Annual Report 2024

Tsukuba Bank

Tsukuba Bank, Ltd.

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

Consolidated Financial Highlights

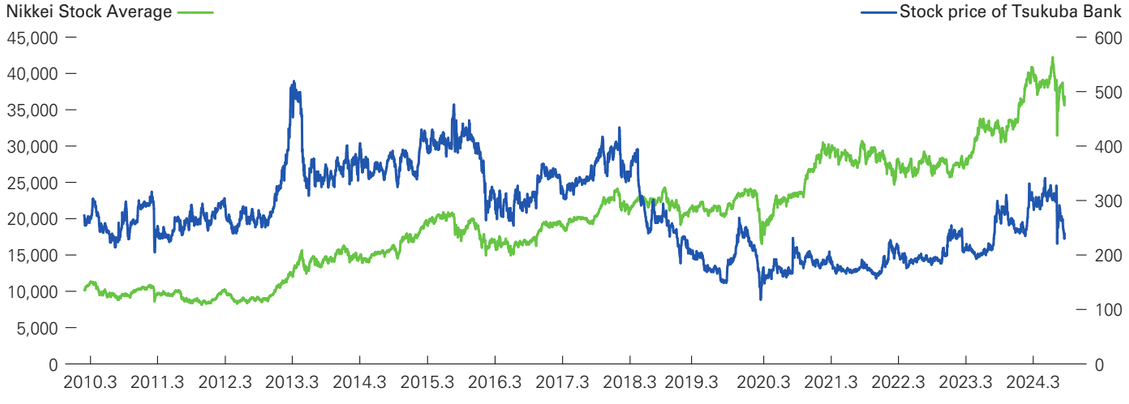
Tsukuba Bank, Ltd. and Consolidated Subsidiaries
Years Ended March 31, 2019, 2020, 2021, 2022, 2023 and 2024

Millions of yen

	2019	2020	2021	2022	2023	2024
For the year:						
Ordinary income	¥ 38,119	¥ 37,819	¥ 35,791	¥ 36,680	¥ 37,098	**¥ 41,092**
Ordinary expenses	36,123	35,186	33,323	31,478	35,335	**38,625**
Ordinary profit	1,995	2,632	2,467	5,201	1,762	**2,467**
Income before income taxes	1,788	2,626	2,184	4,570	1,813	**2,498**
Net income attributable to owners of parent	1,083	1,223	1,760	4,233	2,095	**2,195**
At year-end:						
Deposits	¥ 2,245,886	¥ 2,240,798	¥ 2,404,160	¥ 2,465,954	¥ 2,512,528	**¥ 2,576,775**
Loans and bills discounted	1,646,779	1,686,026	1,814,648	1,882,596	1,951,202	**2,037,240**
Securities	473,603	435,609	476,156	501,352	429,402	**418,815**
Total assets	2,401,627	2,379,649	2,698,415	2,961,028	2,767,374	**2,854,094**
Net assets	110,460	105,303	112,310	104,097	91,015	**97,144**

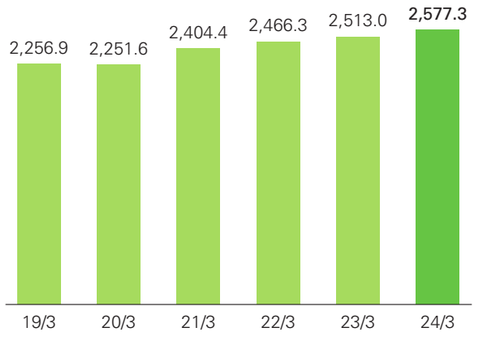
Trends in Stock Prices

(Unit: yen)



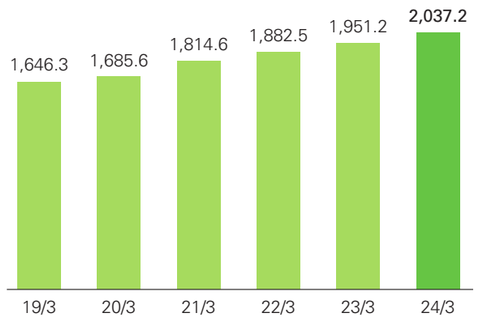
Deposits(Non-consolidated)

Billions of yen, At year-end



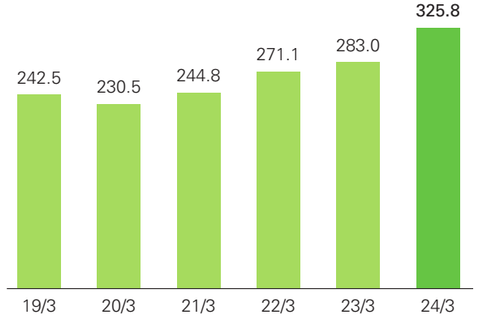
Loans(Non-consolidated)

Billions of yen, At year-end



Assets in custody(Non-consolidated)

Billions of yen, At year-end



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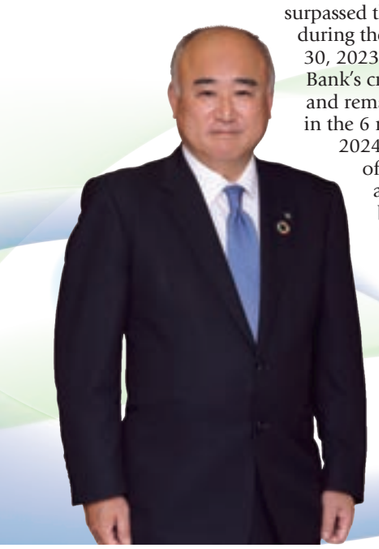
Forward-looking statements
Statements contained in this report regarding the Bank's future performance do not constitute statements of historical fact, and are thus subject to a number of risks and uncertainties. Readers are therefore cautioned not to place undue reliance on forward-looking statements,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

