

Annual Report 2025

Tsukuba Bank

Tsukuba Bank, Ltd.

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

Consolidated Financial Highlights

Tsukuba Bank, Ltd. and Consolidated Subsidiaries
Years Ended March 31, 2020, 2021, 2022, 2023, 2024 and 2025

	Millions of yen					
	2020	2021	2022	2023	2024	2025
For the year:						
Ordinary income	¥ 37,819	¥ 35,791	¥ 36,680	¥ 37,098	¥ 41,092	¥ 41,126
Ordinary expenses	35,186	33,323	31,478	35,335	38,625	36,649
Ordinary profit	2,632	2,467	5,201	1,762	2,467	4,476
Income before income taxes	2,626	2,184	4,570	1,813	2,498	4,377
Net income attributable to owners of parent	1,223	1,760	4,233	2,095	2,195	4,103
At year-end:						
Deposits	¥ 2,240,798	¥ 2,404,160	¥ 2,465,954	¥ 2,512,528	¥ 2,576,775	¥ 2,633,722
Loans and bills discounted	1,686,026	1,814,648	1,882,596	1,951,202	2,037,240	2,116,072
Securities	435,609	476,156	501,352	429,402	418,815	421,557
Total assets	2,379,649	2,698,415	2,961,028	2,767,374	2,854,094	2,889,878
Net assets	105,303	112,310	104,097	91,015	97,144	91,745

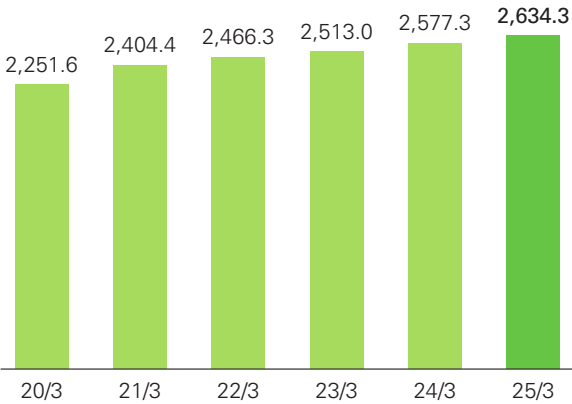
Trends in Stock Prices

(Unit: yen)



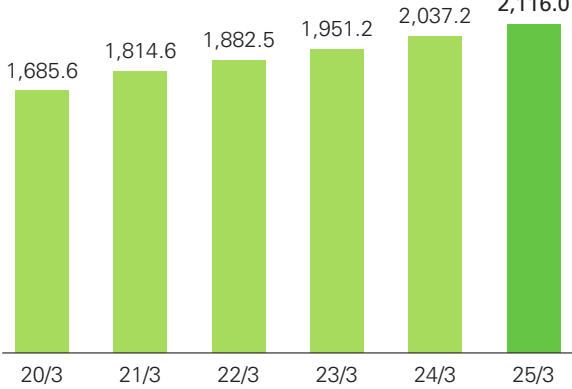
Deposits(Non-consolidated)

Billions of yen, At year-end



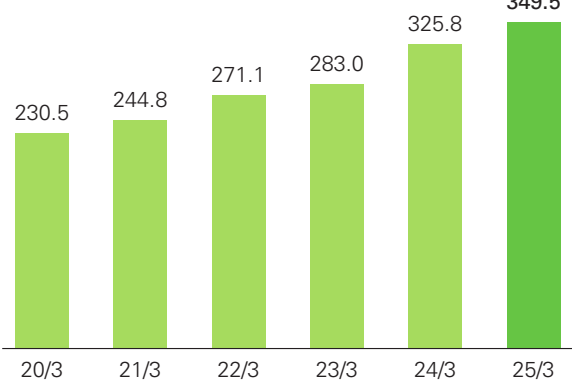
Loans(Non-consolidated)

Billions of yen, At year-end



Assets in custody(Non-consolidated)

Billions of yen, At year-end



Contents

Corporate Philosophy	1
Message from the President	3
Management Philosophy Diagram	4
Long-term Vision “Tsukuba Bank Future Strategy Design”	5
The 6th Medium-Term Management Plan	6
Management Structure	7
Consolidated Balance Sheets	9
Consolidated Statements of Income Consolidated Statements of Comprehensive Income	10
Consolidated Statements of Changes in Net Assets	11
Consolidated Statements of Cash Flows	13
Directory	14

Forward-looking statements

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

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

For the region, for the future Contributing to the sustainable development of the local economy with Tsukuba PRIDE in our hearts

We sincerely thank all our shareholders for their continued support for The Tsukuba Bank, Ltd.

