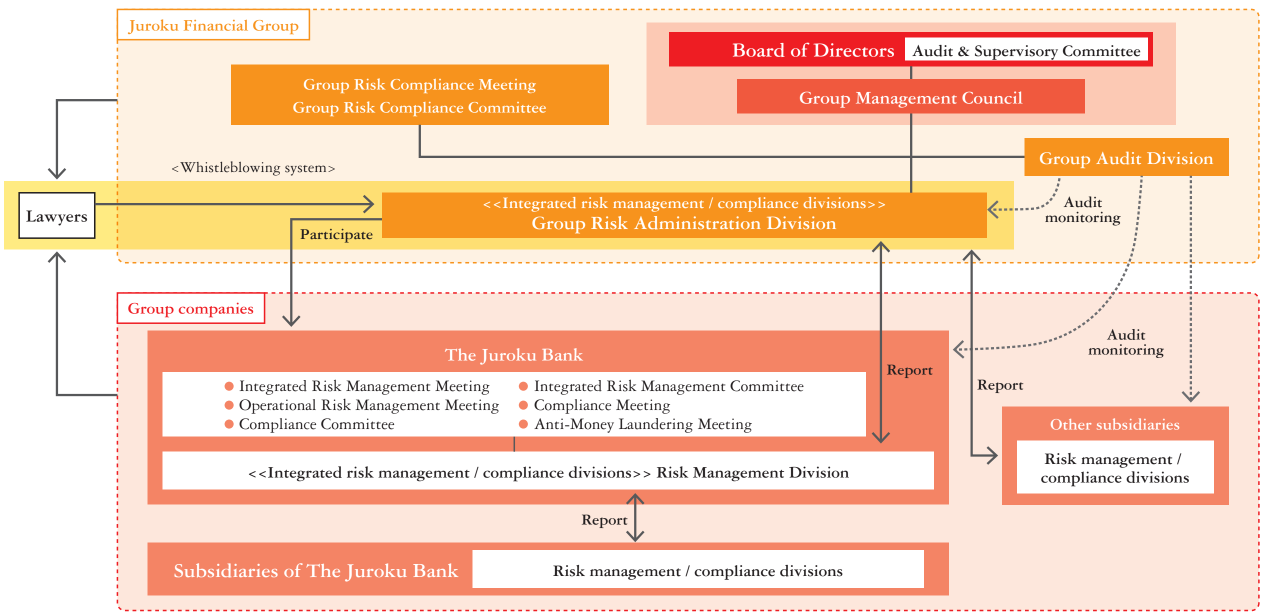
Specifically, the Group Risk Compliance Meeting chaired by the Group CRO has been organized to grasp the status of risk management and compliance within the Group, engaging in deliberation or debate on the analysis, evaluation, and activities for improvement thereof. The Group CRO reports to the Board of Directors on the status of risk management and other matters on a bi-annual basis or as appropriate if required, to ensure that the adequacy and effectiveness of risk management as well as status of compliance system are appropriately deliberated and verified.

Based on these reports, the Board of Directors comprehensively monitors the various risks surrounding the Group, discusses and decides on important response measures, and oversees risk management across the Group.

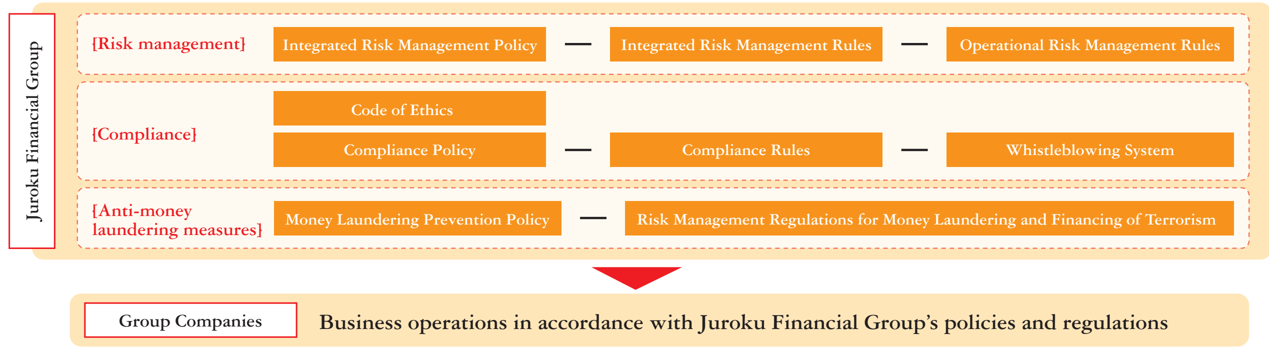
Meanwhile, the Group Audit Division, which is the internal audit department, is committed to verifying and improving the adequacy and effectiveness of risk management structure, while conducting audit of the compliance system of the Group as a whole.

The Company positions risk management and compliance as an important duty to ensure the soundness and safety of group management, and has established policies and regulations related to risk management and compliance. Each group company has also established its own policies and regulations based on the Company's policies and regulations, and strives to conduct appropriate business.

<Compliance system / risk management structure>



<Risk management and compliance-related policies and regulations, etc.>



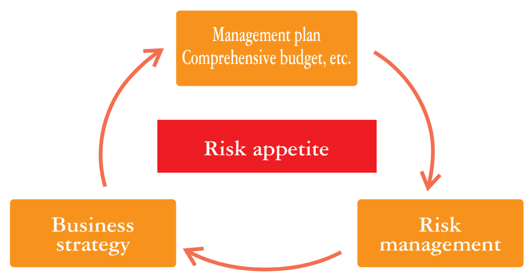
Risk Management Structure

Risk Appetite Framework

The Group has clarified the type and amount of risk to be taken appropriately as "risk appetite," and introduced a "Risk Appetite Framework (RAF)" for business and risk management using the risk appetite as a starting point.

In order to achieve our "Vision" in the Group Management Philosophy, we seek to "optimize profits, risks and capital" through RAF management, and enable the pursuit of more profit opportunities and more appropriate risk control. By doing so, we are improving the effectiveness of our business strategies including management plans and comprehensive budgets.

<Overview of the Risk Appetite Framework>



Recognition of Top Risks

From the perspective of probability and degree of impact, the Board of Directors has chosen as top risks for the Group the "risk events that may have a significant impact on our financial position and business performance, such as disrupting our business strategy and reducing profitability within the next year." We are taking necessary measures in advance to control such risks, and striving to manage them in order to respond dynamically even if they manifest.

In addition, all employees are regularly kept informed on the top risks through meetings and other means.

Risk event

- Intensified competition for attracting savers
- Escalation of geopolitical risks
- Population decline, declining birthrate and aging population
- Threat of financial crime
- Climate change risks
- Recession and disturbance in the financial market
- Rapid progress of generative AI and DX
- Compliance risks
- Cyber-attacks and system failures
- Increasing severity of natural disasters

Capital Adequacy Management

The capital adequacy ratio is calculated on a consolidated basis in accordance with the formula prescribed in the Standards for Bank Holding Companies to Judge Their Own and Subsidiaries' Capital Adequacy in Light of Their Assets and Other Circumstances under Article 52-25 of the Banking Act (Financial Services Agency Public Notice No. 20 of 2006).

The Company applies the domestic standard and uses the standardized approach to calculate credit risk-weighted assets and the standardized measurement approach to calculate the operational risk equivalent amount.

The Company has also applied the finalized Basel III framework since the end of March 2025.

