



# THE OGAKI KYORITSU BANK, LTD.

ANNUAL REPORT 2025

**OKB**

# Profile



## Management Vision

To always be respected and trusted by the local community.

### Demographic trends

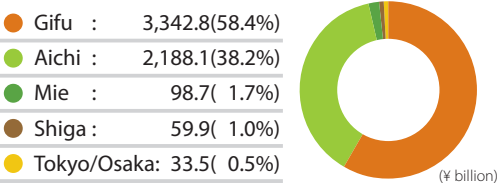
(as of October 1, 2024)



Note: Population figures are rounded down to the nearest 10,000.

### Balance of deposits (Non-consolidated)

(breakdown by area; as of March 31, 2025)

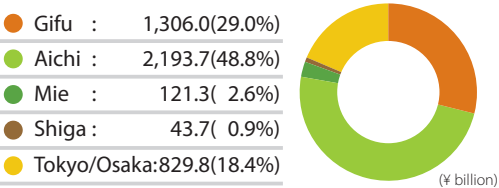


Notes:

1. Amounts are rounded down to the nearest ¥100 million.
2. Shares are rounded down to the nearest 0.1 percentage point.

### Balance of loans (Non-consolidated)

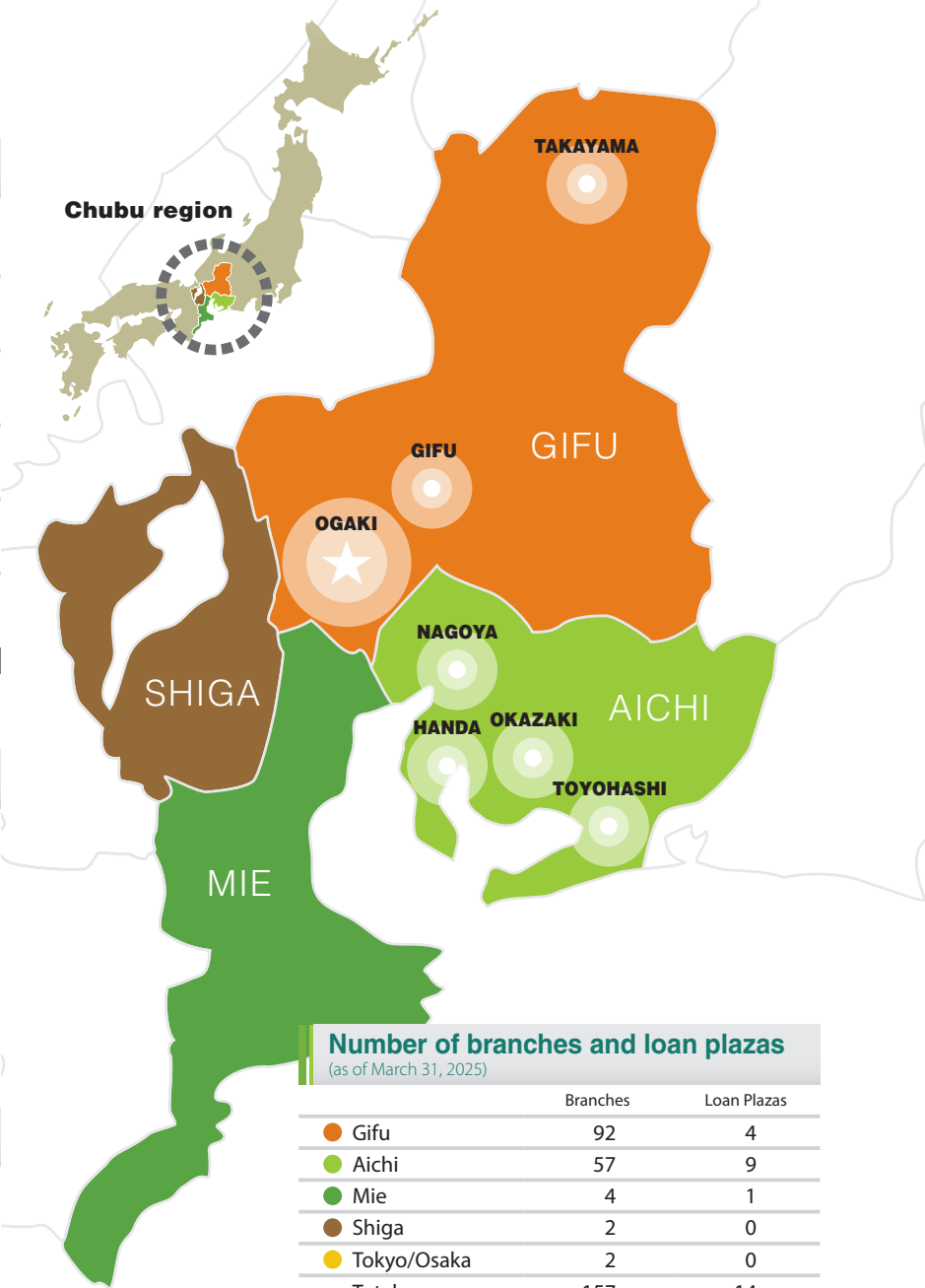
(breakdown by area; as of March 31, 2025)



Notes:

1. Amounts are rounded down to the nearest ¥100 million.
2. Shares are rounded down to the nearest 0.1 percentage point.

### Chubu region



### Number of branches and loan plazas

(as of March 31, 2025)

	Branches	Loan Plazas
● Gifu	92	4
● Aichi	57	9
● Mie	4	1
● Shiga	2	0
● Tokyo/Osaka	2	0
Total	157	14

### Credit rating

(as of October 31, 2024)

Japan Credit Rating Agency, Ltd.

Long-term Issue Rating, A

# Message from the President



It gives us great pleasure to introduce the 2025 Annual Report of Ogaki Kyoritsu Bank.

Ogaki Kyoritsu Bank is a regional financial institution headquartered in Gifu Prefecture, approximately the center of Japan.

Our domestic network of 157 branches and offices is centered in Gifu, Aichi, Mie, and Shiga Prefectures.

Since the Company was founded in March 1896, it has been guided by its management vision of always being respected and trusted by the local community. We have advanced in step with our region, always aiming to earn and maintain the unshakable trust of our customers, shareholders, financial markets, our employees and members of regional community.

Adopting the standpoint of our customers, all members of Ogaki Kyoritsu Bank and its 10 consolidated subsidiaries and affiliates—in addition to deliver more convenient products and services, collectively comprising the Ogaki Kyoritsu Group—will work together to help revitalize the regional economy.

*T. Hayashi*

Takaharu Hayashi  
President

OKB

### OKB Group Charter

- We will each think and act for the best, and continue to tackle the challenges of our age
- We will seek the satisfaction of our customers
- We will always give high-quality service
- We will grow together with our community
- We will ensure compliance and carry out our business fairly and in good faith

OKB

The OKB Group, including Ogaki Kyoritsu Bank and its subsidiaries and affiliates, has enacted the OKB Group Charter.

Each and every person in the Group pledges to uphold OKB's culture, traditions, and way of thinking. We will thrive in tandem with our region and take the customer's point of view in all things.

# Our Fundamental Policy

The policy that lies at the heart of the business activities of the Company is to always view its products and services from the customer's perspective.

For many decades, Japanese banks had been protected by a web of regulations often described as the convoy system. Under this protection, the banks had cultivated no sense of competition, let alone a willingness to approach the issue of improving customer convenience.

In the 1990s, a wave of financial deregulation swept across Japan, heralding a new era in which banks could leave the

confines of the convoy system and compete with each other by implementing their own ideas. In that context, we that the most urgent task for all directors and employees is to realize that a bank is no longer a privileged institution but a company in the service sector, which must compete by providing the most attractive and convenient services.

