Message From the Group CEO

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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.

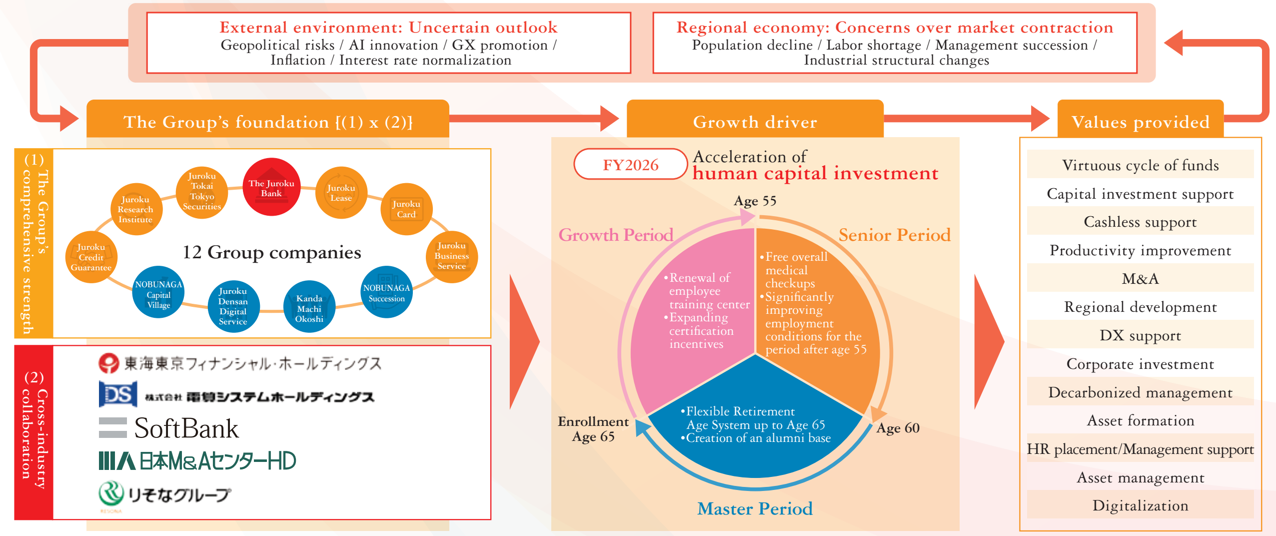
Currently, the issues facing the region, such as population decline, labor shortages, management succession, and changes in industrial structure, have become even more complex. Recognizing these changes early on, the Group has successively established companies that handle corporate investment, DX support, 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.

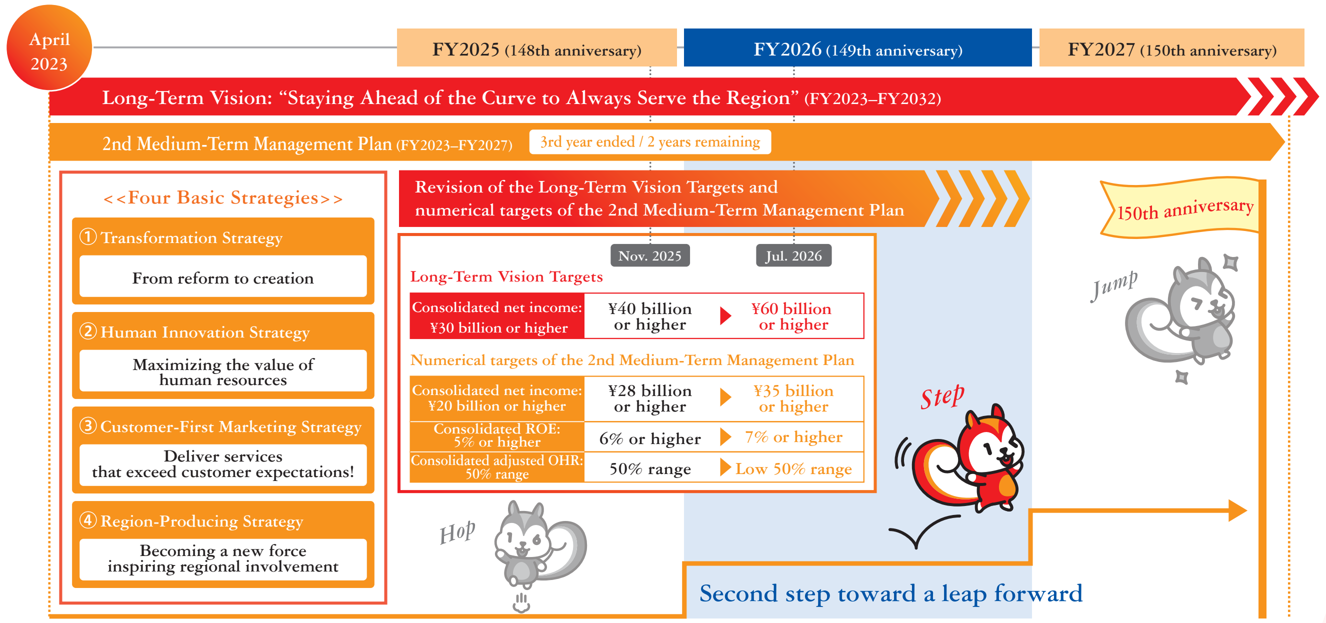
As we approach the 5th anniversary of the Financial Group's establishment and stand on the threshold of the Bank's 150th anniversary, we will make FY2026 the year of the "Step," channel our commitment to support the region as a whole to the next stage of growth, and take steady strides toward the 150th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

