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Vision R.V. 2030

Leading Company that Enriches Regions

Results for the Fiscal Year Ended March 31, 2026
IR Presentation

June 2, 2026

Materials were prepared for the Bank's presentation of its results for the fiscal year ended March 31, 2026 held on June 2, 2026.

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Point 01

Achieved record-high profit attributable to owners of parent for the fifth consecutive year

- ✓ Achieved record-high profit, mainly because of increased interest on loans and bills discounted and profit on investment in securities
- ✓ Expecting record-high profit again in FY2026, mainly because of increased loans and improved yields of loans and bills discounted

Point 02

Review of “Vision 2030” (announced “Vision 2030” (R.V.))

- ✓ With five years passed since the launch of Vision 2030, profitability and productivity have increased significantly
- ✓ Revised financial targets for FY2030: profit of JPY 90.0 bn, ROE of 10%, and core OHR of no more than 35%
- ✓ Aim to be a leading company that enriches the region by continuing to thrive with all stakeholders

Point 03

Review of Policy of Return of Profits to Shareholders

- ✓ Achieved the target dividend ratio of 35% or more (FY2025 dividend ratio: 35.7%)
- ✓ Revised Policy of Return of Profits to Shareholders, aiming for a dividend ratio of 40% or more by FY2027

01 Financial Summary

Summary of Profits and Losses

Non-consolidated

(Unit: JPY bn, %)

	FY2024	FY2025	YoY change Amount	YoY change %
Gross operating profit	85.6	**100.2**	14.6	17.0
Net interest income	103.9	**114.8**	10.9	10.4
Net fees and commissions income	14.5	**16.9**	2.4	16.6
Net other operating income	(32.8)	**(31.5)**	1.3	
Expenses	48.4	**50.3**	1.9	3.9
Substantial net operating income	37.2	**49.9**	12.7	34.0
[Core net operating income]	[58.3]	[**74.9**]	[16.6]	[28.3]
[Core net operating income (excl. gains (losses) on cancellation of investment trusts)]	[47.2]	[**63.2**]	[16.0]	[33.7]
Provision of general reserve for loan losses	–	**(0.1)**	(0.1)	
Net operating income	37.2	**50.0**	12.8	34.3
Special income and losses	17.7	**26.5**	8.8	
Ordinary profits	54.8	**76.3**	21.5	39.2
Extraordinary gains/losses	(0.0)	**(0.1)**	(0.1)	
Profit	38.6	**52.8**	14.2	36.9
Credit-related expenses	(0.1)	**4.4**	4.5	
Total gains (losses) from securities	44.1	**58.2**	14.1	
After excluding procurement costs	31.6	**45.8**	14.2	
Income from customer services	22.5	**32.5**	10.0	
After excluding foreign currency-denominated procurement costs	18.7	**29.6**	10.9	

Consolidated

	FY2024	FY2025	YoY change Amount	YoY change %
Ordinary profits	56.3	**78.5**	22.2	39.4
Profit attributable to owners of the parent	39.3	**54.0**	14.7	37.5

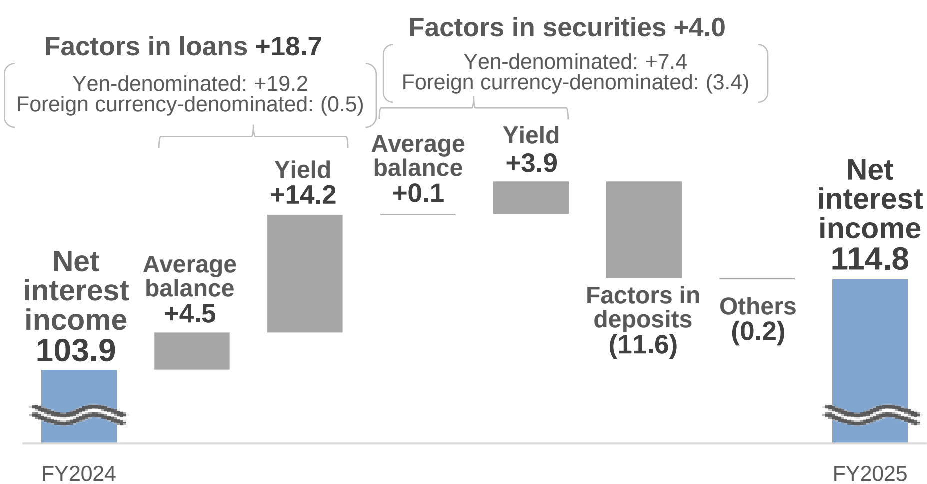
Net interest income increased, driven by increases in interest on loans and bills discounted and interest and dividends on investment securities, despite an increase in interest on deposits due to higher interest rates on deposits

Net interest income

(Unit: JPY bn, %)

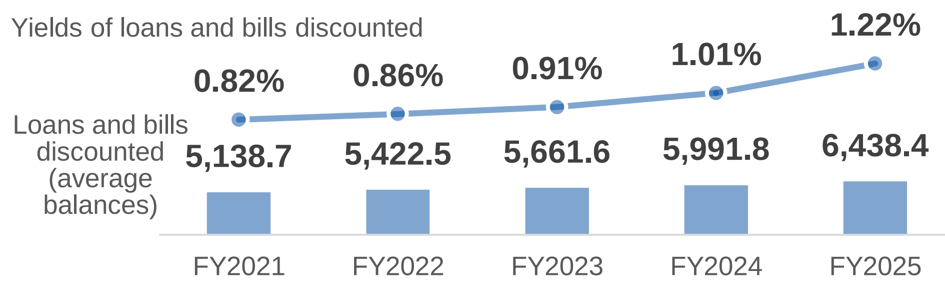
	FY2024	FY2025	YoY change Amount	YoY change %
Net interest income	103.9	**114.8**	10.9	10.4
Interest income	111.4	**134.7**	23.3	20.9
(Interest on loans and bills discounted)	60.5	**79.2**	18.7	30.7
(Interest and dividends on investment securities)	47.8	**51.8**	4.0	8.1
Interest expenses	7.5	**20.1**	12.6	167.9
(Interest on deposits)	5.8	**17.4**	11.6	197.7

(Reference) Change factors in net interest income (Unit: JPY bn)



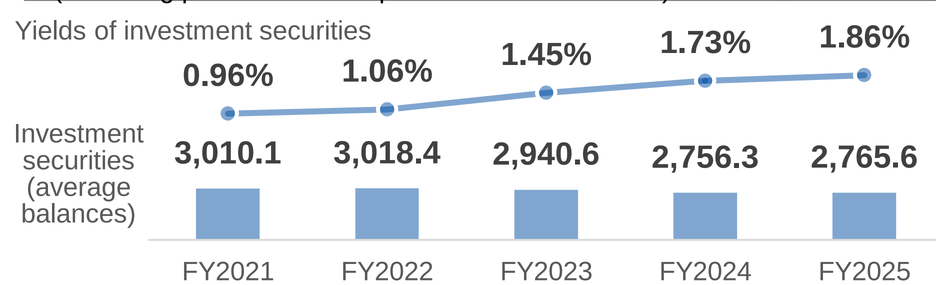
Average balances and yields of loans and bills discounted

(Unit: JPY bn)



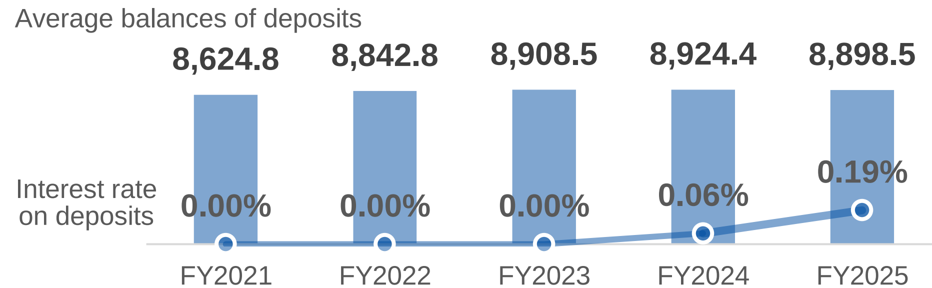
Average balances and yields of investment securities (excluding products and corporate investment funds)

(Unit: JPY bn)



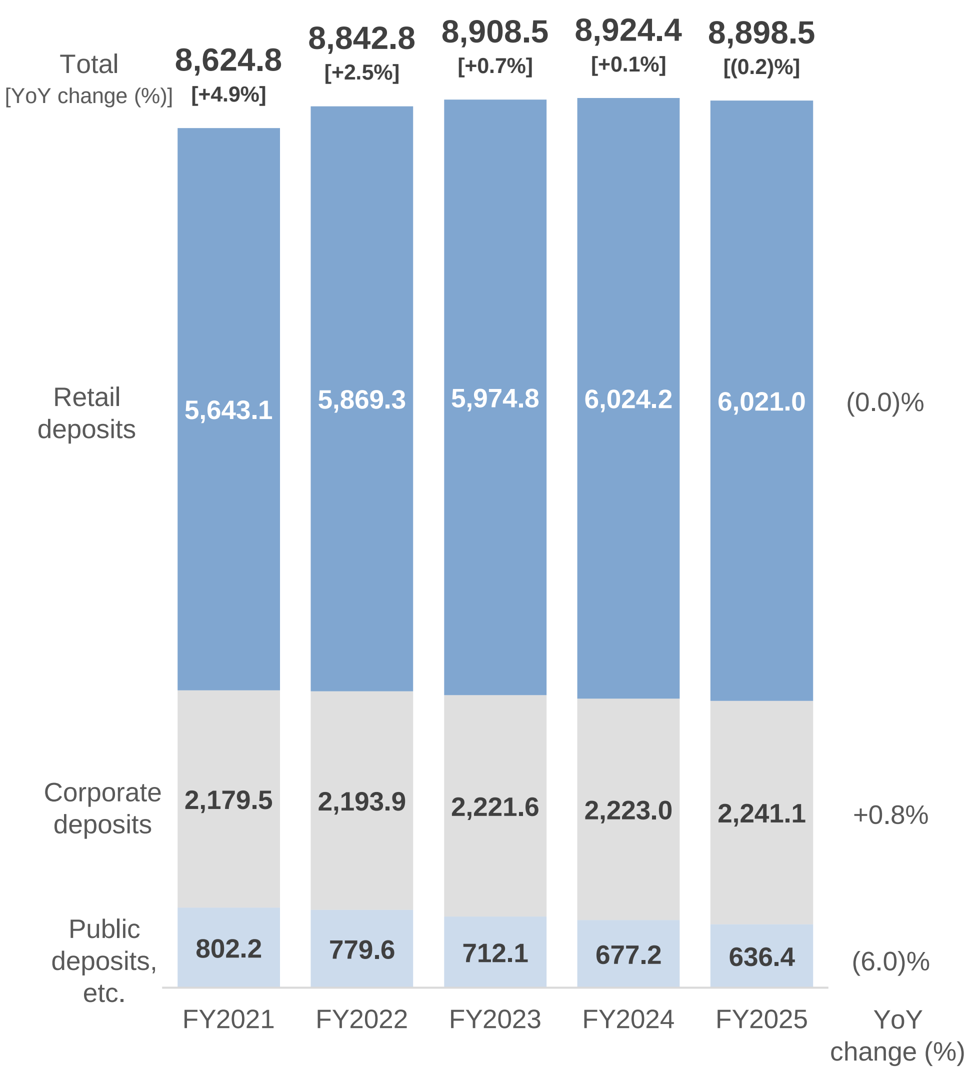
Average balances and yields of deposits (including negotiable certificates of deposits)

(Unit: JPY bn)

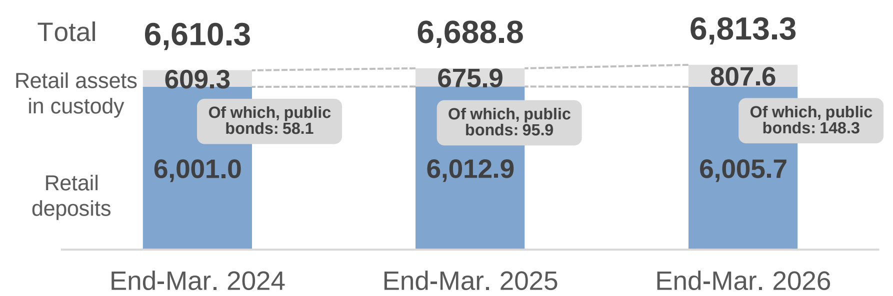


Average balances of deposits decreased due to a decrease in public deposits, etc., despite an increase in corporate deposits

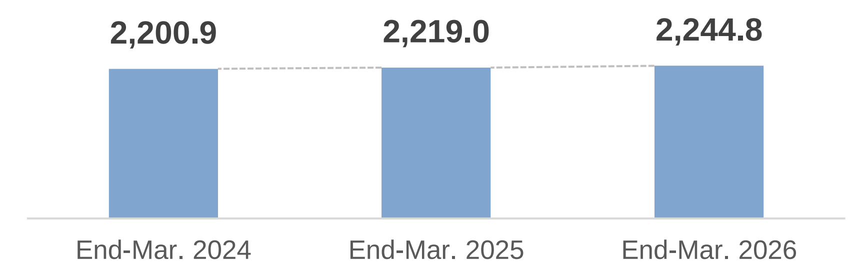
Deposits (average balances)
(including negotiable certificates of deposits) (Unit: JPY bn)



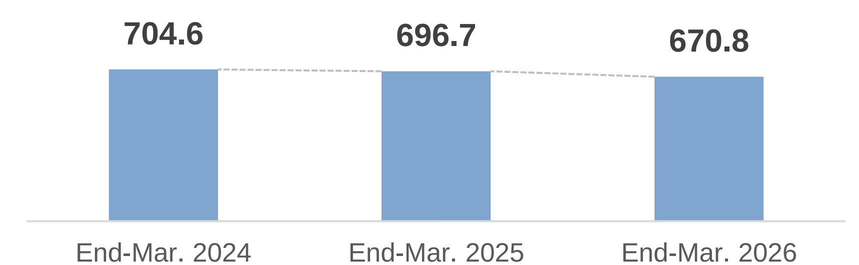
Year-end balances of retail deposits (yen-denominated) and retail assets in custody
(Unit: JPY bn)



Year-end balances of corporate deposits (yen-denominated, including negotiable certificates of deposits)
(Unit: JPY bn)



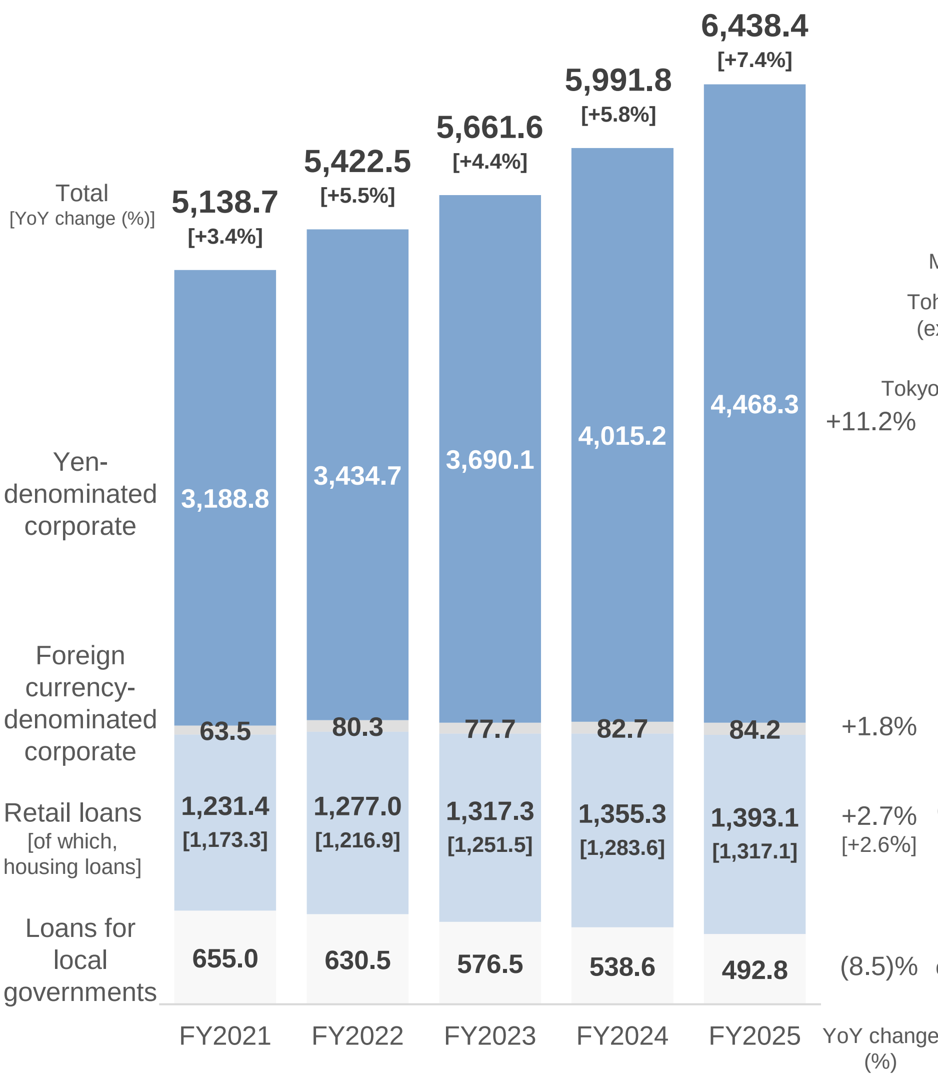
Year-end balances of public deposits (yen-denominated, including negotiable certificates of deposits)
(Unit: JPY bn)



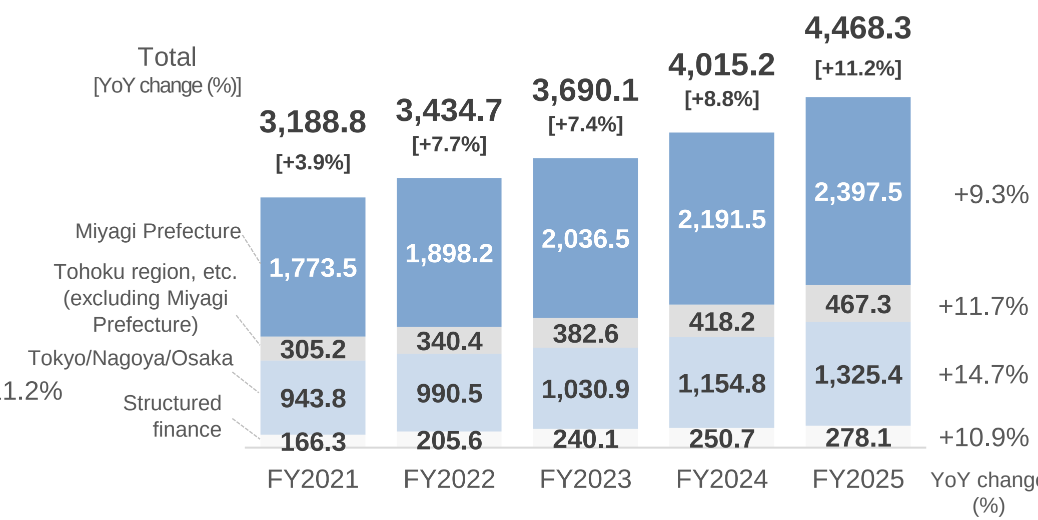
Loans and Bills Discounted

Captured customers' needs, including for working capital and funds for capital expenditure, and maintained a high growth rate for corporate loans. Yields of loans and bills discounted as a whole increased, driven by rises in market interest rates and the short-term prime rate.

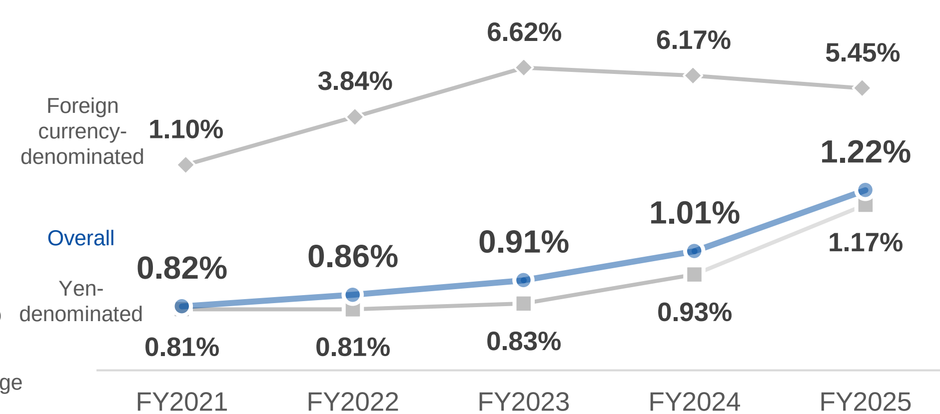
Loans and bills discounted (average balances) (Unit: JPY bn)



Corporate loans (average balances) (yen-denominated) (Unit: JPY bn)



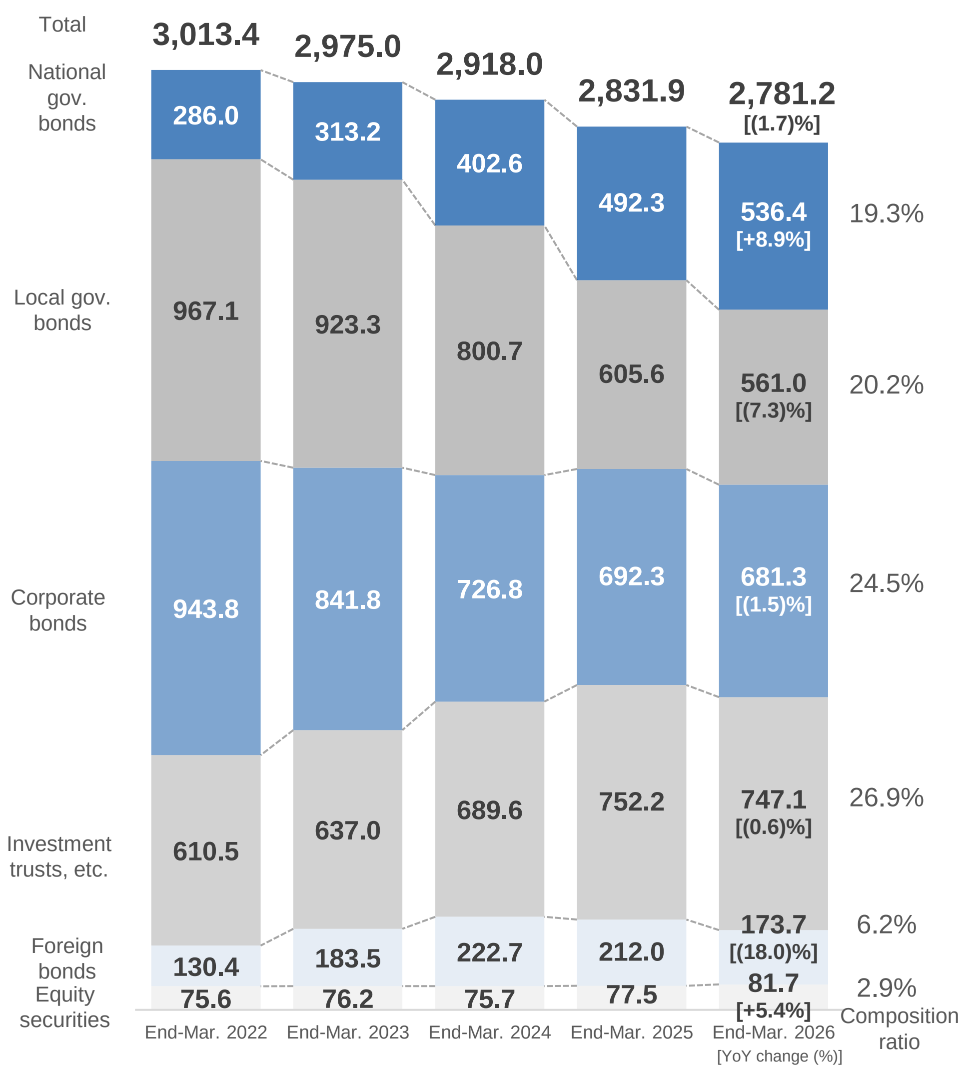
Yields of loans and bills discounted



Realized valuation gains by selling equity assets to leverage higher stock prices, while selling low-yield debt securities. Interest on yen-denominated bonds also increased mainly because of the replacement of bonds. As a result, total gains (losses) from securities improved.

Balance of investment securities (on an amortized cost basis)

(Unit: JPY bn)



Total gains (losses) from securities

(Unit: JPY bn, %)

	FY2024	FY2025	YoY change Amount (%)
Interest and dividends on investment securities [A]	47.8	**51.8**	4.0
Interest on yen-denominated bonds	6.3	**10.3**	4.0
Interest on foreign currency-denominated bonds	12.4	**9.0**	(3.4)
Stock dividends	7.4	**8.4**	1.0
Distributions from investment trusts	10.6	**12.4**	1.8
Gains on cancellation of investment trusts	11.1	**11.7**	0.6
Gain (losses) on debt securities [B]	(21.1)	**(25.0)**	(3.9)
Gain on sales	2.8	**0.8**	(2.0)
Gain on redemption	0.0	**0.0**	0.0
Losses on sales	19.8	**19.6**	(0.2)
Losses on redemption	4.1	**6.2**	2.1
(Losses on cancellation of investment trusts)	3.6	**5.6**	2.0
Write-offs	0.0	**–**	(0.0)
Gain (losses) on equity securities [C]	16.4	**26.8**	10.4
Gain on sales	16.5	**29.3**	12.8
Losses on sales	0.1	**2.5**	2.4
Write-offs	0.0	**0.0**	0.0
Gains (losses) on investments in money held in trust [D]	1.0	**4.6**	3.6
Total gains (losses) from securities [A+B+C+D]	44.1	**58.2**	14.1
After excluding procurement costs	31.6	**45.8**	14.2
(Reference) Total yield from securities (After excluding procurement costs)	1.09	**1.59**	0.50

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Implemented active replacement of low-yield debt securities to improve the profitability of the securities portfolio
Shortened the duration of yen-dominated bonds and also improved yields

Gains (losses) from evaluation of securities

(Unit: JPY bn)

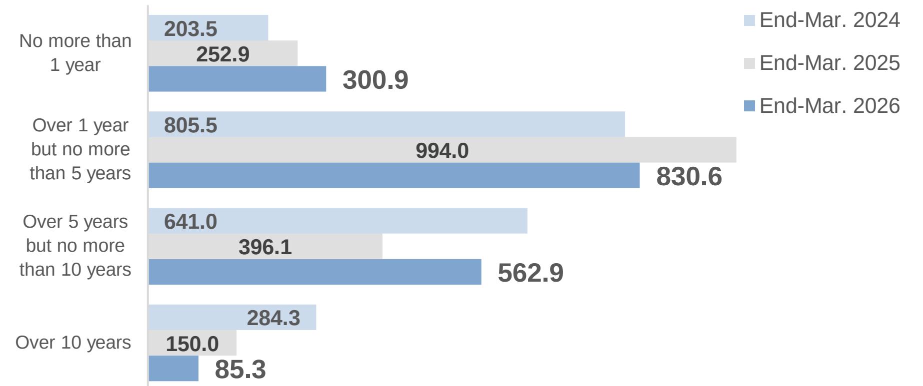
	End-Mar. 2024	End-Mar. 2025	End-Mar. 2026
Debt securities	(34.9)	(63.7)	**(82.3)**
National gov. bonds	(16.8)	(27.3)	**(32.0)**
Local gov. bonds	(9.6)	(18.8)	**(23.2)**
Corporate bonds	(8.5)	(17.6)	**(27.1)**
Others	60.0	32.7	**69.3**
Investment trusts, etc.	61.3	33.7	**71.7**
Foreign bonds	(1.3)	(1.0)	**(2.4)**
Equity securities	143.3	124.3	**205.0**
Investment securities total	168.4	93.3	**192.0**
Money held in trusts	7.8	5.8	**10.1**
Total	176.2	99.1	**202.1**

(Reference) Changes in Nikkei Average, etc. (Unit: JPY, %)

	End-Mar. 2024	End-Mar. 2025	End-Mar. 2026
Nikkei Average	40,369	35,617	**51,063**
10-year JGBs	0.72	1.48	**2.34**
10-year US treasury bonds	4.20	4.20	**4.31**

Yen-denominated bonds balance by remaining period

(Unit: JPY bn)

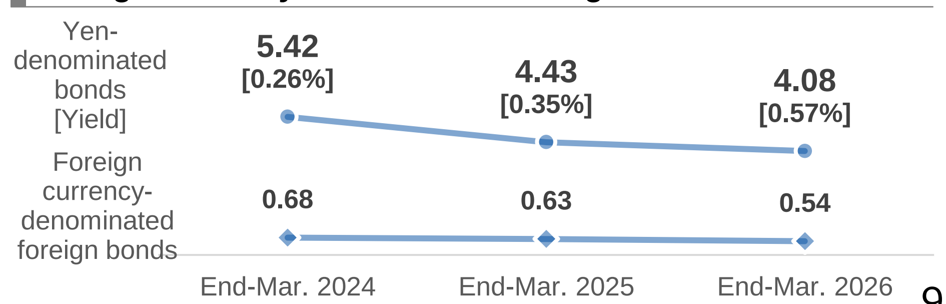


(Reference) Purchases, sales and redemptions of yen-denominated bonds

(Unit: JPY bn)

	FY2023	FY2024	FY2025	3-year total
Book value of purchases (A) (remaining period/yield)	303.3 (9.5 years/0.60%)	383.8 (4.8 years/0.90%)	398.9 (6.4 years/1.54%)	1,086.0
Book value of sales (B) (remaining period/yield)	245.1 (8.2 years/0.20%)	320.9 (7.8 years/0.19%)	162.6 (8.7 years/0.36%)	728.6
Book value of redemptions (C) (yield)	208.8 (0.28%)	201.1 (0.30%)	249.2 (0.34%)	659.1
Total (A)-(B)-(C)	(150.6)	(138.2)	(12.9)	(301.7)

Modified duration of yen-denominated bonds and foreign currency-denominated foreign bonds



Fees and commissions from corporate clients and Group companies' revenue increased, driven mainly by problem-solving through consulting

Fees and commissions

(Unit: JPY bn)

	FY2024	FY2025	YoY change Amount
Fees and commissions income	21.8	**24.5**	2.7
Fees and commissions from payments	8.6	**8.8**	0.2
Fees and commissions from corporate clients	4.8	**5.7**	0.9
Sales commissions of assets in custody	2.7	**2.9**	0.2
Financing fee-type housing loans	0.7	**2.2**	1.5
Fees and commissions payments	7.3	**7.6**	0.3
Fees and commissions from payments	0.5	**0.6**	0.1
Loan repayment guarantee fees and insurance premiums	5.2	**5.3**	0.1
Fees and commissions	14.5	**16.9**	2.4