We completed our 5th Medium-Term Management Plan, which we started in April 2022 seeking to switch to sustainable management, in March 2025 after three years. As a result of the entire Bank proactively and earnestly implementing the initiatives set out in the Plan, the Bank's loans and bills

discounted, deposits, and balance of assets in custody as of March 31, 2025, each reached their highest levels for a fiscal year-end, and we were able to firmly build an earnings base for the future. The Bank was able to achieve all targets for the five key management indicators for realizing sustainable management (core operating profit, net income, ROE, core OHR, and capital adequacy ratio).

In April 2025, we commenced our 6th Medium-Term Management Plan, "Rising

Innovation 2028: Exciting Tsukuba starts." The Plan incorporates the three main points: Implementation of human capital management, Reform of the business foundation, and Enhancement of business strategies. It is positioned as the key first phase toward the realization of our long-term vision, Tsukuba Bank Future Strategy Design, which we unveiled in February and that sets forth the vision for the Bank in ten years. In the Future Strategy Design, we are striving for net income of 10.0 billion yen or more, ROE of 8% or more, loans and bills discounted, deposits, and assets in custody totaling 6 trillion yen or more combined, and a total payout ratio of around 40% for our shareholders after completing repayment of public funds for the fiscal year ending March 31, 2034. Additionally, upon formulating the Future Strategy Design, we set our Purpose (significance of existence) as "for the region, for the future." This is strongly rooted in the underlying spirit of Tsukuba PRIDE, which the Group has continuously cultivated to date.

With Tsukuba PRIDE in our hearts, the Bank will work even more actively toward the sustainable development of the regional economy, hand in hand with the community. We ask for the continued support and patronage of all our shareholders going forward.

Masahiko Ikuta
President

Looking back at the 5th Medium-Term Management Plan

Achieved targets for all management indicators and sustainability initiatives !

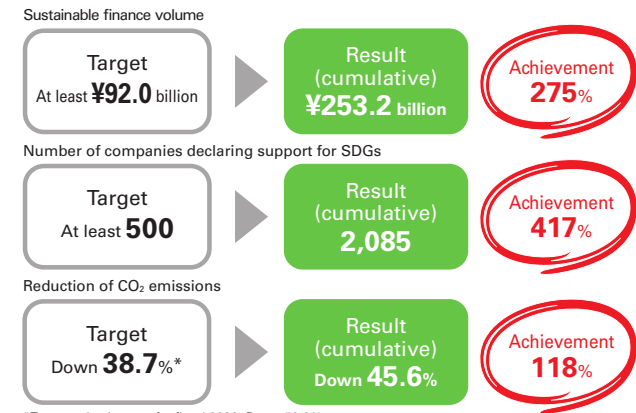
We were able to achieve all targets for management indicators as a result of the proactive implementation of such initiatives as deepening corporate and retail consulting, advancing DX, improving productivity, and lifting employee engagement, leveraging our strength in *tsunagari* (relationships) with shareholders, customers, the local community, and our employees.

Management indicators

	Core operating profit	Net income	ROE	Core OHR	Capital adequacy ratio
Target	¥5.0 billion or more	¥3.5 billion or more	3% or more	70% range	9% or more
Result	¥6.9 billion	¥4.0 billion	4.45%	76.95%	9.37%

Sustainability initiatives

Targets and results for April 2022–March 2025 (3 years)



*Target reduction rate for fiscal 2030: Down 50.0%



PURPOSE: Tsukuba Bank Group's "Significance of Existence" for the region, for the future

The intent behind our Purpose

- Recently, the Bank has reexamined the significance of our existence and clarified our Purpose, which is the cornerstone of our management, so that all officers and employees can continue to "move forward (Ayumi)" with a sense of unity.
- Our Purpose is a clear expression of the reason for the Bank's existence (its significance), and serves as the basis for our decisions and actions, helping us to create a bright, sustainable future.

VISION & MISSION: Vision of the Bank

Create a "happy cycle" for the creation of shared value

We will expand the creation of a happy cycle by achieving both "First Call Bank" in the region and "Well Being" through engagement with multiple stakeholders.



VALUE: The Bank's Business Model Thorough support with "flexibility" and "quality"

- The Bank's business model is to stand by our customers in the local community and provide them with thorough support.
- We leverage the expertise we have cultivated through initiatives such as the "Ayumi" Regional Reconstruction and Revitalization Support Project" to provide comprehensive support to our customers through our finely-tuned, community-based sales capabilities and high-quality proposals.

MIND: Underlying Spirit "Tsukuba PRIDE"

A Bank that is always willing to provide attentive advice to help solve problems.

In other words, a Bank that leverages "flexibility" and "quality," the strengths it has cultivated over the years, and spares neither time nor effort in "standing by our customers in the local community and providing them with thorough support" with conviction and confidence.