Compliance System

Compliance Structure

The Company has designated the Group Risk Administration Division to oversee compliance and manage the status of compliance for the entire Group. Every fiscal year, the division formulates a Group Compliance Program, a concrete action plan for compliance, and conducts appropriate compliance risk management for the entire Group. The division is engaged in confirming that the Group is properly practicing compliance, as well as monitoring the progress in the Group Compliance Program and status of whistleblowing, while holding meetings of the Group Risk Compliance Meeting and the Group Risk Compliance Committee regularly and as needed for deliberation and instruction on the compliance system. The content of the deliberations at the Group Risk Compliance Meeting is reported to the Board of Directors to ensure appropriate supervision by the Board of Directors. Procedures(*) to be followed by officers and employees who discovered a compliance violation or other conduct that could be considered as such are specified in the Compliance Rules and Compliance Manual, as part of the framework for fact-finding and investigation of this type of wrongdoing. For the purpose of fermenting compliance awareness across the Group, the ethics policy is being thoroughly permeated among all concerned, while training for officers including Outside Directors as well as training or study sessions for all employees (including part-timers and temporary workers) are continually organized, presenting case study of the questionable conducts recently reported at corporations involving compliance, such as legal compliance violations, wrongdoings, and harassment. In addition, harassment prevention training is provided for managers.

(*) Procedures to be followed in the event of discovery of a compliance violation or other conduct that can be considered as such (summary):

(1) [Report of occurrence] The person who discovered the compliance violation or the like must report to the Group Risk Administration Division, or alternatively report to or consult with the external lawyer designated for this purpose according to the internal reporting system.

(2) [Report to the Group Management Council, etc.] The Group Risk Administration Division shall report to Group Management Council, etc., as appropriate.

(3) [Fact-finding and investigation] The Group Risk Administration Division shall instruct or execute fact-finding. Specific procedure or method for investigation, etc. shall follow the Incident Response Manual.

(4) [Report] Follow-up report shall be made to the Compliance Meeting, etc. as appropriate based on the results of the fact-finding exercise.

(5) [Remedial measures and recurrence prevention measures] Report shall be made to the Board of Directors, etc. on the remedial measures and recurrence prevention measures based on the results of the investigation.

Initiatives for Prevention of Corruption

The Company prohibits in its Ethics Policy all forms of corrupt practices, regardless of whether in Japan or overseas or whether directly or indirectly, including bribery involving public officials, etc. (including deemed public officials and other persons equivalent to public officials) and all stakeholders concerning the Group's business, such as customers, shareholders, contractors and business partners, as well as embezzlement, breach of trust, and the giving or receiving of entertainment, gifts and other benefits beyond social norms, in an effort to prevent corruption.

The Company continually implements training for all officers and employees (including Outside Directors, part-timers and temporary workers) and study sessions featuring specific cases to raise awareness of the Ethics Policy and matters concerning the prevention of corruption and ensure thorough compliance. Furthermore, the Company conducts internal inspections of payments to third parties and other expenditures as needed, while preparing accurate and complete ledgers and records and appropriately maintaining and managing related materials.

[Initiatives in FY2025]

Number of occurrences of corruption: 0 cases

Expenditure related to fines, punishment and settlement associated with corruption: ¥0

Internal Reporting System

The Company has established a whistleblowing system for the entire Group. In order to early detect, correct and prevent compliance violations (such as legal compliance violations, wrongdoings, corruption(*), violation of internal rules, and harassment), the Company and other Group companies have each set up whistleblowing contact points.

The whistleblowing system applies to all officers, employees and part-timers, etc. (including those who were Executive Officers, employees, part-timers before resignation or retirement less than one year ago) of the Company and its consolidated subsidiaries, and expressly guarantees that whistleblowing/consultation by the whistleblower be kept strictly confidential, that the whistleblower should under no circumstances be disadvantageously treated because of his/her act of whistleblowing/consultation, and that any such disadvantageous treatment if actually done at all should be dealt with in a rigorous fashion, to ensure that all officers and employees can use this system with peace of mind. In addition to internal contact points, we are working to enhance and improve our whistleblowing system via designated external lawyers as contact points for reporting and consultation.

We have appointed a Chief Whistleblowing Officer as the general manager of the whistleblowing system, and are working to raise awareness of the whistleblowing system among officers and employees throughout the Group.

If a compliance violation is confirmed as a result of a report, we promptly take remedial measures and measures to prevent recurrence, and take appropriate disciplinary action against officers, employees and others involved in the violation. We also provide reporters with feedback on investigation results and remedial measures, while giving due consideration to the reputation and privacy of reported persons and those cooperating with the investigation.

The whistleblowing system and how it works are broadly communicated across the Group via the internal intranet, while being made viewable by smartphones for business use.

(*) Bribery, embezzlement and giving and receiving entertainment/gift beyond social norms

Customer Protection

The Company has established a Group-wide "Customer Protection Management Policy," and is striving to protect customers and improve convenience for the whole Group. The Juroku Bank and Juroku Tokai Tokyo Securities have planned and announced a "Customer-oriented Business Operation Policy," and are working to further improve the quality of their products and services from a customer-oriented perspective.

In addition, The Juroku Bank has established a dedicated department to manage complaints and other customer feedback in accordance with its Customer Explanation Management Rules and Customer Support Management Rules, and accepts a wide range of complaints, requests and other feedback from customers. As specific measures to resolve complaints and other issues, customer feedback is promptly shared among the relevant departments so that we can respond swiftly and sincerely, while also identifying the causes of issues and formulating measures to prevent recurrence.

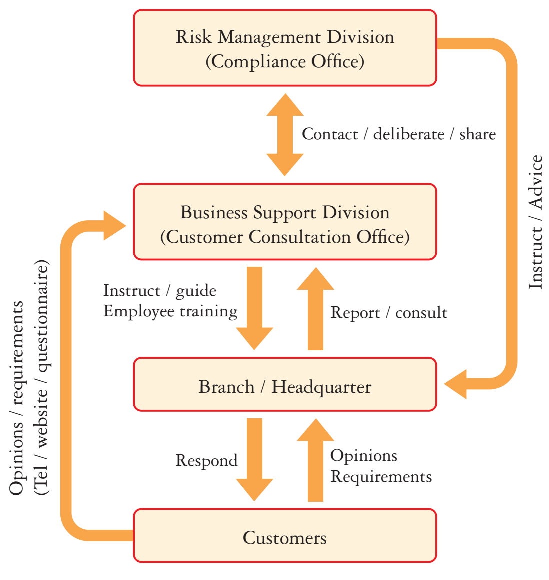
Furthermore, collected data on complaints, requests and other customer feedback is also regularly reported to management and used through the PDCA cycle to improve products and services and continuously review business processes.

Customer Feedback/Consultation

Every year we host group training sessions for employees based on feedback and requests from customers to ensure thorough customer protection and compliance.

•Designated dispute resolution organization

The Juroku Bank has concluded an agreement with the following designated dispute resolution organizations. By involving a neutral and fair third-party organization, we are appropriately responding to the financial ADR system, which is a procedure intended for simple and swift dispute resolution without resorting to litigation.