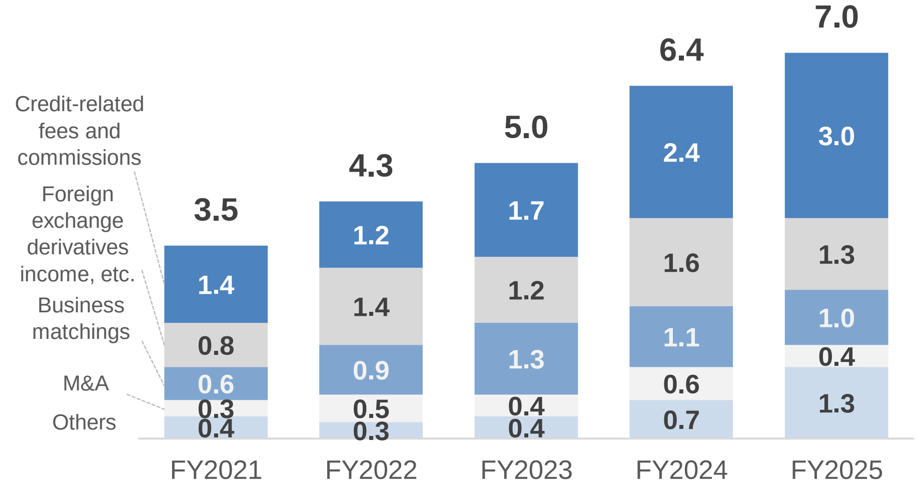
* Financing fee-type housing loans launched in October 2024

(Reference)

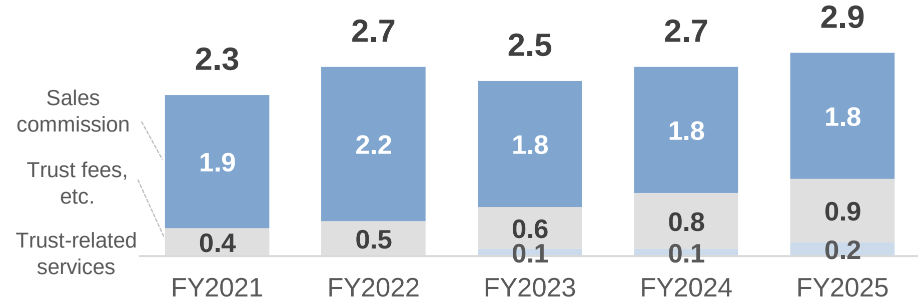
Group companies' revenue	7.1	**8.0**	0.9

* Group companies' revenue: Group companies' fees and commissions income + Group companies' net other operating income

Corporate non-interest income
(including foreign exchange derivatives income, etc.) (Unit: JPY bn)



Sales commissions of assets in custody (Unit: JPY bn)



* Trust-related services launched in April 2023

(Reference) Balance of assets in custody

539.8	556.8	567.5	633.5	740.6

Balance of the Group's assets in custody

666.0	702.3	724.3	810.3	978.1

(Reference) Summary of Group Companies' Profits and Losses

(Unit: JPY mn)

77 Lease

	FY2025	YoY change amount
Operating revenue	12,672	737
Operating profit	544	146
Profit	471	197

77 Research and Consulting

	FY2025	YoY change amount
Operating revenue	838	111
Operating profit	235	47
Profit	164	34

77 Insurance Service

	FY2025	YoY change amount
Operating revenue	193	118
Operating profit	(39)	59
Profit	(39)	60

77 Shin-Yo Hosyo

	FY2025	YoY change amount
Operating revenue	1,752	75
Operating profit	1,276	43
Profit	908	40

77 Partners

	FY2025	YoY change amount
Operating revenue	129	59
Operating profit	56	50
Profit	36	33

77 Business With

	FY2025	YoY change amount
Operating revenue	78	49
Operating profit	(22)	(2)
Profit	(17)	4

77 Card

	FY2025	YoY change amount
Operating revenue	2,140	81
Operating profit	197	(88)
Profit	143	(51)

77 Human Design

	FY2025	YoY change amount
Operating revenue	119	24
Operating profit	(78)	(64)
Profit	(50)	(72)

77 NEXT CONSULTING

	FY2025	YoY change amount
Operating revenue	168	—
Operating profit	(20)	—
Profit	2	—

77 Securities

	FY2025	YoY change amount
Operating revenue	1,445	310
Operating profit	354	223
Profit	243	157

77 Digital Solutions

	FY2025	YoY change amount
Operating revenue	156	48
Operating profit	11	31
Profit	25	34

77 Capital

	FY2025	YoY change amount
Operating revenue	92	7
Operating profit	9	(1)
Profit	6	(2)

Finance   Non-finance

* 77 NEXT CONSULTING was established in January 2025 (its fiscal year ends on December 31)

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Expenses increased because of higher system-related expenses and personnel expenses
Core OHR continued to improve through disciplined cost management

Expenses

(Unit: JPY bn)

	FY2024	FY2025	YoY change Amount
Expenses	48.4	**50.3**	1.9
Personnel expenses	25.4	**25.5**	0.1
Non-personnel expenses	19.5	**20.8**	1.3
(of which, system-related expenses)	8.7	**9.5**	0.8
Tax	3.5	**4.0**	0.5

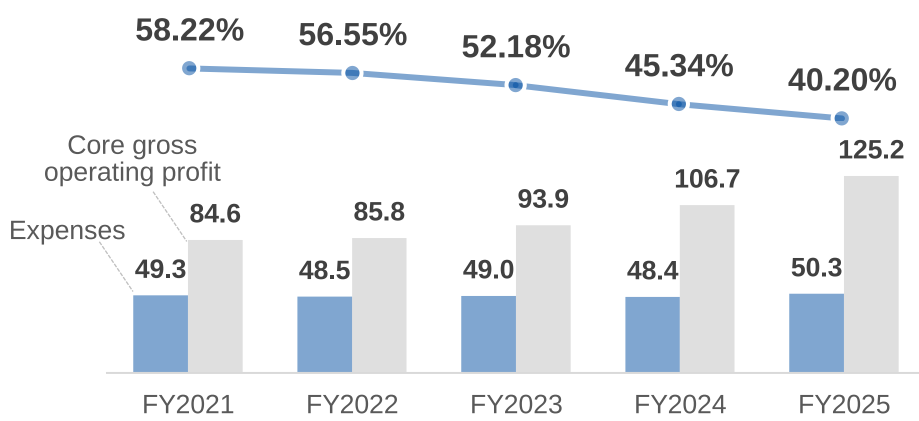
(Reference) Key change factors in expenses

(Unit: JPY bn)

	Change factor	Amount
Personnel expenses	Wage increases and payment of special incentives, etc.	**0.6**
	Natural attribtion of employees	**(0.5)**
Non-personnel expenses	System-related expenses (operations and loan support systems construction, etc.)	**0.7**
	System-related expenses (other)	**0.1**

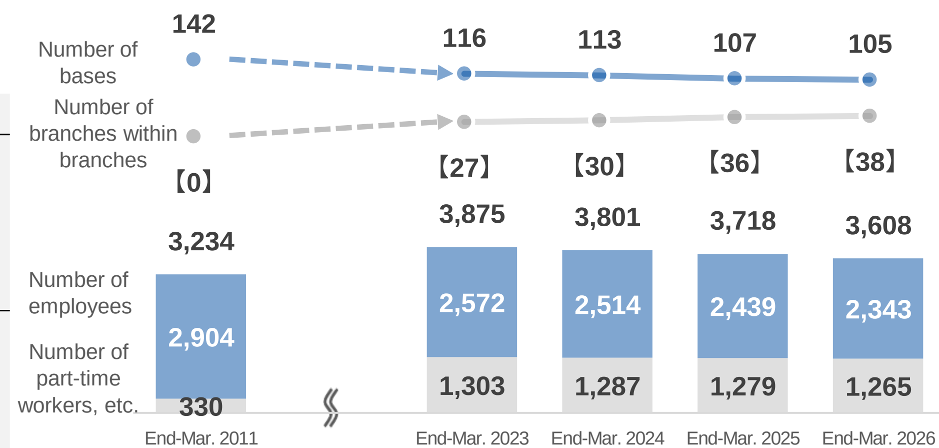
Core OHR

(Unit: JPY bn)



Number of employees and bases, etc.

(Unit: bases, branches, people)



* The number of part-time workers, etc. as of end-Mar. 2011 excludes 520 staff accepted from 77 Staff Services.

(Reference) Per-employee labor productivity in core operations (Unit: JPY mn)

—	—	12	14	16	20

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The ratio of reserve for loan losses remained at the same level as in the previous fiscal year, although specific reserve for loan losses increased as the number of bankruptcies and discontinued businesses remained high because of higher prices and labor shortages

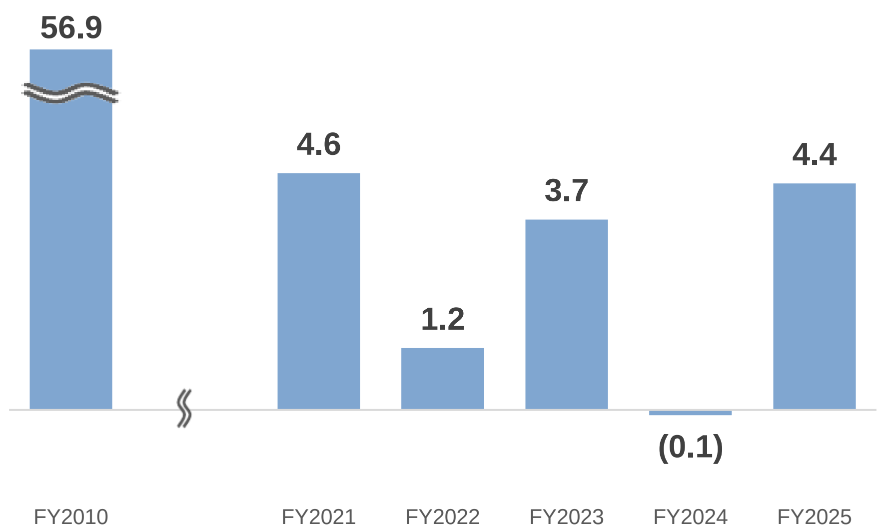
Credit-related expenses

Numbers in square brackets indicate figures before factoring in gains on reversal of reserve for loan loss (Unit: JPY bn)

	FY2024	FY2025	YoY change Amount
Credit-related expenses	(0.1)	4.4	4.5
Provision of general reserve for loan losses	— [(5.2)]	(0.1)	(0.1) [5.1]
Bad debt disposals	1.1 [5.1]	4.5	3.4 [(0.6)]
of which provision of specific reserve for loan losses	— [4.0]	3.5	3.5 [(0.5)]
Reversal of reserve for loan losses	1.2 [0.0]	0.0	(1.2) [0.0]

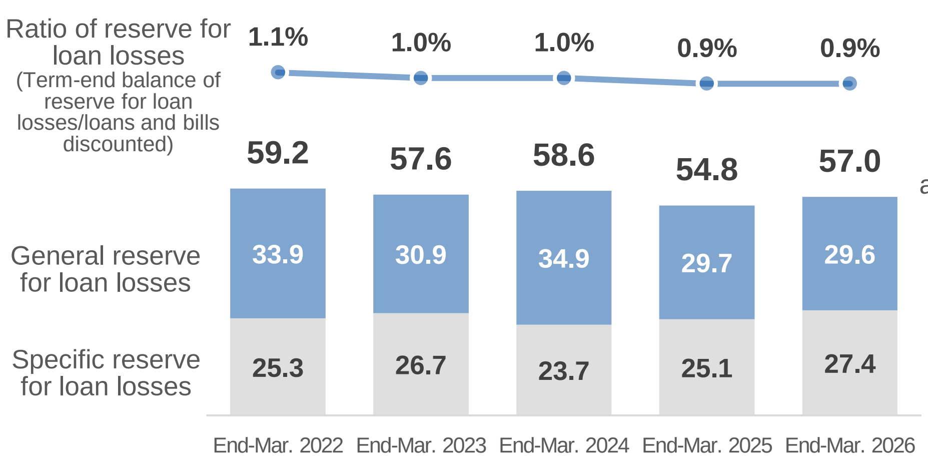
Credit-related expenses

(Unit: JPY bn)



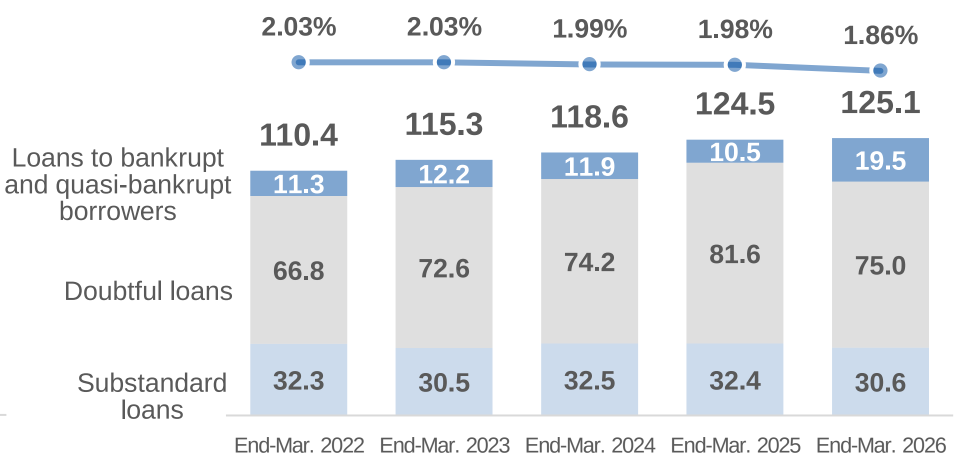
Reserve for loan losses

(Unit: JPY bn)



Disclosed claims under the Financial Reconstruction Law

(Unit: JPY bn)



02 Projected Performance

Non-consolidated

(Unit: JPY bn, %)

	FY2025	FY2026 Forecast	YoY change Amount	YoY change %	FY2027 Simulation
Gross operating profit	100.2	**125.5**	25.3	25.2	**136.8**
Net interest income	114.8	**119.3**	4.5	3.9	**128.2**
Net fees and commissions income	16.9	**16.4**	(0.5)	(3.3)	**17.0**
Net other operating income	(31.5)	**(10.2)**	21.3		**(8.4)**
Expenses	50.3	**50.6**	0.3	0.4	**50.7**
Substantial net operating income	49.9	**74.9**	25.0	50.2	**86.1**
[Core net operating income]	[74.9]	[**82.2**]	[7.3]	[9.8]	[**93.3**]
[Core net operating income (excl. gains (losses) on cancellation of investment trusts)]	[63.2]	[**73.9**]	[10.7]	[17.0]	[**86.7**]
Provision of general reserve for loan losses	(0.1)	**(0.8)**	(0.7)		**(1.2)**
Net operating income	50.0	**75.7**	25.7	51.6	**87.3**
Special income and losses	26.5	**11.6**	(14.9)		**11.6**
Ordinary profits	76.3	**87.0**	10.7	13.9	**98.5**
Extraordinary gains/losses	(0.1)	**(0.1)**	0.0		**(0.1)**
Profit	52.8	**60.0**	7.2	13.5	**68.0**
Credit-related expenses	4.4	**4.5**	0.1		**4.5**
Total gains (losses) from securities	58.2	**59.8**	1.6		**60.1**
After excluding procurement costs	45.8	**46.0**	0.2		**46.4**
Income from customer services	32.5	**44.2**	11.7		**56.1**
After excluding foreign currency-denominated procurement costs	29.6	**41.9**	12.3		**53.9**

Consolidated

	FY2025	FY2026 Forecast	YoY change Amount	YoY change %	FY2027 Simulation
Ordinary profits	78.5	**89.5**	11.0	14.0	**102.0**
Profit attributable to owners of the parent	54.0	**61.5**	7.5	13.8	**70.0**

Net interest income

(Unit: JPY bn, %)

	FY2025	FY2026 Forecast	YoY change Amount	YoY change %	FY2027 Simulation
Net interest income	114.8	**119.3**	4.5	3.9	**128.2**
Interest income	134.7	**152.8**	18.1	13.4	**168.6**
(Interest on loans and bills discounted)	79.2	**98.8**	19.6	24.7	**115.6**
(Interest and dividends on investment securities)	51.8	**50.8**	(1.0)	(1.7)	**49.6**
Interest expenses	20.1	**33.9**	13.8	68.1	**40.8**
(Interest on deposits)	17.4	**29.1**	11.7	67.3	**35.1**

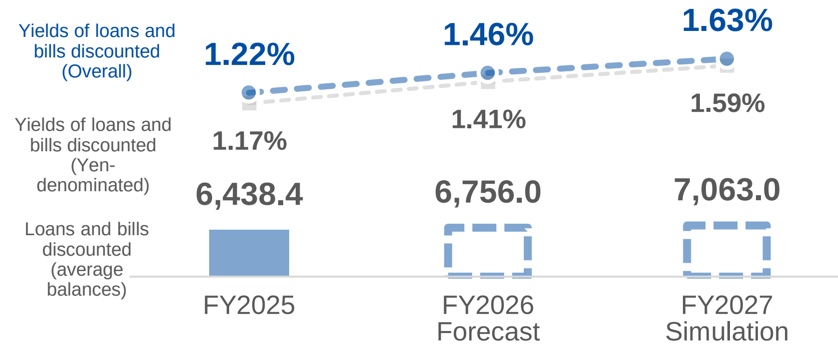
* Interest expenses include expenses associated with corporate investment funds

(Interest rate terms)					
Unsecured call rate O/N	0.73	**0.98**	0.25		**0.98**
Ordinary deposits	0.300	**0.400**	0.100		**0.400**
5-year time deposits	0.575	**0.775**	0.200		**0.775**
Short-term prime rate	2.625	**2.875**	0.250		**2.875**
3-month TIBOR	1.27	**1.25**	(0.02)		**1.25**
10-year JGB	2.34	**2.30**	(0.04)		**2.30**
3-month SOFR	3.68	**3.13**	(0.55)		**3.13**
10-year US Treasury	4.31	**3.80**	(0.51)		**3.80**

* It is assumed that the benchmark interest rate will rise to 1.00%, effective October 2026.

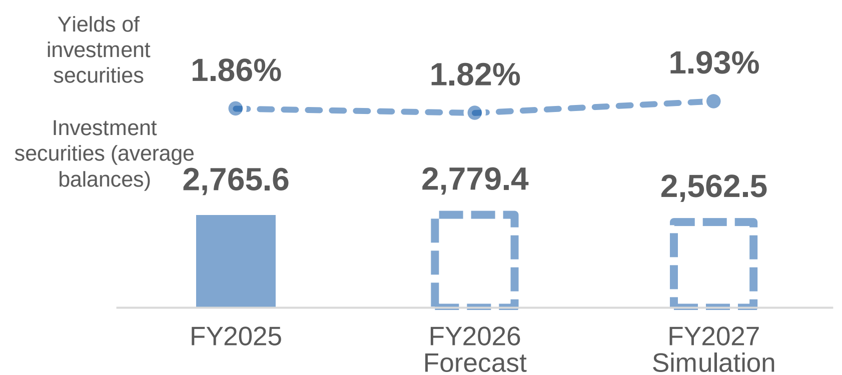
Average balances and yields of loans and bills discounted

(Unit: JPY bn)



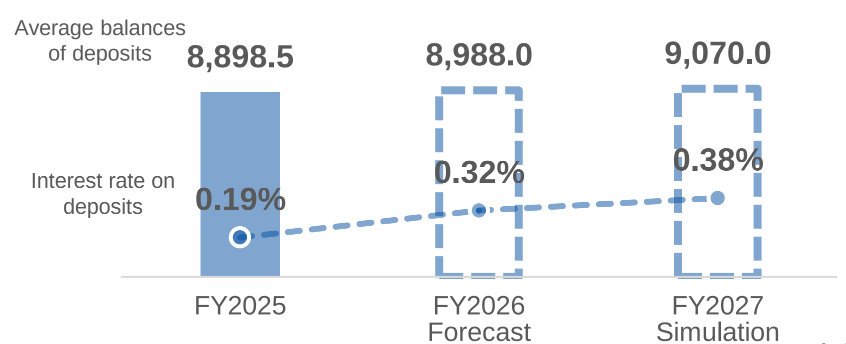
Average balances and yields of investment securities (excluding products and corporate investment funds)

(Unit: JPY bn)



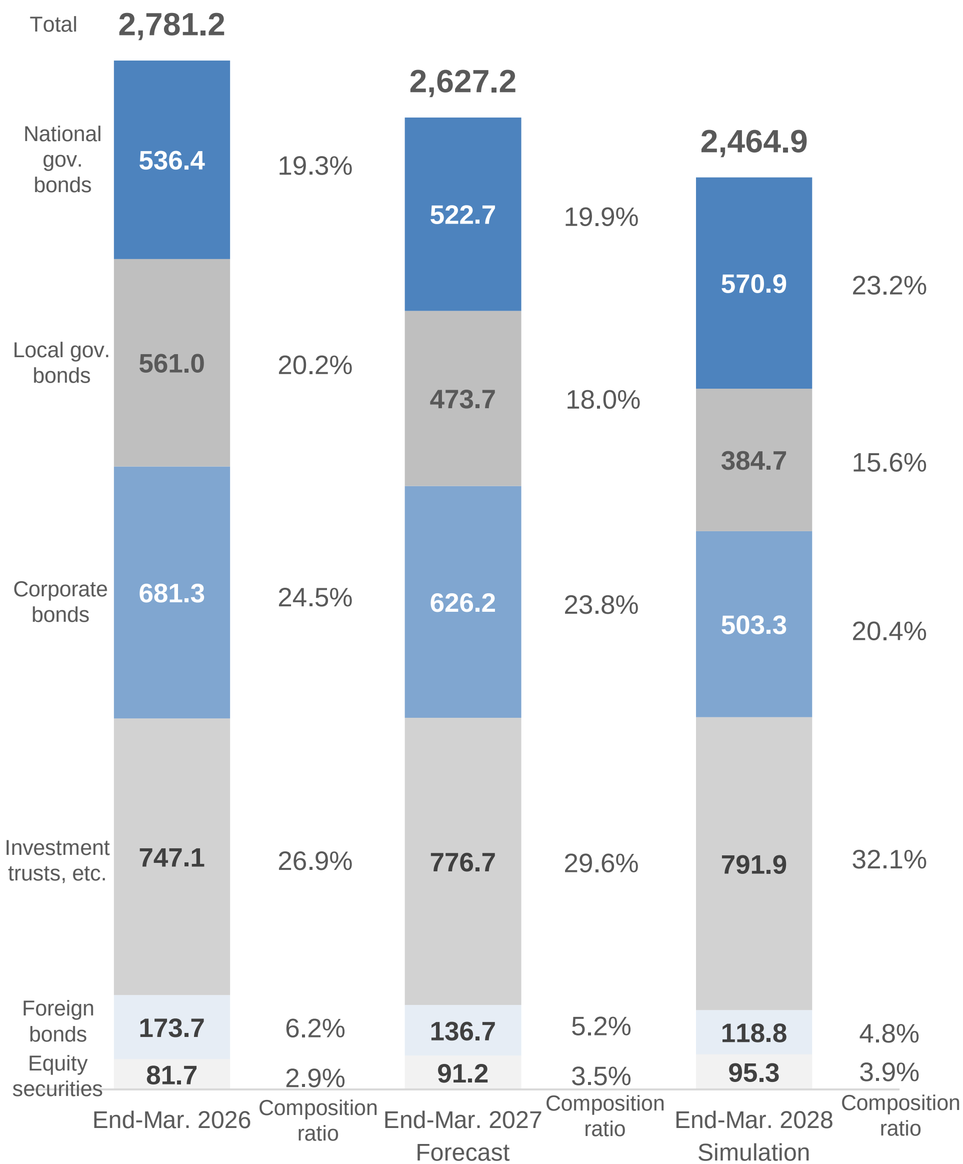
Average balances and yields of deposits (including negotiable certificates of deposits)

(Unit: JPY bn)



77 BANK

Balance of investment securities
(on an amortized cost basis) (Unit: JPY bn)



Total gains (losses) from securities
(Unit: JPY bn, %)

	FY2025	FY2026 Forecast	YoY change Amount (%)	FY2027 Simulation
Interest and dividends on investment securities	51.8	**50.8**	(1.0)	**49.6**
Interest on yen-denominated bonds	10.3	**14.6**	4.3	**16.5**
Interest on foreign currency-denominated bonds	9.0	**6.4**	(2.6)	**5.0**
Stock dividends	8.4	**8.4**	0.0	**8.4**
Distributions from investment trusts	12.4	**13.1**	0.7	**13.1**
Gains on cancellation of investment trusts	11.7	**8.3**	(3.4)	**6.6**
Gain (losses) on debt securities	(25.0)	**(7.3)**	17.7	**(7.2)**
Gain on sales	0.8	**0.5**	(0.3)	**0.5**
Gain on redemption	0.0	**–**	(0.0)	**–**
Losses on sales	19.6	**4.0**	(15.6)	**4.0**
Losses on redemption	6.2	**3.8**	(2.4)	**3.7**
(Losses on cancellation of investment trusts)	5.6	**3.0**	(2.6)	**3.0**
Write-offs	–	**–**	–	**–**
Gain (losses) on equity securities	26.8	**14.0**	(12.8)	**15.4**
Gain on sales	29.3	**15.0**	(14.3)	**16.4**
Losses on sales	2.5	**1.0**	(1.5)	**1.0**
Write-offs	0.0	**–**	(0.0)	**–**
Gains (losses) on investments in money held in trust	4.6	**2.3**	(2.3)	**2.3**
Total gains (losses) from securities	58.2	**59.8**	1.6	**60.1**
After excluding procurement costs	45.8	**46.0**	0.2	**46.4**
(Reference) Total yield from securities (After excluding procurement costs)	1.59	**1.58**	(0.01)	**1.73**

77 BANK

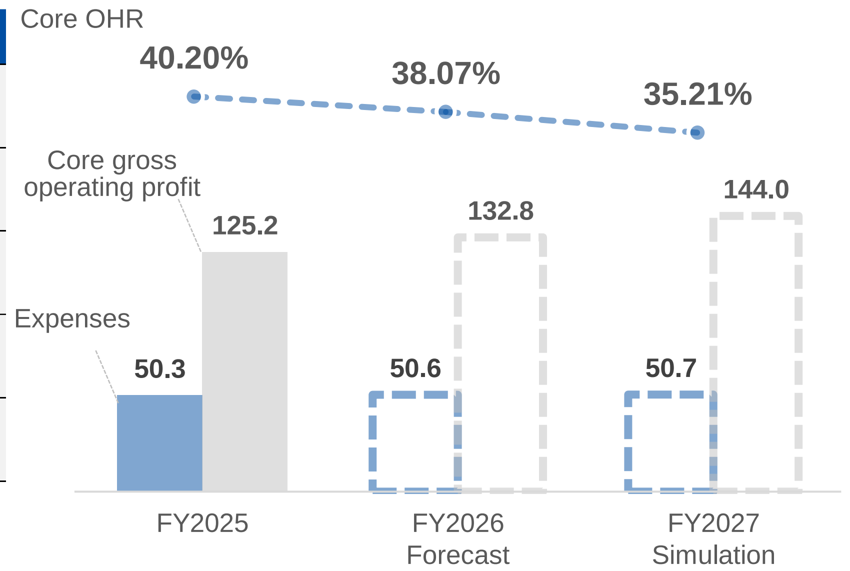
Expenses

(Unit: JPY bn)

	FY2025	FY2026 Forecast	YoY change Amount	FY2027 Simulation
Expenses	50.3	**50.6**	0.3	**50.7**
Personnel expenses	25.5	**25.9**	0.4	**25.9**
Non-personnel expenses	20.8	**20.6**	(0.2)	**20.6**
(of which, system-related expenses)	9.5	**8.9**	(0.6)	**9.0**
Tax	4.0	**4.1**	0.1	**4.2**

Core OHR

(Unit: JPY bn)



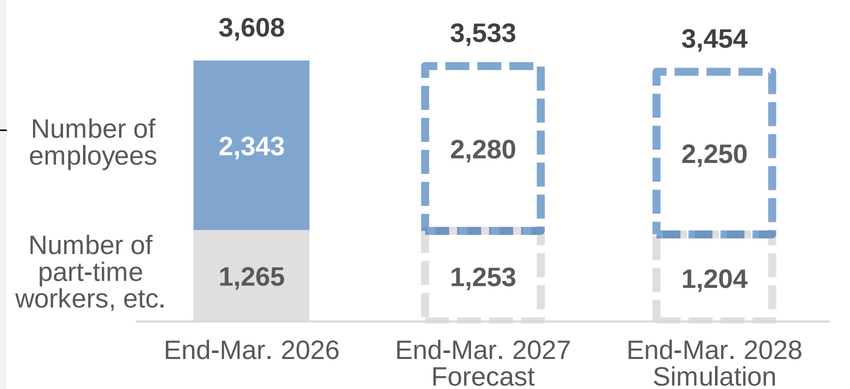
(Reference) Key change factors in expenses (FY2026 forecast)

(Unit: JPY bn)

	Change factor	Amount
Personnel expenses	Wage increases, etc.	**0.6**
	Natural attrition of employees	**(0.2)**
Non-personnel expenses	System-related expenses (a decrease due to absence of expenses incurred in the previous fiscal year, etc.)	**(0.6)**
	Advertisement expenses	**0.2**
	Training expenses	**0.1**
	Others	**0.1**

Labor productivity and the number of employees, etc.

(Unit: people)



(Reference) Per-employee labor productivity in core operations

(Unit: JPY mn)

20	23	27

03 Review of Vision 2030

Revised Version!

Vision R.V. 2030

- Leading Company that Enriches Regions -

More than ever, and forever, with our region.

Since its founding in 1878, the 77 Bank Group has overcome many difficulties and grown steadily together with local communities under the management philosophy of "desiring communal prosperity and serving local communities."

Through its "Vision 2030," which began in April 2021, the 77 Bank Group has worked to improve our consulting capabilities and productivity, and is changing to a more positive corporate culture that promotes new challenges.

As the regional economy continues to face falling populations, low birthrates, and aging societies, the 77 Bank Group will keep investing and pursuing challenges to drive even more growth. By helping customers solve problems and expand new business opportunities, it will serve as a key player of the regional economy and contribute to the local future.

The 77 Bank Group will keep moving forward to achieve our target form—through 2030 and beyond.

Over the five years of growth driven by "Vision 2030", we have significantly improved profitability and productivity, thereby contributing to our stakeholders.

Apr. 2021 Vision 2030 starts

The 77 Bank Group Direction

- **Stimulate demand among customers and local communities**
  Expand the scope of operations
- **Dramatic improvements in productivity**
- **Establish an ambitious corporate culture**

Enhanced profitability and productivity

	FY2020	FY2025
Income from customer services	JPY (1.0) bn	**JPY 29.6 bn**
Net income (consolidated)	JPY 16.5 bn	**JPY 54.0 bn**
ROE (consolidated)	3.42%	**8.53%**
Core OHR	62.27%	**40.20%**

Contributions to our stakeholders

		FY2020	FY2025
Regional economies	Gross prefectural product (nominal)/ Compensation of prefectural employees	JPY 9.47 tn JPY 4.5 mn	FY2025 (est.) **JPY 10.45 tn** **JPY 5.0 mn**
Tax paid	National and local taxes, etc.	JPY 8.3 bn (amount paid to Miyagi Pref./Sendai City) JPN 1.9 bn	**JPY 27.5 bn** (amount paid to Miyagi Pref./Sendai City) **JPY 5.5 bn**
Employees	Personnel expenses, etc. per employee/outside trainees	JPY 8.3 mn 155 people	**JPY 9.4 mn** **327 people**
Shareholders	Dividend payout ratio (consolidated)/ total dividends	22.4% JPY 3.7 bn	FY2025 (projected) **35.7%** **JPY 19.5 bn**

*1. Compensation of prefectural employees: total employee compensation divided by the number of employees in the prefecture.
*2. FY2025 figures for gross prefectural product (nominal) and compensation of prefectural employees are estimates based on actual FY2023 results, taking into account national and Miyagi Prefecture growth rates and other factors.
*3. National and local taxes, etc.: the total of corporate taxes on a P/L basis and taxes and tax, etc. expenses recorded in expenses.
*4. Personnel expenses per employee: total personnel expenses, training expenses, welfare benefit costs, and related expenses. *5. Outside trainees: cumulative total since FY2012.

