



KEIYO BANK

2026

Annual Report

Year Ended March 31, 2026



Keiyo Bank's Parakeet

The future together with plus .

Corporate Philosophy

Provide plus  value and build a prosperous future for the community together

Values we hold dear

Customer first

Everything starts with “for our customers”

Challenges and growth

Unrelenting challenges to “turn growth into joy”

Teamwork

“Turning diversity into strength” in an open organization

What we aim to be

Social solutions group with the highest customer satisfaction

Targets

Social value	Sustainability KPI	Financial KPI	Economic value
	Initiatives to solve various social issues	- Consolidated ROE 10.0% or higher - Consolidated profit JPY35.0 billion or more - Consolidated capital adequacy ratio 10% level	

20th Medium-term Business Plan

“+ α Vision 90” Phase 1

- Challenges and Change -

Phase 1 three-year plan to realize the vision for the 90th anniversary of our founding

Period of the Plan

April 2024 to March 2027 (three years)

Positioning

Restructuring of growth engine

Corporate Slogan

The future together with plus .

This is a communication word to broadly provoke sympathy for the Keiyo Bank Group's Corporate Philosophy. With the aim of having all stakeholders, including the community, customers, shareholders, and employees, experience the Keiyo Bank Group's Corporate Philosophy, we will engage in deeper communication with them, centering on our corporate slogan.

Corporate Symbol



The overlapping lines drawn by the character α and their upward extension represent the ties between people and the future that extends infinitely from that starting point. The corporate symbol α Bank means “valuing ties with people, aiming to pave the way for a prosperous future” and “always wanting to continuously offer something extra to our customers,” and this expresses the sentiments of the Keiyo Bank.

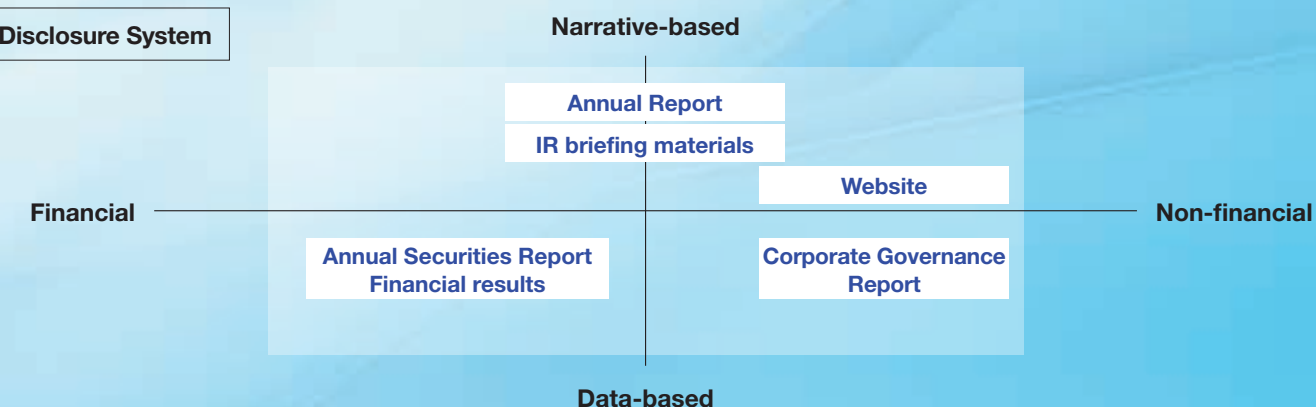
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Overview of the Keiyo Bank (As of March 31, 2026)

Name	The Keiyo Bank, Ltd.
Date of foundation	March 31, 1943
Head office	11-11, Fujimi 1-chome, Chuo-ku, Chiba City, Chiba, Japan
Chibaminato Headquarters	5-45 Chiba-minato, Chuo-ku, Chiba City, Chiba, Japan
Deposits	JPY5,635.8 billion
Loans and bills discounted	JPY4,549.9 billion
Total assets	JPY6,638.7 billion
Share capital	JPY49.7 billion
Capital adequacy ratio (Based on standards for a domestically-operating bank)	Non-consolidated 10.52% Consolidated 10.55%

Disclosure System



Editorial policy

This document is a systematic summary from financial and non-financial perspectives with the aim of providing a deeper understanding of the medium- to long-term value creation of the Keiyo Bank Group to a wide range of stakeholders, including customers, shareholders, and investors. In compiling this document, we have referred to the IFRS Foundation's “International Integrated Reporting Framework” and the Ministry of Economy, Trade and Industry's “Guidance for Collaborative Value Creation.”

Period covered: FY2025 (from April 1, 2025 to March 31, 2026) *Including some details regarding activities on or after April 1, 2026.
Scope covered: In principle, Keiyo Bank and Group companies



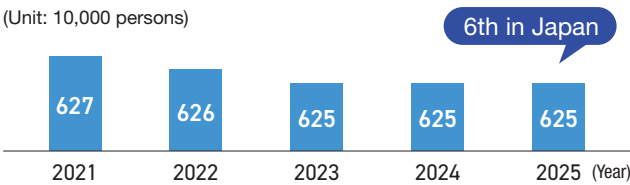
The Potential of Major Markets and the Strengths of Keiyo Bank

The Potential of Major Markets

Chiba Prefecture, which serves as Keiyo Bank Group's main sales area, has a well-balanced industrial structure, with agriculture, fisheries, industry, and commerce each among the best in Japan. In addition to a net population influx and further development of transportation infrastructure, the rich natural environment, including the sea, is a tourism resource, and the area has high potential for further development and growth in the future.

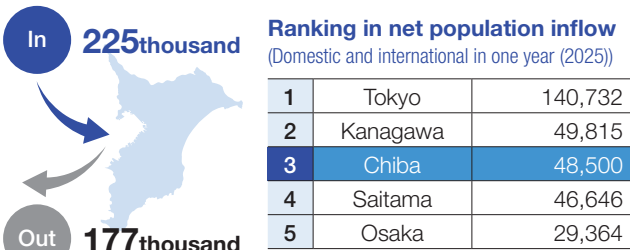


Population statistics



Source: Statistics Bureau, Ministry of Internal Affairs and Communications, "Population Estimates" (reference date: October 1 of each year)

Population migration into and out of Chiba Prefecture



Source: Statistics Bureau, Ministry of Internal Affairs and Communications, "Annual Report on Internal Migration in Japan Derived from Basic Resident Registration 2025" (Number of Domestic and International Migrants)

- ▶ 6th largest population in Japan
- ▶ 3rd in Japan for net population inflow from other prefectures

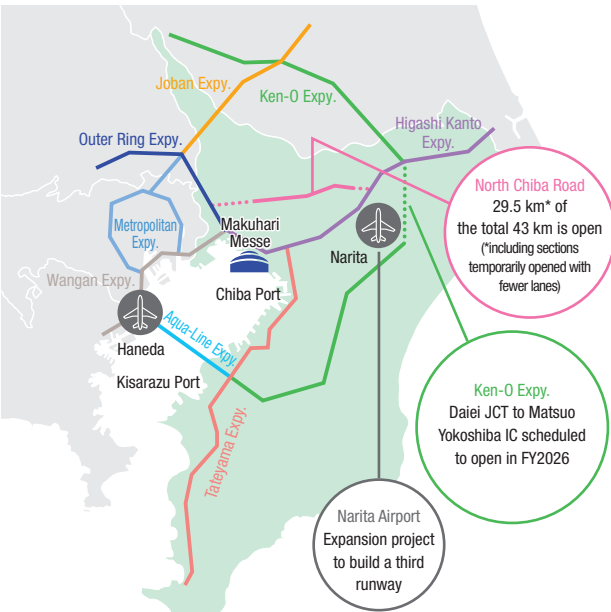
A well-balanced industrial structure

Agriculture	Agricultural output value	JPY453.3 billion	4th ¹
Fishing	Marine fisheries catch	79,000 tons	9th ²
Industrial	Manufactured goods value	JPY11.9 trillion	8th ³
Commercial	Annual merchandise sales	JPY13.0 trillion	9th ⁴
Number of businesses		182,000	9th ⁵
Entry rate		4.5%	4th ⁶
Total trade by port		JPY48.7 trillion	1st ⁷
Prefectural residents income		JPY19.8 trillion	6th ⁸

Sources: ¹ Ministry of Agriculture, Forestry and Fisheries, "Statistics of Agricultural Income Produced, 2024"
² Ministry of Agriculture, Forestry and Fisheries, "Fisheries and Aquaculture Production Statistics, 2024"
³ Ministry of Internal Affairs and Communications, Ministry of Economy, Trade and Industry, "Economic Census (Manufacturing), 2021"
⁴ Ministry of Internal Affairs and Communications, Ministry of Economy, Trade and Industry, "Economic Census (Wholesale and Retail Trade), 2021"
⁵ Ministry of Internal Affairs and Communications, Ministry of Economy, Trade and Industry, "Economic Census for Business Activity 2021 (Tabulation across Industries)"
⁶ Small and Medium Enterprise Agency, "2024 White Papers on Small and Medium Enterprises and Small Enterprises in Japan"
⁷ Entry rate: Number of places of business that newly established employment relationships during the fiscal year/comparable number as of the end of the previous fiscal year
⁸ Total value of exports and imports, from Trade Statistics 2024, Ministry of Finance (The figures for Chiba Prefecture comprise the total of Narita International Airport, Chiba Port, and Kisarazu Port.)
⁹ Cabinet Office, Government of Japan, "Prefectural Accounts for Fiscal Year 2022"

This is a fertile market where various industries rank among the top in Japan, and its appeal as a destination for corporate expansion is growing due to the development of transportation infrastructure.

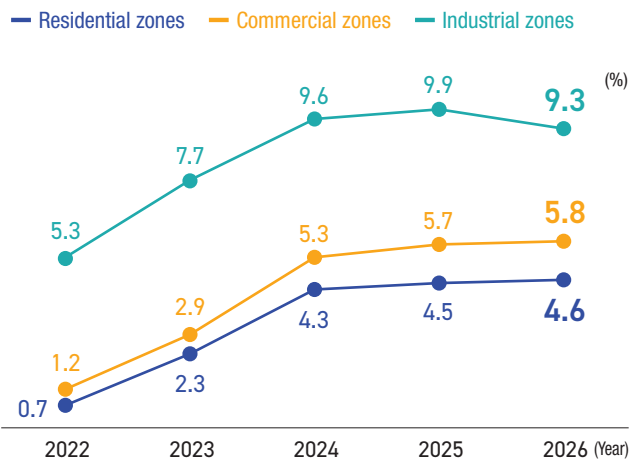
Ample transportation infrastructure and geographic features



Key hub for the movement of goods and people, with ongoing infrastructure development

Assessed land values continue to rise as demand increases

Officially assessed land values
(average rate of change from the previous year)



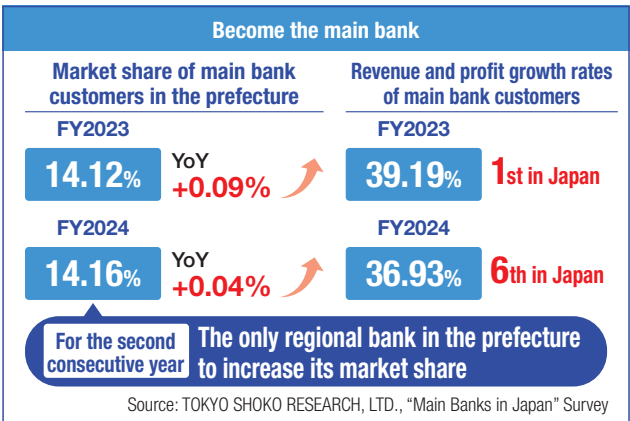
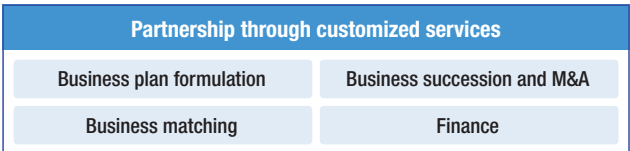
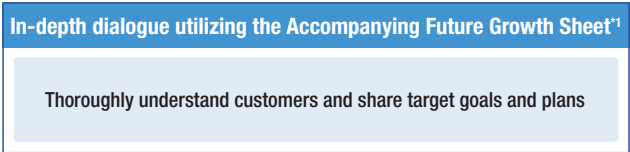
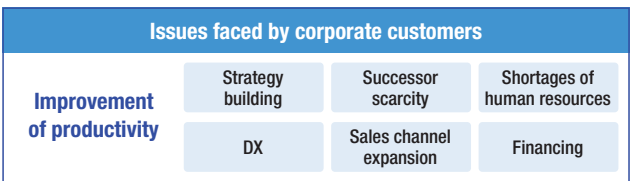
Source: Chiba Prefecture, "Land Value Assessments" (reference date: January 1 of each year)

Given Chiba's net population influx, industrial structure and transportation infrastructure, officially assessed land values in the prefecture continue to rise in all categories.

Strengths of Keiyo Bank

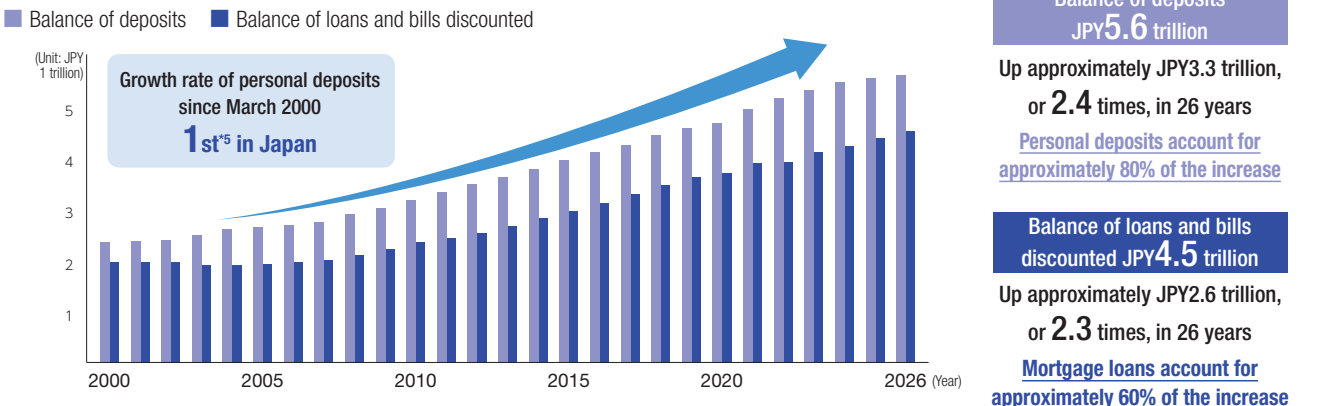
As mentioned above, the strengths of our Group lie in our customer base in Chiba Prefecture, a region with high potential and a promising future, and in our community-oriented retail sales capabilities. We leverage one of the prefecture's leading branch networks to provide services centered on mortgage loans and consulting for individuals and SMEs.

Development of strategies that leverage the strengths of Keiyo Bank



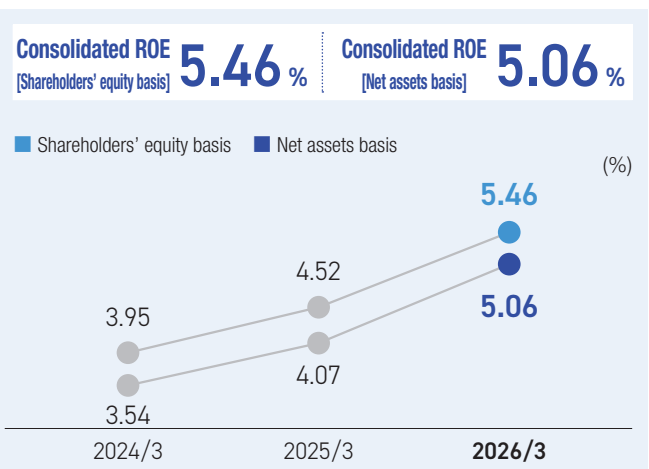
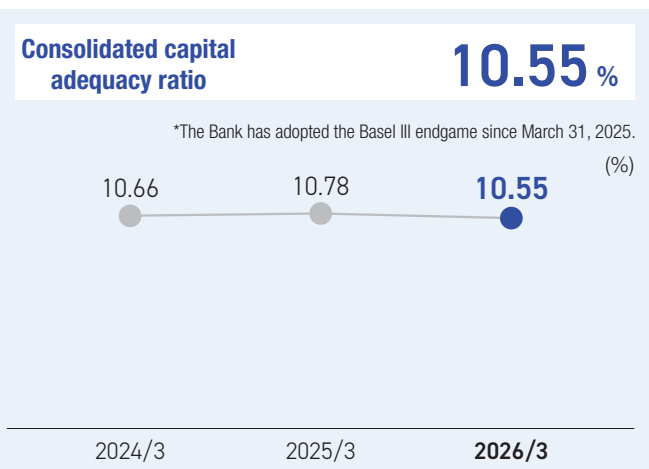
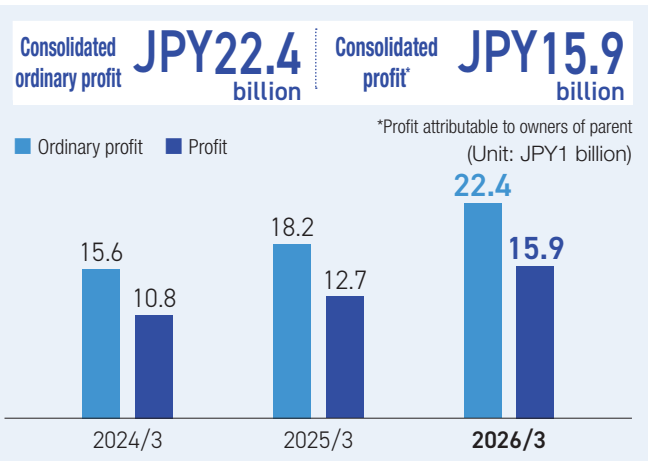
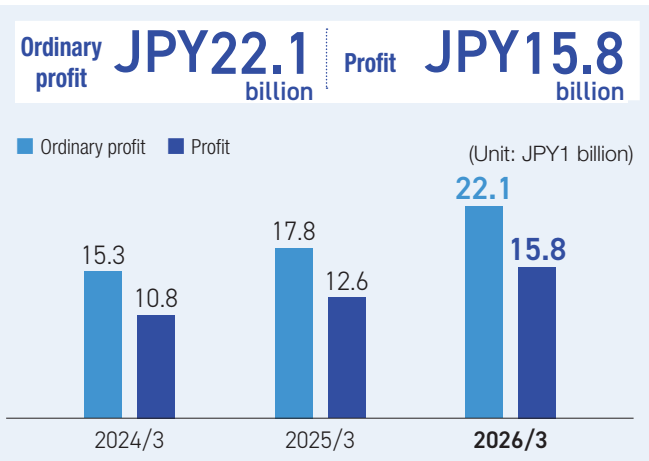
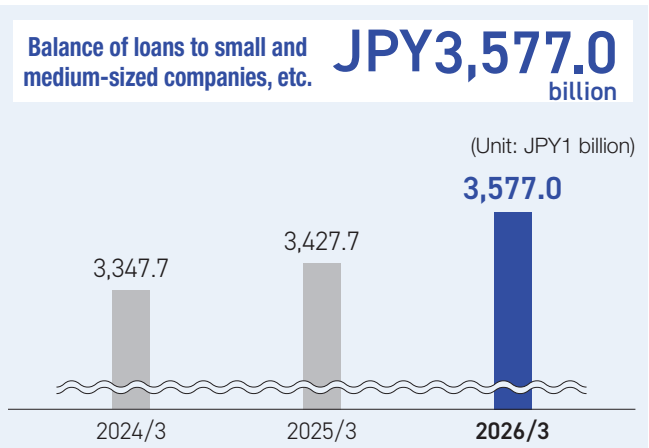
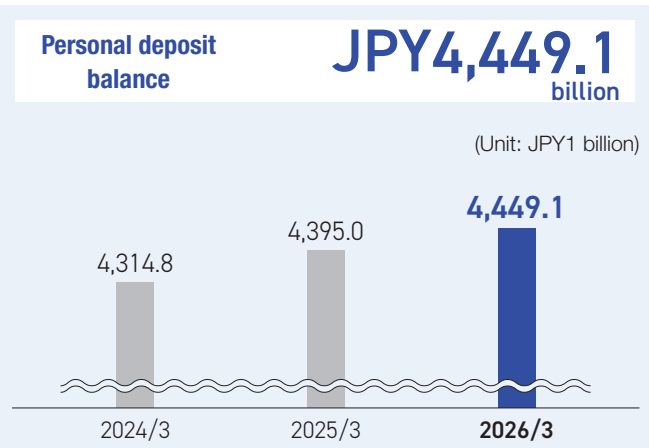
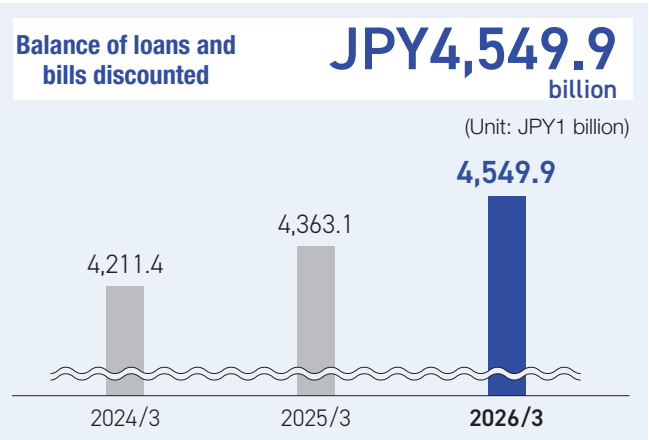
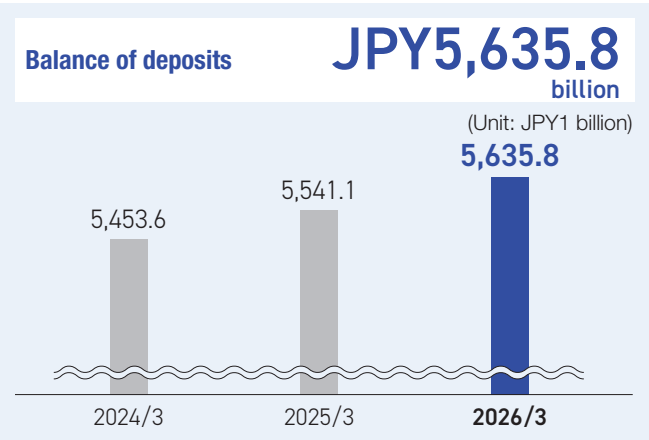
*1 A tool designed for customers to share their strengths, management challenges, and target goals through dialogue and to provide consulting proposals aligned with customers' vision for the future and business plans
*2 A tool designed to forecast the future balance of income and expenses based on factors such as current income and age and to provide consulting proposals aligned with customers' life plans
*3 A tool designed to visualize customers' asset status and sentiments toward family and to provide consulting proposals aimed at resolving issues faced by customers
*4 Source: Calculated by Keiyo Bank based on the financial results for the year ended March 31, 2026 of 73 listed regional banks and groups

Growth potential

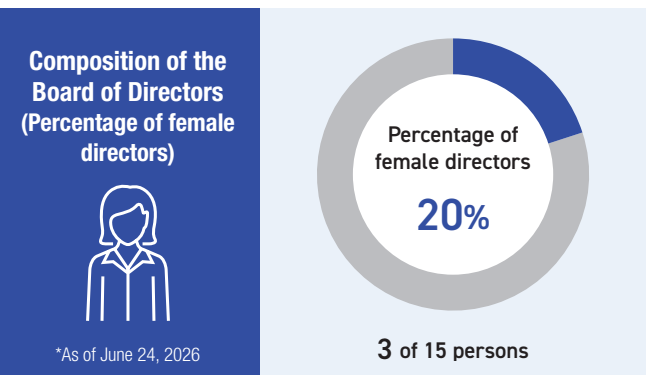
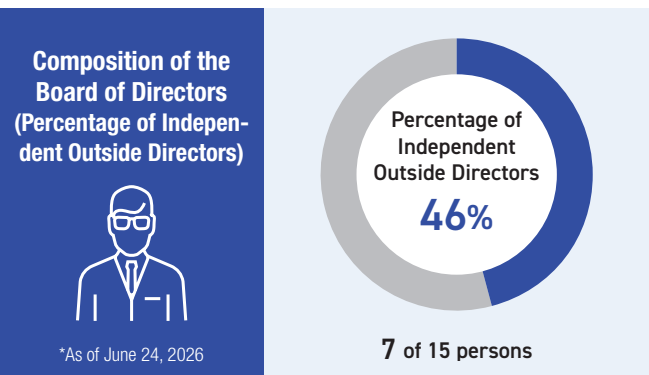
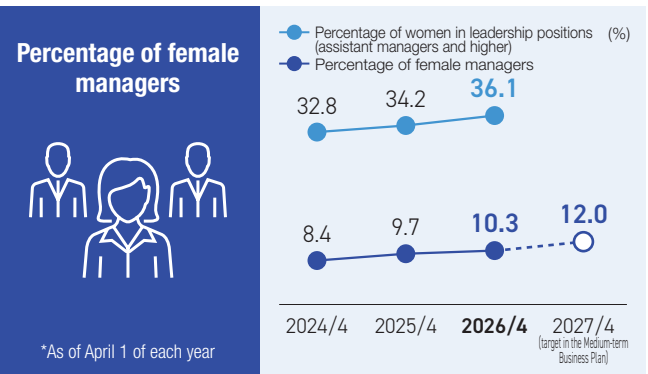
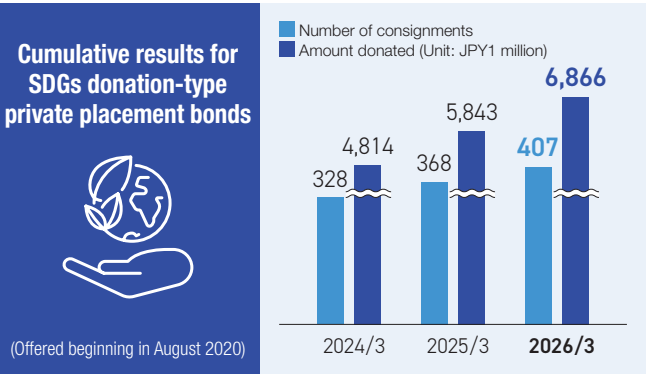
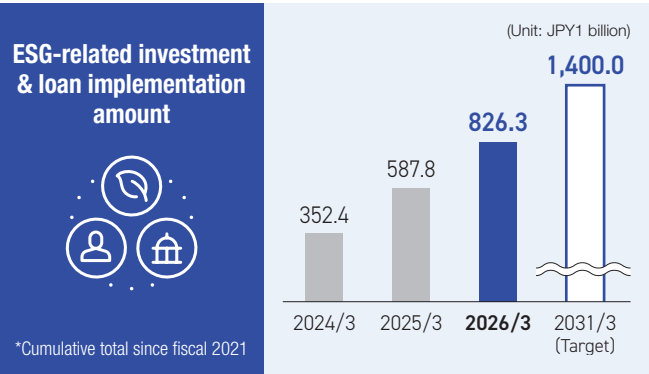


*5 Source: Calculated by Keiyo Bank based on the financial results for the year ended March 31, 2026 of 73 listed regional banks and groups

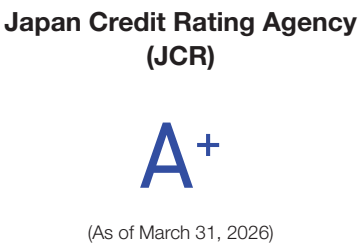
Financial Highlights



Non-financial Highlights



Rating information



External assessment



*FTSE Russell (a trademark of FTSE International Limited and Frank Russell Company) hereby certifies that the Keiyo Bank, Ltd. has been assessed by a third party and satisfied the requirements to become a constituent of the FTSE Blossom Japan Sector Relative Index. The FTSE Blossom Japan Sector Relative Index is widely used to create and evaluate sustainable investment funds and other financial products. <https://www.lseg.com/en/ftse-russell/indices/blossom-japan>

Message from the President



Demonstrate our commitment as a “partner” in building the future of the community together through purposeful actions

Go Fujita

President

Reexamining our mission as a regional financial institution, at a turning point for the Japanese economy

One year has now passed since I assumed office as President. Over the past year, as I have had the opportunity to meet and greet many customers, I have once again realized that the Group is sustained by the support and kindness of the people in the local community. Along with my gratitude, this has strengthened my conviction that, for precisely this reason, we must fulfill our fundamental role as a regional financial institution.