In commemorating the Bank’s 15th anniversary, we have formulated the “Future Strategy Design,” a long-term vision that envisions the future of the Bank ten years from now. Under the “Future Strategy Design,” we aim to enhance the Bank’s corporate value and, ultimately, to become a corporate entity that provides Well Being for multiple stakeholders by building on medium-term management plans divided into three-year phases.

The concept phrase of “Future Strategy Design”

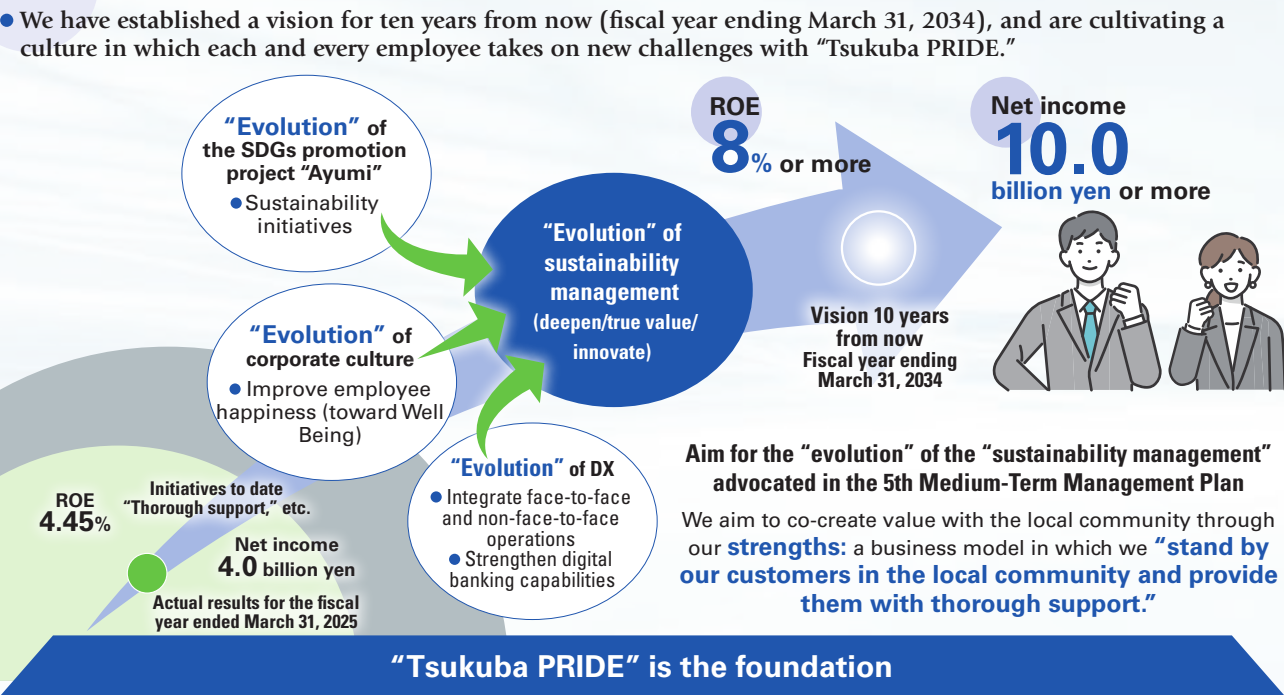
GO BEYOND

The intent behind the concept phrase

The intention is to “go beyond” each of the following phases:

- 1st Phase: Growth engine “Start” – Establish a foothold to repay public funds
- 2nd Phase: Growth engine “Accelerate” – Toward repaying public funds
- 3rd Phase: Growth engine “Evolve” – After repaying public funds

Overview of “Future Strategy Design”: Vision



Impact indicators

- Target financial indicators and portfolio ten years from now

Financial indicator		Vision for the fiscal year ending March 31, 2034
Profitability	Portfolio 10 years from now	10.0 billion yen or more
	Net income	8% or more
Balance	Loans + deposits + assets in custody	6 trillion yen or more

Shareholder Returns Policy

- From a medium- to long-term perspective, the Bank considers a flexible shareholder returns policy.

In light of the public nature and soundness of banking, our basic policy is to strive to secure sufficient internal reserves to strengthen our earnings base while continuing stable shareholder returns, thereby ensuring that we maintain the trust of the local community well into the future.

“After repaying the public funding we obtained, we are aiming for a **total return ratio of approximately 40%**, taking into consideration factors such as market trends and the business outlook, and also taking into account the enhancement of internal reserves.”

Tsukuba Bank, Ltd. (President: Masahiko Ikuta) (the “Bank”) issued a release entitled “Formulation of the Purpose and the Tsukuba Bank Future Strategy Design” dated February 5, 2025. The Bank today announces that it has formulated the 6th Medium-Term Management Plan that covers the coming three years (April 2025 to March 2028), as described below.