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

Leveraging our strength in *tsunagari* (relationships) with shareholders, customers, the local community, and our employees to support the future of the region we serve



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

We have now reached the final (3rd) year of our 5th Medium-Term Management Plan, in which the plan culminates, having started in April 2022. We are implementing measures aimed at achieving the management indicators set as targets. Most of the indicators we set to ensure the plan's success had already progressed beyond the levels targeted by the end of the plan's 2nd year.

The Bank's loans and bills discounted surpassed the 2 trillion yen barrier during the 6 months to September 30, 2023 for the first time since the Bank's creation by merger in 2010 and remained over 2 trillion yen in the 6 months to March 31, 2024. In addition, the balance of assets in custody and the account balance increased, both reaching their highest levels ever. Meanwhile, we are achieving steady progress in terms of sustainable finance volume and other initiatives guided by the UN Sustainable Development Goals (SDGs) that are aimed at solving regional issues.

In an environment marked by such initiatives, interest on loans and discounts and profits from fees and commissions, which comprise the income from our core business, increased steadily. Results such as the record high core business profit* achieved for the fiscal year ended March 31, 2024 demonstrate that we have made steady progress in strengthening the Bank's earnings base. To enhance the Bank's corporate value, it is essential to record profits reliably every fiscal period; we will therefore continue to build a solid earnings base by reforming our earnings structure as much as possible in order to become a promising investment target.

Given that people are the wellspring of value creation, we regard human resources as the Bank's most important form of "capital." We are therefore working actively to develop human resources and improve the working environment, empowering each employee to the full as we build a relationship between individuals and the organization in which the two work as one, helping each other to grow.

As a regional financial institution, we will continue contributing to sustainable development of the regional community and economy by maintaining a local focus, and leveraging flexible ingenuity that is responsive to change and the capacity to adapt to circumstances to establish our presence as the "First Call Bank" for customers. We ask for the continued support and patronage of all our shareholders going forward.

* Core business profit: Interest on loans and discounts – Interest on deposits with banks + Profits from fees and commissions – General and administrative expenses

Masahiko Ikuta
President

Overview of the 5th Medium-Term Management Plan

5th Medium-Term Management Plan, Rising Innovation 2025: Bridge to the Future— "*Tsunagari*"

Concept	3 years for linking to "creation of shared value" and transitioning to "sustainable management"		
Basic elements	Relationships with the region and customers	Connecting to new business models	Connection of human resources
Basic strategies	**Respond to issues in the region and customer needs** By deepening our consulting capabilities cultivated over the years, we will work closely with companies and customers to contribute to the sustainable development of the local community and customers by resolving the issues they face.	**Enhance management efficiency and innovate action processes** We will enhance management efficiency and innovate action processes through digitization, optimization of the branch network, and strengthening of cooperation with other industries	**"Human resources development" and deeper engagement** We will develop human resources and realize a well-organized work style, a work style that makes work more rewarding, and a good work-life balance, as well as improve engagement with all stakeholders, including customers

Targeted Management Indicators

Management Indicators	Core operating profit	Net income	Capital-to-asset ratio	ROE	Core OHR
Targets for FY ending March 2025	At least ¥5.0 billion	At least ¥3.5 billion	At least 9%	At least 3%	70% range

Management Indicator Results

Management indicators	FY ended March 2023 (FY2022) Results	FY ended March 2024 (FY2023) Results	FY ending March 2025 (FY2024) (Targets)
Core operating profit	**¥5.2** billion	**¥5.6** billion	At least **¥5.0** billion
Net income	**¥2.0** billion	**¥2.1** billion	At least **¥3.5** billion
Capital-to-asset ratio	**8.97**%	**9.10**%	At least **9**%
ROE	**2.11**%	**2.31**%	At least **3**%
Core OHR	**81.56**%	**80.25**%	**70**% range

Non-Financial Highlights (FY2023)

- Assisted business matching: **2,072** instances
- Assisted business succession/M&A: **574** instances
- Proposed solutions: **116,172** instances
- Workplace seminars: **156** times
- No. qualified as Level 1/Level 2 financial planners*: **1,460** employees
- No. qualified as experts in business succession/M&A*: **494** employees

* No. qualified as of March 31, 2024

SDGs-related Initiatives

Target for sustainable finance volume

April 2022–March 2025 (3 years)
At least ¥92.0 billion

Result by FY2023 (cumulative)
¥148.3 billion

Target for number of the companies that declared SDGs

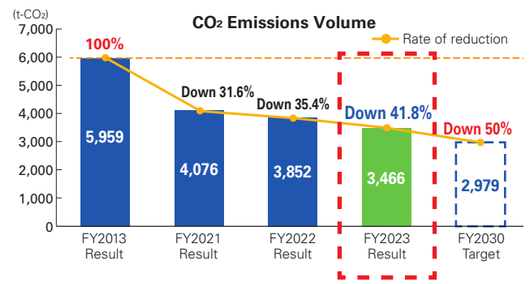
April 2022–March 2025 (3 years)
At least 500

Result by FY2023 (cumulative)
1,164

Target for reduction of CO_2 emissions

We are reinforcing initiatives to reduce the Bank's own greenhouse gas emissions, setting the target reduction rate for CO_2 emissions **50% or more compared to FY2013**

Major Initiatives
- Converting lighting to LED; saving power by exchanging air conditioners, etc. for more efficient equipment
- Improving fuel efficiency by using new vehicles



Private placement SDG bonds with donation service

These private placement bonds include a service whereby the Bank donates a portion of the issuance fee we receive from private placement bond issuers to entities such as local schools, local governments, and public-interest-oriented organizations working toward achievement of the 17 SDGs.