Looking back, I joined the Keiyo Bank in 1991, immediately after the collapse of Japan’s economic bubble. In the years since that time—often referred to as the “lost 30 years”—I have witnessed companies prioritizing retained earnings over investment and gradually losing their innovative mindset. Today, however, as evidenced by the raising of the policy interest rate, Japan is steadily, albeit gradually, moving away from the contractionary equilibrium under deflation and toward a world that seeks growth.

Another development I find very encouraging is the change in the mindset of corporate managers. When confronting the immediate reality of a declining population, an increasing number of managers

appear to be naturally embracing the view that they should not focus solely on their own companies’ profits, but should instead work to prosper together with the local community, creating a virtuous cycle that leads to the growth of their own businesses. As these new leaders of corporate management work to realize the futures they envision, I keenly feel that our role is becoming even greater, both as a player in the local community and as an intermediary for finance and information.

Further, an even greater mission and challenge we must address is “improving productivity at SMEs.” Japan’s nominal GDP per capita remains low among advanced countries. This reflects the reality that Japanese companies are not creating sufficient added value or raising productivity, and it particularly underscores the scale of the productivity challenge faced by SMEs, which account for 99.7% of all companies in Japan. We, as a leading provider of financing and solutions to SMEs, must confront this challenge head-on and accelerate our initiatives to resolve it. I have renewed my determination to do so.

Message from the President

Aiming to become “Japan’s most customer-friendly bank, open to everyone”

I take every opportunity to encourage the Keiyo Bank Group to aim to become “Japan’s most approachable and customer-friendly bank.” Banking is a business that is built on mutual trust with customers. Accordingly, what I want us to value above all else is our “human qualities.” I often say, as a reminder to myself as well, that I want everyone to value the feelings behind “thank you” and “I am sorry,” and to communicate them sincerely to others. No human being can accomplish anything entirely alone, and all humans inevitably make mistakes. That is why I believe that valuing gratitude for what others have done for us, having the humility to apologize without turning away from our own responsibilities, and expressing these feelings honestly are

the first steps toward building relationships of trust. Building on the foundation provided by these relationships of trust, we engage in in-depth communication to share the goals our customers seek to achieve, assess the current situation, analyze causes, identify issues, formulate improvement measures, and accompany them through a repeated PDCA cycle. This is the essence of the “Unique solution-based business operations” that we advocate. We believe that the professionals the Keiyo Bank Group seeks are people who combine sound judgment and courtesy with logical thinking, a passion to act “for the customer,” and the ability to put that passion into action.

Maximizing the potential of Chiba Prefecture as a market

Chiba Prefecture, which is the Group’s primary market, boasts approximately 6.3 million residents—the sixth-largest population among Japan’s prefectures—and ranks third nationwide in net migration inflow, reflecting its favorable geographical position. It has a well-balanced industrial structure encompassing agriculture, fisheries, manufacturing, and commerce, and is home to Narita International Airport, Chiba Port, and other ports along Tokyo Bay. As a gateway through which people and goods move within Japan and internationally, the region has tremendous potential. We intend to make active use of the geographic advantages of having Chiba Prefecture as our

operating base. Further development of the surrounding area is also expected due to the construction of a third runway at Narita International Airport and associated road improvements. To capitalize on these opportunities, we will strengthen collaboration with local governments and serve as a hub connecting businesses and other regional players. By doing so, we aim to attract companies and expand the overall scale of the regional economy—our concrete vision of “contributing to the local community.” There are things that only the Group can accomplish, because our extensive network of 122 locations enables us to remain deeply rooted throughout the region.



What matters most is our “human qualities.” Sound judgment and courtesy, logical thinking, passion, and the ability to act—my mission is to develop human resources who possess all of these qualities.

At the same time, Chiba Prefecture faces challenges of its own. The average age of business owners is high even by national standards, making business succession an increasingly urgent issue. Chiba also has one of the highest levels of CO₂ emissions in Japan, requiring prompt action regarding environmental conservation as global expectations continue to rise. Moreover, even though Chiba is adjacent to the Tokyo metropolitan area, the concentration of economic activity in Tokyo highlights a structural challenge that could cause the region to lose opportunities for investment and consumption. Nevertheless, we view each of these challenges as a business opportunity for the Group. In the case of business succession, for example, managers of

small and medium-sized businesses often have well-developed, detailed business plans in their heads, but have not yet articulated or visualized them. In such cases, we help prepare management plans and visualize what is in the managers’ heads, enabling successors to share the vision and process. We have received considerable appreciation in cases where this support has led to smooth business succession. By providing this type of partnership-based support—“social solutions” that both resolve social issues and create earnings opportunities for the Group—we aim to build a bright and prosperous future for the local community, together with the community and our customers.

Building on the solid progress of the 20th Medium-term Business Plan toward further growth

The 20th Medium-term Business Plan, which is currently underway, is positioned as “Phase 1 - Challenges and Change -” toward realizing our Long-term Vision through fiscal 2032: becoming a “social solutions group with the highest customer satisfaction.” We were able to achieve record-high profit in the previous fiscal year. While the favorable interest rate environment contributed, we regard this result primarily as evidence that our four basic strategies—unique solution-based business operations, sales reform, human resources reform, and management foundation reform—have begun to function reliably. By advancing our unique solution-based business operations and accompanying customers as

they work to realize their visions, we aim to increase the number of customers who choose the Keiyo Bank as their main bank. To this end, we use the Accompanying Future Growth Sheet^{*1} for corporate customers, and the Our Future Together Sheet^{*2} and Life Plan Simulation^{*3} for retail customers. A key feature of this approach is that our customers, our branches, and the Headquarters share and visualize all relevant information. To realize this, under sales reform, the Group has promoted the separation of administrative and sales positions, and within sales, the separation of corporate and individual sales positions to develop professionals in each section. We are moving away

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Overview of the 20th Medium-term Business Plan



Message from the President

from a model in which one person performs many roles, and are continuing to evolve toward a structure in which each employee can focus on their specialties and provide customers with the best possible solutions. In addition, the new account system launched in January 2025 is a major driving force behind our next-generation management resources, enabling the full-scale centralization of operations at the Headquarters as well as the use of AI. We aim to increase our sales personnel by 250 during the period of the current Medium-term Business Plan, and initiatives toward achieving this target are progressing steadily.

Under human resources reform, we introduced a career course system that supports, from a personnel system perspective, the division of labor described under sales reform. By clearly defining the skills, evaluation criteria, and career models that are required for each course, we have created an environment in which each employee can more readily take on the challenge of becoming a professional and demonstrate their motivation to contribute to customers and the Bank. Developing such professional human resources also requires that we further enhance the capabilities of our managers, who are responsible for OJT. We have therefore redefined the qualities and roles that are expected of managers, and reviewed the evaluation system and training content to strengthen their autonomous management capabilities and raise the overall level of the organization.

Furthermore, the fact that the customer feedback we independently collect as a key initiative now includes more words of praise than ever before is a great source of encouragement for the Group, which seeks to improve both the quantity and quality of its human resources. I am also extremely pleased that the Keiyo Bank's share as the main bank of companies in Chiba Prefecture has increased for seven consecutive years since the survey⁴ began, which I regard as clear evidence that these initiatives are producing tangible results.

Against the backdrop of this progress, under management foundation reform, we raised our financial KPIs twice. We increased the current Medium-term Business Plan targets for consolidated ROE (based on shareholders' equity) to 6.5% and consolidated profit to JPY19.0 billion; the targets for fiscal year ending March 31, 2030 to 9.0% and JPY30.0 billion, respectively; and the Long-term Vision targets to 10% or higher and JPY35.0 billion or more, respectively, while working to enhance our corporate value and achieve further growth. In addition, we also revised our shareholder return policy from a "total return ratio of approximately 40%" to a "dividend ratio of 40% or higher." Under management that is conscious of cost of capital and stock price, this policy is based on steadily increasing dividends per share through profit growth.

We will continue to pursue the optimal allocation balance among retained earnings, growth investments, and shareholder returns.

⁴ Source: TOKYO SHOKO RESEARCH, LTD., "Main Banks in Japan" Survey

Main Initiatives of the 20th Medium-term Business Plan

Basic Strategy ① Unique solution-based business operations

Corporate solutions

Promoting main-bank relationships using the Accompanying Future Growth Sheet

Expanding the variety of solutions and strengthening specialized sales functions at the Headquarters

Retail solutions

Providing financial services using the Our Future Together Sheet

Restructuring our housing loan sales framework and expanding our product menu

Solutions for local co-creation

Participating in community development through stronger collaboration with local governments and companies

Establishing a solution delivery framework through creation of the Local Co-Creation Division

Basic Strategy ② Sales reform

Enhancing expertise through division of labor and reallocating sales personnel

Launching a new app and opening weekend service locations

Basic Strategy ③ Human resources reform

Visualizing skills and assigning personnel based on their preferences and aptitudes

Establishing a management development framework and reviewing the evaluation system

Basic Strategy ④ Management foundation reform

Launching the new account system and expanding strategic investments

Enhancing dialogue with shareholders and investors and expanding shareholder returns

Promoting the strategic business alliance with Resona HD

Strengthening governance and building an organization with psychological safety

Following approval at the General Meeting of Shareholders in June 2026, we transitioned from a company with Board of Company an Auditors & Supervisory Board to a company with an Audit and Supervisory Committee. The purpose of this change is to improve effectiveness and strengthen audit and supervisory functions of the Board of Directors by allowing Audit and Supervisory Committee Members with diverse backgrounds to join the Board of Directors as Directors, while accelerating management by focusing Board discussions on the process leading to conclusions and delegating a certain authority to the executive side. We will operate this new structure effectively so that the reform, which strengthens both the accelerator and brake

functions of management, further enhances our ability to respond to an era of rapid change.

Alongside these institutional enhancements, I believe that ensuring psychological safety is of paramount importance in organizational management. Fostering an open and candid organizational culture in which everyone can speak up without hesitation about what they believe is right is one of my management priorities. To that end, I intend to actively and personally visit workplaces, engage directly with employees, listen to more customers, deepen dialogue with shareholders through IR activities, and devote myself to in-depth communication with all stakeholders, while maintaining a positive and open approach.

“Where there is a will, there is a way”

The words I keep close to my heart as President are attributed to Abraham Lincoln, the 16th President of the United States: “Where there is a will, there is a way.” This phrase means that a strong will can open a path to surmount difficulties. At the same time, I believe it also teaches us that having the firm determination that “this is where we are going” is itself essential to having a vision.

Our process of setting forth in our Long-term Vision the goal of becoming a “social solutions group with the highest customer satisfaction,” backcasting from that goal to formulate strategies, developing a Medium-term Business Plan, and implementing the PDCA cycle is precisely a declaration of this “will,” and is a commitment both internally and externally.

The Keiyo Bank Group will continue to be an approachable presence that people in the local community can readily turn to as “Japan’s most approachable and customer-friendly bank.” At the same time, we will strive to build an organization with the human qualities and solution proposal capabilities that make customers sincerely happy that they chose to consult the Keiyo Bank. We sincerely promise to do our utmost to ensure that the Keiyo Bank Group generates a virtuous cycle of growth together with the people in the local community and enhances its corporate value, thereby fully meeting the trust, expectations placed in us, and responsibilities entrusted to us by all our stakeholders.

We will continue to provide high-value-added solutions that make our customers genuinely feel, “I am glad I consulted the Keiyo Bank.”



Value Creation Process



Sustainability Initiatives

Based on the Keiyo Bank Group Sustainability Policy, the Group is committed to solving issues involved in sustainability as we aim to both realize a sustainable society and enhance Group corporate value.

Keiyo Bank Group Sustainability Policy

Through the fulfillment of our financial intermediary function and by offering high-quality, customer-oriented services, the Keiyo Bank Group will work to resolve various social issues, including environmental problems such as climate change, and to create a virtuous cycle of regional economic development and increased Group corporate value, thereby contributing to the realization of a sustainable society.

Policy on Initiatives

Code of Conduct

Environmental Policy

Human Rights Policy

Investment & Lending Policies

Priority Items

SDGs Declaration

1. Local economy/community

2. Diversity & inclusion

3. Environmental conservation

For further details on the Keiyo Bank Group Sustainability Policy, please refer to the Bank's website.

<https://www.keiyobank.co.jp/sustainability/> (Japanese only)



Sustainability promotion system

With the aim of strengthening our initiatives toward sustainability, and to establish management strategies from a medium- to long-term perspective and enhance effectiveness for each measure, we have established a Sustainability Committee, which is chaired by the President. The Committee is held once every six months in principle, and deliberates and reviews matters related to sustainability, and reports to the Board of Directors. At the same time, we have established the Sustainability Study Subcommittee as a subordinate organization to examine specific measures to address sustainability issues on a cross-organizational basis.

Main items discussed and reviewed at the Sustainability Committee (FY2025)

- Progress on sustainability KPIs

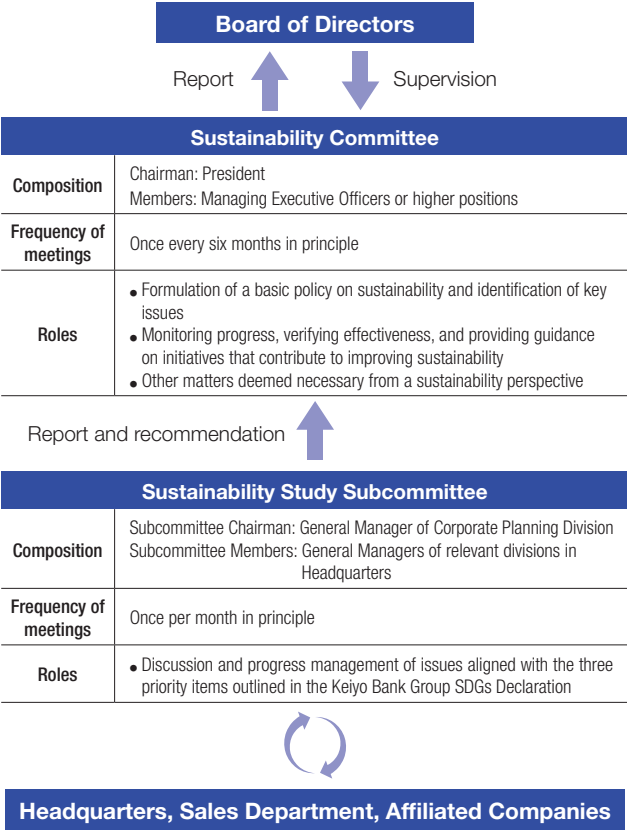
▶ P.22
- Status of initiatives on solutions for local co-creation

▶ P.23
- Status of initiatives on promoting women's advancements

▶ P.38
- Status of initiatives on advancing health management

▶ P.39
- Status of initiatives on supporting customers pursuing decarbonization

▶ P.63



Process for identifying materialities (priority items)

In order to further promote efforts to solve social issues, we have identified materialities (priority items) that we should tackle based on their affinity with the Group.

Extract social issues

Depopulation, low fertility and aging population

Successor scarcity

Increase in single-person households and vacant houses

Increase in medical and welfare needs

Increase in children on nursery waiting lists

Labor shortage

Monetary policy shift

Improvement of productivity

Increasing need for asset building

Business restructuring

Progress in digitalization

Advancement of cashless payment

Lifestyle changes

Diversification of work styles

Increasing corporate social responsibility

Transition to a low-carbon, recycling-oriented society

Identify social issues

Identify "issues to be solved" based on the Keiyo Bank Group's Corporate Philosophy and the opinions of all executives and employees

Affinity with the Keiyo Bank Group

Keiyo Bank Group Corporate Philosophy

Provide plus  value and build a prosperous future for the community together

Opinions of all executives and employees

- Survey for all employees
- Discussion at the Sustainability Committee

Strengths of the Keiyo Bank Group

- Solid customer base
- Community-rooted branch network
- The potential of major markets
- Solution talent rooted in the community
- Diversified information & solutions within a unified Group
- Sound financial foundation

Materialities (priority items)

Local economy/community

Development of the local economy



Diversity & inclusion

Building a society in which people can play an active part in their own way



Environmental conservation

Realization of a low-carbon, recycling-oriented society



Major values we want to provide

We will work with diverse stakeholders to build a prosperous future for the community through concrete approaches for the three materialities (priority items).

Local economy/community

Improve productivity of business partners

Solutions for management issues



Provide comprehensive financial services from upstream to downstream, centered on support for formulating business plans

Create employment opportunities within the prefecture

Solutions for local co-creation



Create community development projects and practice regional development as a central player in the projects

Increase personal assets

Solutions for the elderly



In addition to measures for inheritance and business succession, provide services to support a secure life after retirement

Life plan solutions



Support various life events in the era of 100-year lifespans, and help customers realize their dreams

Diversity & inclusion

Create innovation

Pride and self-realization



Provide a place of pride and self-realization that can only be felt by being part of the Keiyo Bank Group

Promoting women's advancements



Become a leading company in promoting women's advancements and lead innovation in the prefecture

Environmental conservation

Reduce CO₂ emissions for our customers and the Bank

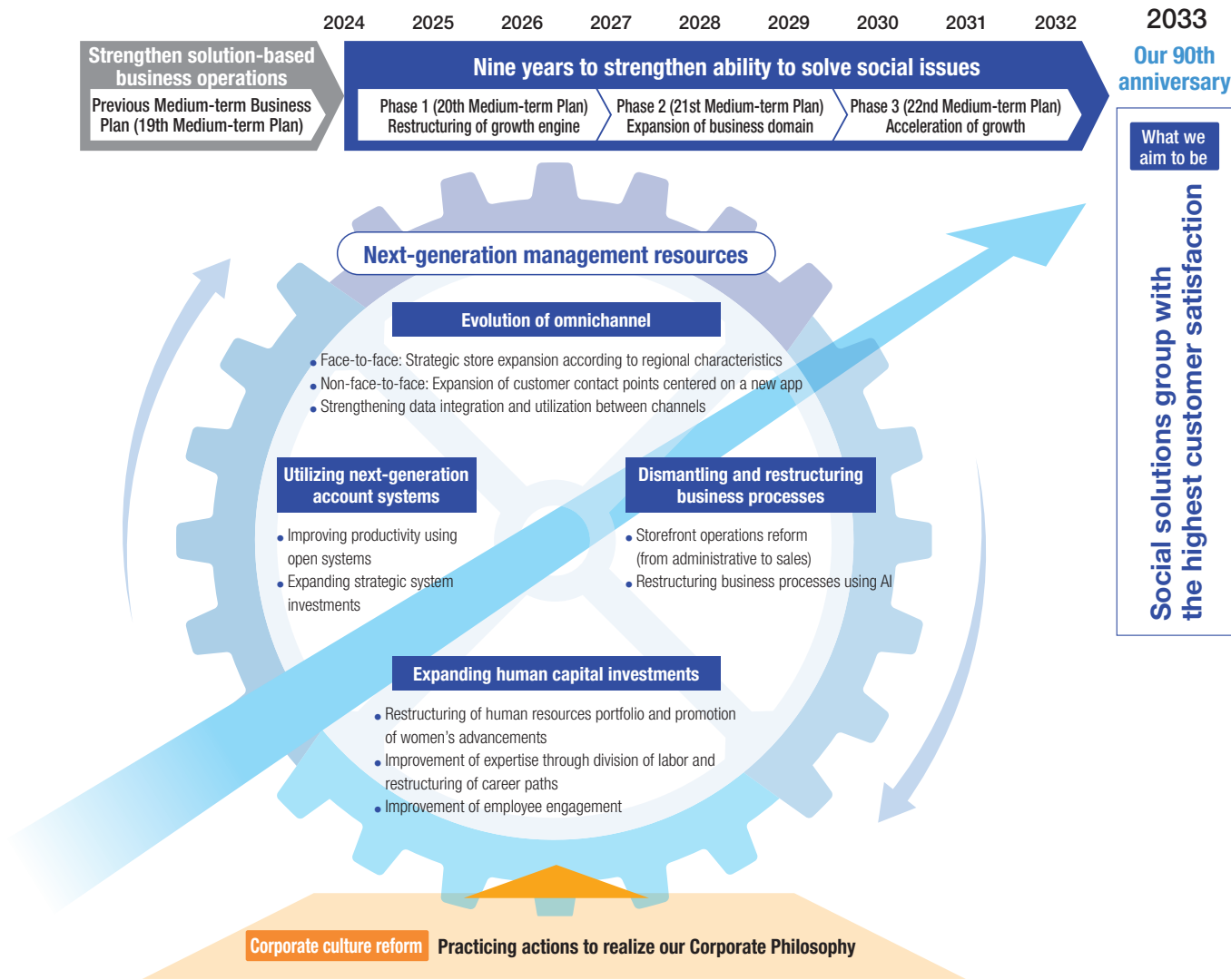
Environmental solutions



Realize a low-carbon, recycling-oriented society by reducing CO₂ emissions for our customers and the Group

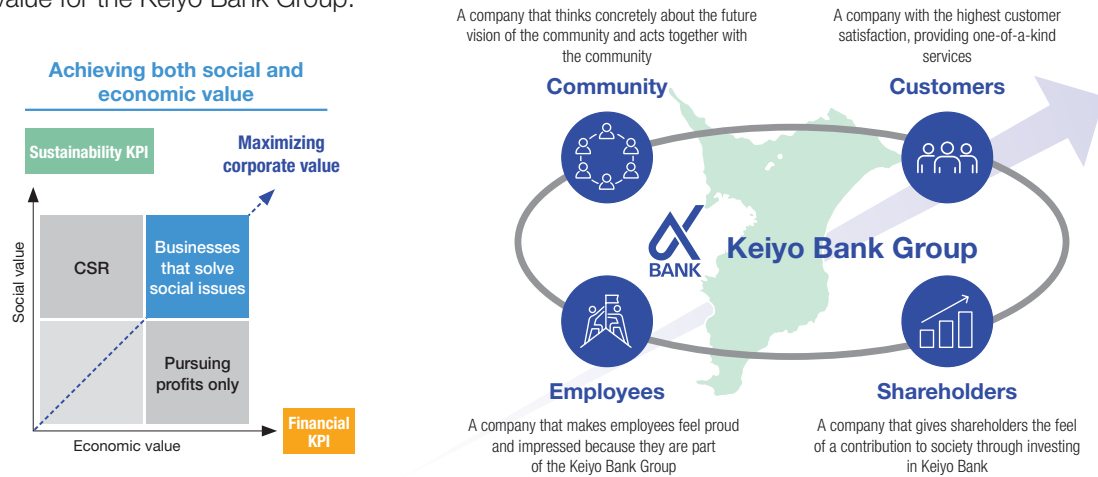
Long-term Vision

In an aim to become a “social solutions group with the highest customer satisfaction,” which provides added value starting from solving social issues, we will accelerate the shift toward next-generation management re-sources that we have accumulated so far, including the operation of the new account system and expansion of human capital investments.