To continue fulfilling the 77 Bank Group Mission, we will respond to a changing environment and work to level up individuals and organizations, move forward to the next stage.

Future based on the current situation

Market contraction
- ✓ Aging society with low birthrate
- ✓ Falling population
- ✓ Concentration in Tokyo
- ✓ Lack of corporate successors/workers

Social diversification
- ✓ Diversification of lifestyles and values
- ✓ Accelerated evolution of AI and digital technologies
- ✓ Transition into the “world of interest rates”
- ✓ More regulatory easing ✓ Geopolitical risks

Response to disasters, etc.
- ✓ Increasing severity and frequency of disasters
- ✓ Climate change
- ✓ Cybercrime, etc.

Five-year initiatives under “Vision 2030”

Respond to change!

Level up!

To the next stage!

The 77 Bank Group Mission

Create abundant local communities

Increase corporate value

Increase happiness

Offer growth and returns together with the 77 Bank Group

Offer work styles based on diverse values

The 77 Bank Group aim to achieve our target form—through 2030 and beyond.

Revised Version!

Vision 2030 (R.V.)
- Leading Company that Enriches Regions -

“Our Target Form” we aim for over the long term

The 77 Bank Group aims to improve our consulting capabilities, expand business opportunities for the sustainable growth of regions, and continue to develop together with all stakeholders. We aim to be a leading company that enriches regions.

- Enhance our financial services and further improve our consulting capabilities while expanding our non-financial businesses

Finance x Consulting + Non-finance = **Growth for customers and regions**

- Utilize wide-area networks we have built in Japan and abroad to help customers expand their business

Miyagi and Sendai area x Growing markets in Japan and abroad = **Expanding business opportunities**

- Work to level up individuals and organizations, aim to be a corporate group that continue to develop together with all stakeholders

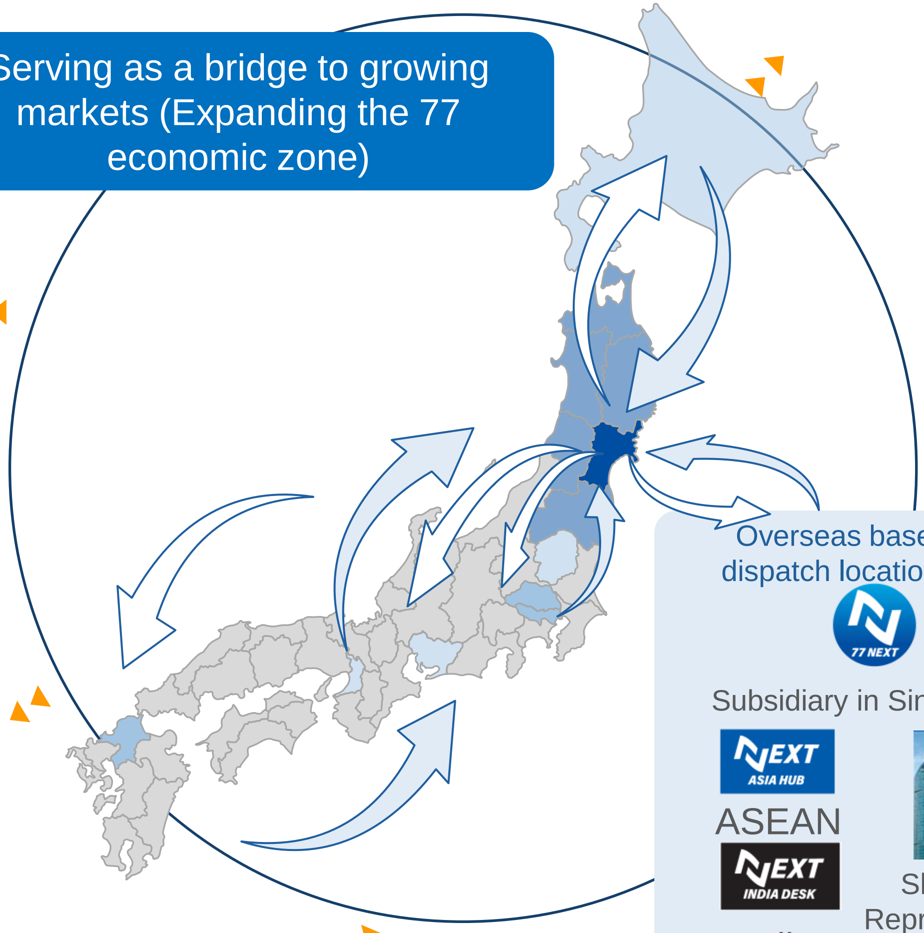
Management mindset* x Expertise + Diversification = **Leading company**

* See p. 38 for details

We will work to expand business opportunities starting with the Miyagi and Sendai area, further enhance our consulting services and expand our non-financial businesses.

Utilization of wide-area networks

Serving as a bridge to growing markets (Expanding the 77 economic zone)



Overseas bases and dispatch locations, etc.

Subsidiary in Singapore

ASEAN

India

Shanghai Representative Office

Diversification

Committing to achievement enriching regions

Finance

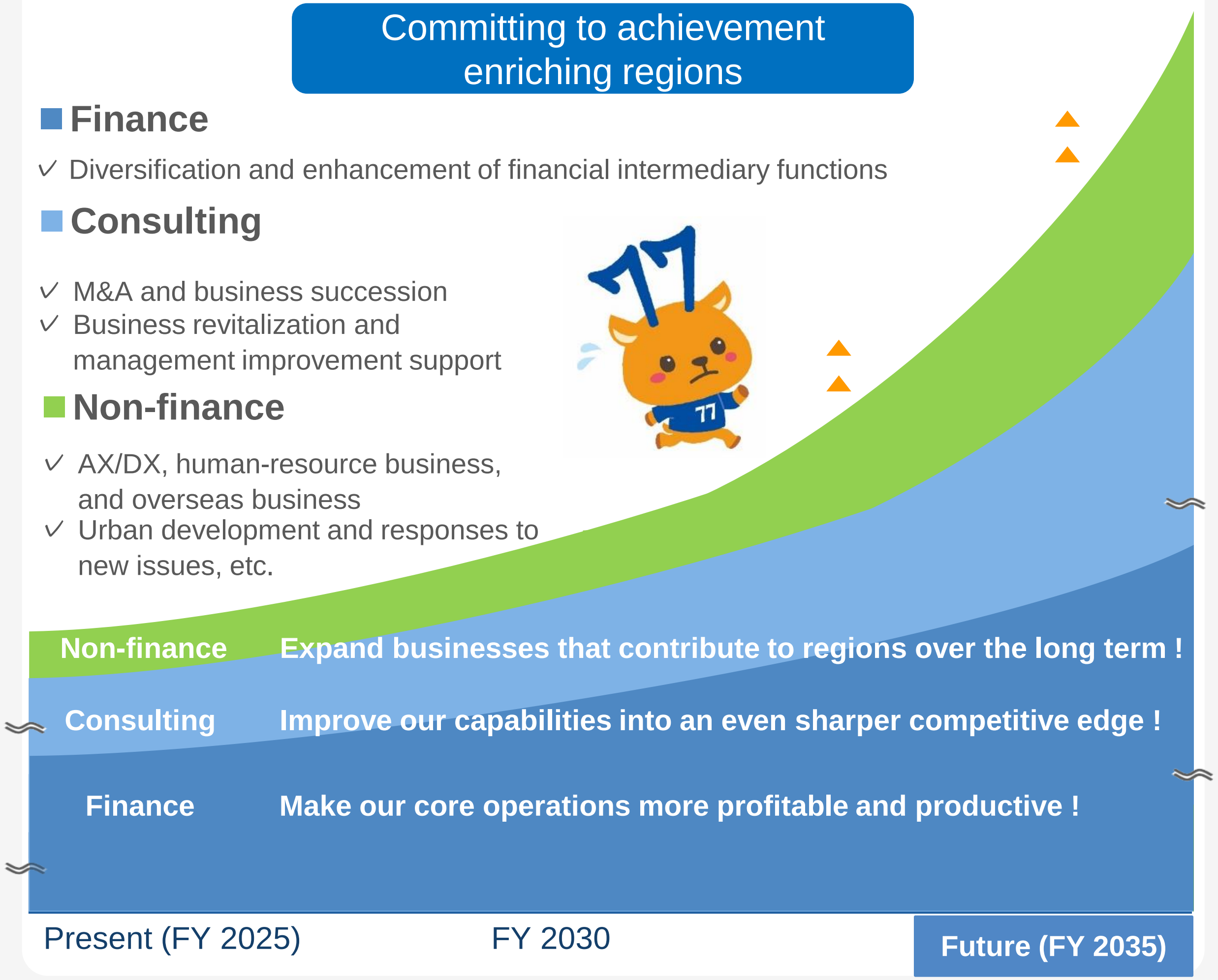
✓ Diversification and enhancement of financial intermediary functions

Consulting

✓ M&A and business succession
✓ Business revitalization and management improvement support

Non-finance

✓ AX/DX, human-resource business, and overseas business
✓ Urban development and responses to new issues, etc.



Improve our capabilities into an even sharper competitive edge, the 77 Bank Group aim to pursue significant progress, with every individual working to embody a stronger management mindset

Expand business opportunities for customers and regions	Enhance!	✓ Leverage high-level consulting capabilities ✓ Utilize wide-area networks ✓ Expand business domains into the non-financial sector
Achieve top-class productivity of regional banks	Pursue!	✓ Individual performance ✓ Utilization of AI and digital technologies ✓ Optimal mix of face-to-face/non-face-to-face
Evolve into an organization that continues to challenge and grow	Make change a strength!	✓ Work to level up individuals and organizations and promote new challenges ✓ Balance bold endeavors with sound risk management ✓ Reconnect with our principles and history

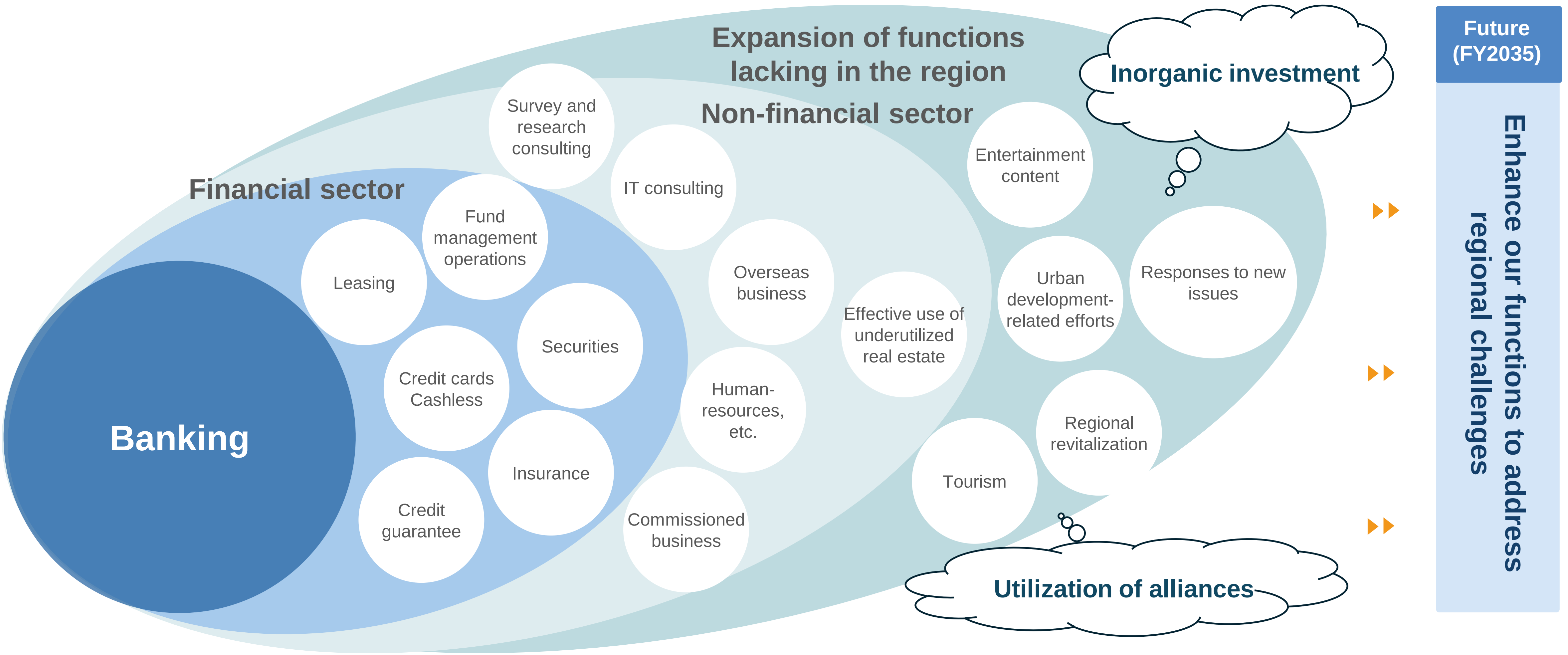
Dec. 2028 150th anniversary!

Key factors (engines for significant progress of the 77 Bank Group)

- **Diversification**
- **AX** (AI Transformation)
- **Human resources**
- **Investments**
- **Financial foundations**

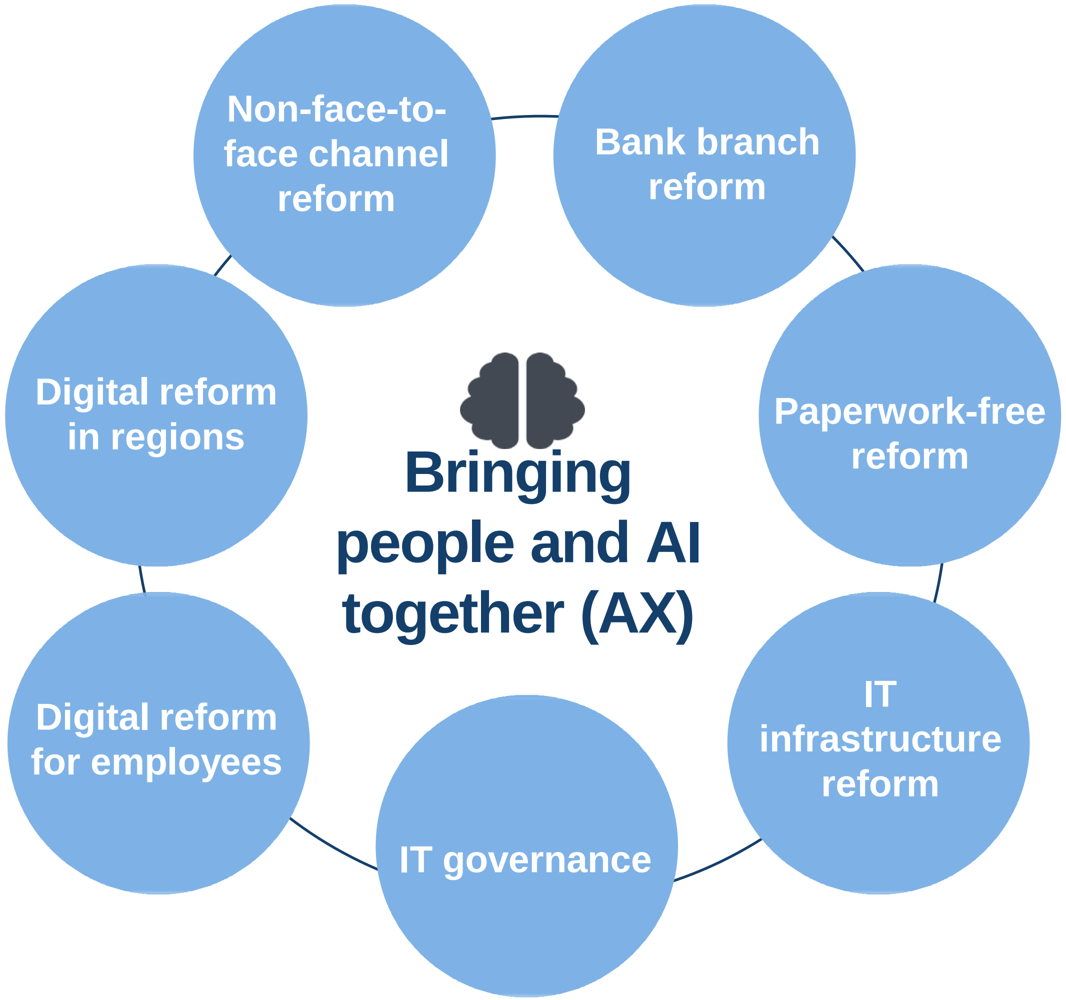
3. Key Factors to Achieve “Our Target Form”: Diversification

In addition to building a business portfolio grounded in customer needs, we will enhance our problem-solving functions through the autonomous growth of our individual businesses.



3. Key Factors to Achieve "Our Target Form": AX (AI Transformation)

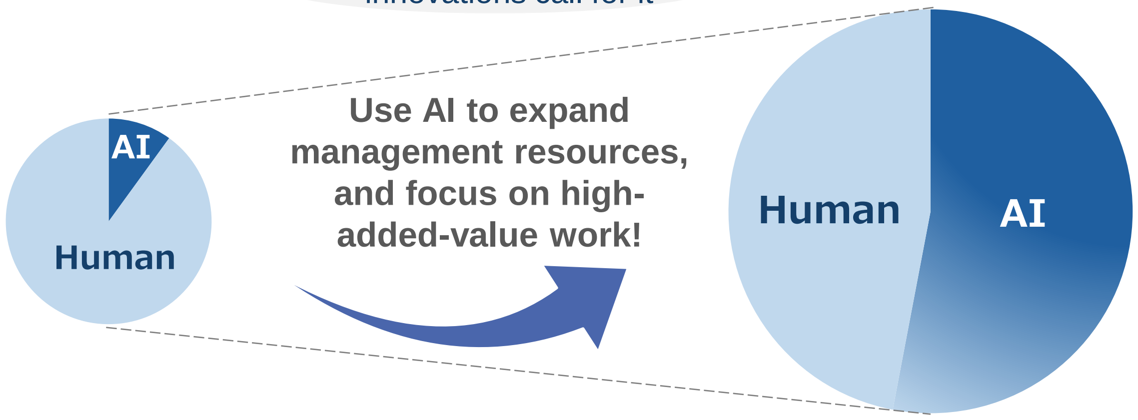
By thoroughly utilizing AI as a management resource, we will enhance customer satisfaction and improve productivity of the 77 Bank Group



Present (FY2025)

Future

Invest when technological innovations call for it



Improved customer satisfaction

- ✓ Drive AX and DX for customers and regions
- ✓ Ensure strong security and UI/UX
- ✓ Offer innovative services

x

Improved productivity of the 77 Bank Group

- ✓ Focus human resources on priority areas
- ✓ Enhance face-to-face consulting capabilities
- ✓ Make work more rewarding and improve engagement

By offering growth opportunities to motivated human resources and creating a rewarding workplace, we will cultivate talents that drives regional growth and supports the continued growth of the 77 Bank Group

Human resources that contribute to customers and regions	**Professionals most trusted by customers and regions**	**Develop human resources with a strong management mindset and the ability to create new value for regions**
Human resources that contribute to corporate reform	**Leaders who combine rich, creative ideas and the ability to engage others on a new era**	

Insatible self-improve
Broaden your horizons, raise your sights, and learn on your own initiative !

High challenge spirits
Question everything and face challenges head-on !

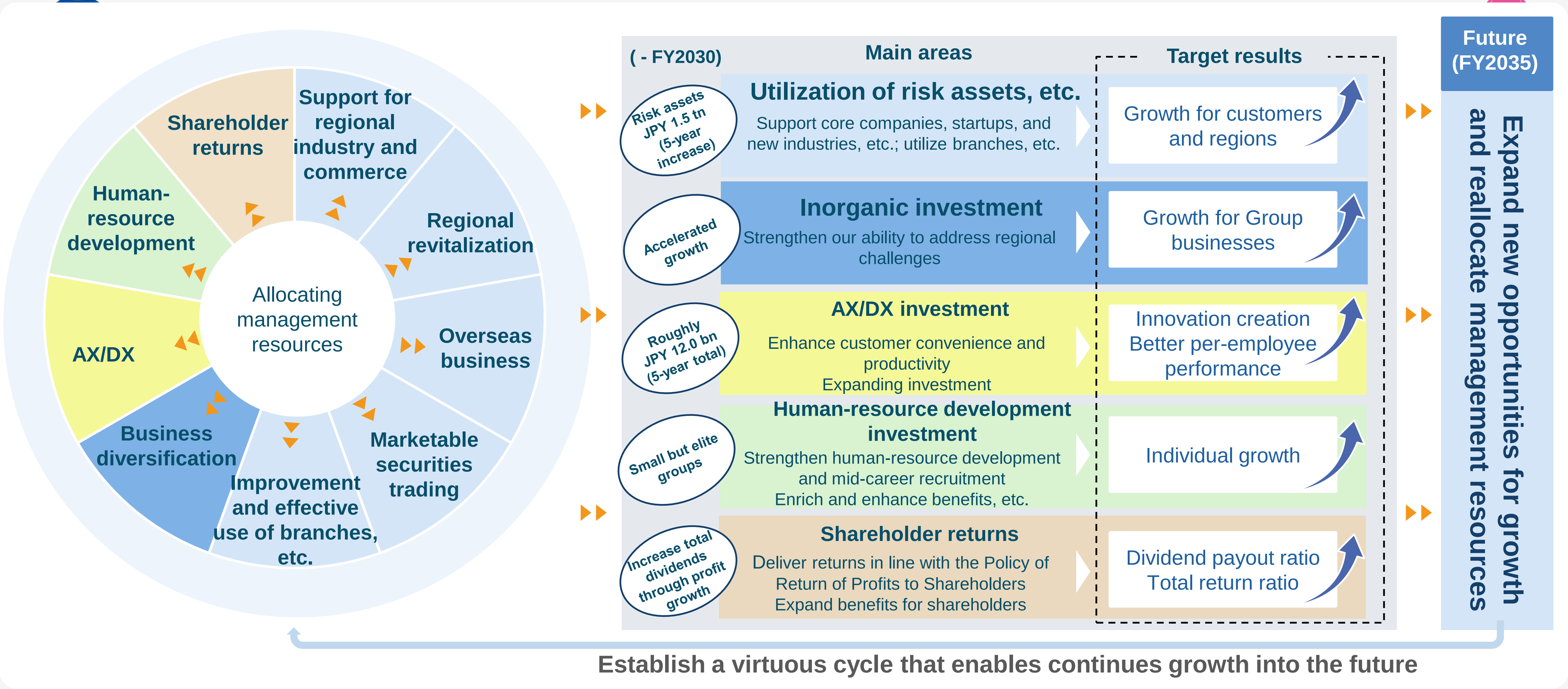
Initiative exeution abilities
Think for yourself and take ownership of your work !

Excellent personal skills
Approach others with integrity and build relationships of trust !

High ethical standards
Do work you can be proud of—to your customers, regions, colleagues !

Expand growth opportunities and deepen engagement through investment in human resources

Through proactive growth investments for the future, we will turn those moves into results and deliver on stakeholder expectations



We will execute management conscious of returns on capital, building strong financial foundations that live up to stakeholder expectations

FY2025

Net income (consolidated)
JPY 54.0 bn

ROE (consolidated)
8.53%

Capital adequacy ratio (consolidated)
10.58%

Core OHR
40.20%

FY2030 financial targets

Net income (consolidated)
JPY 90.0 bn

ROE (consolidated)
10%

Capital adequacy ratio (consolidated)
Roughly 10%
(10.0%-10.5%)

Core OHR
35% or less

Future (FY2035)

Achieve ROE that exceeds cost of equity (10% or more)

(Projected FY2030 portfolio)

Item	FY2030
Loans and bills discounted	JPY 7.5 tn
Marketable securities	JPY 2.4 tn
Deposits and NCDs	JPY 9.3 tn

(Interest rate scenario)
Policy rate of 1.0% starting Oct. 2026
Policy rate of 1.25% starting Apr.2028

In line with the 77 Bank Group Direction, we will chart strategies for the sustainable growth of both the 77 Bank Group and regions

The 77 Bank Group Direction

- Expand business opportunities for customers and regions
- Achieve top-class productivity of regional banks
- Evolve into an organization that continues to challenge and grow

Strategies concretization

Strategy	Aim
I Top Customer Satisfaction Strategy	Contribute to customers with the 77 Bank Group's collective capabilities
II Regional Growth Strategy	Lead regional growth
III Double Productivity Strategy	Drive innovations with Human-AX synergy
IV Corporate Culture Reform Strategy	Enhance management mindset and level up

Serving as the region's coordinator across a broad scope, the 77 Bank Group will deliver solutions that go beyond expectations

Relations x **Consulting** x **Network**

- ✓ Provide peace of mind in day-to-day relations (building deeper trust)
- ✓ Address customer challenges through advanced consulting
- ✓ Leverage our far-reaching network to connect customers to growth markets
- ✓ Raise financial literacy across the local community to help people build more independent, fulfilling lives

Raise the productivity of sales activities

- ✓ Provide segment-specific consulting through both face-to-face and non-face-to-face channels (gather and utilize data)
- ✓ Optimize sales resources in line with customer needs and changes in the market

Address corporate customers' management challenges
Help individual customers turn their ideal life plans into reality

* KPIs are FY2030 targets

Let's Try! (KPI)

- R.V. ✓ Maintain and boost our main-bank share in Miyagi Prefecture
- R.V. ✓ Increase the number of corporate lending clients outside Miyagi Prefecture by 20% (compared to FY2025) (Expand business opportunities for customers and regions)
- R.V. ✓ Increase the share of households in Miyagi Prefecture holding assets with the 77 Bank Group by 50% (compared to FY2025)
- ✓ Have 20% of Miyagi residents aged 20 to 74 using loans from the 77 Bank

The 77 Bank Group will continue to diversify its businesses and contribute to solving the challenges confronting customers and the region

Group businesses x **Alliances** x **Inorganic**

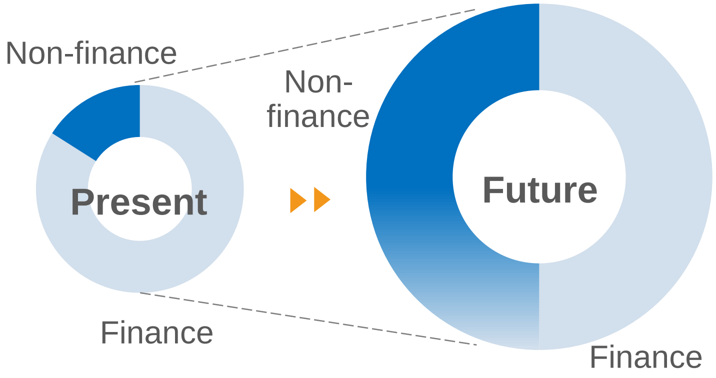
- ✓ Offer one-stop consulting through collective Group efforts to meet diverse needs
- ✓ Provide solutions the region lacks by strengthening Group businesses
- ✓ Leverage alliances to meet customer and regional needs
- ✓ Achieve non-linear growth through inorganic strategies

Deliver growth opportunities through stronger regional problem-solving capabilities

Let's Try! (KPI)

- New! ✓ Increase Group customer sales department income per person by 2.5 times (compared to FY2025)
- R.V. ✓ Triple profits related to Group businesses, etc. (compared to FY2025)

Expand business domains into the non-financial sector from a long-term perspective



The 77 Bank Group will support the growth of ambitious companies and help lead the creation of a vibrant, appealing region

Creating jobs for young people and women x **Making the region more appealing** x **Demonstrating strong leadership**

- ✓ Help young people and women put down roots in the region through support for business launches and startups
- ✓ Build a new industrial foundation by fostering content and entertainment companies
- ✓ Nurture and support companies that lead regional growth; assist businesses entering the region
- ✓ Play a leading role in regional development projects

Create vibrant, prosperous regions that continue to draw people in even amid population decline

Let’s Try! (KPI)

- New! ✓ Contribute to achieving positive net migration in Miyagi Prefecture
  * More people moving into the prefecture than out of it
- R.V. ✓ Increase the number of business-launch/startup support cases by 50% (compared to FY2025)
- ✓ Aim for 100% participation in regional development projects in Miyagi Prefecture

Create concrete results by demonstrating leadership across various projects

The 77 Bank Group will pursue stronger performance from every individual, thoroughly utilize AI, and channel the resulting management resources into innovation.

Human resources x **AX** x **Innovation per employee**

- ✓ Pursue stronger performance by boosting the capabilities of every individual
- ✓ Leverage digital technologies and overhaul operations to realize AX
- ✓ Create innovation by mobilizing management resources and improving productivity per head

Rebalancing management resources

- ✓ Expand investment in AI and non-face-to-face channels while also restructuring the branch networks
- ✓ Build a human-resource portfolio that contribute to customers' growth

Achieve top-class productivity of regional banks

Let's Try! (KPI)

- R.V. ✓ Double per-employee labor productivity in core operations (compared to FY2025)
- New! ✓ Raise the proportion of digital transactions in main operations to at least 95%
- R.V. ✓ Increase non-face-to-face channel usage rate to at least 60%
- New! ✓ Raise the ratio of liaison officers to at least 80%

IV Corporate Culture Reform Strategy

The 77 Bank Group will invigorate the organization by encouraging every individual to embrace new challenges and sharpen their strengths and expertise.

Challenges x **Specialties** x **Communication**

- ✓ Encourage new endeavors by both the organization and individuals to help bring customers’ hopes to fruition
- ✓ Provide growth opportunities for diverse human resources with distinct strengths and specialized expertise
- ✓ Create a workplace where people can work with pride; energize communication
- ✓ Enhance governance and risk management by anticipating changes in the business environment

Evolve into an organization that continues to challenge and grow

Let’s Try! (KPI)

Support the growth of every individual through proactive investment in human resources—the 77 Bank Group’s asset

- New! ✓ Improve the average skill level of both corporate and individual liaison officers by 20% or more (compared to FY2025)
- New! ✓ Raise the employee engagement score (indicator of ambition) to at least 3.8
- ✓ Increase the ratio of women in management positions to at least 30%

The 77 Bank Group will pursue significant progress by ensuring that every officer and employee acts on their own initiative and with a strong management mindset.

What is a "management mindset"?

Management

Bringing happiness to all

- Solve problems in line with the objectives and mission at hand
- Generate new value
- Set a direction
  Allocate resources optimally
  Move people to action
- Grow the customer base
  Deliver satisfaction
- Get results with a focus on sustainability and growth
- Live up the expectations of customers, employees, local communities and shareholders
- Adapt business models to the times
- Choose the right businesses
  Build systems
  Improve operations

Keys to develop a better management mindset

Raise awareness of issues

- ✓ Why? What?
- ✓ Pick up on changes
- ✓ Get the big picture
- ✓ Focus on overall optimization
- ✓ Is it rational? Are there grounds for it?

Think about solutions

- ✓ Long-term, multifaceted, fundamental
- ✓ Outside the box
- ✓ Creativity and empathy
- ✓ How does one change affect the whole?
- ✓ Keep your eyes on the goal

Be good with numbers

- ✓ B/S, P/L, and financing
- ✓ Unit price x quantity
- ✓ Cause-effect relationships and correlations
- ✓ Productivity
- ✓ Risk-management capabilities and observational skills

Leverage marketing capabilities

- ✓ Where / who (Place)
- ✓ Product / service
- ✓ Promotion
- ✓ Profit / price
- ✓ Thinking from the other person's perspective

Think, act, and communicate better to get results

The 77 Bank Group will position marketable securities trading as its second income pillar and pursue agile, efficient trading in response to changes in the market environment and other factors.