Result by FY2023 (cumulative)
No. of bonds underwritten: 856
Value of bonds underwritten: ¥59.2 billion

In October 2023 we started offering private placement SDG bonds with donation themes

(1) Disaster relief in the event of disasters
(2) Conservation of forests and water quality in lakes and rivers
(3) Subsidized children's cafeterias

We set 3 financial support themes.

Private placement SDG bonds with donation themes offered to date

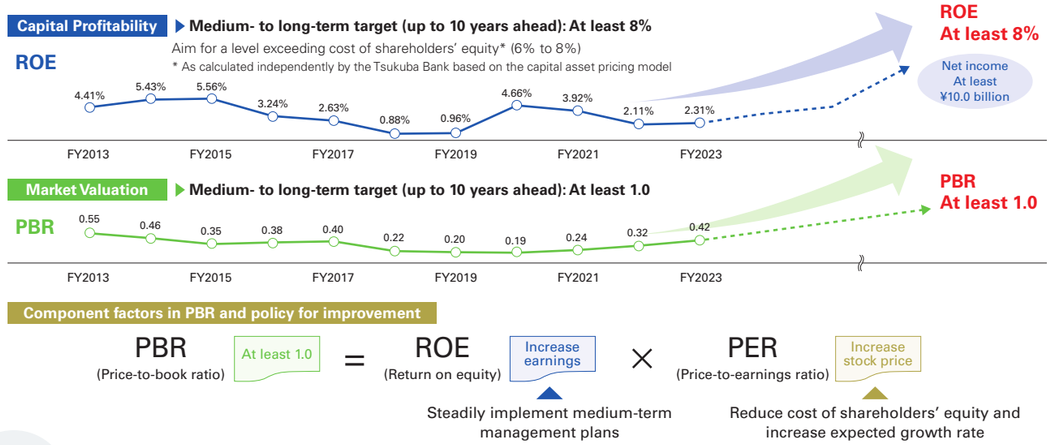
Timing	Recipient	Donation	Purpose
January 2024	Kitaibaraki City	Cash donation ¥1.08 million	Disaster relief following the typhoon in September 2023
May 2024	Ibaraki Prefecture Community Chest	Cash donation ¥2.54 million	Disaster relief following The 2024 Noto Peninsula Earthquake

Enhancing corporate value

Initiatives to Enhance Corporate Value (Announced May 10, 2024)

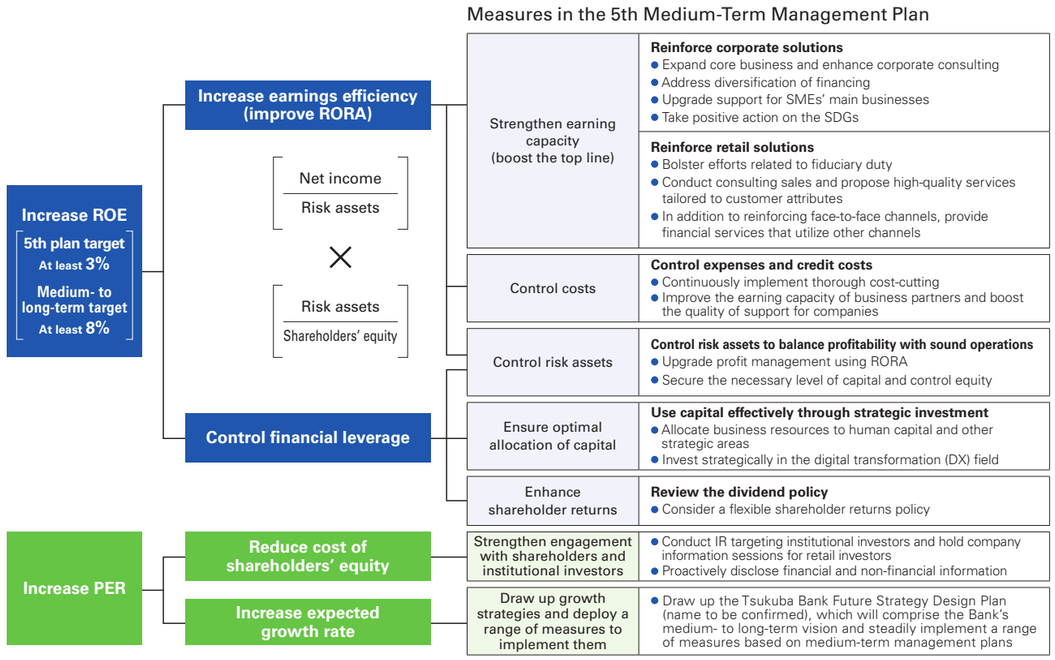
ROE and PBR to be targeted over the medium- to long term (up to around 10 years ahead)

- We are aiming for ROE of at least 8%, which exceeds the 6% to 8% regarded as the Bank's cost of shareholders' equity. Meanwhile, we are aiming to achieve a PBR of at least 1.0 by ensuring that ROE exceeds the return that investors expect of the Bank.
- The targets announced here indicate our understanding of the current situation and the Bank's future-oriented policies. We intend to announce specific measures for enhancing corporate value in two plans to be drawn up in due course: the Tsukuba Bank Future Strategy Design Plan (name to be confirmed), which will comprise the Bank's growth strategies and medium- to long-term vision, and the 6th Medium-Term Management Plan (lasting from fiscal 2025 to fiscal 2027).