Name of the plan

“Rising Innovation 2028”: Exciting Tsukuba starts

Period of the plan

April 2025 to March 2028

Concept

In the Bank’s VISION & MISSION, the vision of the Bank is defined as expanding the creation of a happy cycle by achieving both “First Call Bank” in the region and “Well Being” through engagement with multiple stakeholders.

In this plan, which is positioned as the first phase toward the realization of the Tsukuba Bank Future Strategy Design, we aim to create a sustainable business model in which we provide the Bank’s unique value for the region and customers to thrive together.

Main points

From our wish to contribute to sustainable development by meeting the expectations of external stakeholders (customers, shareholders, and communities) as well as internal stakeholders (employees), the Bank incorporated into this plan the three main points: Implementation of human capital management, Reform of the business foundation, and Enhancement of business strategies.

We will create an environment, in which individual employees can exercise their abilities, by improving well-being and productivity, and will cultivate our ability to support customers’ lives and businesses by strengthening our loan and deposit business and consulting function.



Outline of the 6th Medium-Term Management Plan

“Rising Innovation 2028”: Exciting Tsukuba starts

“Outline of the 6th Medium-Term Management Plan”

Target financial indicators

		Financial indicator	Plan for the fiscal year ending March 31, 2028
Financial indicator	Profitability	Net income	5.0 billion yen or more
	Efficiency	ROE	5% or more
	Soundness	Core OHR	70% range
		Capital adequacy ratio	9% or more

Phase	Medium-Term Management Plan	Period	Growth engine
1st Phase	6th Medium-Term Management Plan “Rising Innovation 2028”	April 2025 to March 2028	“Start”
2nd Phase	7th Medium-Term Management Plan “Rising Innovation 2031”	April 2028 to March 2031	“Accelerate”
3rd Phase	8th Medium-Term Management Plan “Rising Innovation 2034”	April 2031 to March 2034	“Evolve” (deepen / true value /innovate)

* The financial indicators and other data included in the 6th Medium-Term Management Plan are subject to change in the future due to the formulation of a management enhancement plan pursuant to Article 12 of the Act on Special Measures for Strengthening Financial Functions.

Corporate governance

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

Status of Corporate Governance

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

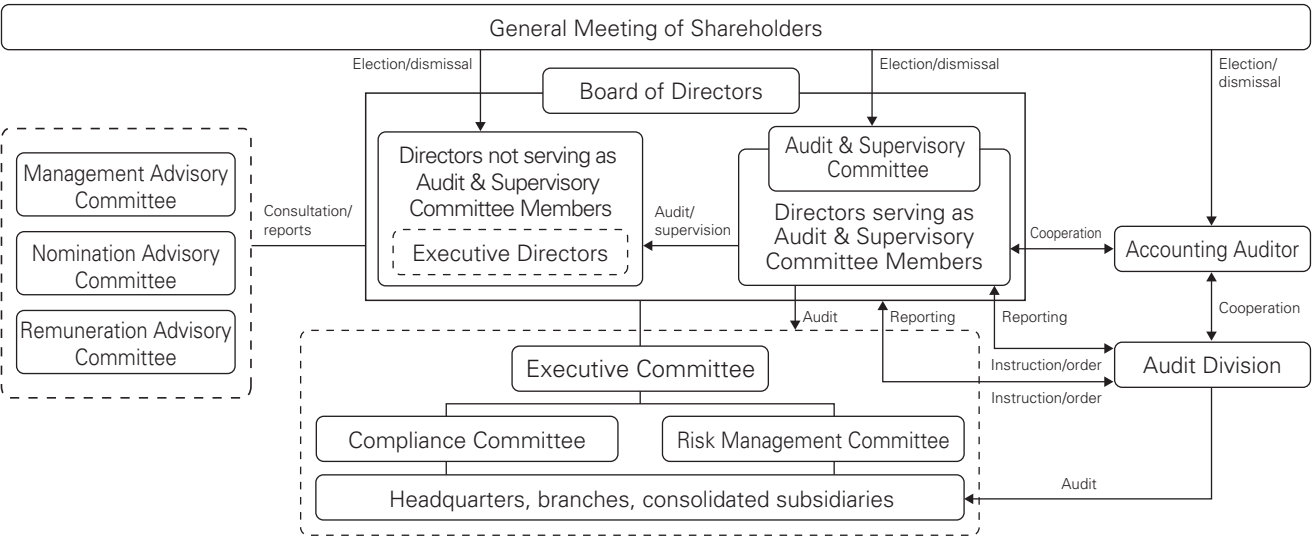
Board of Directors

The Board of Directors consists of SIX Directors (excluding Directors serving as Audit & Supervisory Committee Members), of whom one is an Outside Director, and five Directors serving as Audit & Supervisory Committee Members, of whom four are Outside Directors, for a total of 11 members. Meetings of the Board of Directors are held at least once a month, where decisions on the execution of important business are made in addition to matters provided for in laws and regulations and the Articles of Incorporation.
Also, an Executive Committee has been established as a subsidiary committee of the Board of Directors, to deliberate on matters to be discussed at Board of Directors meetings and make decisions on matters delegated to the Executive Committee. In addition, having introduced an executive officer system, the Bank has put in place a