- ✓ Expand diversified investments
- ✓ Incorporate growth areas in Japan and abroad
- ✓ Strengthen risk identification and analysis

Expanding profit-earning opportunities and diversify risk

x

Rebalancing the portfolio

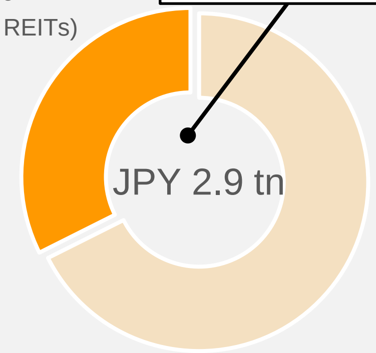
- ✓ Strengthen capabilities in market analysis and trading
- ✓ Maintain the portfolio's resilience to risk

What the portfolio could look like in FY2030

FY2025

Stock-related assets 33% (including 4% in REITs)

Yield: 1.6%*

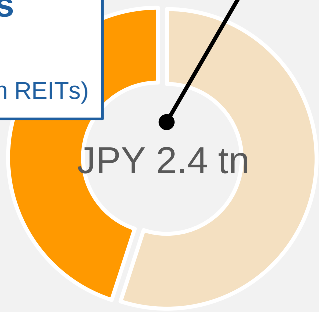


Bond-related assets 67% (including 6% in foreign currency-denominated bonds)

FY2030

Stock-related assets 45% (including 5% in REITs)

Yield: 2.3% or more*

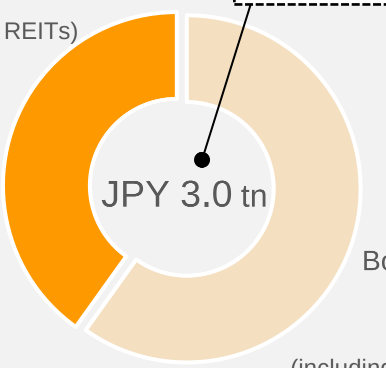


Bond-related assets 55% (including 3% in foreign currency-denominated bonds)

(Calculated during the formation of Vision 2030)

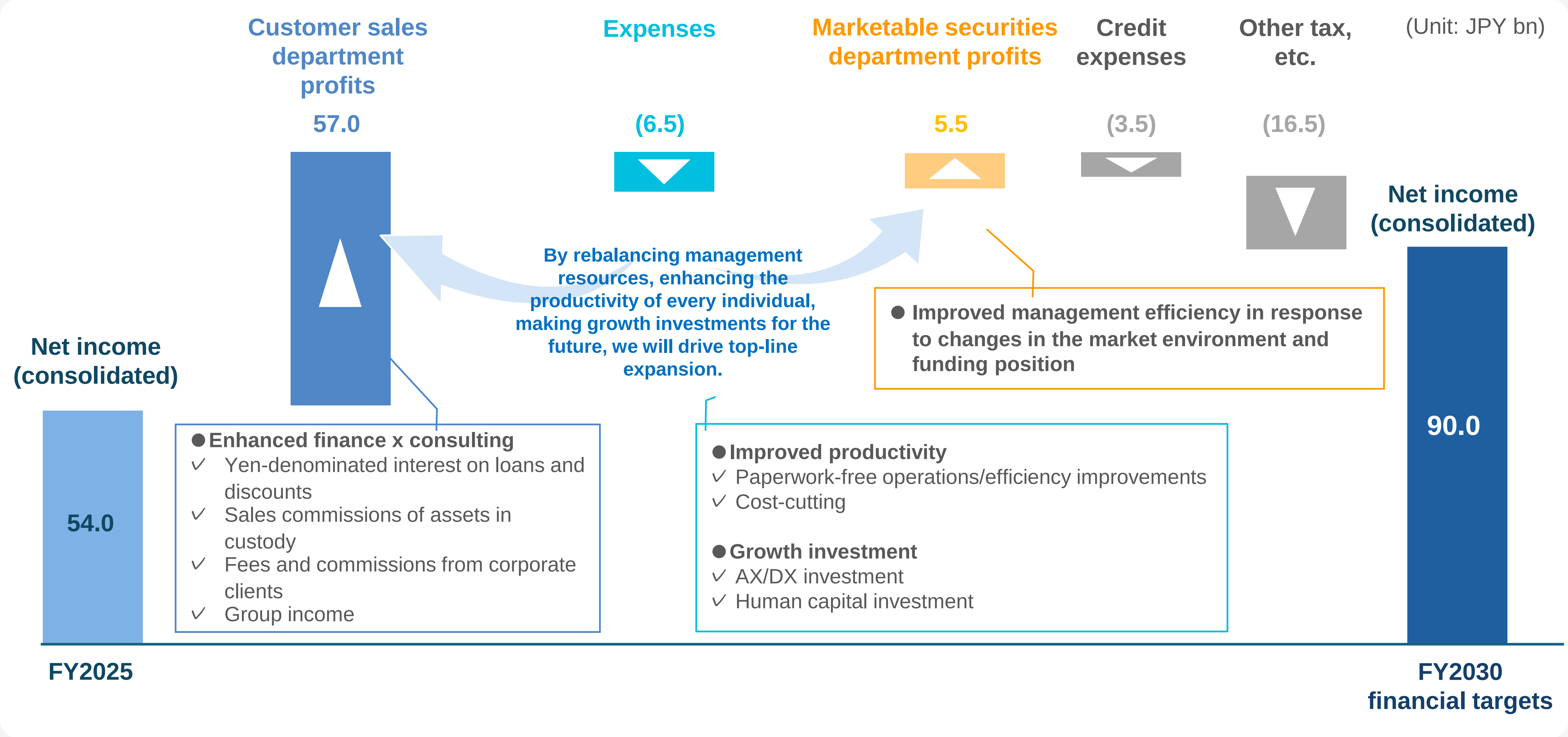
Stock-related assets 40% (including 5% in REITs)

Yield: 1.2%*



Bond-related assets 60% (including 7% in foreign currency-denominated bonds)

* Calculated based on gains and losses after combining interest and dividend income with trading gains and losses and deducting funding costs


Customer sales department profits
Expenses
Marketable securities department profits
Credit expenses
Other tax, etc.
(Unit: JPY bn)
57.0
(6.5)
5.5
(3.5)
(16.5)
Net income (consolidated)
By rebalancing management resources, enhancing the productivity of every individual, making growth investments for the future, we will drive top-line expansion.
● Improved management efficiency in response to changes in the market environment and funding position
Net income (consolidated)
54.0
90.0
●Enhanced finance x consulting
✓ Yen-denominated interest on loans and discounts
✓ Sales commissions of assets in custody
✓ Fees and commissions from corporate clients
✓ Group income
●Improved productivity
✓ Paperwork-free operations/efficiency improvements
✓ Cost-cutting
●Growth investment
✓ AX/DX investment
✓ Human capital investment
FY2025
FY2030 financial targets

7. KPI (Let’s Try!)

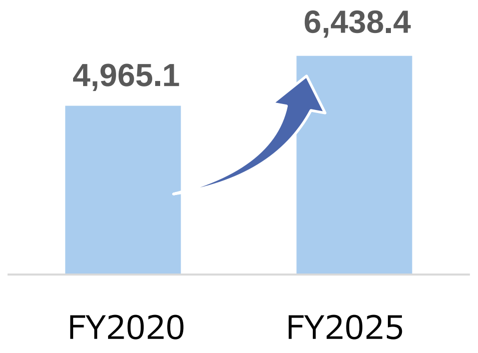
Category	KPI (Let’s Try!)		(Reference) FY2020 performance	FY2025	FY2030 target	Notes
R.V.	Share of companies in Miyagi Prefecture whose main bank is the 77 Bank		56%	55%	**56% or more**	
R.V.	Number of corporate lending clients outside Miyagi Prefecture that support Miyagi’s growth		—	—	**1.2×**	Number of corporate lenders using wide-area networks as a bridge to growth markets
R.V.	Share of households in Miyagi Prefecture holding assets with the 77 Bank Group		5% 69,539 personal clients	8% 112,739 personal clients	**13% 180,000 personal clients**	The National Economic Structure Survey is published every five years
	Share of individuals in Miyagi Prefecture using loans from the 77 Bank		12.6%	15.6%	**20.0%**	
New!	Group customer sales department income per person		-	JPY 10 mn	**JPY 26 mn**	
R.V.	Profits related to Group businesses, etc.		JPY 2.2 bn	JPY 1.9 bn	**JPY 5.0 bn**	Group companies and related profits from new businesses and fields
New!	Net migration in Miyagi Prefecture		(475) people	1,054 people	**Over 0 people**	Aggregated from Miyagi Prefecture Estimated Population (Monthly Report)
R.V.	Cases of support for business launches/startups		1,181 cases	2,640 cases	**4,200 cases**	
	Rate of participation in regional development projects		100%	100%	**100%**	
R.V.	Per-employee labor productivity in core operations		JPY 9 mn	JPY 20 mn	**JPY 37 mn**	
New!	Proportion of digital transactions in main operations		-	85%	**95% or more**	Proportion of acceptance of work that can be completed non-face-to-face
R.V.	Usage rate of non-face-to-face channel	(Corporate)	11%	38%	**60%**	
		(Retail)	11%	36%	**60%**	
New!	Ratio of liaison officers		-	64%	**80% or more**	
New!	Average liaison skill levels	(Corporate)	-	3.0	**3.5 or more**	
		(Retail)	-	2.1	**3.5 or more**	
New!	Employee engagement score (indicator of ambition)		-	3.6	**3.8 or more**	Conduct and compile surveys for employees every fiscal year
	Proportion of female managers		13.4%	21.3%	**30.0% or more**	

* The FY2025 results of "Net migration in Miyagi Prefecture" are the aggregate values of the estimated population (monthly report) of Miyagi Prefecture from November 2024 ~ October 2025, which is the basis for publication.

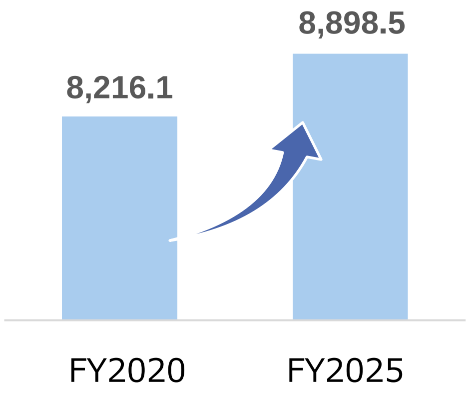
Under “Vision 2030”, we made steady progress on key indicators and also improved capital returns

Progress on key metrics, etc.

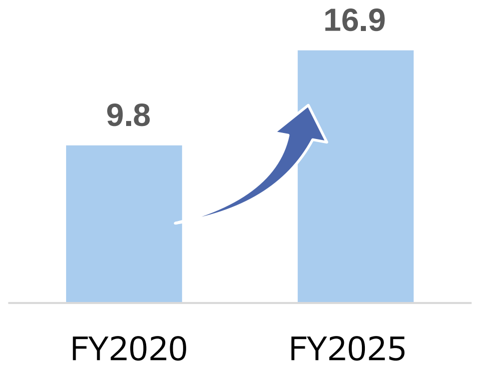
Average balance of loans and bills discounted (JPY bn)



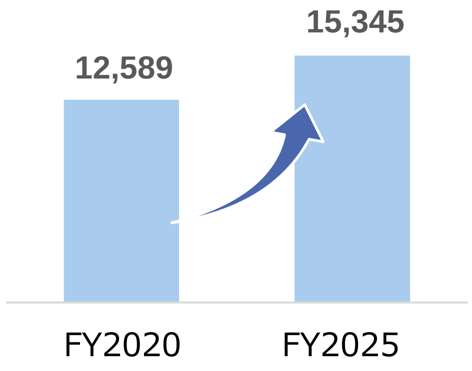
Average deposits and NCDs (JPY bn)



Fees and commissions (JPY bn)

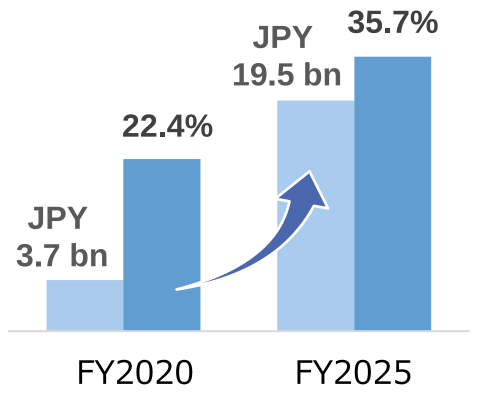


Corporate loan clients (Clients)

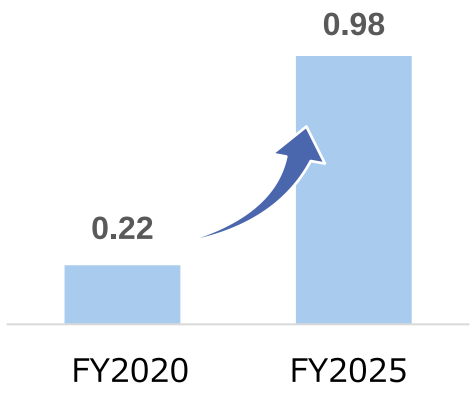


Progress on capital returns, etc.

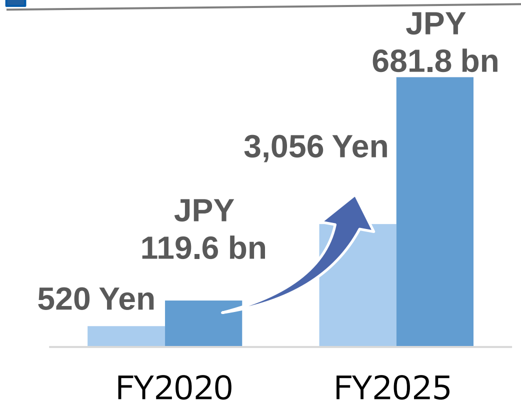
Consolidated dividend payout ratio/annual dividend



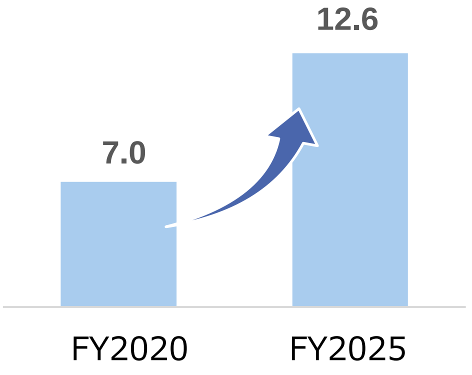
PBR (consolidated) (x)



Stock price/market capitalization

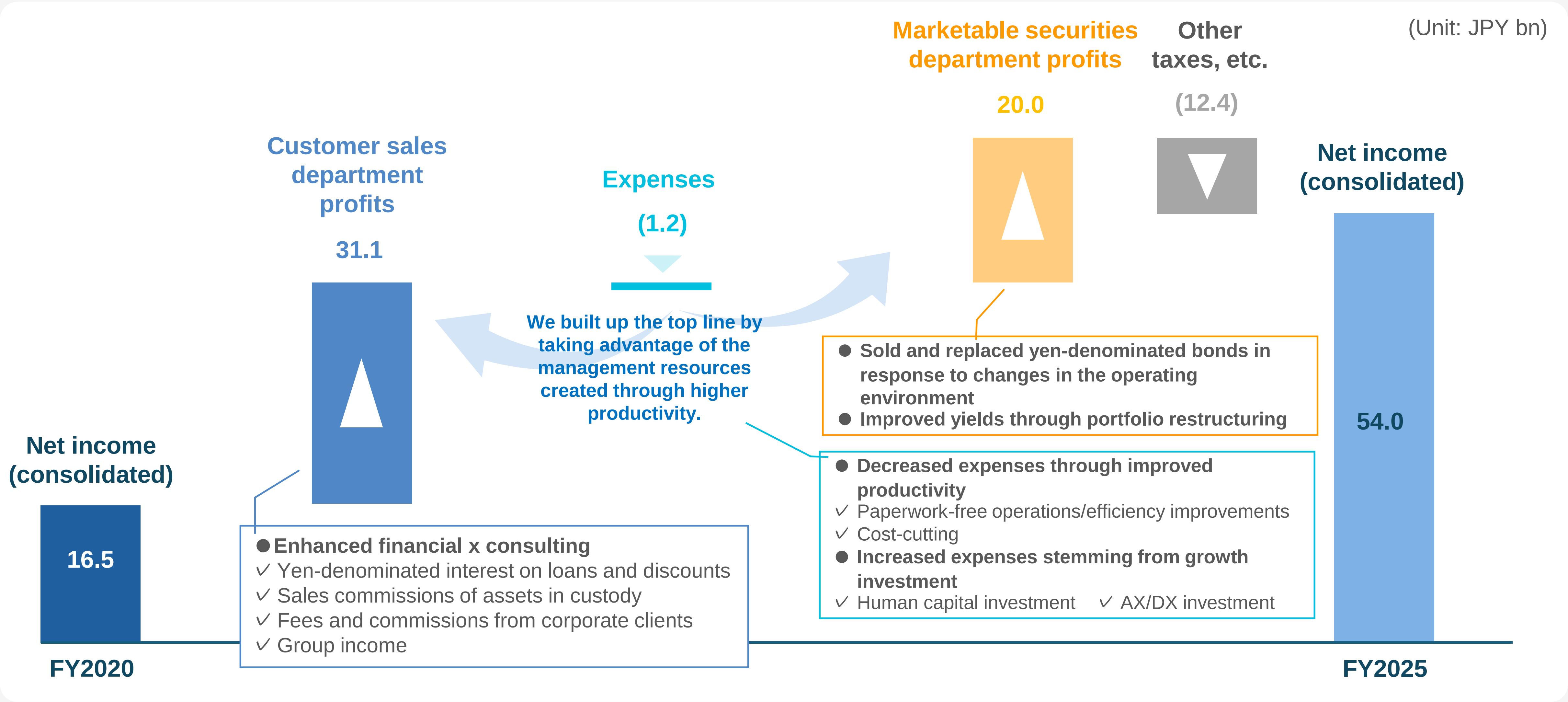


PER (consolidated) (x)



*The stock price is as of the end of March (as of April 1, 2026, the stock split was carried out at a ratio of 3 shares per share of common stock, and the results for FY2020 are calculated by pulling back after the stock split)

Under “Vision 2030”, we have significantly improved profitability and productivity.



(Reference 1) Looking Back on "Vision 2030": Basic Strategies

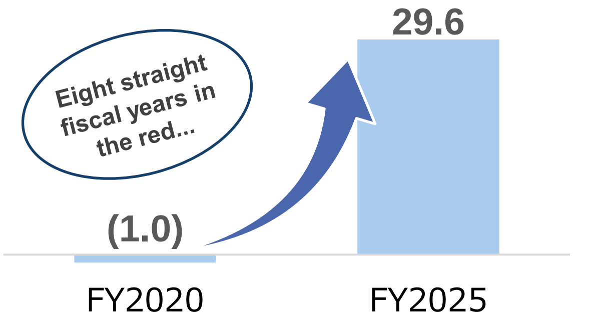
By strengthening our consulting capabilities, we improved profitability in our customer sales department. At the same time, by advancing paperless operations and non-face-to-face channels, productivity—once a weakness—is becoming a strength.

Top Customer Satisfaction Strategy

- ✓ Strengthened our problem-solving capabilities through our "finance × consulting" initiatives (establishing domestic and overseas locations and developed specialized talent through trainee programs and other measures)
- ✓ Explored new businesses and new fields (launch of new businesses and projects in new fields)
- ✓ Strengthened Group businesses (establishing management divisions and committees, etc.)

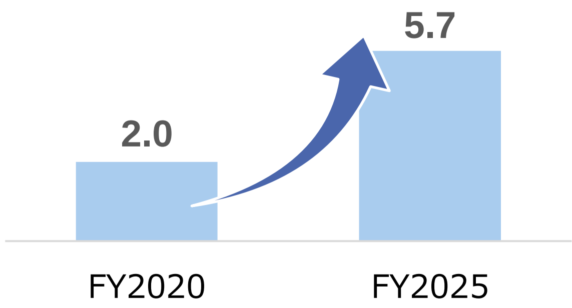
Operating income from services for customers

(JPY bn)



Fees and commissions from corporate clients

(JPY bn)



Next steps

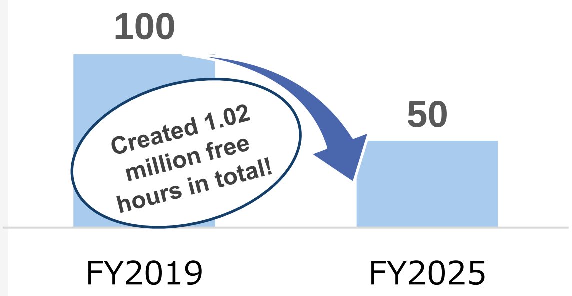
- ✓ Secure a stable deposit funding base and expand the customer network
- ✓ Strengthen the expertise needed for more advanced consulting
- ✓ Strengthen collaboration across the Group and continue exploring new businesses and new fields

Double Productivity Strategy

- ✓ Promoted the branch-within-branch model (implement at 25 locations during the plan period)
- ✓ Reduced personnel needs and shift personnel to liaison roles through paperless operations, centralization at headquarters, and other measures
- ✓ Raised non-face-to-face channel usage rate by expanding internet banking and app functions
- ✓ Rolled out branch tablets across the entire network and upgraded sales and lending support system

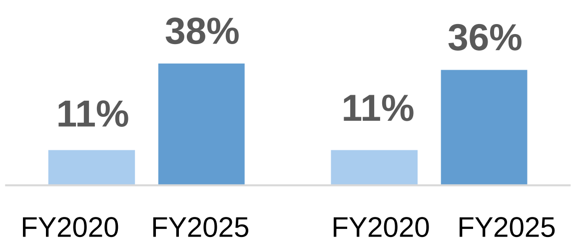
Administrative work at bank branches

(2019 = 100)



Non-face-to-face channel usage rate

(Corporate) (Retail)



Next steps

- ✓ Use AI to fundamentally reduce operational workload
- ✓ Review branch functions and reallocate personnel in line with market conditions and other changes, with a focus on boosting productivity per employee

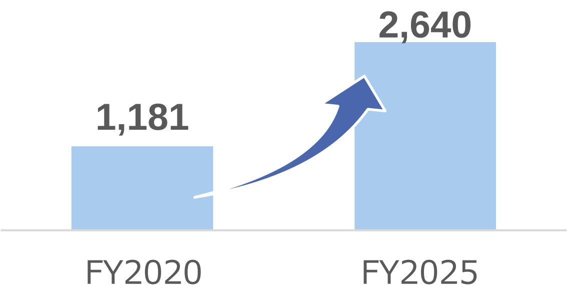
We strengthened collaboration among industry, academia, government, and finance to support the growth of our clients.Through our first overhaul of the personnel system in 57 years and other reforms, we also worked to foster a more forward-looking corporate culture that promotes new challenges.

Regional Growth Strategy

✓ Promoted regional revitalization through initiatives centered on the Miyagi Wide-area PPP Platform (MAPP), such as hosting a range of matching events
✓ Provided sustainability-focused consulting to clients (support for introducing new products and services, assistance with decarbonization efforts, etc.)

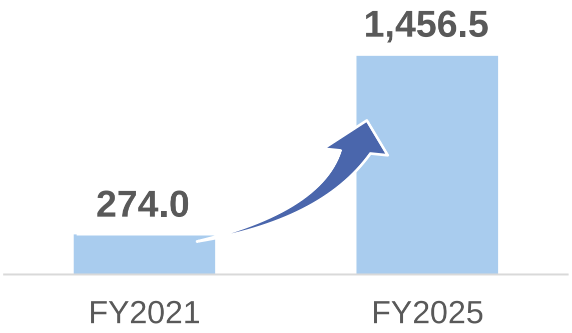
Cases of growth support for business founders

(Cases)



Total sustainable finance executed

(JPY bn)



Next steps
✓ Clarify priority areas (identify and focus)
✓ Demonstrate leadership in regional development projects
✓ Help young people and women put down roots in the region

Corporate Culture Reform Strategy

✓ Implemented personnel system reforms and use town hall meetings and other forums to foster broader, better understanding
✓ Fostered mutual understanding through one-on-one meetings and other dialogue
✓ Developed and strengthened talent based on a human resources strategy aligned with management strategy
✓ Held in-house idea contests (which started in FY2021) on an ongoing basis

Before laying out the Vision

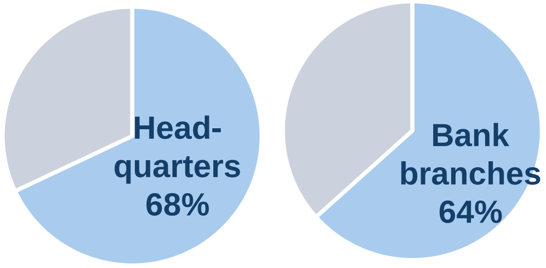
What employees see as the 77 Bank’s weaknesses

(Multiple answers allowed)

✓ Ability to respond to change/drive to innovate : 68.0%
✓ Product and service competitiveness/differentiation : 20.4%
✓ Earning power/sales capabilities : 35.3%
✓ Human resources : 32.9%

(FY2019: Based on a survey on the brand strategy)

Progress in applying the type of behavior essential to building a more ambitious corporate culture (*)



(FY2025: Based on an employee questionnaire on the corporate culture)

Next steps
✓ Strengthen human-resource management across the Group
✓ Hone the specialized expertise vital to high-level consulting
✓ Improve employee engagement

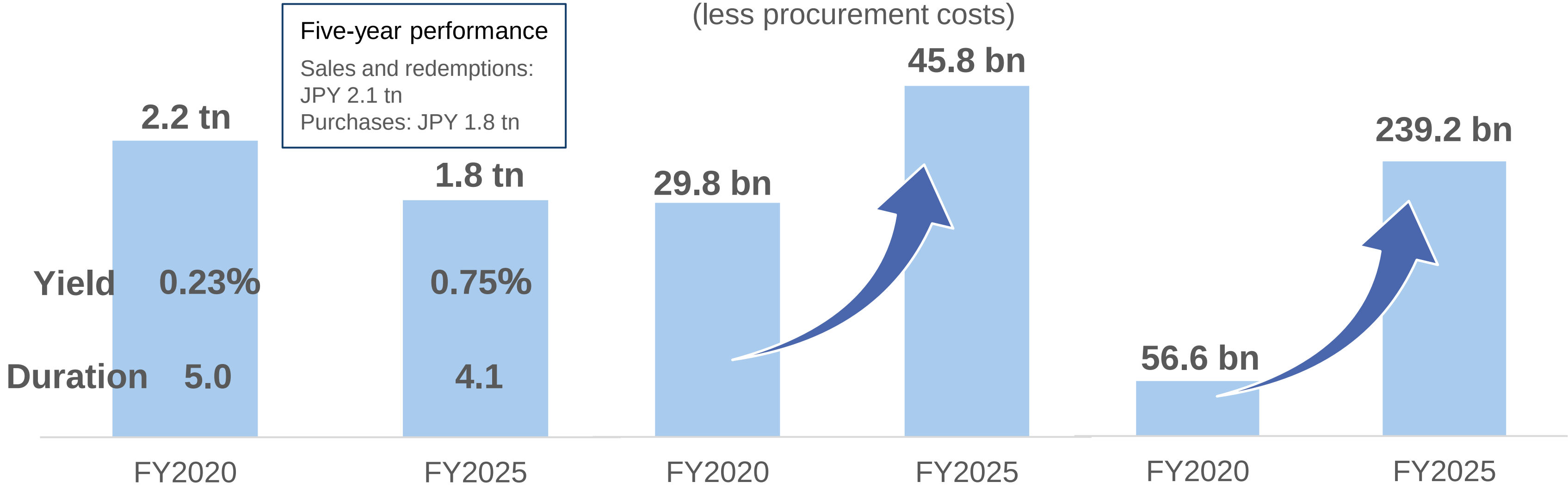
* Percentage of respondents who said that they “Always” or “Generally” apply the corresponding types of behavior

We worked to secure stable income while responding flexibly to fluctuations in interest rates and stock prices in Japan and overseas.

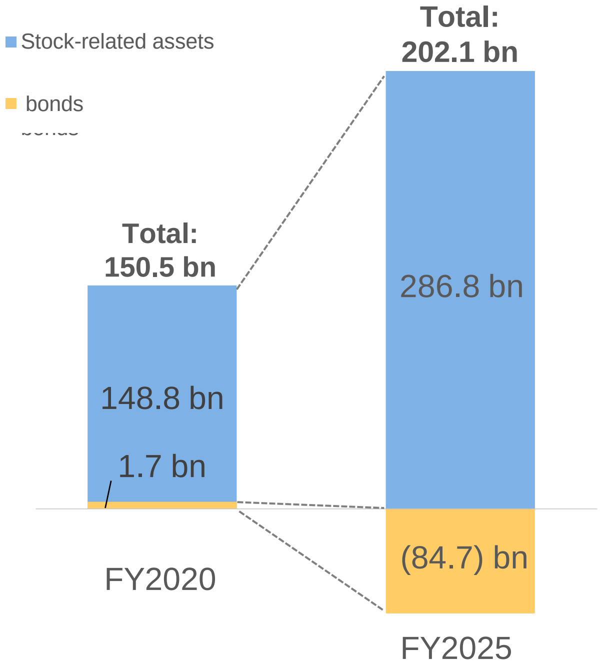
Marketable securities trading

- ✓ Worked to rebalance the yen-denominated bond portfolio in line with changes in the interest-rate environment to improve profitability
- ✓ Strengthened diversified investments through investment trusts and other vehicles while also stepping up investments in growth areas to boost earning power
- ✓ Promoted investment in ESG bonds as part of our efforts to achieve the SDGs

Yen-denominated bond balance/yield | **Total gains (losses) from securities** (less procurement costs) | **ESG-related investments and loans (cumulative total)**



Gains (losses) from evaluation



Next steps

- ✓ Expand profit-earning opportunities and diversify risk through diversified investments and investments in growth areas
- ✓ Rebalance the portfolio based on changes in the market environment

(Reference 2) Management Environment

Miyagi Prefecture and Sendai City, the 77 Bank's core business base, offer strong potential as the center of the Tohoku region. At the same time, the region faces pressing challenges: a decline in the number of business establishments outside Sendai and difficulty retaining young people, for example, with the pace of population decline expected to accelerate further in the years ahead. The 77 Bank Group will confront these challenges head-on and contribute to a better future for regions.