"Logic Tree" for Increasing ROE, Reducing Cost of Shareholders' Equity, and Increasing the Expected Growth Rate

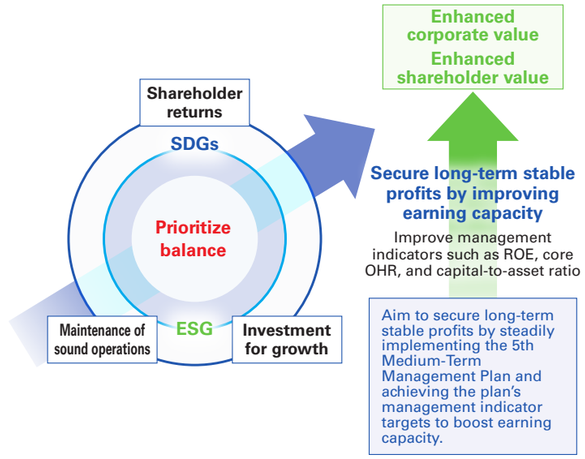
Our specific initiatives to increase ROE and PER include steadily implementing the measures detailed in our 5th Medium-Term Management Plan (the "5th plan") currently under way and achieving the plan's targets as we aim to raise ROE to at least 3% in the fiscal year ending March 31, 2025 and work to strengthen engagement with shareholders and institutional investors (reducing the cost of shareholders' equity).



Capital Policy

Our fundamental approach with regard to capital policy is to prioritize balance between returning profits to shareholders, investing strategically for sustainable growth, and securing an appropriate level of equity to maintain sound operations as a banking business that serves the public interest. In line with this approach, we have acted appropriately as we continue to prioritize the balance between these 3 elements while also maintaining our focus on repaying the ¥35.0 billion in public funding we obtained to support recovery following the Great East Japan Earthquake in 2011

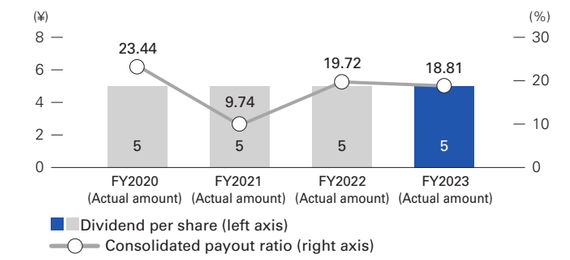
Going forward, we will continue to boost our earning capacity by steadily implementing the 5th Medium-Term Management Plan and achieving the plan's management indicator targets. In conjunction with this, we will seek to enhance the Bank's corporate value by maintaining balance among shareholder returns, investment for growth, and maintenance of sound operations in allocating our accumulated internal reserves.



Shareholder returns

The Bank's basic policy is to seek to secure sufficient internal reserves while maintaining stable payment of dividends.

Dividend Per Share and Consolidated Payout Ratio



Investment for growth

- Invest in human capital
- Invest to facilitate sustainable growth in the region (i.e., regional revitalization, business succession, etc.)
- Invest in DX and other areas that will facilitate operational efficiency and greater convenience for customers

Maintenance of sound operations

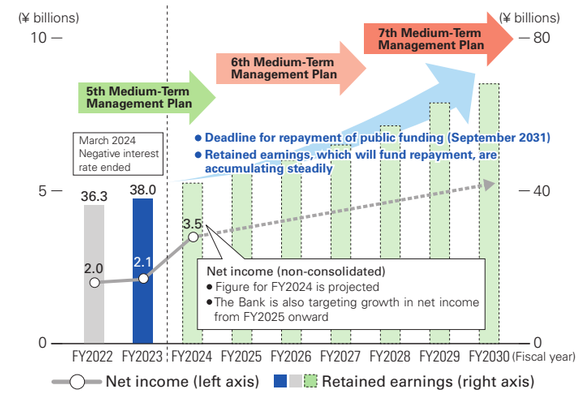
- We ensure a level of equity commensurate with our risk-taking in order to provide continuous support to regional SMEs.
- We are steadily accumulating retained earnings to repay the public funding we obtained.
- We are aiming to achieve the 5th Medium-Term Management Plan target of a capital-to-asset ratio of at least 9% in the fiscal year ending March 31, 2025.

Net income (non-consolidated) and retained earnings

Since the merger that created the Bank in 2010, we have made every effort to realize the benefits of the merger as soon as possible, to boost the Bank's presence in the regional community, to support the main businesses of regional SMEs, and to support asset building by individuals. Since the fiscal year ended March 31, 2011, we have posted profits for 14 consecutive fiscal years, steadily accumulating internal reserves as we work to enhance the Bank's corporate value.

In the fiscal year ended March 31, 2024, we had already accumulated ¥38.0 billion in retained earnings, which are the source of funding for repayment of the ¥35.0 billion in public funding we obtained. In terms of our capital policy, therefore, we will continue to take all appropriate measures while prioritizing balance among shareholder returns, investment for growth, and maintenance of sound operations alongside maintaining our focus on repaying the public funding we obtained.

