

Suruga Bank, Ltd.
Financial Results for the 1st Half of FY3/24

November 22, 2023

SURUGA bank



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I Summary of Financial Results for the 1st Half of FY3/24

II Business Performance Plan and Strategy for FY3/24

Priority Measure 1: Reorganizing from a Sales Headquarters System to Four Autonomous Profit Centers

Priority Measure 2: Completing Cost Structure Reform

Priority Measure 3: Minimizing and Stabilizing Actual Credit Costs Through Higher Credit Quality

Priority Measure 4: Pursuing Cloud Computing and DX in IT Platforms

Priority Measure 5: Vector Alignment with Stakeholders

III TOPICS

(i) ESG／SDGs initiatives

(ii) Business alliance



1st Half Results for FY3/24; Comparison with Initial Plan

- Core gross operating profit increased 2 billion yen versus the earnings forecast to 29.5 billion yen, mainly due to an increase in net interest income (1.3 billion yen) and an improvement in net fees and commissions (0.8 billion yen).
- Expenses were 18.2 billion yen, 0.3 billion yen lower than the forecast, due to cost reductions resulting from progress in structural reforms, despite the recording of expenses related to the alliance with Credit Saison Co., Ltd. (hereinafter "Credit Saison").
- Actual credit costs decreased by 5.7 billion yen from the forecast to -1.2 billion yen.
- Interim net income (non-consolidated) is expected to increase 6.8 billion yen to 9.3 billion yen, mainly due to the above factors.

<Non-consolidated (interim period)>

(Billions of yen)

	Earnings forecast(A)	Results (B)	Progress rate (B)/(A)
Core net operating profit (excluding gains [losses] on cancellation of investment trusts)	27.5	29.5	107%
Expenses	18.5	18.2	98%
Actual credit costs	4.5	(1.2)	—
Gains (losses) on securities	—	0	—
Ordinary profit	4.5	12.5	277%
Net income	2.5	9.3	372%

<Consolidated (interim period)>

	Earnings forecast(A)	Results (B)	Progress rate (B)/(A)
Consolidated ordinary income	39.0	43.9	112%
Consolidated ordinary profit	4.5	12.8	284%
Profit attributable to owners of parent	2.5	9.5	380%

(*) Earnings forecast: Earnings forecast announced on May 12

<Factors causing variation in ordinary profit> <Non-consolidated, Forecast and actual difference>

Net interest income	• Increase in interest on loans and bills discounted: +1.0 billion yen (Flat balance factor: +0.2 billion yen, Yield factor: +0.8 billion yen)
Net fees and commissions	• Decrease in group credit life insurance premiums (Improve income and expenditure)
Expenses	Reason for increase: Expenses related to alliance with Credit Saison Reason for decrease: Decrease in property expenses due to progress in structural reforms
Actual credit costs	• Increase in income from recovery of bad debts, decrease in disposal of nonperforming claims, and decrease in precautionary allowance (see table below)

<Actual Credit Costs [Non-consolidated]> (Billions of yen)

	Earnings forecast	Results
Actual credit costs	4.5	(1.2)
Normal amount	Actual credit costs arising from loans without special factors(Including share house-related loans)	(1.5)
Preventive allowances	Allowance for loan losses on subject loans below	6.0
	Allowance for investment real estate loan customers who have newly suspended repayments triggered by organizational negotiations	0.5
	Allowance for claims with relaxed lending terms and conditions that are unlikely to be recovered in the future	5.5



Status of Loans, Etc.

- Loan disbursements for the first half of FY3/24 progressed 110% YoY to 102.5 billion yen. Excluding collaboration loans, etc. (previously referred to as monetary claims bought/claims purchased), the progress was 176% YoY.
- While collaboration loans fell short of the projection as a result of careful selection of projects in line with the policy at the beginning of the fiscal year, the solutions business, investment property loans, and structured finance posted results significantly above the projection due to the absence of a shadow in the market environment and steady inquiries from customers.
- The full-year plan for the disbursement amount for the FY3/24 remains unchanged from the initial plan for the solutions business, investment real estate loans, and structured finance, taking into account the uncertain environment of the financial market. The initial plan for collaboration loans, etc. was 50 billion yen, but was lowered to 35 billion yen due to the unachieved amount in the first half of the fiscal year. As a result, the full-year plan for loans, etc. will be changed from 210 billion yen to 195 billion yen, but the impact on full-year results will be limited due to steady growth in the disbursement amount in the 1st half of the fiscal year.