Nurturing and supporting companies in the region

The number of business establishments is trending downward outside Sendai, particularly in coastal areas

Number of business establishments by municipality in Miyagi Prefecture (2024 compared to 2009)

Five communities with highest rates	Rate
Rifu town	113.0%
Ohira village	101.4%
Sendai city	100.9%
Tomiya city	98.4%
Natori city	95.3%

Five communities with lowest rates	Rate
Onagawa town	44.8%
Minamisanriku town	52.7%
Kesennuma city	53.0%
Kakuda city	57.0%
Ishinomaki city	58.2%

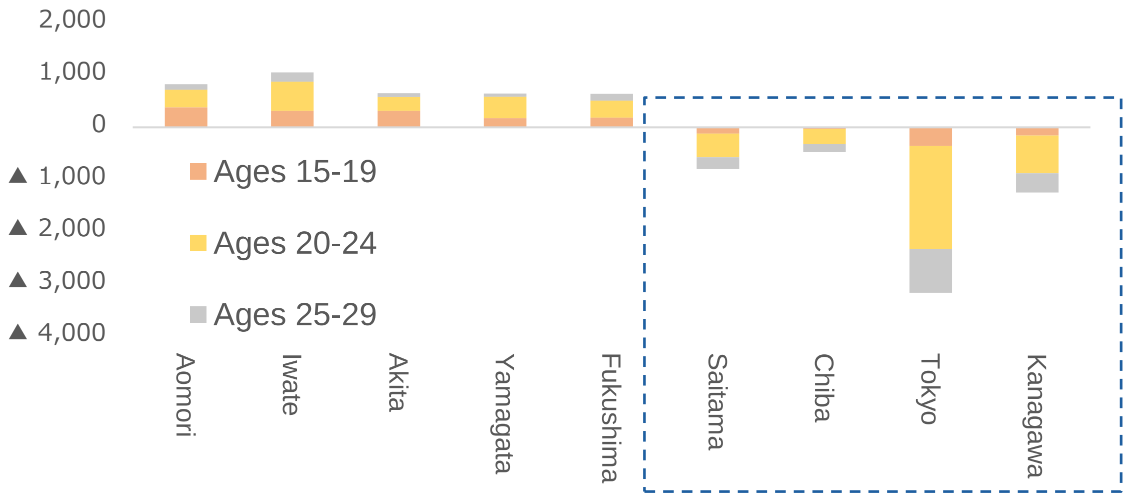
(Features of the industrial structure in Miyagi Prefecture)

- **Branch-area economy**
- **City of commerce and academic**
- **Manufacturing industry**
- **Fisheries industry**

Helping young people set down roots in the region

While the area brings in students from across Japan, many of them leave the region when they enter the workforce

Net migration of young people in Miyagi Prefecture (FY2025) (People)



Net population inflow from Tohoku's five prefectures : 3,862

Net population outflow to Tokyo and three Kanto prefectures : 5,417

1.4x

04 The 77 Bank Group's Value Enhancement

77 BANK

PBR is improving because of an increase in ROE and a higher stock price
We aim to enhance profitability and return on capital through strengthened initiatives under "Vision 2030" (R.V.)

Indicators relating to returns on capital

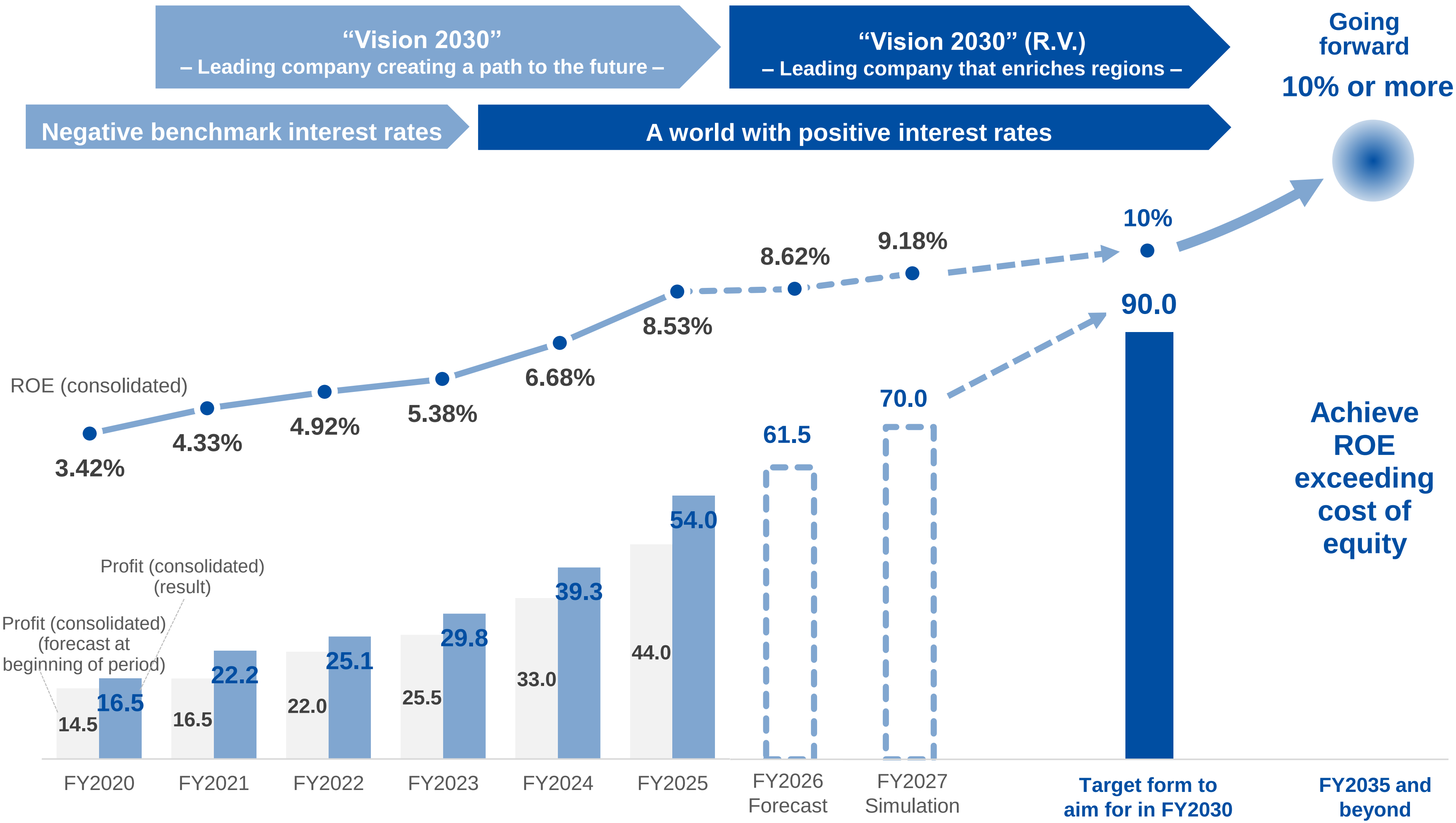
Initiative	Indicator	FY2025	"Vision 2030" (R.V.) financial targets. etc.	(Reference) "Vision 2030" financial targets, etc. before review
Improve PBR	PBR	0.98x	Greater than 1.0x	Greater than 1.0x
Improve ROE	ROE (consolidated)	8.53%	10%	7% or more
Improve RORA – Improve profitability	Profit (consolidated)	JPY 54.0 bn	JPY 90.0 bn	JPY 45.0 bn
Improve RORA – Improve productivity	Core OHR	40.20%	No more than 35%	No more than 40%
Improve RORA / Control financial leverage – Optimally distribute capital	Capital adequacy ratio (consolidated)	10.58%	Roughly 10% [10.0%–10.5%]	Roughly 10% [10.0%–10.5%]
Control financial leverage – Reduce cross-shareholding	Cross-shareholdings Ratio to net assets (consolidated)	8.5%	Continue to reduce	Continue to reduce (Below 10%)
Control financial leverage – Enhance shareholder returns	Dividend ratio (consolidated)	35.7%	40% or more (End-Mar. 2028)	35% or more
Improve PER	PER	12.61x	Greater than 10x (Theoretical value)	14.3x or more (Theoretical value)

Improve PBR = Improve ROE × Improve PER; Improve ROE = Improve RORA × Control financial leverage

Profit increased and ROE rose mainly because of the steady implementation of the initiatives under Vision 2030. We will implement business management focused on the further strengthening of profitability, as well as return on capital.

Profit (consolidated) and ROE (consolidated)

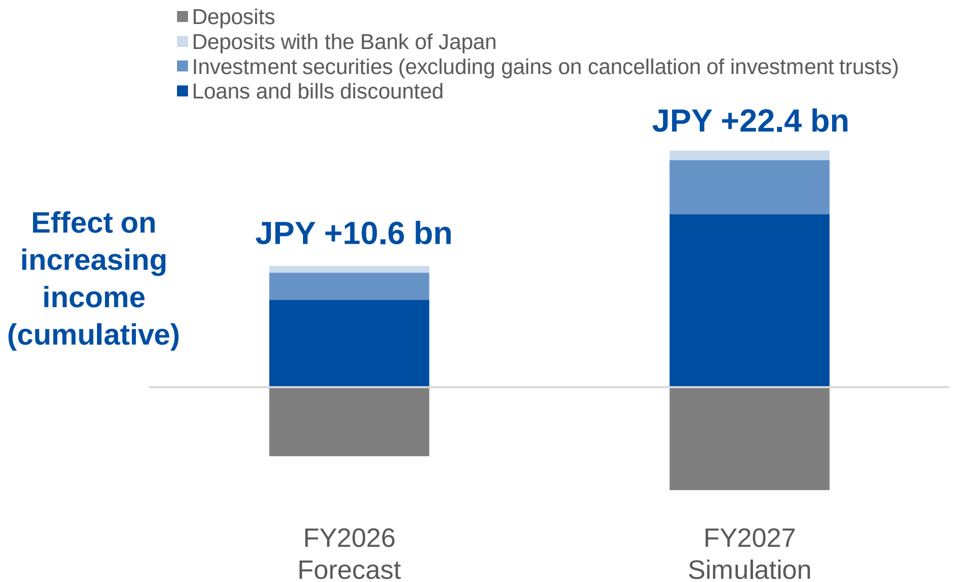
(Unit: JPY bn)



* Assumptions for the benchmark interest rate: from October 2026: 1.00%; from April 2028: 1.25%

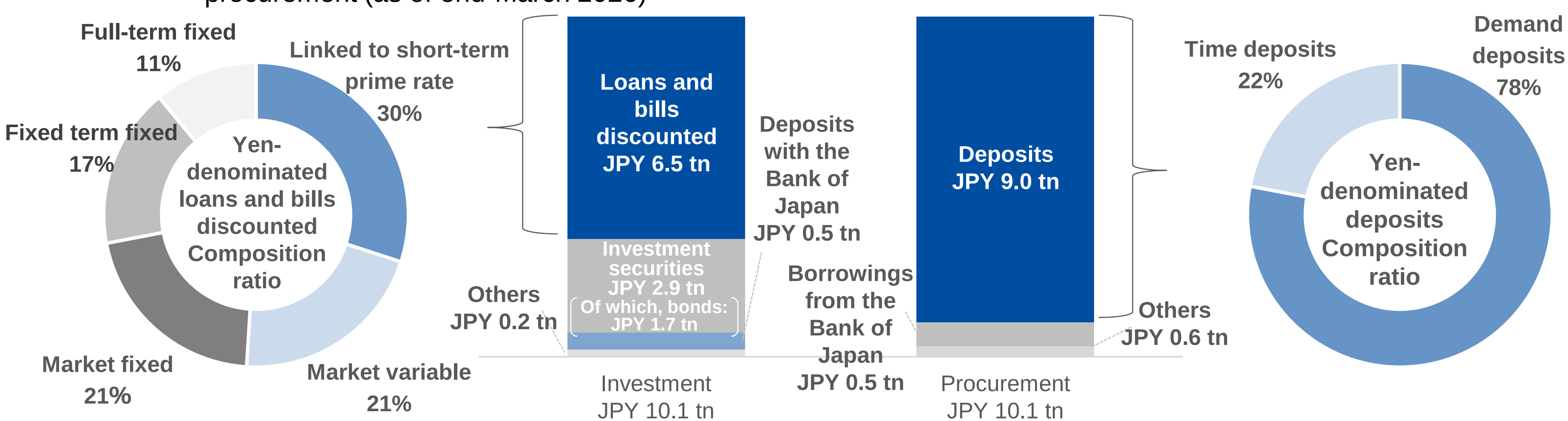
Effect of changes in financial policy and other factors in increasing yen-denominated net interest income (vs. FY2025)

❐ Effect of an increase in the main yield factors on yen-denominated net interest income vs. FY2025
(excluding the effect of balances)



Benchmark interest rate scenario	Interest rate assumptions
FY2026 1H: 0.75%	◆ Short-term prime rate: 2.625% ◆ TIBOR 3 months: 1.10% ◆ 10-year JGBs: 2.20% ◆ Ordinary deposits: 0.300% ◆ 5-year time deposits: 0.575%
FY2026 2H onward: 1.00%	◆ Short-term prime rate: 2.875% ◆ TIBOR 3 months: 1.25% ◆ 10-year JGBs: 2.30% ◆ Ordinary deposits: 0.400% ◆ 5-year time deposits: 0.775%

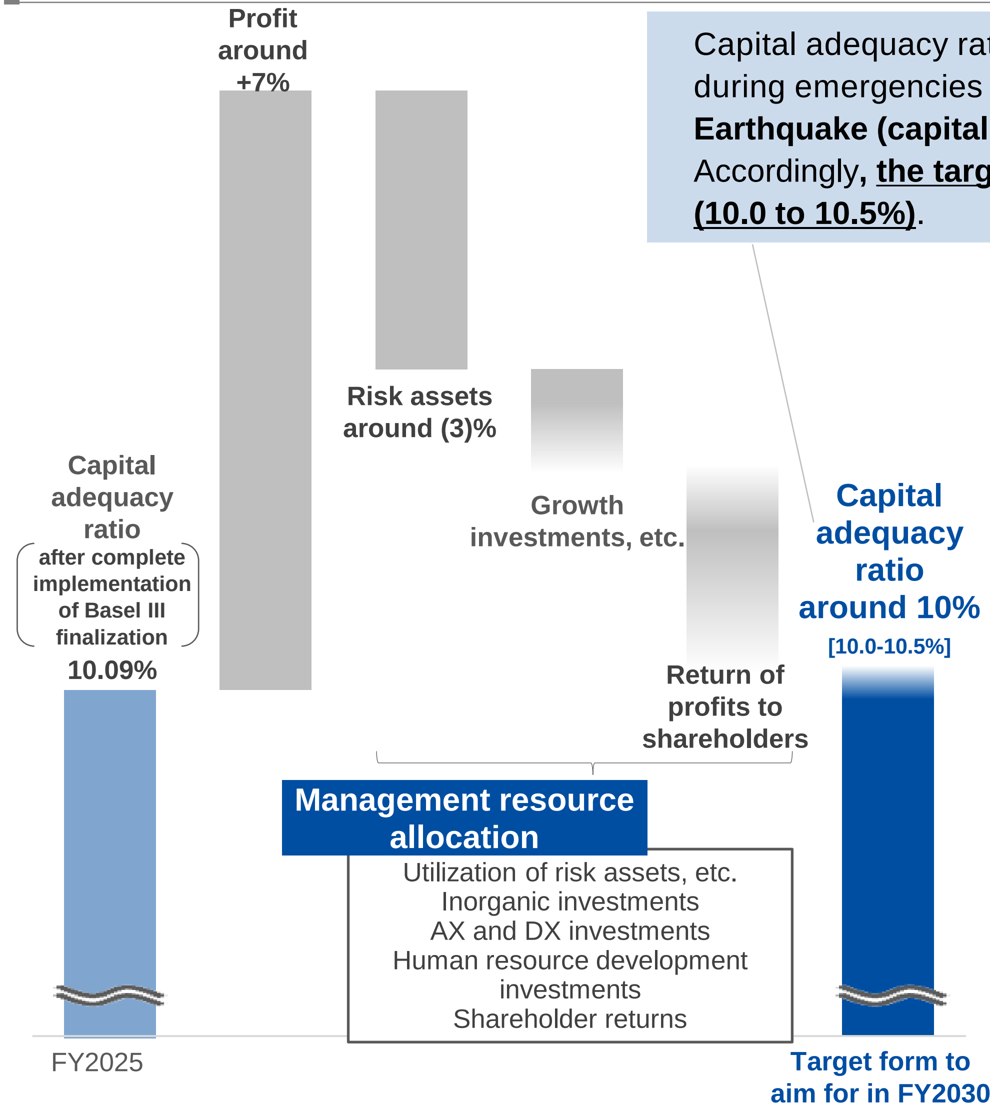
(Reference) Composition ratio of yen-denominated investment and procurement (as of end-March 2026)



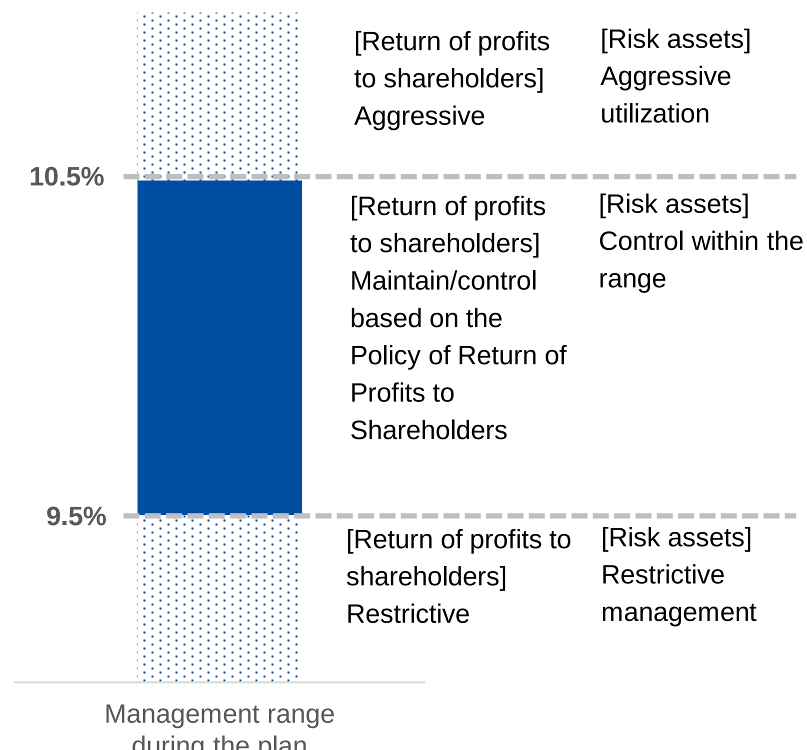
Implementing capital control mainly through the appropriate allocation of management resources, while taking account of our earnings position

Capital adequacy ratio outlook

Capital adequacy ratio must be sufficient for supporting the region during emergencies in light of **the impact of the Great East Japan Earthquake (capital adequacy ratio decreased by roughly 1.6%).** Accordingly**, <u>the target for FY2030 has been set to be around 10% (10.0 to 10.5%)</u>**.



(Reference) Management range during the plan



Risk assets are expected to increase because of growth in corporate loans and the effect of complete implementation of Basel III finalization

We will strive to improve RORA by strengthening pricing that takes account of procurement costs

Risk assets outlook (non-consolidated)

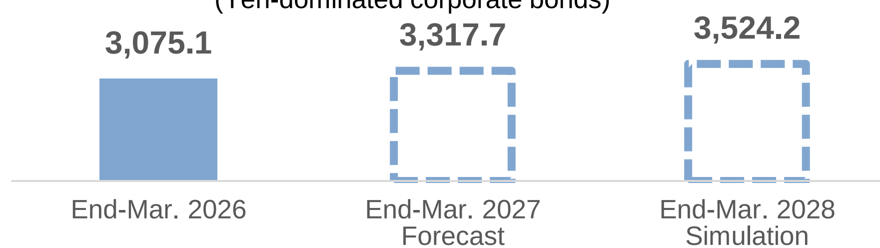
(Unit: JPY bn)

❐ FY2026 forecast

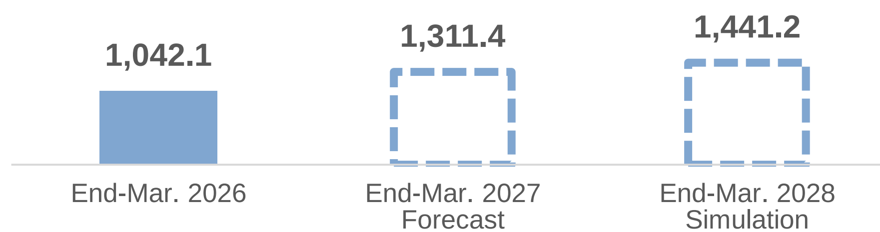
❐ FY2027 simulation

* Applicable risk weight for equity securities as of end of March 2027: 220%
(To be gradually increased to 250% by FY2027)

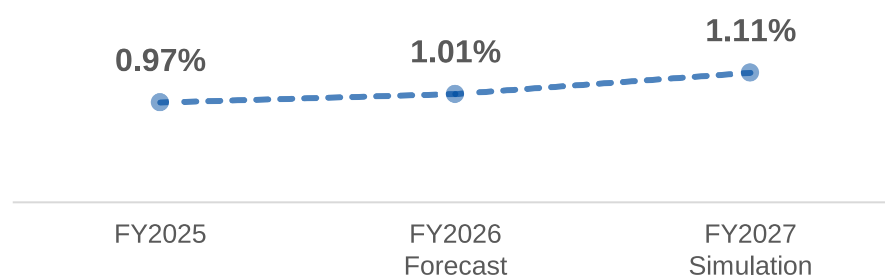
(Reference) Changes in risk assets
(Yen-dominated corporate bonds)



(Reference) Changes in risk assets
(Investment securities)



Bottom line RORA outlook (consolidated)



*1. Bottom line RORA (consolidated) = Profit (consolidated) / Risk assets (consolidated)
*2. Figures are based on complete implementation of Basel III finalization

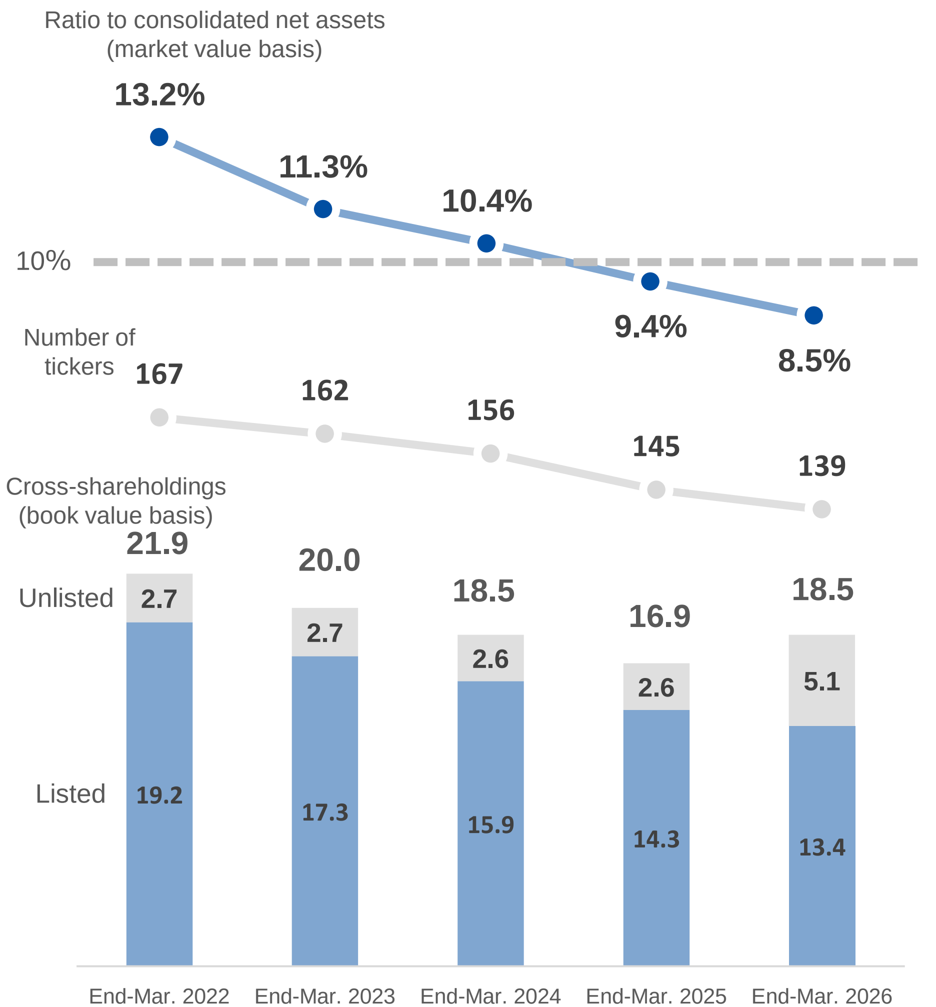
Reducing Cross-Shareholdings

Continued reduction of cross-shareholdings while maintaining the target cross-shareholdings-to-consolidated net assets ratio of below 10%

We have established voting rights exercise criteria for the shares we hold based on our purposes of holding them and decided to vote for or against each proposal of our invested companies accordingly

Cross-shareholdings trend

(Unit: clients, JPY bn)



Addressing cross-shareholdings and pure investments

❐ **Stance on cross-shareholdings and pure investments**

Classified by division in charge

Cross-shareholdings	**Division in charge: Consulting Promotion Div.**
Continue to reduce cross-shareholdings to maintain a cross-shareholdings-to-consolidated net assets ratio of below 10% and also make it lower than in the previous fiscal year	
Pure investments	**Division in charge: Treasury Div.**
Held for the purposes of stable dividend income, capital gains, and the diversification of our securities portfolio	

❐ **Exercise of voting rights**

– We have established voting rights exercise criteria for cross-shareholdings and for pure investment shares based on our purposes of holding them and exercised our voting rights accordingly.

– We voted against 17 out of approximately 2,700 proposals made by the companies we hold shares in, because of, for example, non-compliance with financial performance standards such as ROE.

77 BANK

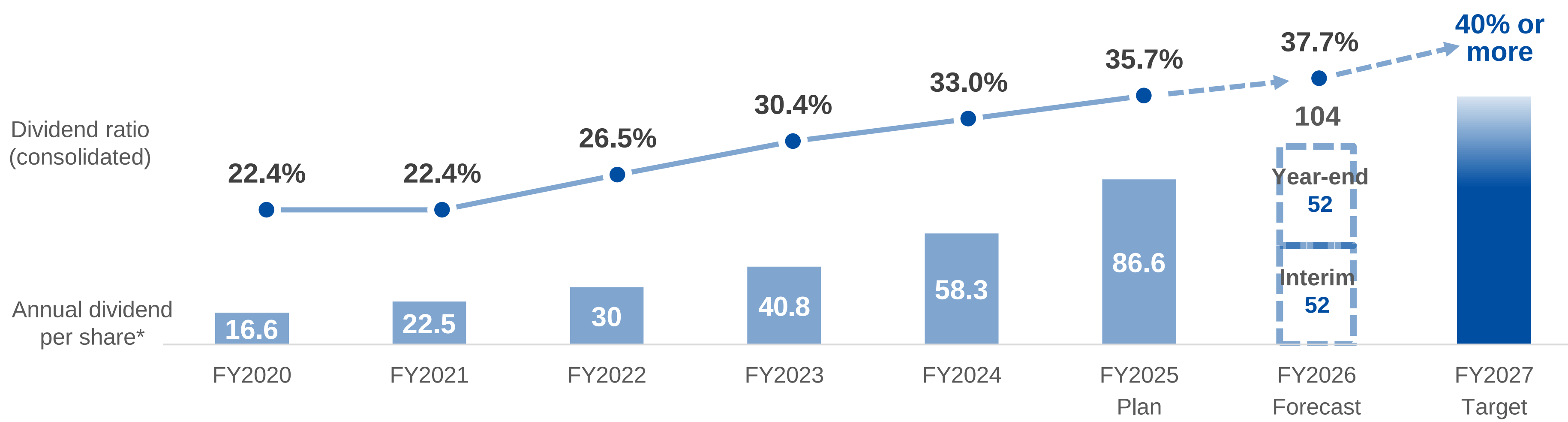
We have revised our Policy on Return of Profits to Shareholders, changing our target to achieving a dividend payout ratio of 40% or more by FY2027

We will carry out appropriate return of profits to shareholders based on the policy

Revision of our Policy on Return of Profits to Shareholders

While taking factors such as its public character as a bank business and the preservation of the soundness of its management into consideration, and based on the premise of strengthening its financial foundation, the Bank will use progressive dividends to elevate its dividend payout ratio relative to profit attributable to owners of the parent **to at least 40% by the fiscal year ending March 31, 2028** and consider responsive acquisition of treasury shares with the aim of improving shareholder returns and returns on capital.

(Unit: JPY)



	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025 Plan	FY2026 Forecast	FY2027 Target
Total dividends	JPY 3.7 bn	JPY 5.0 bn	JPY 6.7 bn	JPY 9.2 bn	JPY 13.1 bn	JPY 19.5 bn	JPY 23.3 bn (6.3 times the FY2020 level)	—
Profit (consolidated)	JPY 16.5 bn	JPY 22.2 bn	JPY 25.1 bn	JPY 29.8 bn	JPY 39.3 bn	JPY 54.0 bn	JPY 61.5 bn	JPY 70.0 bn (3.7 times the FY2020 level)

* Represents amounts retroactively adjusted to reflect the 3-for-1 stock split conducted effective April 1, 2026. The amounts are rounded down to the first decimal place.

05 Implementation of Major Initiatives

Implementing consulting sales leveraging our special expertise through the deployment and development of specialized human resources

Deployment and development of specialized human resources

Assignment of various specialist personnel to headquarters

End-Mar. 2021: 72 members → End-Mar. 2026: 138 members

Regional Support Team	29 members
Business Succession and M&A Team	13 members
Healthcare Team	5 members
Business Consulting Team	7 members
Sustainability Promotion Team	2 members
Structured Finance Section	19 members
Management Improvement Advisors	4 members
Business Revitalization and Business Change and Discontinuation Support Team	4 members
Regional Vitalization Promotion Desk	3 members
Start-up Support Desk	2 members
Information Development Section	5 members
Asia Business Support Office	13 members
Wealth Management Office	32 members

Sales structure of Group companies for expanding business domain

End-Mar. 2021: 76 members → End-Mar. 2026: 146 members

77 Lease	21 members
77 Card	13 members
77 Securities	35 members
77 Research and Consulting	13 members
77 Partners	7 members
77 Human Design	13 members
77 Digital Solutions	9 members
77 Insurance Service	25 members
77 Business With	1 member
77 NEXT CONSULTING	3 members
77 Capital	6 members

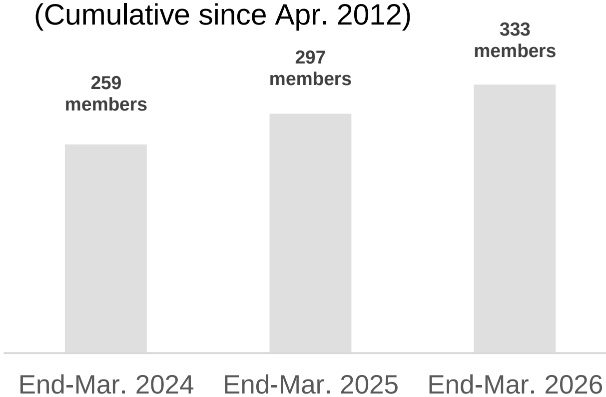
External dispatchment for the development of specialist human resources

End-Mar. 2021 (cumulative): 155 members → End-Mar. 2026 (cumulative): 333 members

Digital	4 members
International business and markets	9 members
Solutions	19 members
Regional vitalization	6 members

of which seven members are dispatched to different industries including listed companies

Number of persons dispatched externally (Cumulative since Apr. 2012)



*1. As of end-Mar. 2026
*2. Number of people in sales departments are listed for Group companies

Top customer satisfaction strategy | Regional growth strategy | Double productivity strategy | Corporate culture reform strategy

Expanding business opportunities for regional customers by leveraging our wide-area network and building bridges with growth markets

Leveraging our wide-area network

Serving as a bridge to growth markets (expanding the 77 economic zone)

Aomori Branch (established in September 2022)

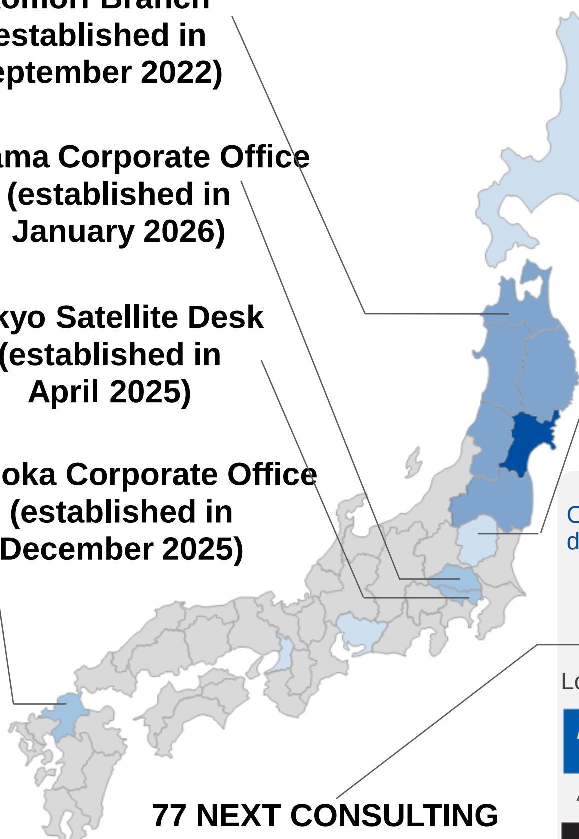
Saitama Corporate Office (established in January 2026)

Tokyo Satellite Desk (established in April 2025)

Fukuoka Corporate Office (established in December 2025)

Utsunomiya Corporate Office (established in August 2023)

77 NEXT CONSULTING (established in April 2025)



Overseas bases, overseas dispatch locations, etc.

