

March 26, 2026

Company name: North Pacific Bank, Ltd.  
Name of representative: Hironobu Tsuyama, President  
(Securities code: 8524; Tokyo Stock Exchange, Prime Market/ Sapporo Securities Exchange)  
Inquiries: Takuji Nogiwa, Managing Executive Officer of Management Planning Department

## Notice Regarding Updates to the Presentation Materials for the New Medium-Term Management Plan

We are pleased to announce that we have added supplementary explanations to certain sections of the presentation materials for our new mid-term management plan, “**Make the HOKKAIDO Way 1<sup>st</sup> Stage** — Creating a ‘Way’ That Does Not Yet Exist,” which was announced on March 24, 2026. This update is intended to help you gain a deeper understanding of the plan.

### 1. Additions

Page 11 Numerical Target - Profit Attributable to Owners of Parent

Add the planned “Average Balance Plan for Loans and bills discounted” and “Average Balance Plan for Total Deposits and NCDs” next to the Net interest income figure

### 2. Updates (Additions)

[Average Balance Plan for Loans and bills discounted ]

FY 2025: 8.2 trillion yen → FY 2028: 8.53 trillion yen

$$\left( \begin{array}{l} \text{[Average Balance Plan for Loans and bills discounted (excluding loans to the Ministry of Finance) ]} \\ \text{FY 2025: 7.6 trillion yen → FY 2028: 8.21 trillion yen} \end{array} \right)$$

[Average Balance Plan for Total Deposits and NCDs]

FY 2025: 10.91 trillion yen → FY 2028: 11.43 trillion yen

# Medium-Term Business Plan

## *Make the HOKKAIDO Way* 1<sup>st</sup>stage —

Creating a 'Way' That Does Not Yet Exist

FY2026 to FY2028

March 24, 2026

This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

***Make the HOKKAIDO Way***  
 **North Pacific Bank**

## Chapter 1 Long-term Vision, Mission and Overall Strategy

Positioning of the Medium-Term Business Plan	P1
New Long-term Vision and Mission	P2
Overall Strategy	P3
Brand Slogan	P4
Business Model for Achieving the Long-Term Vision	P5
Roadmap for Achieving the Long-Term Vision	P6
Key Goals for Achieving the Long-Term Vision (Social Impact Indicators)	P7

## Chapter 2 Overview of the New Medium-Term Business Plan

Review of the Previous Medium-Term Business Plan	P8
Overview of the New Medium-Term Business Plan	P10
Numerical Target - Profit Attributable to Owners of Parent	P11
Growth Investments Associated with the Initiative	P12

## Chapter 3 Overall Strategy

1. Hokkaido-based Strategy	P13
— Corporate sector and individual sector	
— Tourism sector and agriculture sector	
— Semiconductor sector and GX sector	
— Collaboration with Local Partners and Active Participation in Community-Building	
2. Full Digital Transformation (DX) Strategy	P22
— App Renewal and Support System Enhancement	
— Operational efficiency through DX/AI	
3. Loyalty Improvement Strategy	P25
— Differentiation through point rewards, etc.	
— High-net-worth business	
— Branding of the North Pacific Bank Group	

4. Non-financial Diversification Strategy	P29
— Non-financial business for regional revitalization	
5. Human Resources and Organizational Transformation Strategy	P33
— Implementation of the new personnel system “Polaris”	
6. Other Strategy	P36
— Sustainability strategy	
— Group strategy	
— Securities Investment Strategy	

## Chapter 4 Capital Policy

Reduction of Policy Shareholdings	P39
Setting Appropriate Capital Levels	P40
Shareholder Return Policy	P41

## Chapter 5 Organization

Organizational Structure for Implementing the Strategy	P42
--	-----

This document contains descriptions about our Group’s future performance, management objectives, and others. These statements are based on forecasts and other projections made at the time of preparation of this document, based on information currently available to the Company. Furthermore, these statements are based on certain assumptions.

These statements or assumptions are subjective and may prove to be inaccurate in the future or may not materialize. While there are numerous uncertainties and risks that could cause such outcomes, additional information regarding these can be found in our financial results announcements, information meeting materials, securities reports, and integrated reports.

Please note that forward-looking statements in this document reflect the Company's views as of the date of this document (or any other date specified herein).

The Company has neither the obligation nor the policy to update such information to reflect subsequent developments. Furthermore, information regarding companies other than the Company Group contained herein is sourced from publicly available information.

The Company has not verified the accuracy or appropriateness of such information and makes no warranties regarding it.

# **Long-term Vision, Mission and Overall Strategy**

Management philosophy

Long-term vision and mission

Overall strategy

Medium-Term Business Plan

Brand Slogan *Make the HOKKAIDO Way*

## Making Hokkaido Japan's No. 1 in Both Attractiveness and Happiness

- Aim to become the No. 1 regional bank group in employee satisfaction, thereby enhancing the quality and speed of our services
- Lead growth unique to Hokkaido by promoting the sustainable use of Hokkaido's rich natural environment while preserving it
- Dedicate our full management resources to realizing Hokkaido's potential
- Are fully committed to sharing happiness with the people of Hokkaido through asset-building support

「Hokkaido-based strategy」 「Full digital transformation (DX) Strategy」

「Loyalty improvement strategy」 「Non-financial diversification strategy」

「Human resources and organizational transformation strategy」

The First Three-Year Plan to Realize Our Long-Term Vision and Overall Strategy

The guiding principles that form the foundation for realizing our management philosophy and long-term vision  
 - Creating a 'Way' That Does Not Yet Exist -

## Vision

# Making Hokkaido Japan's No. 1 in Both Attractiveness and Happiness

## Mission

- Aim to become the No. 1 regional bank group in employee satisfaction, thereby enhancing the quality and speed of our services
- Lead growth unique to Hokkaido by promoting the sustainable use of Hokkaido's rich natural environment while preserving it
- Dedicate our full management resources to realizing Hokkaido's potential
- Are fully committed to sharing happiness with the people of Hokkaido through asset-building support

## Long-term vision and mission

### Making Hokkaido Japan's No. 1 in Both Attractiveness and Happiness

- 1 Aim to become the No. 1 regional bank group in employee satisfaction, thereby enhancing the quality and speed of our services
- 2 Lead growth unique to Hokkaido by promoting the sustainable use of Hokkaido's rich natural environment while preserving it
- 3 Dedicate our full management resources to realizing Hokkaido's potential
- 4 Are fully committed to sharing happiness with the people of Hokkaido through asset-building support

### Five pillars of overall strategy



Each strategy is associated with one of the four missions (the numbering indicates the corresponding mission)

North Pacific Bank Group's Brand Slogan

# *Make the HOKKAIDO Way*

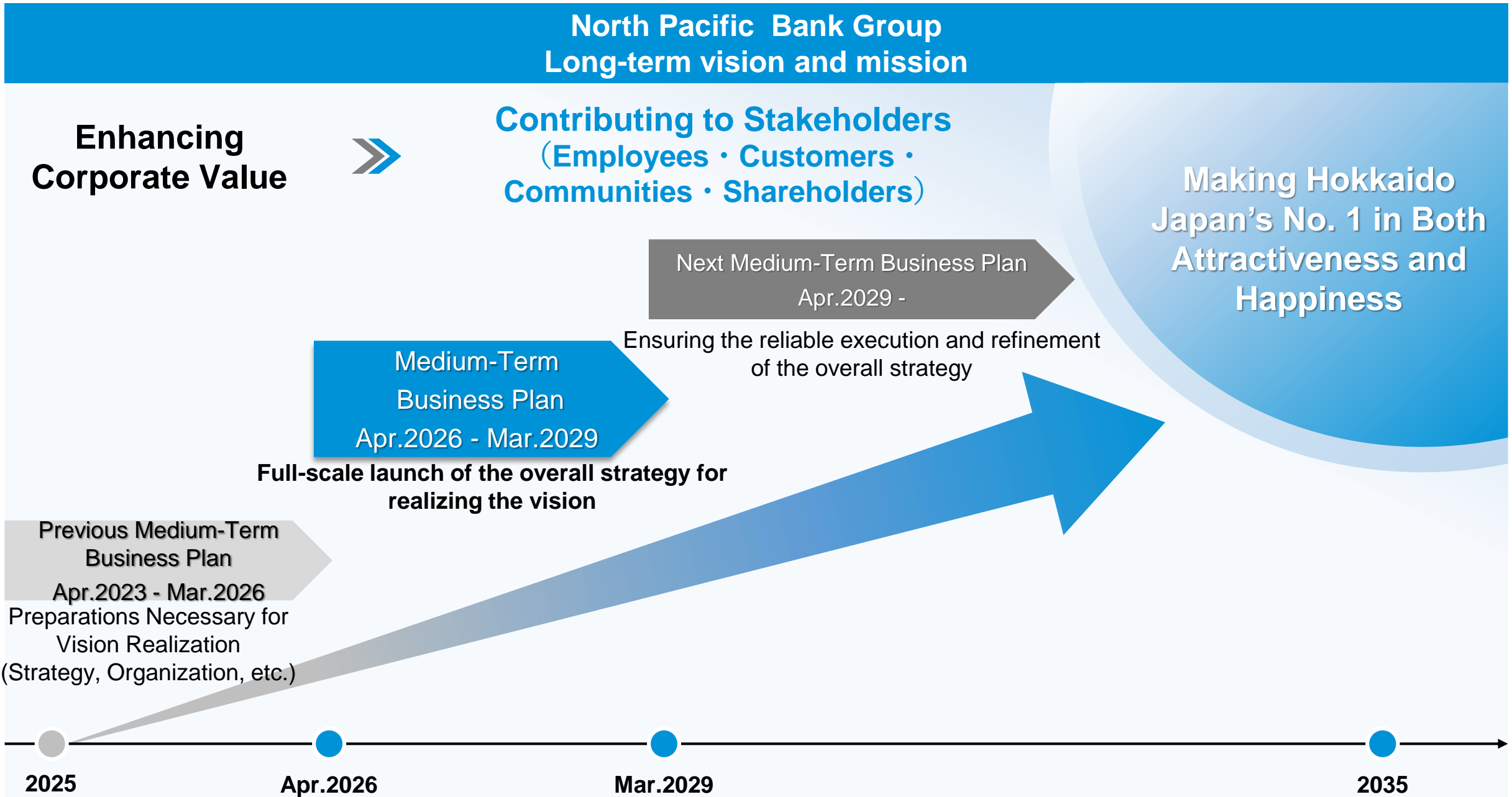
A unique  
**approach** that  
leverages the  
strengths of  
Hokkaido

The Vision  
Hokkaido **Should**  
**Aim For**

The Path  
**Forward** for  
Hokkaido

With the resolve to Create a '**Way**' That Does Not Yet Exist





**Per capita GDP (real GDP)**

**1.3 x (in 10 years)**

**Population of Hokkaido (net migration)**

**Increase (in 10 years)**

**Income of Hokkaido residents  
(disposable income)**

**1.3 x (in 10 years)**

**Financial assets held by Hokkaido  
residents (amount held)**

**1.3 x (in 10 years)**

**Hokkaido's natural environment  
(GHG emissions)**

**48% reduction**  
(By FY2030, vs. FY2013)

**Digital transformation in Hokkaido  
(labor productivity \*)**

**1.3 x (in 10 years)**



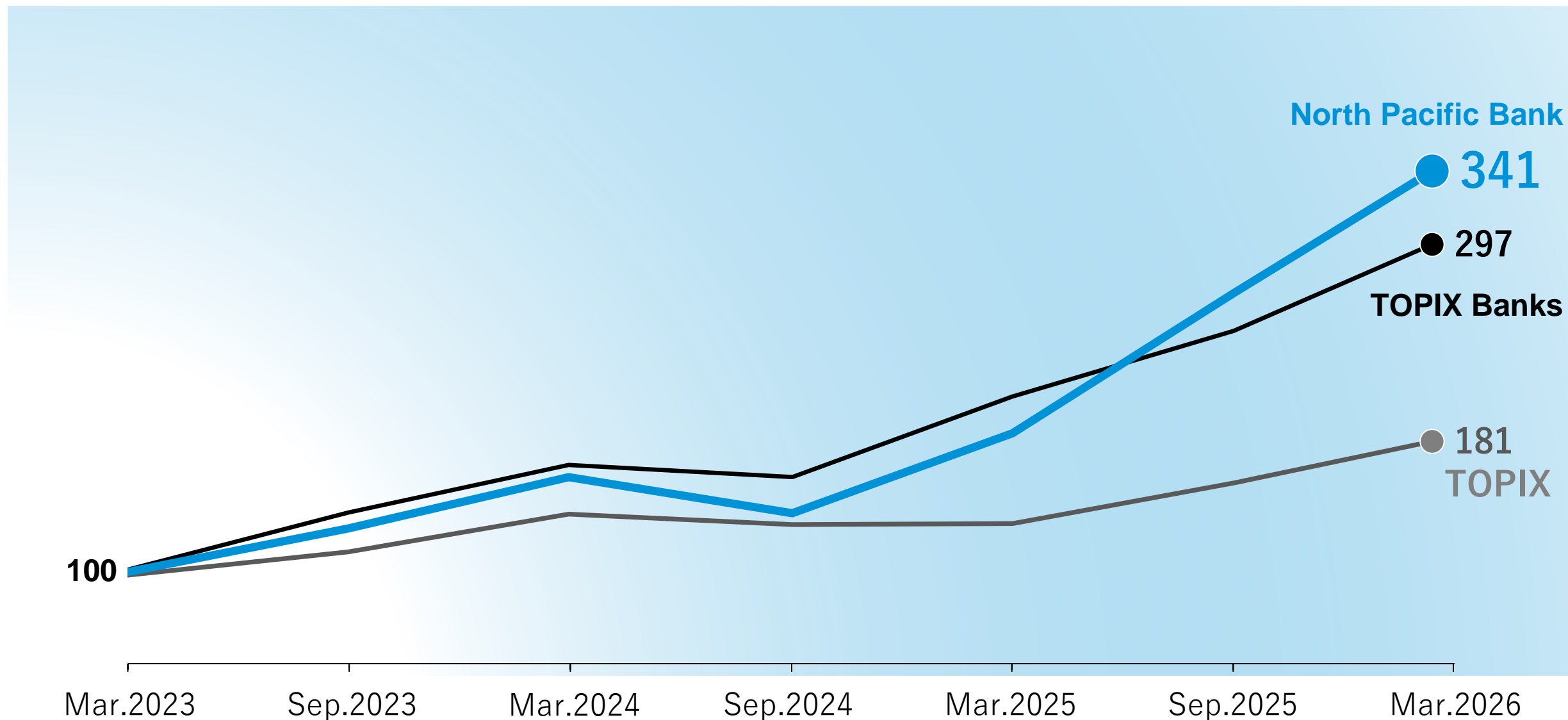
\* Real GDP ÷ (number of employed persons × total hours worked per person)