Contact for consultations, inquiries, opinions and complaints about the Bank

[Hours of operation] Monday through Friday, 9:00 a.m. to 5:00 p.m. (excluding national holidays and bank holidays)

Designated dispute resolution organizations with which The Juroku Bank has an agreement

Japanese Bankers Association (Contact: JBA Customer Relations Center)
Telephone: +81-3-5252-3772

Trust Companies Association of Japan (Contact: Trust Consultation Center)
Telephone: +81-3-6206-3988

Customer Information Management

The Company recognizes the secure management of customer information as one of its most important issues.

We are fully aware of various risks such as leakage and loss of information to external parties with regard to customer information acquired by each Group company. As such, we have established the "Information Security Management Rules" to ensure proper handling of customer information, and also disclose a "Personal Information Protection Policy" (Privacy Policy).

Based on these regulations, we have appointed a Chief Information Officer as the general manager of the protection of information assets, and designated responsible divisions according to the type of information assets, as efforts to protect information assets more effectively.

Elimination of Antisocial Forces

The Company has established the "Basic Policy against Antisocial Forces" for the entire Juroku Financial Group, and the Group as a whole has developed systems to firmly confront and exclude relationships with antisocial forces that threaten the order and safety of society.

Specifically, we work closely with external expert organizations and other institutes, and enhance effectiveness through training for officers and employees and other measures.

Initiatives to Prevent Money Laundering, etc.

There is a growing threat of international terrorism, and fund transfers by criminal organizations and terrorists are spreading and becoming international. As such, there is a stronger international demand for financial institutions to prevent money laundering, financing of terrorism, and proliferation financing (hereinafter "money laundering, etc.").

The Company's Group Risk Administration Division oversees the Group's overall anti-money laundering, etc. measures, and each Group company appoints a person responsible for anti-money laundering, etc. measures from among its officers.

● Risk management system

We have positioned the prevention of money laundering, etc. as a top management issue, and we have built an effective risk management system and are working to further enhance it.

● Risk assessment documents

We identify and assess risks we are facing associated with money laundering, etc., and plan "documents prepared by specified companies (risk assessment documents)," in order to implement mitigation measures commensurate with the risks.

● Training for officers and employees

We continuously implement training for officers and employees, so that they can gain deeper knowledge and understanding regarding measures against money laundering, etc., and improve their expertise and adaptability according to the roles of various divisions.

● Audits on compliance status

The Audit Division conducts internal audits from an independent perspective on a regular basis and as necessary. Based on the results of these audits, we strive to further improve our systems.

Achieving Stakeholders Engagement

Engagement with Customers

Customer-oriented business operation policy

The Group has formulated and disclosed the “Customer-oriented Business Operation Policy” to ensure that we sincerely engage and connect with customers and align ourselves with their ideas in implementing customer-oriented asset formation, management, and succession services.

Please refer to our website for more details on the “Customer-oriented Business Operation Policy.” (In Japanese only)

Juroku Economic Meetings

Juroku Economic Meetings aim to further our interactions with top management of client companies and heads of local public bodies through activities that contribute to their business development, such as briefings on the Group’s initiatives by the Group CEO and talks by guest lecturers.

[Meeting held on October 9, 2025]
Speaker: Dr. Hiroaki Miyata
(A professor of Keio University)
Theme
“Co-creation Toward Future Society for Our Lives”

[Meeting held on April 7, 2026]
Speaker: Mr. Kenshi Hirokane
(A cartoonist)
Theme
“A Vision of Japan’s Future Through the Eyes of Kosaku Shima”

Juroku Promenade Concert

The Company holds the Juroku Promenade Concert every year to help local residents enjoy arts and culture. We are pleased to present authentic performances by the Nagoya Philharmonic Orchestra—a professional orchestra with more than half a century of history that leads the Chubu and Tokai areas—which have been enjoyed by many people.

Engagement with Shareholders and Investors

IR Calendar

Through shareholder meetings, financial results briefings, integrated reports, and other channels, the Company is working to provide shareholders and investors with a clear understanding of the Group’s sustainability initiatives, growth strategies, and financial information.

In addition to enhancing these initiatives moving forward, we will take on feedback and requests from our shareholders and investors and strive to achieve sustainable growth and medium- to long-term improvements in corporate value.

January › February › March › April › May › June › July › August › September › October › November › December

- January: Publish the interim Annual Report
- February: Publish the financial results for the nine months ended December 31
- May: Publish the financial results; Hold the financial results briefing
- June: Hold the Annual General Meeting of Shareholders
- July: Publish the Annual Report
- August: Publish the financial results for the three months ended June 30
- November: Publish the financial results for the six months ended September 30; Hold the financial results briefing
- December: Publish the 16Report

Shareholder Benefit Program

We implement a shareholder benefit program with the aim of enhancing the attractiveness of investing in the Company’s shares and encouraging more people to hold our shares.

	Summer Shareholder Benefit	Winter Shareholder Benefit
Record date	March 31	September 30
Number of Shares Held	200 or more shares	1,000 or more shares
Benefit Details	One box of natural mineral water “KOUKASUI” (500ml x 24 bottles)	Gift Catalog of local specialties: Select one item

(as of June 30, 2026)

Engagement Between Officers and Employees

Targeting 1 million users of the Juroku App

In appreciation of the efforts of each employee who supported the expansion of Juroku App users, we held commemorative events to mark the milestones of 300,000 and 500,000 users. We shared the joy of this achievement with our special guests and distributed congratulatory cash bonuses to all employees, strengthening our sense of unity as we look toward the next goal and, beyond that, the target of 1 million users.

September 2025 300,000-user milestone event

We welcomed President Masahiro Minami of the Resona Group, a long-standing trusted partner, as a special guest to celebrate surpassing 300,000 users and presented commemorative gifts to employees and sales branches with outstanding acquisition results.

March 2026 500,000-user milestone event

We welcomed actress Momoko Fukuchi, who serves as our brand ambassador, as a special guest to celebrate surpassing 500,000 users and presented commemorative gifts to employees and sales branches with outstanding acquisition results.

Presentation of reward money for preventing sophisticated scams

The Company has established a reward money system to recognize outstanding actions that contribute to the realization of our Purpose.

In December 2025, we presented reward money for the first time to 17 employees from 11 branches who noticed unusual behavior by customers at sales branch counters or ATMs and, in cooperation with the police, successfully prevented them from becoming victims of sophisticated scams. By recognizing and sharing Company-wide the actions taken to protect the valuable assets of customers as a regional financial institution, we enhance employees’ job satisfaction and crime-prevention awareness, thereby fostering a corporate culture that encourages proactive behavior.

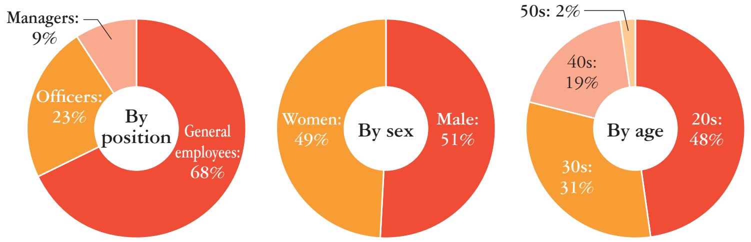
Sustainability Meetings—A platform for exchanging information to enhance employee fulfilment

The Group hosts Sustainability Meetings on sustainability-related themes in which executive management and employees directly exchange views. The Group CEO and the President of The Juroku Bank participated, and a total of 60 meetings were held from August 2022 to June 2026, with the participation of 355 employees who applied through an open call.

We also hold sessions exclusively for employees in their third year, sessions exclusively for female managers, and satellite sessions in which top management visits each regional block.