Our thoughts behind the Long-term Vision

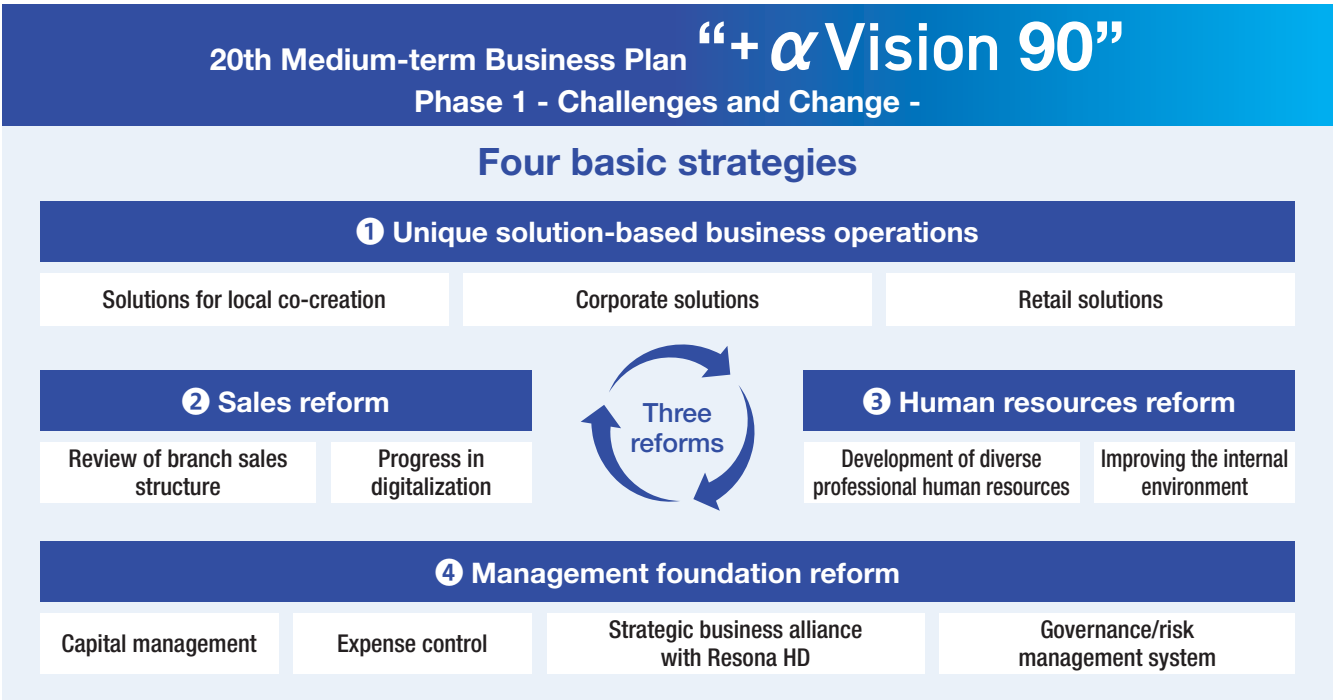
- Our mission has always been to “build a prosperous future for the community together.”
- Starting with solving social issues, we will achieve both improved engagement with all stakeholders and increased corporate value for the Keiyo Bank Group.



Medium-term Business Plan

20th Medium-term Business Plan Period of the Plan: April 2024 to March 2027 (three years)

We are positioning the 20th Medium-term Business Plan as Phase 1 of our Long-term Vision to strengthen our ability to resolve social issues, and as a three-year period for reconstructing our growth engine. Under the plan, we are pursuing four basic strategies. We had defined sustainability KPI and financial KPI as targets. However, based on the steady progress of the 20th Medium-term Business Plan while taking into account the domestic interest rate environment remaining at higher levels than planned, we revised the financial KPIs upward in February 2026. By achieving these KPIs, we aim to maximize our corporate value by achieving both social and economic value.



		Results (FY2025)	Medium-term Business Plan targets (FY2026)	Long-term targets (FY2032)
Financial KPI	Capital efficiency	Consolidated ROE ^{*1}	5.4%	5.5% ⇒ 6.5% 8.0% or higher ⇒ 10.0% or higher
	Profitability	Consolidated profit	JPY15.9 billion	JPY16.0 billion ⇒ JPY19.0 billion JPY30.0 billion or more ⇒ JPY35.0 billion or more
	Soundness	Consolidated capital adequacy ratio	10.5%	10% level 10% level

Sustainability KPI	Local economy/ community	Number of business matching cases	3,189	3-year total 4,000	—
		Number of customers supported in formulating business plans ^{*2}	1,082	1,200	—
		Number of business succession solutions ^{*3}	319	3-year total 500	—
		Number of solutions for local co-creation ^{*4}	428	3-year total 400	—
		Balance of assets under custody	JPY711.5 billion	JPY650.0 billion	—
		Number of inheritance-related product contracts ^{*5}	1,158	3-year total 2,000	—
	Diversity & inclusion	Employee engagement ^{*6}	83.7%	Maintain at 80% or higher	—
		Percentage of female managers	10.3%	12%	30%
	Environmental conservation	ESG-related investment & loan implementation amount ^{*7} Of which, for the environment sector	JPY826.3 billion JPY430.6 billion	—	FY2030 target JPY1,400.0 billion JPY700.0 billion
		CO ₂ emissions reduction rate ^{*8}	25.6% reduction	—	FY2030 target 50% reduction

^{*1} Based on shareholders' equity

^{*2} Number of customers supported in formulating business plans, including business improvement plans (775 as of March 2024)

^{*3} Number of business succession and M&A support cases

^{*4} Number of solutions provided, such as industry-academia collaboration and invitation of enterprises

^{*5} Number of contracts concluded, such as will trusts, organizing assets, and family trusts

^{*6} Percentage of employees who answered they were “satisfied working at the Bank” in the employee engagement survey

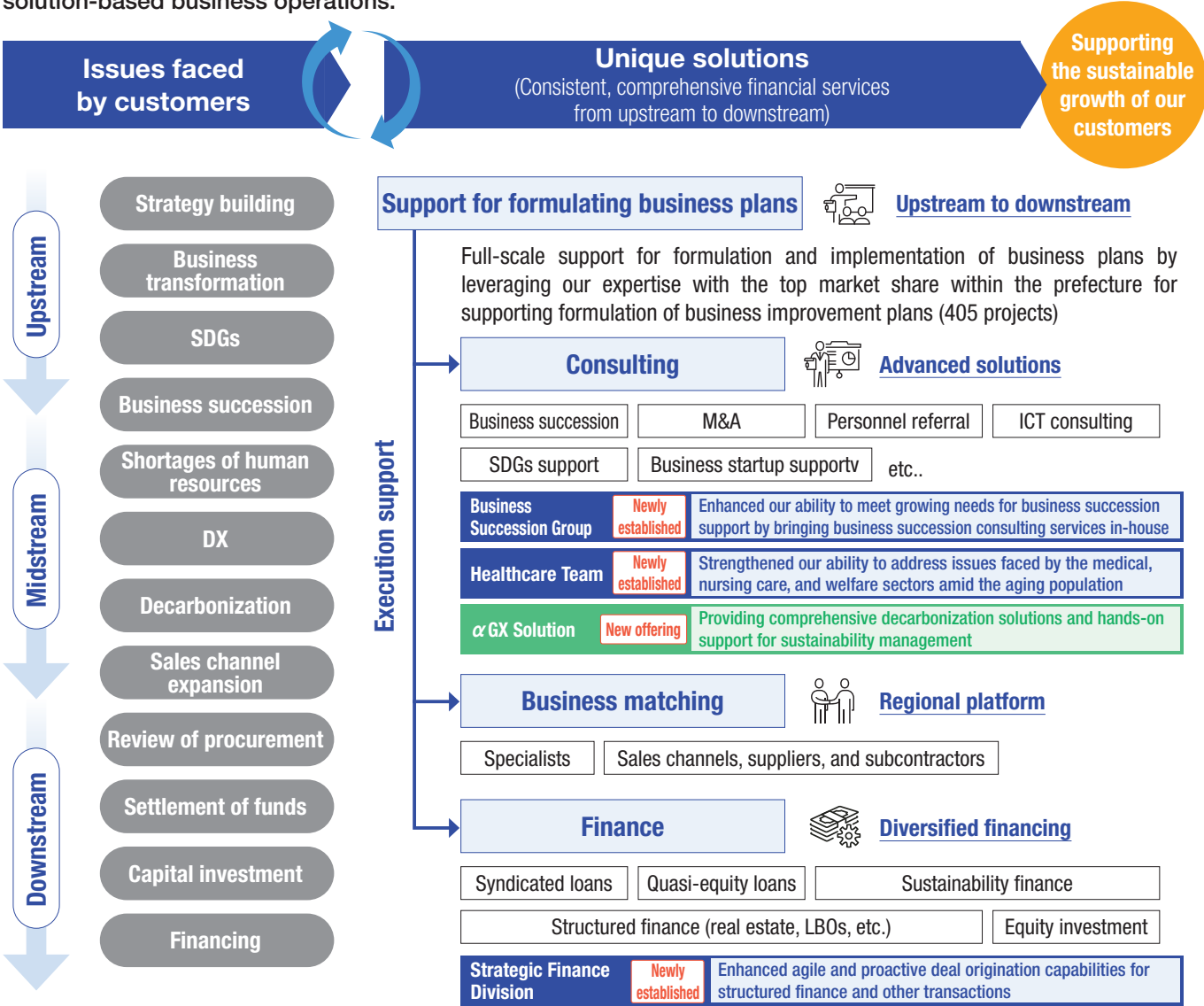
^{*7} The total cumulative amount of investments and loans from fiscal 2021 that contribute to ESG, including investments and loans in the environment sector and in the medical and nursing care sectors

^{*8} Compared to FY2013

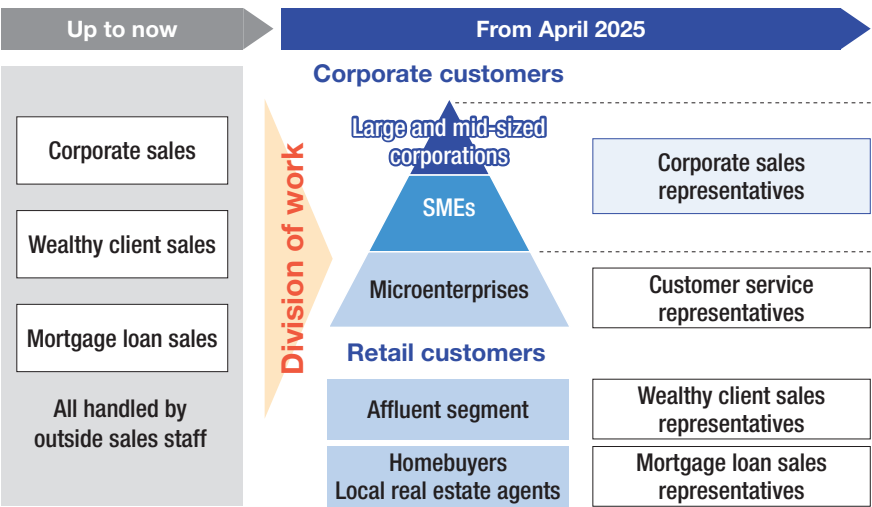
Medium-term Business Plan Basic Strategy ①: Unique solution-based business operations

Corporate solutions

The Group aims to provide consistent, comprehensive financial services from upstream to downstream to address the issues faced by corporate customers, leading to high value-added financial services and unique solution-based business operations.



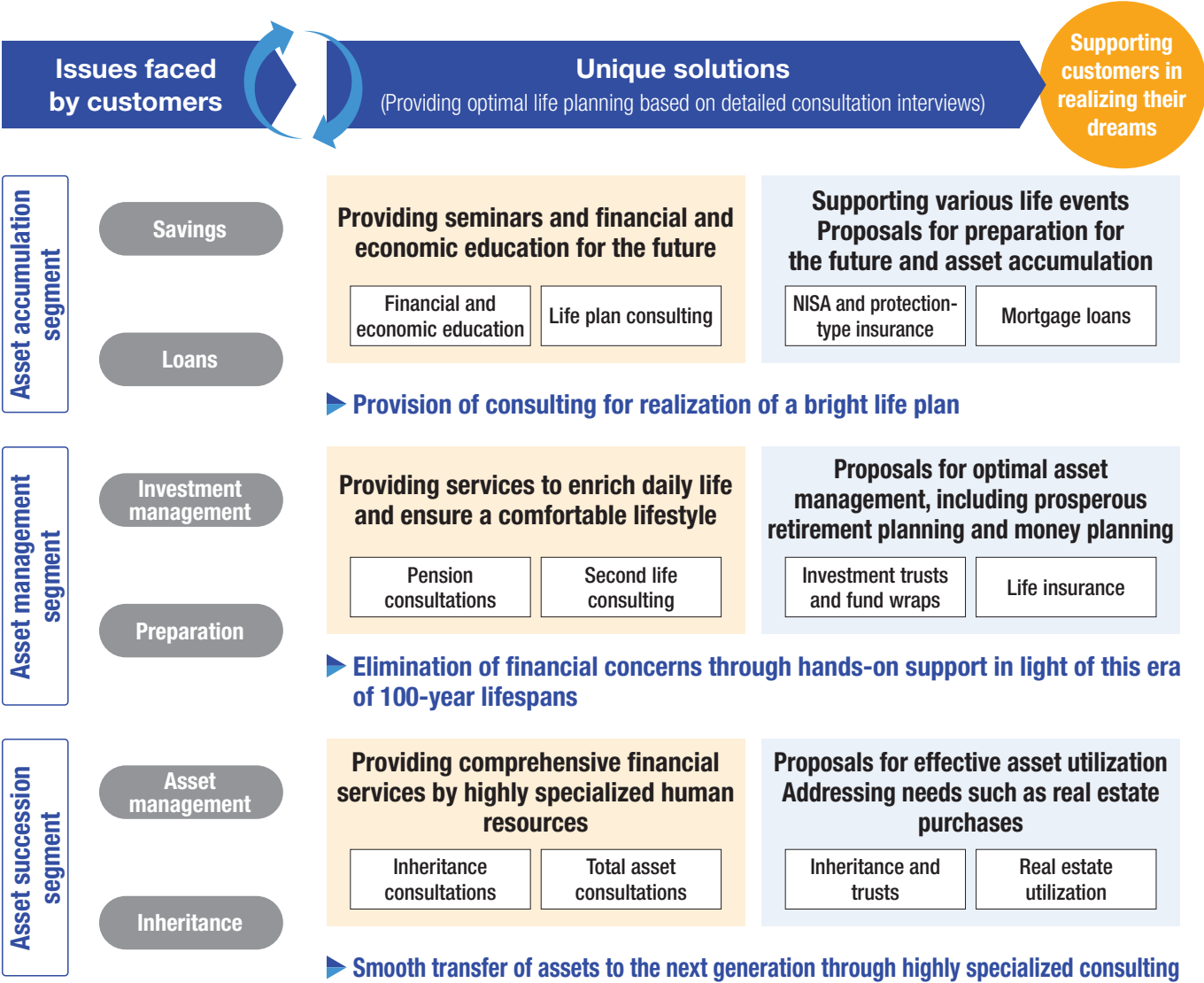
We have introduced a division of work system that separates wealthy client sales and mortgage loan sales for individual customers from the duties of outside sales staff, allowing them to focus on corporate sales. This makes it possible to spend more time engaging with corporate customers, deepening dialogue, sharing information about their issues, and providing hands-on support toward solutions, while human resources with higher expertise offer customized services unique to the Bank.



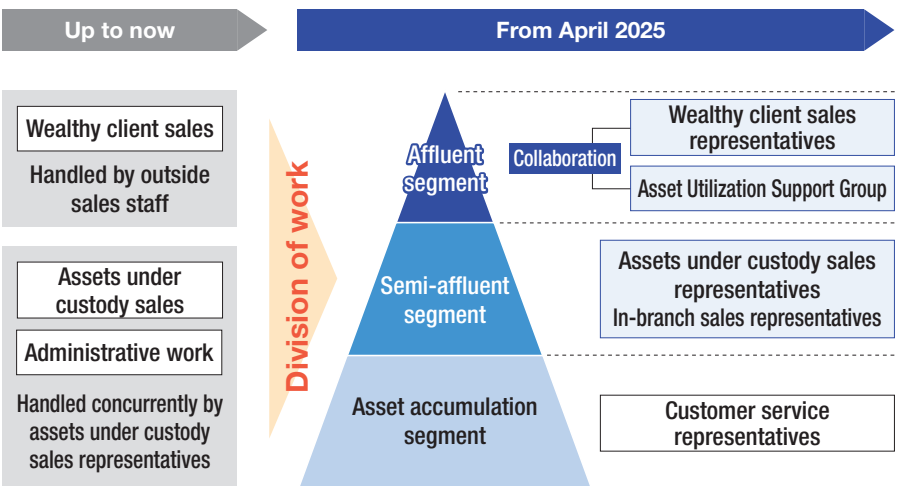
Medium-term Business Plan Basic Strategy ①: Unique solution-based business operations

Retail solutions

The Group supports retail customers in realizing their dreams in line with their life plans by responding to a wide range of lifelong needs in this era of 100-year lifespans.



We have established a system to enhance the quality of human resources and provide customers with more specialized and high-quality services by further separating administrative work and sales work. In addition, through collaboration between wealthy client sales representatives specializing in the affluent segment and the Asset Utilization Support Group, we will strengthen total asset sales for customers, including not only financial assets but also real estate utilization.



Medium-term Business Plan Basic Strategy ②: Sales reform

Review of branch sales structure

To provide even more enhanced consulting at sales departments, which serve as a place to solve customer issues, we will rebuild our human resources portfolio through reforms of storefront operations and other measures to create an efficient sales system. We will also work to expand customer contact points and improve convenience by utilizing both physical and digital channels.

Storefront operations reform

We are working on reforming storefront operations in order to accelerate the transformation of sales departments into a place to solve customer issues. Based on feedback from sales frontlines, we are gradually outsourcing or centralizing to headquarters burdensome tasks, thereby significantly reducing administrative workloads at sales departments. We will also promote the active participation of part-time employees by enabling them to handle multiple tasks and play a central role in branch operations.

Headquarters business process reengineering

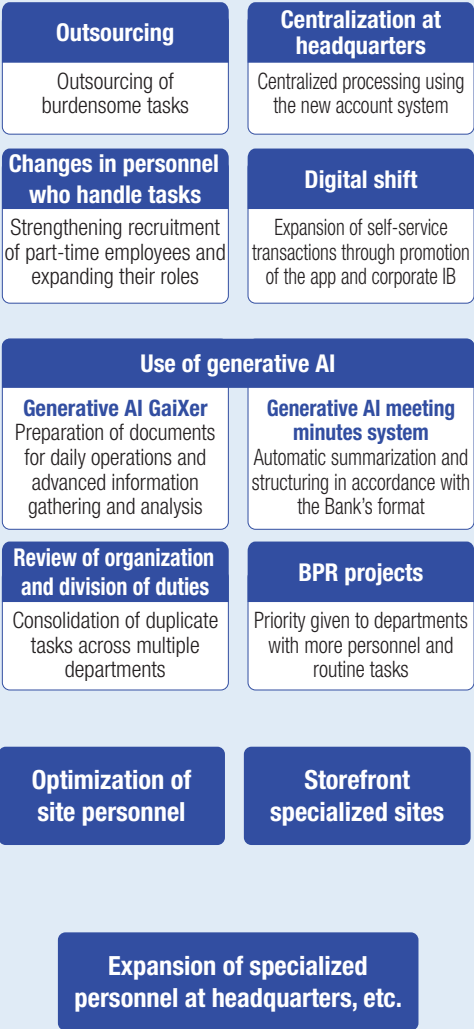
We are using generative AI to improve efficiency in routine document preparation, enhance information gathering and analysis, and automatically summarize meeting minutes. In addition, to reduce the absolute volume of tasks at headquarters, we will review the division of roles in each department, flexibly revise the organization and regulations on the division of duties, and accelerate operational efficiency by giving priority to BPR in departments with a large volume of routine work.

Physical channel strategy

We will strive to optimize the number of personnel at sales departments and expand strategic branch development in accordance with regional characteristics, such as consulting sites that are open on weekday evenings, weekends, and holidays, and branches specializing in storefront operations.

Strengthening mid-career hiring

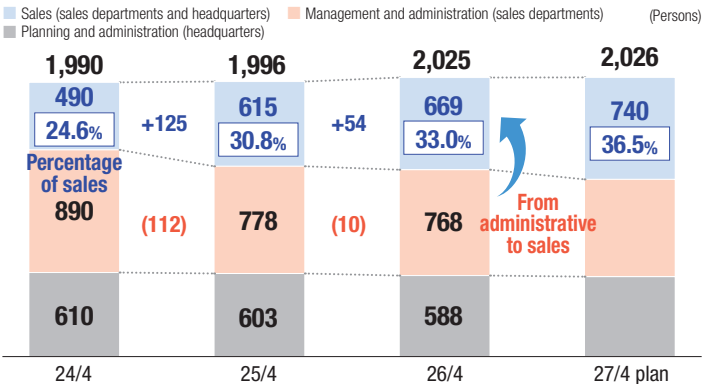
To strengthen the pool of specialized human resources at headquarters, we will enhance recruitment of personnel with diverse backgrounds, not limited to those from financial institutions.



Reallocation of personnel freed up to sales

Restructuring of human resources portfolio

We are working to rebuild our human resources portfolio through storefront operations reform at sales departments, and administrative efficiency improvements through headquarters business process reengineering. At the same time, we are enhancing mid-career hiring and training of part-time employees, increasing sales personnel by 250 from 490 in April 2024 to 740 in April 2027. By rebuilding our human resources portfolio from administrative functions to sales, we will expand our customer contact points and provide customized services to accompany and support the implementation of PDCA by customers.



Medium-term Business Plan Basic Strategy ③: Human resources reform

Human Resources Strategy

Based on our Corporate Philosophy of Provide plus α value and build a prosperous future for the community together, the Keiyo Bank Group aims to grow alongside regional economic development. To realize this philosophy, the growth of each and every employee is essential. We strive to develop diverse professionals while creating an internal environment where employees can proactively design their own careers and continuously take on challenges. We are fostering flexible, growth-oriented personnel who can adapt to changes in the local community and business operations, and supporting each employee in independently identifying their own career path and growing to achieve it.



Basic Policy for Human Resource Development

The Keiyo Bank Group views its personnel as valuable assets essential for enhancing corporate value, and we have been committed to developing employees who can provide high added value to our customers and fostering an internal environment where each individual can maximize their potential. We will contribute to the sustainable growth of local communities and the Group through the growth and active participation of our diverse human resources.

For further details on the Keiyo Bank Group's Basic Policy for Human Resource Development, please visit the Bank's website.
https://www.keiyo.co.jp/sustainability/social/diversity/trainingbasic_policy/ (Japanese only)

Development of diverse professionals

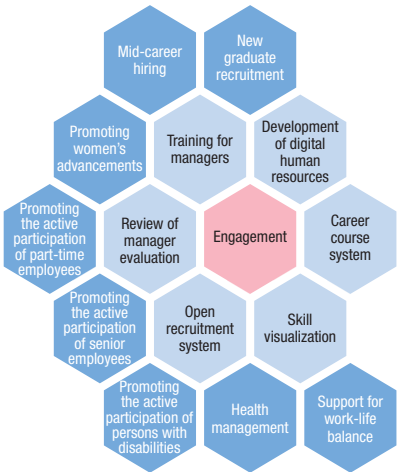
We will endeavor to develop diverse professionals who will continue to take on challenges and grow with a view to realizing our Corporate Philosophy.

Support for autonomous career development

Under our 20th Medium-term Business Plan, we have systematically established a career development support system that enables each employee to independently plan their future and to learn and take on challenges of their own volition, thereby fostering diverse paths of growth.

In fiscal 2025, we introduced "skill visualization" to clarify the skills that are required for each job and facilitate systematic development. We encourage each employee to take on challenges and grow by enabling them to think independently about their careers and offering a variety of career and learning options that are aligned with their jobs and areas of expertise.

We have also established an environment and follow-up system where employees can seek advice as needed, enabling them to think about their careers independently.



Medium-term Business Plan Basic Strategy ③: Human resources reform

Career-building support

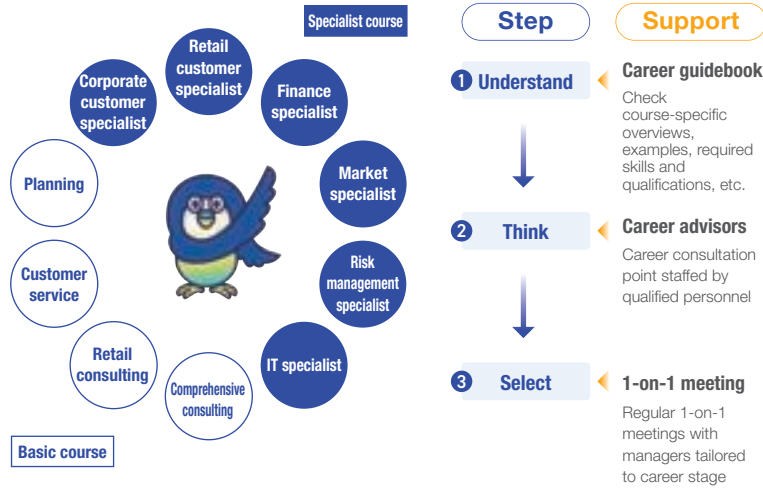
Introduction of the career course system

We have introduced a career course system to encourage the autonomous career development of each and every employee.

By creating a system that allows employees to think about their own careers, make choices, and take on challenges, we will encourage each and every employee to take on challenges and grow, while also working to transform our human resource portfolio into one that is diverse and specialized.

We are also enhancing our career support system by conducting training to improve career consultation skills for all managers and by assigning career advisors at our headquarters as consultation points.

Course lineup (10 courses in total)



Interview

Aiming to utilize specialized knowledge to support sound and prudent management from an accounting and finance perspective

I decided to take on the challenge of the finance specialist course because I wanted to deepen the accounting knowledge I had developed and contribute to the Bank from an accounting and finance perspective, which forms the foundation of management. Since receiving certification, my career path has been clearly defined, allowing me to take a long-term approach to complex accounting standards and regulatory revisions, which can take several years or more from initial discussions to actual implementation. I am now able to focus on accounting work more than ever.

Going forward, as accounting systems and the financial environment undergo major changes, I aim to become a professional who can provide proposals and advice from an accounting and finance perspective, so as to support management decision-making and help the Bank achieve sustainable development. In addition, I also recognize that nurturing the specialized professionals who will lead the next generation is an important role, and would like to be actively involved in their development.

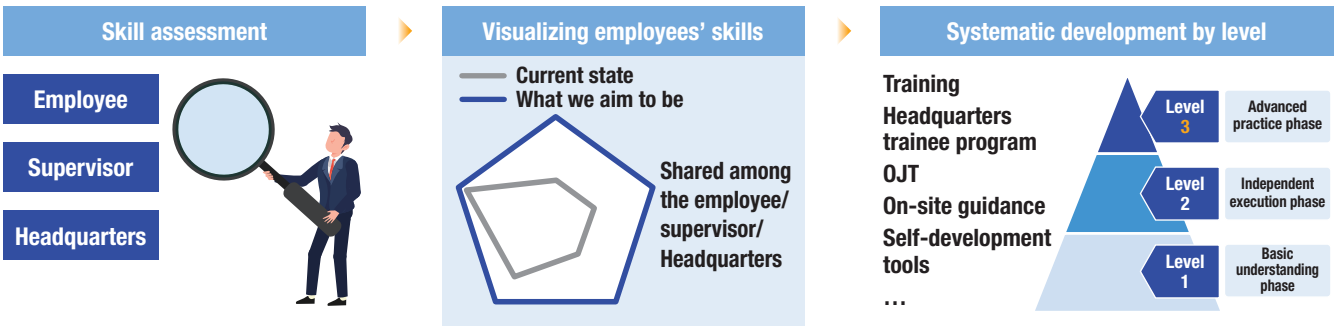


Taichi Okuma
Senior Expert, Corporate Planning Division

Skill visualization

In fiscal 2025, we introduced a skill visualization framework to define the skills required for each job and identify each employee's current skill level, thereby enabling systematic human resource development.