Net Income and Retained Earnings



Corporate governance

Basic Policy on Corporate Governance

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

Status of Corporate Governance

Overview of Corporate Governance Structure

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

Board of Directors

The Board of Directors consists of seven Directors (excluding Directors serving as Audit & Supervisory Committee Members), of whom one is an Outside Director, and five Directors serving as Audit & Supervisory Committee Members, of whom four are Outside Directors, for a total of 12 members. Meetings of the Board of Directors are held at least once a month, where decisions on the execution of important business are made in addition to matters provided for in laws and regulations and the Articles of Incorporation.

Also, an Executive Committee has been established as a subsidiary committee of the Board of Directors, to deliberate on matters to be discussed at Board of Directors meetings and make decisions on matters delegated to the Executive Committee. In addition, having introduced an executive officer system, the Bank has put in place a structure that promotes faster decision-making in management and appropriate execution of initiatives.

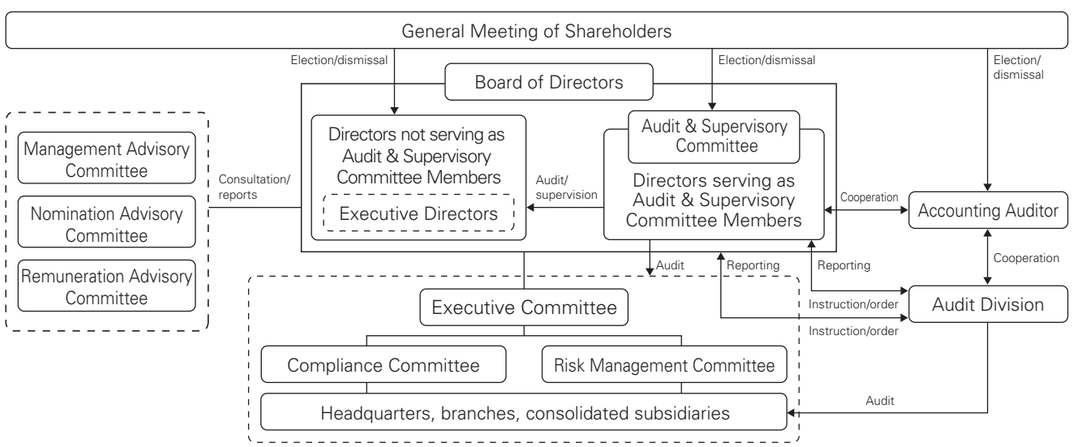
Furthermore, as a voluntary committee that consults the Board of Directors, a Management Advisory Committee mainly consisting of Outside Directors has been established to strengthen collaboration, exchange information, and share awareness between Outside Directors and the management team. The Bank strives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

Audit & Supervisory Committee

The Audit & Supervisory Committee consists of five Directors serving as Audit & Supervisory Committee Members, of whom four are Outside Directors. Meetings of the Audit & Supervisory Committee are held once a month, in principle. Directors serving as Audit & Supervisory Committee Members attend important meetings, such as those of the Executive Committee, the Compliance Committee, and the Risk Management Committee, in addition to meetings of the Board of Directors, and provide advice and suggestions and also appropriately audit the execution of duties by Directors. Moreover, the Audit & Supervisory Committee has the authority provided for in laws and regulations and the Regulations of the Audit & Supervisory Committee, etc., receives reports on important matters concerning audit, and discusses and make decisions.

To allow Directors (excluding executive directors, etc.) to fulfill their expected roles to the best of their abilities, based on the provisions of Article 427, Paragraph 1 of the Companies Act, the Bank has entered into liability limitation agreements with Outside Directors to limit their liability for damages as provided in Article 423, Paragraph 1 of the Companies Act to the minimum liability amount as stipulated by Article 425, Paragraph 1 of the Companies Act, provided that their actions are in good faith and without gross negligence in the course of their duties.

(Overview of Corporate Governance)



Internal Control System

Risk Management System

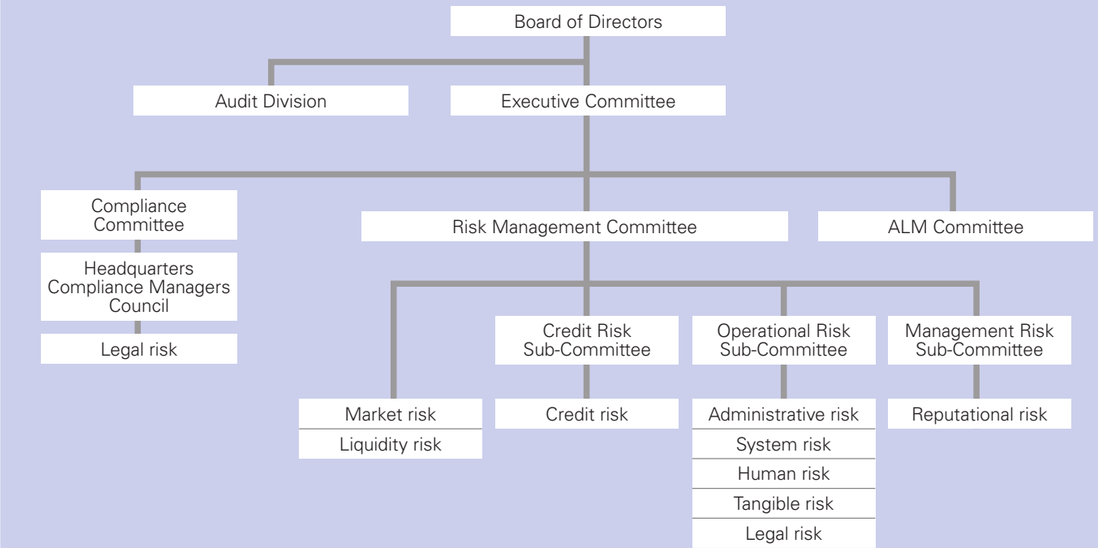
On the back of rapid changes and globalization in the financial and economic climates, the business operations of financial institutions are drastically changing. In line with the changes, risks faced by financial institutions are becoming increasingly diverse and complex.