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

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

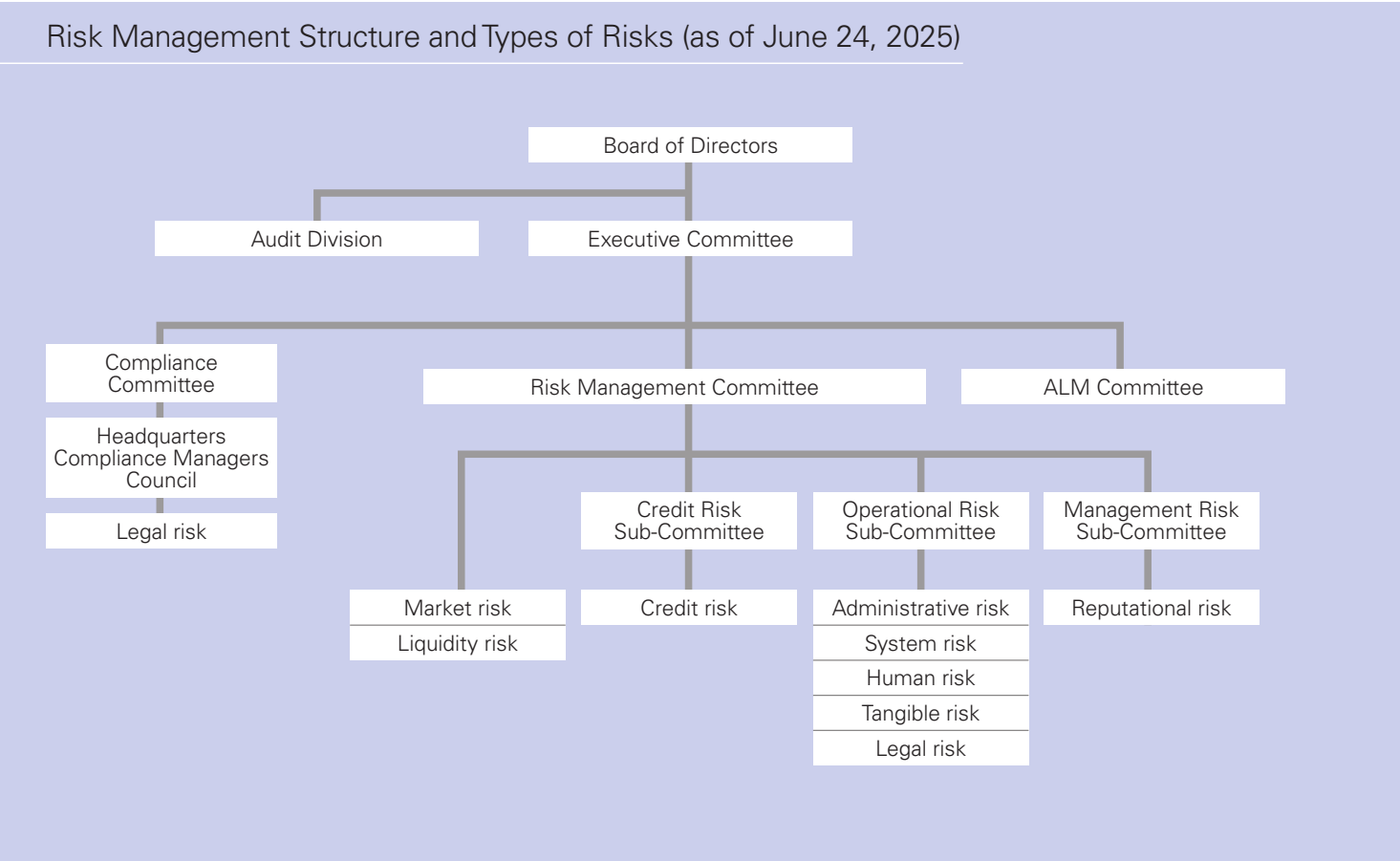
(Overview of Corporate Governance)