We classify skills into three categories: corporate sales skills, retail sales skills, and administrative skills. Skill levels are determined on a three-level scale, based not only on self-assessments but also on evaluations by supervisors and Headquarters. By sharing each employee's strengths and issues among all evaluators, we promote systematic development that does not depend on the experience or intuition of individual trainers.



Expansion of internal open recruitment system

Career challenge

This is an open recruitment system that allows employees to take on challenges in their desired careers. All employees are invited to apply for assignments to specific departments or for opportunities to obtain challenging certifications, and we support the realization of their desired careers through interviews with applicants and other processes.

Internal side job system

In this system, employees are allowed to participate in projects and tasks in other departments on a per-project basis while continuing their current duties. As these employees will return the newly acquired knowledge to their home departments, this is expected to contribute to the revitalization and growth of the entire company. This system creates opportunities for participants to take on challenges and grow, broadens their perspectives and potential, and helps improve their skills and motivation. At the same time, it brings a wide range of expertise to each project, contributing to greater effectiveness. Furthermore, the system provides a valuable opportunity to discover human resources, as users' desires and characteristics are shared again and utilized in their subsequent career paths.

Development of managers

Recognizing that developing the managers who lead the organization is fundamental to management in a rapidly changing business environment, we are strengthening both our training programs and the evaluation system.

Training programs

We provide practical training programs to develop “creative thinking” for envisioning the future of the entire business, “leadership skills” for leading the organization across functional boundaries, and “communication skills” for building smooth relationships with diverse team members and facilitating transformation.

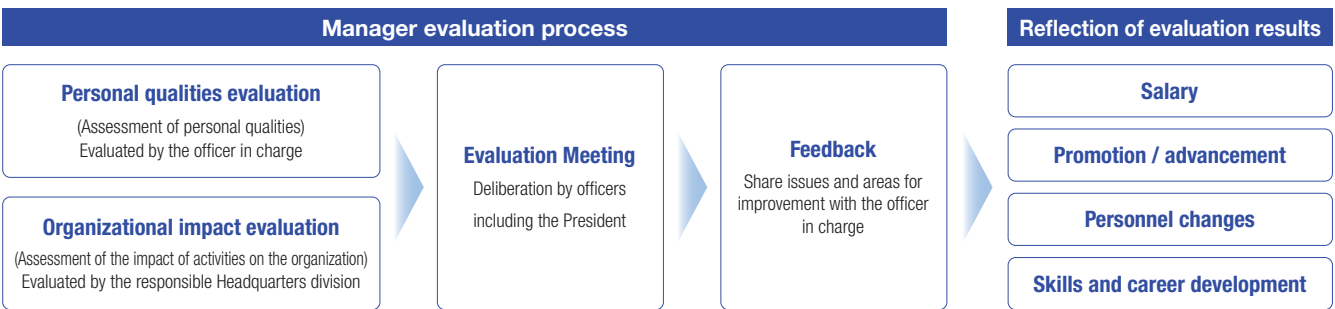
In April 2026, we invited executives from other industries to hold a lecture. Participants analyzed issues in their own departments in advance, and the program provided them with an opportunity to gain various insights for the future management of their departments.



Review of the manager evaluation system

In fiscal 2025, we revised the individual evaluation system for managers. The new manager evaluation system comprises a personal qualities evaluation, which assesses the qualities of individual managers based on evaluation criteria derived from our Corporate Philosophy and other principles, and an organizational impact evaluation, which assesses the results and impact of the manager's activities on their organizations based on the state of those organizations. These evaluations are compared by job category and finalized after deliberation in an Evaluation Meeting composed of officers. Finally, the officer responsible for the evaluation provides feedback to each manager.

Through this review, we aim to clearly define the qualities that are expected of managers and provide detailed feedback, thereby fostering greater acceptance of evaluation results and supporting each manager's own growth, while strengthening the management layer as the key driver of human resource development, which is one of the Group's most important priorities.



Medium-term Business Plan Basic Strategy ③: Human resources reform

Improving the internal environment

We will establish various systems and realize diverse work styles to support employee career advancement.

Strengthening diversity management

We will create an environment where diverse human resources can thrive, and encourage their autonomous growth.

Development of diverse human resources	• Job-specific hiring of new graduates • Mid-career hiring • Promote the active participation of women, part-time employees, senior employees, and persons with disabilities
An internal environment where employees can work with peace of mind	• Support in balancing childcare/nursing care/medical treatment with work • Health management

Human Rights Policy

As a company trusted by society, the Keiyo Bank Group recognizes that fostering a corporate culture of respect for the fundamental human rights of all stakeholders is one of the most important aspects of management. We will therefore contribute to the creation of a society in which individual diversity is respected and each person can be fulfilled in work and lifestyle, playing an active part in their own way.

For further details on the Keiyo Bank Group’s Human Rights Policy, please visit the Bank’s website.

https://www.keiyo.co.jp/sustainability/humanrights_policy/ (Japanese only)



Development of diverse human resources

Job-specific hiring of new graduates

While continuing the traditional recruitment of all employees for career-track positions, we conduct job-specific hiring with the aim of recruiting a more diverse set of students.

Name of course	Job description
Comprehensive consulting course	Provides a wide range of solution services, mainly to corporate clients, including finance, M&A, and smooth business succession.
Retail consulting course	Provides consulting services to retail customers, primarily regarding asset formation, asset management, and asset succession in line with their life plans.
Specialized human resources course	Works to transform banking products, services, and business models through highly specialized work such as systems development, IT planning, and data science.

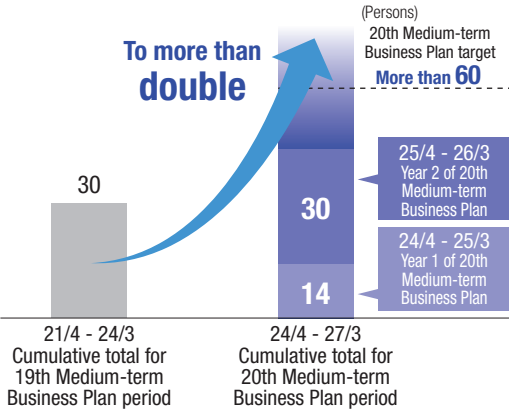


Company briefing by employees participating in the internal side job system

Mid-career hiring

In light of the recent trend toward greater employment mobility and a more active job-hunting market, we are taking steps to hire mid-career personnel with diverse backgrounds, not limited to those from financial institutions. To secure experienced personnel who are capable of contributing immediately or who possess specialized expertise, we are diversifying our recruitment methods by strengthening direct scouting, employee referrals, and alumni recruitment that leverages our network of former employees, in addition to referrals from recruitment agencies. Furthermore, to help mid-career hires contribute at an early stage and remain with the Bank, we are strengthening our internal framework through enhanced onboarding measures, deeper understanding of the Corporate Philosophy, regular follow-up interviews, and training, while working to foster their sense of belonging and engagement. We will continue to create an environment where diverse human resources can thrive, thereby enhancing our corporate value.

Number of mid-career hires



Interview

Applied to leverage experience in account system development

Since May 2024, I have primarily been responsible for projects following the launch of our new account system, including the ORFE* renewal project and Headquarters organizational restructuring projects.

At the time of my application, the Bank’s development of the new account system was at a major turning point. I joined the Bank because I wanted to leverage my experience in developing account systems for financial institutions and contribute to building the Bank’s foundation. Immediately after joining the Bank, I became responsible for promoting the migration for the new account system renewal project, supporting a smooth transition from the existing system to the new system. The opportunity to experience a large-scale project became a valuable asset for me. Drawing on my experience with multiple bank system renewals, I also contribute to incident response and vendor management.

In an environment where the achievements of mid-career hires are fairly evaluated, I plan to further strengthen not only my technical capabilities but also my management skills and take on the challenge of creating even greater value.



Ryo Yoshioka
Senior Engineer,
Systems Division

*International account system (foreign exchange system)

Promoting women’s advancements – Developing leaders

Having positioned women’s advancements as a key theme of our human resource strategy, we have produced an action plan based on the 20th Medium-term Business Plan and Act on the Promotion of Women’s Active Engagement in Professional Life. In this action plan, we have set targets of 30% or more for the percentage of women in leadership positions (assistant managers and higher) and 12% or more for the percentage of female managers.

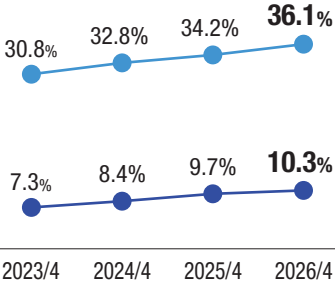
In addition to enhancing our development programs to ensure that young and mid-career female employees aiming to become next-generation managers can progressively acquire an independent mindset, logical thinking and management skills, we aim to foster a corporate culture that drives innovation by expanding exchanges with female executives at other companies and reflecting diverse perspectives and values in areas closer to management.

In the area of corporate sales, which had been traditionally considered a male-dominated field, we are working to create career paths that allow women to enhance their expertise and pursue managerial positions.

Major initiatives

- Training for prospective managers
- Mentoring by officers and general managers
- Corporate sales development training
- Women’s leadership training

Percentage of female managers



Percentage of women in leadership positions
Maintain 30% or higher

Sustainability KPI
Percentage of female managers:
12% or higher (2027/4)

*As of April 1 of each year

Interview

A female leader heading a newly established division and taking on the challenge of improving CS*

When I became involved in launching the Bank’s first division dedicated to CS, I felt a strong sense of mission given the responsibility of helping to achieve the highest customer satisfaction. As a leader, I value dialogue with each team member, and strive to build a team where members feel comfortable seeking advice and can learn and grow together. At the same time, as customer needs are becoming more diversified, I also recognize the difficulty of balancing the standardization of service quality, improvement of operational efficiency, and enhancement of customer satisfaction. Accordingly, we are continuously working to raise awareness of CS and improve operations in order to build a bank that continues to be chosen by customers. Going forward, I will focus on laying the foundation for the Customer Service Enhancement Division while listening closely to voices from the front lines, serving as a bridge between the branches and Headquarters, and contributing to further improvements in service quality and organizational growth.

*Abbreviation for Customer Satisfaction.



Satoko Yamashita
Group Leader,
Customer Service
Enhancement Division

Medium-term Business Plan Basic Strategy ③: Human resources reform

Promoting the active participation of part-time employees – Playing a central role in branch operations

We are expanding the scope of careers to enable part-time employees to play a central role in branch operations as partners who support our sales activities. In particular, all-rounders, who handle multiple duties, not only flexibly carry out multiple tasks to ensure smooth branch operations within the area, but also play an active role in training junior and less experienced employees. In addition, each year, an increasing number of part-time employees are working to improve their skills and broaden the scope of their work, and are using the regular employee appointment system to realize their own career paths.

Interview

From part-time employee to regular employee —A career that expands by continuing to take on challenges

I had been away from work for roughly seven years while raising my two children. However, I wanted to make use of my previous experience at a financial institution, so I decided to work at the Bank, which is deeply rooted in the local community. Hoping to gain experience in a wide range of tasks and contribute to the branch, I took on an all-rounder role and actively pursued certifications and participated in open-enrollment training programs. As I was entrusted with new tasks, I found my work increasingly rewarding, and decided to take on the challenge of becoming a regular employee to further develop my skills. Since becoming a regular employee, the scope of work entrusted to me has expanded. Accordingly, in my work, I have developed a greater sense of responsibility while also pursuing self-development so that I can make proposals that delight our customers.



Machiko Watanabe
Sales Branch

An internal environment where employees can work with peace of mind

Health management

In order to address employee health management as a management issue, we established the “Health Management Declaration” in April 2021. With the President as the promotion manager, we are promoting health management through mutual cooperation with employee unions and industrial health staff.

Health investment		Health investment effect		Management issues to be solved through health management
		Indicators on the status of health investment measures	Indicators on changes in employee awareness and behavior	
Maintain and improve physical and mental health	Designated comprehensive medical checkups	Colon cancer screening	Percentage of employees receiving regular health checkup and further examinations	Improvement in presenteeism (Improve physical and mental health to increase productivity)
	Subsidy for comprehensive medical checkup costs	Prevention of diabetes progression	Percentage of employees receiving comprehensive medical checkups and cancer screening	
Increase health awareness	Mental health consultations	Stress check implementation	Specific health guidance completion rate	Improvement in absenteeism (Reduce lost opportunities due to absenteeism and work restrictions caused by physical or mental illness)
	Health consultations by public health nurses on site	Counseling by counselors	Stress check participation rate	
Provide a comfortable work environment	Implementation of pulse surveys targeting young employees	Mental health training and seminars		Increase in work engagement (Enthusiasm for work, energy from work, and immersion in work)
Provide a comfortable work environment	Smoking cessation support and no smoking on the premises	Special discounts at sports clubs and gyms	Participation rates for various training and seminars	Organizational revitalization
	Health literacy seminars	Training and seminars on nursing care	Walking campaign participation rate	
Provide a comfortable work environment	Exercise event implementation			Improvement in customer service
Provide a comfortable work environment	Flex-time system	Encourage employees to take paid leave	Paid leave utilization rate	Realization of Corporate Philosophy Provide plus or value and build a prosperous future for the community together
	Thanks Card initiative	360-degree feedback	Thanks Cards participation rate	
Provide a comfortable work environment	Child plan leave	Refreshment leave	Male employees' childcare leave utilization rate	

Disclosure of health indicators	Targets	Results in FY2025	Measurement method
Presenteeism	YoY decrease	36.2%	Percentage of total employee productivity lost due to absolute presenteeism as measured by WHO-HPQ
Absenteeism	YoY decrease	3.0 days	Average number of leave and absenteeism days due to injury or illness for all employees
Work engagement	YoY increase	52.8	Work engagement deviation score of all employees in the outsourced stress check population

In March 2026, we were recognized for the fifth consecutive year as an “Excellent Health Management Corporation 2026 (Large Corporation Division)” jointly selected by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi.

For further details on the Keiyo Bank's Health Management Declaration, please visit the Bank's website.

<https://www.keijobank.co.jp/sustainability/social/diversity/kenkou/> (Japanese only)

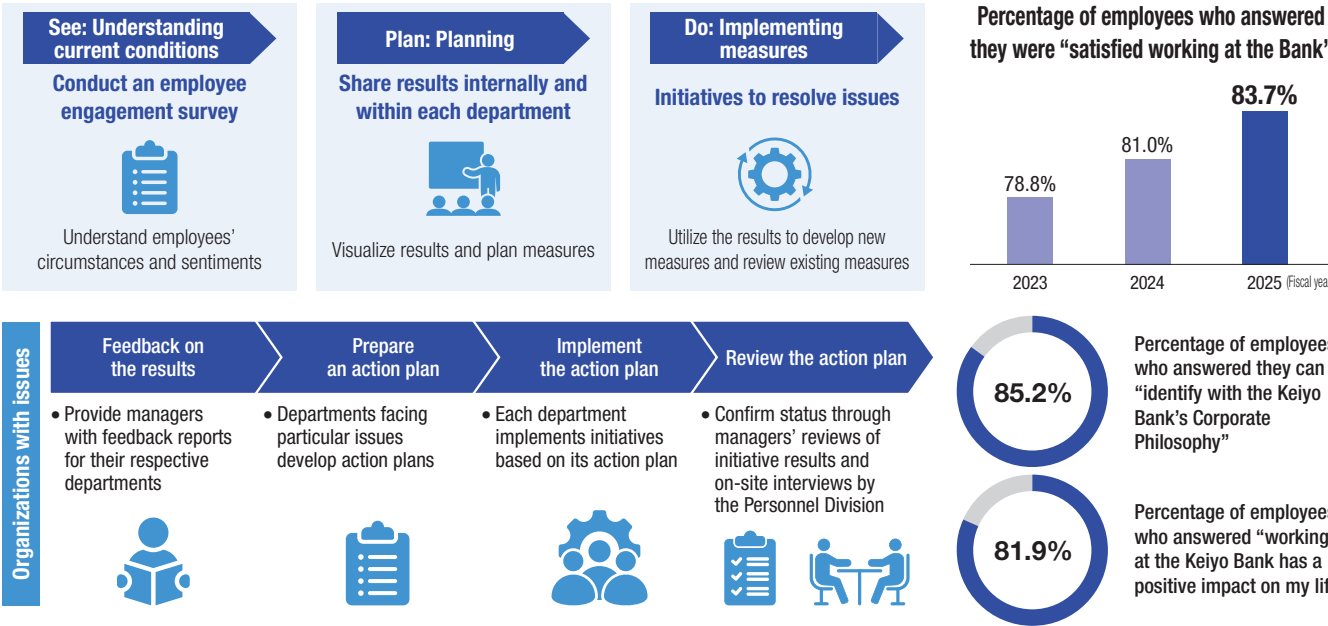


Support in balancing childcare/nursing care/medical treatment with work

Childcare	Continuous employment	①Exemption from overtime work ②Delayed (advanced) start (end) of working hours ③Reduced working hours [① to ③, until the end of the third year of elementary school]
	Leave	Childcare leave at childbirth [10 days paid] Childcare leave [10 days paid leave included until the end of the fiscal year when the child is two years old] * The childcare leave use rate of male employees has remained at 100% or more for four years in a row
Nursing care	Continuous employment	①Exemption from overtime work ②Delayed (advanced) start (end) of working hours ③Reduced working hours [① to ③, available throughout the entire period during which nursing care is required]
	Leave	Nursing care leave [Can be taken for one year, including 10 days of paid leave]
Medical treatment	Continuous employment	Interview with a consultant doctor and counseling with industrial health staff
	Leave	[Medical care leave up to 60 days paid][Child plan leave 10 days paid per year]

Engagement survey

Based on the belief that improving employee engagement is essential to realizing our Corporate Philosophy, we conduct an engagement survey to better understand our employees' circumstances and sentiments. In addition to visualizing the survey results and utilizing them in various measures, in departments facing issues, we ensure that managers prepare action plan sheets and implement improvement measures, while the Personnel Division monitors progress to resolve issues and improve the organization. Furthermore, we have also set a sustainability KPI of maintaining the percentage of employees who respond that they are “satisfied working at the Bank” at 80% or higher.



Message from the Officer in charge of Finance



Pursuing an optimal balance among soundness, capital efficiency, and shareholder returns to sustainably enhance corporate value

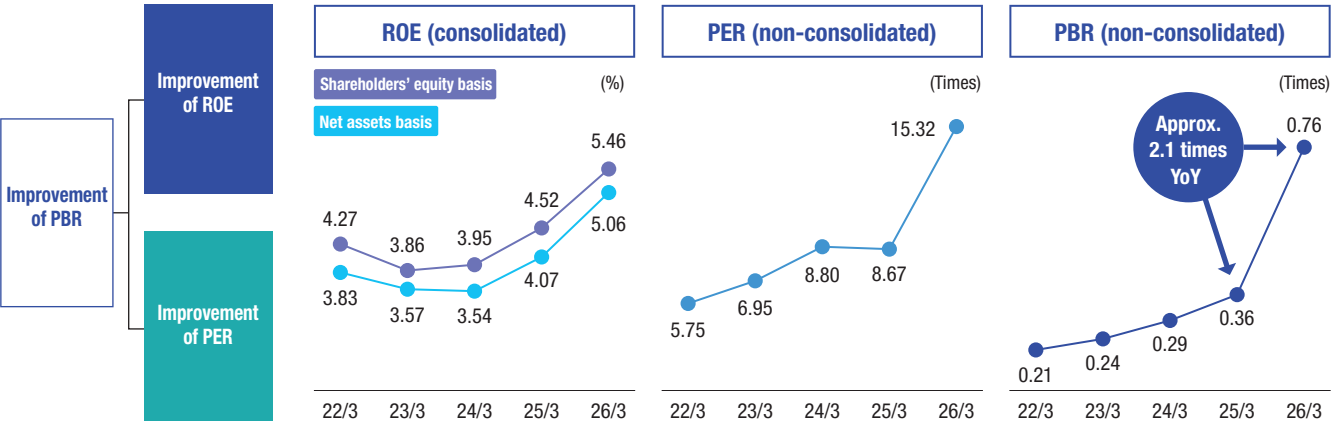
Takao Miyama
Director, Managing Executive Officer

Current assessment for enhancing corporate value

Under our Long-term Vision, the Keiyo Bank Group has defined what we aim to be by our 90th anniversary in March 2033, as a “Social solutions group with the highest customer satisfaction,” and is strengthening its ability to solve social issues. At the same time, we have established three medium- to long-term financial KPIs: “consolidated ROE (based on shareholders’ equity),” “consolidated profit,” and the “consolidated capital adequacy ratio.” We divided the nine years toward realization of the Long-term Vision into three phases and positioned the three years from April 2024 as Phase 1, during which we are implementing the 20th Medium-term Business Plan.

Fiscal 2025, which is the second year of the 20th Medium-term Business Plan, is a major turning point, as the establishment of a “world with positive interest rates” is expected to bring a shift from an economic structure

premised on low interest rates and deflation to one that pursues growth investment and returns. In addition, amid significant fluctuations in long-term interest rates and foreign exchange rates, bank management will increasingly require more strategic and proactive risk management and balance sheet management. Against this backdrop, consolidated profit rose by JPY3.1 billion year on year to a record high of JPY15.9 billion, which among other factors lifted ROE to the 5% range. In addition, PER increased significantly on expectations for profit growth associated with a shift to a “world with positive interest rates,” resulting in PBR rising to 0.76x, which is approximately 2.1 times the previous year’s level. Nevertheless, PBR remains below 1.0x. Recognizing that a rapid rise to above 1.0x is an urgent issue, we will work to enhance our corporate value through a further



improvement in ROE, reduction of the shareholders’ equity costs, and sustainable profit growth.

In addition, taking into account the steady progress of the current Medium-term Business Plan and the fact that the interest rate environment has remained at higher levels than planned, we have revised our financial KPIs upward twice in two years. For fiscal 2026, the final year

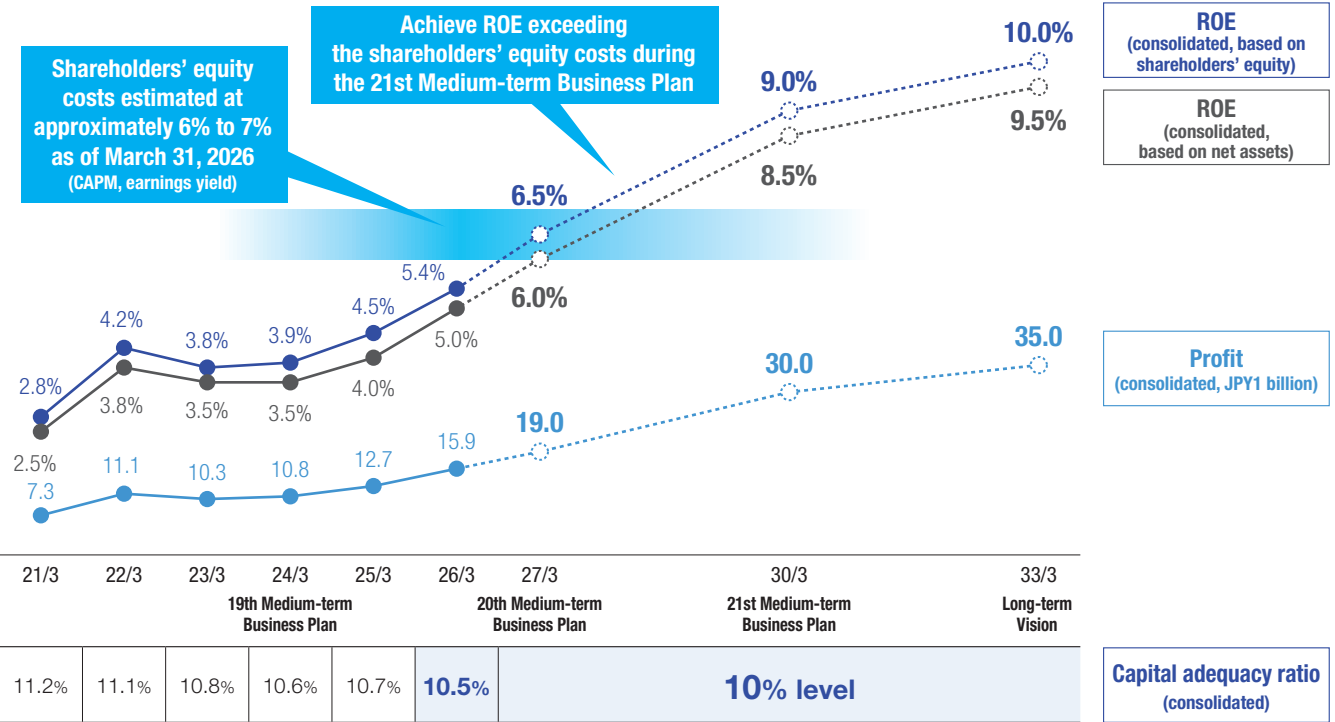
of the current Medium-term Business Plan, we have set targets of 6.5% for consolidated ROE (based on shareholders’ equity) and JPY19.0 billion for consolidated profit. For the fiscal year ending March 2033, the final year of the Long-term Vision, we have set targets of 10.0% or higher and JPY35.0 billion or more, respectively.