Since adopting this policy, we have consistently maintained a customer-first approach and tackled the challenges of the times, so that we could boost customer convenience. Some of our key initiatives are shown below.

## Ogaki Kyoritsu Bank

Pioneering improved customer convenience by adopting the customer's perspective



ATMs operated 365 days of the year  
(a first for Japanese banks)



Everyday Plaza opened (special branches open all year round)  
(first in Japan)



Launch of sales of "Futari-de" loans for married couples to undergo treatment for infertility  
(first in Japan)

2020

- Launched sales of a new type of automobile loan using fintech
- Opened the Akaike Branch, a collaboration branch with a fitness gym and self-service laundry



Established "Digital Transformation (DX) Consulting Center" at Motoyama Branch

Established "OKB SCLAMB," a location for supporting the creation of open innovation



Aiming to become a comprehensive financial services company

1994

1998

2000

2009

2012

2017

2019

2020

2021

2022

2023

2024

- 2019
- Launched provision of trust services
  - Established OKB Securities Co., Ltd.

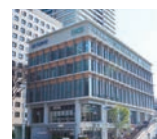
- 2017
- Transactions with just by scanning the palm become possible at teller windows



Hida No. 1 mobile branch (vehicle) started operation  
(first in Japan)



Launched biometric ATMs that allow customers to carry out transactions with just a scan of their palm  
(first in Japan)



Established "OKB Gifu Chuo Plaza Wakuwaku Base G," a location for creating community liveliness

Opened "OKB Consultation Plaza," a location for providing consultations, at the former site of a branch office

## Medium-Term Management Plan

Plan Period April 2024 to March 2027 (Three Years)

# Always

## - Changing tomorrow, without changing our commitment

The Company started the Medium-Term Management Plan “Always - Changing tomorrow, without changing our commitment” (April 2024 to March 2027) from April 2024.

### Long-term Vision

**The OKB Group, making communities and employees happy-pursuing the “appreciation” of our customers-**

- Realizing “community happiness” by fostering employee happiness (challenging and rewarding work)
- Realizing sustainability of communities and the OKB Group by having a presence that is needed by communities (= a presence that can make communities happy)

### Basic strategies

- Our Medium-Term Management Plan is founded on the materiality of the Basic Policy on Sustainability, taking three pillars being the growth strategy, human resources strategy and strengthening the management base as basic strategies, and by also engaging in support for community innovation through our DX strategy, we contribute to the development of prosperous local communities.

### KPI

Item		Year ended March 31, 2025	Medium-Term Management Plan Numerical Targets	Long-term Numerical Targets
ROE (consolidated)	<b>Profitability</b> Striving to improve profitability by establishing a sustainable profit structure and through efficient management of capital	4.4%	3.5% or higher	5% or higher
Net income (consolidated)	<b>Group profitability</b> Striving to strengthen profitability for the entire Group	¥14.7 billion	¥12.0 billion or more	¥15.0 billion or more
Core OHR (consolidated) * Expenses ÷ Core gross business profit	<b>Efficiency</b> Striving to improve efficiency through expense controls, securing investment funds for sustainable growth	71.5%	75% or less	65% or less
Capital adequacy ratio (consolidated)	<b>Soundness</b> In addition to asset controls, maintaining appropriate levels of capital in light of the finalization of Basel III reforms	9.99%	9.0% or higher Finalization of Basel III reforms Transitional measures basis	¥9.5 billion or more Finalization of Basel III reforms Fully implemented basis

\* Applying the finalization of Basel III reforms from FY2024 with transitional measures to increase the risk weighting for equities over five years in steps from 100% to 250%

## Basic Policy on Sustainability

The OKB Group recognizes that addressing sustainability issues is a key management task and is committed to realizing the Group's management vision by “contributing to the creation of sustainable communities as a leader of a recycling-oriented local community.”

Management vision: To always be respected and trusted by the local community.



## Response to TCFD Recommendations

The Company endorsed the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) in December 2021. The Company will continue working to enhance climate change-related information disclosure in line with the framework in the TCFD recommendations.

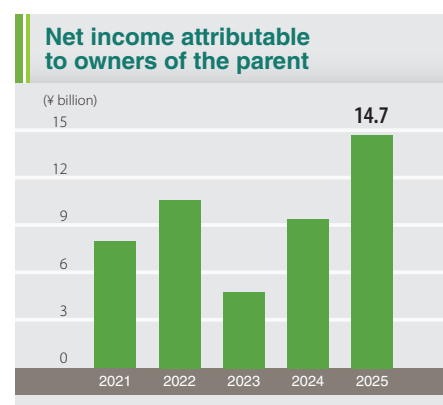
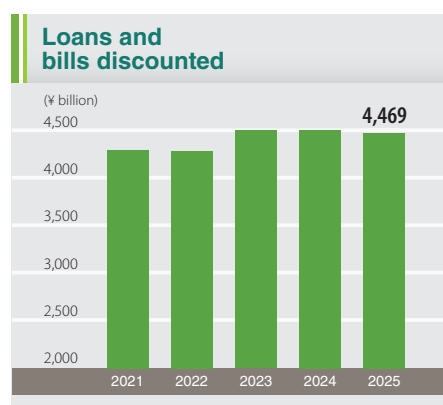
# Consolidated Financial Highlights

The Ogaki Kyoritsu Bank, Ltd. and its Consolidated Subsidiaries  
Years ended March 31

	Millions of Yen		Thousands of U.S. Dollars
	2025	2024	2025
<b>At Year-End:</b>			
Deposits	¥5,731,482	¥5,755,767	\$38,332,544
Loans and bills discounted	4,469,609	4,506,723	29,893,051
Securities	1,063,482	1,205,447	7,112,640
Total assets	6,541,899	6,651,305	43,752,668
Total net assets	318,525	338,704	2,130,317
Common stock	46,773	46,773	312,821
<b>For the Year:</b>			
Total income	¥131,364	¥134,138	\$878,571
Total expenses	111,352	120,545	744,729
Income before income taxes	20,011	13,593	133,834
Net income attributable to owners of the parent	14,718	9,471	98,434
<b>Per Share Data (in yen and U.S. dollars):</b>			
Net income attributable to owners of the parent —basic	¥353.53	¥227.54	\$2.36
—diluted	353.01	227.24	2.36
Net assets	7,647.89	8,134.85	51.14
ROE	4.48%	3.02%	

Notes: 1. In this annual report, the Japanese yen in millions are indicated with fractions omitted.

2. Figures stated in U.S. dollars in this annual report are translated from Japanese yen, solely for convenience, at the rate of ¥149.52 per U.S. \$1.00, the rate prevailing at March 31, 2025.



## Business Performance (on a consolidated basis)

Total income (ordinary income plus extraordinary income) amounted to ¥131,364 million (US\$878,571 thousand), a decrease of ¥2,774 million year on year.

Total expenses (ordinary expenses plus extraordinary expenses ) came to ¥111,352 million (US\$744,729 thousand), a decrease of ¥9,193 million year on year.

As a result of these and other factors, income before income taxes for the year totaled ¥20,011 million (US\$133,834 thousand), while net income attributable to owners of the parent for the year amounted to ¥14,718 million (US\$98,434 thousand).

## Deposits & Loans (on a consolidated basis)

During the fiscal year under review, deposits decreased by ¥24.2 billion year on year to ¥5,731.4 billion (US\$38,332 million), mainly due to accounts held by individuals.

The year-end balance of loans and bills discounted decreased by ¥37.1 billion year on year to ¥4,469.6 billion (US\$29,893 million), mainly due to business loans.