# **Overview of the New Medium-Term Business Plan**

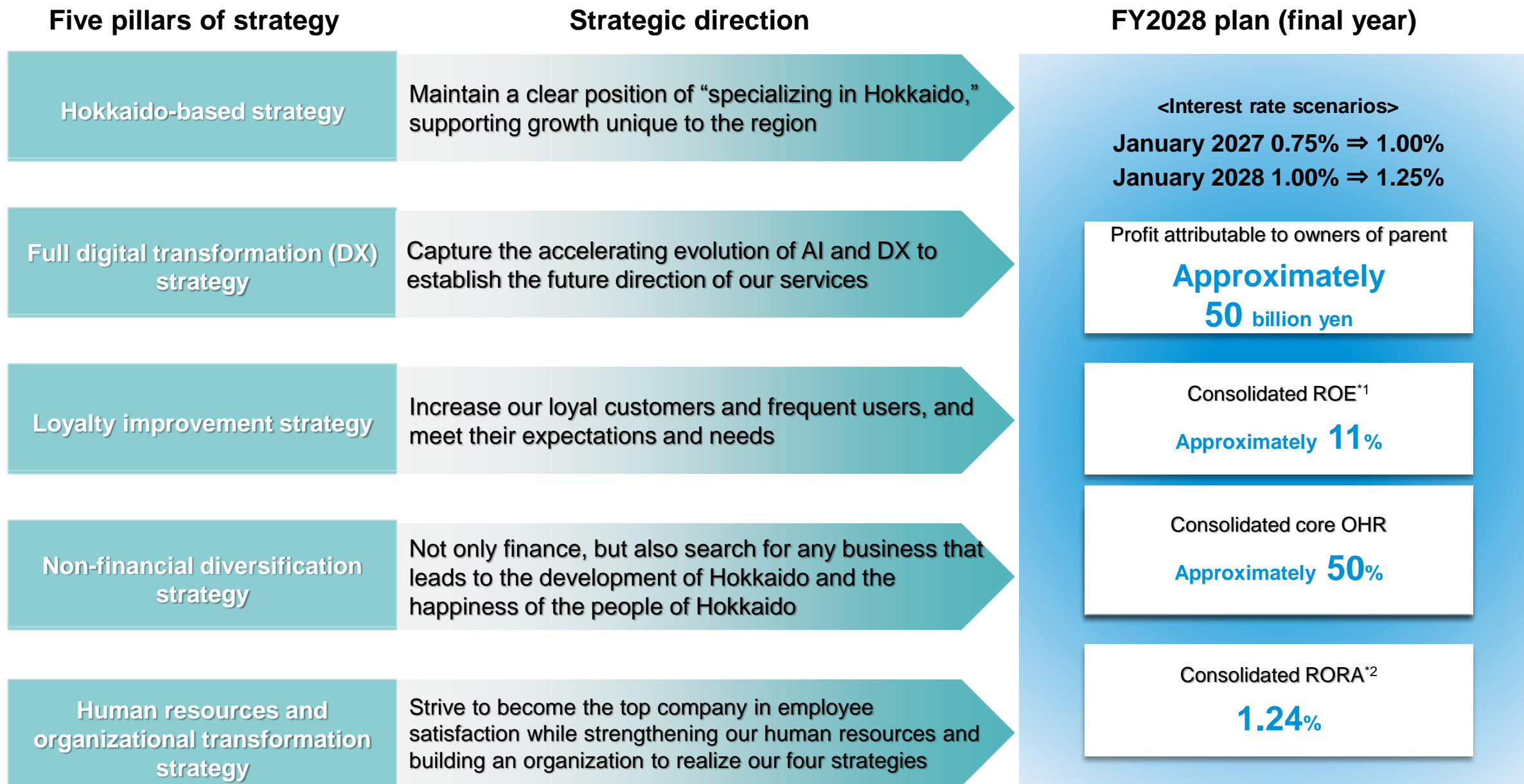
Target	Target for FY2025	Outlook for FY2025
Profit attributable to owners of parent	Approximately 17 billion yen	Approximately 24.3 billion yen
Consolidated capital adequacy ratio	Approximately 14%*	12% range*
Consolidated core OHR	Approximately 70%	60% range
Consolidated ROE	Approximately 4%	Approximately 6.3%

\* Basel III finalization (transitional period) basis. Based on the full implementation of Basel III, it is projected to be in the 11% range in FY2025

**Outperformed the TOPIX and the TOPIX Banks Index, with the stock price rising to approximately 3.4 times its previous mid-term management plan period**

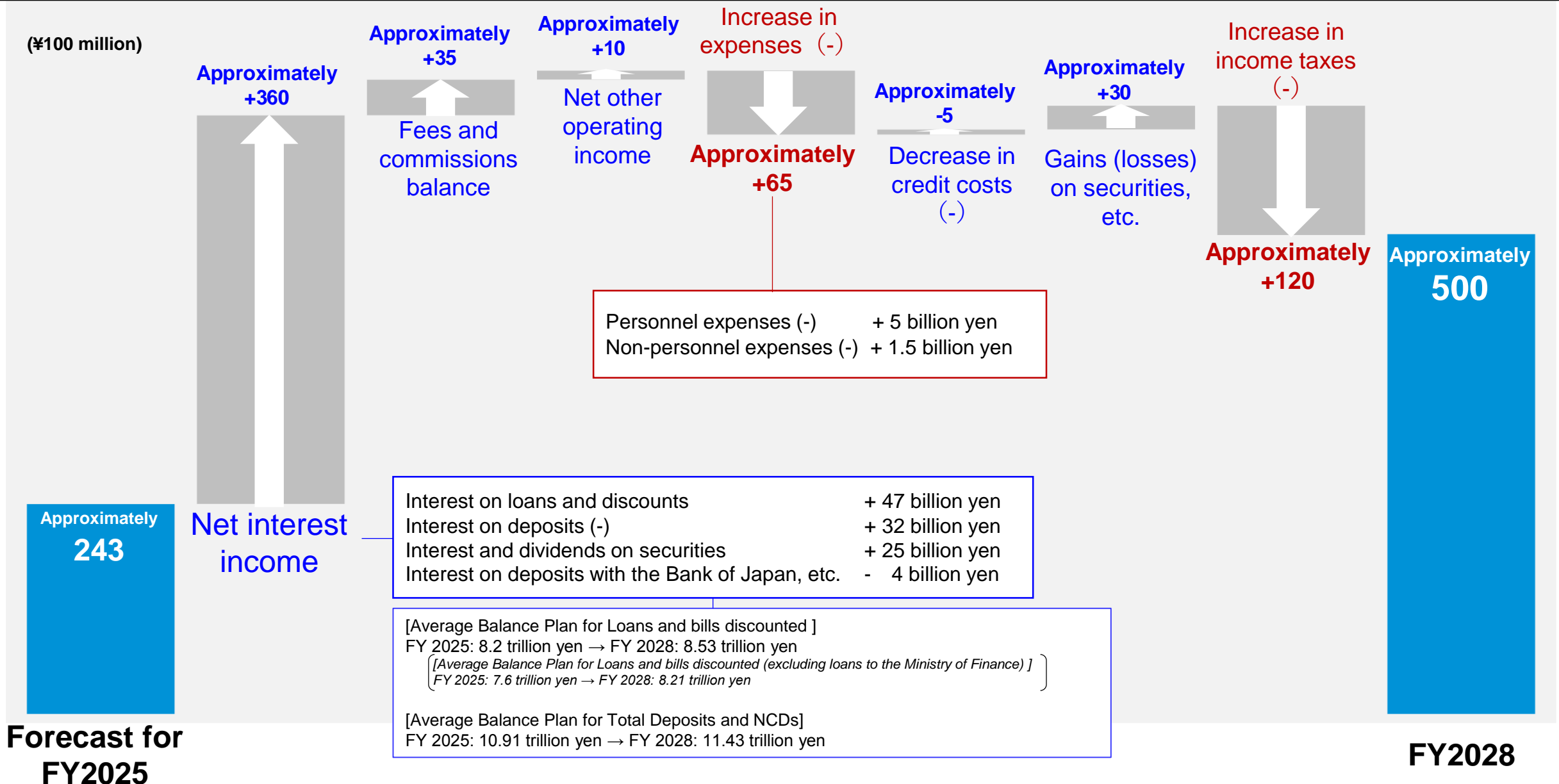


※ The price trends for each stock are shown from the closing price on March 31, 2023, to the closing price on March 13, 2026.



\*1 Net asset basis and shareholders' equity basis \*2 Profit attributable to owners of parent ÷ consolidated risk-weighted assets Approximately 0.73% for FY2025

**Profit attributable to owners of parent is expected to reach approximately 50 billion yen, primarily due to increases in interest on deposits and loans as well as interest and dividends on securities**



Growth investments associated with mid-term strategic initiatives	Three-Year Cumulative Revenue and Expenses (100 million yen)			Key Initiatives, Investment Returns, and Projected Return to Profitability
	Revenue	Costs	Cumulative total for the 2026–2028 period	
Investment in Human Resources (Personal costs, etc.)	0	-43	-43	<b>Human resources and organizational transformation strategy</b> <b>[Polaris Penetration] → P34 [Strengthening Mid-Career Hiring] → P35</b> · Absorbed through increased overall revenue resulting from improved staff satisfaction, service quality, and other factors → P/H Revenue (Net Income): FY2026: 8.4 million yen → FY2027: 10.6 million yen → FY2028: 15.2 million yen
Branding Investment (Raising Awareness and Building a Loyal Customer Base)	1	-13	-12	<b>Loyalty improvement strategy</b> <b>[Concept Store Expansion] [Support for Sports Teams] → P28</b> · Revenue comes from advertising. We will offset costs by increasing customer awareness, fostering a loyal fan base, and boosting overall revenue. → In addition to the advertising revenue mentioned above, we will cover costs by improving core revenue through measures such as increasing deposit and loan balances.
Investments in Loyalty Enhancement (Apps and High-Net-Worth Services)	12	-43	-31	<b>Full digital transformation (DX) strategy   Loyalty improvement strategy</b> <b>[App Revamp (Point Redemption, etc.)] → P23, P26</b> <b>[Assignment of Dedicated Concierges] → P27</b> · Improving customers' total transaction revenue (lifetime revenue) and increasing service revenue in conjunction with stage-up initiatives → App-related investments are projected to turn a profit in FY2032 and achieve cumulative profitability by FY2035
Investments to Expand Business (Individuals and Corporations)	47	-22	25	<b>Hokkaido-based strategy   Full digital transformation (DX) strategy</b> <b>[Promotion of Deposits and NISA / Strengthening of Promotions] → P16–P18</b> <b>[Cashless Payment Promotion] → P24</b> → Spread income and fee income generated by increased deposit balances will offset personnel and advertising expenses <b>[Introduction of Corporate Portals, etc.] → P14–P15, P24</b> → Portal-related investments will turn profitable in FY2028 and be recouped by FY2034, driven by increased revenue from deposit balances and transfers
Growth Sectors and New Business Investments (Agriculture, Semiconductors, GX, New Businesses)	12	-6	6	<b>Hokkaido-based strategy   Non-financial diversification strategy</b> <b>[Agricultural Promotion and Business Entry] → P19, P32 [Semiconductors] [GX] → P20</b> → Costs will be offset by revenue from increased agricultural loan balances; the agricultural business segment alone is projected to achieve cumulative profitability by FY2030 → Costs associated with securing specialized talent will be offset by revenue from increased semiconductor and GX-related lending <b>[New Business Development] → P29–P31 [Community Development Participation] → P21</b> → New businesses will absorb personnel costs and other expenses through future revenue growth across all business segments, aiming to turn a profit by FY2030 → Community development will turn a profit by FY2030 through municipal consulting and real estate financing
Investments in Efficiency and Business Continuity (DX, AI, etc.)	3	-10	-7	<b>Hokkaido-based strategy   Full digital transformation (DX) strategy</b> We are investing in initiatives such as improving operational efficiency through the use of DX and AI, as well as cybersecurity measures.
<b>Total</b>	<b>75</b>	<b>-137</b>	<b>-62</b>	

# Overall Strategy

# Hokkaido-based Strategy

Maintaining a clear position of “specializing in Hokkaido,” we will leverage our leading customer base, network, and capital strength within the region, and differentiate ourselves through the quality of our human resources, frequency of visits, and solution offerings, while concentrating investments in growth areas and strengthening partner collaborations to expand our market share and achieve growth unique to the region

FY2026 to FY2028 (Medium-Term Business Plan period)

–2035

## Early market share expansion phase

Qualitative growth phase

Realization of growth unique to the region

### [Individual strategies with priority]

**Differentiation to expand market share across all services for corporations and individuals within Hokkaido**

Capital strength

Frequency of visits

Quality of human resources

Solution offerings

Hokkaido-based strategy × non-financial diversification strategy

**Strengthen collaboration with regional partners**

Building a partnership foundation

Our banking Group

Local government

Regional partners such as universities and companies

**Concentrated investment in growth industries**

Support for the tourism industry

Support for agriculture

GX/decarbonization

Advanced semiconductor industry

Hokkaido-based strategy × non-financial diversification strategy

**Active participation in community-building**

Promote in coordination with the strategies listed on the left

Maintaining and growing key industries

Job creation for foreign nationals, etc.