77 NEXT

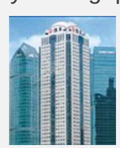
Local subsidiary in Singapore

NEXT ASIA HUB

ASEAN

NEXT INDIA DESK

India



Shanghai Representative Office

❐ Achievements since establishment

Utsunomiya Corporate Office

New clients: 56 clients

Business matching support: 205 cases

Saitama Corporate Office

New clients: 3 clients

Business matching support: 16 cases

Fukuoka Corporate Office

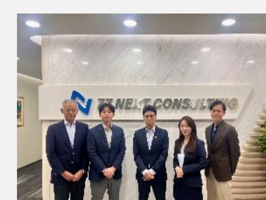
New clients: 4 clients

Business matching support: 15 cases

77 NEXT CONSULTING

Consent form requested 100 cases

Proposals 68 cases

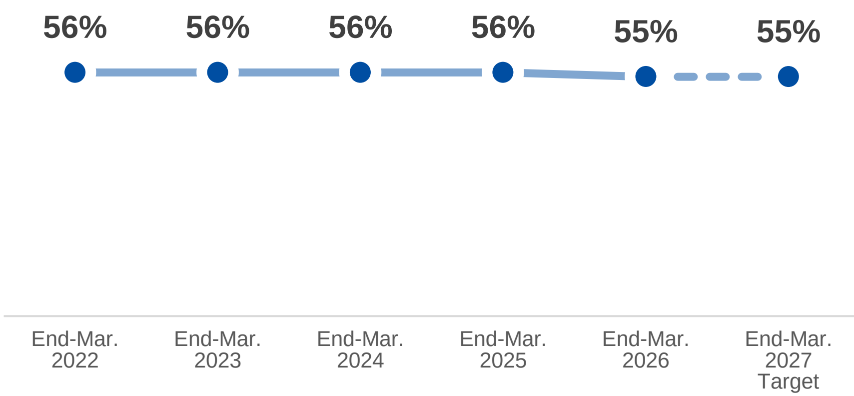


Building relations with a large number of customers as a regional total coordinator

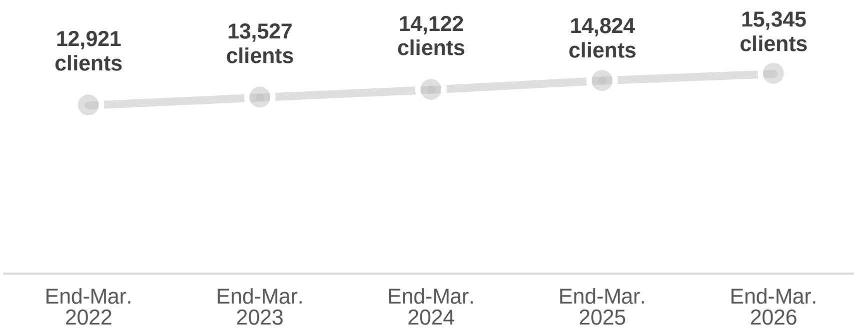
Building customer relations

Let's Try! (FY2030) R.V.

Share of companies in Miyagi Prefecture whose main bank is the 77 Bank	56% or more



(Reference) Number of corporate loan borrowers



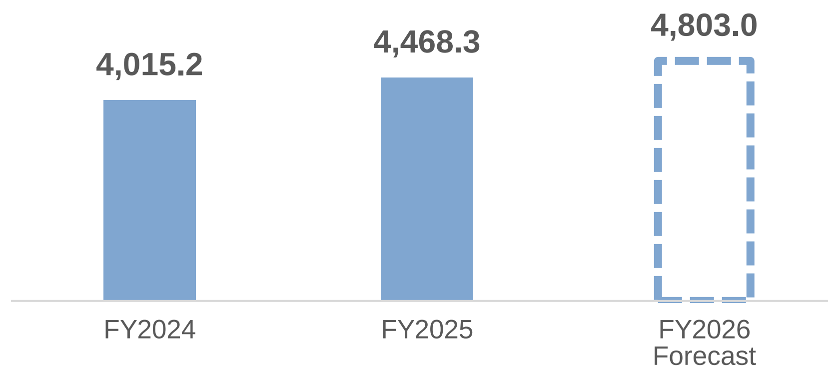
Let's Try! (FY2030) R.V.

Number of corporate lending clients outside Miyagi Prefecture that support Miyagi's growth	vs. FY2025 1.2×

❐ Changes in major metrics

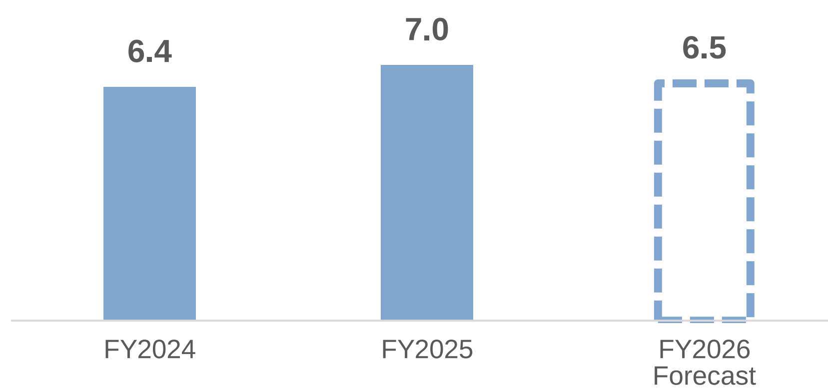
Corporate loans (average balances) (yen-denominated)

(Unit: JPY bn)



Corporate non-interest income

(Unit: JPY bn)



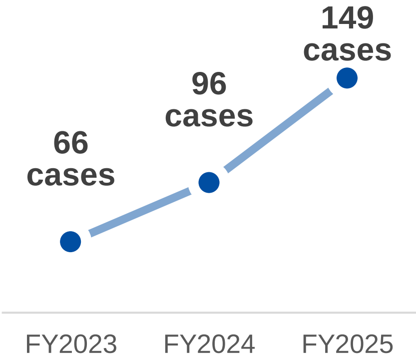
* In FY2025, there was a one-off factor.

Proposing solutions to customers' issues through advanced consulting services

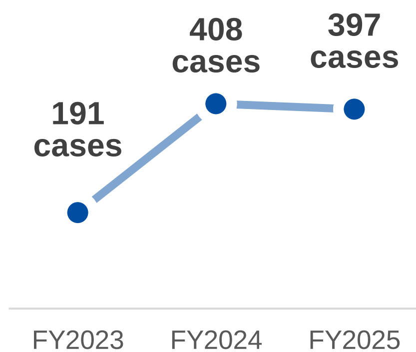
Results of efforts to earn corporate non-interest income

❒ Handling of loan applications

Number of financing contracts with covenants

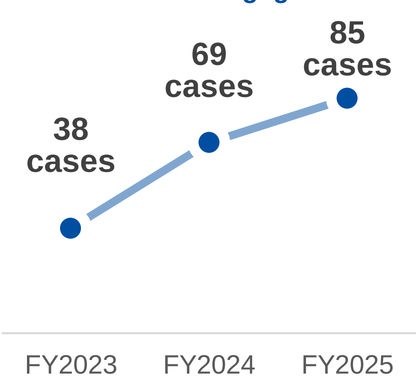


Number of sustainability-related loans handled

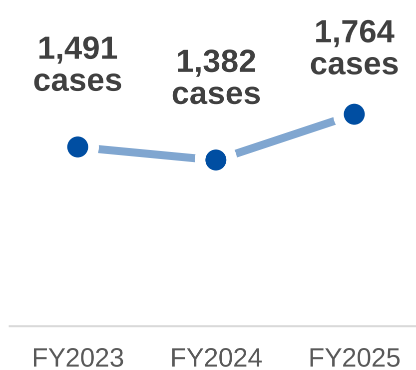


❒ Initiatives for business support

Number of M&A engagements



Number of paid business matching cases handled



❒ Corporate non-interest income

(Unit: JPY bn)

	FY2023	FY2024	FY2025	FY2026 Forecast
Corporate non-interest income (including foreign exchange derivatives income, etc.)	5.0	6.4	7.0	6.5
Credit-related fees and commissions	1.7	2.4	3.0	3.2
Of which, syndicated loans and CL	0.8	1.0	1.1	1.3
Of which, financing with covenants	0.4	0.6	1.2	1.3
Of which, apartment loan handling fees	0.2	0.7	0.5	0.5
Business support-related fees and commissions	2.1	2.4	2.7	2.3
Of which, business matchings	1.3	1.1	1.0	1.1
Of which, M&As	0.4	0.6	0.4	0.6
Of which, SDGs-related fees and commissions, etc.	0.2	0.4	1.2	0.6
Foreign exchange derivatives income, etc.	1.2	1.6	1.3	1.0

* In FY2025, there was a one-off factor.

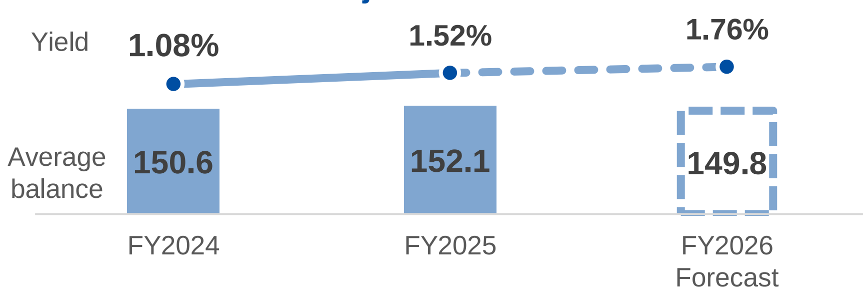
Addressing customer needs while expanding the use of diverse financing methods, including funds

Results for structured finance

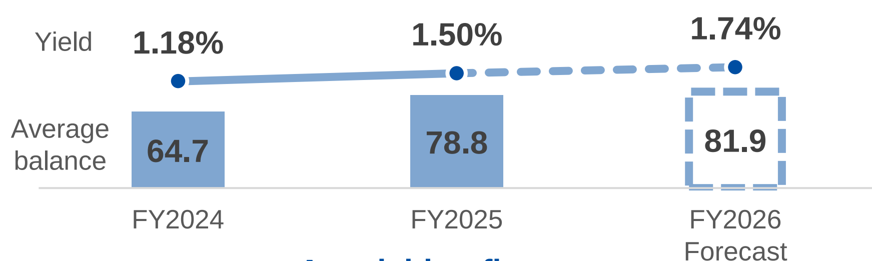
(Unit: JPY bn, %)

❒ Average balances and yields of structured finance

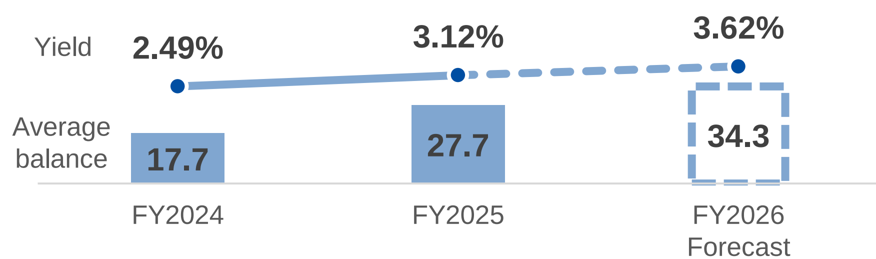
Project finance



Asset finance



Acquisition finance



Results for funds

❒ Policy on funds

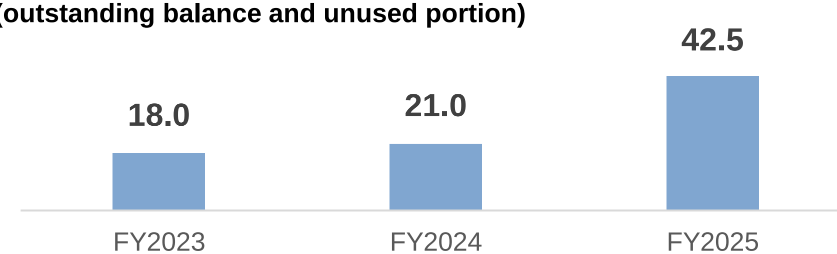
Basic policy

Building portfolios to secure stable income, enhancing fund project partnership income, and utilizing funds that contribute to support for customers' growth and the development of local communities

❒ Total fund investment commitment

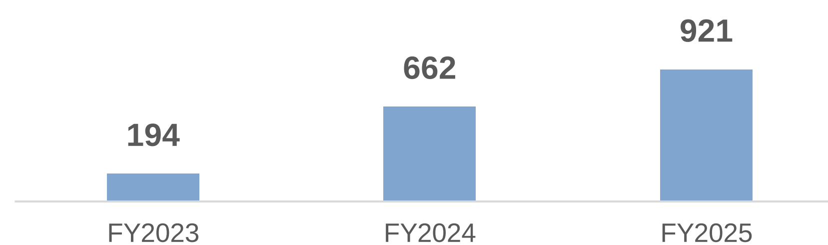
(outstanding balance and unused portion)

(Unit: JPY bn)



❒ Fund project partnership income

(Unit: JPY mn)



* Total amount of interest on loans and bills discounted as well as fees and commissions generated through project partnerships with funds

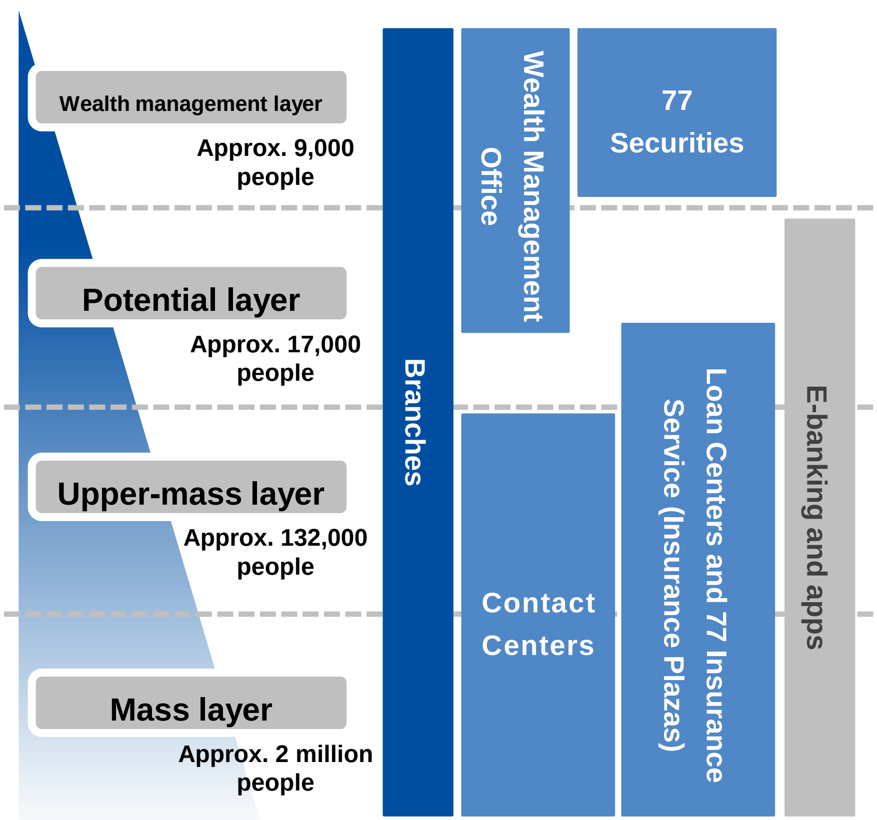
Building an effective sales system for each channel to contribute to developing customers' ideal life plans

Providing solutions

❐ Solution sales structure

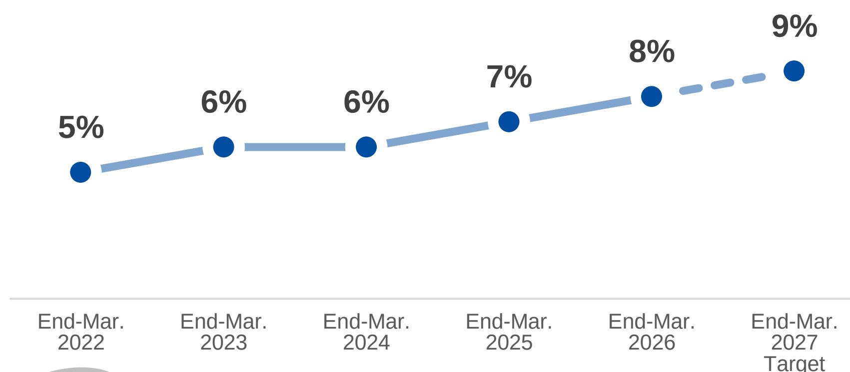
– Strengthening our special expertise and systems, including of Group companies, to address customer needs

(Reference) Concept of sales channels



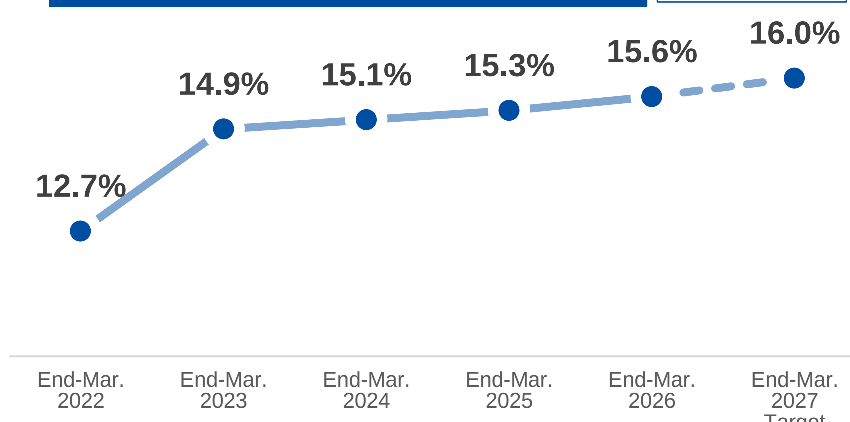
Let's Try! (FY2030) R.V.

Share of households in Miyagi Prefecture holding assets with the 77 Bank group | **13%**



Let's Try! (FY2030)

Share of individuals in Miyagi Prefecture using loans from the 77 Bank | **20.0%**



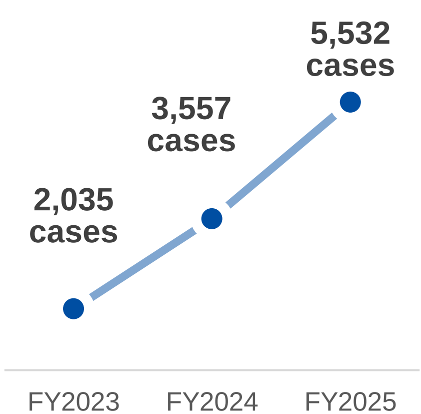
Strengthening proposal capabilities through human resource development to provide solutions that fit customer needs

Results for sales commissions of assets in custody

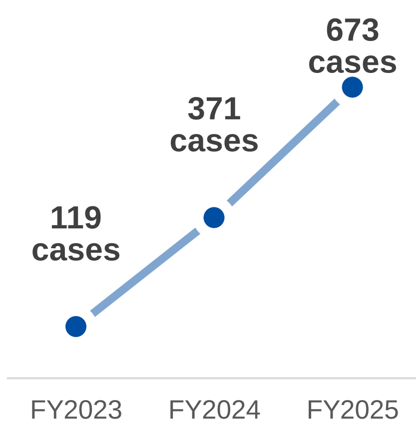
❐ Strengthening our approach to high-net-worth individuals

- In addition to promotion by the Wealth Management Office (established June 2021), we strengthened our approach based on customers through customer referrals to 77 Securities
- By dispatching employees to external institutions (5 employees currently dispatched) and through other efforts, we aim to develop highly-specialized human resources, enhance each individual's proposal capabilities, and nurture private bankers capable of making appropriate proposals to high-net-worth customers.

Cases of customer profiling* (cumulative)



Number of trust products or services handled (cumulative)



* Analyzed information regarding customers' total assets and attributes

❐ Changes in sales commissions of assets in custody

(Unit: JPY bn)

	FY2023	FY2024	FY2025	FY2026 Forecast
Sales commissions of assets in custody	2.5	2.7	2.9	2.8
Sales commission	1.8	1.8	1.8	1.6
Of which, investment trusts	0.5	0.7	0.9	—
Of which, insurance	1.2	0.8	0.6	—
Of which, public bonds	0.1	0.1	0.1	—
Trust fees, etc.	0.6	0.8	0.9	1.0
Of which, investment trusts	0.5	0.7	0.9	—
Trust services-related	0.1	0.1	0.2	0.2
77 Securities	1.0	1.0	1.3	1.5

Top customer satisfaction strategy | Regional growth strategy | Double productivity strategy | Corporate culture reform strategy

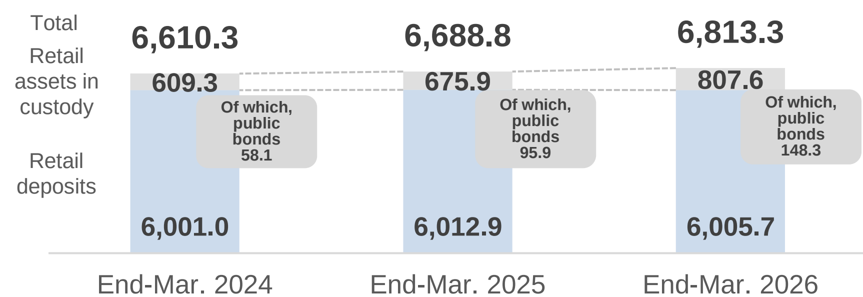
Strengthening our approach to corporate and retail customers to acquire highly sticky deposits

Efforts to acquire deposits

❐ Yen-denominated deposits (year-end balances) and retail assets in custody

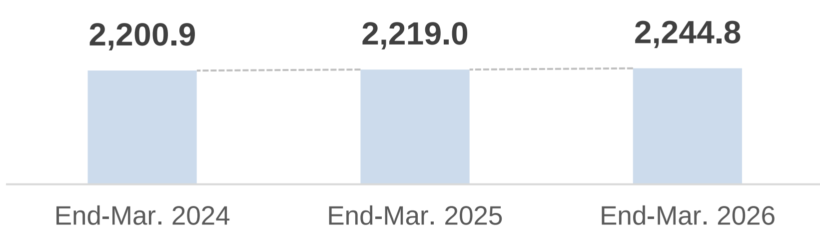
Retail deposits + assets in custody (retail customers)

(Unit: JPY bn)



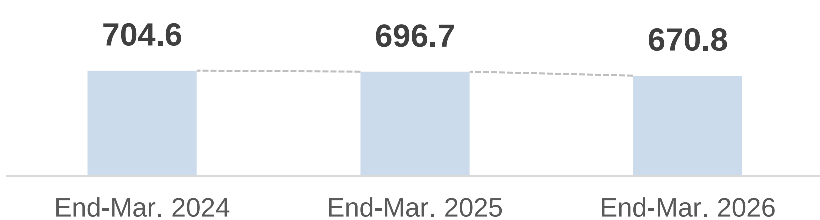
Corporate deposits

(Unit: JPY bn)



Public deposits

(Unit: JPY bn)



❐ Our approach to acquiring deposits

Retail customers

Enhancing customer contact points

- NEW! **Launched the 77 point service to promote business with retail customers** — 45,000 customers are currently registered
- NEW! **Established an internet branch handling inheritance time deposits**

Enhancing comprehensive transactions and convenience

	End-Mar. 2025	End-Mar. 2026
Retail customers using the Bank for salary transfers/ pension recipients		653,000/ 302,000
Retail customers' active e-banking service accounts	569,000	631,000 【+10.9%】

Corporate customers

Securing settlement accounts

	End-Mar. 2025	End-Mar. 2026
Corporate customers using the Bank for salary transfers	11,000	12,000 【+1.4%】
Corporate customers having concluded e-banking service contracts	34,000	36,000 【+7.8%】

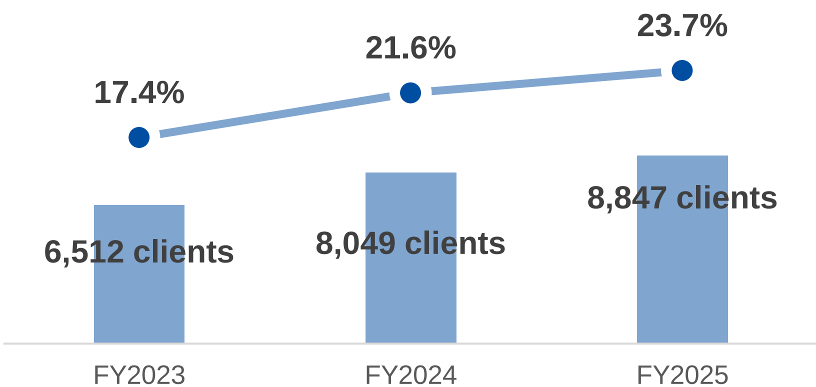
Increasing deposit share in corporate customers

Top customer satisfaction strategy | Regional growth strategy | Double productivity strategy | Corporate culture reform strategy

Implementing sales activity with the 77 Bank Group working together and offering a broad range of solutions to solve issues of local communities and customers

Strengthening Group business

❐ Corporate customers having transactions with Group companies

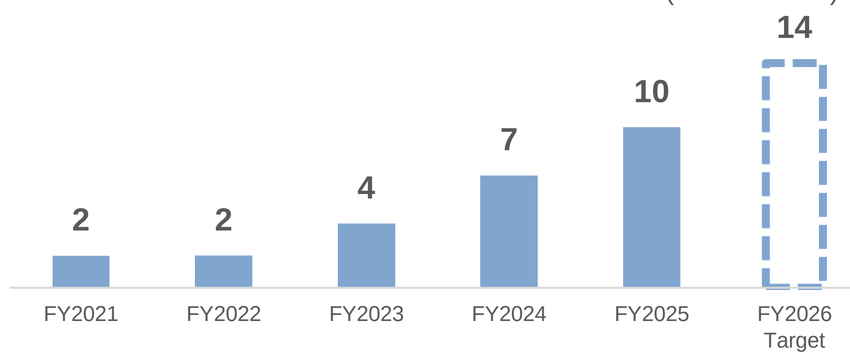


* Of our corporate customers whose average deposit balance during the period is 1 million yen or more, those who have had transactions with Group companies

Let's Try! (FY2030) New!

Group customer sales department income per employee	JPY 26 mn

(Unit: JPY mn)



❐ Strengthening group governance

– Established Group Business Strategy Committee in April 2024 from the viewpoint of strengthening our governance structure with the 77 Bank Group working together

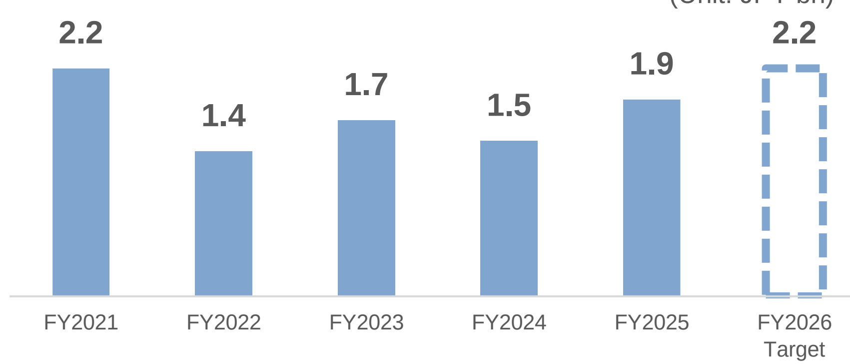
– Established Group Business Strategy Division, which is in charge of supervising Group companies, in November 2024 to promote collaboration between each of the divisions of the headquarters and Group companies, enhance planning capabilities, and strengthen our group governance

Major discussion and reported items	Review of Vision 2030 by Group companies Progress of study of expansion into new business domains

Let's Try! (FY2030) R.V.

Profit related to Group business, etc.	JPY 5.0 bn

(Unit: JPY bn)



* Profit of Group companies + Profit related to new businesses or sectors

(Reference) Earnings Position of Group Companies (1)

77 Lease (Established November 1974)

A leading company in the region that is in charge of leasing business of the 77 Bank Group

(Unit: JPY mn)	FY2025	YoY change Amount
Profit	471	197

	FY2026 Forecast	YoY change Amount
Profit	329	(142)

Balance of lease receivables and installment receivables

FY2020 **JPY 27.0 bn**

FY2025 **JPY 40.2 bn**

77 Securities (Established July 2016)

A securities company that is rooted in the region and leads asset management of clients in the region

(Unit: JPY mn)	FY2025	YoY change Amount
Profit	243	157

	FY2026 Forecast	YoY change Amount
Profit	260	17

Balance of assets in custody

FY2020 **JPY 141.7 bn**

FY2025 **JPY 241.3 bn**

77 Shin-Yo Hosyo (Established October 1978)

Realizing "SSS (Share up/Streamline/Social responsibility)" that empowers the region

(Unit: JPY mn)	FY2025	YoY change Amount
Profit	908	40

	FY2026 Forecast	YoY change Amount
Profit	975	67

Balance of housing loan guarantees

FY2020 **JPY 868.7 bn**

FY2025 **JPY 1,052.8 bn**

77 Research and Consulting (Established July 2018)

A group of professionals who contribute to the growth and development of companies in the region and the activation of the regional economy, as a self-reliant think tank and consulting firm

(Unit: JPY mn)	FY2025	YoY change Amount
Profit	164	34

	FY2026 Forecast	YoY change Amount
Profit	172	8

Number of consulting and commissioned research projects (annual)

FY2020 **94 cases**

FY2025 **172 cases**

77 Card (Established February 1983)

A company that promotes cashless payments in the region

(Unit: JPY mn)	FY2025	YoY change Amount
Profit	143	(51)

	FY2026 Forecast	YoY change Amount
Profit	200	57

Volume of shopping transactions (annual)

FY2020 **JPY 88.2 bn**

FY2025 **JPY 143.4 bn**

77 Partners (Established December 2021)

Tohoku's No. 1 buyout fund

(Unit: JPY mn)	FY2025	YoY change Amount
Profit	36	33

	FY2026 Forecast	YoY change Amount
Profit	33	(3)

Cumulative investment

JPY 2.6 bn

NEW!