By limiting each session to six participants, these sessions offer high-quality communication opportunities in which each and every employee can directly convey to management the frank thoughts they feel on a daily basis.

● Participant breakdown



Engagement with Local Community

Donations to Kodomo shokudo (children's cafeterias)

As part of its 50th anniversary commemorative projects, Juroku Lease donated food products such as rice and snacks to "Gifu Kodomo Shokudo Net." Through these initiatives, we provide practical support toward solving the issues of child and youth poverty in the local community, while contributing to the healthy growth of the generation that will carry the future and to the creation of a sustainable local community.

Job support at the vocational skills development school for people with disabilities

The Group conducts professional training in information literacy and financial literacy for trainees at the Gifu Prefectural Vocational Skills Development School for People with Disabilities. We provide support ranging from the acquisition of knowledge to the improvement of practical skills to help each individual find employment that matches their strengths and aspirations.

Support for the social participation of persons with disabilities

The Company purchases the rights to use artworks by artists with disabilities and supports their independence and social participation with the aim of realizing a society where diverse individualities can shine and of promoting local culture.

Furthermore, we planned and produced original craft items such as mizu-uchiwa fans, wagasa umbrellas, and andon lanterns by fusing those artworks with Gifu's historic traditional crafts.

To widely publicize this initiative, we held a traditional art exhibition, which links artists with the local community, at The Juroku Bank branches and other locations, and after the exhibition the works were donated to local elementary schools and special-needs schools.

Through such activities, we strongly support the social participation of persons with disabilities while contributing to the promotion of sustainable arts and cultural activities in the local community.

Contributing to the promotion of sports in the local community

The Company endorsed the purpose of the 81st Japan Games Winter Games Skating Competition (Speed), "Crystal Japan Games Gifu 2027," and presented a sponsorship donation as a Winter Japan Games Partner. By supporting the hosting of this event, we not only support the promotion of local sports and the development of young people but also contribute to the further revitalization of Gifu Prefecture as a whole and the showcasing of its appeal.

Donations through original investment trust products

In the original investment trust called the Gifu/Aichi Region Support Fund (nicknamed Nobunaga Fund) handled by The Juroku Bank and Juroku Tokai Tokyo Securities, a portion of the management fees is donated for the future development of Gifu and Aichi Prefectures as a regionally rooted initiative. When selecting recipients for donations, we conduct surveys of beneficiaries and support organizations engaged in social contribution activities within both prefectures in a manner that reflects their wishes. In FY2025, we donated approximately ¥8 million.

Donations through Juroku SDGs Private Placement Bonds and Juroku SDGs Housing Loans

The Group provides a mechanism for returning benefits to the local community through financial transactions with corporate and individual customers.

The Tsunagaru Kokoro Juroku SDGs Private Placement Bond is a product in which a portion of the fees received from the issuing companies of the private placement bonds is contributed and donated or gifted to local schools, local public bodies, medical and welfare facilities, and corporate organizations engaged in public-interest activities. By allowing issuing companies to directly select the donation or gift recipients, they can widely communicate their stance toward SDGs initiatives.

In addition, with Juroku SDGs Housing Loans, we donate amounts corresponding to the number of orders of environmentally conscious energy-saving homes (such as ZEH homes) to environment-related funds of both Gifu and Aichi Prefectures, thereby contributing to environmental conservation and the improvement of the residential environment in the local community.

We promote the creation of a sustainable society together with customers through this initiative. The results for FY2025 were approximately ¥14 million in donations and gifts through private placement bonds and approximately ¥3 million in donations through housing loans.

Donations through trusts

The Juroku Bank has entered into partnerships regarding bequests with local public bodies, social welfare and educational institutions, and others, and supports local customers in fulfilling their wishes.

[Partner organizations for bequests]

Prefectures and municipalities	Social welfare and educational institutions
Gifu Prefecture, Gifu-shi, Takayama-shi, Anpachi-cho, Ikeda-cho, Ibigawa-cho, Ena-shi, Ono-cho, Kaizu-shi, Kakamigahara-shi, Kasamatsu-cho, Kani-shi, Kawabe-cho, Kitagata-cho, Ginan-cho, Gujo-shi, Gero-shi, Godo-cho, Sakahogi-cho, Shirakawa-cho, Shirakawa-mura, Sekigahara-cho, Seki-shi, Tajimi-shi, Tarui-cho, Toki-shi, Tomika-cho, Nakatsugawa-shi, Hashima-shi, Higashishirakawa-mura, Hida-shi, Hichiso-cho, Mizunami-shi, Mizuho-shi, Mitake-cho, Mino-shi, Motosu-shi, Yaotsu-cho, Yamagata-shi, Yoro-cho, Wanouchi-cho, Minokamo-shi, Ogaki-shi, Kuwana-shi, Okazaki-shi, Owariasahi-shi, Konan-shi, Komaki-shi, Nisshin-shi	Tokai National Higher Education and Research System (Nagoya University, Gifu University), Japanese Red Cross Society (Gifu Chapter, Aichi Chapter), Gifu Prefectural Council of Social Welfare, Nagoya City Social Welfare Council, Chubu Guide Dog for the Blind Association, Ogaki City Social Welfare Council, Kakamigahara City Social Welfare Council, Gifu City Social Welfare Council, Hashima City Social Welfare Council

PICK UP Social Contribution Activities by the Juroku Foundation for Regional Promotion

The Juroku Foundation for Regional Promotion conducts public-interest projects such as projects to support regional revitalization activities, which provide funding for various regional revitalization activities undertaken by local residents; scholarship projects for students from Gifu and Aichi Prefectures who advance to university; and projects to promote and support musical arts culture, which contribute to the realization of a rich and fulfilling life and a vibrant regional society.

[Projects to support regional revitalization activities]

The foundation provides grants to activities organized, supported, or sponsored by local public bodies and public organizations in Gifu and Aichi Prefectures. In FY2025, the foundation provided grants to 33 projects. As of the end of FY2025, cumulative grants totaled 910 projects with a total value of ¥261.06 million.

[Scholarship projects]

The foundation provides economic support to educate the younger generation responsible for the future of Gifu and Aichi Prefectures. In FY2025, the foundation awarded the Juroku Foundation for Regional Promotion Scholarship to 11 new university-bound students from Gifu and Aichi Prefectures. To date, the foundation has provided ¥357.20 million in scholarships to 247 students.

[Projects to promote and support musical arts culture]

Through the Clara Saal Juroku Music Hall, the foundation provides opportunities to appreciate and present high-quality musical performances from artists in Japan and overseas. In FY2025, six recitals featuring the artists were held, bringing the cumulative total to 50 such performances by the end of FY2025.

Moreover, the foundation hosts a young musician support program through a collaborative agreement with the Gifu Foundation for Education and Culture, and the hall has become widely known as a venue for skilled young musicians.

Clara Saal Juroku Music Hall

The Clara Saal Juroku Music Hall first opened in 1991 as the Clara Saal Manabe Memorial Hall, a dedicated music venue. When the hall closed in 2014, the Group took it over to protect this valuable local cultural asset from the threat of demolition, and revived it in 2015 as the Clara Saal Juroku Music Hall. Since then, it has delivered high-quality music to local residents and has been widely utilized as a venue for performance opportunities for artists active in Japan and internationally, as well as for local presentations.