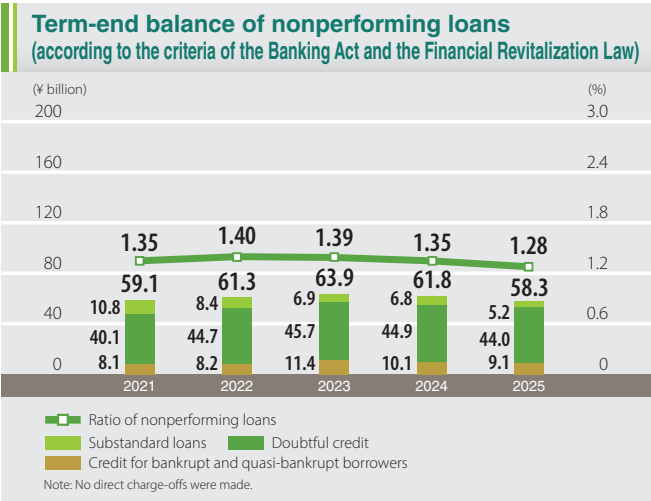
# Asset Quality

## Present Status of the Bank's Assets

The balance of nonperforming loans subject to mandatory disclosure under the Banking Act and the Financial Revitalization Law fell by ¥3.5 billion from the previous reporting term, to ¥58.3 billion.

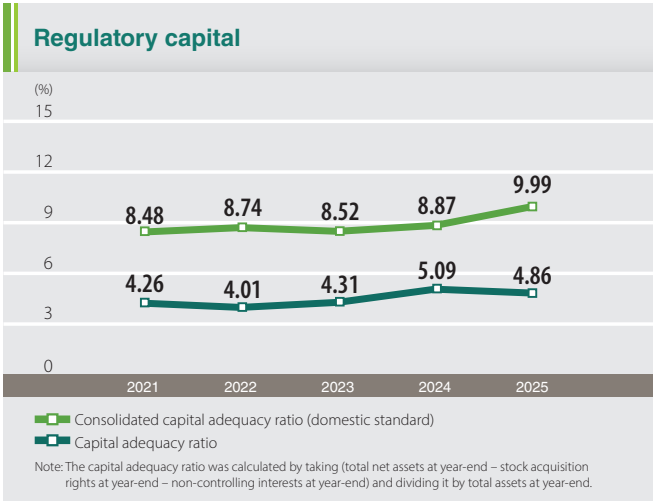
The ratio of these loans to total loans and bills discounted decreased by 0.07 percentage points year on year to 1.28%.

The majority of these nonperforming loans are covered by reserves for possible loan losses or by collateral or guarantees. Consequently, the coverage ratio (coverage of total bad debt) was 88.0% (¥51.2 billion)



## Capital Adequacy

In addition to the increase in regulatory capital as of the reporting term-end by ¥8.0 billion from the previous reporting term-end to ¥278.4 billion, the capital adequacy ratio increased by 1.12 of a percentage point to 9.99%, mainly due to a decrease of risk assets in loans.



# Topics

## Awarded the “Minister of State for Regional Revitalization Award for Outstanding Initiatives by Financial Institutions Contributing to Regional Revitalization” for FY2024.

In March 2025, the Company was selected for the “Outstanding Initiatives by Financial Institutions Contributing to Regional Revitalization” announced by the Secretariat of the Headquarters for the Creation of New Regional Economies and Living Environments under the Cabinet Secretariat, and it received an award from the Minister of State for Regional Revitalization.

This award collects examples of collaboration with local governments and pioneering initiatives from among those contributing to regional revitalization by financial institutions and other organizations across the country, and selects, publicizes, and recognizes the most distinctive initiatives from among them.

OKB received the award in recognition of its efforts to support local government organizations in their tourism base development projects, the digitization of regional gift certificates, and the introduction of digital local currencies.

Going forward, the Company will continue to contribute to regional revitalization by supporting the resolution of various regional issues.



# Corporate Governance

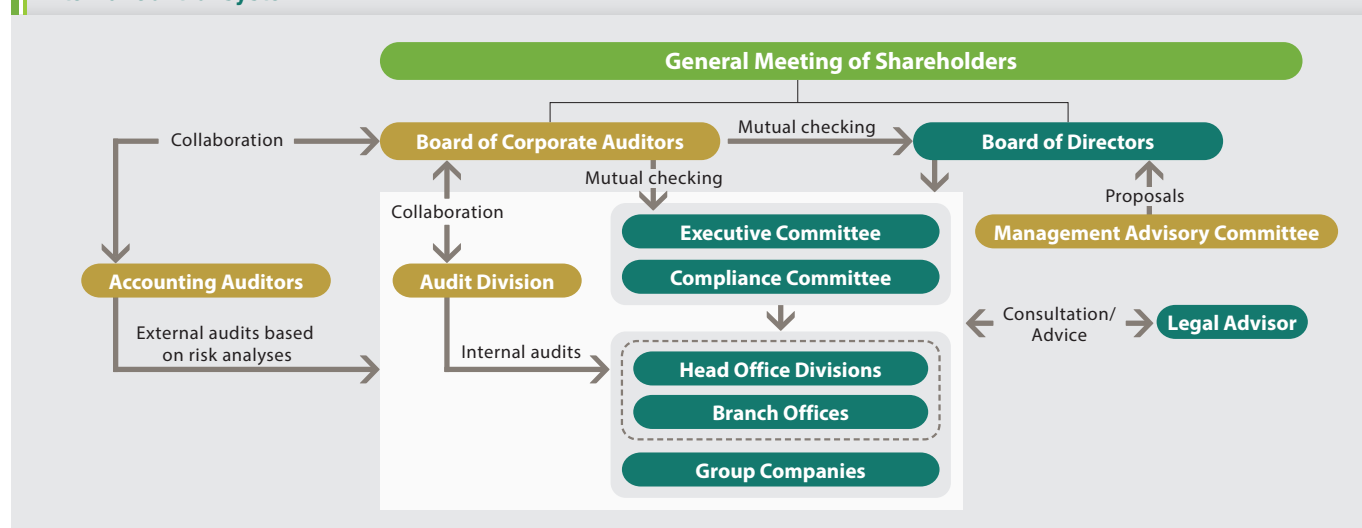
## Basic Stance on Corporate Governance

Ogaki Kyoritsu Bank and its Group companies are pursuing the following as a means toward the ultimate objective: To always be respected and trusted by the local community.

- Seeking to achieve swift decision-making at the management level, as well as overall management efficiency
- Realizing transparent management through substantial disclosure of corporate information
- Demonstrating the sincerity of the Group by practicing compliance and making contributions to the communities in our home region

These are the basic policies that we follow in enhancing our corporate governance.

### Internal control system



## Establishment of the Internal Control System

The Company has drawn up a set of basic policies regarding the creation of an internal control system, and the management is working to enhance the effective functioning of the system, particularly with respect to compliance and risk management, and ensure its effectiveness.

We are also working to construct a system that will ensure the adequacy of the Group's internal controls on financial reporting under the Financial Instruments and Exchange Act.

The Board of Directors of Ogaki Kyoritsu Bank meets once a month in principle to make decisions on important matters and operational execution regarding the Company's management. In addition, they periodically report on the execution of operations and the risk status to the Board.

The Company also adopted a Corporate Officer system in order to revitalize the Board of Directors, speed up decision-making and enhance the business execution function by separating management's decision-making and supervision from business execution.

The Company ensures that operations are audited by its management by requiring its corporate auditors to attend meetings of the Board of Directors. To prevent complacency and to clarify its management responsibilities, the Company limits the term of office for directors to one year. With these initiatives, the Company is committed to strengthening the functions of the Board of Directors.