Internal Control System

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

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



Consolidated Balance Sheets

Tsukuba Bank, Ltd. and Consolidated Subsidiaries
As of March 31, 2024 and 2025

	Millions of yen	
	2024	2025
Assets		
Cash and due from banks	¥ 351,605	¥ 307,350
Monetary claims bought	1,088	1,083
Trading securities	177	200
Money held in trust	2,650	2,535
Securities	418,815	421,557
Loans and bills discounted	2,037,240	2,116,072
Foreign exchanges	4,714	2,712
Other assets	17,662	16,229
Tangible fixed assets	19,808	19,149
Buildings, net	9,143	8,718
Land	9,383	9,337
Construction in progress	297	45
Other tangible fixed assets	984	1,048
Intangible fixed assets	3,882	3,342
Software	2,800	2,570
Other intangible fixed assets	1,082	772
Retirement benefit asset	8,890	9,646
Deferred tax assets	2,059	2,443
Customers’ liabilities for acceptances and guarantees	1,063	1,136
Allowance for loan losses	(15,565)	(13,581)
Total assets	¥2,854,094	¥2,889,878
Liabilities		
Deposits	¥2,576,775	¥2,633,722
Cash collateral received for securities lent	29,521	12,000
Borrowed money	138,300	143,300
Foreign exchanges	381	64
Other liabilities	9,285	6,272
Provision for bonuses	738	767
Retirement benefit liability	108	106
Provision for retirement benefits for directors (and other officers)	3	4
Provision for executive officers’ retirement benefits	57	40
Provision for reimbursement of deposits	42	12
Provision for point card certificates	20	23
Provision for contingent loss	335	357
Deferred tax liabilities for land revaluation	315	324
Acceptances and guarantees	1,063	1,136
Total liabilities	2,756,950	2,798,133
Net assets		
Share capital	48,868	48,868
Capital surplus	30,447	30,451
Retained earnings	38,384	42,069
Treasury shares	(49)	(43)
Total shareholders’ equity	117,650	121,345
Valuation difference on available-for-sale securities	(23,892)	(32,761)
Revaluation reserve for land	328	319
Remeasurements of defined benefit plans	3,057	2,841
Total accumulated other comprehensive income	(20,506)	(29,600)
Total net assets	97,144	91,745
Total liabilities and net assets	¥2,854,094	¥2,889,878

Consolidated Statements of Income

Tsukuba Bank, Ltd. and Consolidated Subsidiaries
For the Years Ended March 31, 2024 and 2025

	Millions of yen	
	2024	2025
Ordinary income	¥41,092	¥41,126
Interest income	25,972	28,257
Interest on loans and discounts	21,707	23,200
Interest and dividends on securities	4,113	4,255
Interest on call loans and bills bought	4	37
Interest on deposits with banks	131	752
Other interest income	16	12
Fees and commissions	9,140	9,207
Other ordinary income	546	378
Other income	5,433	3,282
Recoveries of written off receivables	296	454
Other	5,137	2,827
Ordinary expenses	38,625	36,649
Interest expenses	777	1,855
Interest on deposits	51	1,472
Interest on call money and bills sold	(3)	—
Interest expenses on cash collateral received for securities lent	728	341
Interest on borrowings and rediscounts	—	41
Fees and commissions payments	4,532	5,009
Other ordinary expenses	4,809	2,800
General and administrative expenses	22,805	22,837
Other expenses	5,700	4,147
Provision of allowance for loan losses	4,299	1,782
Other	1,401	2,364
Ordinary profit	2,467	4,476
Extraordinary income	84	—
Gain on disposal of non-current assets	11	—
Compensation for forced relocation	72	—
Extraordinary losses	52	98
Loss on disposal of non-current assets	22	29
Impairment losses	29	69
Profit before income taxes	2,498	4,377
Income taxes - current	444	312
Income taxes - deferred	(141)	(38)
Total income taxes	302	273
Profit	2,195	4,103
Profit attributable to owners of parent	¥ 2,195	¥ 4,103

Consolidated Statements of Comprehensive Income

Tsukuba Bank, Ltd. and Consolidated Subsidiaries
For the Years Ended March 31, 2024 and 2025

	Millions of yen	
	2024	2025
Profit	¥2,195	¥ 4,103
Other comprehensive income	4,385	(9,093)
Valuation difference on available-for-sale securities	2,457	(8,868)
Revaluation reserve for land	—	(9)
Remeasurements of defined benefit plans, net of tax	1,928	(215)
Comprehensive income	6,581	(4,990)
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	6,581	(4,990)

Consolidated Statements of Changes in Net Assets

Tsukuba Bank, Ltd. and Consolidated Subsidiaries
For the Years Ended March 31, 2024 and 2025