Financial KPI	20th Medium-term Business Plan (27/3)			Long-term Vision (33/3)		
	Initial KPI Announced 24/3	First revision Announced 25/2	Second revision Announced 26/2	Initial KPI Announced 24/3	First revision Announced 25/2	Second revision Announced 26/2
Consolidated ROE	Shareholders' equity	4.0%	5.5%	6.0%	8.0% or higher	10% or higher
	Net assets	Not disclosed	5.0%	Not disclosed	7.5% or higher	9.5% or higher
Consolidated profit	JPY12.0 billion	JPY16.0 billion	JPY19.0 billion	JPY20.0 billion	JPY30.0 billion or more	JPY35.0 billion or more
Consolidated capital adequacy ratio	10% level	10% level	10% level	10% level	10% level	10% level

To improve PBR, the equity spread must be brought into positive territory. We have therefore presented interim targets for consolidated ROE by drafting a roadmap for the financial KPIs targeted under the Long-term Vision. Under the current Medium-term Business Plan, we aim to raise consolidated ROE to the same level as the shareholders’ equity costs and, during the next Medium-term Business Plan, to a level exceeding the shareholders’ equity costs, thereby bringing the equity spread into positive territory. Accordingly, we have set financial KPIs for the fiscal year ending in March 2030 of

9.0% for consolidated ROE (based on shareholders’ equity) and JPY30.0 billion for consolidated profit.

We estimate the shareholders’ equity costs at approximately 6% to 7% using the CAPM (capital asset pricing model) approach and the earnings yield. While taking into account the possibility that this figure may rise due to factors such as higher stock prices, we will work to reduce the shareholders’ equity costs by enhancing disclosure and engaging in appropriate dialogue with stakeholders to increase confidence in the feasibility of the Group’s growth strategy.



Medium-term Business Plan Basic Strategy ④: Management foundation reform

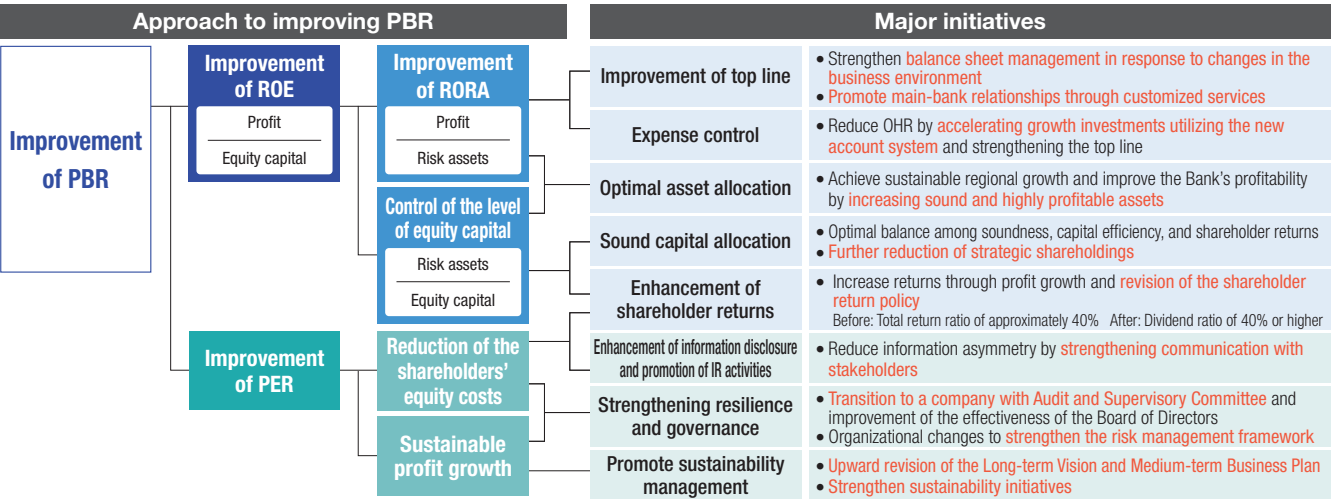
Initiatives to enhance corporate value

To improve PBR as a market valuation, we recognize the importance of a dual approach: improving ROE through improvement of RORA and control of the level of equity capital, and improving PER through reduction of the shareholders' equity costs and sustainable profit growth.

To improve ROE, we are optimally allocating management resources and strengthening balance sheet management in a rising interest rate environment, while working to improve RORA by increasing sound, highly profitable loans through appropriate risk-taking in core business areas and strategic areas. We are also pursuing an optimal balance among shareholder returns, soundness, and capital efficiency by changing our shareholder return policy from a total return ratio of approximately 40% to a dividend ratio of 40% or higher, while changing our policy on share buybacks to allow flexible implementation in light of capital efficiency, market conditions, and investment opportunities for medium- to long-term growth.

To improve PER, we are working to reduce the shareholders' equity costs by enhancing disclosure not only of capital policy and financial information, but also of non-financial information, including ESG information, and by increasing management transparency to reduce information asymmetry.

Logic tree for PBR improvement

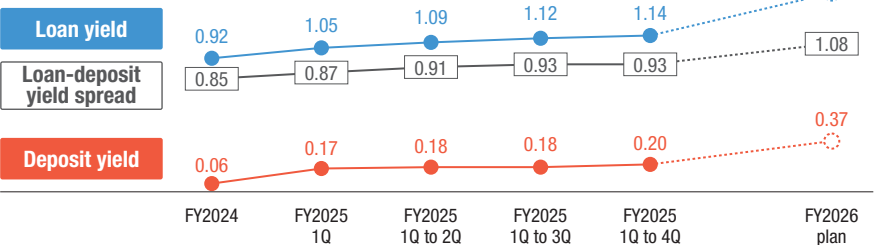


Initiatives to improve ROE

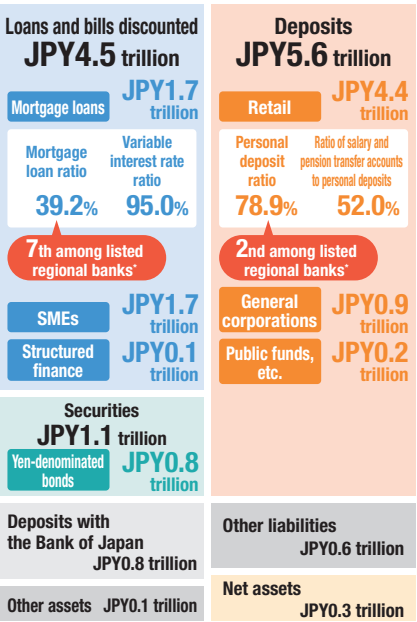
①Improvement of top line

To improve the top line, we are strengthening balance sheet management in response to changes in the interest rate environment. Our deposits consist mainly of sticky retail transactions, such as salary and pension transfer accounts, while highly interest-sensitive mortgage loans account for approximately 40% of loans, giving us significant strengths in the retail sector. In addition to these strengths in the retail business, we will further enhance our corporate business such as structured finance to widen the spread between loan and deposit yields.

Trend in loan-deposit yield spread (%)



26/3 Non-consolidated total assets: JPY6.6 trillion

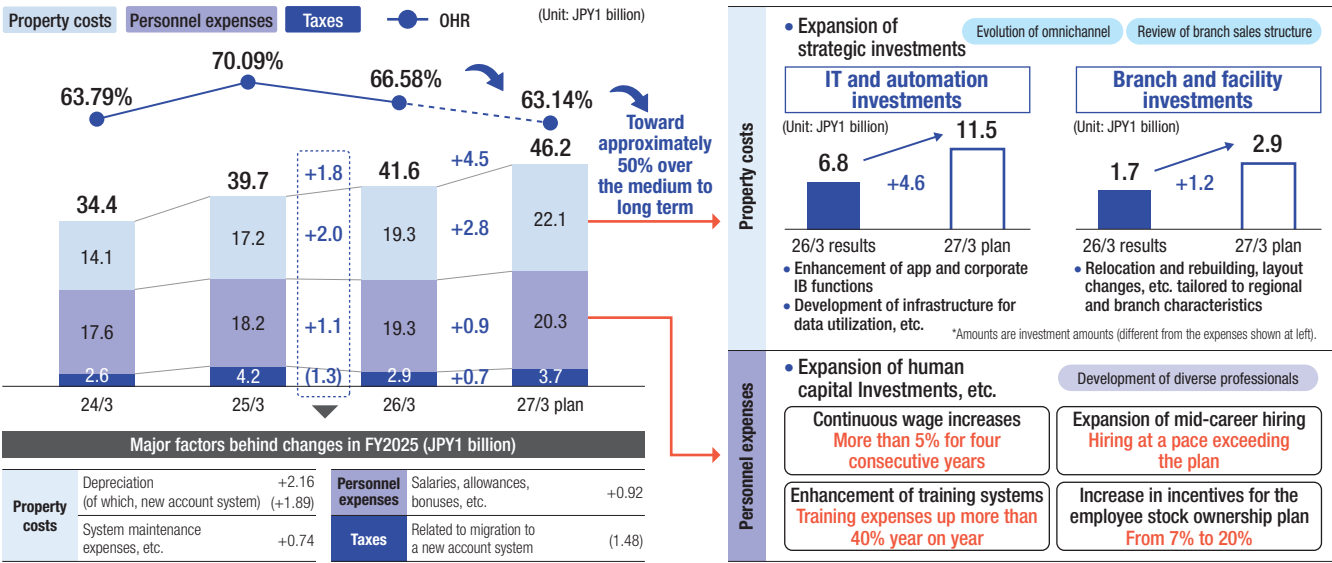


*Source: Calculated by Keiyo Bank based on the financial results for the year ended March 31, 2026, of 73 listed regional banks and groups

②Expense control

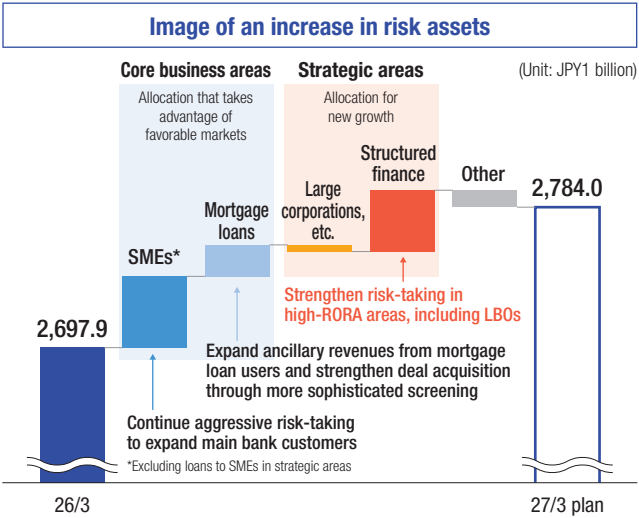
To further accelerate the pace of profit growth, we are expanding strategic investments in IT and automation, branches and facilities, and increasing human capital investments for the development of professional human resources. As a result, both property costs and personnel expenses are trending upward. Meanwhile, the increase in the top line generated by these investments has steadily lowered OHR, which we aim to reduce to approximately 50% over the medium to long term.

Non-consolidated OHR (expenses / core gross operating profits)

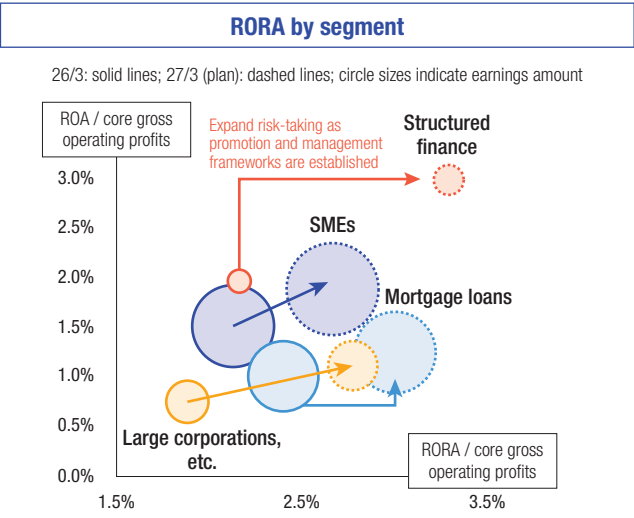


③Optimal asset allocation

Improvement of RORA is essential for improving ROE. We are allocating assets in a sound and highly profitable manner by strengthening our core business areas and increasing risk-taking in strategic areas. We will continue proactive risk-taking to increase the number of small and medium-sized enterprises for which the Bank serves as the main bank, while strengthening our core business



areas by expanding ancillary revenues from mortgage loan users. In addition, the establishment of the Strategic Finance Division will further enhance our flexible and proactive deal origination capabilities in areas such as structured finance, and strengthen risk-taking in strategic areas with high RORA.



Medium-term Business Plan Basic Strategy ④: Management foundation reform

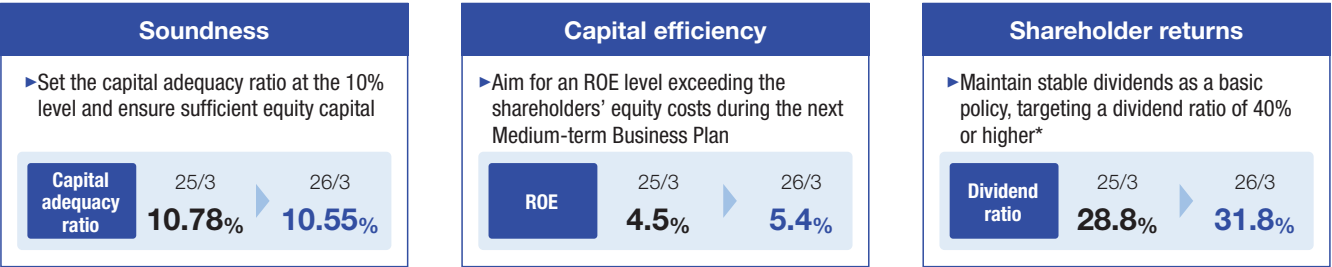
④Sound capital allocation

In our capital policy, we will pursue an optimal balance among “soundness,” “capital efficiency,” and “shareholder returns,” while striving to ensure sound management and build retained earnings, and appropriately distribute profits to stakeholders, thereby contributing to a sustainable enhancement of our corporate value.

With respect to soundness, we need to take into account both governance as a listed company and governance as a form of financial infrastructure. We therefore control both within a certain range and set the consolidated capital adequacy ratio at the 10% level, as a guideline.

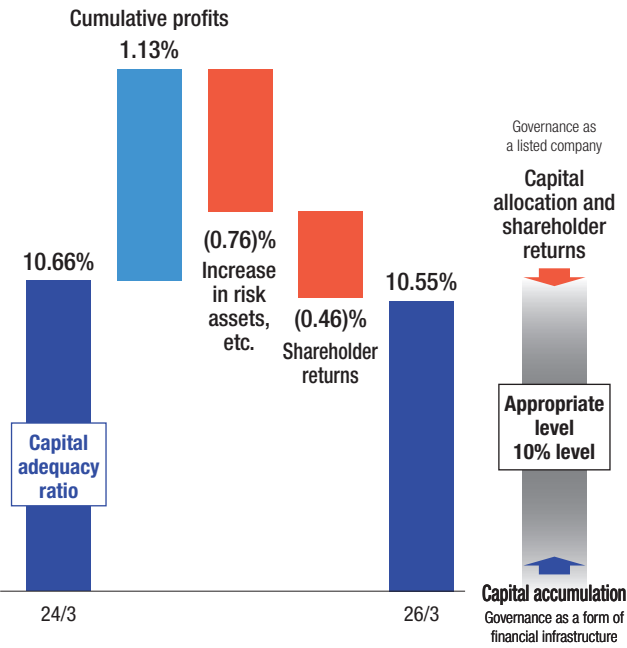
Our basic policy on strategic shareholdings is to reduce the balance, with a target of keeping the ratio of strategic shareholdings to consolidated net assets below 10%. As a regional financial institution, we hold such shares when we determine that they contribute to maintaining and enhancing the corporate value of our business partners and the Group, or when they contribute to the development and promotion of the region and contribute to its growth. The ratio for the fiscal year ended March 31, 2026 increased year on year to 11.4%, due to rising stock prices and investments in local unlisted companies. However, the book value balance of holdings in listed companies has steadily declined.

Approach of capital policy (all on a consolidated basis, ROE is based on shareholders' equity)

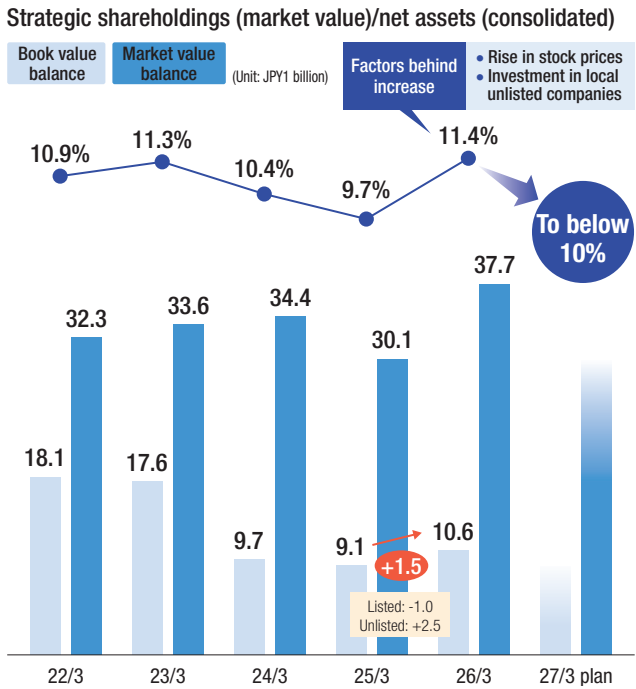


*Changed in May 2026 from a "total return ratio of approximately 40%" to a "dividend ratio of 40% or higher."

Capital allocation



Status of strategic shareholdings

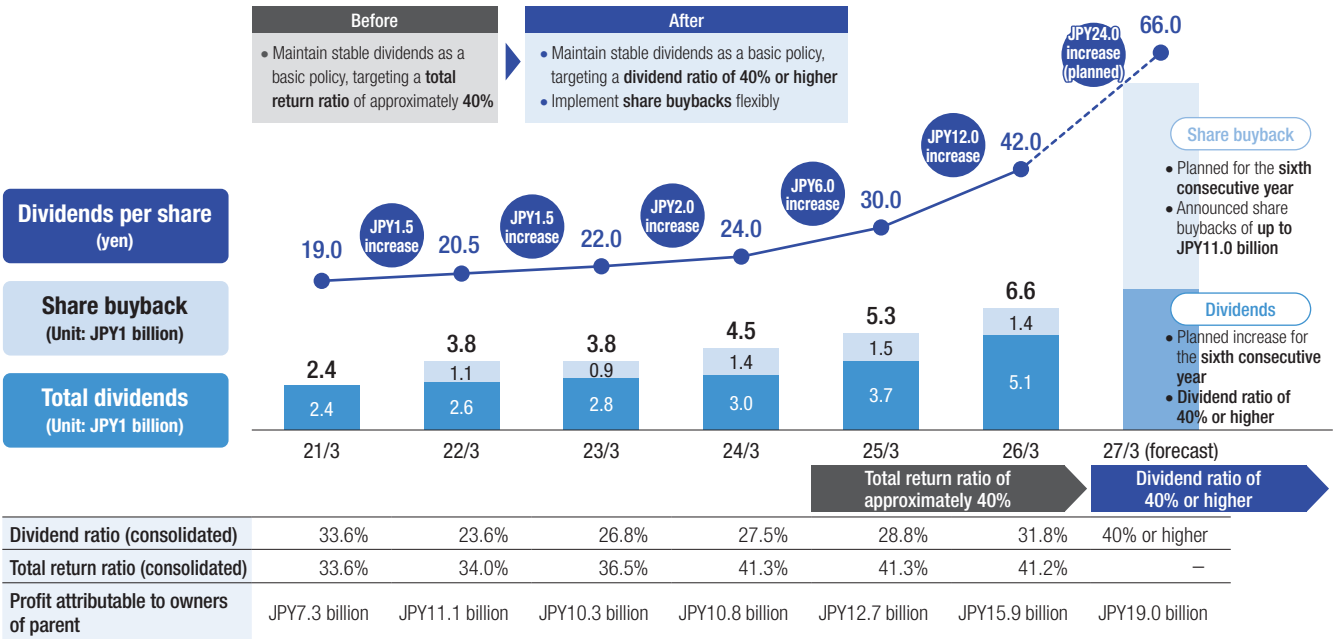


⑤Enhancement of shareholder returns

At the Board of Directors meeting in May 2026, a change to the shareholder return policy was resolved. To enhance returns to shareholders under management that is conscious of cost of capital and stock price, we adopted a basic policy of steadily increasing dividends per share through profit growth. Accordingly, we changed our shareholder return policy from a total return ratio of approximately 40% to a dividend ratio of 40% or higher, while share buybacks will be implemented flexibly in light

of capital efficiency, market conditions, and investment opportunities for medium- to long-term growth.

Under this policy, annual dividend for the fiscal year ending March 31, 2027 is planned to increase by JPY24 per share to JPY66 per share, with the dividend ratio expected to be 40% or higher. In addition, to improve capital efficiency, we have announced share buybacks of up to JPY11.0 billion. Both dividend increases and share buybacks will be implemented for the sixth consecutive year.



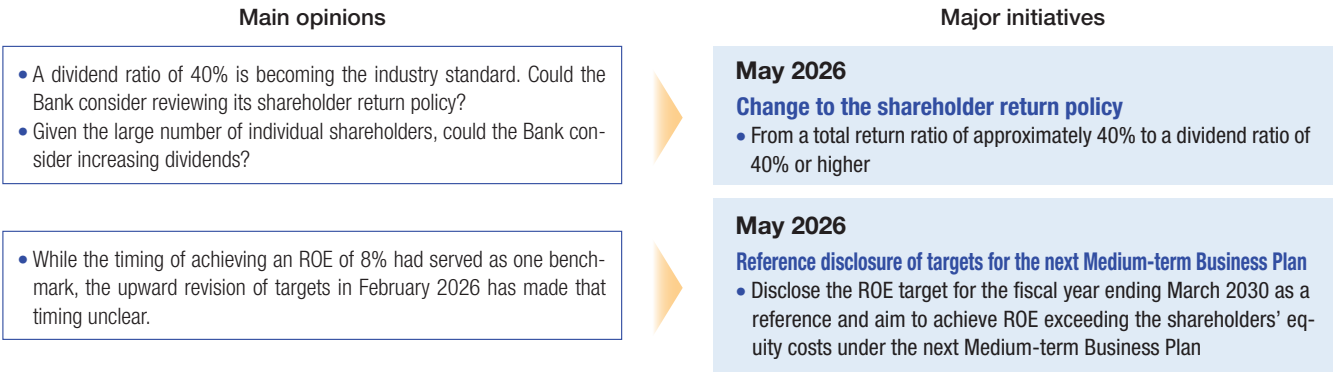
Initiatives to improve PER

①Enhancement of information disclosure and promotion of IR activities

We believe that strengthening communication with stakeholders will reduce information asymmetry and help foster expectations for the Group's growth. In this report, we broadly classify stakeholders into four groups and explain our approach using specific examples (pp. xx-xx). In our communication with shareholders and investors, we have held repeated internal discussions

based on insights gained through dialogue, and decided to take measures such as “changing the shareholder return policy” and “providing reference disclosure of targets for the next Medium-term Business Plan.” We will continue to reflect insights gained through dialogue with stakeholders in management.

Examples of responses based on dialogue with shareholders and investors



②Strengthening resilience and governance

To strengthen governance as the foundation of all of our strategies, we transitioned to a company with an Audit and Supervisory Committee in June 2026. The transition has three objectives: “strengthening supervision of management,” “improving the effectiveness of the Board of Directors,” and “accelerating management decision-making.” At the same time, we are working to strengthen our risk management framework. We have newly established the Management Control Group to advance ALM, and the Audit Planning Group to advance the internal audit framework. Through these measures, we are building a framework that can respond flexibly to major changes in the financial environment.

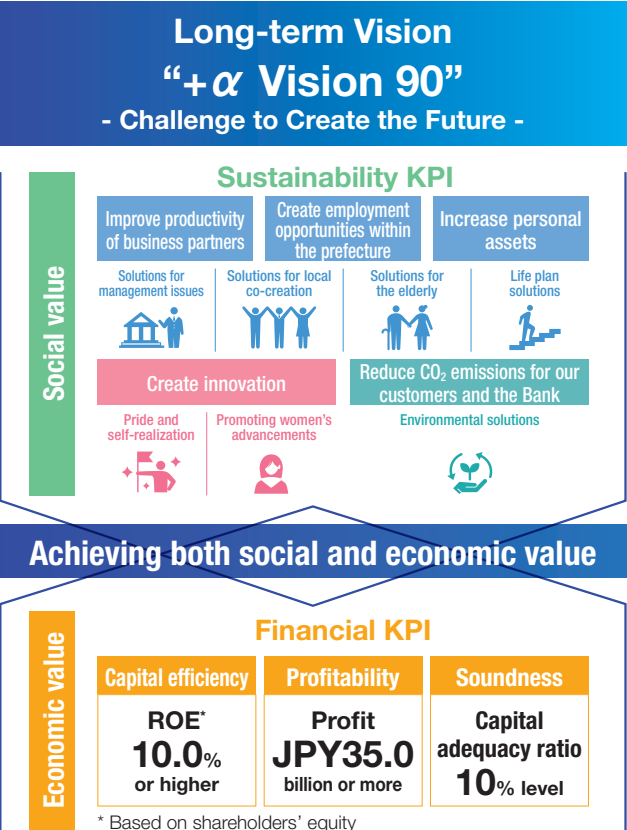
③Promote sustainability management

To further promote initiatives to solve social issues, we have identified “local economy/community,” “diversity & inclusion,” and “environmental conservation” as materialities that we should address, taking into account their affinity with the Group. By setting Sustainability KPIs for each materiality and developing solutions starting from the resolution of social issues, revenue opportunities will be created for the Group. In other words, we believe that achieving both social and economic value, as set out in the Long-term Vision, will heighten expectations for sustainable profit growth and lead to maximization of the Group’s corporate value.



Major initiatives to strengthen the risk management framework

Customer protection	- Promote customer-oriented business operations - Strengthen the conflict-of-interest management framework
Compliance	- Enhance AML/CFT - Strengthen the third-party risk management framework
BCP	- Build a business continuity framework capable of withstanding large-scale disasters - Strengthen cybersecurity measures
Integrated risk management	Strengthen responses to diversifying risks through the use of the risk appetite framework Newly established Management Control Group Advance ALM and strengthen capital management in response to major changes in the financial environment
Internal audits	Phased advancement toward management auditing Continuous quality assessment based on the global internal audit standards Newly established Audit Planning Group Review audit methods and assess and improve audit quality to advance the internal audit framework



Starting from the resolution of social issues, we will achieve both social and economic value and take on the challenge of maximizing corporate value.