In such an environment, striving to be a bank that gains the trust of its customers, the Bank views risk management as the most important management issue from the perspective of maintaining sound management and securing stable profits, and tackles it by involving all employees.

The Bank has formulated the Integrated Risk Management Policy and the Integrated Risk Management Regulations to stipulate items such as the management policy and management system for risks. Based on these regulations, the respective division in charge will identify and evaluate the extent of major risks including credit risk, market risk, liquidity risk, operational risk (administrative risk, system risk, etc.), and reputational risk, as well as formulate and operate management regulations by type of risk.

Furthermore, meetings of the Risk Management Committee and sub-committees that respond to each risk are held regularly, where appropriate risk management is conducted, through activities such as the specific evaluation of each risk, and the examination of management policies.

Risk Management Structure and Types of Risks (as of June 26, 2024)



Consolidated Balance Sheets

Tsukuba Bank, Ltd. and Consolidated Subsidiaries
As of March 31, 2023 and 2024

	Millions of yen	
	2023	2024
Assets		
Cash and due from banks	¥ 334,870	¥ 351,605
Monetary claims bought	1,063	1,088
Trading securities	173	177
Money held in trust	2,650	2,650
Securities	429,402	418,815
Loans and bills discounted	1,951,202	2,037,240
Foreign exchanges	10,727	4,714
Other assets	16,887	17,662
Tangible fixed assets	20,113	19,808
Buildings	9,459	9,143
Land	9,544	9,383
Construction in progress	105	297
Other tangible fixed assets	1,004	984
Intangible fixed assets	4,368	3,882
Software	3,432	2,800
Other intangible fixed assets	936	1,082
Net defined benefit asset	5,422	8,890
Deferred tax assets	2,869	2,059
Customers' liabilities for acceptances and guarantees	819	1,063
Reserve for possible loan losses	(13,198)	(15,565)
Total assets	¥2,767,374	¥2,854,094
Liabilities		
Deposits	¥2,512,528	¥2,576,775
Payables under securities lending transactions	27,575	29,521
Borrowed money	128,300	138,300
Foreign exchanges	109	381
Other liabilities	5,402	9,285
Reserve for employees' bonuses	730	738
Net defined benefit liability	104	108
Reserve for executives' retirement benefits	1	3
Reserve for executive officers' retirement benefits	60	57
Reserve for reimbursement of dormant deposits	110	42
Reserve for point card certificates	18	20
Reserve for loss on contingency	276	335
Deferred tax liabilities for land revaluation	320	315
Acceptances and guarantees	819	1,063
Total liabilities	2,676,358	2,756,950
Net assets		
Common stock	48,868	48,868
Capital surplus	30,447	30,447
Retained earnings (accumulated deficit)	36,592	38,384
Treasury stock	(13)	(49)
Total shareholders' equity	115,895	117,650
Net unrealized gains (losses) on available-for-sale securities	(26,349)	(23,892)
Land revaluation excess	341	328
Remeasurements of defined benefit plans	1,129	3,057
Total accumulated other comprehensive income	(24,879)	(20,506)
Total net assets	91,015	97,144
Total liabilities and net assets	¥2,767,374	¥2,854,094

Consolidated Statements of Income

Tsukuba Bank, Ltd. and Consolidated Subsidiaries
For the Years Ended March 31, 2023 and 2024

	Millions of yen	
	2023	2024
Ordinary income	¥37,098	¥41,092
Interest income	25,649	25,972
Interest on loans and discounts	20,886	21,707
Interest and dividends on securities	4,526	4,113
Interest on call loans and bills bought	6	4
Interest on deposits with banks	224	131
Other interest income	5	16
Fees and commissions	8,535	9,140
Other operating income	587	546
Other ordinary income	2,325	5,433
Recoveries of write-offs	261	296
Other ordinary income	2,064	5,137
Ordinary expenses	35,335	38,625
Interest expenses	820	777
Interest on deposits	66	51
Interest on call money and bills sold	(1)	(3)
Interest on payables under securities lending transactions	756	728
Fees and commissions	4,044	4,532
Other operating expenses	2,104	4,809
General and administrative expenses	23,142	22,805
Other ordinary expenses	5,223	5,700
Provision for reserve for possible loan losses	4,065	4,299
Other ordinary expenses	1,158	1,401
Ordinary profit	1,762	2,467
Extraordinary income	96	84
Gain on disposal of fixed assets	96	11
Compensation for forced relocation	—	72
Extraordinary losses	45	52
Loss on disposal of fixed assets	36	22
Loss on impairment of fixed assets	8	29
Income before income taxes	1,813	2,498
Income taxes - current	458	444
Income taxes - deferred	(740)	(141)
Total income taxes	(281)	302
Net income	2,095	2,195
Net income attributable to owners of parent	¥ 2,095	¥ 2,195