Attracting and cultivating new industries

DX/AI support and efficiency enhancement

### Key KPIs

(FY2028)

Share of loans in Hokkaido  
39.7% → 41.4%

Share of deposits in Hokkaido  
37.7% → 40.0%

Main bank ratio  
37.9% → 40.0%

Number of area-wide regional collaboration projects  
3 cases



# Expand market share by clarifying business segments, developing human resources to strengthen sales capabilities, and maximizing both activity volume and quality of proposals

## Corporate sector

Hokkaido-based strategy × full digital transformation (DX) strategy × human resources and organizational transformation strategy

### Segment clarification

Ensure sales activity volume through hybrid sales including non-face-to-face approach (face-to-face and non-face-to-face segments)

Sales volume and average balance of deposits

Primarily one-to-one

Mainly digital

Prospective customers

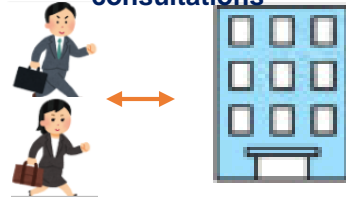
Deposit-only customers

Borrowers

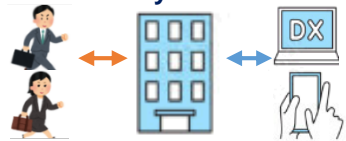
Customer referral

Digital methods

Emphasis on face-to-face meetings and enhanced consultations



Face-to-face/non-face-to-face hybrid



Deepening customer engagement through digital channels



Fully digital

corporate portals

corporate apps

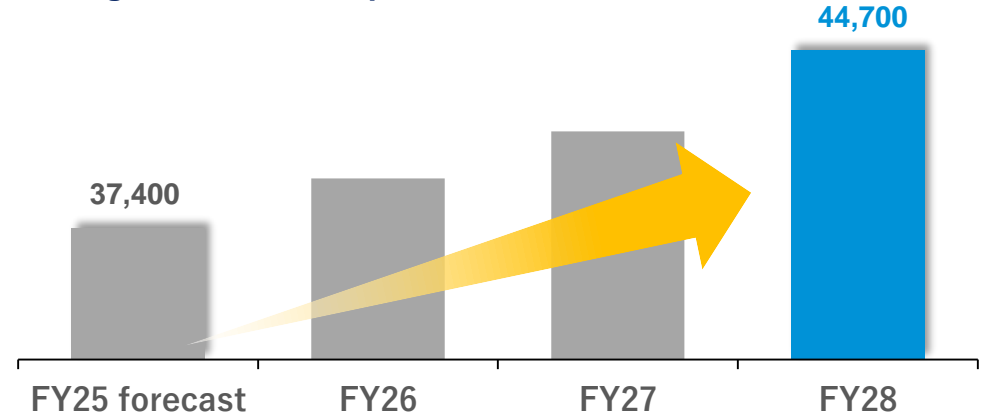
Breadth of transaction

### Utilization of DX/AI (corporate portal, etc.)

Strengthen sales efficiency and digital transactions by introducing non-face-to-face channels

- Introduce a corporate portal app to expand transactions with young executives seeking digital transactions and improve the productivity of bank employees
- The Corporate Portal primarily offers services such as “electronic document delivery,” “survey functionality for business partners,” and “online loan agreements.”
- Also advance DX for settlement, account opening, contracts, and various procedures for corporate apps and BDs, such as transaction lending and other non-face-to-face loan products

Average balance of corporate loans [¥100 million]



# Expand market share by clarifying business segments, developing human resources to strengthen sales capabilities, and maximizing both activity volume and quality of proposals

Corporate sector

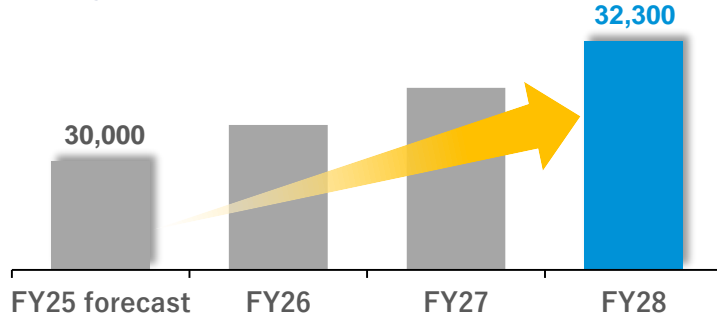
Hokkaido-based strategy × full digital transformation (DX) strategy × human resources and organizational transformation strategy

## DX/AI utilization × strengthening deposit transactions

Since deposits are strongly correlated with settlement transactions, we will expand stable deposits by promoting digital payment services as a core transaction platform. Also develop new value-added time deposits

- Borrowers** Promotion of deposits exceeding loan share ratio
- Deposit-only customers** BD utilization has further room for expansion; promote in combination with financing
- Prospective customers** Promoting new digital transactions through the introduction of online account opening

Average balance of corporate deposits [¥100 million]



## Strengthening sales capabilities (human resource development)

Improve digital data utilization skills, practical sales capabilities, and service proposal skills to enhance both quantity and quality

Increase volume (frequency of visits)

Improve quality (human resources and solutions)

### Data utilization skills

Standardizing “preparation and proposal” by utilizing on-site data to implement efficient face-to-face sales and improve activity volume and productivity

- Data Management Lab. - branch managers and deputy section managers
- Sales promotion management training - branch managers and assistant branch managers

### Relationship skills

Enhance the ability to win over executives, accelerate the development of young professionals into productive contributors, enhance the closing skills of managers, and boost both the activity volume and practical execution capabilities

- Training to strengthen practical execution capabilities as a salesperson - young professionals and managers (Communication and presentation training)

### Problem-solving proposal skills

Learn high-performing knowledge from role models within the Company (senior employees) to improve preparation skills and proposal capabilities

- Biz Starter Lab. - young professionals
- Booster Lab. - mid-level

Accumulate knowledge on advanced financial services to enhance the depth of proposal capabilities

- Special training by product
  - Loans
  - Various solutions
  - Deposits and settlement
  - DX/GX

Standardization (preparation and proposal)

Efficiency enhancement (DX/AI utilization)

Human resource development (strengthening sales capabilities)

Maximizing the volume and quality of activity

Expanding market share

# Enhance stable deposits by focusing on the acquisition of salary payment accounts and pension accounts based on the convenience of the app and the provision of benefits based on transactions

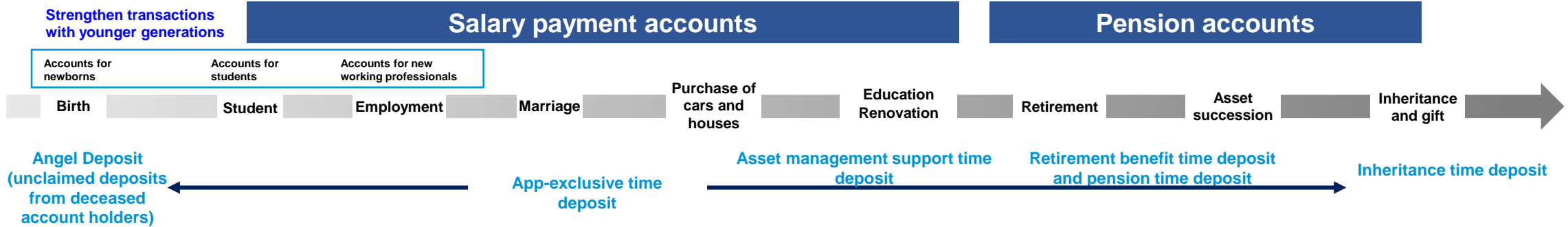
**[Retail sector]**

Hokkaido-based strategy × full digital transformation (DX) strategy × loyalty improvement strategy

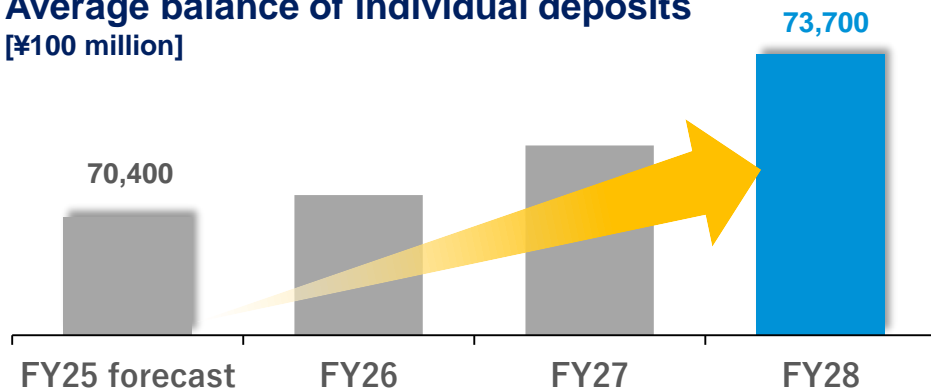
**Acquisition of deposit accounts**

Enhance stable deposits by providing deposits and retail services that meet the needs and life events of each customer, including the acquisition of salary payment accounts and pension accounts, as well as the introduction and continuation of transactions for younger generations, starting with various programs via apps

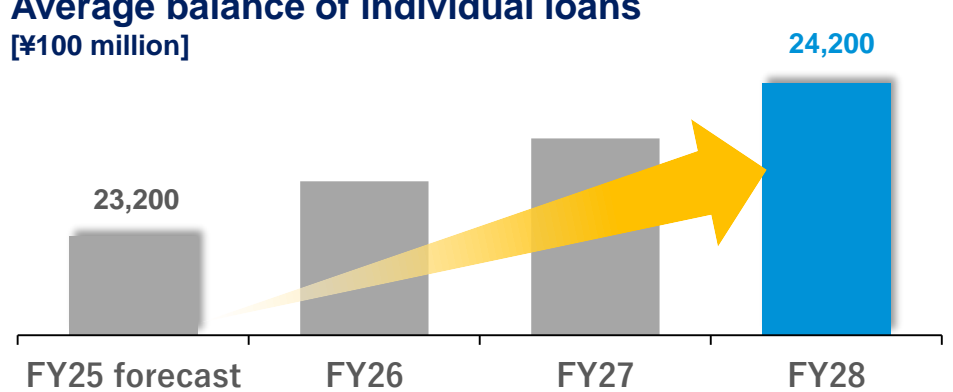
■ Acquisition of deposit accounts and target deposits (enhancing promotions through marketing)



**Average balance of individual deposits**  
[¥100 million]



**Average balance of individual loans**  
[¥100 million]



# Promote the integration of digital and physical experiences, services offering benefits and sense of exclusivity, and multi-product transactions tailored to life plans

## [Retail sector]

Hokkaido-based strategy × full digital transformation (DX) strategy × loyalty improvement strategy

### Differentiation through the integration of physical and digital channels

Leverage and reorganize our advantageous physical locations (branches and ATMs) tailored to regional characteristics and competition with other banks, while simultaneously developing unique services that are integrated with digital transformation

#### Development of streamlined branches

##### ■ In-store branches



Hokku Touch AEON Mall Sapporo Hiraoka

- Offer various digital services at physical branches, including in-person app operation support by bank employees
- In addition to enhancing brand strength, mobile store vehicles will also incorporate advertising services as part of the package

#### Development of mobile store vehicles

##### ■ Mobile store vehicles (conceptual image)



Deposits and withdrawals handled via ATMs; consultation services are the main focus

#### Current policies for branches and ATMs

- During the period of the new Medium-Term Business Plan, our branches and ATM network, the core strength of the bank, will be maintained as key cash points, from the perspective of securing deposits and advancing the penetration of digital services

### Development of loyalty enhancement services

Beyond offering benefits and sense of exclusivity, engage customers by offering optimal customer journeys and proposing integrated retail transactions

Tiered program (customer benefits)

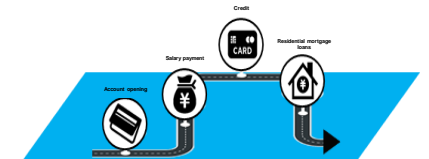
⇒ Page 26

Offer a sense of exclusivity to high-net-worth individuals

⇒ Page 27

#### Provide an optimized customer journey

- Track and analyze changes in life stages and behavioral patterns to provide optimal services tailored to each individual's needs and attributes at the appropriate time



#### Other integrated retail transaction proposals, etc.

- Enhance consulting capabilities by developing life consulting plaza (LCP) human resources, and strengthen proposals for life plans and corresponding integrated retail transactions
- With regard to residential mortgage loans, create surplus capacity by achieving the completion of the mortgage loan process on the web and streamlining clerical work, and strengthening support systems for housing developers
- Reinforce the app menu and web consultation channels for retail services while expanding our holiday consultation support system

Digitalization (convenience + utilization of physical locations)



Loyalty enhancement services (profitability + sense of exclusivity)



Development of LCP human resources (improvement of integrated consulting capabilities)