The corporate auditors of Ogaki Kyoritsu Bank hold meetings, in principle every month, to discuss, determine and report on important matters relating to audits, based on audit policies and audit plans resolved by the Board of Corporate Auditors.

The Executive Committee discusses important management matters, and controls and manages the Company's operations in general.

As an advisory committee to the Board of Directors, the Management Advisory Committee submits proposals concerning the nomination and remuneration of directors. The Compliance Committee, chaired by the president of the Company, holds regular meetings twice a year in addition to ad hoc meetings as deemed necessary, and sets out the Company's policies on legal compliance. A Compliance Manual—detailing the procedures to be followed to ensure compliance—is posted on the intranet where all executives and regular employees of the Company can access it, and compliance study sessions are held for each separate employee rank. In this and other ways, the management of the Company is actively working to foster a corporate culture grounded in the spirit of compliance and a thorough understanding of the laws applicable to the banking business.



## Compliance

The management of Ogaki Kyoritsu Bank recognizes the importance of the public role played by banks, and the necessity of fulfilling corporate social responsibilities. The establishment of an effective compliance system is the vital first step that a bank must take to earn the trust of its customers and shareholders, and for this reason we are working to strengthen legal compliance within Ogaki Kyoritsu Bank.

The organizational structure of the Company's compliance system consists, first of all, of a Compliance Office within the Management Administration Division, which serves as the central supervisory unit for compliance-related matters. In addition, an officer responsible for compliance is designated within each division of the Company and at each branch office. By means of constant liaison and collaboration between these officers and the Compliance Office, we are able to operate a unified system for the monitoring of compliance, covering both the Company's head office and all branch offices.

Additionally, the Compliance Committee (chaired by the president) works to enhance the Company's practice of compliance, and is responsible for drawing up and revising the Company's Compliance Manual and Compliance Program, and for raising awareness of compliance issues among the Company's directors and employees.

The Compliance Manual, which is posted on the intranet where all executives and regular employees can access it, specifies the procedures to be followed to ensure the practice of legal compliance. By overseeing the day-to-day practice of compliance, the management of the Company is working to build a compliance-focused corporate culture. Staff education in the principles of compliance and specific banking-related laws is also provided by means of separate study courses for the different ranks in the Company's hierarchy, as part of the Company's rigorous approach to ensuring legal compliance.

## Maintaining Organizational Flexibility

### Inter-industry Training System

In 1998, we started an inter-industry training system that allows young bankers to experience working in other industries and to look beyond the boundaries of banking.

Participants train in a variety of industries, including mass media and manufacturing. Entry into the training program is by open application, and many young bankers enthusiastically apply. Those who are chosen spend about a year in their second workplace, where they consider the real meaning of service and how banks should act as companies within the service sector. Later, they provide feedback to the Company.

Convenience Plaza Handa is our representative branch designed from the customer's point of view. The idea came from a banker who took inter-industry training as the manager of a convenience store and then modeled a bank branch on a convenience store. Also, a banker who did inter-industry training at a TV station used his experience to plan, shoot, and edit a currently airing TV commercial for Ogaki Kyoritsu Bank as well as promotional videos shown in our branches.

Our inter-industry training system promotes flexible thinking that is not limited by bank boundaries and that drives us to provide services from the customer's point of view.



A trainee at a TV station shooting a scene



Handa Branch, aka Convenience Plaza Handa, planned by a trainee managing a convenience store

### CSR Initiatives

## Opening of "OKB Partners Community Square"

OKB Partners, a special subsidiary of OKB, has opened a new business facility, "OKB Partners Community Square," with the aim of supporting the independence of people with disabilities and contributing to the local community.

This facility serves as both a workplace for OKB Partners employees and a community space where local government agencies, special education schools, and businesses employing individuals with disabilities can interact and collaborate.

The facility features an open layout where visitors can observe OKB Partners employees at work, as well as dedicated spaces for consultations and information exchange regarding employment for people with disabilities. Through initiatives such as workplace tours, the facility aims to contribute to the independence of people with disabilities and the creation and expansion of employment opportunities for them.



# Risk Management

## Progress in Perfecting the Risk Management System

Ogaki Kyoritsu Bank is committed to managing its risks properly, by keeping them in balance with income. The Company has developed and adopted appropriate and effective risk management systems, based on risk details and scale. These systems comply with the Company's Risk Management Policies, which set out handling policies and organizational structures relating to risk management, and other risk management regulations, management procedures and risk management regulations are stipulated for each risk category.

Specifically, the Company has established committees dedicated to risk management, including the ALM Committee. The Company has also set up sections that manage risks in an integrated manner, as well as risk control and supervisory sections in each category. In doing so, the Company has built a system through which the risk status is reported regularly and as required from the risk management sections to the management directly. Operational audits are also carried out by the Audit Division, which is organizationally independent of the units of the Company that it audits, to confirm the appropriateness and validity of risk management.

### Credit Risk Management

Credit risk refers to the risk of a reduction or elimination of asset value, and the resulting loss, owing to factors such as the aggravation of the financial position of borrowers.

The Company carries out rigorous credit screening on an individual loan basis prior to the extension of each loan, based on its Credit Risk Management Regulations, and follows this up with close monitoring of repayment. We also manage our loan portfolio as a whole. Through this two-pronged approach, we are able to maintain the soundness of the Company's loan assets.

Maintaining its objective and independent status, the Loan & Credit Supervision Division applies strict criteria to individual loans in both the credit screening and post-loan management phases to ensure that the loans contribute to the public good, have reasonable prospects of repayment, the loans are profitable, and borrowers have a sufficient degree of future growth potential.

In the management of the Company's loan asset portfolio as a whole, the Company conducts credit rating and self-assessments to ensure that there is no undue concentration of loans in particular industries, in particular corporate borrower sizes, or particular geographic areas. The aim of these regular checks is to disperse risk and create a well-balanced asset portfolio.

### Market Risk Management

Market risk refers to the risk of a downward adjustment in the value of the Bank's assets (including off-balance-sheet assets) as a result of fluctuations in market factors, including interest rates, currency exchange rates and share prices, and the risk of a downward adjustment in the value of the Bank's assets as a result of fluctuations in income generated by assets and liabilities. This risk category is principally subdivided into interest rate risk, price fluctuation risk, and exchange rate risk.

Ogaki Kyoritsu Bank has drawn up a set of Market Risk

Management Regulations. The Company controls market risk adequately through the administration of its credit limits. In addition, the Company has established an organization that allows controls to function by separating the market risk management division (middle office) and the office work management division (back office) from the market division (front office).

### Liquidity Risk Management

Liquidity risk refers to the possibility that the Company may not be able to secure sufficient funds from its normal sources for necessary operations, due to a mismatched term between fund procurement and investment, or the occurrence of a contingent withdrawal of deposits (known as funding risk). This may result in the Company being forced to take funds at considerably higher interest rates than normal, thus causing the Company to suffer a loss. Liquidity risk also refers to the possibility that the Company may not be able to engage in market transactions, due to factors such as market turmoil (known as market liquidity risk). This may result in the Company being forced to carry out transactions at much more disadvantageous prices than normal, generating a loss.

Ogaki Kyoritsu Bank has drawn up a set of Liquidity Risk Management Regulations. The Company is applying the rules so that it manages its funds in a conservative way. To prepare for any contingency, the Company has also adopted measures to deal with a liquidity crisis, and has established an organization that allows it to make an immediate response.

### The ALM Committee

At meetings of the ALM Committee held each month, policies on securities management, funding and other matters are discussed and adopted to improve profitability by keeping market risk, liquidity risk and credit risk within their allowable ranges.

## Operational Risk Management

Operational risk refers to the risk of loss resulting from bank business processes, the activities of executives and employees, or systems being inappropriate, as well as from external events.