Consolidated Statements of Comprehensive Income

Tsukuba Bank, Ltd. and Consolidated Subsidiaries
For the Years Ended March 31, 2023 and 2024

	Millions of yen	
	2023	2024
Net income	¥ 2,095	¥2,195
Other comprehensive income	(14,759)	4,385
Net unrealized gains on available-for-sale securities	(14,620)	2,457
Remeasurements of defined benefit plans, net of tax	(138)	1,928
Total comprehensive income	(12,664)	6,581
Total comprehensive income attributable to:		
Equity holders of the parent	(12,664)	6,581

Consolidated Statements of Changes in Net Assets

Tsukuba Bank, Ltd. and Consolidated Subsidiaries
For the Years Ended March 31, 2023 and 2024

	Million yen				
	Shareholders' equity				
For the year ended March 31, 2023	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	¥48,868	¥30,447	¥34,909	¥ (8)	¥114,216
Changes during period					
Dividends of surplus			(412)		(412)
Profit attributable to owners of parent			2,095		2,095
Purchase of treasury shares				(18)	(18)
Disposal of treasury shares		0		14	14
Reversal of revaluation reserve for land			0		0
Net changes in items other than shareholders' equity					
Total changes during period	—	0	1,682	(4)	1,678
Balance at end of period	¥48,868	¥30,447	¥36,592	¥(13)	¥115,895

	Million yen				
	Accumulated other comprehensive income				
For the year ended March 31, 2023	Valuation difference on available-for-sale securities	Revaluation reserve for land	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	Total net assets
Balance at beginning of period	¥(11,728)	¥341	¥1,267	¥(10,119)	¥104,097
Changes during period					
Dividends of surplus					(412)
Profit attributable to owners of parent					2,095
Purchase of treasury shares					(18)
Disposal of treasury shares					14
Reversal of revaluation reserve for land					0
Net changes in items other than shareholders' equity	(14,620)	(0)	(138)	(14,760)	(14,760)
Total changes during period	(14,620)	(0)	(138)	(14,760)	(13,081)
Balance at end of period	¥(26,349)	¥341	¥1,129	¥(24,879)	¥ 91,015

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

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

Consolidated Statements of Cash Flows

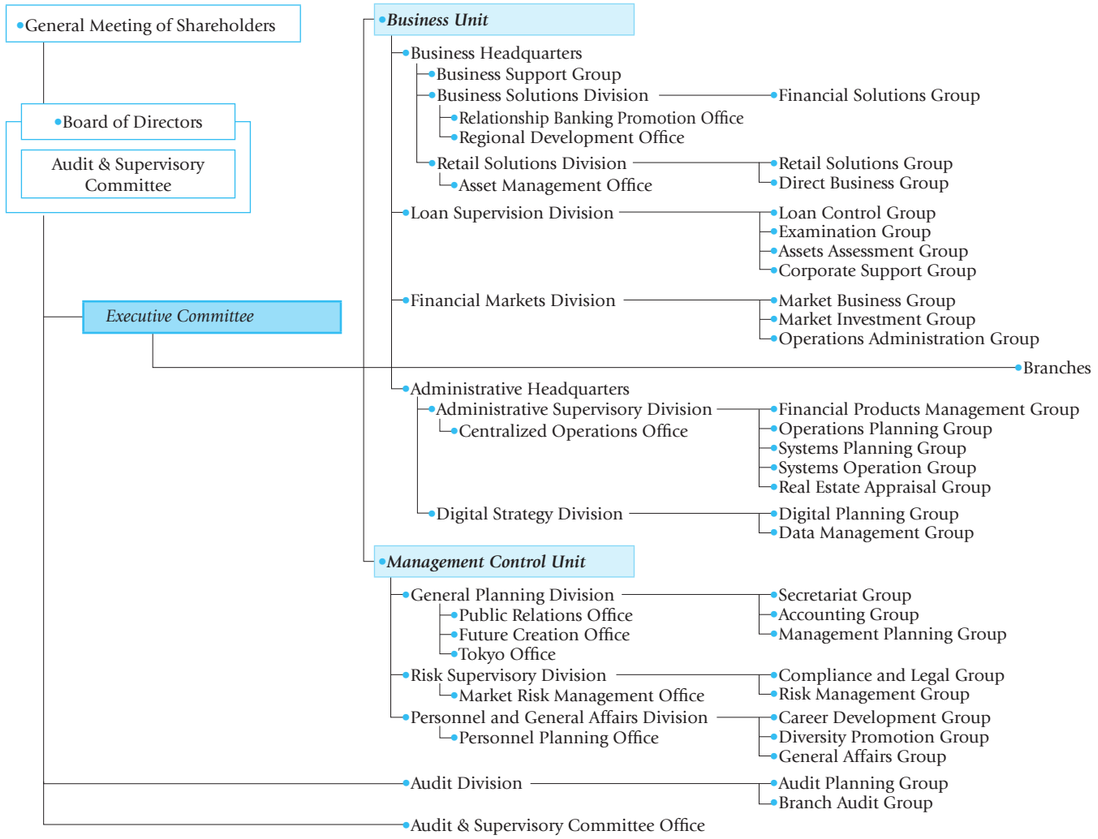
Tsukuba Bank, Ltd. and Consolidated Subsidiaries
For the Years Ended March 31, 2023 and 2024