(Billions of yen)					
	1H results For FY3/23 (A)	1H results For FY3/24 (B)	Growth rate (B)/(A)	Full-year plan (C)	Progress rate (B)/(C)
Solution business	14.3	22.0	153%	45.0	48%
Investment real estate loans	17.6	35.3	200%	60.0	58%
Structured finance	20.4	35.1	172%	55.0	63%
Collaboration loans, etc.	39.9	10.0	25%	35.0	28%
Total	92.4	102.5	110%	195.0	52%

- * New loans of the areas to be promoted under the “Re:Start 2025” Mid-term Business Plan and thereafter
- * Solution business :Housing loans, unsecured loans, etc.
- * Investment real estate loans include investment real estate loans to asset management companies.
- * Structured finance includes specified bonds, etc., and collaboration loans, etc., include monetary claims bought, etc.
- * Full-year plan: Based on November 6 forecast



Earnings forecast for FY3/24

- Core gross operating profit increased by 2.0 billion yen to 56.0 billion yen, taking into account the increase in net interest income in the 1st half of the fiscal year.
- Actual credit costs are expected to decrease by 2.5 billion yen to 4.0 billion yen, as we expect that the trends in borrowers, etc. incorporated in the initial plan will become more evident from the third quarter onward.
- Net gains/losses on securities decreased by 2.5 billion yen to -2.5 billion yen, incorporating the reduced valuation losses in an attempt to improve the quality of the securities portfolio.
- Net income (non-consolidated) increased by 1.5 billion yen to 10.0 billion yen due to the above factors.

(*) "Notice Concerning Revision of Earnings Forecast" disclosed on November 6, 2023.

<Non-consolidated (interim period)>

	Announcement on August 10 (A)	Announcement on November 6 (B)	Change (B)-(A)
Core net operating profit (excluding gains [losses] on cancellation of investment trusts)	54.0	56.0	+2.0
Expenses	36.0	36.0	±0
Actual credit costs	6.5	4.0	(2.5)
Gains (losses) on securities	—	(2.5)	(2.5)
Ordinary profit	11.5	14.0	+2.5
Net income	8.5	10.0	+1.5

(Billions of yen)

<Actual credit cost assumptions (Non-consolidated)>

	Announcement on August 10	Announcement on November 6
Actual credit costs	6.5	4.0
Normal amount	(2.0)	(3.0)
Preventive allowances	8.5	7.0
Allowance for investment real estate loan customers who have newly suspended repayments triggered by organizational negotiations	1.0	0.5
Allowance for claims with relaxed lending terms and conditions that are unlikely to be recovered in the future	7.5	6.5

(Billions of yen)

<Consolidated (interim period)>

	Announcement on August 10 (A)	Announcement on November 6 (B)	Change (B)-(A)
Consolidated ordinary income	77.5	81.0	+3.5
Consolidated ordinary profit	12.0	14.5	+2.5
Profit attributable to owners of parent	8.5	10.0	+1.5

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III TOPICS

(i) ESG／SDGs initiatives

(ii) Business alliance



- Core gross operating profit from the new portfolio is expected to increase by 2.7 billion yen YoY to 10.4 billion yen (+0.6 billion yen compared to the figures announced on May 26)
- Core gross operating profit from the new portfolio for the 1st half is expected to be steady progress, at 4.9 billion yen.

New Business Gross Profit (Core Gross Operating Profit, New Portfolio)

(Billions of yen)

	FY3/23 Results (A)	FY3/24 Outlook ^{*3}		Change (B)-(A)
		1 st half results	(B)	
Retail/Solution Businesses	2.3	1.8	4.1	+1.8
Solution Business ^{*1}	0.8	0.6	1.5	+0.7
Investment real estate loans	1.5	1.1	2.6	+1.1
Market Finance	5.4	3.1	6.3	+0.9
Structured finance	2.3	1.8	3.7	+1.4
Market operations, etc. ^{*2}	3.0	1.3	2.6	(0.4)
New Business Gross Profit [New Portfolio] Total	7.7	4.9	10.4	+2.7
Reference : Old Portfolio Gross Profit	52.4	24.7	45.6	(6.8)