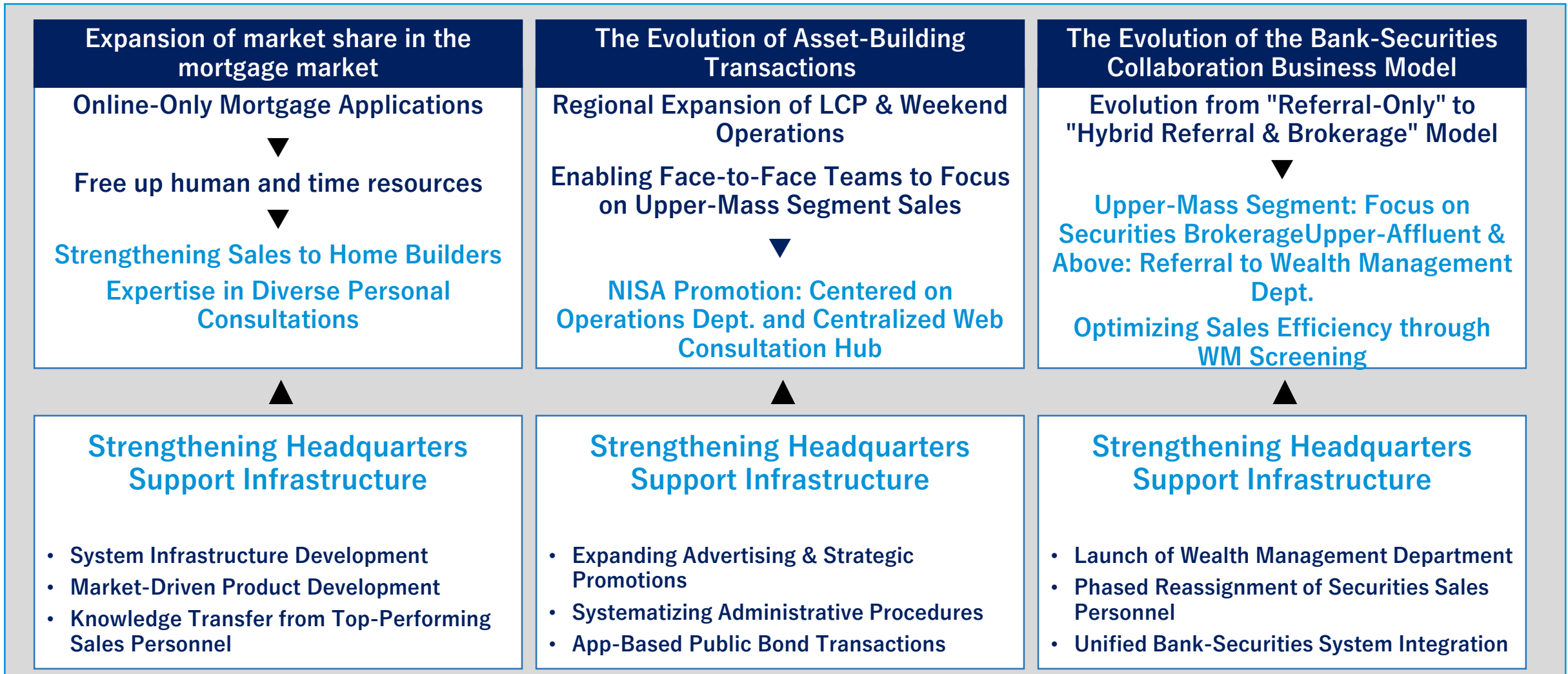


Acquisition of deposit accounts  
Expanding market share

Bank employees working in retail operations will enhance their knowledge through mutual learning, while the head office will expand its support for knowledge development

[Retail sector]

Hokkaido-based strategy × Full digital transformation (DX) strategy × Loyalty improvement strategy



# Promotion of tourism through fund investments, etc. / establishment of North Pacific Bank as the bank for agriculture / strengthening of support for start-ups within and outside Hokkaido

## Support for the tourism industry

**Establishment of regional trading companies**

**Implementation of various initiatives related to tourism promotion by regional trading companies**

**Development of tours**

Leverage the Bank's network to discover and promote tourism content  
Develop small-scale, high-value-added tours based on local information

**Crowdfunding**

Specialize in GCF\* by leveraging our connections with local governments.  
Aim to protect Hokkaido's tourism resources and enhance its attractiveness

**Other measures**

Hold product fairs, manage and plan events, and establish information dissemination bases outside of Hokkaido  
Gradually expand the tools and capabilities for tourism promotion

**Formation of tourism fund**

**Expand the attractiveness of tourism resources through fund investment**

**Fund investment**

Redevelopment and reconstruction of tourism content utilizing investment funds  
Formation of fund by the Bank alone or in collaboration with other parties  
Project structuring supported by regional consultants fostered within the Bank as well as the collection of information through outreach activities conducted by our headquarters

\*Government Crowdfunding: A crowdfunding-type hometown tax donation program where donations are selected from local projects

## Support for startups

**Active investment in and financing of startups outside Hokkaido**

Deploy specialists in Tokyo to secure profits through project sourcing, investment and financing, and LP investments in venture capital funds

**Establishment of a startup support base**

Establish a base to brand our startup support initiatives to create a Hokkaido startup ecosystem

## Support for agriculture

**Establishment of agriculture = North Pacific Bank**

**Expanding loans to farmers within Hokkaido**

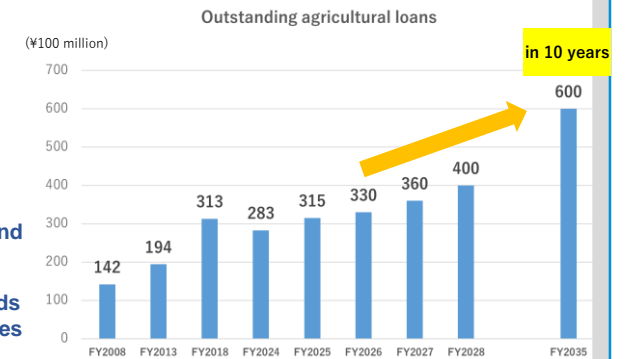
**Key measures**

**FY2025: 31.5 billion yen**  
**FY2028: 40 billion yen After 10 years: 60 billion yen**

■ Allocation of agricultural specialists

■ Business promotion image

- (1) Planting period: Expand the number of agricultural corporations as business partners
  - Hokuyo agricultural loans
  - Utilize agricultural area revitalization fund No. 2
- (2) Growing period: Identify large loan needs : Development into integrated businesses



**Foster leaders and entry into agriculture**

Details on page 32

**Newly established corporation, "Hokuyo Harvest Village"**  
(Grand Prize Winner of the 1st Business Contest)

# Dedicate our full management resources to GX and semiconductor-related industries to realize Hokkaido's potential

## GX-related

### Commercialization of large-scale GX projects

Support for commercialization through investment and financing

Large-scale GX projects to be developed within Hokkaido, aiming for commercialization in the 2030s. Actively engage from the planning stage to contribute to maximizing Hokkaido's potential.

### Supply chain development

Leveraging the Bank's hub function through investment and financing

Through direct involvement in GX projects through investments, we will deepen our understanding of their business viability and support our business partners' participation by serving as a hub.

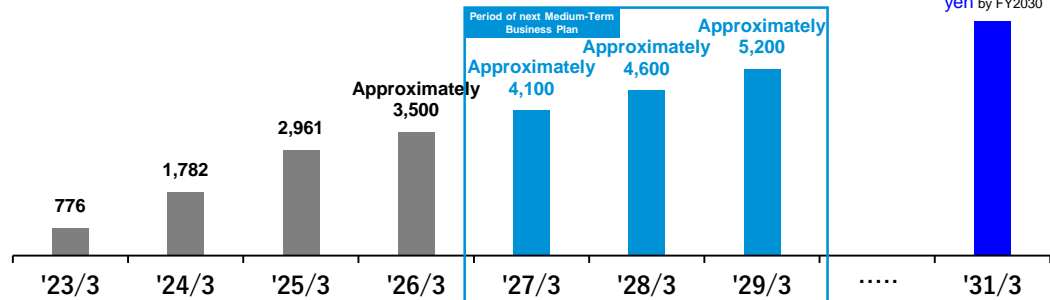
### Regional revitalization

Creating jobs, industries, and opportunities in the region

Starting with the GX business, we will create an environment in which jobs exist locally and people can settle down.

GX-related financing and plans (cumulative basis) [¥100 million]

Approx. 650 billion yen by FY2030



## Semiconductor-related

### Community-building

Revitalization of the Chitose area as a hub for the semiconductor industry

Encourage the sale or leasing of unused land owned by the Bank's business partners, while supporting entry into new subdivisions to promote the location of semiconductor-related companies in the area (30 target sales offices).

### Human resource development

Strengthening human resources in manufacturing to support the build-out of a semiconductor industry cluster

Implement human resource development through collaboration with semiconductor-related companies both within and outside Hokkaido and by promoting the utilization of human resource development facilities.

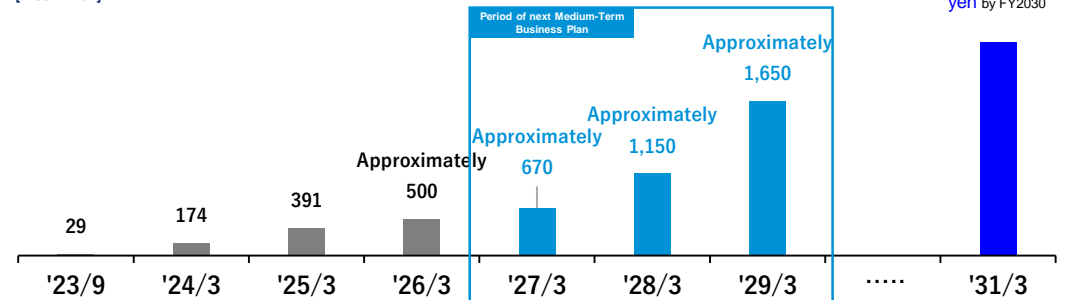
### Supply chain development

Promote the participation of Hokkaido companies in the supply chain

Encourage Rapidus and major counterparties to engage in business with companies in Hokkaido, uncovering a wide range of procurement needs. Strengthen companies seeking to enter semiconductor-related networks and directly support the entry of companies in Hokkaido into the semiconductor industry as part of their growth strategy.

Semiconductor-related financing and plans (cumulative basis) [¥100 million]

Approx. 300 billion yen by FY2030



# Proactive participation in sustainable community-building through strengthened collaboration with local governments and local partners

FY2026 (1st year of Medium-Term Business Plan)

FY2027 (2nd year of Medium-Term Business Plan)

FY2028 (3rd year of Medium-Term Business Plan) –2035

Strengthening regional cooperation, information gathering and analysis

Identify the entry points for community-building in each region and begin implementing specific solutions

Commercialization

Active participation in community-building



Strengthen collaboration among the Group, local governments, and regional partners

Hokkaido-based strategy × non-financial diversification strategy

## Formation of a regional ecosystem



### Hokkaido growth business headquarters

Promote Hokkaido's regional growth, the creation and fostering of new industries, and regional revitalization

Growth Strategy Planning Department

New Business Creation Department

Public Finance Community Development Department

Community-building Promotion Office

Newly established

Strengthening connections with community-building stakeholders  
Collection of information on initiatives by regional banks outside Hokkaido  
Addressing knowledge gaps

Identifying challenges by region and area  
Identifying entry points for community-building (real estate, etc.)  
Utilizing local government plans, RESAS, ILO industry analysis, etc.

Lead solutions for each region centered on these entry points  
Become a key player in community-building

E.g.) in the real estate sector, we will leverage regional resources while considering intangible elements such as revitalizing local communities and decarbonization, utilizing fund formation and other mechanisms

- Collaboration among the three departments within the business headquarters is the main focus
- Fully leverage the comprehensive strength and solution capabilities of the Group
- Proactively reach out to local stakeholders

Further strengthen partnerships

# **Full Digital Transformation (DX) Strategy**

Under our policy of aiming to be the best in Japan in UI/UX and support systems for the app’s “basic functions,” through digital integration leveraging our unique customer base and physical locations, we aim to establish a unique position that differentiates us from online banks and deliver tailored value propositions to each customer

FY2026 to FY2028 (Medium-Term Business Plan period)

–2035

**Basic functionality and differentiation establishment phase**

Qualitative advancement phase  
Toward full digital transformation (DX)

**[Individual strategies with priority]**

**App renewal and enhanced support system**

- Japan’s top UI/UX and support system
- Fee revision
- Launch of a points program

Hokkaido-based strategy × full digital transformation (DX) strategy

**Introduction of corporate portal/apps\***

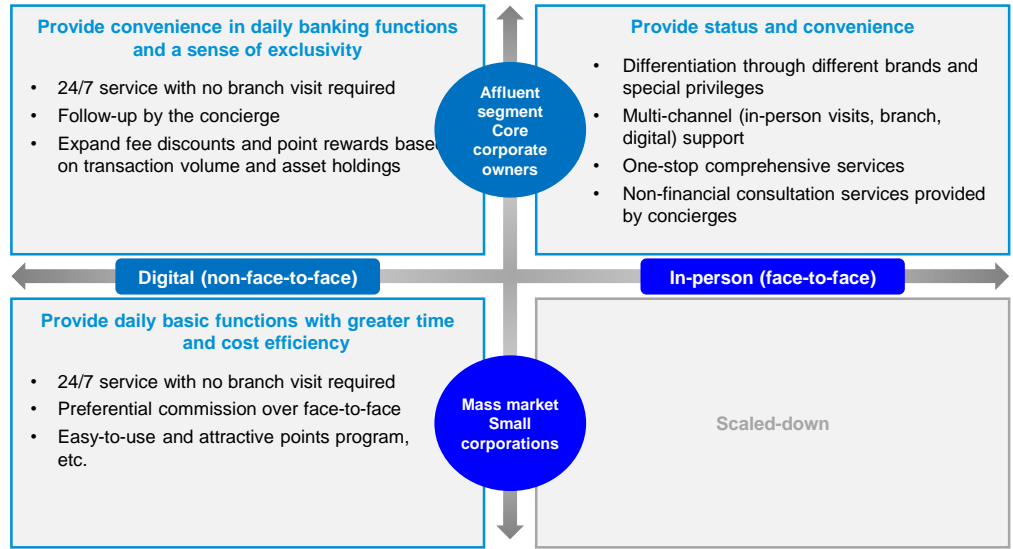
- Expansion and streamlining of digital services for corporations

**Operational efficiency through DX/AI**

- Business process automation with RPA
- DX implementation support
- AI-driven business optimization and advanced data utilization

**[Direction of channel transactions]**

Expand non-face-to-face channels for mass-market transactions in anticipation of advancements in DX/AI  
→ Ensure customer convenience through 24/7 support and preferential treatment in transactions  
Dedicated professional assigned to high-net-worth individuals, providing comprehensive one-stop services



**Key KPIs (FY2028)**

- Number of app users: 590,000 → 1.2 million
- App usage rate among younger generations: 27.4% → 65.3%
- Number of companies using the corporate portal: 50,000 companies
- Number of companies using the corporate app: 20,000 companies



# Enhancement of basic banking functions and improving UI/UX while building a robust support system

FY2025

FY2026 (1st year of Medium-Term Business Plan)

FY2027 (2nd year of Medium-Term Business Plan)

FY2028 (3rd year of Medium-Term Business Plan)

Sequential improvements to the app's basic banking functions, UI/UX, and support system

Toward delivering new value

## [Expansion of app functions and systems]

### Enhancement of basic banking functions

- In addition to incorporating feedback from staff and customers, we will implement banking features that are lacking vs. other banks into the app to enhance convenience

### [App functions to be added in the future]

- (1) Various administrative procedures via the app
- (2) Money transfer reservation
- (3) Goal-oriented savings
- (4) Account transfer acceptance etc.....