Strategic business alliance with Resona Holdings, Inc.

In August 2021, we entered a strategic business alliance agreement with Resona Holdings, Inc., which, same as the Bank, has a strong foothold in the Tokyo metropolitan area. In the three areas of digital technologies, solutions, and human resources development, we will mutually utilize information and expertise to further improve convenience and productivity for local customers and provide optimal solutions through various financial services.



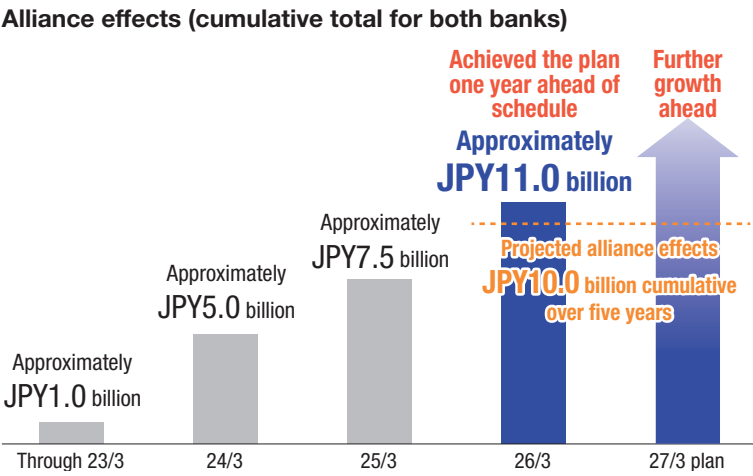
Main alliance measures realized

Digital technologies	- Operation of banking apps - Introduction of the banking operations support tool, Data Ignition
Solutions	- Collaboration in forming syndicated loans through mutual client referrals - Joint hosting of business matching meetings - Strengthen alliances with group companies - Build-up of fund wrap balances
Human resources development	- Expand personnel exchanges with Resona Bank, Limited - Personnel exchanges through joint training

Alliance effects

Various initiatives have been implemented, mainly in the solutions field, which is directly linked to the resolution of customer issues. In October 2025, we introduced “Data Ignition,” a banking operations support tool jointly developed by Resona Holdings, Inc. and Resona Bank, Limited with BrainPad Inc., and are further accelerating synergies by using AI to improve the efficiency of marketing operations.

As a result of these initiatives, the cumulative alliance effects over four years reached approximately JPY11.0 billion, achieving ahead of schedule the planned cumulative target of JPY10.0 billion over five years. Going forward, we will strengthen our relationship while considering expansion into additional areas of collaboration, thereby further enhancing the effects of the alliance.

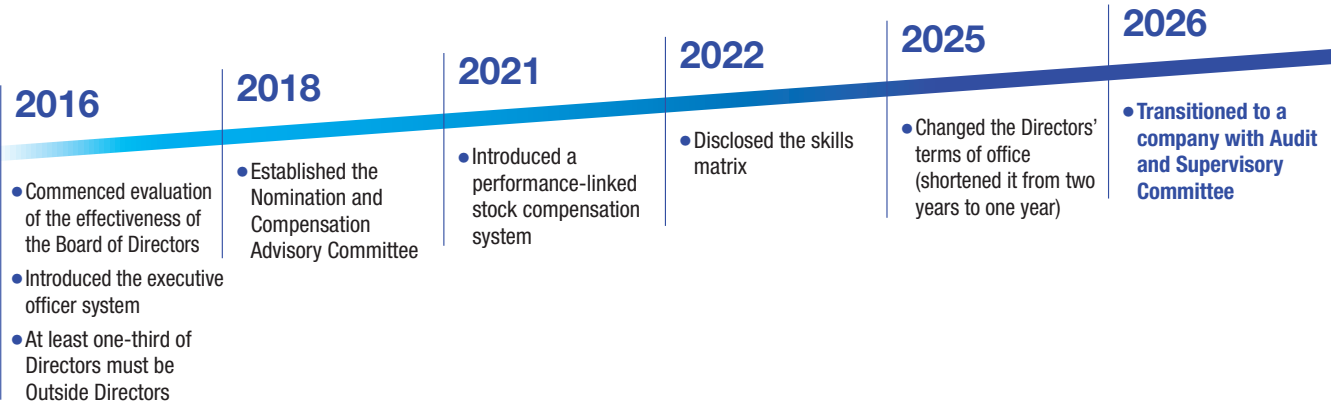


Corporate Governance

Basic approach for corporate governance

In accordance with the principles of the Corporate Governance Code stipulated by the Tokyo Stock Exchange to ensure that corporate governance functions effectively, the Bank is focused on strengthening our corporate governance structure, and based on a high level of compliance awareness, we strive for transparent, fair, efficient, and sound management to strengthen the trust from our customers, local communities, shareholders, employees, and all other stakeholders, under our Corporate Philosophy, “Provide plus α value and build a prosperous future for the community together.”

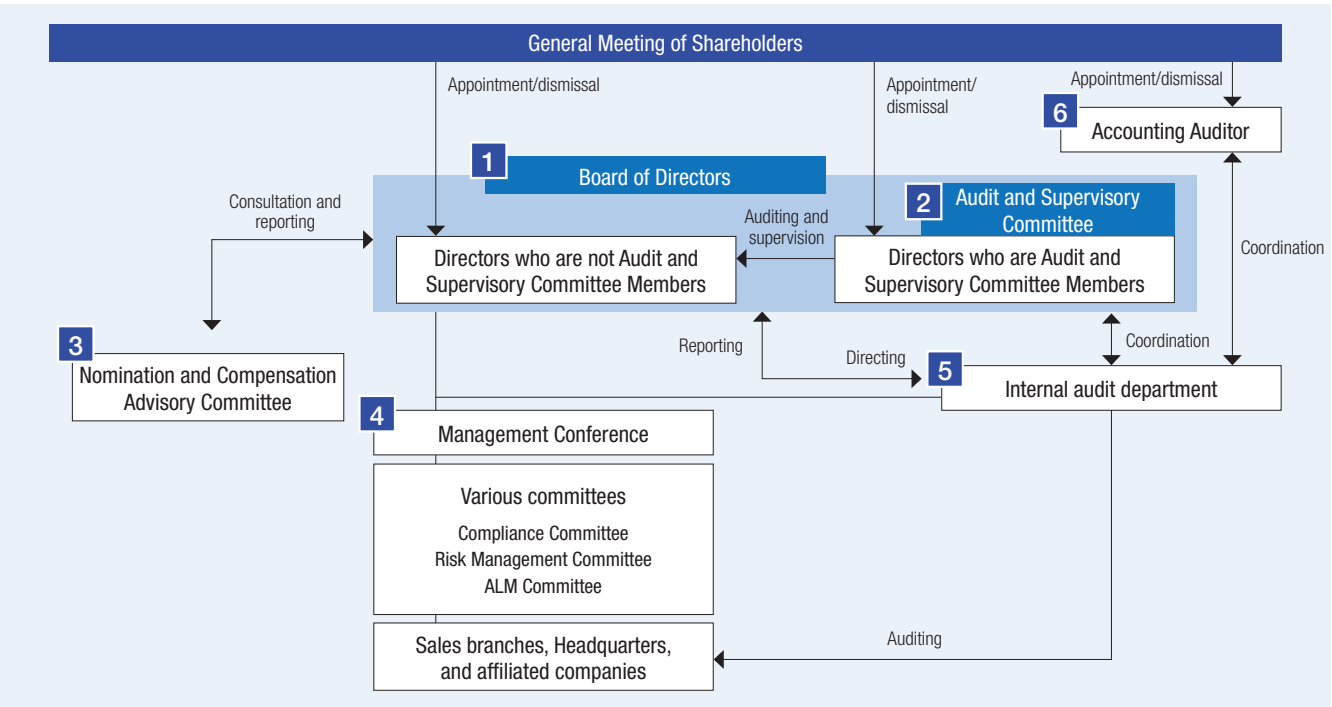
Major initiatives for enhancing our corporate governance



Corporate governance structure

The Bank transitioned to a company with Audit and Supervisory Committee based on a resolution to amend the Articles of Incorporation at the annual general meeting of shareholders held in June 2026. The Audit and Supervisory Committee, consisting of a majority of members who are Outside Directors, undertakes the audit and supervision of the legality and appropriateness of business execution, thereby realizing a more transparent management and aiming for further enhancement of the governance structure.

Diagram of corporate governance structure

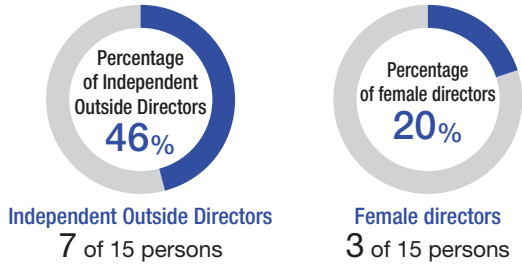


(As of June 30, 2026)

1 Board of Directors

Number of times held in FY2025: 12

The Board of Directors is composed of 15 members, including 7 highly independent Outside Directors, and pursuant to the Company's articles of incorporation, Chairman Toshiyuki Kumagai serves as the chair. In principle, a regular meeting of the Board of Directors is held once a month, and other meetings are convened as needed to make important decisions and report on the status of business execution.



Main items resolved (FY2025)

- | | |
|--|---|
| <ul style="list-style-type: none">Management strategies and business plans<ul style="list-style-type: none">Operation policiesLong-term Vision and Medium-term Business PlanAccounting and finance<ul style="list-style-type: none">Financial disclosuresExamination of strategic shareholdingsPersonnel<ul style="list-style-type: none">Selection of Directors with specific titles and Executive Officers | <ul style="list-style-type: none">Auditing<ul style="list-style-type: none">Audit policies and audit plansRisk management and compliance<ul style="list-style-type: none">Integrated risk managementCompliance ProgramSustainability<ul style="list-style-type: none">Local economy/communityDiversity & inclusionEnvironmental conservation |
|--|---|

2 Audit and Supervisory Committee

Number of times held in FY2025: 13 (*Audit & Supervisory Board)

The Audit and Supervisory Committee consists of 6 members, including 4 Outside Directors who are Audit and Supervisory Committee Members, with the chairperson being elected by mutual election. The Standing Audit and Supervisory Committee Members attend the Management Conference and various committees, providing accurate advice on objective evaluations regarding the processes and outcomes of management issues. Outside Directors who are Audit and Supervisory Committee Members enhance the effectiveness of management oversight by accurately, fairly, and efficiently performing audits and supervision of the execution of duties by the Directors (excluding Directors who are Audit and Supervisory Committee Members) of the Bank.

Activities of Audit & Supervisory Board Members (FY2025)

The Standing Audit & Supervisory Board Members, based on the audit policies and plans set by the Audit & Supervisory Board, engage in discussions with the Representative Directors, attend important meetings such as the Board of Directors, Management Conference, Compliance Committee, Risk Management Committee, ALM Committee, and Sustainability Committee and review minutes and other documents thereof, inspect significant approval documents, and visit sales branches, headquarters, and Group companies.

The Outside Audit & Supervisory Board Members, through attending meetings of the Board of Directors and the Audit & Supervisory Board and exchanging opinions and information with the Standing Audit & Supervisory Board Members, conduct audits on the appropriateness and validity of the management's policies and approaches from an independent, neutral standpoint with a fair and objective perspective.

3 Nomination and Compensation Advisory Committee

Number of times held in FY2025: 7

The Nomination and Compensation Advisory Committee has been established as an advisory body to the Board of Directors, aiming to ensure fairness, transparency, and objectivity regarding the nomination and compensation of Directors. The majority of the committee members shall be Outside Directors, and the committee is made up of the President, three Outside Directors (excluding Directors who are Audit and Supervisory Committee Members), and the chairman of the Audit and Supervisory Committee, with the chairman being elected by mutual election. In this committee, members deliberate on the appointment and dismissal of Directors (excluding Directors who are Audit and Supervisory Committee Members) and Directors who are Audit & Supervisory Committee Members, the selection and dismissal of Representative Directors, the maximum compensation amount for Directors (excluding Directors who are Audit and Supervisory Committee Members) and Directors who are Audit & Supervisory Committee Members, the basic policy on officer compensation, the Director Compensation Regulations, the compensation of each Director (excluding Directors who are Audit and Supervisory Committee Members), and other important management matters deemed necessary by the chairman, and report to the Board of Directors.

Main deliberation items (FY2025)

- | | |
|--|---|
| <ul style="list-style-type: none">Appointment and dismissal of Directors and Audit & Supervisory Board Members (items resolved at the General Meeting of Shareholders)Bonus amounts and performance-linked stock compensation points for Directors and Executive Officers | <ul style="list-style-type: none">Transition to a company with Audit and Supervisory CommitteeNew structure for Directors and Executive OfficersCompensation amounts for Directors and Executive Officers |
|--|---|

4 Management Conference

Number of times held in FY2025: 24

A Management Conference, comprised of Directors and Executive Officers nominated by the Representative Director, has been established as a subordinate body of the Board of Directors to support its efficient operation, and discusses items to be submitted to the Board of Directors and makes decisions on important matters as stipulated in internal regulations.

Corporate Governance

5 Internal audits

The Bank conducts internal auditing through the Auditing Division to enhance the functionality of the Bank’s organiza- tion. The Auditing Division, with a structure of 28 members (as of March 31, 2026), audits the compliance and effec- tiveness of each department’s compliance and risk management with laws, regulations, and internal regulations.

Systems to ensure the effectiveness of internal audits

Reporting to the Board of Directors

The Auditing Division formulates annual audit policies and plans, which are presented to and approved by the Board of Directors. The Auditing Division reports the summary of the audit results and the improvement status to the Board of Directors quarterly. Additionally, it submits the audit results to the Directors.

Reporting to the Audit and Supervisory Committee

The Auditing Division submits the audit report to the Audit and Supervisory Committee Members. The Auditing Division also has regular meetings with Audit and Supervisory Committee Members to exchange opinions. The Audit and Su- pervisory Committee has a system in place to request reports from the Auditing Division as needed.

6 Accounting audits

The name of the affiliated audit firm and the names of its certified public accountants who performed the work are as follows.

Name of affiliated auditing firm	Names of certified public accountants
Ernst & Young ShinNihon LLC	Shigenobu Nagasawa, Shohei Yamanaka

Evaluation of the effectiveness of the Board of Directors

Every year, the Bank conducts an evaluation of the effectiveness of the Board of Directors in order to verify whether the roles and functions expected of the Board are being appropriately performed and to enhance its effectiveness.

Evaluation method	- The Bank conducted a questionnaire survey (on a scale of one to five) for Directors and Audit & Supervisory Board Members on the effectiveness of the Board of Directors. - At a meeting of the Board of Directors held in May 2026, the overall effectiveness of the Board of Directors for fiscal 2025 was analyzed and evaluated, and issues were identified.
Outline of the questionnaire	- Composition of the Board of Directors - Operation of the Board of Directors - Discussion at meetings of the Board of Directors - System to support Directors and Audit & Supervisory Board Members - Dialogue with shareholders (investors) - Overall evaluation
Outline of the results of the analysis and evaluation for fiscal 2025	In transitioning to a company with Audit and Supervisory Committee, the Board of Directors drew on the knowledge and expertise of Outside Directors and Audit & Supervisory Board Members and held a series of discussions from an objective standpoint and consolidated a wide range of views and engaged in in-depth discussions on the theme of developing next-generation management resources with the aim of achieving the Long-term Vision and Medium-term Business Plan.
Future efforts to enhance the effectiveness	- Enhancing information provision that contributes to decision-making and supervisory functions - Securing sufficient time to deliberate on important agenda items toward sustainable growth and corporate value enhancement, thereby further advancing Board of Directors operations

Nomination guidelines and procedures for Directors

Guidelines for appointment, dismissal, and nomination

- For the Representative Directors, we nominate individuals with the knowledge, experience, and sufficient social cred- ibility to manage the Bank accurately, fairly, and efficiently, and who are able to represent the Bank and fulfill their duties and responsibilities appropriately.
- In the event of misconduct or serious legal violations by the Representative Director, they may be dismissed.
- For Internal Director (excluding Directors who are Audit and Supervisory Committee Members) candidates, we nom- inate individuals with the knowledge, experience, and sufficient social credibility to manage the Bank accurately, fairly, and efficiently.

- For Outside Director (excluding Directors who are Audit and Supervisory Committee Members) candidates, we nom- inate individuals with extensive knowledge and experience who can contribute to the sustainable growth of the Bank and the improvement of its medium- to long-term corporate value.
- For candidates for Directors who are Audit and Supervisory Committee Members, we nominate individuals with the knowledge, experience, and sufficient social credibility to audit and supervise the execution of duties by the Bank’s Directors (excluding Directors who are Audit and Supervisory Committee Members) accurately, fairly, and efficiently.

Procedures for appointment, dismissal, and nomination

We have established the Nomination and Compensation Advisory Committee as an advisory body to the Board of Di- rectors.

- The selection and dismissal of the Representative Director is decided by the Board of Directors after deliberation by the Nomination and Compensation Advisory Committee.
- Director (excluding Directors who are Audit and Supervisory Committee Members) candidates are recommended to the Board of Directors after deliberation by the Nomination and Compensation Advisory Committee, and appointed by the Board of Directors.
- Candidates for Directors who are Audit and Supervisory Committee Members are recommended to the Audit and Supervisory Committee after deliberation by the Nomination and Compensation Advisory Committee, and they are appointed by the Board of Directors after obtaining the consent of the Audit and Supervisory Committee.

Reasons for appointment of Outside Directors

	Name	Reasons for appointment
Outside Director	Kyoichiro Uenishi	Kyoichiro Uenishi has extensive knowledge and experience as well as broad insight developed from serving in the roles of Representative Director, President and COO and President Officer at Oriental Land Co., Ltd. We expect him to play an appropriate role and fulfill a supe- rior supervisory function to ensure the adequacy and appropriateness of decision-making such as providing helpful advice on the medi- um- to long-term managerial strategies and customer-first business operations, and have elected him as an Outside Director.
	Norio Saigusa	Norio Saigusa has extensive knowledge and experience as well as broad insight developed from serving in the roles of President and Representative Director, and Chairman and Representative Director at Keisei Electric Railway Co., Ltd. We expect him to play an appropriate role and fulfill a superior supervisory function to ensure the adequacy and appropriateness of decision-making such as providing helpful advice on the medium- to long-term managerial strategies and the sustainable growth of regional economies, and have elected him as an Outside Director.
	Tsugio Yamamoto	Tsugio Yamamoto has extensive knowledge and experience as well as broad insight developed from serving in the roles of Vice President and Executive Officer of Hitachi, Ltd. and President and Chief Executive Officer of Hitachi Solutions, Ltd. We expect him to play an appropriate role and fulfill a superior supervisory function to ensure the adequacy and appropriateness of deci- sion-making such as providing helpful advice on the medium- to long-term managerial strategies and initiatives in IT strategy and digital fields, and have elected him as an Outside Director.
	Jun-ichi Iwahara	Jun-ichi Iwahara has broad expert knowledge and extensive experience regarding finance and accounting cultivated over many years as a certified public accountant. We have elected him as an Outside Director who is an Audit and Supervisory Committee Member in light of our expectation that he will leverage his knowledge and experience to provide valuable advice from the perspectives of financial risk and cor- porate accounting and thereby appropriately fulfill his role and exercise a high level of supervisory function to ensure the validity and appro- priateness of decision-making.
	Tomoko Tobe	Tomoko Tobe possesses extensive knowledge and experience cultivated through her duties at the Chiba Prefectural Government and the Japanese Red Cross Society. We have elected her as an Outside Director who is an Audit and Supervisory Committee Member in light of our expectation that she will leverage her knowledge and experience not only to contribute to the soundness of corporate management and initiatives in the field of regional revitalization, and thereby fulfill her role and exercise a high level of superviso- ry function to ensure the validity and appropriateness of decision-making.
	Mariko Tamura	After serving as General Manager of Human Resources Development Department and Executive Officer, General Manager of Internal Auditing Department of Imperial Hotel, Ltd., Mariko Tamura has held the position of Standing Audit & Supervisory Board Member since June 2024, and possesses extensive knowledge and experience in internal auditing, including qualifications as a Certified In- ternal Auditor and Certified Fraud Examiner. We have elected her as an Outside Director who is an Audit and Supervisory Committee Member in light of our expectation that she will leverage her knowledge and experience not only to contribute to the soundness of corporate management but also to provide valuable advice toward improving customer service, and thereby appropriately fulfill her role and exercise a high level of supervisory function to ensure the validity and appropriateness of decision-making.
	Rumiko Mukaibata	Rumiko Mukaibata has broad expert knowledge and extensive experience regarding laws and regulations cultivated over many years as a lawyer. We have elected her as an Outside Director who is an Audit and Supervisory Committee Member in light of our expectation that she will leverage her knowledge and experience to provide valuable advice from the perspectives of corporate legal affairs and compliance, and thereby appropriately fulfill her role and exercise a high level of supervisory function to ensure the validity and appropriateness of decision-making.

Corporate Governance

Expertise of Directors (skill matrix)

The expertise of each Director is as follows.

	Name	Position	Corporate management/ Organization management	Finance Financial affairs and accounting	Legal affairs Risk management	Regional sales Regional revitalization	Market investment	IT digital
Director	Toshiyuki Kumagai	Chairman	○	○	○	○	○	○
	Go Fujita	President (Representative Director)	○	○	○	○	○	○
	Kazuo Fujisaki	Director, Senior Managing Executive Officer (Representative Director)	○	○	○		○	
	Shiro Yamazaki	Director, Managing Executive Officer	○	○	○	○		
	Takao Miyama	Director, Managing Executive Officer	○	○	○	○	○	○
	Akira Sasagawa	Director, Managing Executive Officer	○	○	○	○	○	○
	Kyoichiro Uenishi	Outside Director	○	○	○	○		
	Norio Saigusa	Outside Director	○	○	○	○		
	Tsugio Yamamoto	Outside Director	○	○	○			○
Director (Audit and Supervisory Committee Member)	Kazuhiro Hieda	Director (Audit and Supervisory Committee Member)	○	○	○	○	○	
	Shinichi Oike	Director (Audit and Supervisory Committee Member)	○	○	○	○		
	Jun-ichi Iwahara	Director (Audit and Supervisory Committee Member) (Outside Director)	○	○	○		○	
	Tomoko Tobe	Director (Audit and Supervisory Committee Member) (Outside Director)	○	○	○	○		
	Mariko Tamura	Director (Audit and Supervisory Committee Member) (Outside Director)	○	○	○			
	Rumiko Mukaibata	Director (Audit and Supervisory Committee Member) (Outside Director)		○	○			

*This does not represent all the knowledge, experience and capabilities of each Director.

Corporate management Organization management	Expertise in corporate management and organization management
Finance Financial affairs and accounting	Expertise in the financial sector, financial strategy, accounting, and tax
Legal affairs Risk management	Expertise in law, compliance, risk management, loan screening, and sectors and business analysis
Regional sales Regional revitalization	Expertise in providing financing and solutions for the revitalization of regional economies
Market investment	Expertise in market investment
IT digital	Expertise in the digital field, etc.

Support for Outside Directors

The Company has a system in place to provide advance explanations of Board of Directors meeting proposals and various types of information in a timely manner to support the execution of duties by Outside Directors. In addition, employees are assigned to assist with the duties of the Audit and Supervisory Committee, and reports are made on the results of activities and the status of important business activities of the Standing Audit and Supervisory Committee Members at the Audit and Supervisory Committee meetings.

Officer compensation system

The Bank has established the following policy in relation to decision-making regarding the contents of compensation for Directors on an individual basis.

Basic stance towards officer compensation

- We have established the following basic policy for officer compensation to support the achievement of the Bank's management strategy.
 - We aim to invigorate the regional real economy, achieving both profitable growth for the Bank and development of the local community.
 - We strive to secure and retain outstanding human resources who can function as sound incentives and contribute to the sustainable and stable enhancement of corporate value.
 - We ensure that decisions are made through an objective and transparent process to fulfill our accountability to stakeholders.

Governance regarding determination of compensation, etc.

- We have established a Nomination and Compensation Advisory Committee, in which Independent Outside Directors constitute a majority, as an advisory body to the Board of Directors. Based on separately defined Nomination and Compensation Advisory Committee Regulations, the committee deliberates and consults on the following matters, and the Board of Directors makes decisions taking into account advice and reports from the committee.
 - Matters related to the maximum amount of compensation for Directors (excluding Directors who are Audit and Supervisory Committee Members) and Directors who are Audit and Supervisory Committee Members (matters to be resolved at the General Meeting of Shareholders)
 - Basic policy on officer compensation, Director Compensation Regulations, etc.
 - Basic policy on compensation for Directors (excluding Directors who are Audit and Supervisory Members)
- Compensation for each Director who is an Audit and Supervisory Committee Member is determined through consultation among Directors who are Audit and Supervisory Committee Members.

Compensation level

- The level of officer compensation is determined based on the Bank's management environment and research and analysis of the compensation levels of peers, following the basic compensation policy.

Composition structure

Internal Directors (excluding Directors who are Audit and Supervisory Committee Members)

- The compensation for internal Directors (excluding Directors who are Audit and Supervisory Committee Members) consists of monetary compensation such as base compensation and bonuses, and non-monetary compensation such as performance-linked stock compensation.
- Base compensation is a fixed monthly payment given according to the responsibilities and roles of each position. It is paid regularly every month during the tenure.
- Bonuses are paid once a year, in principle, to internal Directors (excluding Directors who are Audit and Supervisory Committee Members) who are in office at the end of the respective fiscal year, taking into consideration the business performance of that year. Bonuses reflect the rate of increase or decrease in net income from the previous fiscal year as an indicator to enhance a shareholder-focused management mentality, and the payment amount is determined by the Board of Directors after deliberation by the Nomination and Compensation Advisory Committee.
- Performance-linked stock compensation aims to explicitly link compensation with the Bank's performance and stock value by aligning management strategies with compensation strategies and to motivate Directors to contribute to the medium to long-term continuous improvement of the Bank's performance and corporate value. Points are granted once a year based on the Stock Delivery Regulations, and stocks are delivered after retirement. Performance-linked indicators adopt the earning power of core business, capital efficiency, soundness, and stock price index, and the stock delivery points fluctuate based on the achievement level of the Medium-term Business Plan targets. Additionally, in cases where an internal Director (excluding Directors who are Audit and Supervisory Committee Members) has committed a serious violation related to their duties, it is possible to confiscate the stock delivery points already granted or claim the return of the equivalent amount of shares already granted.
- The compensation structure ratio is roughly 60:20:20 for base compensation, bonuses, and performance-linked stock compensation, respectively, and the total compensation for each individual is determined by summing up the amounts from the three categories.