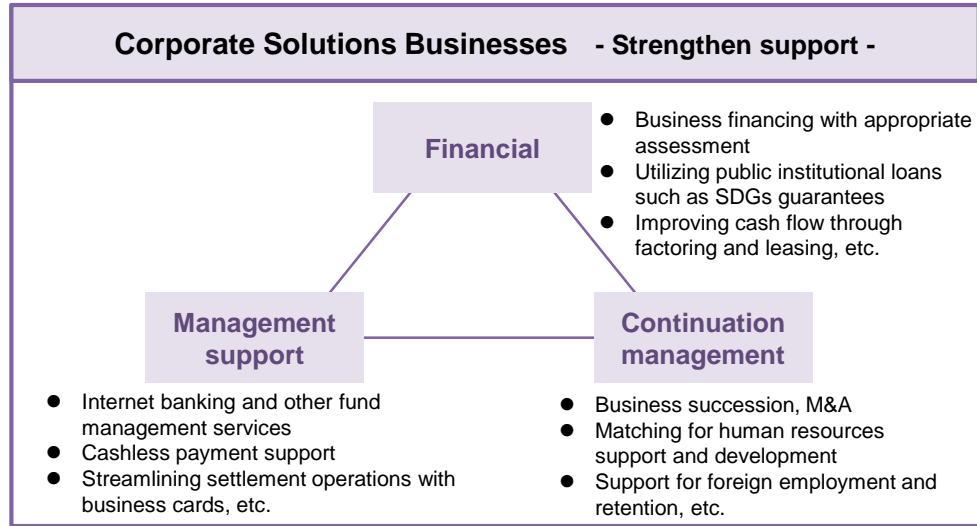
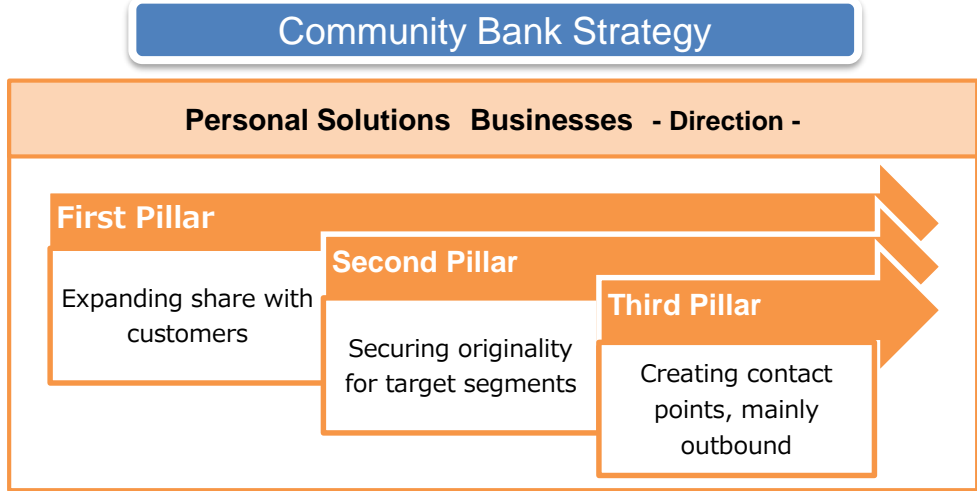
*1 Solution Business includes asset consulting, housing loans, unsecured loans, etc.

*2 Market operations, etc. includes claim purchases

*3 Partially revised from the figures announced in the IR presentation material on May 26, in accordance with the revision of the earnings forecast on November 6.

- New Portfolio: Revenue from goods and services issued on or after April 2020
- Old Portfolio: Revenue from goods and services contracted on or before March 2020

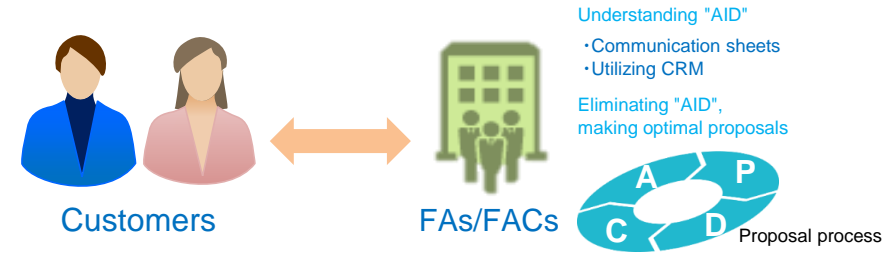
- In order to build long-term relationships with customers and become a lifelong partner who stands by their side, we are promoting a 100-person program in the individual solutions business from the current fiscal year to establish account-based sales. The corporate solutions business will continue to focus on helping local companies solve their business issues and building a foundation for the future by leveraging collaboration with others such as the group, partner companies, and experts.
- We will serve as a profit center through sales activities tailored to the characteristics of each area in Shizuoka and Kanagawa.