Established a regional fund (totaling JPY 5.0 bn) with MC Japan Growth Partners Inc., a wholly-owned company of Mitsubishi Corporation

: Finance : Non-finance

77 Human Design (Established August 2022)

"The first company to call" in Tohoku that sets forth the future of people and companies

(Unit: JPY mn)	FY2025	YoY change Amount
Profit	(50)	(72)

	FY2026 Forecast	YoY change Amount
Profit	18	68

Number of human resources placement contracts (annual)

FY2022
40 cases

FY2025
212 cases

77 Business With (Established September 2024)

A BPO consulting company that designs the future of business "with" customers

(Unit: JPY mn)	FY2025	YoY change Amount
Profit	(17)	4

	FY2026 Forecast	YoY change Amount
Profit	(35)	(18)

Number of outsourced projects

FY2024
11 cases

FY2025
23 cases

77 Digital Solutions (Established May 2023)

A leading digital company in the region

(Unit: JPY mn)	FY2025	YoY change Amount
Profit	25	34

	FY2026 Forecast	YoY change Amount
Profit	10	(15)

Number of IT support contracts (annual)

FY2023
87 cases

FY2025
215 cases

77 NEXT CONSULTING (Established January 2025) (local company in Singapore)

Global hub connecting business partners, regions, the 77 Bank Group, and overseas markets

(Unit: JPY mn)	FY2025	YoY change Amount
Profit	2	—

	FY2026 Forecast	YoY change Amount
Profit	11	9

Number of contracts for consulting, etc.

FY2025
23 cases

77 Insurance Service (Established March 2024)

An insurance agency that offers No. 1 insurance services in the region

(Unit: JPY mn)	FY2025	YoY change Amount
Profit	(39)	60

	FY2026 Forecast	YoY change Amount
Profit	112	151

Number of insurance consultation contracts

FY2024
1,183 cases

FY2025
2,100 cases

77 Capital (Established July 2016)

High-value equity solution provider

(Unit: JPY mn)	FY2025	YoY change Amount
Profit	6	(2)

	FY2026 Forecast	YoY change Amount
Profit	20	14

Cumulative investment amount
JPY 6.4 bn

NEW!
Formed its third fund totaling JPY 2.0 bn

: Finance   : Non-finance

Launched new efforts to enhance functions lacking in local communities

Pilot test for entertainment content-related business

❒ **Launched a pilot test toward entering entertainment content-related business**

- Concluded a basic agreement on strategic partnership with Tohoku University of Art & Design (located in Yamagata City, Yamagata Prefecture), which has a wealth of expertise in entertainment content-related fields etc., in May 2026, and launched a pilot test regarding entertainment content-related business
- We aim to establish a new industrial base in the Tohoku region, expand it into a large-scale creative center, and thereby create an ecosystem that encourages local young people to stay in the region

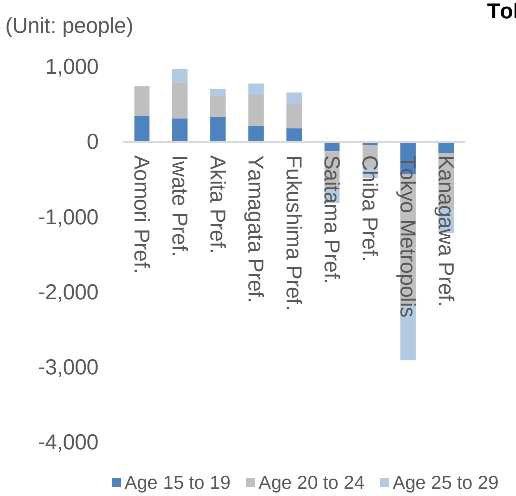
Summary of the pilot test

I. Intellectual property (IP)-related business
Planning and management, etc. for business development utilizing IPs created by creators in the region

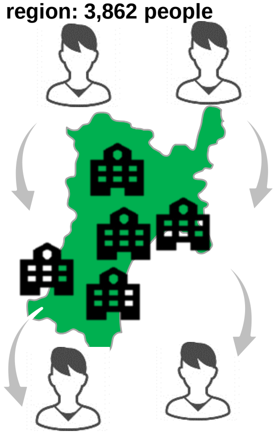
II. Event-related business
Planning and management, etc. of events in various fields

III. Tourism and trading-related business
Planning, implementation and sales, etc. of high value-added tour products, etc. related to the region

(Reference) Number of young people moving out of and moving in Miyagi Prefecture (2025)



Moved in from the other five prefectures of the Tohoku region: 3,862 people



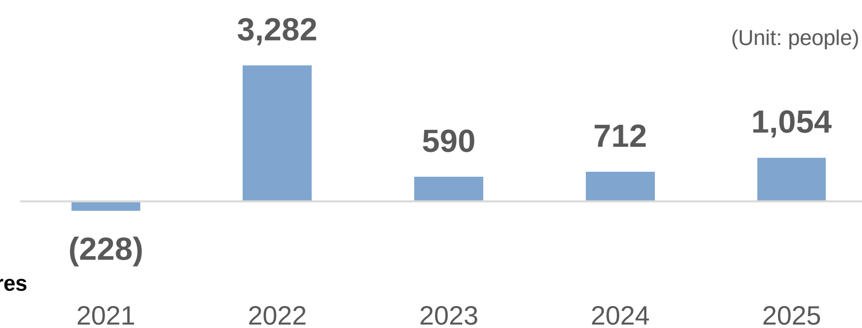
Moved out to Tokyo and the three prefectures of the Kanto region: 5,417 people

Source: "Vital Statistics," the Ministry of Health, Labour and Welfare

Let's Try! (FY2030) New !

Net migration in Miyagi Prefecture	0

* More people moving into the prefecture than out of in



* The data for 2025 was compiled from the monthly reports of the estimated population in Miyagi Prefecture for the period of November 2024 to October 2025, the standard period used for announcement.

Enhancing the ability to solve issues in local communities that have become increasingly diversified and complex and working with other banks to contribute to the sustainable development of local communities

Collaboration for sustainable development of South Tohoku

❒ **Concluded an agreement on South Tohoku Vitalization Project (March 25, 2026)**

- The 77 Bank, The Toho Bank, and The Yamagata Bank will, by leveraging each one's strengths, work together to address issues of local communities and companies' needs that have become increasingly diversified and complex and contribute to sustainable development of local communities as regional financial institutions that support the South Tohoku economy.
- In April 2026, four working groups were established and launched joint meetings to advance agreed collaborations.

Joint meeting

Concept

Issues of local communities that have become more diversified and complex

Aging population and low birthrates	Declining population	Excessive concentration in Tokyo	Shortage of successors in businesses

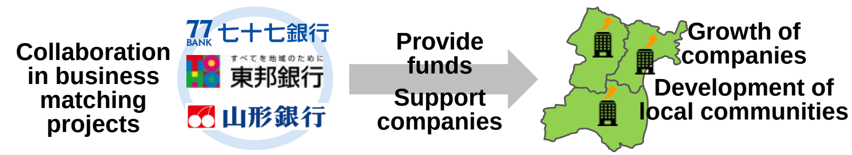
South Tohoku Vitalization Project

–Toward sustainable development of local communities –

山形銀行 77 BANK 七十七銀行 すべてを地域のために 東邦銀行

KPI	Impact of the collaboration: JPY 10.0 bn (5-year cumulative total)

Support customers in business growth, business succession, M&As, etc.



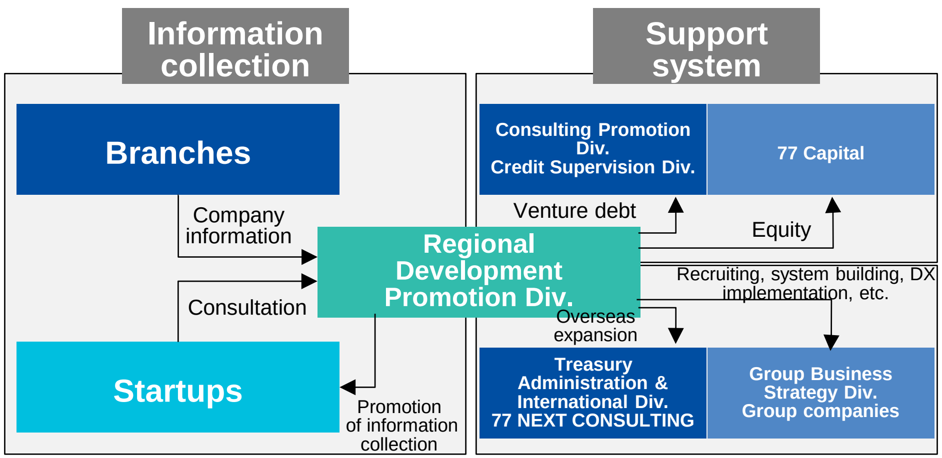
Promote overseas businesses

Regional vitalization through tourism promotion, creation of attractive local content, etc.

Providing seamless support for new businesses and startups according to the growth phase

New business and startup support system

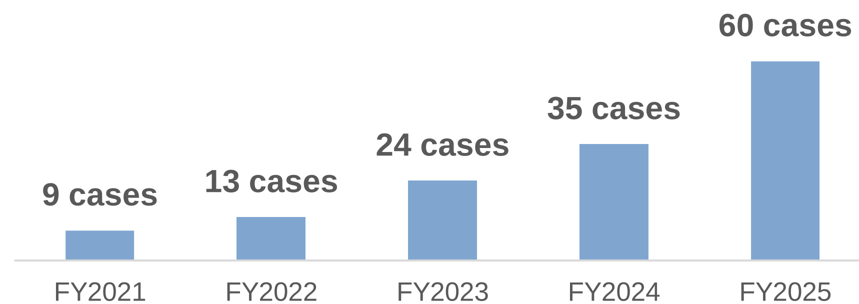
- **Building a new business and startup support system**
  - Studying Group-wide, cross-functional initiatives to support startups, with Regional Development Promotion Division serving as a hub



Concept of startup support

	Seed	Early	Middle	Later
Debt		Subsidies Bridge loans, etc.	New business loans, etc.	
Equity	77 Capital Venture capital			
Solutions	Providing support according to the growth stage (Overseas sales channel development, recruiting, system building, DX implementation, etc.)			

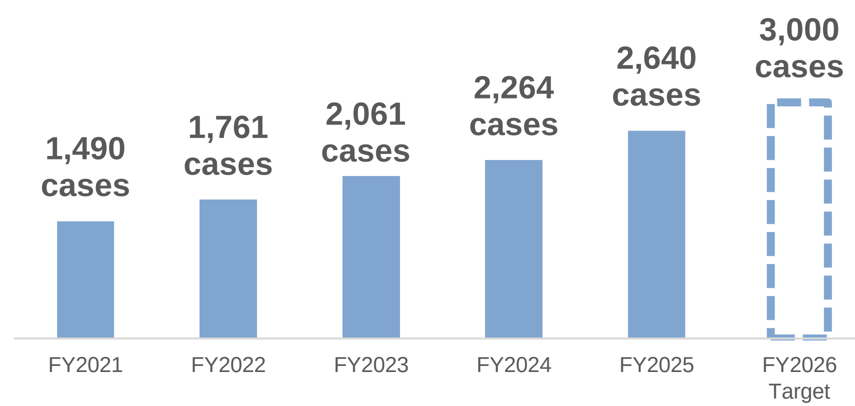
- **Investment in and financing for startups**
  - Providing equity financing and other services for startups according to the growth stage, as well as loans for new businesses



* A cumulative total of cases since FY2021

Let's Try! (FY2030) R.V.

Cases of support for business launches/startups | **4,200 cases**



Supporting the growth of local communities through engagement in regional development and regional projects

Regional development projects

❒ **Promoting the utilization of Sendai Urban Restructuring Project**

– A project announced by the Sendai City government to improve the urban environment of the downtown area of Sendai City (10 construction projects are now utilizing this project.)

– The Bank is collaborating with companies who are interested in construction projects, providing relevant information, and extending support through financing, leasing, etc.

❒ **Hosted Miyagi Sendai Urban Redevelopment Promotion Symposium**

– Hosted the symposium in collaboration with Miyagi Sendai Urban Redevelopment Promotion Symposium Committee in January 2026, aimed at promoting urban development projects implemented with local communities working together

– Joined by about 200 participants, including local government officials, real estate agents, and companies interested in redevelopment projects

Discussion at the symposium

Let's Try! (FY2030)

Rate of participation in regional development projects	100%

▶ **The Bank is engaged in about 150 local development projects as of the end of March 2026.**

Nano Terasu

❒ **Status of collaboration with Nano Terasu, the next-generation synchrotron radiation facility**

– A world-class research facility, developed under a regional public-private partnership (PPP) framework in which the national government, private companies, and local communities collaborate to establish and operate a single large-scale research facility (full-scale operations started April 2024)

– Utilized by many companies as a “giant microscope that offers imaging down to the nanoscale,” enhancing Japan’s R&D capabilities

The Bank’s state of collaboration

(i) Participation as an auditor of Photon Science Innovation Center

(ii) Provision of financial support through loans and donations

(iii) Organization of various seminars, etc., to promote utilization
Participating companies and organizations: 160 (total); Individual participants: 300 (total)

Aerial view

Number of companies expressing an intention to utilize NanoTerasu

More than 150 companies

Economic spillover effect
*** Estimated by Tohoku Economic Federation**

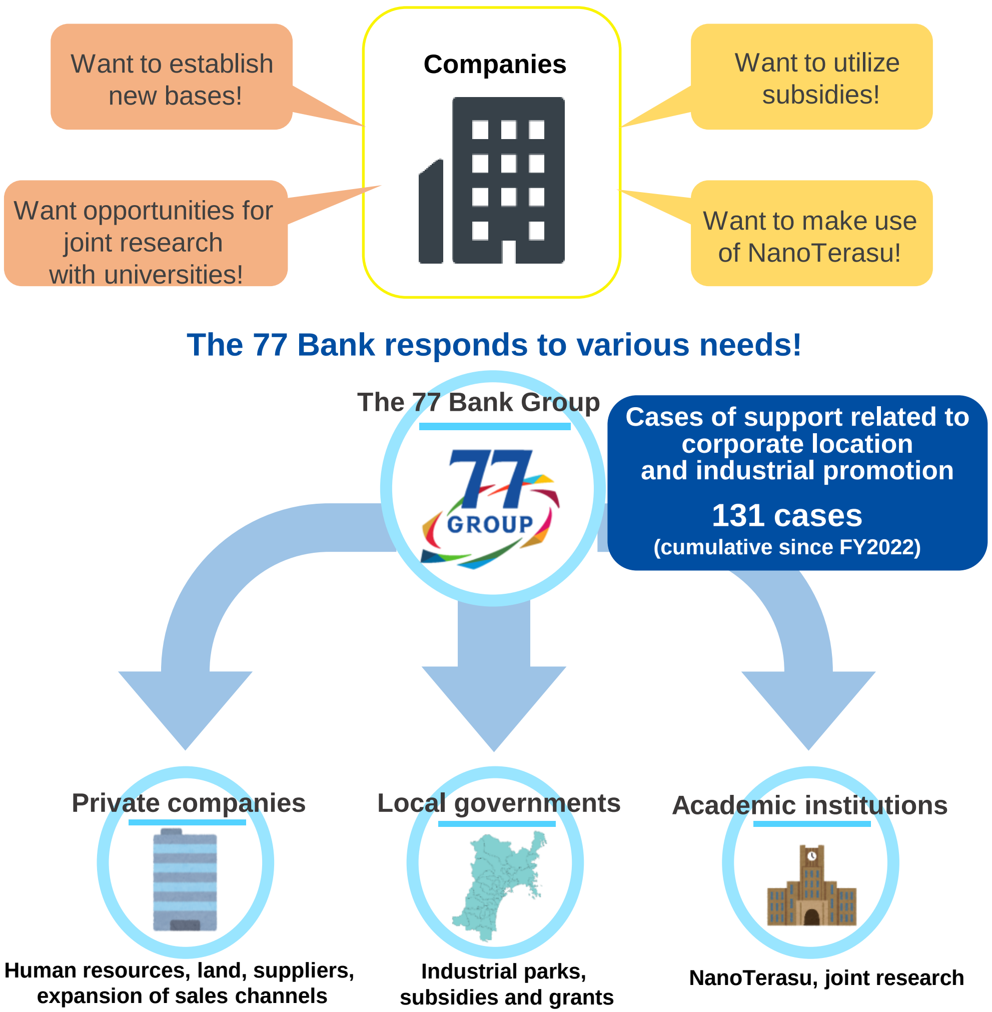
Approx. JPY 1.9 tn
(10-year period following start of operation)

Source: Photon Science Innovation Center

Enhancing the attractiveness of local communities by leveraging Miyagi Prefecture's location and environment and the Bank's network

Support for attracting companies

❐ Illustration of support provided



Strengthening collaboration with Tohoku University

❐ Concluded a comprehensive collaboration agreement with Tohoku University

– Agreed in February 2026 with Tohoku University, which is accelerating reforms as a "University of International Research Excellence," to completely renew our collaboration agreement made in 2007 and deepen the collaboration into a "co-creative partnership" for regional vitalization

Major points of the agreement

1. Support for utilization of research results in society
2. Creation and development of university startups
3. Human resource development and exchange
4. Promotion of internationalization
5. Enhancement and utilization of the value of the Bank's and Tohoku University's resources

Top customer satisfaction strategy | Regional growth strategy | **Double productivity strategy** | Corporate culture reform strategy

Improving per-employee labor productivity mainly by rebalancing management resources

Efforts to improve productivity

❐ Reduction in expenses

▶ **Establishment of branches within branches**

12 (End-Mar. 2021) → 38 (End-Mar. 2026)

▶ **Creation of time through promotion of paperwork-free, etc.**

Approx. 1.02 mn hours saved (vs. FY2019)

Created time equivalent to: Approx. 270 people (the operations group only)

▶ **Enhancement of non-face-to-face channels**
(Ratio of customers using non-face-to-face channels)

Corporate 38%

Retail 36%

❐ Strengthening consulting sales

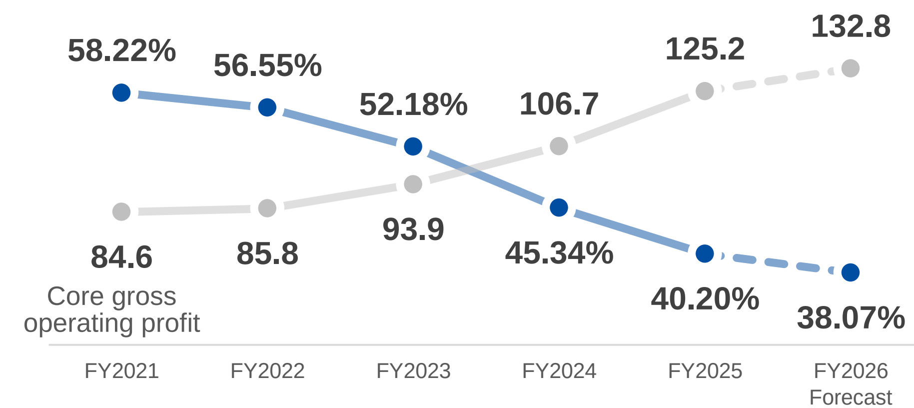
▶ **Creation of sales personnel**
(Ratio of liaison officers)

62% (End-Mar. 2024) → 64% (End-Mar. 2026)

▶ **Increase in income from core operations**
(Income from customer services)
(after excluding foreign currency-denominated procurement costs)

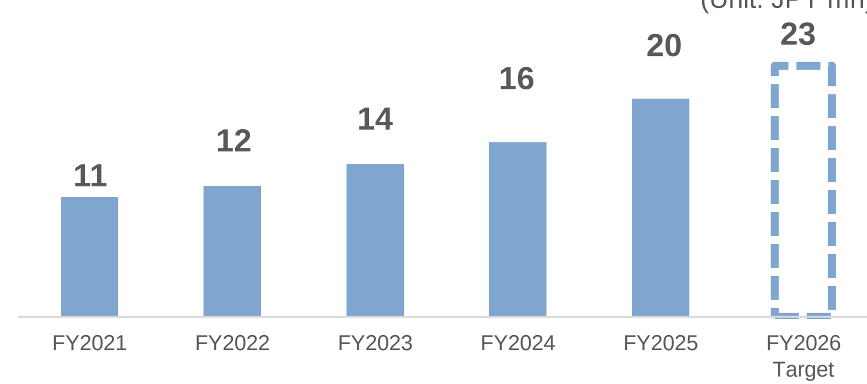
JPY (1.0) bn (FY2020) → JPY 29.6 bn (FY2025)

❐ Changes in core OHR and core gross operating profit



Let's Try! (FY2030) R.V.

Per-employee labor productivity in core operations | **JPY 37 mn**



Top customer satisfaction strategy | Regional growth strategy | **Double productivity strategy** | Corporate culture reform strategy

Transforming operations through human-AI integration (= AX)

Utilization of generative AI

❐ Status of utilization of generative AI

Phase 1

Basic functions of generative AI + Data analysis
- Generate responses based on specific work instructions

Planning/ paperwork | Data analysis

Phase 2 (now)

Implemented the function of generative AI referring to work process flows and answering inquiries

Linking internal and external information
- Generate answer based on linking internal and external information

Inquiries

Phase 3

AI agents
- Complete tasks autonomously based on the objectives provided

Bank branch operations

Effect on Improvement in work efficiency ▶ **FY2025 Approx. 10,000 hours**

❐ Establishment of AI Promotion Team

– Planning to establish AI Promotion Team in Digital Strategy Division to accelerate the utilization of AI in the Group

Digital transformation for employees

❐ Improving AI skills

– Implementing measures to develop and secure human resources capable of improving productivity and materializing new ideas by using AI

Specialist human resources (AI leaders; advanced skills)
As of End-Mar. 2026: 13
Target: 20 or more

- ✓ Dispatching employees to other companies
- ✓ Utilizing external resident staff and professional talent
- ✓ Recruiting new graduates and mid-career employees with special expertise (four people recognized as specialist human resources)

Core human resources (AI planners; initiative leaders)
As of End-Mar. 2026: 129
Target: 200 or more

- ✓ Employees leading AI utilization initiatives
- ✓ Implementing intra-bank training programs

Base human resources (IT users; IT literacy)
As of End-Mar. 2026: 1,567
Target: All employees

- ✓ Encouraging employees to obtain AI-related qualifications
- ✓ Acquiring literacy for AI utilization
- ✓ Continuing to implement cyber security training programs

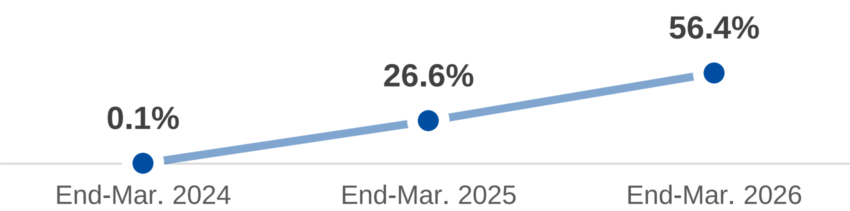
Employees who have obtained IT Passport: 1,714 (Target: All employees)

Streamlining branch operations by expanding non-face-to-face transactions

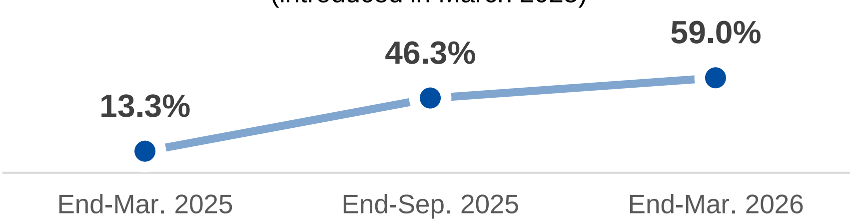
Non-face-to-face channel transformation and branch transformation

❐ Shifting customer contact points

Ratio of online housing loans
(introduced in August 2023)



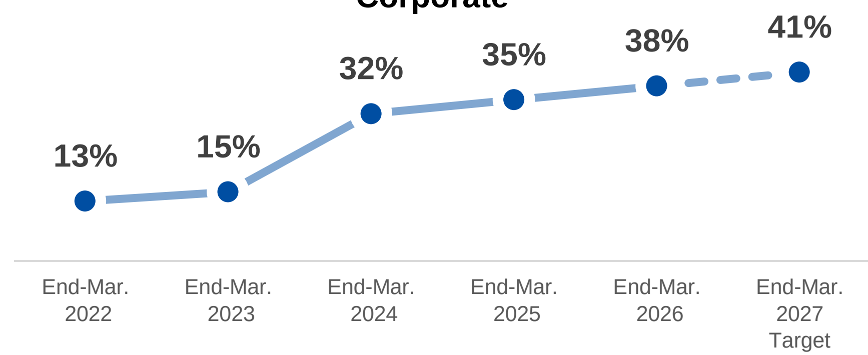
Ratio of investment trust accounts opened online
(introduced in March 2025)



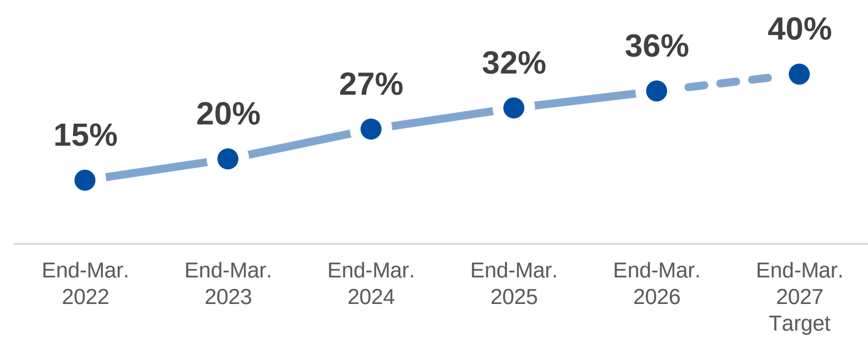
Let's Try! (FY2030) R.V.

Usage rate of non-face-to-face channels (Corporate) (Retail)	60% 60%

Corporate

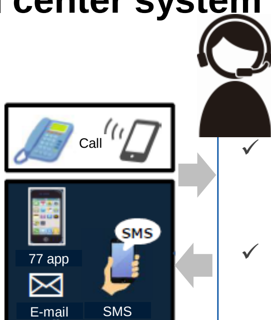


Retail



❐ Establishment of a call center system

– Planning to collaborate with the NTT EAST Group to establish a new call center system using generative AI to transcribe voice data into text, summarize the information, and support operators answering inquiries



New system

✓ Transcribe voice data into text by using generative AI

✓ Support operators answering inquiries, etc.

Let's Try! (FY2030) New!

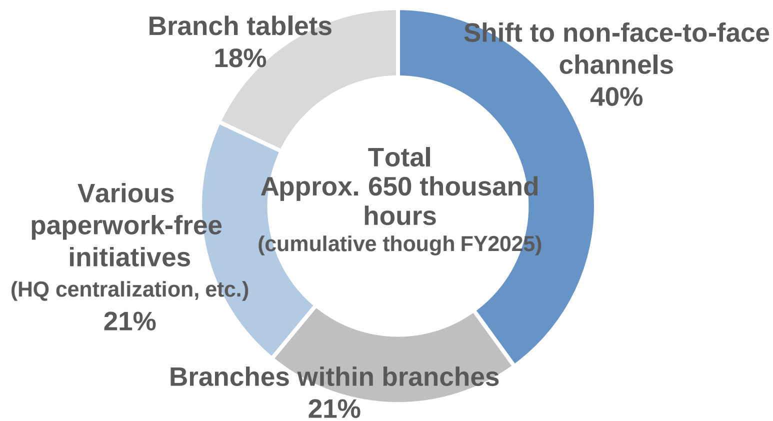
Proportion of digital transactions in main operations	95% or more

Promotion of Improvement in Work Efficiency

Advancing efforts to reduce paperwork and improve work efficiency by utilizing AI and digital technology in order to enhance productivity

Paperwork-free initiatives

❐ **Reduction in administrative work at bank branches**



❐ **KPIs for productivity enhancement**

– Added the total number of meetings with customers per employee as a new KPI as expanding the sales base and improving the top line are essential to further enhancement of productivity

	FY2024	FY2025	FY2026 Target
Time created	141,000 hours	155,000 hours	200,000 hours
Employees created	Equivalent to 31 employees	Equivalent to 78 employees	Equivalent to 80 employees
Total number of meetings with customers per employee (average per business day)	—	—	Financing G: 2 Sales G: 5

❐ **Improvement of HQ work efficiency**

– Established the D3 Working Group in February 2025 to advance digitalization and promote headquarters BPR and to build a robust operational system
* D3: Digitally Driven Direction

– Elevated the standard rank of the Working Group members to the section manager level, effective April 2026, to strengthen headquarters BPR

Major initiatives implemented	
Answered inquiries by using generative AI	Approx. 6,000 hours
Made presentation materials by using generative AI	Approx. 700 hours
Delegated a part of work to part-time employees	Approx. 6,400 hours
Accepted applications for inheritance cases through non-face-to-face channels	Approx. 1,900 hours

Approx. 69 thousand hours were created in FY2025, including savings in other operations

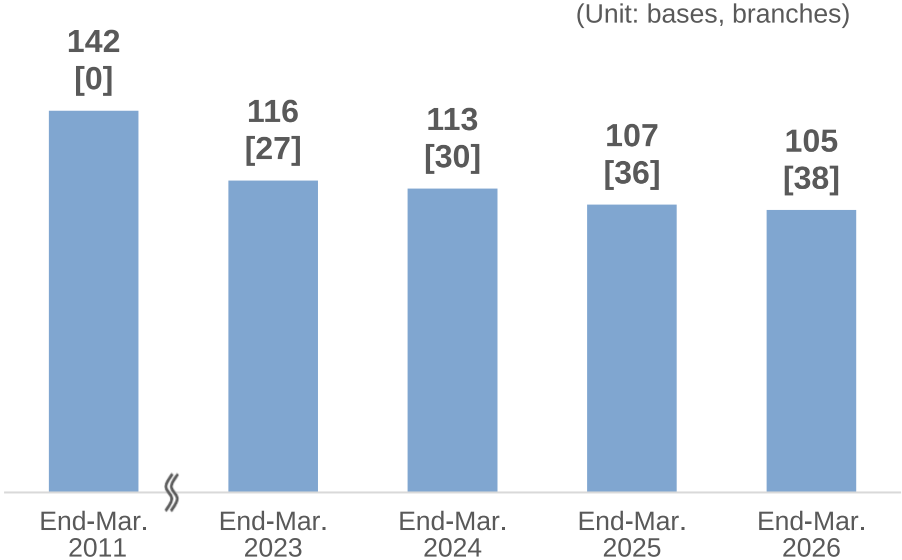
Equivalent to approx. 29 employees

Building effective sales systems through the establishment of branches within branches and the redeployment of employees

Status of the establishment of branches within branches

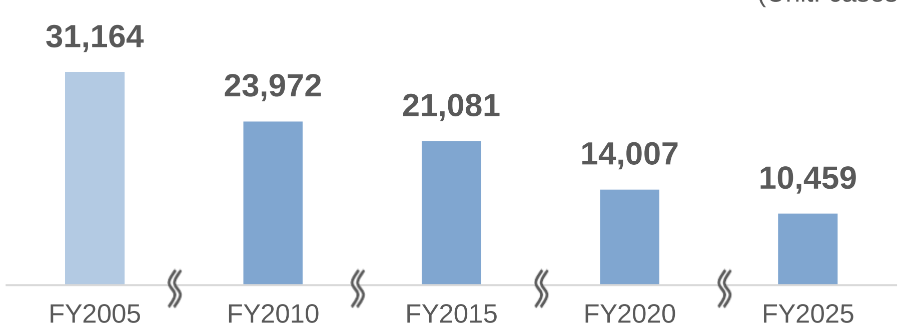
❒ **Number of bases** [ ] represents the number of branches within branches

(Unit: bases, branches)

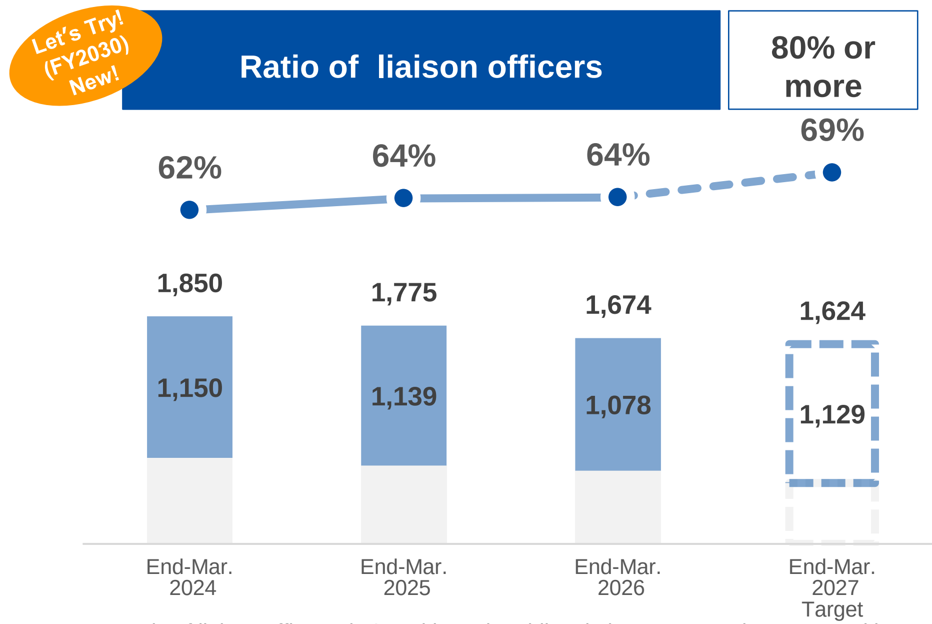


(Reference) Number of uses of contact points
(in Miyagi Prefecture/daily average)

(Unit: cases)



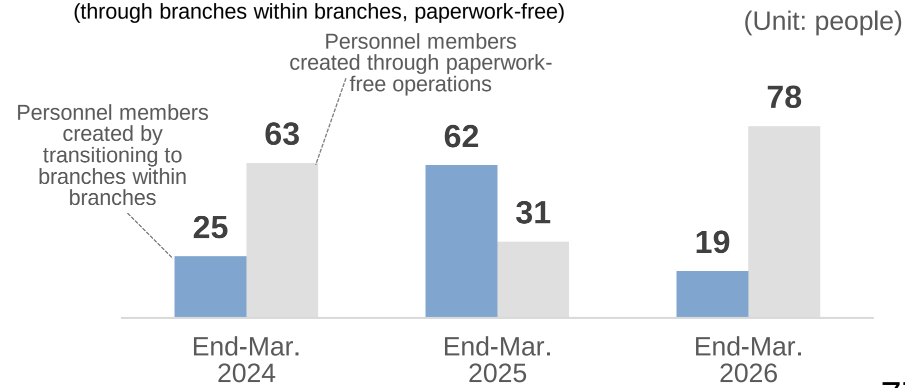
Creation of sales personnel



* Ratio of liaison officers: (HQ and branch public relations personnel + Personnel in new businesses and priority domains) / (All employees – HQ and branch supervisors, etc.)