Activities originating from this hall have been continuously certified as "This is MECENAT" by the Association for Corporate Support of the Arts since 2024. We will continue to cherish and preserve this hall as a regional asset and contribute to the creation of a spiritually rich society in which diverse individualities shine, as a foundation for passing on arts and culture to the next generation.

Clara Saal クララザール じゅうろく音楽堂

THIS IS MECENAT 2025

* Continuously certified since 2024

Support the promotion of sports

In addition to competing, our table tennis club also actively participates in regional table tennis classes, working to promote and improve the level of table tennis in the region.

We are also working to revitalize the region through sport in other ways, such as by hosting the 19th Juroku Cup tournament for U11 football teams in Gifu Prefecture.

In addition, as the sponsor of FC Gifu (professional football team) and the Gifu Swoops (professional basketball team), we are supporting professional sports in the region through the hosting of championship games and other events.

The Takahashi Naoko Cup / Gifu Half Marathon 2026

Each year, the Group is involved as the main sponsor in the Takahashi Naoko Cup / Gifu Half Marathon, which is one of Gifu Prefecture's largest sporting events.

At the tournament held in April 2026, approximately 130 members of the Group participated as runners, wearing uniforms in our corporate color of orange and running through the fresh greenery of Gifu City under the refreshing early-summer sun. In addition, a total of 1,140 people participated as volunteers, supporting the smooth operation of the event while delivering smiles and enthusiastic cheers to the runners from the roadside.

We received a great deal of praise from citizen runners and local residents, who said that support from Juroku had given them strength and encouraged us for our efforts, and in this way we helped foster community vitality while also demonstrating our presence as a regional comprehensive financial services group that leads the area.

A runner's voice

Although we tend to have fewer opportunities to experience being cheered on by others as we grow older, at the Gifu Half Marathon I received enthusiastic cheers from the large crowds packing the roadside and once again realized just how powerful that support can be.

Although there were many times during the race when I felt like giving up, with the single-minded determination to show that I would never give up until the end and to respond to the passionate feelings of everyone supporting the event, I kept my eyes on the goal and managed to run all the way to the finish line. Even after finishing the race, the volunteers warmly congratulated me with smiles, and it was an event in which I felt the great affection of the local community.

I hope that even more people will participate next year and share this moving experience together.

Enterprise Support Management Department, The Juroku Bank **Seita Takagi**

Construction of new headquarters [Scheduled for opening in FY2027]

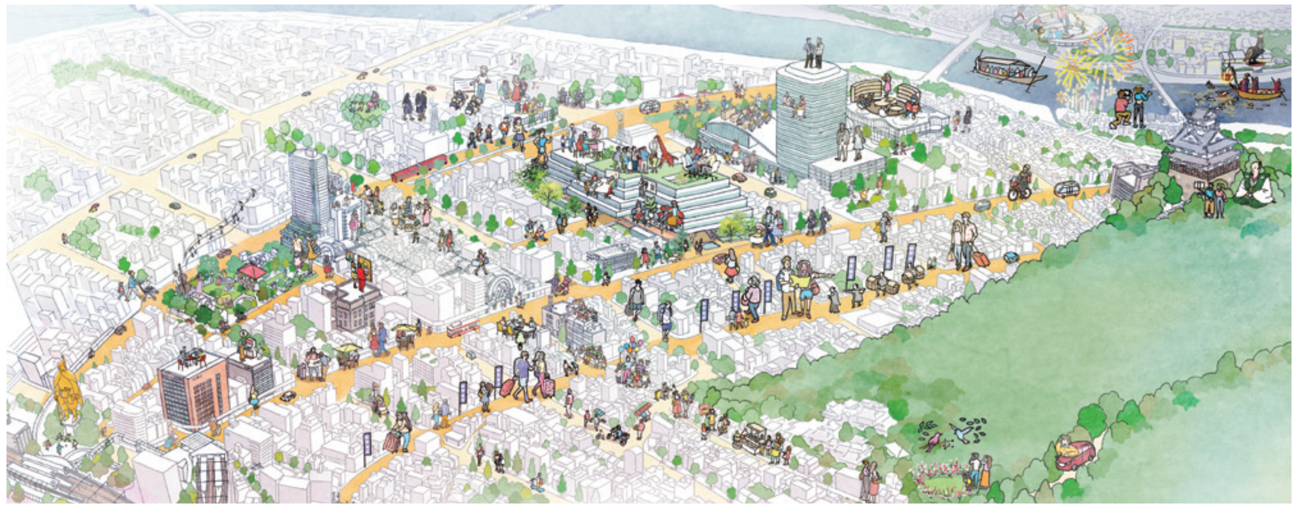
Construction of our new mixed-use headquarters building is progressing smoothly. It will combine facilities where local residents can casually gather and spend time with offices that will house our headquarters and those of Group companies, and is scheduled to open in FY2027, marking the 150th anniversary of Juroku Bank's founding.

The first floor will feature a cafe, bakery, and bookstore, and create an open space where local residents can relax and naturally interact as part of their daily lives.

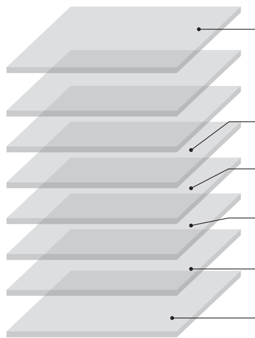
As a company playing a part in the project to utilize the site of the Gifu city hall, as per Gifu-shi's goal we will strive to create "spaces to gather the bustle which is the source of vitality and support the creation of prosperity to achieve a sustainable city."

Concept of New Headquarters

Aimed at increasing the attractiveness and foot traffic of the downtown area through a hub featuring appealing public spaces and a next-generation workplace.



Floor guide



7F : 4F	Office floor (Company headquarters and Group companies' headquarters)
3F	Cafeteria, entrance, meeting rooms, emergency response conference room
2F	Terrace, bank and securities sales branches, others
1F	Food and beverage store, bike parking, ATM, safe deposit boxes, entrance, large conference room, others
B1F	Parking

ESG Data

Environment

Energy consumption

Item	Unit	FY2023	FY2024	FY2025
City gas	Thousand m³	104	105	105
Liquefied petroleum gas (LPG)	t	17	18	18
Kerosene	KL	13	9	7
Gasoline	KL	458	441	418
Electricity	Thousand KWh	16,708	16,103	15,477
of which, consumption of CO_2-free electricity	Thousand KWh	3,254	9,040	13,299

GHG (greenhouse gas) emission

Item		Unit	FY2023	FY2024	FY2025
Scope 1 (Direct emissions)		t-CO_2	1,347	1,301	1,246
Scope 2 (Indirect emissions)		t-CO_2	6,153	1,685	898
Total emissions (Scope 1 and 2)		t-CO_2	7,500	2,986	2,144
Scope 3					
Category 1	Purchased goods and services	t-CO_2	14,761	14,454	16,304
Category 2	Capital goods	t-CO_2	7,199	6,251	9,921
Category 3	Fuel- and energy-related activities not included in Scope 1 and 2	t-CO_2	1,467	1,338	1,287
Category 4	Upstream transportation and distribution	t-CO_2	1,857	1,833	1,998
Category 5	Waste generated in operations	t-CO_2	50	74	80
Category 6	Business travel	t-CO_2	236	174	242
Category 7	Employee commuting	t-CO_2	2,940	2,441	2,317
Category 8	Upstream leased assets	t-CO_2	—	—	—
Category 9	Downstream transportation and distribution	t-CO_2	—	—	—
Category 10	Processing of sold products	t-CO_2	—	—	—
Category 11	Use of sold products	t-CO_2	—	—	—
Category 12	End-of-life treatment of sold products	t-CO_2	—	—	—
Category 13	Downstream leased assets	t-CO_2	428	457	472
Category 14	Franchises	t-CO_2	—	—	—
Category 15	Investments (listed stock/corporate bonds)	t-CO_2	353,201	1,812,047	1,456,661
	Investments (business finance)	t-CO_2	3,153,964	9,631,369	8,917,161
Total of Scope 3		t-CO_2	3,536,103	11,470,438	10,406,443

* Categories 8 to 12 and 14 in Scope 3 are not applicable due to the nature of business of the Company.