The Company classifies risks into the categories of (1) administrative risk, (2) system risk, (3) legal risk, (4) human resource risk, (5) tangible asset risk, and (6) reputational risk, and addresses risk management in accordance with the Operational Risk Management Regulations.

Furthermore, at the Operational Risk Management Committee that is held on a regular basis, efforts are made to improve the effectiveness of risk management through discussions aimed at understanding the status of operational risks and possible countermeasures.

The management systems for the administrative risk and system risk, which are key proponents of operational risk, are as follows.

### Administrative Risk Management

Administrative risk refers to the risk of losses, as a result of negligence on the part of executives and regular employees in the performance of clerical duties, accidents they cause, or acts of dishonesty they commit.

Ogaki Kyoritsu Bank is working to strengthen the administrative risk management organization in compliance with its Administrative Risk Management Regulations in order to minimize the materialization of foreseeable categories of administrative risk and thereby enable the Company to cope with the diversification of the banking business and the trend toward an increasing number of transactions.

Specifically, we are collecting and analyzing information on administrative errors so that we can put in place measures to prevent any recurrence and improve our administrative processes. We have also set up administrative work support teams to help the branch offices maintain an adequately high level of accuracy in administrative work. Members of the team visit the branches to supervise work procedures directly, and the team also conducts training courses to raise the skill levels of branch staff. In addition, regular training courses are conducted for different rankings of employees by division to raise the administrative skill levels of the whole Bank.

### System Risk Management

System risk refers to the risk of the Company suffering monetary loss as a result of the crashing or serious malfunctioning of one or more of the Company's computer systems, or the unauthorized use of a computer system.

In view of the vital importance to a bank of the information in its possession and of the computer systems it employs, Ogaki Kyoritsu Bank has taken appropriate steps to protect the information in its safekeeping and to ensure the secure and continued operation of its computer systems.

Specifically, the Company has instituted computer system risk management, and has laid down the System Risk Management Regulations, which set out policies regarding the management

of the computer systems themselves and the data (information) contained within them. The Company is exerting its full efforts to assure the confidentiality of information in its possession through the application of the Regulations.

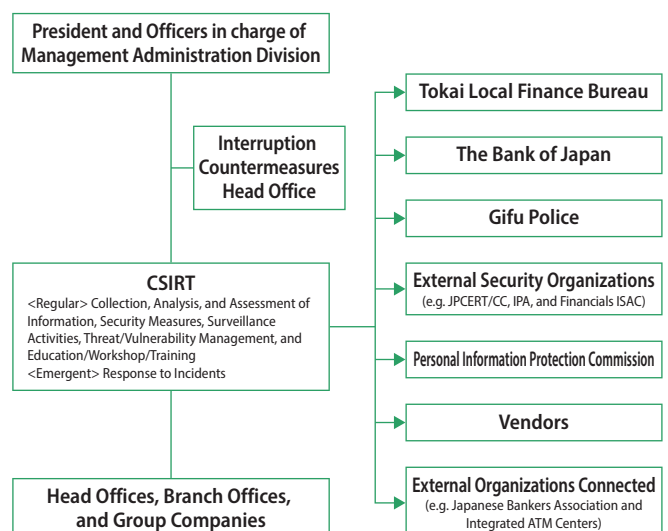
## Information Asset Management

The term "information assets" as used here refers both to information itself and to the computer systems. In the event that confidential information is leaked to persons outside the Company, or improper use is made of the Company's information assets, the Company could suffer considerable damage.

To ensure that Ogaki Kyoritsu Bank conducts its banking business in an ethically correct manner, we have published our Security Policy, which clarifies the principles that the Company applies to the protection of information assets, in addition to the Customer Information Management Regulations, which set out in detail the procedures to be followed for the proper protection and use of the Company's customer information assets.

## Response to Cyber Security

We position cyber security risks as one of our most important management issues, and under the leadership of senior management, we have established a management system for early warning and emergency response to cyberattacks, including the establishment of a Computer Security Incident Response Team (CSIRT), a cross-departmental organization to respond to the threat of cyber-attacks.



# Consolidated Balance Sheets

The Ogaki Kyoritsu Bank, Ltd. and its Consolidated Subsidiaries

As of March 31, 2025 and 2024	Millions of Yen		Thousands of U.S. Dollars
	2025	2024	2025
<b>ASSETS</b>			
Cash and Due from Banks	¥ 774,352	¥ 672,675	\$ 5,178,919
Call Loans and Bills Bought	2,541	2,573	16,994
Monetary Claims Bought	1,889	2,918	12,633
Trading Account Securities	180	169	1,203
Money Held in Trust	4,909	4,950	32,831
Securities	1,063,482	1,205,447	7,112,640
Loans and Bills Discounted	4,469,609	4,506,723	29,893,051
Foreign Exchanges	4,645	5,763	31,066
Lease Receivables and Investments	86,121	82,542	575,983
Other Assets	74,308	107,306	496,976
Tangible Fixed Assets	31,458	31,716	210,393
Intangible Fixed Assets	6,420	6,636	42,937
Net Defined Benefit Asset	29,387	32,413	196,542
Deferred Tax Assets	1,400	1,456	9,363
Customers' Liabilities for Acceptances and Guarantees	16,315	16,328	109,115
Less Reserve for Possible Loan Losses	(25,078)	(28,290)	(167,723)
Less Reserve for Possible Investment Losses	(46)	(28)	(307)
<b>Total Assets</b>	<b>¥6,541,899</b>	<b>¥ 6,651,305</b>	<b>\$43,752,668</b>
<b>LIABILITIES AND NET ASSETS</b>			
<b>Liabilities</b>			
Deposits	¥5,731,482	¥ 5,755,767	\$ 38,332,544
Payables under Repurchase Agreements	18,308	20,433	122,445
Payables for Securities Lending Transactions	95,872	77,736	641,198
Commercial Papers	7,990	5,998	53,437
Borrowed Money	260,800	333,010	1,744,248
Foreign Exchanges	1,110	706	7,423
Bonds Payable	2,400	2,700	16,051
Borrowed Money from Trust Account Liabilities	1,113	1,196	7,443
Other Liabilities	78,488	76,900	524,933
Accrued Employees' Bonuses	1,549	1,570	10,359
Net Defined Benefit Liability	816	798	5,457
Reserve for Directors' Retirement Benefits	44	35	294
Reserve for Reimbursement of Deposits	49	75	327
Reserve for Customer Point Program	160	875	1,070
Reserve under Special Laws	1	1	6
Deferred Tax Liabilities	4,984	16,616	33,333
Deferred Tax Liability on Land Revaluation	1,886	1,847	12,613
Acceptances and Guarantees	16,315	16,328	109,115
<b>Total Liabilities</b>	<b>6,223,374</b>	<b>6,312,601</b>	<b>41,622,351</b>
<b>Net Assets</b>			
Common Stock :			
Authorized — 80,000,000 shares			
Issued — 41,831,897 shares	46,773	46,773	312,821
Capital Surplus	42,362	42,362	283,319
Retained Earnings	198,369	186,526	1,326,705
Less Treasury Stock :			
— 199,083 shares in 2025 and 210,087 shares in 2024	(385)	(406)	(2,574)
Accumulated Other Comprehensive Income :			
Net Unrealized Gains on Available-for-Sale Securities	19,204	47,654	128,437
Net Deferred Hedge Gains and Losses	(851)	(1,642)	(5,691)
Land Revaluation Reserve	1,719	1,813	11,496
Remeasurements of Defined Benefit Plans	11,210	15,505	74,973
Stock Acquisition Rights	122	116	815
<b>Total Net Assets</b>	<b>318,525</b>	<b>338,704</b>	<b>2,130,317</b>
<b>Total Liabilities and Net Assets</b>	<b>¥6,541,899</b>	<b>¥ 6,651,305</b>	<b>\$43,752,668</b>