(Reference) Personnel members created
(through branches within branches, paperwork-free)

(Unit: people)



Top customer satisfaction strategy | Regional growth strategy | Double productivity strategy | **Corporate culture reform strategy**

Stepping up human capital management efforts by setting strategic KPIs for strengthening the link between corporate management and human capital management

Human capital management efforts

Vision 2030 (R.V.)
–A leading company that enriches regions–

–The 77 Bank Group's direction–

- Expand business opportunities for customers and regions
- Achieve top-class productivity of regional banks
- Evolve into an organization that continues to challenge and grow

–Our target form for the human resources we develop–

Human resources that contribute to customers and regions

Professionals most trusted by customers and regions

Human resources that contribute to corporate reform

Leaders who combine rich, creative ideas and the ability to engage others on a new era

Key factor Human resources

Insatiable self-improve
High challenge spirits
Initiative execution abilities
Excellent personal skills
High ethical standards

Each one's growth
Promote team work

Foster and maintain management mindset

Develop human resources that have management mindset and can provide new value for local communities

The 77 Bank Group's human resource strategy (R.V.)

I. Human resource portfolio strategy New!

Establishment of the Group human resource portfolio

II. Human resource development strategy

Strengthen human resource development to enhance employees' special expertise

III. Diversity promotion strategy

Enhance our organizational power by ensuring that diverse human resources can perform at their best

IV. Wellbeing promotion strategy

Enhance employee benefits in ways that fit changes in the environment

Enhance "total rewards"

77 BANK

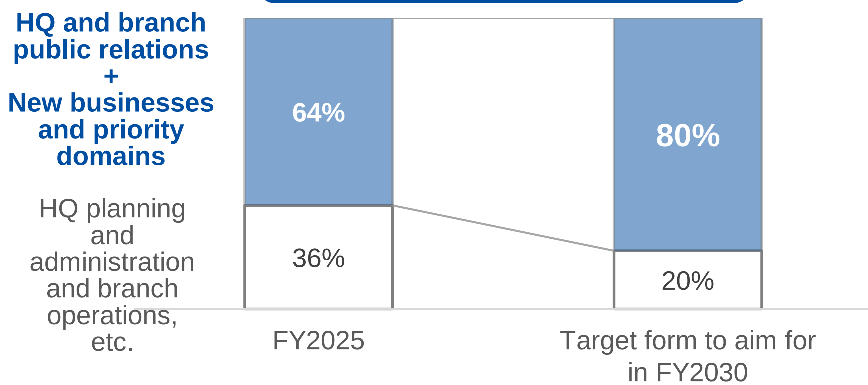
Top customer satisfaction strategy | Regional growth strategy | Double productivity strategy | **Corporate culture reform strategy**

Building a human resource portfolio considering future changes in the business environment, etc.

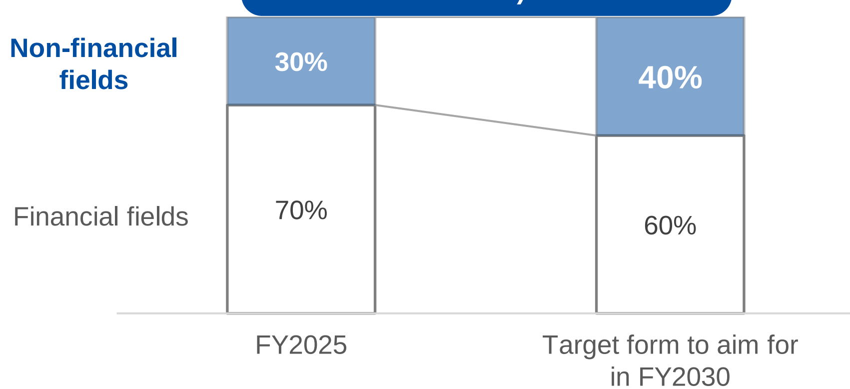
Human resource portfolio strategy

❒ Building a human resource portfolio

The Bank's human resource portfolio
(Ratio of public relations personnel)

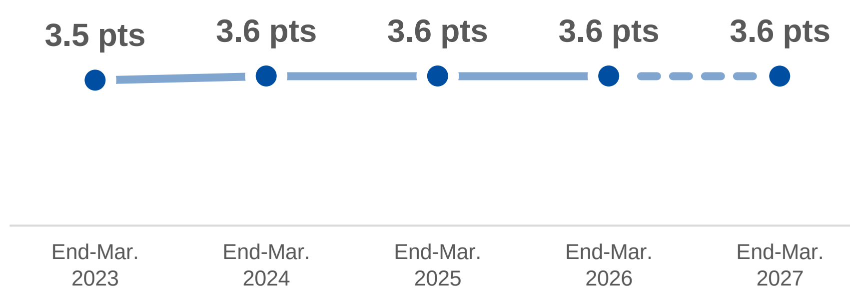


Group companies' human resource portfolio
(Ratio of personnel in non-finance fields)



Let's Try! (FY2030) New!

Employee engagement score (indicator of ambition) | **3.8 points or higher**



* Benchmark for good conditions: 3.5 points or higher (extracted ambition-related items) (Maximum: 5.0 points)

Strategic KPI	FY2024	FY2025	FY2026 Target
Ratio of liaison officers (the Bank)	64%	64%	69%
Ratio of personnel in non-financial fields (Group companies)	22%	30%	31%
Employee engagement score (indicator of ambition)*	3.6 points	3.6 points	3.6 points
Per-employee labor productivity in core operations productivity	JPY 16 mn	JPY 20 mn	JPY 23 mn
Group customer sales department income per person	JPY 7 mn	JPY 10 mn	JPY 14 mn

* Benchmark for good conditions: 3.5 points or higher (extracted ambition-related items) (Maximum: 5.0 points)

Developing human resources that can provide high value-added by enhancing their management mindset and special expertise

Human development strategy

❒ Developing consulting human resources

Layers of consulting human resources

Basic
Basic knowledge

Gold
Specialized knowledge and proposal capabilities

Platinum
Highly specialized knowledge and strategic capabilities

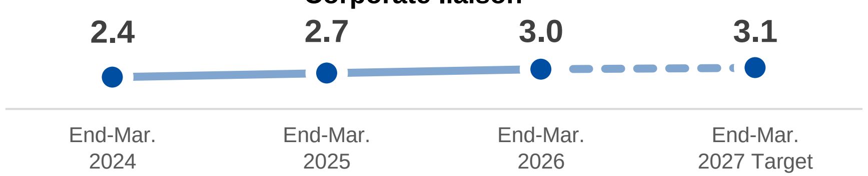
Qualifications (management mindset, human skills, etc.)

Judgment based on ambition, growth, skills, etc. × Talent management (deployment and development)

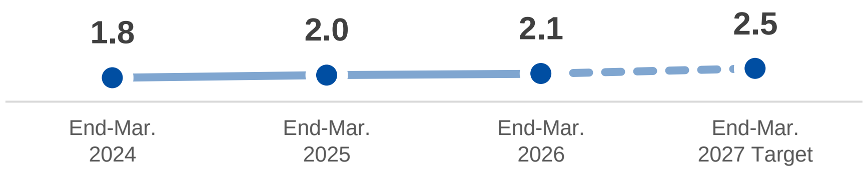
Let's Try! (FY2030) New!

Average liaison skill level	
(Corporate)	3.5 or higher
(Retail)	3.5 or higher

Corporate liaison



Retail liaison



❒ Developing diverse specialist human resources

Systematic development

Enhance external trainee programs

Strengthen support for employees obtaining highly specialized qualifications

Enhance job-specific training programs, etc.

New businesses and new fields

Enhance functions that lack in local communities

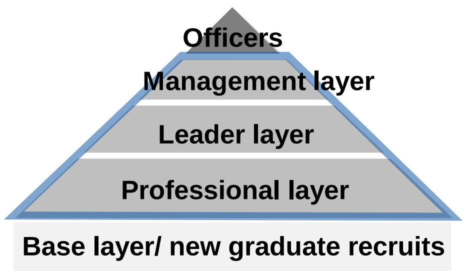
Strategic KPI	FY2024	FY2025	FY2026 Target
Amount of human resource development investment per employee*	JPY 301,000	JPY 407,000	JPY 450,000
Average corporate liaison skill level	2.7	3.0	3.1
Average retail liaison skill level	2.0	2.1	2.5
No. of individuals with higher qualifications (1st Grade Financial Planner, Certified Financial Planner, Small and Medium-sized Enterprise Management Consultant)	274 employees	286 employees	330 employees
No. of digital technology human resources	1,612 employees	1,709 employees	1,900 employees

* (Training expenses + employee traveling expenses + non-personnel expenses for trainees + personnel expenses during program terms) / Number of employees

Providing an employee-friendly environment and building a foundation for human capital management

Diversity promotion strategy

❒ Further promotion of the active participation of women



- Development of mindset and capabilities aimed at fostering officer and manager candidates
- Development of human resources that are good at high value-added operations such as corporate public relations
- Proposal of clear career paths to stimulate employees' desire to take on new challenges

Let's Try! (FY2030)

Proportion of female managers — **30.0% or higher**

Strategic KPI	FY2024	FY2025	FY2026 Target
Proportion of female managers	19.4%	21.3%	23%
Ratio of female employees in corporate liaison, full-time, and headquarter planning positions	24.1%	27.3%	32%
Ratio of male employees taking childcare leave*	92.3%	98.2%	100.0%
Number of reskilling training participants (corporate and retail consulting)	141 employees	155 employees	180 employees
Ratio of female employees among reskilling training participants	28.8%	30.9%	35.0%

* If there is any case where the date of birth falls in one fiscal year and the date childcare leave has been taken falls in the following fiscal year, the ratio could exceed 100%.

Wellbeing promotion strategy

❒ Establishment of an employee-friendly working environment

Achieve work-life balance for each employee
Promote growth of the organization and enhance productivity

Health ✖ Personal growth ✖ Diverse workstyles

❒ Payment of a special incentive through Stock Ownership Association

– Paid a special incentive equivalent to a wage increase of approximately 2.2%

The special incentive and a wage increase (5.9%) together are equivalent to a wage increase of approximately 8.1%

Strategic KPI	FY2024	FY2025	FY2026 Target
Amount of wellbeing investment per employee*1	JPY 274,000	JPY 292,000	JPY 300,000
Absenteeism (Percentage of employees on sick leave exceeding a certain period)	2.7%	3.0%	2.5%
Presenteeism (Percentage of employees without physical or mental health issues)	94.4%	92.1%	95%
Overtime work (Monthly average per employee)	15 h 8 m	16 h 36 m	17 h
Employee engagement score (indicator of working environment)*2	3.4 points	3.4 points	3.5 points

*1. (Non-statutory health and welfare expenses + Housing-related benefits + homecoming benefits + one-time benefits) / Number of employees

*2. Benchmark for good conditions: 3.5 points or higher (extracted working environment-related items) (Maximum: 5.0 points)

Enhancing total rewards in view of declining populations, diversifying values, etc.

Enhancement of total rewards

❐ Measurement and management of the effects of investment

Enhance per-head effects and create innovations

Enhance engagement

Enhance total rewards strategically

Human resource development investment
- Strengthen competence in one's specialty field (Monetary rewards)
- Enhance desire to take on new challenges (Non-monetary awards)

Wellbeing investment
- Establish an environment in which employees can perform at their best (Monetary rewards)
- Enhance desire to contribute (Non-monetary rewards)

Strengthen and maximize manpower that leads the growth of local communities

Strengthen manpower
- Human base: Employees, the number of employees, ratio of public relations personnel
- Consulting capabilities and special expertise: Skill level, the number of specialized human resources

✖

Maximize manpower
- Enthusiastic and self-motivated employees: Engagement score

Create attractive local communities and secure funds for reinvestment

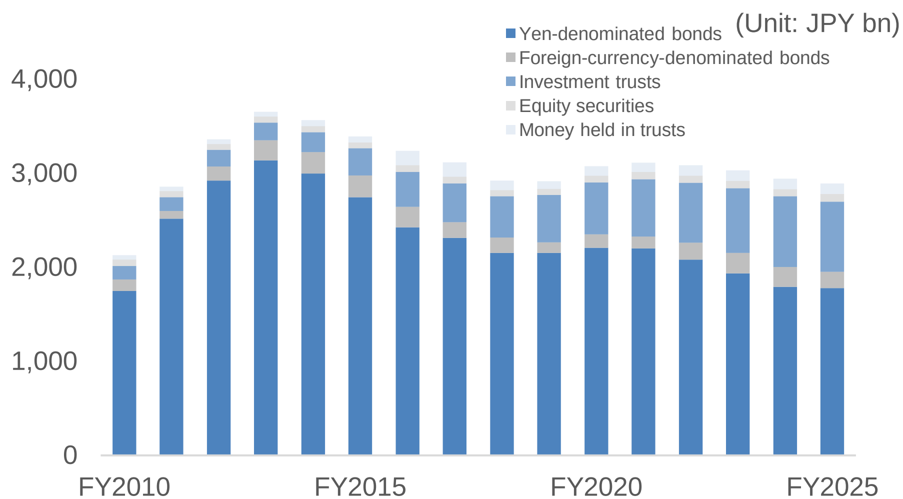
Monitor the effects of investment by using strategic KPIs, etc.
Study and implement measures based on monitoring results

Reinvestment for further improvement

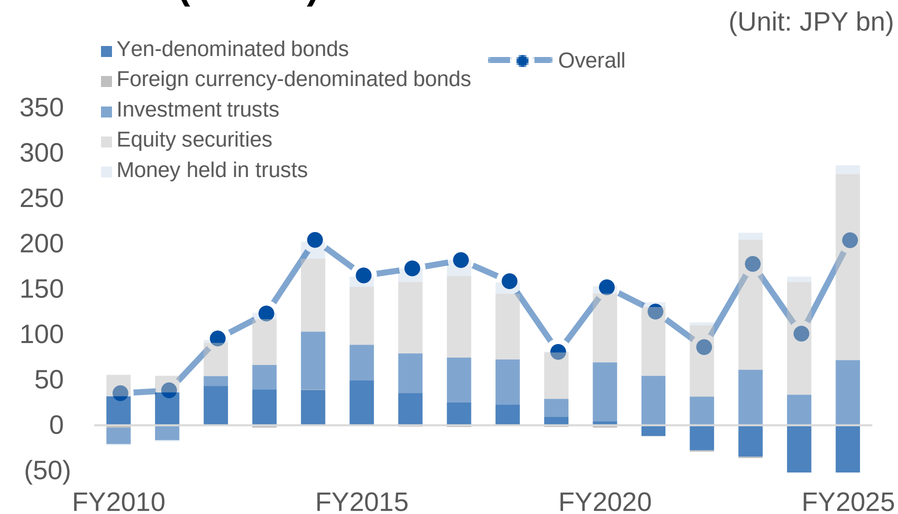
We appropriately managed securities, including related structures, as our second pillar of revenue

Achievements in marketable securities trading

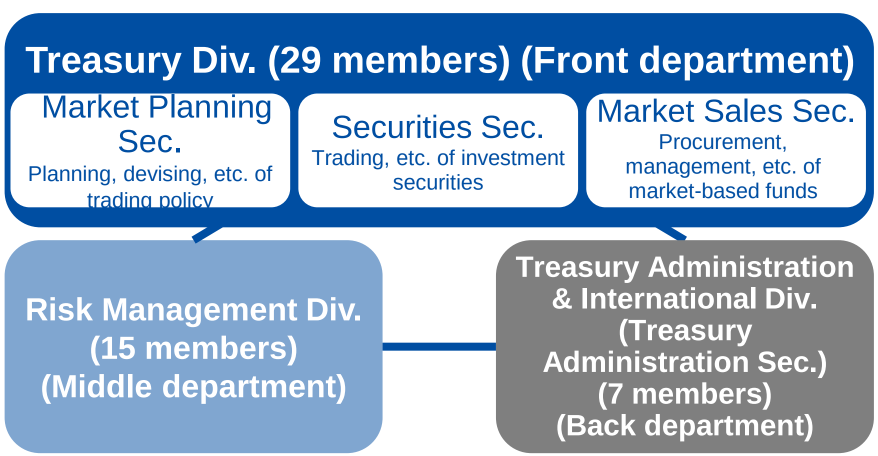
➢ Balance of investment securities (book value)

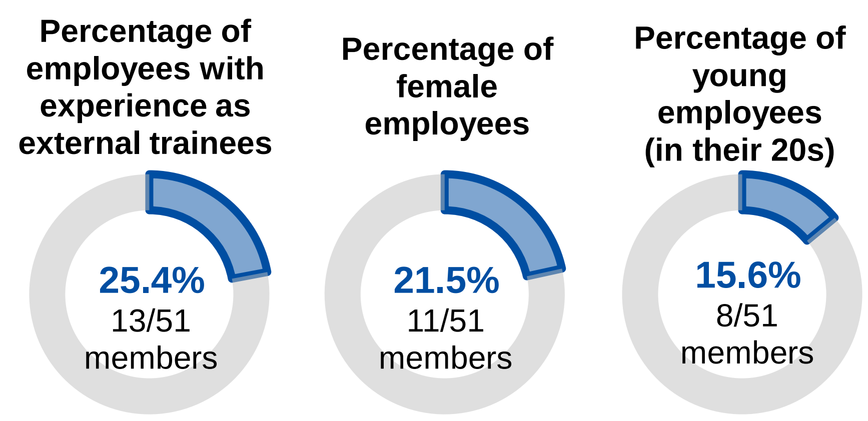


➢ Gains (losses) from evaluation of securities



➢ Structure for marketable securities trading





Contributing to stakeholders' sustainable growth through addressing climate change

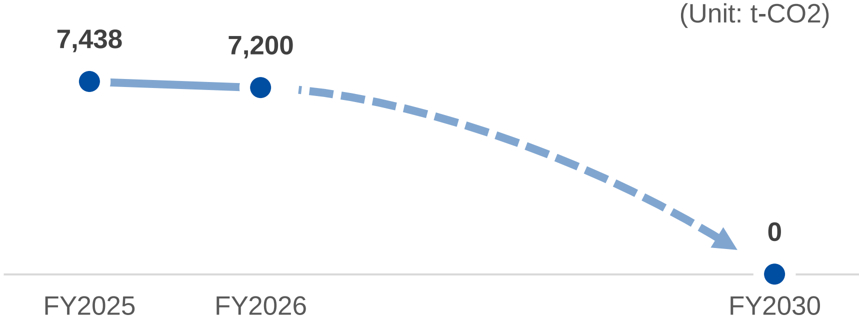
Addressing climate change

❒ **Initiatives aimed at achieving net zero Scope 1, 2, and 3 emissions by 2050**

Achieving Scope 1 and 2 carbon neutrality

FY2030

(Unit: t-CO2)



Installed solar power station in unused lands (77 Solar Park Tomiya) (started operation in October 2024)

Aerial photos of 77 Solar Park Tomiya

Emissions reduction from operation of 77 Solar Park Tomiya

Reduction in CO_2 emissions: approx. 990t-CO_2 (FY2025)
Equivalent to approx. 110,000 cedar trees

Achieving net zero Scope 3 emissions

FY2050

Achieve net zero Scope 1, 2, and 3 emissions by 2050

Objectives	Sustainable growth of stakeholders	Reduction of climate change risks	Creation of opportunities along with transition
Response	Promoting initiatives through engagement	Reducing risks in investment and financing portfolio	Promoting and capturing demand for decarbonization
	Engagement strategy	Execution strategy Governance	Execution strategy Engagement strategy

Status of implementation of engagement

➢ **Engaged with approx. 700 customers, primarily major FE** (financed emissions: Scope 3 Category 15) **emitters in Miyagi Prefecture**

Issues: calculating and grasping the Bank's own emissions, and raising awareness about the initiatives

Cumulative total of sustainable finance executed

FY2025
JPY 1.4 tn

FY2030
JPY 2.5 tn
↑
JPY 1.2 tn

Revised the KPI upward

Aiming to further enhance the effectiveness of the Board of Directors through reforms to address the issues facing the Board

Composition of the Board of Directors

❒ Skills matrix

		In-house	Outside	Management strategy / Corporate management	Compliance / Risk management	Sales / Regional vitalization	International / Market operation	DX / Productivity improvement	Human capital / Diversity
Directors not serving as Audit & Supervisory Committee Members	Hidefumi Kobayashi	○		◎	●	●	●	●	◎
	Hiroshi Kobayashi	○		◎	◎	●	●	●	◎
	Shuichi Ibuka	○		●	●	◎	●	●	
	Yoshiyuki Odajima	○		●		●	◎	◎	
	Kazuhiro Aoki	○			◎	●	◎		
	Takeshi Kawaguchi	○			●	◎		◎	
	Seiichi Ohtaki		○	◎		●			
	Shigenori Oyama		○	◎			●	●	
	Sayaka Kurihara		○		◎				●
Directors serving as Audit & Supervisory Committee Members	Takashi Kuroda	○		●	●	●	●	●	●
	Yoko Ushio		○	●					●
	Naoto Miura		○	●				●	
	Shinya Endo		○	●		●			
	Kazuo Fukuda		○	●	●		●		

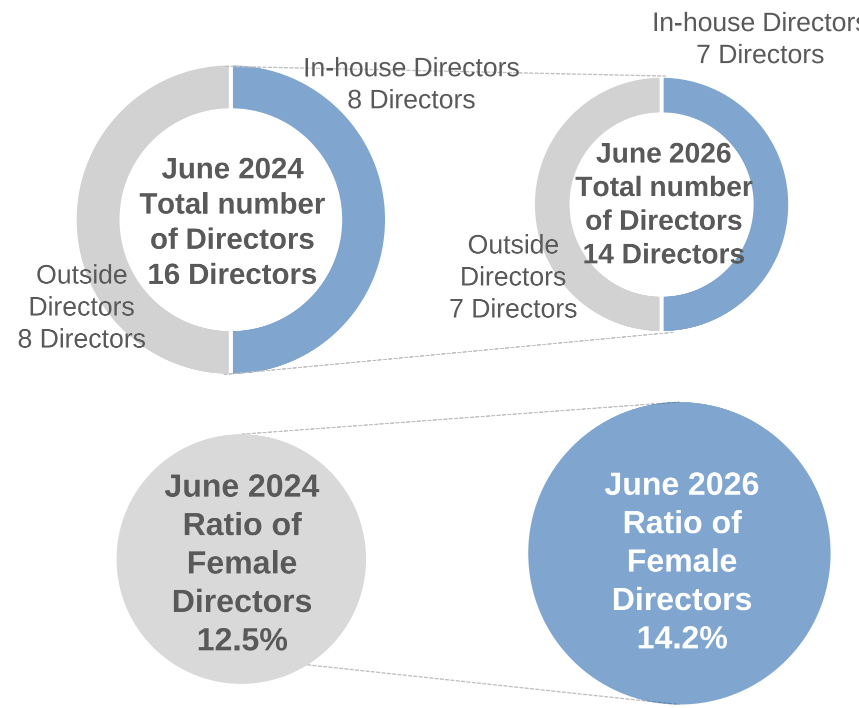
* "◎" is marked for the skills and other qualities especially expected from Directors not Serving as Audit & Supervisory Committee Members.

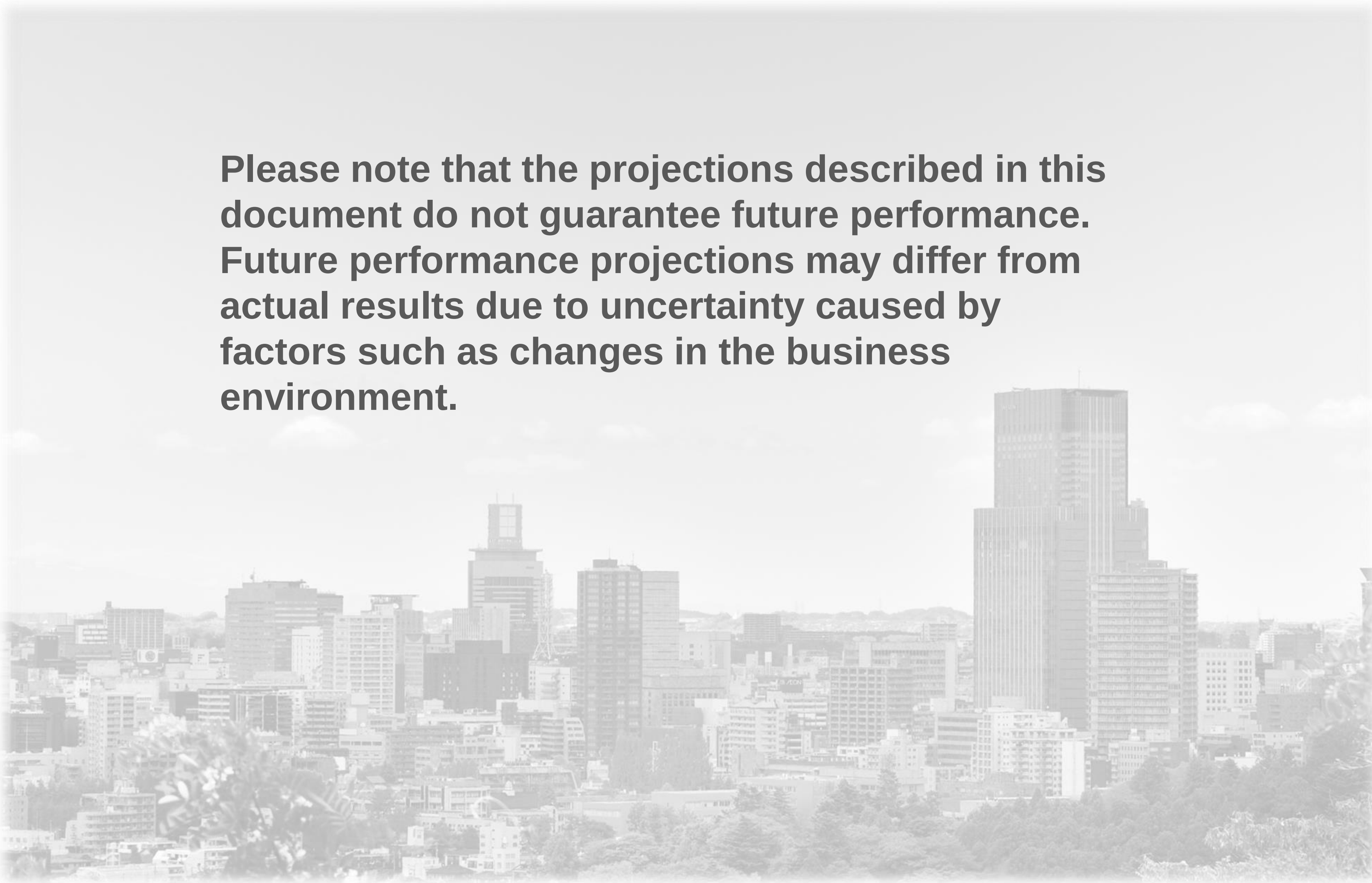
[Details of skills]

Management strategy / Corporate management	Knowledge, experience, and abilities related to management strategy, corporate and group management, and sustainability
Compliance / Risk management	Knowledge, experience, and abilities related to compliance, risk management, corporate credit supervision, and financial accounting
Sales / Regional vitalization	Knowledge, experience, and abilities related to sales strategy, consulting, regional vitalization, and industry academia-government collaboration
International / Market operation	Knowledge, experience, and abilities related to international expansion, markets, and securities operations
AX and DX / Productivity improvement	Knowledge, experience, and abilities related to systems planning and management, digital areas, and business efficiency
Human capital / Diversity	Knowledge, experience, and abilities related to human resources strategy, human resources development, organizational culture reform, and diversity

❒ Enhancing the Effectiveness of the Board of Directors

- Reduced the number of Directors in June 2025 to optimize the operation of the Board of Directors
- Newly established the position of "Managing Executive Officer" and changed the position of incumbent Managing Directors to Managing Executive Officer serving as Director in June 2026, from the viewpoint of strengthening Directors' executive function





Please note that the projections described in this document do not guarantee future performance. Future performance projections may differ from actual results due to uncertainty caused by factors such as changes in the business environment.