#### POINT

Enhance UX by offering features comparable to major banks and online banks



App Ape Award 2025  
Winner of the Special Award (Regional App Award)



## Become Japan's top bank app in UI/UX

- Improve unclear (or difficult-to-use) app screens and usability based on feedback from staff and customers

#### POINT

Improve UI/UX that cover users from the younger generations to the elderly

## Enhancement of support system

- Enhance inquiry handling capacity to accommodate increased QA due to expanded functionality
- Comprehensive app guide for beginners

#### POINT

Establish the best support system in Japan



## Advance the optimization of business processes through DX and AI to create additional time and workforce capacity

### Operational efficiency through AI

#### Implementation of AI tools

April 2026 onwards

Implement in-house FAQ tool to reduce inquiry response time at headquarters

#### Utilization of Generative AI Chat

April 2026 onwards

Active promotion of use of generative AI to improve operational efficiency

### Operational efficiency through DX

#### Channel for businesses that do not require branch visits

FY2028–

- In addition to switching paper documents such as repayment schedules to electronic formats, financial statements and other documents received from customers will be exchanged electronically
- Consider loan applications (transaction lending) via new channels (corporate app)
- Enable non-face-to-face account openings (website → corporate portal)
- Enhance the convenience of North Pacific Business Direct while strengthening security to provide customers with peace of mind FY2026–

#### Payment initiatives

FY2026–

- Establish a dedicated department Payment Strategy Department for promoting cashless payments
- Promote the acquisition and use of corporate credit cards, while commercializing corporate debit cards
- Form a dedicated team targeting local governments and universities to accelerate progress

#### North Pacific Bank app

FY2026–

- Revamp both UI/UX and support systems to expand the number of users
- Continue to expand attractive functions

#### Streamlining internal operations

- Review the residential mortgage loan processing workflow to streamline LP operations FY2027–
- Gradually begin remote processing of inheritance ‘acceptance procedures’ and expand to all branches by FY2028 (LiveOn) FY2026–

#### Cooperation in non-competitive areas

FY2026–

- Establishment of the TSUBASA Joint Administrative Center
- Maximize the TSUBASA alliance synergy effects (quantify the impact of the initiative)
- Enhance collaboration with other banks in the area of operational efficiency

Full digital transformation (DX) strategy × non-financial diversification strategy

# Loyalty Improvement Strategy

**Aim to enhance customer loyalty and achieve clear differentiation by providing convenient and value-added services to our customers, alongside exclusive services for high-net-worth individuals, while advancing our “community-focused” approach through supportive consulting and brand establishment**

July 2025 Established new specialized department

FY2026 to FY2028 (Medium-Term Business Plan period)

Planning of measures by the Loyalty Enhancement Promotion Office

Establishment and operational phase of various programs and initiatives

customer base expansion

Establishment of the Group brand

## [Individual strategies with priority]

Full digital transformation (DX) strategy × loyalty improvement strategy

**Differentiation through point rewards, etc.**

Offer programs tailored to each tier

Blue

White

Bronze

Silver

Gold

Platinum

Hokkaido-based strategy × loyalty improvement strategy

**Provide a customer journey process<sup>\*1</sup>**

Ideal phased product model development

Quantification of contributions by product

Identification of the optimal customer journey

Optimal product recommendations for each customer

### Loyalty Enhancement Promotion Office

**Offer a sense of exclusivity to high-net-worth individuals**

Offer status and convenience

Concierge placement

Special app functions

Expansion of asset succession consultation services

Non-financial services support

**Branding of the North Pacific Bank Group**

Promoting branding internally and externally

Logo design change

Enhanced sponsor support

Character business development

Concept branch development

### Key KPIs

(FY2028)

**Number of Tiered members**  
500,000 people

**App MAU rate<sup>\*2</sup>**  
73% → 80%

**Existing corporate owners:**  
800 individuals

**Number of succession consultation contracts**  
1,220 (cumulative)



\*1 Page 17

\*2 MAU (Monthly Active Users) Rate: A metric indicating the percentage of registered users who used the service at least once in a given month

# Introduce a points program and establish a tiered program to enhance convenience and customer benefits and expand the Bank's loyal customer base

FY2026 (1st year of Medium-Term Business Plan)

FY2027 (2nd year of Medium-Term Business Plan)

FY2028 (3rd year of Medium-Term Business Plan)

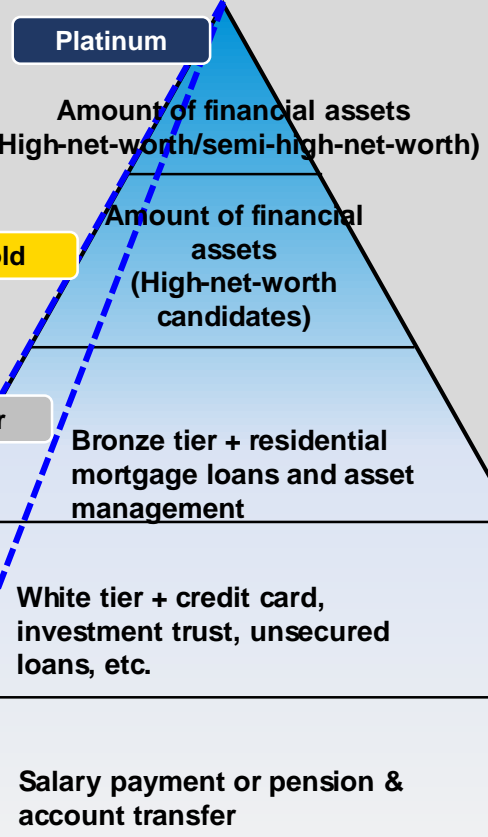
Develop and design the points and tiered program, and launch the points program

Full operation of tiered program

## [Tiered program]

Loyalty improvement strategy × full digital transformation (DX) strategy

Conceptual image



### (1) Younger generation tier "Blue"

Grant special benefits to the younger generation (aged 15 to 25) to broaden their transaction base  
Aim to prevent the outflow of the younger generation to other banks and make them our mainstay banking customers in the future

### (2) Point services



Award points for key transactions for main account activation, such as salary payment and pension transactions, to encourage continued engagement  
Points are awarded per transaction and can be exchanged for bank points that can be exchanged for PayPay credit or Rakuten points

### (3) Tiered program



To further expand transactions with mainstay customers, we will enhance benefits such as expanding points and various commission discounts at each tier  
Achieve both "expansion of transactions" and "retention" through incentives for long-term, substantial transactions

(1)

(3)

(2)

# Strengthen succession support while providing comprehensive, one-stop services encompassing both face-to-face and non-face-to-face, financial and non-financial services

FY2026 (1st year of Medium-Term Business Plan)

FY2027 (2nd year of Medium-Term Business Plan)

FY2028 (3rd year of Medium-Term Business Plan)

-2035

Launch concierge services Sequential rollout of non-financial services / Implementation of high-net-worth functions in the app

Toward a separate branding for high-net-worth individuals

## Offer a sense of exclusivity to high-net-worth individuals

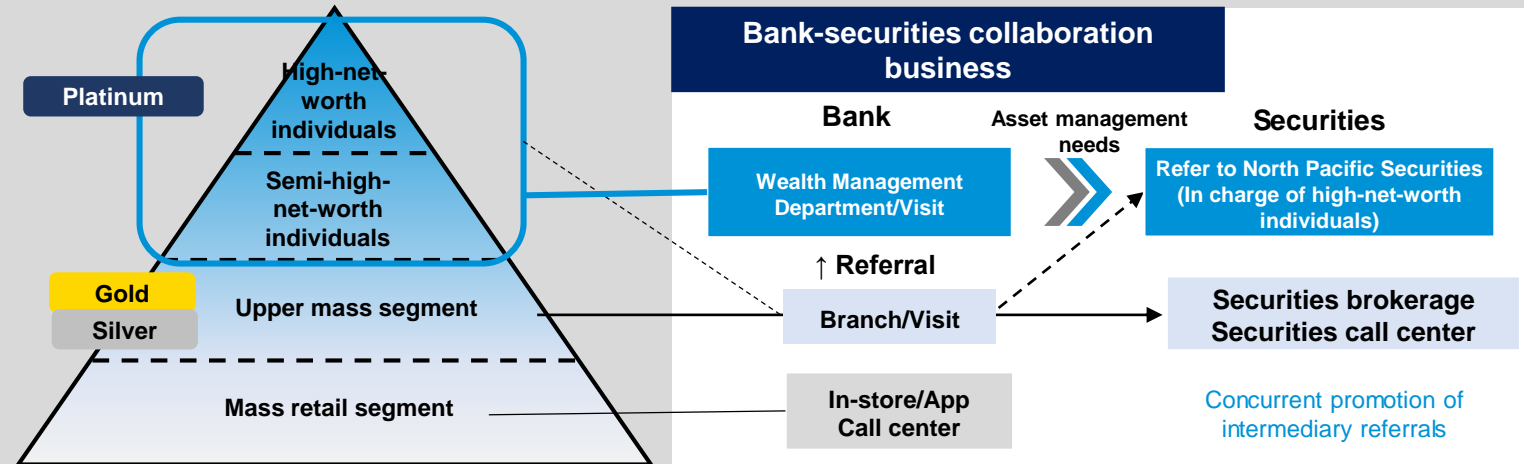
Loyalty improvement strategy x non-financial diversification strategy

### New department dedicated to serving high-net-worth individuals

- HKP Wealth Management Team established as a dedicated department within the Bank for high-net-worth individuals

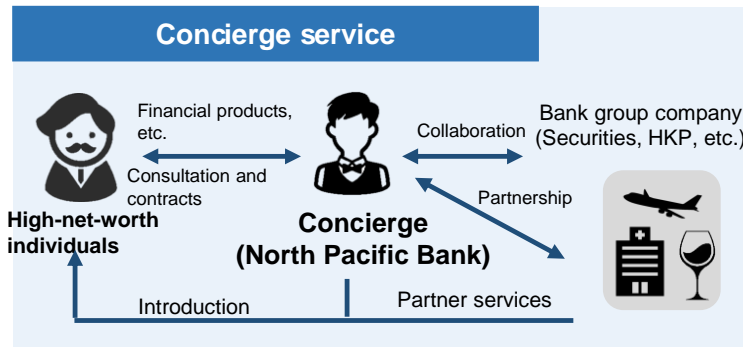
**Wealth Management Department** Newly established

- **Strengthen support for asset management and business/asset succession**, primarily targeting corporations/corporate owners, real estate owners, and those seeking tax and legal consultation



## Enhance loyalty of high-net-worth individuals

- Assign dedicated **concierge** specialists to provide comprehensive services, including non-financial services, through a one-stop solution
- Introduce **special app functions** such as tax planning as part of the benefits of the tiered program



### Special app functions

Conceptual image

- Concierge consultation function
- Features that address specific concerns, such as asset and tax planning

**Strongly advance the establishment of the North Pacific Bank Group brand through various initiatives based on the *Make the HOKKAIDO Way***

FY2025

FY2026 (1st year of Medium-Term Business Plan)

FY2027 (2nd year of Medium-Term Business Plan)

FY2028 (3rd year of Medium-Term Business Plan)

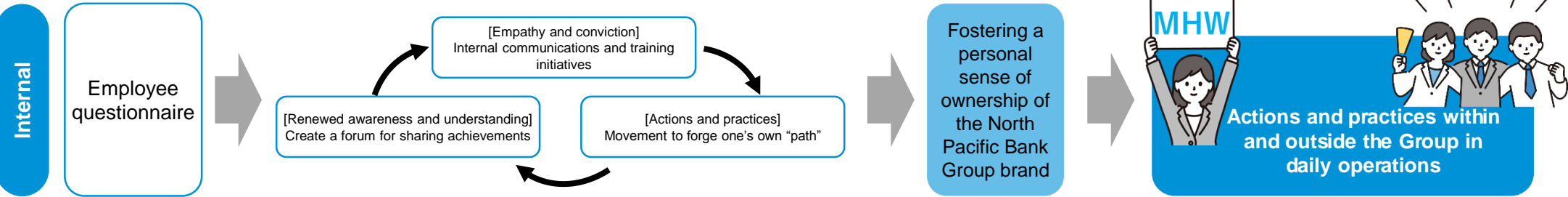
Penetration of inner branding within the Group

Employees embodying the brand through their own actions

Enhancement of existing promotional initiatives

Preparation for new branding initiatives

Large-scale branding deployment



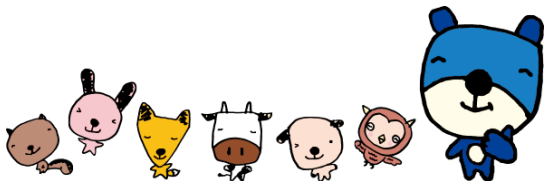
North Pacific Group brand slogan

**Make the HOKKAIDO Way**

We will create the "way" that does not yet exist

**External**

Increase exposure of mascot character "Hokku and Friends"



Enhance sponsor support for sports teams

Loyalty program

Establishment of corporate club activities

Sapporo Snow Festival giant snow sculpture project



Multi-faceted expansion of concept branches

Establish brand image aligned with the long-term vision

# **Non-Financial Diversification Strategy**

To realize solutions beyond finance that contribute to seizing opportunities and solving challenges in Hokkaido, we are building a unique value-provision model that combines banking strengths with non-financial expertise. Through comprehensive support only possible as a regional bank and the creation of new businesses, we aim to enhance the value of the entire region

FY2026 to FY2028 (Medium-Term Business Plan period)

→2035

## Non-financial business expansion and new business creation phase

Area expansion phase

Regional ecosystem and new business development

### [Individual strategies with priority]

**Hokkaido-based strategy × non-financial diversification strategy**

**Acquire expertise and take initiative in advancing renewable energy/GX project support<sup>\*1</sup>**  
Establish a regional core position

- Build expertise through collaboration with partners
- Active participation in offshore wind, solar and hydrogen businesses

**Full digital transformation (DX) strategy × non-financial diversification strategy**

**Strengthen TSUBASA alliance<sup>\*2</sup>**  
Implement measures leveraging wide-area collaboration

- Utilization of common API platform
- Joint administrative center
- Sharing of know-how
- Mutual customer matching