## Consolidated Statements of Income

The Ogaki Kyoritsu Bank, Ltd. and its Consolidated Subsidiaries

For the Years Ended March 31, 2025 and 2024	Millions of Yen		Thousands of U.S. Dollars
	2025	2024	2025
<b>Income</b>			
Interest and Dividends on:			
Loans and Bills Discounted	¥ 39,542	¥ 37,135	\$ 264,459
Securities	12,294	11,151	82,223
Others	2,181	528	14,586
Trust Fees	0	2	0
Fees and Commissions	22,263	21,822	148,896
Other Operating Income	3,781	1,321	25,287
Other Income	51,300	62,177	343,097
<b>Total Income</b>	<b>131,364</b>	<b>134,138</b>	<b>878,571</b>
<b>Expenses</b>			
Interest on:			
Deposits	3,497	423	23,388
Borrowings and Rediscounts	6,036	7,219	40,369
Others	316	1	2,113
Fees and Commissions	7,517	7,005	50,274
Other Operating Expenses	9,201	16,176	61,536
General and Administrative Expenses	41,852	43,121	279,909
Other Expenses	42,930	46,596	287,118
<b>Total Expenses</b>	<b>111,352</b>	<b>120,545</b>	<b>744,729</b>
<b>Income before Income Taxes</b>	<b>20,011</b>	<b>13,593</b>	<b>133,834</b>
<b>Income Taxes :</b>			
Current	3,906	3,823	26,123
Deferred	1,386	297	9,269
<b>Total Income Taxes</b>	<b>5,293</b>	<b>4,121</b>	<b>35,399</b>
<b>Net Income</b>	<b>14,718</b>	<b>9,471</b>	<b>98,434</b>
<b>Net Income Attributable to Owners of the Parent</b>	<b>¥ 14,718</b>	<b>¥ 9,471</b>	<b>\$ 98,434</b>

	Yen		U.S. Dollars
	2025	2024	2025
<b>Per Share of Common Stock</b>			
Net Income Attributable to Owners of the Parent	¥ 353.53	¥ 227.54	\$ 2.36
Diluted Net Income Attributable to Owners of the Parent	353.01	227.24	2.36
Dividends	90.00	70.00	0.6
Net Assets	7,647.89	8,134.85	51.14

## Consolidated Statements of Comprehensive Income

The Ogaki Kyoritsu Bank, Ltd. and its Consolidated Subsidiaries

For the Years Ended March 31, 2025 and 2024	Millions of Yen		Thousands of U.S. Dollars
	2025	2024	2025
Net Income	14,718	9,471	98,434
Other Comprehensive Income	(32,009)	44,055	(214,078)
Net Unrealized Losses on Available-for-Sale Securities	(28,450)	30,794	(190,275)
Net Deferred Hedge Gains and Losses	791	(268)	5,290
Revaluation Reserve for Land	(55)	—	(367)
Remeasurements of Defined Benefit Plans	(4,294)	13,529	(28,718)
<b>Comprehensive Income</b>	<b>(17,291)</b>	<b>53,526</b>	<b>(115,643)</b>
Comprehensive Income Attributable to:			
Owners of the Parent	(17,291)	53,526	(115,643)

# Consolidated Statements of Changes in Net Assets

The Ogaki Kyoritsu Bank, Ltd. and its Consolidated Subsidiaries

	Millions of Yen				
	STOCKHOLDERS' EQUITY				
	Common Stock	Capital Surplus	Retained Earnings	Treasury Stock	Total Stockholders' Equity
Balance at April 1, 2023	¥46,773	¥42,362	¥179,968	¥(402)	¥268,702
Cash Dividends	—	—	(2,913)	—	(2,913)
Net Income Attributable to Owners of the Parent	—	—	9,471	—	9,471
Purchases of Treasury Stock	—	—	—	(4)	(4)
Losses on Sales of Treasury Stock	—	—	(0)	0	0
Land Revaluation	—	—	(0)	—	(0)
Net Changes in Items Other Than Stockholders' Equity	—	—	—	—	—
Balance at March 31, 2024	46,773	42,362	186,526	(406)	275,255
Cash Dividends	—	—	(2,913)	—	(2,913)
Net Income Attributable to Owners of the Parent	—	—	14,718	—	14,718
Purchases of Treasury Stock	—	—	—	(4)	(4)
Losses on Sales of Treasury Stock	—	0	—	25	25
Land Revaluation	—	—	38	—	38
Net Changes in Items Other Than Stockholders' Equity	—	—	—	—	—
Balance at March 31, 2025	¥46,773	¥42,362	¥198,369	¥(385)	¥287,120

	Millions of Yen						
	ACCUMULATED OTHER COMPREHENSIVE INCOME						
	Net Unrealized Gains on Available-for-Sale Securities	Net Deferred Hedge Gains and Losses	Land Revaluation Reserve	Remeasurements of Defined Benefit Plans	Total Accumulated Other Comprehensive Income	Stock Acquisition Rights	Total Net Assets
Balance at April 1, 2023	¥16,860	¥(1,374)	¥1,813	¥1,975	¥19,275	¥96	¥288,073
Cash Dividends	—	—	—	—	—	—	(2,913)
Net Income Attributable to Owners of the Parent	—	—	—	—	—	—	9,471
Purchases of Treasury Stock	—	—	—	—	—	—	(4)
Losses on Sales of Treasury Stock	—	—	—	—	—	—	0
Land Revaluation	—	—	—	—	—	—	(0)
Net Changes in Items Other Than Stockholders' Equity	30,794	(268)	0	13,529	44,056	20	44,077
Balance at March 31, 2024	47,654	(1,642)	1,813	15,505	63,331	116	338,704
Cash Dividends	—	—	—	—	—	—	(2,913)
Net Income Attributable to Owners of the Parent	—	—	—	—	—	—	14,718
Purchases of Treasury Stock	—	—	—	—	—	—	(4)
Losses on Sales of Treasury Stock	—	—	—	—	—	—	25
Land Revaluation	—	—	—	—	—	—	38
Net Changes in Items Other Than Stockholders' Equity	(28,450)	791	(93)	(4,294)	(32,048)	5	(32,042)
Balance at March 31, 2025	¥19,204	¥(851)	¥1,719	¥11,210	¥31,283	¥122	¥318,525



	Thousands of U.S. Dollars				
	STOCKHOLDERS' EQUITY				
	Common Stock	Capital Surplus	Retained Earnings	Treasury Stock	Total Stockholders' Equity
Balance at April 1, 2024	\$ 312,821	\$ 283,319	\$ 1,247,498	\$ (2,715)	\$ 1,840,924
Cash Dividends	—	—	(19,482)	—	(19,482)
Net Income Attributable to Owners of the Parent	—	—	98,434	—	98,434
Purchases of Treasury Stock	—	—	—	(26)	(26)
Losses on Sales of Treasury Stock	—	0	—	167	167
Land Revaluation	—	—	254	—	254
Net Changes in Items Other Than Stockholders' Equity	—	—	—	—	—
Balance at March 31, 2025	\$ 312,821	\$ 283,319	\$ 1,326,705	\$ (2,574)	\$ 1,920,278