Environmental finance

Item	Unit	FY2023	FY2024	FY2025
Sustainable finance provided	Billions of yen	224.5	225.7	229.3
of which, environment-related finance	Billions of yen	84.4	84.3	92.5
Decarbonization consulting	Cases	79	135	79
SBT certification support	Cases	109	76	84

Social

Human capital (such as diversity)

Item	Unit	FY2023	FY2024	FY2025
Number of employees	Persons	2,278	2,202	2,161
Age range: 20-29	Persons	369	410	491
Age range: 30-39	Persons	544	480	388
Age range: 40-49	Persons	551	536	549
Age range: 50 or over	Persons	814	776	733
of which, number of female employees	Persons	858	848	838
Ratio of female employees	%	37.7	38.5	38.8
Number of contract and temporary employees and those overseas locally employed	Persons	721	659	576
Average age	Years old	43.1	42.7	42.1
Average years of service	Years	20.4	20.1	19.5
of which, average years of employment of male employees	Years	21.7	21.3	20.3
of which, average years of employment of female employees	Years	18.3	18.2	18.2
Average annual salary	Thousands of yen	7,132	7,446	7,695
Average monthly salary	Thousands of yen	415	431	450
Gender pay gap (all types of workers)	%	46.0	48.7	53.0
of which, for full-time workers	%	67.2	69.9	74.1
of which, for part-time and fixed-term workers	%	60.1	56.5	60.1
Number of new graduates	Persons	108	126	150
of which, number of female recruits	Persons	50	56	59
Ratio of voluntary resignation	%	5.8	5.4	5.8
Ratio of employees with disabilities	%	2.7	2.8	2.7
Number of senior managers	Persons	493	488	470
of which, number of female senior managers	Persons	45	55	58
Ratio of female senior managers	%	9.1	11.2	12.3

Item	Unit	FY2023	FY2024	FY2025
Total number of managers	Persons	1,100	1,081	1,042
of which, number of female managers	Persons	130	148	161
Ratio of female managers	%	11.8	13.7	15.5
Number of days of paid leave claimed	Days	10.5	14.1	14.8
Ratio of paid leave claimed	%	54.7	59.6	63.3
Ratio of employees taking childcare leave (male)	%	92.3	104.3	105.5
Ratio of employees taking childcare leave (female)	%	100.0	100.0	100.0
Ratio of employees taking childcare leave (male and female)	%	95.1	102.1	103.2
Number of employees taking nursing care leave	Persons	2	0	1
Number of employees utilizing reduced working hour system	Persons	110	117	102

Human capital (human resources/talent development)

Item		Unit	FY2023	FY2024	FY2025
Number of employees utilizing in-house open recruitment (career challenge) system		Persons	128	86	35
Annual training expenses		Thousands of yen	72,924	76,966	88,699
Total number of employees attending training		Persons	12,158	12,666	14,202
Total number of hours of training received annually		Hours	78,820	89,066	98,595
Average number of hours of training received per person		Hours	35	40	46
Human resources development training*1	Total number of attendees	Persons	8,029	8,372	9,741
	Total number of hours of training received	Hours	56,096	60,999	71,929
	Average number of hours of training received per person	Hours	25	28	33
Number of employees qualified for IT Passport		Persons	1,031	1,010	974
Number of employees who successfully passed examination for advanced digital-related qualifications*2		Persons	147	216	278

*1 Position-specific training such as "newly appointed branch manager training," "newly appointed senior manager training," "newly appointed manager training," and "new employee training"
*2 Including "Registered Information Security Specialist," "Applied Information Technology Engineer Examination (AP)," and "Fundamental Information Technology Engineer Examination"

Health management

Item	Unit	FY2023	FY2024	FY2025
Number of industrial accidents	Cases	17	15	15
Ratio of employees receiving stress check	%	99.1	99.9	100.0
Ratio of employees with high stress	%	11.6	12.0	12.9
Number of employees utilizing company subsidy toward comprehensive health screening cost	Persons	2,556	2,936	2,717
Rate of employees provided with specific health guidance	%	80.3	81.9	85.5
Ratio of employees maintaining an appropriate weight*1	%	69.2	68.5	61.8
Smoking rate	%	13.7	13.8	13.8
Ratio of employees with regular exercise habits*2	%	18.8	19.2	16.6

*1 Percentage with a BMI of 18.5 or higher and less than 25　*2 Percentage of employees who exercise at least twice a week for 30 minutes or more per session

Social contribution

Item	Unit	FY2023	FY2024	FY2025
Amount donated to non-profit organizations, etc.*1	Millions of yen	9.4	22.4	24.5
Number of participants in financial education programs*2	Persons	7,136	4,514	4,264

*1 Total donations made through Juroku SDGs Private Placement Bonds, Juroku SDGs Housing Loans, the Nobunaga Fund and Juroku Regional Chikara
*2 Number of participants in Juroku MONEY COLLEGE

Governance

Board of Directors

	Unit	FY2023	FY2024	FY2025
Total number of Directors	Persons	11	11	10
of which, number of Outside Directors	Persons	4	4	4
of which, number of female Directors	Persons	2	3	3
Number of the Board of Directors' meetings held	Times	11	11	11
Average attendance ratio	%	100	99	99

Management Advisory Board (Personnel Affairs Committee, Compensation Committee)

	Unit	FY2023	FY2024	FY2025
Number of members of each committee	Persons	5	5	5
of which, number of outside members	Persons	3	3	3
Chairperson of each committee	—	Outside Director	Outside Director	Outside Director
Number of meetings of each committee held	Times	2	2	3
Average attendance ratio	%	100	100	93

Audit & Supervisory Committee

	Unit	FY2023	FY2024	FY2025
Total number of Audit & Supervisory Committee Members	Persons	3	3	3
of which, number of Outside Directors	Persons	2	2	2
of which, number of female Directors	Persons	1	1	1
Number of meetings of the committee held	Times	11	11	11
Average attendance ratio	%	100	100	100

Compliance and prevention of corruption

	Unit	FY2023	FY2024	FY2025
Number of compliance training sessions held (training session organized by the Company for the Group's employees)	Times	19	26	25
Number of occurrences of compliance violations (*)	Cases	0	0	0
Number of occurrences of corruption, expenditure related to fines, punishment and settlement associated with corruption	Cases/Yen	0/0	0/0	0/0
Number and amount of fines and settlement payments over US$100 million	Cases/Yen	0/0	0/0	0/0
Number of whistleblowing cases received	Cases	3	3	8

(*) Incidents reported to the authorities pursuant to Article 53 of the Banking Act and Article 35 of the Regulation for Enforcement of the Banking Act