**Non-financial business for regional revitalization (regions and companies)**  
Regional problem-solving support

- Decarbonization support
- DX/AI support
- Recruitment support
- Real estate support
- Industrial cluster revitalization support
- New businesses

**Hokkaido-based strategy × non-financial diversification strategy**

**Strengthen collaboration with regional partners<sup>\*3</sup>**  
Building a partnership foundation

- Our banking Group
- Local government
- Regional partners such as universities and companies

**Key KPIs**  
(FY2028)

- Sustainable finance**  
1.5 trillion yen
- Number of human resource matches**  
224 cases
- Number of new businesses**  
6 cases



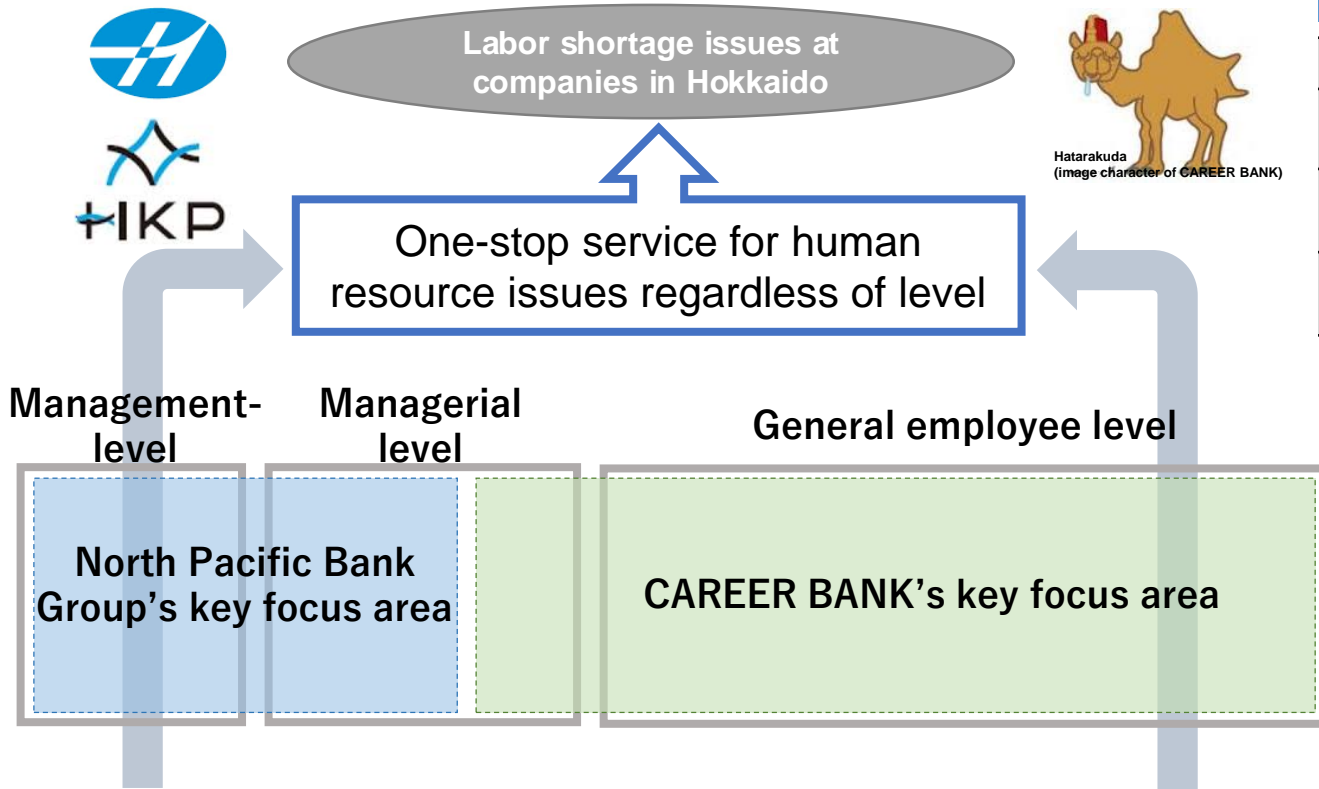
\*1 Pages 20 and 21

\*2 Page 24

\*3 Page 21

## Explore all businesses that help solve social issues in Hokkaido

### Temporary staffing and recruitment business [North Pacific Bank x CAREER BANK]



- 【Strengths of North Pacific Bank Group】**
- Network of business partners in Hokkaido
  - Network of branches throughout Hokkaido
  - Consulting services

- 【Strengths of CAREER BANK】**
- Human resource supply mechanism
  - Pool of job seekers
  - Links with the government (employment support, etc.)

March 4, 2026

### Launch of a tender offer (TOB) for CAREER BANK CO., LTD.

Tender offer period	March 4 to April 21, 2026 [34 business days]
Purchase price	Common stock: 1,755 yen per share (Premium: 45.52% compared to the closing price on March 2)
Minimum number of shares to be purchased	638,000 shares
Maximum number of shares to be purchased	Not specified



Make the HOKKAIDO Way  
 North Pacific Bank  
  
 キャリアバンク株式会社

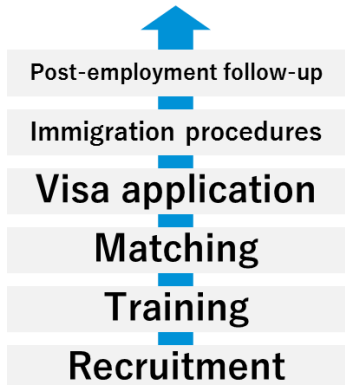
# Explore all businesses that help solve social issues in Hokkaido

## Overseas staffing business [HKP]

Proactively address the challenge of human resource shortages

- To address the major challenge of “shortage of construction management personnel” among construction companies in Hokkaido, HKP provides comprehensive support from recruitment (Indonesians) to training, matching with companies, visa applications, immigration procedures, and post-employment follow-up.

**[Challenges Facing the Construction Industry in Hokkaido]**  
Shortage of construction management personnel



Comprehensive support for foreign workers' employment

Proactively addressing the challenge of labor shortages



[Entrance ceremony]

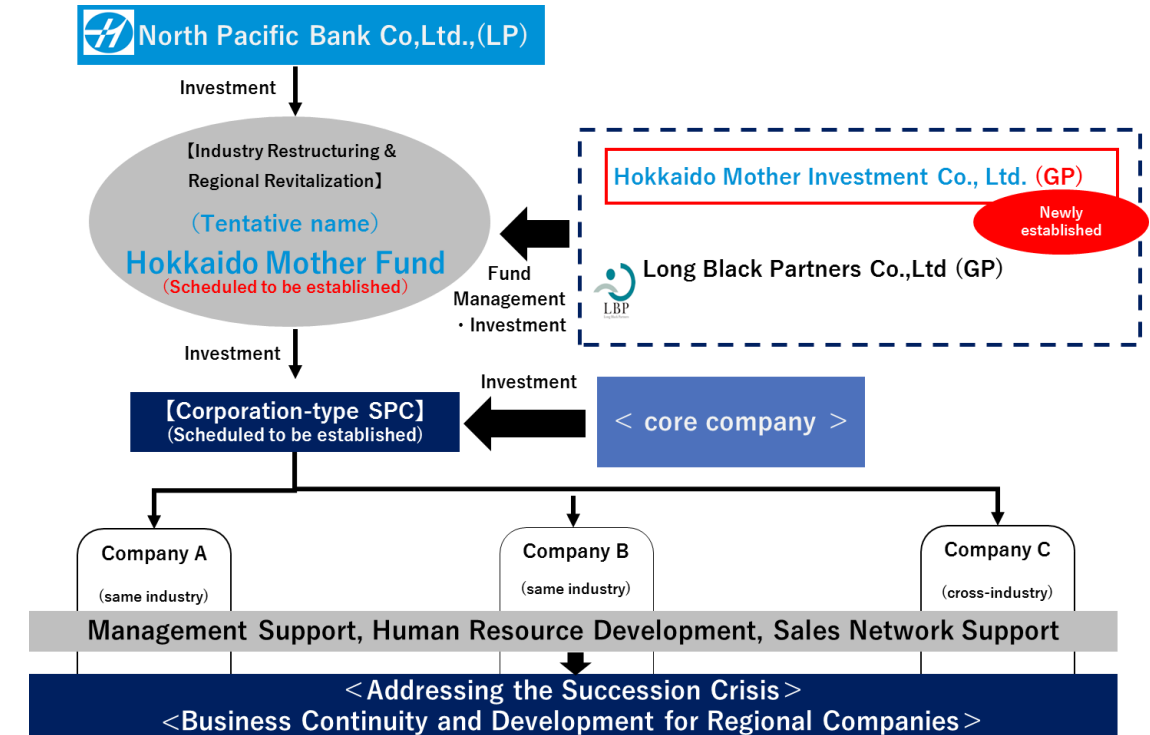


- Starting April 2026, we plan to begin dispatching the first cohort (14 individuals) in stages
- Thereafter, they will visit Japan every six months to conduct matching with the assigned companies

## Industrial cluster revitalization support

Strengthen competitiveness and promote growth through industry restructuring, aiming to resolve regional issues

- A new joint-stock SPC was established with investment from a fund for industry restructuring and regional revitalization together with core companies in each industry for providing support to SMEs under its umbrella to strengthen their business foundations.
- Hokkaido Mother Investment Co., Ltd., a newly established subsidiary, will primarily handle fund management operations.



# Explore all businesses that help solve social issues in Hokkaido

## New Business Development

## Contributing to Solving Hokkaido's Social Issues through Non-Financial Businesses

### Agriculture

**Cultivating the Next Generation of Farmers: Enhancing the Vitality and Appeal of Hokkaido's Agriculture**

- Creating a New Agricultural Entry Model in the Sapporo Metropolitan Area
- Addressing the Talent Shortage through a "Nurture, Integrate, and Deploy" Framework

#### Banking groups' own entry into the agricultural sector

- Practicing agriculture firsthand to promote its appeal.
- Engaging in urban farming to create employment opportunities for new farmers.
- Transferring accumulated farming expertise to support independent agricultural startups.

#### Agricultural schools for working professionals

- Offering new options for those interested in agriculture and aspiring farmers
- Leveraging our bank's "business management expertise" and "network," we provide comprehensive support from the start of farming through to establishing a successful farm

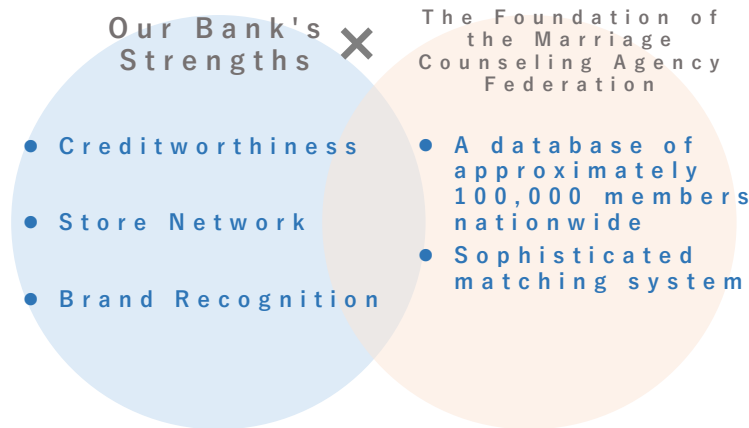
Contributing to the sustainable development of agriculture in Hokkaido

### Marriage counseling agency

Scheduled to Launch Proof of Concept

**Leveraging Banking Strengths for Regional Matchmaking: Enhancing the Well-being of Hokkaido's Residents**

- Addressing Employee Welfare and Succession Challenges:
- Leveraging Banking Infrastructure to Expand Hokkaido's Matchmaking Market



Support for "marriage needs" for Hokkaido residents

### AI Adoption Support

**End-to-End Support for AI Integration and Talent Development: Achieving Holistic Optimization of Daily Operations**

- Provision of AI Educational Training, AI Consulting, and Creative Advertising Services to Regional Enterprises and Municipalities
- In addition to the aforementioned external solutions, we also execute internal group operations, including business process optimization support, strategic evaluation of AI tool implementation, and the delivery of specialized training and creative advertising production for our own banking group.

Scheduled to Launch Proof of Concept

<b>AI Education Workshop</b>	In-person training that offers stage-specific programs, ranging from executive decision-making to the development of practical skills on the front lines
<b>AI Consulting</b>	Support for redesigning your company's business processes with AI in mind after implementation, and accompanying you through the adoption process
<b>Advertising Production</b>	An AI-powered ad creation service that enables flexible advertising while keeping promotional costs low

Using AI to Boost Corporate Productivity and Solve Business Challenges

# **Human Resources and Organizational Transformation Strategy**

In order to secure human resources and strengthen the organization that supports the four strategies, we apply evaluation under the new personnel system and foster a culture in which employees can take on challenges autonomously. We aim to achieve the No. 1 position in employee satisfaction through actively hiring mid-career professionals, including specialists, promoting internal reskilling and development, and cultivating a workplace in which everyone can work healthily

FY2026 to FY2028 (Medium-Term Business Plan period)

–2035

Phase for embedding the system and promoting talent development and recruitment

Qualitative expansion phase

Establish a culture of challenge  
Top company in employee satisfaction

## [Individual strategies with priority]

### Establishment of the new personnel system “Polaris”

- Promotion of understanding of the personnel system through training
- Reflection of autonomous behavior in performance evaluations

### Promotion of autonomous activities such as cross-organizational projects

- Reflection of autonomous cross-sectional project evaluation criteria
- Promotion of the utilization of the side-job system

### Active recruitment and development of human resources

- Strengthening of recruitment through collaboration with business headquarters
- Diversification of recruitment methods (alumni referrals)

### Promotion of career advancement and reskilling

- Expansion of reskilling opportunities
- Career development through the utilization of open recruitment system

### Strengthening organizational structure in new business and digital fields

- Identifying internal planning talent through business competitions
- Strategic acquisition and internal development of DX/AI human resources

### Review and enhancement of health management initiatives

- Utilization of DX/AI to increase efficiency and reduce working hours
- Leveling of operations by reassigning personnel

### Key KPIs

(FY2028)

Engagement score  
68→77

Annual number of open recruitment  
100 persons

Number of participants in the recruitment selection process  
1,800 per year

Number of paid leave taken per employee  
16 days



# Promote self-directed career development and organizational transformation by instilling the new personnel system

## Establishment of the new personnel system “Polaris”

**The Concept of “Polaris”**

merit-based evaluation improved fairness of treatment autonomy  
 An evaluation system that serves as the foundation for realizing the concept

- Identify issues through questionnaires and individual interviews, and use those findings to deepen the adoption of Polaris and improve the system. We view evaluator training as an ongoing process, and we will continue to provide it on an ongoing basis.