Community bank initiatives

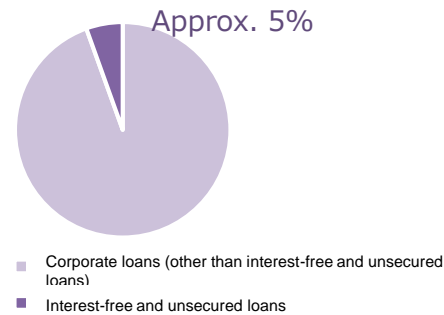
■ The 100 Person Program

As the second phase of the Mid-Term Business Plan begins, FAs and FACs in each area will be assigned to 100 customers under the 100 Person Program to enhance their understanding of what each customer is unhappy with and make optimal proposals to resolve them.

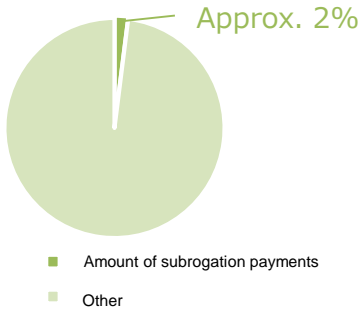


■ Interest-free and unsecured loans by community banks (as of September 30, 2023)

Percentage of interest-free and unsecured loans (balance basis)



Percentage of interest-free and unsecured loans in subrogation (cumulative amount basis)



*Delinquency rate for interest-free and unsecured loans: 0% (delinquent for 3 months or more)



- We are expanding the customer base nationwide through the development of smart accounts and Internet branches, a collaborative platform with alliance companies. Currently, we are promoting a wide range of transactions through returning value to customers and cross-selling proposals for bank transfer/balance charging/other transactions.
- In the area of FI (Financial Inclusion), we will continue to strengthen our product design and promotion strategy optimized for each target segment by developing loans for various uses (auto, education, dental) and providing lifestyle accounts and auto loans to foreign customers.
- We support our customers' enriched lifestyles with a wide range of purpose-specific loans for various uses of funds.

Direct Bank Strategy

Targeting

Timely proposals tailored to lifestyle and consumer behavior

Non-Japanese residents

Elderly

Younger generations seeking value for money

Well-being-conscious customers

etc.

Unique Suruga Value Provided

Product lineup

- Smart accounts
- musu-bi
- Accounts exclusively for non-Japanese customers without permanent residency
- Auto loans for non-Japanese customers, etc.

Loans by purpose

- Auto loans, educational loans, bridal loans
- Dental loans, animal healthcare loans
- Road bike purchase loans, golfer's loans
- Musical instrument/audio equipment purchase loans, etc.



Business Areas

Enhancing customer contact points through the use of digital technology, including collaboration with companies in other industries



(Main branches)