Outside Directors and Directors who are Audit and Supervisory Committee Members

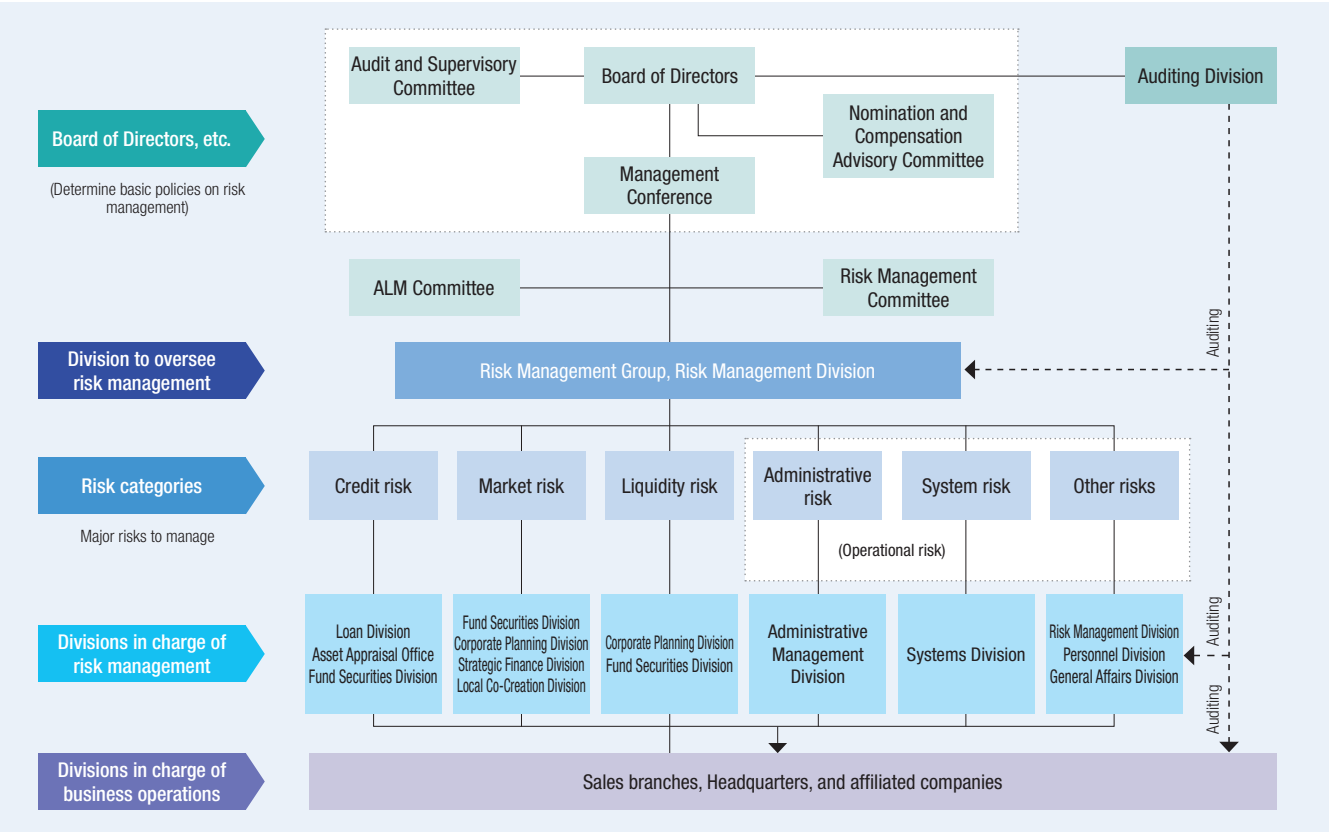
- The compensation for Outside Directors and Directors who are Audit and Supervisory Committee Members, for securing their roles and independence, is fixed. It is paid regularly every month during the tenure.

Risk Management Initiatives

Risk management framework

Due to advances in information technology and progress of deregulation, risks faced by banks have become increasingly diverse and complex. Consequently, it has become even more important to accurately identify and analyze the sources and sizes of risks and manage them appropriately. The Bank has positioned risk management as a management task critical to the improvement of corporate value and work to enhance and strengthen its risk management framework.

Diagram of risk management structure

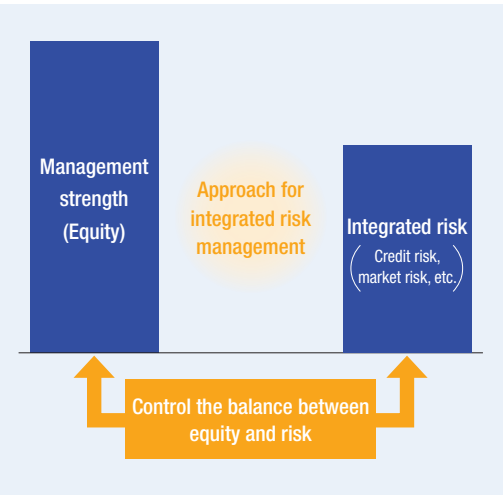


(As of June 30, 2026)

Integrated risk management structure

In order to increase profit while maintaining management soundness, the Bank not only assesses and manages individual risks separately, such as credit risk and market risk, but also adopts a risk management methodology which is commonly referred to as integrated risk management. It involves assessing overall risks in an integrated manner and comparing risks across the entire Bank with its management strength (equity).

In order to implement integrated risk management, the Bank has put in place a system of risk management rules, including the Basic Regulations on Risk Management, and defined policies and methods for risk management across the entire Bank. In addition, the Bank has appointed a division in charge of risk management for each risk, such as credit risk, market risk, liquidity risk, administrative risk, and system risk, to manage risks in a way appropriate to each area's characteristics. At the same time, the Bank has designated the Risk Management Group in the Risk Management Division as the department to oversee risk management to identify and control risks across the entire Bank. Risk management-related important policies and specific action plans are discussed by the ALM Committee and the Risk Management Committee, which meet regularly and make reports and recommendations for management.



Credit risk

Credit risk is the risk of incurring a loss on a loan, off-balance-sheet transaction, etc. as a result of the counterparty's failure to make contractual payments of the principal and interests due to a decline in the counterparty's credit standing. It is one of the major risks in banking operations.

The Bank has formulated the Credit Risk Management Regulations and established credit policies that define its basic approaches for lending. In lending examinations, we not only comply with them but also base the examinations on the fundamental principles of safety, profitability, public aspects, liquidity, and growth potential, comprehensively evaluate various factors, including business plans, intended uses of funds, and abilities to repay, and take a firm and fair stance.

Furthermore, in order to avoid credit concentration to specific counterparties or industries and diversify risks, the Bank has formulated the Credit Portfolio Management Guidelines, which dictate its policies for managing large borrowers. We monitor the status of credit risk by industry, by corporate size, and from other various viewpoints and work to enhance the soundness of credit portfolios.

As for credit statuses of counterparties, the Bank classifies them by rating according to multiple factors, including financial positions of the companies, using our own credit rating system, and review the statuses as necessary using a rating assessment system. The Bank positions the credit rating system at the core of its credit risk management and widely uses it across all credit operations, including pricing loan interest rates, authorizing lending approvals, and quantifying credit risk. At the same time, the Bank has strengthened its efforts to further sophisticate its credit risk management structure.

Market risk

Market risk is the risk of incurring a loss due to fluctuations of the value of an asset as a result of fluctuations in the market. It includes interest rate risk arising from fluctuations in interest rates, price fluctuation risk arising from fluctuations in prices of securities and other instruments, and foreign exchange risk arising from fluctuations in foreign exchange rates. In addition, the Bank considers the market liquidity risk as one type of market risk, which is the risk arising from being forced to make a transaction at a price significantly less favorable compared to the normal price due to the inability to secure a desired trading volume in the market.

At the Bank, the Fund Securities Division is in charge of market risk management. The division reports the status of risk management to the Risk Management Group in the Risk Management Division and the ALM Committee, which meets every month. The Group and the Committee then examine and analyze the status.

Liquidity risk

Liquidity risk is the risk that changes in the Bank's credit standing or other conditions or unexpected changes in economic or other environments may lead to a decline in the Bank's funding capacity or an outflow of its funds, resulting in a tightening of its funding.

The Bank takes into account the balance between investment and funding and formulates funding plans semi-annually while rigorously managing its funding on a monthly, weekly, and daily basis. In addition, the Bank has formulated a contingency plan (emergency response plan) in preparation for contingencies and established a framework that enables us to anticipate and respond to a wide range of events. The Bank has thus put adequate measures in place.

Risk Management Initiatives

Operational risk

Operational risk is the risk of incurring a loss due to an inappropriate process of operations, activity of an officer or an employee, or system of the Bank, or an exogenous event. The Bank has categorized operational risk into administrative risk, system risk, and other risks and appointed a division in charge of risk management for each category to manage risks in a way appropriate to each category’s characteristics. At the same time, the Bank has designated the Risk Management Group in the Risk Management Division as the department to oversee operational risk management to identify and control operational risk across the entire Bank in its integrated risk management framework.

Administrative risk	Administrative risk is the risk of the Bank incurring a loss as a result of an officer or employee failing to carry out accurate administrative processing, causing an accident, or committing misconduct to cause inconvenience to customers. In order to appropriately respond to the diversification of administrative operations, handle the increasing transaction volume, and maintain and strengthen customer confidence, the Bank is striving to develop and reinforce its administrative processing systems by minimizing the handling volume through various measures, including drawing on information technology and automating administrative operations wherever possible. To be specific, the Bank has formulated the Administrative Risk Management Manual, and managers identify and check risks on a regular basis. Information on administrative risks arising in the Bank is collected by each department in the Bank’s Headquarters, which measure the degree of their impact. In addition, the Bank provides various training programs to enhance knowledge on administrative operations of all employees, including part-time staff. The Bank’s auditing structure includes internal audits on divisions in the Headquarters and sales branches by the Auditing Division, in-branch self-conducted inspections by divisions in the Headquarters and sales branches, and on-site administrative guidance by the Administrative Management Division. The Headquarters and sales branches thus join forces to raise the levels of the Bank’s administrative operations while working to establish internal checks and balances.
System risk	System risk is the risk of incurring a loss due to computer system downtime, malfunctions, service outage as a result of system deficiencies, unauthorized use of computers, operational errors, equipment failures, cyberattacks, etc. or loss, destruction, alteration, leakage, etc. of data. The Bank believes that measures to avoid system risk is extremely important in providing high-quality services to our customers. To prepare for system failure and other similar incidents, the Bank has taken safety measures, including duplicating various systems and equipment. The Bank has also established rules to prevent accidents before they occur and detailed response procedures to be followed in the unlikely event of a failure in its internal rules. In addition, the Bank has taken multi-layered technical measures against cyberattacks, which grow more sophisticated and complex on a daily basis. The Bank has also provided cyberattack response training and made other efforts to establish a framework to respond to security incidents caused by cyberattacks before they occur. The Bank has thus worked to minimize system risk. For details on Keiyo Bank Group’s “Basic Policy on Cybersecurity Risk Management” and initiatives, see the Bank’s website. https://www.keiyo bank.co.jp/policy/cyber_security/ (Japanese only) 
Other risks	In addition to administrative risk and system risk, operational risk also includes reputational risk, which is the risk that the Bank’s reputation among customers and in the market may deteriorate due to malicious rumors and unfounded information, resulting in adverse effects on the Bank’s stock price and financial results, and risk that the Bank’s customers, employees, branch offices, etc. may suffer damage due to disasters or crimes. The Bank has formulated the Manual on Measures against Reputational Risk and the Manual on Measures against Crimes and Disasters, which dictates the mindset expected regularly of the Bank’s officers and employees and measures to take when a risk surfaces. The Bank has thus developed a framework to mitigate and minimize these risks.

Compliance Initiatives

Compliance framework

The Bank has positioned compliance as one of the most important management tasks and established compliance regulations in order to fulfill the Bank’s social responsibilities and public missions. All officers and employees of the Bank are making concerted efforts to strengthen the Bank’s compliance framework.

Specific initiatives

The Bank has expressly designated the officer in charge of the Risk Management Division as the officer in charge of compliance and the Compliance Supervisory Group in the Risk Management Division as the department to oversee compliance. At the same time, the Bank has appointed persons in charge of legal compliance at all groups of the Headquarters and all branch offices, who perform awareness-raising and training activities in the workplace.

Furthermore, in order to reinforce the compliance framework, compliance in general is discussed in the Compliance Committee, which is chaired by a Representative Director. The Compliance Liaison Meeting has also been established, a working-level meeting whose members consist primarily of staff of the departments in the Headquarters who perform on-site guidance.

Compliance File

To ensure thorough compliance with laws and regulations and adherence to corporate ethics, the Bank has created the Compliance File, and all officers and employees utilize it as a set of guidelines and manuals for daily life and business activities.

Contents		
• Our Code of Conduct	• Compliance Guidance	• Lending Code of Conduct
• Manual on Measures against Anti-Social Forces	• Rules for Preventing Insider Trading in Advance	

Efforts to prevent bribery and other forms of corruption

The Bank does not pursue profit through improper means, such as bribery and other corrupt practices. The Bank neither offers nor accepts entertainment or gifts that go beyond the bound of social courtesy or premiums and discounts that significantly greater than those of ordinary business transactions to and from business partners and other parties. In addition, as part of its efforts to prevent corruption, the Bank has stated the content of the Rules on Bribery Prevention, Gifts, and Entertainment in Our Code of Conduct in its Compliance File and will continue to act with integrity and fairness in accordance with the rules.

Compliance Program

Each fiscal year, the Board of Directors (the organization with ultimate responsibility) approves the Compliance Program, which is a specific action plan to enhance the Bank’s compliance framework. Based on the program, the Bank takes various measures, including development of compliance training for employees and compliance-related rules, provision of legal consultation on business operations, implementation of compliance checks, and establishment of internal procedures that comply with laws, such as the Act on the Protection of Personal Information, the Financial Instruments and Exchange Act, and the Act on Prevention of Transfer of Criminal Proceeds. The Bank will also be agile in responding to newly enacted and revised laws.

Initiatives to protect personal information

The Bank has established the Personal Information Protection Statement, which summarizes its approaches and policies on the handling of customers’ personal information, as well as individual number and specific personal information (hereinafter referred to as “specific personal information, etc.”). The statement is posted at Bank’s all sales branches and on its website as well. Based on the Personal Information Protection Statement, the Bank has established various regulations on the handling of personal information and specific personal information, etc., while also taking technical safety measures to prevent data leakage and damage to enhance security in system operations.

The Bank will ensure that adequate training is provided to its employees and their work is audited properly. The Bank will also conduct inspections and audits of the status of the handling of personal information. The Bank will thus make active efforts to protect personal information and specific personal information, etc.

Compliance Initiatives

Initiatives to take measures against money laundering, terrorist financing, proliferation financing, and other breaches of sanctions

In its efforts to take measures against money laundering, terrorist financing, proliferation financing, and other breaches of sanctions, the Bank is working to establish a solid internal control framework based on a risk-based approach. The above-mentioned efforts are also stated in the Compliance Guidance in its Compliance File. Furthermore, the Bank provides training and issues notices to all officers and employees to raise their awareness.

Initiatives to prevent financial crimes

The Bank utilizes a system to detect misused accounts. By integrating data of transactions, such as deposits and withdrawals made using ATMs, and customer information into the system, the Bank works to detect signs of misused accounts and prevent financial crimes, such as wire transfer fraud and forgery and theft of cash cards, and escalation of damage resulting from them.

Basic approach to eliminate anti-social forces and the status of the efforts

- (1) Basic approach to eliminate anti-social forces (Basic policy)
As its basic policy for eliminating anti-social forces, the Bank stipulates that we shall take a resolute stance against anti-social forces and organizations that pose a threat to the safety and order of civil society and corporate activities and bar any relationship with them.
- (2) Status of the efforts to eliminate anti-social forces
The General Affairs Group in the General Affairs Division serves as the department to oversee the efforts and centrally manages information on anti-social forces. At the same time, Managers to Prevent Unjust Demand are appointed at the Headquarters and sales branches as persons responsible for the efforts against anti-social forces to establish a system to take measures and work closely with external specialized organizations. The system is presented in the Manual on Measures against Anti-Social Forces in the Compliance File and made known to all officers and employees through training offered at the Headquarters and seminars provided at the workplace.

Initiatives on the establishment of whistleblowing and other systems

In light of the objectives of the Whistleblower Protection Act, and for the purpose of preventing in advance and detecting and correcting at an early stage violations of laws and regulations, including bribery and all other forms of corruption, and violations of internal rules, including harassment and other human rights issues, the Bank has established contact points for whistleblowing (Compliance Hotlines). Furthermore, the Bank has worked to enhance the effectiveness of the whistleblowing system by such means as setting up a contact point with external lawyers, in addition to contact points with the department to oversee compliance and other internal parties, in an effort to take appropriate measures to ensure that whistleblowers will not be identified and stipulating that the whistleblowers shall not be given disadvantageous treatment. Moreover, the Bank has been making efforts to protect employees, including the establishment of a desk for consulting and complaining about workplace harassment at the Personnel Management Group in the Personnel Division and a desk for consulting about customer harassment at the Customer Service Center in the Customer Service Enhancement Division.

Initiatives related to the financial ADR system

The financial alternative dispute resolution (ADR) system is a procedure to resolve disputes in the financial sector without using litigation. It is a system customers may use when thorough discussions with a financial institution have failed to resolve an issue. The Bank has concluded an agreement for dispute resolution and other related services with the following designated dispute resolution organizations.

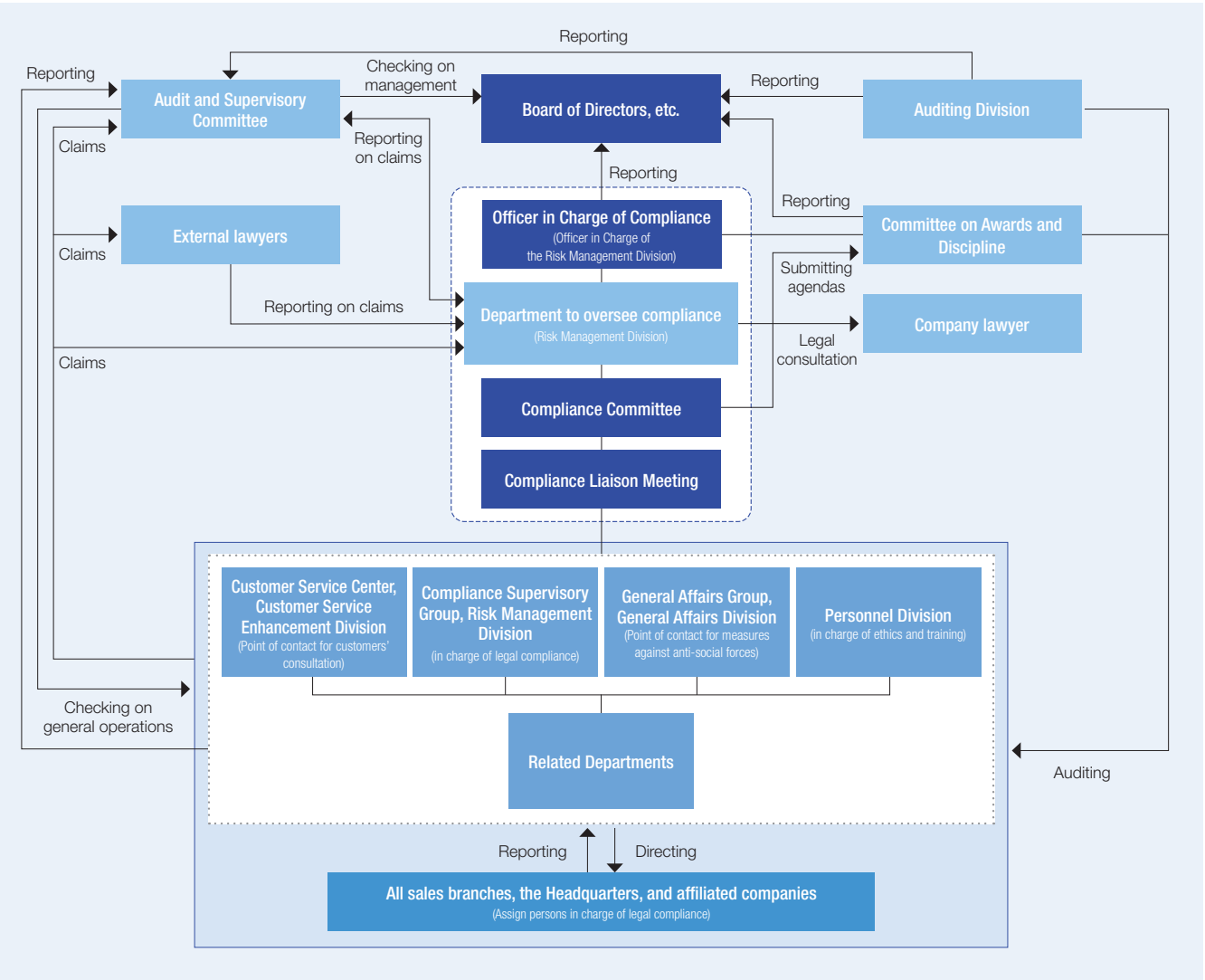
Japanese Bankers Association (JBA) Customer Relations Center
1-3-1, Marunouchi, Chiyoda-ku, Tokyo 100-8216, Japan
Telephone: 0570-017109 (Available only in Japan) or +81-3-5252-3772

Financial Instruments Mediation Assistance Center (FINMAC)
2-1-1, Nihonbashi-Kayabacho, Chuo-ku, Tokyo 103-0025, Japan
Tel: 0120-64-5005 (Available only in Japan)

Other

In order to prevent its customers' interests from being unfairly harmed in transactions that may give rise to a conflict of interests with them, the Bank has established the Conflict of Interest Management Policy and posted the outline on its website. In order to verify the status of compliance with laws and regulations by officers and employees, the Risk Management Division conducts on-site guidance. In addition, with the aim of monitoring the compliance status from an objective and neutral standpoint, the Auditing Division and Audit and Supervisory Committee perform second and third checks, thereby providing the management with appropriate recommendations and relevant departments and branches with guidance as necessary.

Diagram of compliance structure



(As of June 30, 2026)

Major initiatives		
• Audits (Auditing Division) • Administrative guidance (Administrative Management Division) • Checks using checklists (Risk Management Division) • Branch visits (Risk Management Division and Personnel Division) • Inspection on contracts with external parties and legal consultation using questionnaires (Risk Management Division) • Compliance Hotlines (Individuals claim directly to the Leader of the Compliance Supervisory Group, a Standing Audit and Supervisory Committee Member, or an external lawyer by telephone, in writing, by email, etc.) • Desk for consulting and complaining about workplace harassment (Personnel Management Group, Personnel Division) • Desk for consulting about customer harassment (Customer Service Center, Customer Service Enhancement Division)		

Data

	FY2023	FY2024	FY2025
Record of political contributions (JPY)	0	0	0
Number of employee disciplinary actions and dismissals due to corruption*	0	0	0
Fines, penalties, and settlement costs related to corruption (JPY)*	0	0	0
Number of fines, penalties, and settlements exceeding US\$100 million	0	0	0
Total amount of fines and settlements exceeding US\$100 million (JPY)	0	0	0

*Number of cases or amount of money laundering, terrorist financing, proliferation financing, and other breaches of sanctions

Environmental Initiatives

Initiatives to address climate change risk

As part of our commitment to environmental conservation, which is one of the priority items in the Keiyo Bank Group SDGs Declaration, the Keiyo Bank Group endorsed the TCFD Recommendations, and we will actively disclose information regarding the impacts of climate change on the Bank’s operations.

Governance ▶ P.15 Sustainability Initiatives

- In order to both achieve a sustainable society and enhance the Bank’s corporate value, we have formulated the Keiyo Bank Group Sustainability Policy, which outlines our basic approach to sustainability.
- With the aim of strengthening our initiatives toward sustainability, and to establish management strategies from a medium- to long-term perspective and enhance effectiveness for each measure, we have established a Sustainability Committee, which is chaired by the President. The Committee is held once every six months in principle, and deliberates matters related to sustainability, including measures to address climate change, and reports to the Board of Directors. Upon receipt of the report, the Board of Directors confirms that business operations are managed in an appropriate manner.

Strategy

Identification of climate change-related opportunities and risks

We conduct qualitative analyses on the opportunities and risks (transition risks and physical risks) associated with climate change across short-term (three years), medium-term (10 years), and long-term (30 years) timeframes.

Type	Summary	Timeframe
Opportunities	• Increase in demand for climate change-related businesses (consulting, provision of products and services) • Expansion of sustainable finance transactions, including renewable energy-related financing • Increase in financial support for infrastructure investments prepared for extreme weather disasters and capital investments to mitigate damages	Short to long term
Transition risks	• Risk that the Bank’s credit costs may increase due to a deterioration in the financial performance of customers as a result of stricter regulations on GHG emissions or the introduction of carbon taxes • Risk of the customers’ businesses becoming stranded assets due to technological advancements associated with the transition to a decarbonized society	Medium to long term
	• Risks such as the Bank’s reputation deteriorating due to insufficient efforts to combat global warming or inadequate information disclosure, which may worsen the environment for fund procurement	Short to long term
Physical risks	• Risk that the Bank’s credit costs may increase due to the intensification of acute natural disasters such as typhoons and floods, or chronic climatic changes such as increased precipitation, causing deterioration in customers’ financial performance or damage to collateral • Risk of inability to continue business or increased costs for business continuity measures and restoration	Short to long term

Addressing the opportunities associated with climate change

We will actively participate in initiatives of the community and customers to reduce environmental impact and achieve carbon-free management to contribute to the resolution of environmental and social issues.