Participation in External Evaluations and Initiatives

External Evaluations

CDP Climate Change Assessment "A List"	In CDP's Climate Change 2025 Assessment, our strategy and information disclosure were recognized as being among the best in the world, and we were selected for the A List, the highest rating.
Health and Productivity Management Outstanding Organization (Large Enterprise Category)	We have been selected for seven consecutive years since 2020 in recognition of our strategic efforts to manage employee health from a management perspective.
DX Certified Business Operator	We have been selected as a DX Certified Business Operator by the Ministry of Economy, Trade and Industry in recognition of our efforts to transform our business model through digital technologies and the management framework supporting those efforts.
Excellence Award at the NIKKEI Integrated Report Award 2025	We received the Excellence Award in recognition of the high regard among investors for our value creation story and our approach to integrated disclosure of financial and non-financial information.
Gifu SDGs Promotion Partner (Gold Partner)	We are registered as a Gold Partner by Gifu Prefecture in recognition of our outstanding initiatives toward achieving the SDGs. We contribute to the sustainable development of the region.
Juroku Lease Certified Excellent ESG Lease Company	Under the Ministry of the Environment's ESG Lease Promotion Project, Juroku Lease has been selected for three consecutive years since 2024 in recognition of outstanding initiatives such as promoting the leasing of decarbonization equipment.

Inclusion in ESG Indexes

FTSE JPX Blossom Japan Index FTSE JPX Blossom Japan Sector Relative Index	These indexes are designed to reflect the performance of Japanese companies with strong ESG practices. In 2026, we were newly selected as a constituent of the FTSE JPX Blossom Japan Index and continue to be included in the Sector Relative Index.
S&P/JPX Carbon Efficient Index	We have been selected as a constituent of the S&P/JPX Carbon Efficient Index, which determines constituent weightings based on the level of environmental disclosure and carbon efficiency.

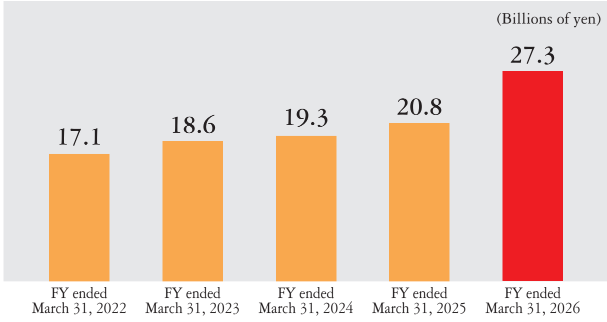
Participation in Environmental Initiatives

CDP	In February 2022, we became a signatory to CDP, an international environmental non-profit organization. CDP provides a global disclosure system to encourage companies and investors to disclose important environmental information.
GX Future Consortium	In April 2026, we joined the GX Future Consortium. We are working to enhance climate-related information disclosure and promote GX throughout the supply chain.
Task Force on Climate-Related Financial Disclosures	In March 2022, we endorsed the Task Force on Climate-related Financial Disclosures and are working to disclose climate-related risks and opportunities.
GX League	In April 2024, we participated in the GX League announced by the Ministry of Economy, Trade and Industry. We support the GX League's goal of achieving carbon neutrality by 2050 in collaboration with government and academia, and we will strengthen various initiatives aimed at carbon neutrality.
PCAF	In March 2023, we joined the Partnership for Carbon Accounting Financials (PCAF), an international initiative launched with the aim of standardizing the measurement and disclosure of greenhouse gas emissions from recipients of investments and loans. We use the knowledge and database provided by PCAF to measure and disclose the GHG emissions of investment and loan recipients.
Principles for Financial Action Towards a Sustainable Society	We have signed the Principles for Financial Action Towards a Sustainable Society, led by the Ministry of the Environment. Through the creation of a positive impact on the environment, society, and economy, and supporting problem-solving efforts, we will fulfill our responsibilities and roles necessary to creating a sustainable society.
Nature-related Financial Disclosure Task Force Forum	In April 2024, we endorsed the efforts of the Taskforce on Nature-related Financial Disclosures (TNFD) and participated in the TNFD Forum. Through our participation in the TNFD Forum, we will contribute to building a framework for disclosing nature-related financial information.

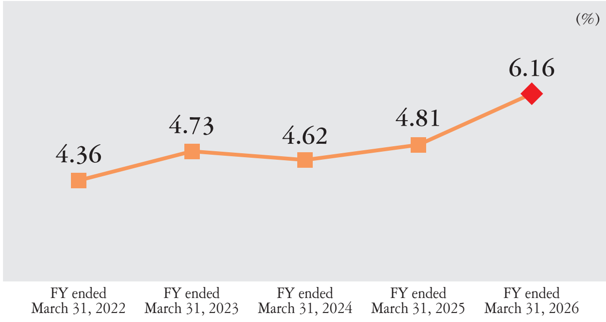
Financial and Non-Financial Highlights

Financial Highlights

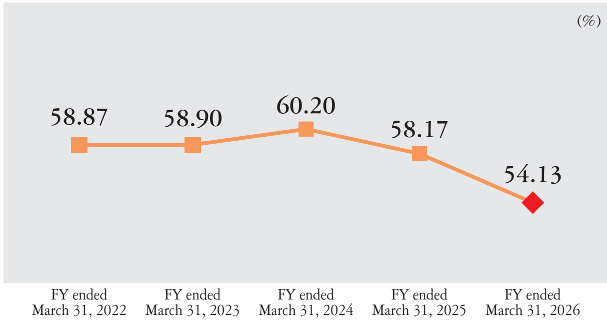
Consolidated net income: ¥27.3 billion



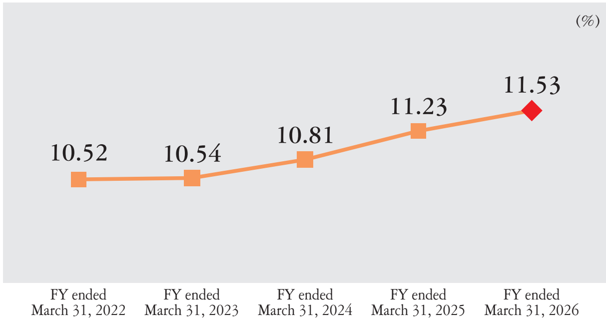
Consolidated ROE: 6.16%



Consolidated adjusted OHR: 54.13%



Consolidated capital adequacy ratio: 11.53%



Non-Financial Highlights

Sustainable finance provided

¥914.4 billion
(Cumulative total from April 2022)

GHG emissions reduction rate

83.6% reduction
(FY2025 level compared to FY2013 level)

Financial literacy education (Juroku MONEY COLLEGE)

Over 15,000 attendees
(From April 2023 to March 2026)

Number of investments in startups

69 cases
(From April 2021 to March 2026)

Ratio of female managers(*)

12.3% (as of March 31, 2026)

(*) Branch general managers, local office managers and department heads, and other employees at equivalent positions

Composition of the Board of Directors

Internal Directors: 6 (male: 5, female: 1)

Outside Directors: 4 (male: 2, female: 2)

(as of June 30, 2026)

Corporate Data

十六フィナンシャルグループ

Trade name	Juroku Financial Group, Inc.
Location	8-26 Kandamachi, Gifu-shi, Gifu 500-8833, Japan
Business Description	· Management of banks and companies that may be made subsidiaries under the Banking Act, and all business incidental or related thereto · Businesses that a bank holding company is permitted to conduct under the Banking Act
Capital	¥36.0 billion
Established	October 1, 2021
Stock Exchange Listings	Prime Market, Tokyo Stock Exchange Premier Market, Nagoya Stock Exchange (Securities code: 7380)