**Key measures**

**Employee questionnaire**  
 Review questionnaire results to consider and implement improvement measures → Respond based on facts such as the degree of understanding and support levels for each initiative

**Continued implementation of training for appraisers and appraisees**  
 Revise training content based on questionnaires and performance appraisal results

**Individual interviews with all employees**  
 Scheduled for FY2027 or later, when training for appraisers is fully established

**Engagement score trend**

Period	Engagement Score
'24/3	64
'25/3	66
'26/3	68
'28/3	77

## Promotion of career advancement and reskilling

### Promotion of autonomous activities such as cross-organizational projects

- Support the autonomous career development of each employee by providing tools for visualizing career goals and self-development
- Activate cross-sectional projects and promote transformation into an autonomous organization to tackle challenges as a unified bank

**Key measures**

**Realization of autonomous career development**  
 Career visualization → List of required skills, recommended qualifications, and training programs  
 Provision of learning and training opportunities  
 Provision of reskilling opportunities and learning tools, expanding access through open-enrollment training programs  
 Creation of career realization opportunities through the expansion of open recruitment system

**Establishment and revitalization of cross-organizational projects (including open recruitment of project proposals)**

```

            graph TD
            A[Visualization of career prospects] --> B[Participation in self-development and open-enrollment training programs]
            B --> C[Utilization of the open recruitment system]
            C --> D[Career realization]
            
```

Annual number of open recruitment

End of FY2028  
100 persons

# Accelerate proactive recruitment and internal development of human resources to support the four strategies

## Strengthening organizational structure in new business and digital fields

### Active recruitment and development of human resources

- Year-round recruitment and diversification of hiring methods to proactively secure human resources
- Expand recruitment of highly specialized human resources aligned with corporate strategy through HRBP\*1 placement
- Maximize potential through training tailored to individual experience and skills

#### Key measures

#### Implement year-round recruitment, expand mid-career and specialist recruitment

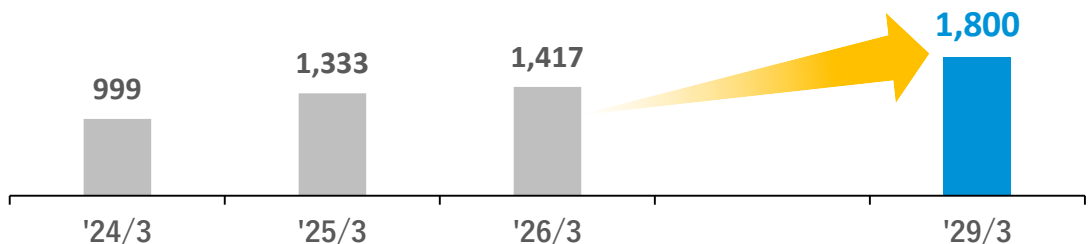
- Newly implement the referral recruitment system
- Utilize alumni recruitment (expand the number of alumni network registrants)
- Allocate HRBPs to each business division (concurrently)

#### Support employees in maximizing their performance based on their experience and skills

- Expand onboarding training
- Introduction of a mentor system for mid-career hires

#### Establishment of the Digital Business Department and New Business Creation Department

Trend of recruitment process participants [Unit: Persons]



\*1 Human resource professionals who collaborate with the HR department on challenges such as recruitment and human resource development (training) from a position close to the work scene

## Review and enhancement of health management initiatives

- Further promotion of the use of paid leave and improvement of productivity by correcting excessive working hours
- Preventing departure of junior employees who may be struggling through prompt follow-up

#### Key measures

#### Revision of work rules

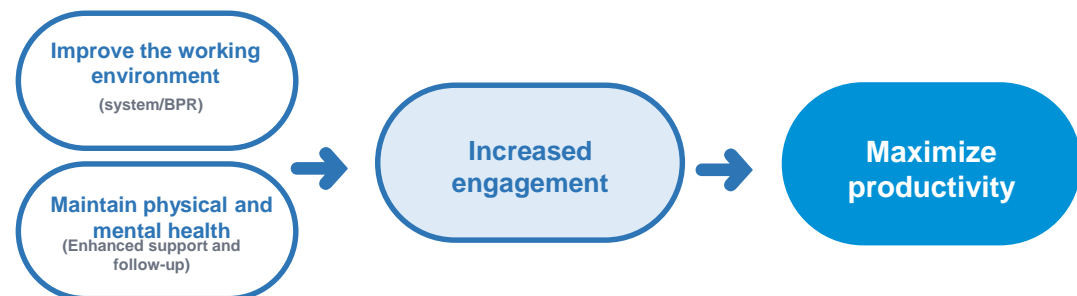
Establishment and promotion of hourly paid leave system

#### Improving the working environment through BPR initiatives

Review cross-departmental BPR and staffing measures

Establish a system to promptly detect junior employees (within three years of joining) who may be struggling and provide swift follow-up support

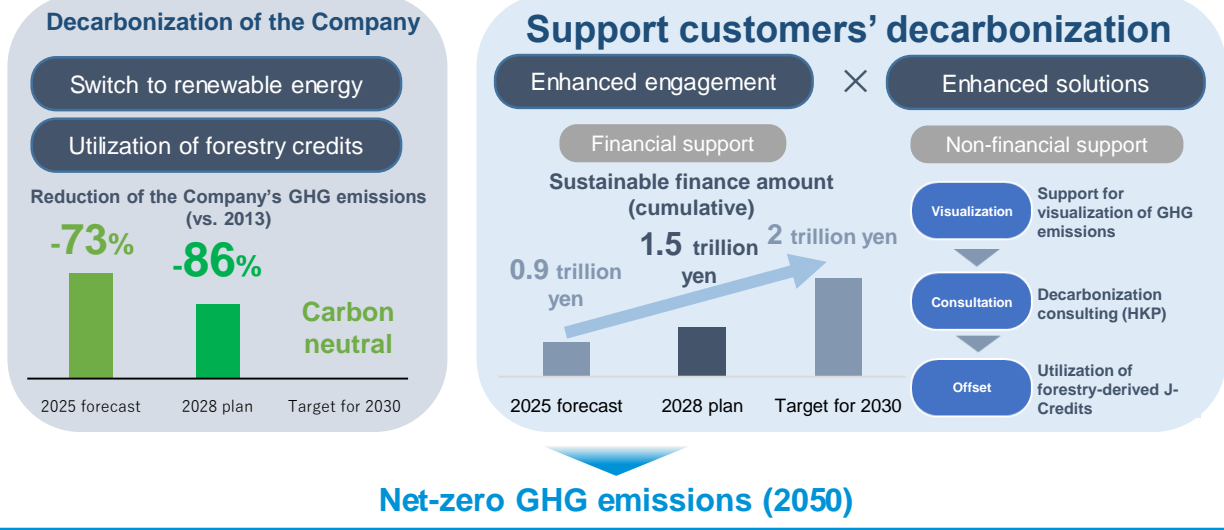
Provide support through in-person and online consultations



# Other Strategy

# Contributing to growth that is unique to Hokkaido through decarbonization, the promotion of biodiversity, financial education, and support for solving local issues

## Strengthen support for the Company and our customers toward the decarbonization of Hokkaido



## Strengthen support for the promotion of biodiversity in Hokkaido

### Application support for registration as a Nationally Certified Sustainably Managed Natural Site\*

- Register the forested land owned by the Bank as a Nationally Certified Sustainably Managed Natural Site and develop it into a model case within Hokkaido for maintaining and restoring biodiversity through tree and forest cultivation, bamboo cutting, and other maintenance activities
- Launch a new support service to conduct on-site surveys of customers' forested land, formulate implementation plans, and assist with registration as a Nationally Certified Sustainably Managed Natural Site

\*A system in which the Ministry of the Environment designates areas where biodiversity is being conserved through private-sector efforts, etc.

### Utilization of Hokku Nature Positive Fund

- Contribute to the creation of biodiversity by supporting activities that contribute to the conservation and promotion of biodiversity, as well as activities that contribute to environmental education and human resource development

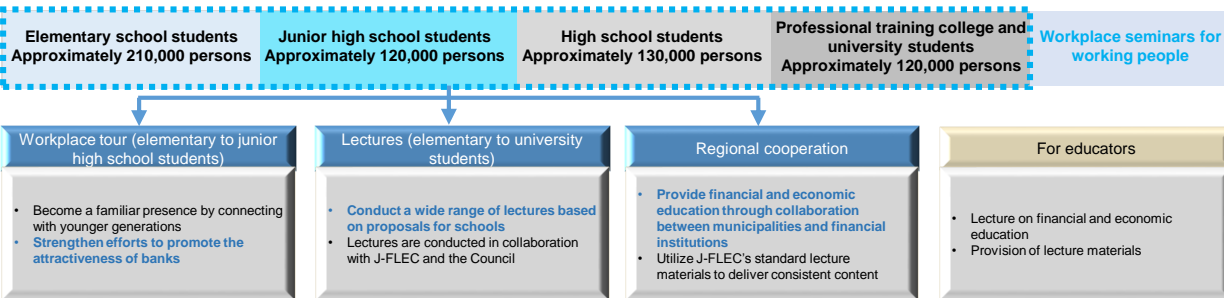
Contribute to the maintenance and restoration of ecosystems by enhancing social value through registration as a Nationally Certified Sustainably Managed Natural Site, and by improving the natural environment

Protect Hokkaido's abundant nature while promoting its utilization

Contributing to nature positivity through initiatives such as environmental improvement and environmental education

## Contribute to improving happiness by fostering financial literacy in Hokkaido

- In a financial literacy survey, Hokkaido ranked 33rd out of 47 prefectures, placing it in the lower tier. Enhance financial and economic education for all generations in collaboration with J-FLEC and the Hokkaido Financial Education Promotion Council
- Provide services for educators to establish a system in which educators can deliver lectures themselves



## Financial support for activities contributing to enhanced attractiveness and level of happiness of Hokkaido

- The North Pacific Bank Group will work to enhance Hokkaido's attractiveness and happiness through activities that contribute to regional revitalization and solving local issues, as well as by providing financial support for education, culture and sports

### Eligible for support

- Regional revitalization, (2) Environmental conservation, (3) Sports support, (4) Education, culture and arts promotion, (5) Medical welfare services, (6) Other activities that help solve regional issues in Hokkaido

### Public call for new initiatives (NEW)

Launch a public solicitation donation program for activities that help solve regional issues. Provide support across a wide range of fields while meeting local needs.

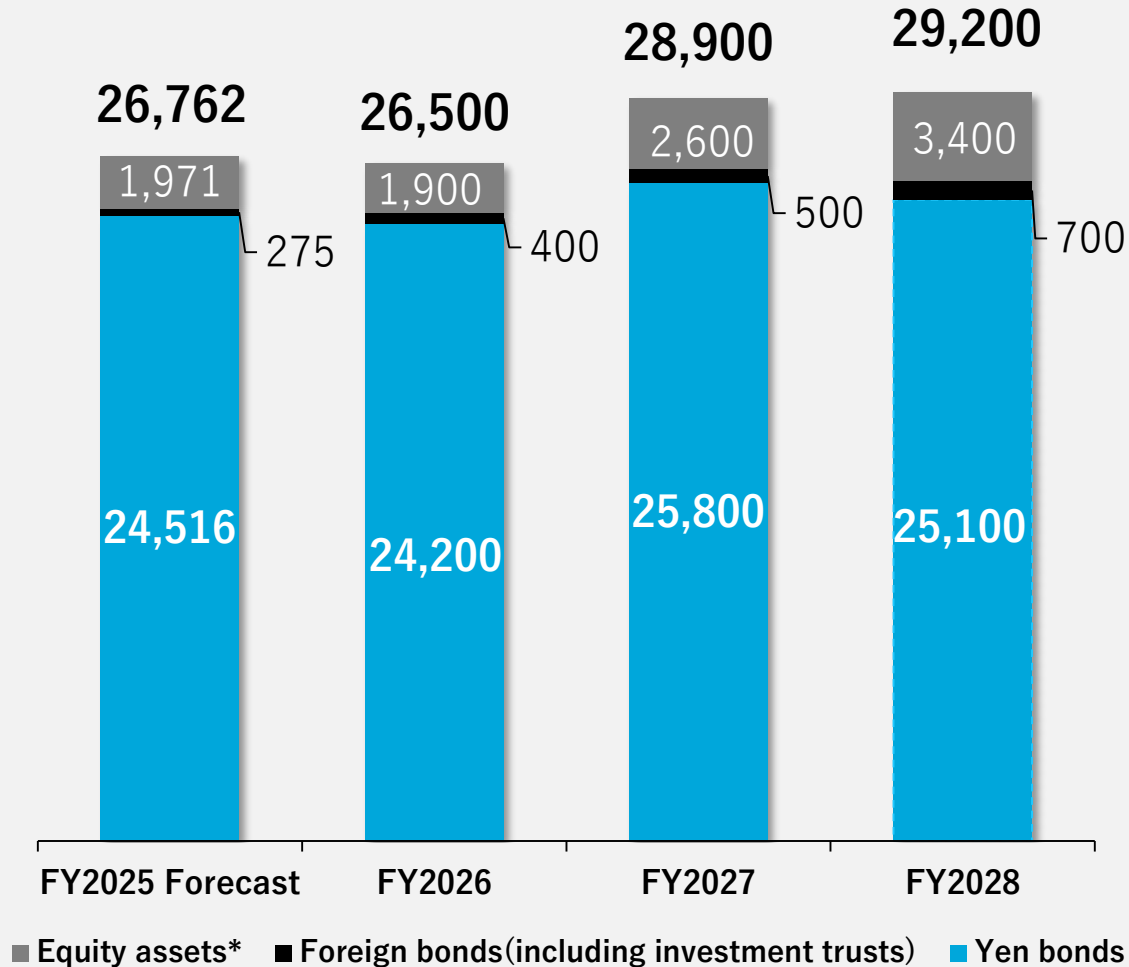
# Enhance the competitiveness of existing Group businesses while expanding into new business domains rooted in solving Hokkaido's challenges