	Thousands of U.S. Dollars					
	ACCUMULATED OTHER COMPREHENSIVE INCOME					
	Net Unrealized Gains on Available-for-Sale Securities	Net Deferred Hedge Gains and Losses	Land Revaluation Reserve	Remeasurements of Defined Benefit Plans	Total Accumulated Other Comprehensive Income	Stock Acquisition Rights
Balance at April 1, 2024	\$ 318,713	\$ (10,981)	\$ 12,125	\$ 103,698	\$ 423,562	\$ 775
Cash Dividends	—	—	—	—	—	—
Net Income Attributable to Owners of the Parent	—	—	—	—	—	—
Purchases of Treasury Stock	—	—	—	—	—	—
Losses on Sales of Treasury Stock	—	—	—	—	—	—
Land Revaluation	—	—	—	—	—	—
Net Changes in Items Other Than Stockholders' Equity	(190,275)	5,290	(621)	(28,718)	(214,339)	33
Balance at March 31, 2025	\$ 128,437	\$ (5,691)	\$ 11,496	\$ 74,973	\$ 209,222	\$ 815

# Consolidated Statements of Cash Flows

The Ogaki Kyoritsu Bank, Ltd. and its Consolidated Subsidiaries

For the Years Ended March 31, 2025 and 2024	Millions of Yen		Thousands of U.S. Dollars
	2025	2024	2025
<b>Cash Flows from Operating Activities:</b>			
Income before Income Taxes	¥ 20,011	¥ 13,593	\$ 133,834
Depreciation	3,828	3,485	25,601
Impairment Loss on Fixed Assets	557	685	3,725
Increase (Decrease) in Reserve for Possible Loan Losses	(3,211)	(360)	(21,475)
Increase (Decrease) in Allowance for Investment Loss	18	13	120
Increase (Decrease) in Accrued Employees' Bonuses	(21)	(21)	(140)
Decrease (Increase) in Net Defined Benefit Asset	(2,411)	(578)	(16,124)
Increase (Decrease) in Net Defined Benefit Liability	(462)	(769)	(3,089)
Increase (Decrease) in Reserve for Directors' Retirement Benefits	9	(3)	60
Increase (Decrease) in Reserve for Reimbursement of Deposits	(25)	(38)	(167)
Interest and Dividend Income	(54,018)	(48,815)	(361,276)
Interest Expense	9,851	7,644	65,884
Securities Gains, Net	(469)	(2,334)	(3,136)
Losses (Gains) on Money Held in Trust	37	(60)	247
Losses on Sale of Fixed Assets, Net	223	150	1,491
Net Changes in Trading Account Securities	(10)	59	(66)
Net Changes in Loans and Bills Discounted	37,114	(8,469)	248,220
Net Changes in Deposits	(24,285)	13,846	(162,419)
Net Changes in Borrowed Money	(72,210)	(44,878)	(482,945)
Net Changes in Deposits with Banks	2,653	(2,980)	17,743
Net Changes in Call Loans	32	(36)	214
Net Changes in Call Money	(2,125)	(32,544)	(14,212)
Net Increase (Decrease) in Commercial Papers	1,991	5,998	13,315
Net Changes in Payables for Securities Lending Transactions	18,136	(33,741)	121,294
Net Changes in Foreign Exchange Assets	1,118	(112)	7,477
Net Changes in Foreign Exchange Liabilities	403	(174)	2,695
Interest Income Received	54,762	49,159	366,252
Interest Expense Paid	(9,650)	(7,973)	(64,539)
Net Changes in Lease Assets	73	31	488
Net Changes in Lease Receivables and Investments	(3,579)	773	(23,936)
Increase (Decrease) in Straight Bonds - Issuance and Redemption	(300)	(300)	(2,006)
Net Changes in Borrowed Money from Trust Account Liabilities	(83)	(34)	(555)
Others	35,304	(20,495)	236,115
Subtotal	13,259	(109,285)	88,677
Income Taxes Paid	(3,535)	(4,182)	(23,642)
Income Taxes Refunded	190	964	1,270
Net Cash Provided by (Used in) Operating Activities	9,913	(112,503)	66,298
<b>Cash Flows from Investing Activities:</b>			
Purchases of Securities	(208,050)	(70,895)	(1,391,452)
Proceeds from Sales of Securities	115,480	141,662	772,338
Proceeds from Maturities of Securities	193,852	217,914	1,296,495
Purchases of Tangible Fixed Assets	(2,315)	(2,882)	(15,482)
Proceeds from Sales of Tangible Fixed Assets	123	0	822
Payments for Retirement of Tangible Fixed Assets	(16)	—	(107)
Purchases of Intangible Fixed Assets	(1,702)	(2,614)	(11,383)
Others	1	—	6
Net Cash Provided by (Used in) Investing Activities	97,372	283,184	651,230
<b>Cash Flows from Financing Activities:</b>			
Cash Dividends Paid	(2,913)	(2,913)	(19,482)
Purchases of Treasury Stock	(4)	(4)	(26)
Proceeds from Sales of Treasury Stock	0	0	0
Others	(38)	(38)	(254)
Net Cash Used in Financing Activities	(2,956)	(2,956)	(19,769)
Effect of Foreign Exchange Rate Changes	—	0	—
Net Increase (Decrease) in Cash and Cash Equivalents	104,330	167,724	697,766
Cash and Cash Equivalents at Beginning of the Year	667,117	499,393	4,461,724
Cash and Cash Equivalents at End of the Year	¥ 771,447	¥ 667,117	\$ 5,159,490

# Overseas Topics

## To Meet the Needs of Customers Who Are Expanding Business Overseas, the Company Has Built a Network through Business Alliances.

Ogaki Kyoritsu Bank strengthened its Asian support network by opening OKB Consulting Vietnam Co., Ltd., in Hanoi in April 2017, followed by the Manila Representative Office in the city of Makati, the national capital region of the Philippines, in May. The Company opened the Ho Chi Minh City Branch of OKB Consulting Vietnam Co., Ltd., in Ho Chi Minh City in March

2020. In addition to offering the “OKB Overseas Support Desk” service\* by utilizing OKB’s four overseas sites, the overseas sites of Sampo Japan Insurance and Mitsui Sumitomo Insurance, etc. as the contract points, we have established a support organization in 14 countries and territories, mainly in Asia, through alliances with leading local banks overseas.

\* A service aimed at members of the OKB Asia Kyoritsu-Kai.

### OKB Overseas Business Support Network

— Our overseas network extending to 14 countries and territories, mainly in Asia (including Japan) —



#### OKB Overseas Representative Office and Subsidiary

- ① Shanghai Representative Office
- ② Manila Representative Office
- ③ OKB Consulting Vietnam Co., Ltd.
- ④ OKB Consulting Vietnam Co., Ltd. Ho Chi Minh City Branch

#### OKB Overseas Support Desk

- ① OKB Myanmar Support Desk
- ② OKB India Support Desk
- ③ OKB Malaysia Support Desk
- ④ OKB Singapore Support Desk
- ⑤ OKB Indonesia Support Desk
- ⑥ OKB Taiwan Support Desk
- ⑦ OKB Cambodia Support Desk
- ⑧ OKB Laos Support Desk
- ⑨ OKB Mexico Support Desk
- ⑩ OKB New York Support Desk
- ⑪ OKB Los Angeles Support Desk
- ⑫ OKB Chicago Support Desk
- ⑬ OKB Cincinnati Support Desk
- ⑭ OKB Detroit Support Desk
- ⑮ OKB Hong Kong Support Desk
- ⑯ OKB Thailand Support Desk

#### Business Alliance Bank

- ① Bank of China Limited
- ② Bank of Communications Co., Ltd.
- ③ Bangkok Bank Public Company Limited
- ④ JOINT STOCK COMMERCIAL BANK FOR FOREIGN TRADE OF VIET NAM
- ⑤ PT. Bank Maybank Indonesia Tbk
- ⑥ State Bank of India
- ⑦ Metropolitan Bank and Trust Company
- ⑧ Malayan Banking Berhad
- ⑨ The Bank of East Asia, Limited
- ⑩ BANCO NACIONAL DE MÉXICO, S.A.