	Million yen				
	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
For the year ended March 31, 2024					
Balance at beginning of period	¥48,868	¥30,447	¥36,592	¥(13)	¥115,895
Changes during period					
Dividends of surplus			(415)		(415)
Profit attributable to owners of parent			2,195		2,195
Purchase of treasury shares				(48)	(48)
Disposal of treasury shares		0		11	12
Reversal of revaluation reserve for land			12		12
Net changes in items other than shareholders' equity ...					
Total changes during period	—	0	1,792	(36)	1,755
Balance at end of period	¥48,868	¥30,447	¥38,384	¥(49)	¥117,650

	Million yen				
	Accumulated other comprehensive income				
	Valuation difference on available-for-sale securities	Revaluation reserve for land	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	Total net assets
For the year ended March 31, 2024					
Balance at beginning of period	¥(26,349)	¥341	¥1,129	¥(24,879)	¥91,015
Changes during period					
Dividends of surplus					(415)
Profit attributable to owners of parent					2,195
Purchase of treasury shares					(48)
Disposal of treasury shares					12
Reversal of revaluation reserve for land					12
Net changes in items other than shareholders' equity ...	2,457	(12)	1,928	4,372	4,372
Total changes during period	2,457	(12)	1,928	4,372	6,128
Balance at end of period	¥(23,892)	¥328	¥3,057	¥(20,506)	¥97,144

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

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

Consolidated Statements of Cash Flows

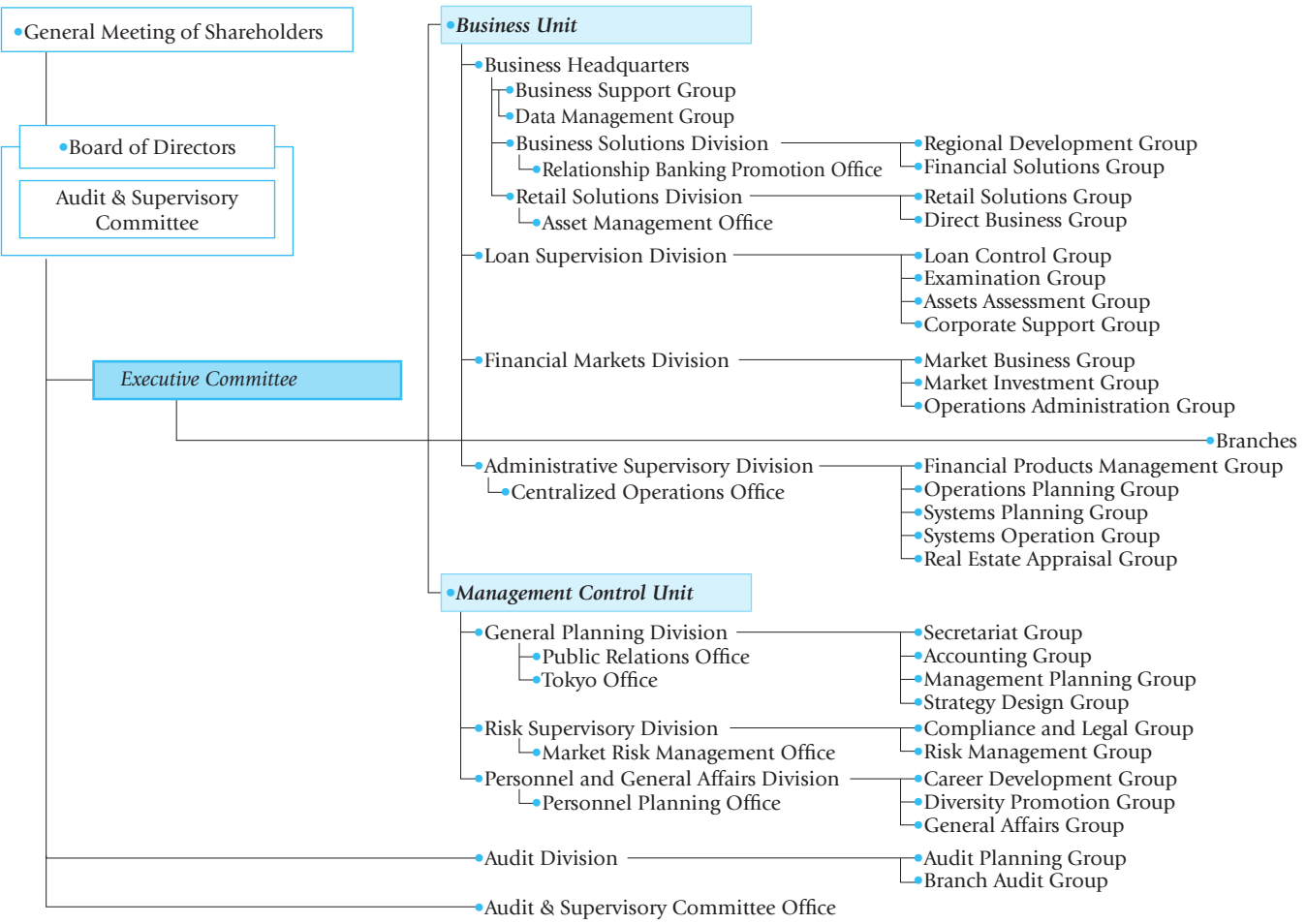
Tsukuba Bank, Ltd. and Consolidated Subsidiaries
For the Years Ended March 31, 2024 and 2025