Corporate Symbol

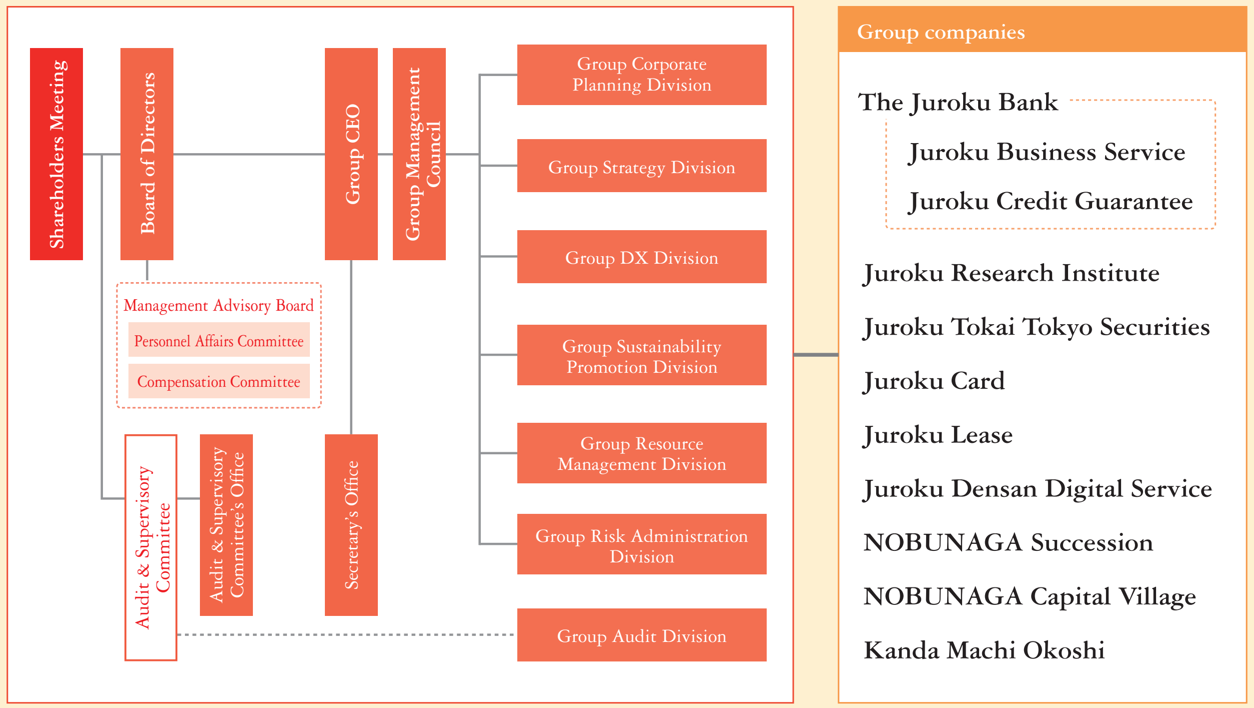
The three rings represent new circles of harmony created through ties among people, within the community, and across the Group.

The crosses that represent the kanji character "十" (*Ju*, "ten") and the surrounding vertices that represent "六" (*Roku*, "six") embody the hope that the three rings come together and resonate as bonds, enabling us to build the future with local communities and achieve sustainable growth.

The red in the symbol represents the "history" and "tradition" built up over the years, while the orange represents a "spirit of challenge" and "dynamism" in stepping toward the future.

Organizational Structure

(as of June 30, 2026)

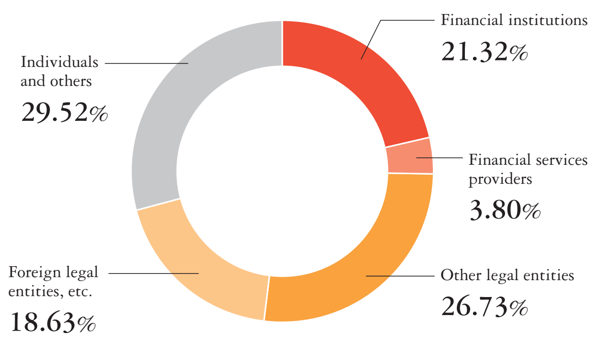


Stock Information

Total number of shares issued	37,924,134 shares
Number of shareholders	22,452

(*) On April 1, 2026, the Company conducted a 5-for-1 stock split of its common shares. As a result of the stock split, the total number of shares issued as of June 30, 2026 was 189,620,670.

[Shareholder composition] (as of March 31, 2026)



Status of Major Shareholders

(as of March 31, 2026)

Name	Number of shares held (thousands of shares)	Shareholding ratio (%)
The Master Trust Bank of Japan, Ltd. (trust account)	3,727	10.52
Custody Bank of Japan, Ltd. (trust account)	1,957	5.52
Fuji Baking Group Co., Ltd.	959	2.70
Juroku Financial Group Employee Shareholding Association	839	2.36
Meiji Yasuda Life Insurance Company	740	2.09
JPMorgan Securities Japan Co., Ltd.	685	1.93
STATE STREET BANK AND TRUST COMPANY 505223	556	1.57
Seino Holdings Co., Ltd.	512	1.44
STATE STREET BANK AND TRUST COMPANY 505001	484	1.36
JP MORGAN CHASE BANK 385781	456	1.28

Group Companies

(as of June 30, 2026)

Company name	Location	Business lines
The Juroku Bank, Ltd.	8-26 Kandamachi, Gifu-shi +81-58-265-2111	Banking service
Juroku Research Institute Co., Ltd.	7-12 Kandamachi, Gifu-shi +81-58-266-1916	Survey and research service, business consulting service
Juroku Tokai Tokyo Securities Co., Ltd.	7-12 Kandamachi, Gifu-shi +81-58-266-4516	Financial instruments service
Juroku Card Co., Ltd.	7-12 Kandamachi, Gifu-shi +81-58-263-1116	Credit card flotation service
Juroku Lease Co., Ltd.	7-12 Kandamachi, Gifu-shi +81-58-262-3116	Leasing service
Juroku Densan Digital Service Co., Ltd.	7-12 Kandamachi, Gifu-shi +81-58-262-1116	Payments and digital solutions service
NOBUNAGA Succession Inc.	7-12 Kandamachi, Gifu-shi +81-58-266-9161	Management succession and M&A advisory service
NOBUNAGA Capital Village Co., Ltd.	6-11-1 Kandamachi, Gifu-shi +81-58-264-5516	Operation and management of investment business limited partnership
Kanda Machi Okoshi Co., Ltd.	6-11-1 Kandamachi, Gifu-shi +81-58-262-1613	Consulting services related to local revitalization
Juroku Business Service Co., Ltd.	34 Nakatakeyacho, Gifu-shi +81-58-266-2682	Clerical work service
Juroku Credit Guarantee Co., Ltd.	7-12 Kandamachi, Gifu-shi +81-58-266-1616	Credit guarantee service

JUROKU Financial Group

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Company website: https://www.16fg.co.jp/english/

This report and the "Disclosure Report [Data Section] 2026" are disclosure materials (explanatory documents on the status of business and assets) prepared pursuant to Article 21 and Article 52-29 of the Banking Act.
The "Data Section" is available for viewing at The Juroku Bank branches and is also posted on the Juroku Financial Group website.