# International Directory

(as of June 30, 2025)

## Head Office

98, Kuruwamachi 3-chome, Ogaki,  
Gifu 503-0887, Japan  
Phone: 81 (584) 74-2111  
URL: <https://www.okb.co.jp>

## Operations Support Division

98, Kuruwamachi 3-chome, Ogaki,  
Gifu 503-0887, Japan  
Phone: 81 (584) 74-2111  
SWIFT Address: OGAK JPJT

## Tokyo Branch

12-5, Kyobashi 1-chome, Chuo-ku,  
Tokyo 104-0031, Japan  
Phone: 81 (3) 5159-7000

## Osaka Branch

5-7, Hon-machi 3-chome, Chuo-ku,  
Osaka 541-0053, Japan  
Phone: 81 (6) 6260-0500

## Shanghai Representative Office

Room 2406, Shanghai International Trade  
Centre, 2201 Yan-An Road (West), Shanghai  
China  
Phone: 86 (21) 5047-2700

## Manila Representative Office

Unit 507, 5th Floor, Tower One & Exchange Plaza,  
Ayala Triangle, Ayala Avenue, Makati City,  
1226 Philippines  
Phone: (63)2-8810-6856

## OKB Consulting Vietnam Co., Ltd.

Unit 2.11, 2nd Floor, CornerStone Building,  
16 Phan Chu Trinh Street, Cua Nam Ward, Hanoi  
City, Vietnam  
Phone: (84)24-3823-8247

## OKB Consulting Vietnam Co., Ltd. Ho Chi Minh City Branch

3A Floor, Lafayette De Saigon, 8 Phung Khac  
Khoan Street, Saigon Ward, Ho Chi Minh City,  
Vietnam  
Phone: (84)28-3827-8572

# Subsidiaries

(as of June 30, 2025)

Company name	Business lines	Established	Capital (Millions of Yen)	Percentage of the Bank's voting rights (%)	Percentage of the Bank's subsidiaries' voting rights (%)
Kyoyu Lease Co., Ltd.	Leasing	July 14, 1964	120	27.1	72.9
Kyoritsu Computer Service Co., Ltd.	Consulting, software development, and other support services	December 3, 1980	45	5.0	95.0
OKB Research Institute Co., Ltd.	Investigations, research and commissioned work on the economy, industry, and culture Provision of corporate management information, various consulting services, and human resource placement services	July 22, 1996	50	34.0	66.0
OKB Securities Co., Ltd.	Securities services	March 5, 2019	1,500	100.0	—
OKB Guarantee Co., Ltd.	Credit guarantee and investigation, appraisal of real estate collateral	July 1, 1982	140	100.0	—
OKB Payment Plat Co., Ltd.	Credit card business	July 15, 1983	30	49.7	50.3
OKB Capital Co., Ltd.	Venture support	October 1, 1984	100	49.8	50.2
OKB Business Co., Ltd.	Commissioned work and centralized processing operations for bank clerical operations, and close examination and management operations for cash, etc.	December 15, 1979	20	100.0	—
OKB Partners Co., Ltd.	Information management of ledgers and documents	April 3, 1984	10	100.0	—
OKB Front Co., Ltd.	Bank agent services	June 24, 2014	10	100.0	—

# Corporate Data

(as of March 31, 2025)

## Year of Establishment

1896

## Common Stock

Authorized 80,000,000 shares  
 Issued 41,831,897 shares  
 Capital ¥46,773 million

## Number of Stockholders

24,238

## Stock Listing

Prime Market of the Tokyo Stock Exchange  
 (Ticker Code: 8361)

## Number of Employees (The Ogaki Kyoritsu Bank, Ltd.)

2,300

## Number of Branches and Offices

Domestic 157  
 Foreign 2  
 Foreign subsidiary 1

## Board of Directors and Corporate Auditors

(as of June 30, 2025)

<b>Chairman</b>	Toshiyuki Sakai
<b>President</b>	Takaharu Hayashi
<b>Director &amp; Managing Executive Officers</b>	Satoshi Tsuchiya Yoshinori Goto Yasushi Kanamori
<b>Directors</b>	Yuko Moriguchi* Chihiro Shimizu* Masanori Aikyo* * External director
<b>Standing Corporate Auditors</b>	Tetsuya Uramatsu Kohei Tanabe
<b>Corporate Auditors</b>	Yukio Ikemura* Yoshiro Tominari* * External auditor

## Major Stockholders

Name	Shares (Thousand)	%
The Master Trust Bank of Japan, Ltd. (Trustee Account)	5,349	12.84
Custody Bank of Japan, Ltd. (Trustee Account)	2,881	6.92
Ogaki Kyoritsu Bank Employees' Shareholding Association	1,246	2.99
Giken Co., Ltd.	1,064	2.55
Meiji Yasuda Life Insurance Company	791	1.89
Y.Makimura & Co., Ltd.	535	1.28
JP MORGAN CHASE BANK 385781	520	1.25
STATE STREET BANK AND TRUST COMPANY 505001	419	1.00
STATE STREET BANK WEST CLINENT-TREATY 505234	419	1.00
Mizuho Bank, Ltd	400	0.96

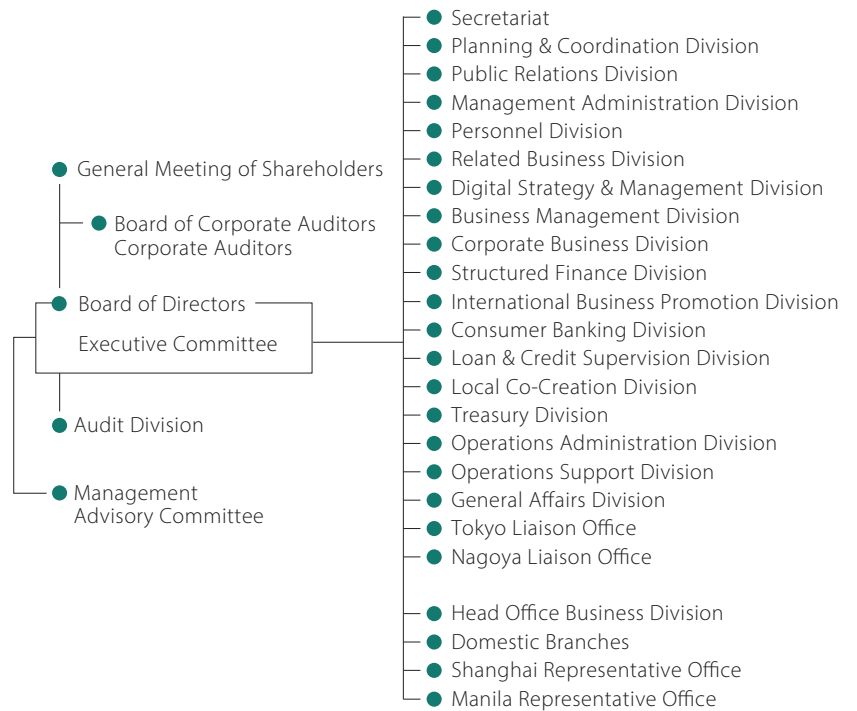
Notes:

1. The number of shares held is rounded down to the nearest thousand and the shareholding ratio is rounded down to two decimal places.

2. Treasury stock is not included in the calculation of the percentage of total share issued.

## Organization Chart

(as of June 30, 2024)



# OKB

**The Ogaki Kyoritsu Bank, LTD.**

98, Kuruwamachi 3-chome, Ogaki, Gifu 503-0887, Japan

Phone: 81 (584) 74-2111

URL: <https://www.okb.co.jp>