Keiyo Bank Group	• Switching the electricity used at the Chibaminato Headquarters to electricity from renewable energy sources • Investing in sustainability bonds and green bonds • Title sponsoring an Altiri Chiba home game as a carbon-offset event
Corporate customers	• Issuing a variety of private placement bonds, including the Keiyo Bank Carbon Offsets Private Placement Bonds, the Keiyo Bank Sports SDGs Private Placement Bonds, and the Keiyo Bank SDGs Donation-type Private Placement Bonds • Offering a variety of loan products, including the Keiyo Bank Positive Impact Finance, α Sustainability Linked Loans, α Green Loans, and α Social Loans • Providing α BANK GX Solution decarbonization support service • Providing tools to assist the assessment of the status of SDGs initiatives and the preparation of SDGs declaration documents • Launch of Alpha Green Time Deposit
Retail customers	• Offering the Environmentally-Friendly Type Housing Loans • Offering SDGs-related investment trusts • Donations through the Alpha Bank Eco Project
Municipalities	• Activities to raise awareness of the SDGs and environmental issues through the Chiba University × Keiyo Bank eco Project • Participating in the Chiba City Decarbonization Leading Area Promotion Consortium • Hosting the CHIBA SDGs Parklet Project

Addressing the risks associated with climate change

<Scenario analysis>

Based on certain scenarios under the TCFD Recommendations, we conducted scenario analyses on transition risks from revaluing high CO₂ financial assets associated with the transition to a low-carbon society and physical risks from the impact of climate change-induced flooding risk.

Transition risks

Transition risks were analyzed for the energy, transportation (truck service), and materials (metals and mining) sectors, which are considered to have a high impact on the Bank’s credit risk, taking into account factors, such as the introduction of a carbon tax and changes in future demand. In the analyses, estimates were made with reference to scenarios such as Net Zero 2050 published by the Network for Greening the Financial System (NGFS). At this point in time, we believe that these risks do not pose any serious threat to the sustainability of the business of the Bank.

Scope of analysis	Energy, transportation (truck service), materials (metals and mining)
Scenario	NGFS Net Zero 2050
Method of analysis	Estimated the impact on the Bank’s credit risk based on additional costs incurred by borrowers as a result of the carbon tax introduction, changes in consumer demand, asset depreciation expenses according to estimated amount of stranded assets, and the future decarbonization responses of borrowers
Analysis period	From March 31, 2026 as the baseline through 2050
Results of analysis	The cumulative increase in credit expenses is estimated to be approximately JPY5.1 billion

(Note) Since fiscal 2025, we have introduced the GHG emissions visualization platform C-Turtle® FE (provided by NTT DATA Corporation) and are utilizing its transition risk calculation functions.

Physical risks

Physical risks do not only depend on the characteristics of the sectors our borrowers belong to, but also on the locations of the companies and the Bank’s collateral properties. As such, the scope of our analysis targeted regions, covering both corporations as a whole and individuals (housing and apartment loans). For the analysis, we utilized hazard maps for estimating risks based on the Intergovernmental Panel on Climate Change (IPCC) RCP2.6 scenario (2°C scenario) and RCP8.5 scenario (4°C scenario). At this point in time, we believe that these risks do not pose any serious threat to the sustainability of the business of the Bank.

Scope of analysis	• Floods and storm surges: All corporations and individuals (housing and apartment loans) in all parts of Chiba Prefecture • The loan balance susceptible to the effects of inundation is JPY635.8 billion
Scenario	IPCC RCP2.6 (2°C scenario) and IPCC RCP8.5 (4°C scenario)
Method of analysis	Estimated the impact on credit risk based on the frequency and increasing damage from water disasters due to acute risk manifestation using hazard maps, and the impact on the Bank’s collateral properties and the financial performance of the borrowers
Analysis period	From December 31, 2025 as the baseline through 2050
Results of analysis	The credit costs estimated to increase are up to JPY1.7 billion in the 2°C scenario and up to JPY2.2 billion in the 4°C scenario

Environmental Initiatives

Status of carbon-related assets

The energy, transportation, materials and buildings, agriculture, food and forest products sectors, which are deemed vulnerable to climate related financial impacts in the TCFD Recommendations, are designated as carbon-related assets. The proportion of carbon related assets in the Bank's total loan balance* (non-consolidated) is 26.37%.

Sector	Industry	Loan balance	Proportion
Energy	Oil and gas, coal, electric utilities	JPY36.4 billion	0.80%
Transportation	Air freight, air passenger transport, ocean freight, rail transport, truck service, motor vehicles and parts	JPY123.9 billion	2.71%
Materials and buildings	Metals and mining, chemicals, construction materials and capital goods, real estate management and development	JPY989.6 billion	21.66%
Agriculture, food and forest products	Processed foods, processed meats, beverages, agriculture, paper and forest products	JPY54.9 billion	1.20%
Total amount of carbon-related assets		JPY1,205.0 billion	26.37%
Total loan balance		JPY4,569.9 billion	100.00%

*Total of loans and bills discounted, acceptances and guarantees, foreign exchanges, and bank-guaranteed private placement bonds (excluding water utility companies and renewable energy power producers) as of March 31, 2026.

Risk Management

- Recognizing that transition risks and physical risks due to climate change can affect the Bank's business activities and financial status, the Bank will establish a system to assess and analyze the impact of these risks, and manage the risks within the existing framework, including integrated risk management.
- We have established an Investment and Lending Policy for Achieving a Sustainable Society for investments and loans in which funds are to be used in ways likely to make a difference for the environment, society, and the economy.

Indexes and Targets

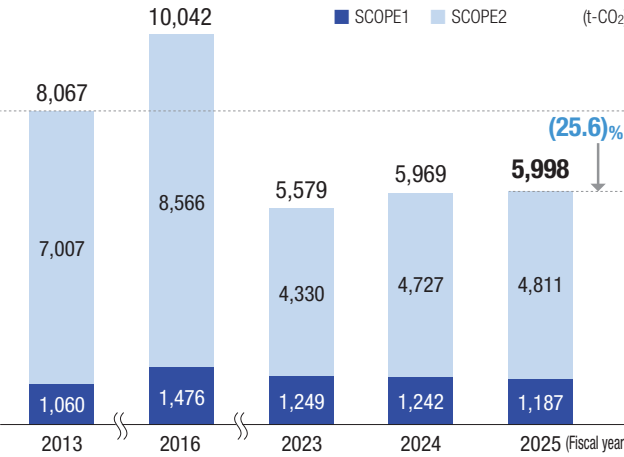
We have set targets for reducing CO₂ emissions and for making ESG-related investments and loans.
Since fiscal 2025, we have introduced the GHG emissions visualization platform to calculate emissions.

CO₂ emissions reduction target (Scope 1 and Scope 2)

A 50% reduction from fiscal 2013 levels by fiscal 2030, aiming for carbon neutrality by fiscal 2050

CO₂ emissions of the Keiyo Bank Group peaked in fiscal 2016 and have decreased 25.6% from fiscal 2013 levels.

Trends in CO₂ emissions



Scope 3 emissions calculation

Measured item		Emissions (t-CO ₂)
Category 1	Import of products and services	10,606
Category 2	Capital goods	3,788
Category 3	Fuel and energy usage	1,220
Category 4	Purchasing, transport and shipment of goods	Included in Category 1
Category 5	Waste	188
Category 6	Business travel	79
Category 7	Employee commuting	698
Category 8 to 14	—	N/A
Category 15	Investment & lending	4,767,296

(Note) Category 1 to 7 emissions were measured for the entire Keiyo Bank Group.

<Category 15 calculation>

As indirect GHG emissions from investments and loans account for a large proportion of Scope 3 (CO₂ emissions in the supply chain) for financial institutions, we calculated our loans to domestic industrial companies based on the measurement methods in the PCAF standard*. The calculation results are as follows.

*Partnership for Carbon Accounting Financials: An international initiative to develop methodologies for measuring and disclosing GHG emissions by entities that financial institutions provide investments and loans

Estimated emissions for each sector after classifying the Bank's borrowers based on 18 sectors subject to TCFD Recommendations

Industry	Carbon intensity (t-CO ₂ /JPY million)	Emission amount (t-CO ₂)	Industry	Carbon intensity (t-CO ₂ /JPY million)	Emission amount (t-CO ₂)
Oil and gas	2.3	68,403	Chemicals	2.2	129,700
Coal	—	—	Construction materials	4.0	89,538
Electric utilities	3.4	150,221	Capital goods	3.5	1,559,376
Air freight	4.0	4,255	Real estate management and development	3.3	130,494
Air passenger transport	1.9	1,280	Beverages	4.0	1,138
Ocean freight	2.6	14,469	Processed foods and processed meat	3.1	115,886
Rail transport	1.5	12,918	Agriculture	3.9	41,335
Truck service	4.0	269,528	Paper and forest products	3.0	20,644
Motor vehicles and parts	2.2	18,155	Other	2.8	1,914,901
Metals and mining	2.6	225,047	Total	—	4,767,296

<Calculation formulae>

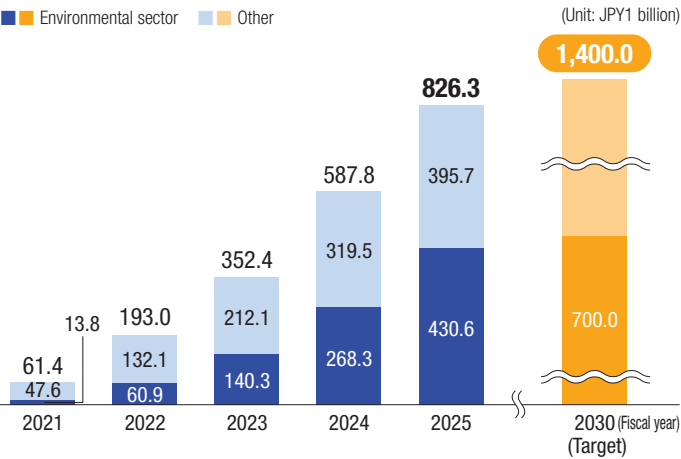
$$\text{Carbon intensity} = \frac{\sum \text{each borrower's carbon intensity}}{\text{number of borrowers}}$$
$$\text{Emission amount} = \sum [\text{carbon intensity by industry} \times \text{borrower's net sales} \times \text{contribution factor of the Bank's loans}]$$

- <Calculation conditions>
- Loan balance: As of March 31, 2026
 - Financial information such as borrowers' net sales: information regarding the latest financial statements from each borrower possessed by the Bank at the time of calculation
 - We use disclosed information for companies that disclose emission amounts, such as those listed on the Prime Market, and estimated values for other companies.

ESG-related investment & loan implementation target*

Of the JPY1,400.0 billion implementation target from fiscal 2021 to fiscal 2030, the implementation target for the environmental sector is JPY700.0 billion

Amount of ESG investments and loans implemented (cumulative total since fiscal 2021)



*The target for total cumulative amount of investments and loans from fiscal 2021 that contribute to ESG, including investments and loans in the environmental sector and in the medical and nursing care sectors

Topic

Enhancement of Scope 3 calculation
—Refining borrowers' GHG emission amounts—

Since fiscal 2025, we have introduced the GHG emissions visualization platform C-Turtle® FE*.

Utilizing borrowers' GHG emissions data (primary data) enabled more precise calculations.

Going forward, we will continue to support our customers' environmental efforts and decarbonization initiatives through the utilization of GHG emissions data, while contributing to the realization of a sustainable society.

*A financed emissions (FE) calculation support service aligned with the international PCAF Standard for financial institutions



Financial Data

Summary of Performance Results (consolidated)

	Unit: JPY million		Unit: Thousands of U.S. dollars *Note
	FY2024	FY2025	FY2025
Trends in key indexes			
Ordinary income	¥ 80,370	¥ 108,656	\$ 679,609
Ordinary profit	18,214	22,452	140,430
Profit attributable to owners of parent	12,756	15,912	99,524
Comprehensive income	(13,072)	25,639	160,364
Net assets	310,724	330,501	2,067,181
Total assets	6,561,710	6,653,408	41,615,011
Capital adequacy ratio (Based on standards for a domestically-operating bank)	10.78%	10.55%	—

Consolidated Balance Sheets

(Unaudited)

	Unit: JPY million		Unit: Thousands of U.S. dollars *Note
	FY2024	FY2025	FY2025
Assets			
Cash and due from banks	¥ 917,713	¥ 869,308	\$ 5,437,252
Call loans and bills bought	889	913	5,710
Trading securities	2,643	2,289	14,316
Money held in trust	3,020	3,029	18,945
Securities	1,173,533	1,128,062	7,055,679
Loans and bills discounted	4,363,203	4,550,008	28,458,894
Foreign exchanges	2,296	2,733	17,094
Other assets	14,736	15,920	99,574
Tangible fixed assets	55,896	55,526	347,297
Buildings, net	20,230	19,563	122,360
Land	30,735	30,735	192,237
Construction in progress	131	487	3,046
Other tangible fixed assets	4,798	4,740	29,647
Intangible fixed assets	20,653	18,743	117,231
Software	19,917	17,697	110,689
Software in progress	567	878	5,491
Other intangible fixed assets	168	168	1,050
Retirement benefit asset	11,988	16,855	105,422
Deferred tax assets	5,113	548	3,427
Customers' liabilities for acceptances and guarantees	3,605	2,360	14,761
Allowance for loan losses	(13,584)	(12,890)	(80,622)
Total assets	6,561,710	6,653,408	41,615,011
Liabilities			
Deposits	¥ 5,536,458	¥ 5,631,243	\$ 35,221,685
Call money and bills sold	—	49,000	306,479
Cash collateral received for securities lent	412,782	267,146	1,670,915
Borrowed money	273,200	345,000	2,157,868
Foreign exchanges	360	289	1,807
Other liabilities	15,579	18,911	118,282
Provision for bonuses	1,500	1,623	10,151
Provision for bonuses for directors (and other officers)	68	97	606
Retirement benefit liability	9	10	62
Provision for retirement benefits for directors (and other officers)	5	4	25
Provision for share awards	354	439	2,745
Provision for loss on interest repayment	—	1	6
Provision for reimbursement of deposits	41	—	—
Provision for contingent loss	1,116	1,085	6,786
Deferred tax liabilities	1,198	1,107	6,923
Deferred tax liabilities for land revaluation	4,705	4,584	28,671
Acceptances and guarantees	3,605	2,360	14,761
Total liabilities	6,250,986	6,322,906	39,547,823
Net assets			
Share capital	¥ 49,759	¥ 49,759	\$ 311,227
Capital surplus	39,704	39,714	248,398
Retained earnings	204,450	211,955	1,325,713
Treasury shares	(7,889)	(5,249)	(32,830)
Total shareholders' equity	286,026	296,180	1,852,514
Valuation difference on available-for-sale securities	5,801	12,475	78,027
Deferred gains or losses on hedges	—	436	2,727
Revaluation reserve for land	6,907	7,028	43,957
Remeasurements of defined benefit plans	5,246	7,865	49,193
Total accumulated other comprehensive income	17,955	27,805	173,911
Non-controlling interests	6,742	6,516	40,755
Total net assets	310,724	330,501	2,067,181
Total liabilities and net assets	6,561,710	6,653,408	41,615,011

Consolidated Statements of Income and
Consolidated Statements of Comprehensive Income

(Unaudited)

	Unit: JPY million		Unit: Thousands of U.S. dollars *Note
	FY2024	FY2025	FY2025
Consolidated Statement of Income			
Ordinary income	¥ 80,370	¥ 108,656	\$ 679,609
Interest income	54,106	69,037	431,805
Interest on loans and discounts	39,362	50,850	318,051
Interest and dividends on securities	12,464	13,307	83,231
Interest on call loans and bills bought	50	43	268
Interest on deposits with banks	2,223	4,833	30,228
Other interest income	5	2	12
Fees and commissions	14,060	14,018	87,678
Other ordinary income	1,290	1,897	11,865
Other income	10,913	23,702	148,248
Recoveries of written off receivables	1	9	56
Other	10,911	23,693	148,192
Ordinary expenses	¥ 62,156	¥ 86,204	\$ 539,179
Interest expenses	4,755	14,020	87,690
Interest on deposits	3,626	11,650	72,867
Interest on call money and bills sold	0	32	200
Interest expenses on cash collateral received for securities lent	1,110	2,016	12,609
Interest on borrowings and rediscounts	18	254	1,588
Other	—	64	400
Fees and commissions payments	5,052	5,104	31,923
Other ordinary expenses	8,898	22,229	139,035
General and administrative expenses	39,305	41,321	258,450
Other expenses	4,144	3,528	22,066
Provision of allowance for loan losses	373	632	3,952
Other	3,770	2,895	18,107
Ordinary profit	¥ 18,214	¥ 22,452	\$ 140,430
Extraordinary income	12	0	0
Gain on disposal of non-current assets	12	0	0
Extraordinary losses	304	135	844
Loss on disposal of non-current assets	93	117	731
Impairment losses	211	18	112
Profit before income taxes	¥ 17,922	¥ 22,317	\$ 139,585
Income taxes - current	3,844	6,137	38,385
Income taxes - deferred	1,145	109	681
Total income taxes	¥ 4,990	¥ 6,246	\$ 39,066
Profit	¥ 12,932	¥ 16,070	\$ 100,512
Profit attributable to non-controlling interests	¥ 175	¥ 157	\$ 981
Profit attributable to owners of parent	¥ 12,756	¥ 15,912	\$ 99,524
Consolidated Statements of Comprehensive Income			
Profit	¥ 12,932	¥ 16,070	\$ 100,512
Other comprehensive income	(26,005)	9,568	59,844
Valuation difference on available-for-sale securities	(25,619)	6,507	40,699
Deferred gains or losses on hedges	—	436	2,727
Revaluation reserve for land	(135)	—	—
Remeasurements of defined benefit plans, net of tax	(250)	2,624	16,412
Comprehensive income	(13,072)	25,639	160,364
Comprehensive income attributable to			
Comprehensive income attributable to owners of parent	(13,632)	25,641	160,376
Comprehensive income attributable to non-controlling interests	559	(2)	(12)

*Note: U.S. dollar amounts are shown solely for the purpose of convenience and calculated at the conversion rate of JPY159.88 to USD1.00, the exchange rate prevailing on March 31, 2026.

Consolidated Statements of Changes in Equity

(Unaudited)

FY2024

	Unit: JPY million				
	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	49,759	39,704	194,994	(6,052)	278,406
Changes during period					
Dividends of surplus			(3,298)		(3,298)
Profit attributable to owners of parent			12,756		12,756
Purchase of treasury shares				(1,980)	(1,980)
Disposal of treasury shares			(0)	143	143
Reversal of revaluation reserve for land			(1)		(1)
Net changes in items other than shareholders' equity					
Total changes during period	—	—	9,456	(1,836)	7,619
Balance at end of period	49,759	39,704	204,450	(7,889)	286,026

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Revaluation reserve for land	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	31,807	7,040	5,493	44,341	6,188	328,936
Changes during period						
Dividends of surplus						(3,298)
Profit attributable to owners of parent						12,756
Purchase of treasury shares						(1,980)
Disposal of treasury shares						143
Reversal of revaluation reserve for land						(1)
Net changes in items other than shareholders' equity	(26,006)	(133)	(247)	(26,386)	554	(25,832)
Total changes during period	(26,006)	(133)	(247)	(26,386)	554	(18,212)
Balance at end of period	5,801	6,907	5,246	17,955	6,742	310,724

FY2025

	Unit: JPY million				
	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	49,759	39,704	204,450	(7,889)	286,026
Changes during period					
Dividends of surplus			(4,283)		(4,283)
Profit attributable to owners of parent			15,912		15,912
Purchase of treasury shares				(1,502)	(1,502)
Disposal of treasury shares				17	17
Cancellation of treasury shares		(4,125)		4,125	—
Transfer from retained earnings to capital surplus		4,125	(4,125)		—
Change in equity due to acquisition of treasury shares of consolidated subsidiaries		9			9
Net changes in items other than shareholders' equity					
Total changes during period	—	9	7,504	2,640	10,154
Balance at end of period	49,759	39,714	211,955	(5,249)	296,180

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Revaluation reserve for land	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	5,801	—	6,907	5,246	17,955	6,742	310,724
Changes during period							
Dividends of surplus							(4,283)
Profit attributable to owners of parent							15,912
Purchase of treasury shares							(1,502)
Disposal of treasury shares							17
Cancellation of treasury shares							—
Transfer from retained earnings to capital surplus							—
Change in equity due to acquisition of treasury shares of consolidated subsidiaries							9
Net changes in items other than shareholders' equity	6,673	436	121	2,618	9,850	(226)	9,623
Total changes during period	6,673	436	121	2,618	9,850	(226)	19,777
Balance at end of period	12,475	436	7,028	7,865	27,805	6,516	330,501

FY2025

	Unit: Thousands of U.S. dollars *Note				
	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	311,227	248,336	1,278,771	(49,343)	1,789,004
Changes during period					
Dividends of surplus			(26,788)		(26,788)
Profit attributable to owners of parent			99,524		99,524
Purchase of treasury shares				(9,394)	(9,394)
Disposal of treasury shares				106	106
Cancellation of treasury shares		(25,800)		25,800	—
Transfer from retained earnings to capital surplus		25,800	(25,800)		—
Change in equity due to acquisition of treasury shares of consolidated subsidiaries		56			56
Net changes in items other than shareholders' equity					
Total changes during period	—	56	46,935	16,512	63,510
Balance at end of period	311,227	248,398	1,325,713	(32,830)	1,852,514

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Revaluation reserve for land	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	36,283	—	43,201	32,812	112,302	42,169	1,943,482
Changes during period							
Dividends of surplus							(26,788)
Profit attributable to owners of parent							99,524
Purchase of treasury shares							(9,394)
Disposal of treasury shares							106
Cancellation of treasury shares							—
Transfer from retained earnings to capital surplus							—
Change in equity due to acquisition of treasury shares of consolidated subsidiaries							56
Net changes in items other than shareholders' equity	41,737	2,727	756	16,374	61,608	(1,413)	60,188
Total changes during period	41,737	2,727	756	16,374	61,608	(1,413)	123,699
Balance at end of period	78,027	2,727	43,957	49,193	173,911	40,755	2,067,181

*Note: U.S. dollar amounts are shown solely for the purpose of convenience and calculated at the conversion rate of JPY159.88 to USD1.00, the exchange rate prevailing on March 31, 2026.

Consolidated Statements of Cash Flows

(Unaudited)

	Unit: JPY million		Unit: Thousands of U.S. dollars	*Note
	FY2024	FY2025	FY2025	
Cash flows from operating activities				
Profit before income taxes	¥ 17,922	¥ 22,317	\$ 139,585	
Depreciation	4,317	6,479	40,524	
Impairment losses	211	18	112	
Increase (decrease) in allowance for loan losses	(52)	(693)	(4,334)	
Increase (decrease) in provision for bonuses	87	123	769	
Increase (decrease) in provision for bonuses for directors (and other officers)	(1)	29	181	
Decrease (increase) in retirement benefit asset	(437)	31	193	
Increase (decrease) in retirement benefit liability	0	0	0	
Increase (decrease) in provision for retirement benefits for directors (and other officers)	(0)	(0)	(0)	
Increase (decrease) in provision for share awards	(67)	84	525	
Increase (decrease) in provision for loss on interest repayments	—	1	6	
Increase (decrease) in provision for reimbursement of deposits	(77)	(41)	(256)	
Increase (decrease) in provision for contingent loss	81	(31)	(193)	
Interest income	(41,641)	(55,730)	(348,573)	
Interest expenses	4,755	14,020	87,690	
Loss (gain) related to securities	(14,620)	(16,042)	(100,337)	
Loss (gain) on money held in trust	0	(8)	(50)	
Foreign exchange losses (gains)	(263)	(5,403)	(33,794)	
Loss (gain) on disposal of non-current assets	80	116	725	
Net decrease (increase) in loans and bills discounted	(151,668)	(186,805)	(1,168,407)	
Net increase (decrease) in deposits	87,136	94,785	592,850	
Net increase (decrease) in borrowed money	(10,000)	71,800	449,086	
Net decrease (increase) in due from banks (excluding due from Bank of Japan)	422	94	587	
Net decrease (increase) in call loans	(365)	(23)	(143)	
Net increase (decrease) in call money	—	49,000	306,479	
Net increase (decrease) in cash collateral received for securities lent	(41,681)	(145,635)	(910,901)	
Net decrease (increase) in foreign exchanges – assets	629	(437)	(2,733)	
Net increase (decrease) in foreign exchanges – liabilities	129	(71)	(444)	
Interest received	40,904	54,892	343,332	
Interest paid	(3,665)	(11,750)	(73,492)	
Other, net	27,451	858	5,366	
Subtotal	(80,412)	(108,020)	(675,631)	
Income taxes paid	(3,035)	(4,047)	(25,312)	
Net cash provided by (used in) operating activities	(83,448)	(112,068)	(700,950)	
Cash flows from investing activities				
Purchase of securities	¥ (471,875)	¥ (422,060)	\$ (2,639,854)	
Proceeds from sale of securities	309,011	448,599	2,805,848	
Proceeds from redemption of securities	117,213	34,865	218,069	
Proceeds from fund management as investing activities	11,473	12,669	79,240	
Purchase of tangible fixed assets	(2,295)	(2,550)	(15,949)	
Proceeds from sale of tangible fixed assets	22	0	0	
Purchase of intangible assets	(3,799)	(1,713)	(10,714)	
Proceeds from sale of intangible fixed assets	—	0	0	
Other, net	(63)	(70)	(437)	
Net cash provided by (used in) investing activities	(40,312)	69,740	436,202	
Cash flows from financing activities				
Purchase of treasury shares	¥ (1,980)	¥ (1,502)	\$ (9,394)	
Proceeds from sale of treasury shares	143	17	106	
Purchase of treasury shares (subsidiaries)	—	(209)	(1,307)	
Dividends paid	(3,298)	(4,283)	(26,788)	
Dividends paid to non-controlling interests	(4)	(4)	(25)	
Net cash provided by (used in) financing activities	(5,139)	(5,982)	(37,415)	
Net increase (decrease) in cash and cash equivalents	(128,900)	(48,310)	(302,164)	
Cash and cash equivalents at beginning of period	1,046,087	917,186	5,736,715	
Cash and cash equivalents at end of period	917,186	868,875	5,434,544	

*Note: U.S. dollar amounts are shown solely for the purpose of convenience and calculated at the conversion rate of JPY159.88 to USD1.00, the exchange rate prevailing on March 31, 2026.



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