

Approved by the Compensation Committee on 10/22/2025
Approved by the CCBI Board of Directors on 1/22/2026

1.0 Statement of Policy

The Compensation Committee (the "Committee") is established by the Board of Directors (the "Board") of Citizens Community Bancorp, Inc. (the "Corporation") to draft and recommend to the Board a comprehensive compensation philosophy for the Corporation and Citizens Community Federal N.A., the wholly-owned subsidiary of the Corporation (the "Bank"), which philosophy will serve as both a tool and guide in the Corporation and the Bank's strategic planning process. The Committee will: (A) oversee and review the compensation of the Corporation's executive officers,¹ senior managers, directors, and all other colleagues and conduct an annual audit of same by the Bank's internal auditor, to ensure consistency with the Bank's compensation philosophy adopted by the Board; (B) produce an annual report on executive compensation for inclusion in the Corporation's proxy statement in accordance with applicable rules and regulations; and (C) oversee and advise the Board on the adoption of policies that govern the Corporation's annual compensation and incentive compensation plans and equity-based plans.

2.0 Committee Composition and Meetings

The Committee will consist of at least two members of the Board, each of whom are "independent directors" within the meaning of the rules of the NASDAQ Stock Market ("NASDAQ"), as may be revised from time to time. In particular, Committee members shall: (a) not have a relationship which would interfere with the exercise of independent judgment in carrying out director responsibilities; (b) not be, and not have been in the past three years, an executive officer or colleague of the Corporation; (c) not have a family member who has been an executive officer of the Corporation within the past three years; (d) not have accepted, and not have a family member² who has accepted, more than \$120,000 in compensation from the Corporation during any twelve month period within the last three years (not including compensation received for director service, compensation paid to a family member who is a colleague (other than an executive officer) of the Corporation, or tax-qualified retirement plan payments or other non-discretionary compensation for prior services rendered); (e) not be, and not have a family member who is, a current partner of the Corporation's independent registered public accounting firm or who is a partner or colleague of Corporation's independent registered public accounting firm who worked on the Corporation's audit at any time during any of the past three years; (f) not be, and not have a family member who is, employed as an executive officer of another company where any of the Corporation's current executive officers during the past three years served on the compensation committee of such other company; and (g) not be, and not have a family who is, a partner in (but not a limited partner), or a controlling shareholder or an executive officer of an organization that has made to or received from the Corporation payments for property or services (including charitable donations) in an amount which, in the current or any of the last three fiscal years, exceeds the greater of the following (other than payments arising solely from investments in the Corporation's securities; or payments under non-discretionary charitable contribution matching programs): (i) 5% of recipient's consolidated gross revenues or (ii) \$200,000. In addition, in affirmatively determining the independence of any director who will serve on the Committee, the Board must consider all factors specifically relevant to determining whether a director has a relationship to the Corporation which is material to that director's ability to be independent from management in connection with the duties of a Committee member, including, but not limited to: (i) the source of compensation of such director, including any consulting, advisory or other compensatory fee paid by the Corporation to such director; and (ii) whether such director is affiliated with the

Corporation, a subsidiary of the Corporation or an affiliate of a subsidiary of the Corporation. All Committee members shall also be “non-colleague directors” as defined by Rule 16b-3 under the Securities Exchange Act of 1934, as amended (the “Exchange Act”). The members of the Committee and its Chairperson shall be appointed by the Board and may be removed by the Board in its discretion.

Each of the members of the Committee shall be appointed by the Board to serve on the Committee until their successor has been duly elected and qualified. Unless a chairperson is elected by the Board, the members of the Committee may designate a chairperson by majority vote of the full Committee membership.

3.0 Committee Duties, Responsibilities and Process

The responsibilities of the Committee shall include:

- 3.1 Ensuring and requiring that the Chief Executive Officer of the Corporation is not present during voting or deliberations by the Compensation Committee on their compensation.
- 3.2 Reviewing and approving the goals and objectives of the Corporation relating to the Chief Executive Officer’s compensation; evaluating the Chief Executive Officer in light of those goals and objectives; and determining the Chief Executive Officer’s compensation, including salary, bonus and incentive and equity compensation, based on this evaluation.
- 3.3 Reviewing and approving the goals and objectives of the Corporation relating to the compensation of the Corporation’s other executive officers; evaluating the performance of those executive officers in light of these goals and objectives; and, determining the compensation of those executive officers including salary, bonus and incentive and equity compensation, based on this evaluation.
- 3.4 If required by applicable rules of the Securities and Exchange Commission, producing an annual report on executive compensation for inclusion in the Corporation’s proxy statement.
- 3.5 Making recommendations to the Board with respect to incentive compensation plans and equity-based plans, including amendments thereto; establishing criteria for the granting of options and other equity awards to the Corporation’s officers; and reviewing and approving the granting of such options and other equity awards in accordance with such criteria.
- 3.6 Administering the Corporation’s incentive compensation plans and equity-based plans in accordance with the responsibilities assigned to the Committee under any and all such plans.
- 3.7 Reviewing and making recommendations to the Board with respect to the compensation of the directors of the Corporation.
- 3.8 Performing an annual review and evaluation of the compensation structures, and merit pay program of the Bank.
- 3.9 At least annually, reviewing and assessing the adequacy of this Charter and recommending any proposed changes to the Board for approval.
- 3.10 Being responsible for the appointment, compensation, and oversight of the work of any compensation consultant, legal counsel and other adviser it retains.
- 3.11 Assessing the results of the most recent say-on-pay vote (to determine whether any changes to pay policies are needed).
- 3.12 Overseeing compliance with director stock ownership guidelines provided in the Corporate Governance Guidelines.
- 3.13 Overseeing the assessment of risks associated with the Corporation’s compensation programs and practices in the context of its risk profile, together with its other risk mitigation and risk management programs, to ensure that these programs and practices work together for the long-term benefit of Citizens and its stockholders and to determine whether such compensation policies and practices are reasonably likely to have a material adverse effect on the Corporation, and

evaluating compensation policies and practices that could mitigate any such risk.

- 3.14 Reviewing and discussing with management the Corporation's Compensation Discussion and Analysis ("CD&A") and the related executive compensation information, recommend that the CD&A and related executive compensation information be included in the Corporation's annual report on Form 10-K and proxy statement, and produce the compensation committee report on executive officer compensation required to be included in the Corporation's proxy statement or annual report on Form 10-K.

The Board shall review annually the scope of responsibilities of the Committee and the effectiveness with which the Committee has carried out its responsibilities during the foregoing year. The Committee shall report to the Board and shall have such power and authority as is necessary for it to fulfill its responsibilities. The Committee shall perform such functions and retain such authority until otherwise provided by the Board or unless any such matter is specifically approved by the Board.

4.0 Outside Advisors

The Committee shall have the authority to retain or terminate (or obtain the advice of), at its sole discretion, any compensation consultants, independent legal counsel or other advisor to assist the Committee in its responsibilities, but only after taking into consideration the following six factors:

- 4.1 The provision of other services to the Corporation by the person that employs the compensation consultant, legal counsel or other adviser;
- 4.2 The amount of fees received from the Corporation by the person that employs the compensation consultant, legal counsel or other adviser, as a percentage of the total revenue of the person that employs the compensation consultant, legal counsel or other adviser;
- 4.3 The policies and procedures of the person that employs the compensation consultant, legal counsel or other adviser that are designed to prevent conflicts of interest;
- 4.4 Any business or personal relationship of the compensation consultant, legal counsel or other adviser with a member of the compensation committee;
- 4.5 Any stock of the Corporation owned by the compensation consultant, legal counsel or other adviser; and
- 4.6 Any business or personal relationship of the compensation consultant, legal counsel, other adviser of the person employing the adviser with an Executive Officer of the Corporation.

The Corporation shall provide the Committee with appropriate funding for payment of compensation, fees and expenses to any compensation consultant, legal counsel or other advisor that the Committee may deem appropriate to engage to assist it with its duties and responsibilities.

5.0 Meetings

The Committee shall meet as often as its members deem necessary to perform the Committee's responsibilities; provided, the Committee shall meet at least twice a year. Meetings shall be called by the chairperson or, if there is no chairperson, by a majority of the members of the Committee. With respect to meetings of the Committee, a majority of the members currently serving on the Committee shall constitute a quorum for the transaction of business. The Committee shall take action by the affirmative vote of a majority of the Committee members present at a duly held meeting. A conference among Committee members by any means of communication through which the members may simultaneously hear each other during the conference shall constitute a Committee meeting if the numbers of members participating in the conference would be sufficient to constitute a quorum at a meeting. The Committee may also take action by written action signed by the number of members that would be required to take the same action at a meeting of the Committee at which all members were present.

6.0 Minutes

The Committee will maintain written minutes of its meetings, which minutes will be filed with the minutes of the meetings of the Board.

7.0 Annual Evaluation

The Committee will conduct an annual evaluation of the performance of its duties under this charter and shall present the results of the evaluation to the Board. The Committee shall conduct this evaluation in such manner as it deems appropriate.

¹ "Executive officer" means those officers covered in Rule 16a-1(f) under the Securities Exchange Act of 1934.

² "Family member" means a person's spouse, parents, children, siblings, mothers and fathers-in-law, sons and daughters-in-law, brothers and sisters-in-law, and anyone (other than domestic colleagues) who shares such person's home.