	Millions of yen	
	2024	2025
Cash flows from operating activities		
Profit before income taxes	¥ 2,498	¥ 4,377
Depreciation	2,133	2,228
Impairment losses	29	69
Increase (decrease) in allowance for loan losses	2,366	(1,983)
Increase (decrease) in provision for bonuses	7	28
Decrease (increase) in retirement benefit asset	(3,468)	(756)
Increase (decrease) in retirement benefit liability	4	(1)
Increase (decrease) in provision for retirement benefits for directors (and other officers)	1	1
Increase (decrease) in provision for officers’ retirement benefits	(2)	(17)
Increase (decrease) in provision for reimbursement of deposits	(67)	(29)
Increase (decrease) in provision for point card certificates	2	2
Increase (decrease) in provision for contingent loss	59	22
Interest income	(25,972)	(28,257)
Interest expenses	777	1,855
Loss (gain) related to securities	(664)	694
Loss (gain) on money held in trust	(121)	109
Foreign exchange losses (gains)	(4,499)	(373)
Loss (gain) on disposal of non-current assets	10	29
Compensation for forced relocation	(72)	—
Net decrease (increase) in loans and bills discounted	(86,037)	(78,831)
Net increase (decrease) in deposits	64,247	56,946
Net increase (decrease) in borrowed money (excluding subordinated borrowings)	10,000	5,000
Net decrease (increase) in due from banks (excluding cash equivalents)	8,436	5,667
Net decrease (increase) in call loans	(24)	4
Net increase (decrease) in cash collateral received for securities lent	1,946	(17,521)
Net decrease (increase) in foreign exchanges - assets	6,012	2,002
Net increase (decrease) in foreign exchanges - liabilities	271	(316)
Net decrease (increase) in trading securities	(4)	(22)
Interest received	25,832	28,368
Interest paid	(803)	(1,343)
Other, net	4,668	(640)
Subtotal	7,568	(22,689)
Income taxes paid	(468)	(347)
Proceeds from compensation for forced relocation	91	—
Net cash provided by (used in) operating activities	7,191	(23,037)
Cash flows from investing activities		
Purchase of securities	(137,376)	(131,263)
Proceeds from sale of securities	120,658	89,197
Proceeds from redemption of securities	36,561	28,070
Purchase of tangible fixed assets	(768)	(343)
Purchase of intangible fixed assets	(795)	(770)
Payments for retirement of tangible fixed assets	(29)	(21)
Proceeds from sale of tangible fixed assets	191	—
Proceeds from sale of intangible fixed assets	0	—
Net cash provided by (used in) investing activities	18,443	(15,130)
Cash flows from financing activities		
Dividends paid	(415)	(418)
Purchase of treasury shares	(48)	(0)
Net cash provided by (used in) financing activities	(464)	(419)
Net increase (decrease) in cash and cash equivalents	25,171	(38,587)
Cash and cash equivalents at beginning of period	316,959	342,130
Cash and cash equivalents at end of period	¥ 342,130	¥ 303,542

Directory

(As of April, 2025)

Organization Chart



Board of Directors, Executive Officers, Corporate Auditors

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

Profile

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

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

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

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

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

As of the year ended in March 2025, the Bank had 148 offices.



Tsukuba Bank Overview (as of March 31, 2025)

Corporate name	Tsukuba Bank, Ltd.
Central branch address	2-11-7 Chuo, Tsuchiura City, Ibaraki Prefecture
Headquarters address	1-7 Takezono, Tsukuba City, Ibaraki Prefecture TEL.: +81-29-859-8111 URL: https://www.tsukubabank.co.jp/ (Japanese language only)
Establishment	September 15, 1952
Capital	¥48.8 billion
Deposits	¥2,634.3 billion
Loans	¥2,116.0 billion
No. of employees	1,238
No. of branches*	148 (135 in Ibaraki Prefecture, 12 outside, 1 internet)
No. of branch locations	72 (65 in Ibaraki Prefecture, 7 outside)

*As of March 31, 2025

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