## Continued Operations to Diversify Yen-Bond-Heavy Portfolios

### Average Balance by Securities Asset Class

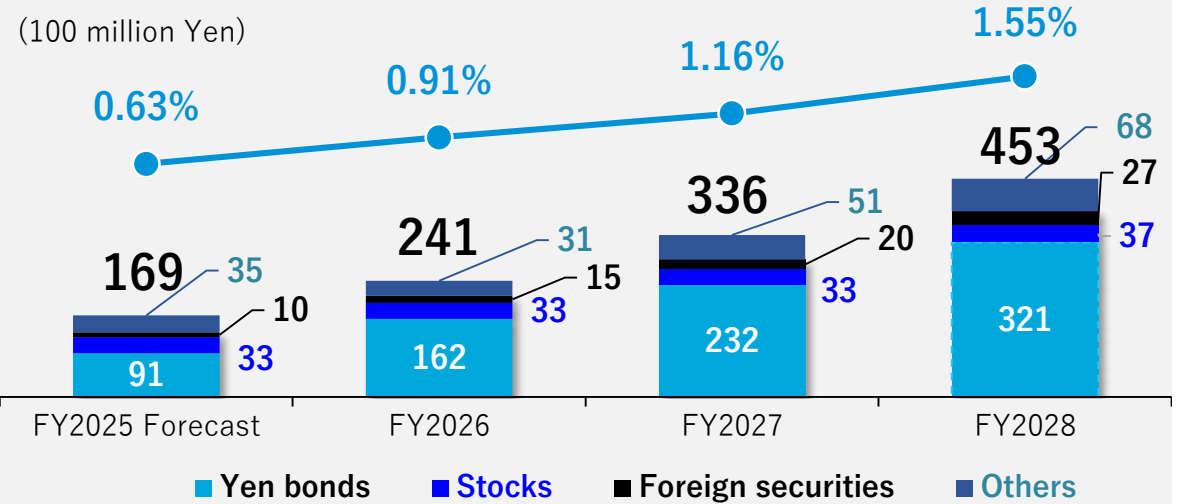
(100 million Yen)



\* Equities held for pure investment, policy shareholdings, REIT, etc.

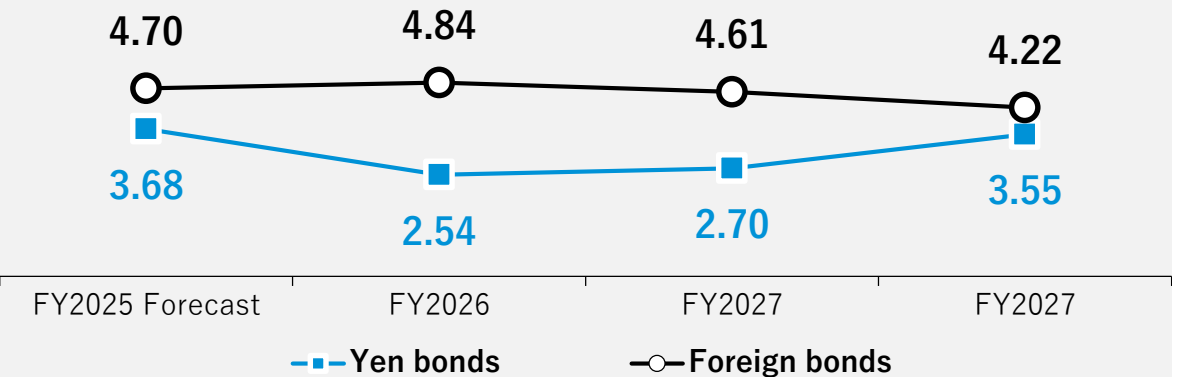
### Dividends/yields on securities

(100 million Yen)



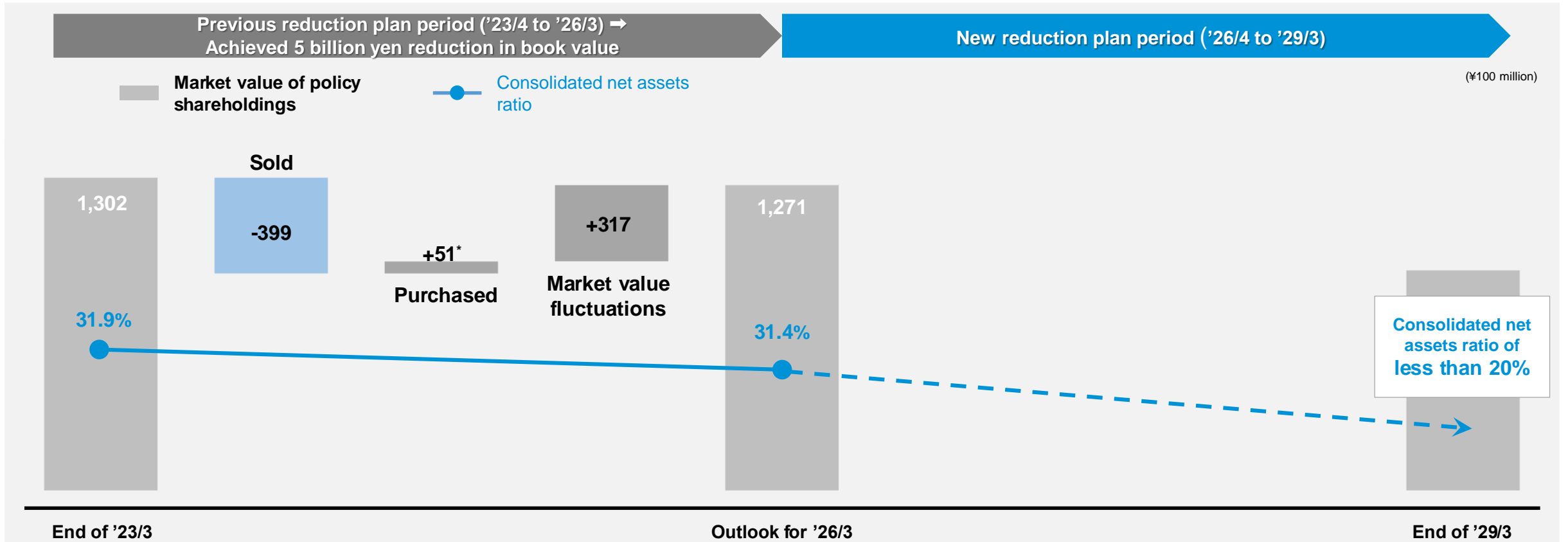
### Bond duration (years)

(year)



# Capital Policy

Formulated a new reduction plan, aiming for a “consolidated net asset ratio of less than 20% (market value basis) by the end of March 2029”



- Conducted dialogue with all listed companies regarding reduction (FY2025)
- Based on the results of the dialogue, formulated a reduction plan to achieve a consolidated net asset ratio of less than 20% during the new Medium-Term Business Plan period
- Gains from share sales will be used to rebuild the securities portfolio and in growth investment that contributes to improving ROE and PBR as well as for shareholder returns

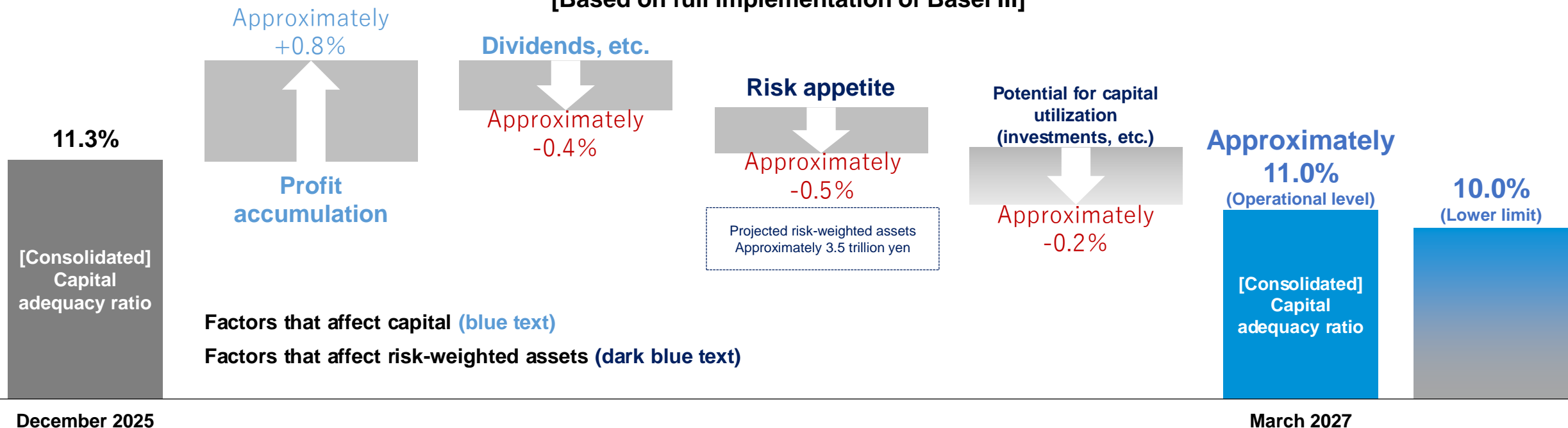
[Results of dialogue]

Target companies	Positive response	Continue dialogue
45 companies	23 companies	22 companies

\* Investment of 5 billion yen in Rapibus Corporation

For the first year of the Medium-Term Business Plan, the (consolidated) capital adequacy ratio is set at an operational level of approximately 11.0%, and a lower limit of 10.0%

Capital adequacy ratio operational and minimum level in FY2026 (first year of the Medium-Term Business Plan)  
 [Based on full implementation of Basel III]



## Approach to capital policy

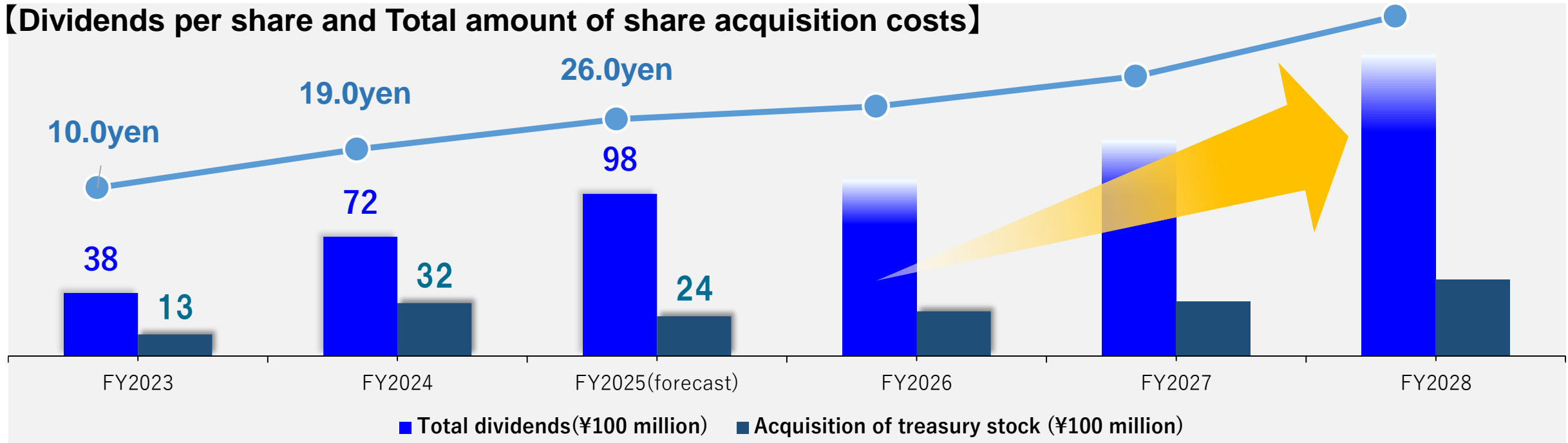
- Appropriate control of capital through **expansion of investments and loans to local industries** based on the “Hokkaido-based strategy,” **strategic investments** to support GX and renewable energy projects, **investments to improve services and strengthen competitiveness**, and **enhancement of shareholder returns**
- While considering investments for the future, such as human resource development and reskilling support under the “human resources and organizational transformation strategy,” we **review annually** the appropriate level of capital adequacy ratio and confirm its soundness, taking into account our performance outlook, the status of assets and liabilities, and trends in the external environment

Earliest return of profits from business through quarterly dividends with a total return ratio of 50% as a guideline

## Shareholder return policy

- **Dividend payout ratio shall be 40% or higher** while maintaining a stable annual dividend of 10 yen per share
- **Quarterly dividend** ~ Record dates (dividend record dates for the first and third quarters) to be announced based on resolution by the Board of Directors
- Considering the capital adequacy ratio, business outlook, external environment, etc., **the target total return ratio shall be 50%**
- Acquisition of treasury shares shall be implemented **flexibly and with agility**

## 【Dividends per share and Total amount of share acquisition costs】



# Organization

Audit and Inspection Department  
 General Secretariat  
 Management Planning Department  
 Personnel Department  
 Customer Loyalty Enhancement Office

Risk Management Department  
 Legal and Compliance Department  
 System Department  
 Loan Administration Department  
 Treasury & Markets Department

Items in blue indicate departments and offices that have been reorganized in accordance with the overall strategy and this Mid-Term Management Plan.

Hokkaido Business Growth Division  
 Growth Strategy Planning Department  
 New Business Innovation Department  
 Regional Revitalization Department

Consulting Business Division  
 Business Strategy Department  
 Retail Business Promotion Department  
 Wealth Management Department  
 Corporate Business Promotion Department

Digital Business Division  
 Digital Transformation Department  
 Payment Strategy Department  
 Operations Planning Department

---

North Pacific Bank, Ltd.  
Mid-Term Management Plan Presentation Materials

March 24, 2026

Management Planning Group (IR), Management Planning  
Department, North Pacific Bank, Ltd.

7, Odori Nishi 3-chome, Chuo-ku, Sapporo 060-8661  
E-mail : [ir@hokuyobank.co.jp](mailto:ir@hokuyobank.co.jp)

---