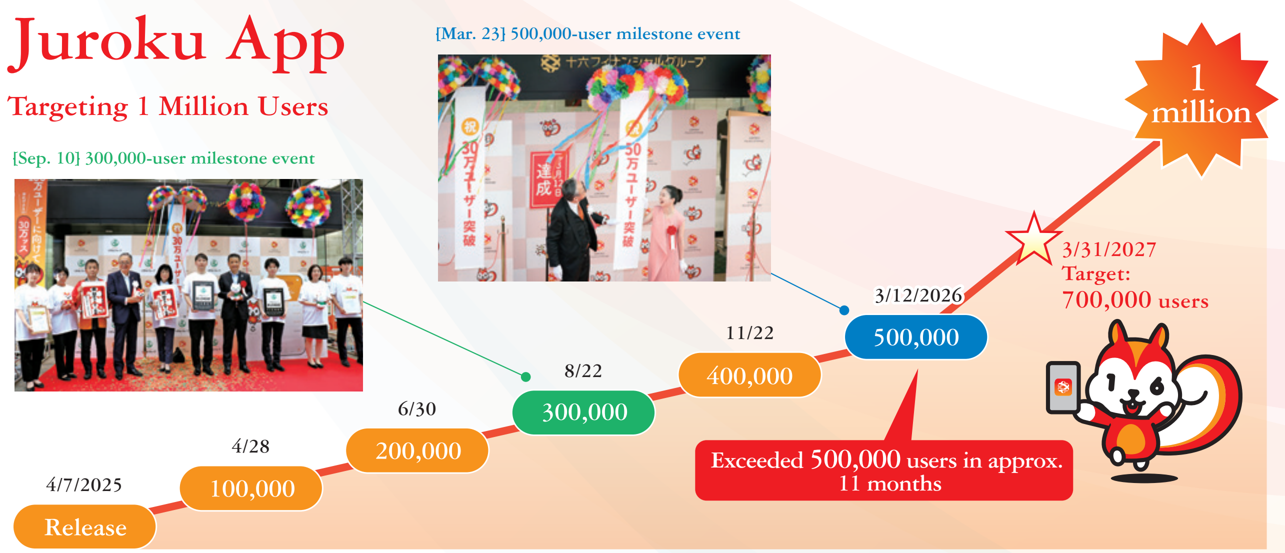
Going forward, we will not limit AI to a mere means of improving operational efficiency, but will also take on the challenge of creating new financial value by integrating people and digital technologies. By leveraging AI, we will further deepen dialogue with customers, quickly identify changes and potential 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

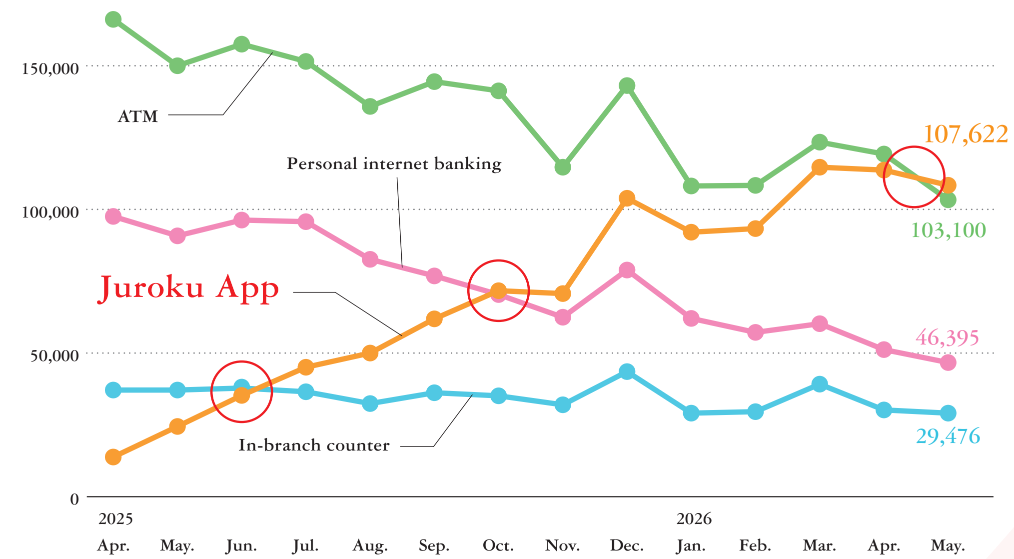
The Juroku App aims to acquire 700,000 users within this fiscal year and ultimately reach 1 million users. The expansion of financial touchpoints that are linked to deposit accounts and used in daily life also contributes to strengthening a stable deposit base in a world of positive interest rates.

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.

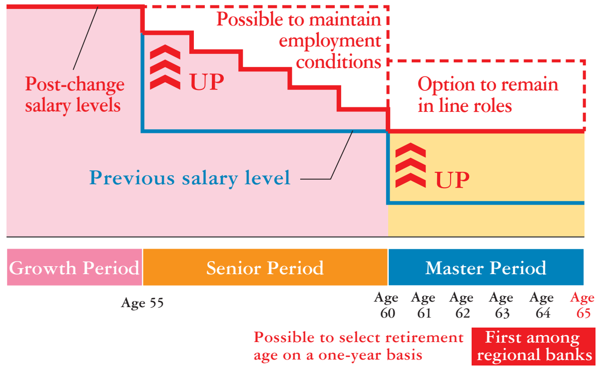
On the other hand, a good character and passion toward the region alone are not sufficient for responding to the complex issues of customers. Beyond finance, the required knowledge and areas for proposals are expanding to include management succession, asset management, digital, and other topics. We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