	Millions of yen	
	2023	2024
Cash flows from operating activities		
Income before income taxes	¥ 1,813	¥ 2,498
Depreciation	2,280	2,133
Losses on impairment of fixed assets	8	29
Increase (decrease) in reserve for possible loan losses	3,943	2,366
Increase (decrease) in reserve for employees' bonuses	(12)	7
Decrease (increase) in net defined benefit asset	(523)	(3,468)
Increase (decrease) in net defined benefit liability	7	4
Increase (decrease) in reserve for executives' retirement benefits	(1)	1
Increase (decrease) in reserve for executive officers' retirement benefits	7	(2)
Increase (decrease) in reserve for reimbursement of dormant deposits	(11)	(67)
Increase (decrease) in reserve for point card certificates	2	2
Increase (decrease) in reserve for loss on contingency	48	59
Interest income	(25,649)	(25,972)
Interest expenses	820	777
Gains (losses) on securities transactions	103	(664)
Losses (gains) on money held in trust	290	(121)
Foreign exchange losses (gains)	(4,040)	(4,499)
Losses (gains) on disposal of fixed assets	(59)	10
Compensation for forced relocation	—	(72)
Net decrease (increase) in loans and bills discounted	(68,606)	(86,037)
Net increase (decrease) in deposits	46,574	64,247
Net increase (decrease) in borrowed money (excluding subordinated borrowings)	(220,700)	10,000
Net decrease (increase) in due from banks excluding cash equivalents	(13,023)	8,436
Net decrease (increase) in call loans and others	(58)	(24)
Net increase (decrease) in call money	(20,000)	—
Net increase (decrease) in payables under securities lending transactions	15,575	1,946
Net decrease (increase) in foreign exchange, assets	(3,538)	6,012
Net increase (decrease) in foreign exchange, liabilities	16	271
Net decrease (increase) in trading securities	27	(4)
Interest and dividends received	25,811	25,832
Interest paid	(800)	(803)
Others, net	(1,827)	4,668
Subtotal.	(261,523)	7,568
Income taxes paid	(409)	(468)
Proceeds from compensation for forced relocation	—	91
Net cash provided by (used in) operating activities	(261,932)	7,191
Cash flows from investing activities		
Purchases of securities	(16,629)	(137,376)
Proceeds from sale of securities	34,736	120,658
Proceeds from redemption of securities	42,645	36,561
Purchases of tangible fixed assets	(314)	(768)
Purchases of intangible fixed assets	(1,209)	(795)
Payments for retirement of fixed assets	(17)	(29)
Payments for execution of assets retirement obligations	(44)	—
Proceeds from sale of tangible fixed assets	200	191
Proceeds from sale of intangible fixed assets	0	0
Net cash provided by (used in) investing activities	59,367	18,443
Cash flows from financing activities		
Cash dividends paid	(412)	(415)
Purchase of treasury stock	(18)	(48)
Net cash provided by (used in) financing activities	(431)	(464)
Net increase (decrease) in cash and cash equivalents	(202,996)	25,171
Cash and cash equivalents at beginning of year	519,956	316,959
Cash and cash equivalents at end of year.	¥ 316,959	¥ 342,130

Directory

(As of April, 2024)

Organization Chart



Board of Directors, Executive Officers, Corporate Auditors

President
Masahiko Ikuta

Senior Executive Managing Director
Satoru Shinohara

Managing Directors
Tatsuro Seo
Kenichi Kikuchi
Tsuyoshi Okano

Director
Hiroshi Kohata

Outside Director
Hitoshi Saito

Director serving as Audit & Supervisory Committee Member
Satoshi Ozaki

Outside Directors serving as Audit & Supervisory Committee Members
Norie Yokoi
Daisuke Suzuki
Junichiro Seo
Reiko Matsuda

Managing Executive Officer
Takayuki Yamada

Senior Executive Officers
Noriyuki Hara
Toru Takata
Yoshiaki Motohashi

Executive Officers
Koichi Kanari
Kunihiro Mashiko
Mitsuo Ichikawa
Yoshiaki Sukegawa
Sho Inosaki
Naobumi Uchimura
Nobuhiro Okano

Profile

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

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

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

The main base for the Bank's business operations is Ibaraki Prefecture, the proud home of some of Japan's best agriculture and industry. The region has vast land, air and sea networks, and therefore we anticipate further development in the future. In order to satisfy our stakeholders — customers, shareholders and the local community, we intend to fully leverage this rich business base and effectively utilize the know-how and staff that both banks have built up over the years in order to provide high-quality financial services.

As of the year ended in March 2024, the Bank had 148 offices.



Tsukuba Bank Overview (as of March 31, 2024)

Corporate name	Tsukuba Bank, Ltd.
Central branch address	2-11-7 Chuo, Tsuchiura City, Ibaraki Prefecture
Headquarters address	1-7 Takezono, Tsukuba City, Ibaraki Prefecture TEL.: +81-29-859-8111 URL: https://www.tsukubabank.co.jp/ (Japanese language only)
Establishment	September 15, 1952
Capital	¥48.8 billion
Deposits	¥2,577.3 billion
Loans	¥2,037.2 billion
No. of employees	1,279
No. of branches*	148 (135 in Ibaraki Prefecture, 12 outside, 1 internet)
No. of branch locations	74 (67 in Ibaraki Prefecture, 7 outside)

*As of March 31, 2024

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