ANA Branch
Recruit Branch
T Point Branch
D Bank Branch
Dream Direct Branch

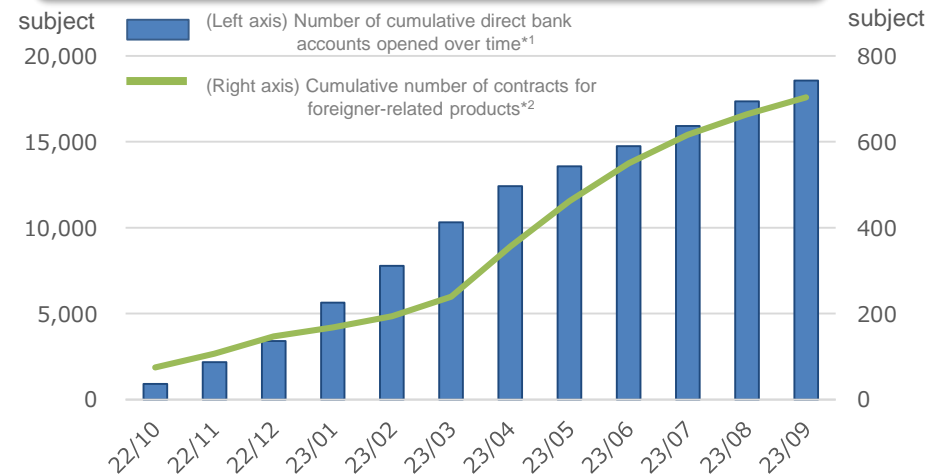
Foreign Customer-related Tie-ups

We launched collaboration with One Terrace in 2022 to start high-level foreign personnel placement business mainly for our corporate clients in Shizuoka and Kanagawa Prefectures.



- Proposed corporate clients: 9 companies (including 6 corporate clients with confirmed offers))
- Matching of 14 high-level professionals, mainly from Vietnam and Myanmar, was successfully completed.

Trends in the number of direct bank contracts signed



*1 Cumulative number of main Internet branch accounts within direct banks opened since October 2022

*2 Cumulative number of savings accounts and auto loans established and signed since October 2022

Anti-money laundering and crime prevention measures

Digital

The online identity verification "proost" from ACSiON Corporation has been in place since 2021 to detect unauthorized account opening by spoofing, and to provide highly accurate identity verification through online completion.

Customer Management

By enabling the provision of account opening online to foreign nationals, the management of information such as status of residence and expiration date has become more accurate and efficient.
We are also able to confirm each customer's status of residence after renewal of the expiration date.



- The approach to customers based on area characteristics set forth in the Mid-Term Business Plan is gradually gaining ground. In particular, consultations other than primary acquisition, such as use by high-income earners and business owners to change residences or purchase a base for two locations, are increasing, and we will pursue consulting services suited to each individual customer and provide products tailored to the characteristics of the area.
- Due in part to growing needs for non-face-to-face interaction, the number of web-based housing loan applications increased by approximately 30% year-on-year.

Housing Loan Strategy

Targeting

Targeting according to area characteristics

High-income earners

Change of residence

Business owners

Lives in two locations

Non-Japanese residents

etc.

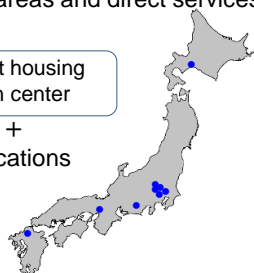
Business Areas

Nationwide business through a network of locations across five major metropolitan areas and direct services

Direct housing loan center

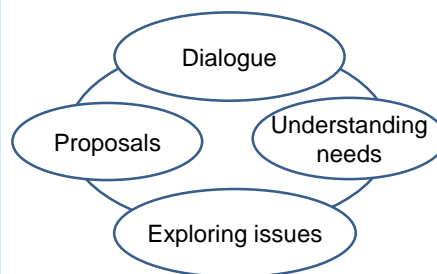
+

9 locations



One to One Support

Consulting tailored to each customer



Credit expertise

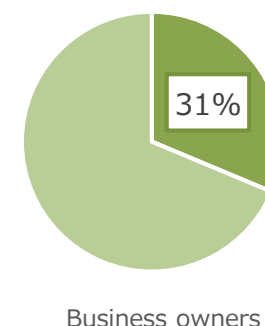
Credit decisions based on long-cultivated data and expertise

Product lineup

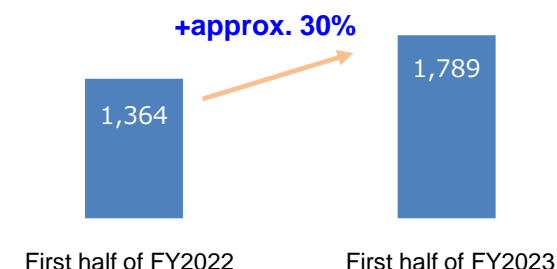
Full lineup of interest rates ranging from 0.5% to 3%.

High-income earners/Business owners

Share by number of loans



Number of Web Applications





- Both organic and inorganic areas are performing well, with 35.3 billion yen in new loans in the first half of the year (58% of annual plan progress).
- We will seek to expand transactions by building a track record through tailor-made responses by a dedicated team of knowledgeable and experienced professionals. At the same time, we aim to increase our presence in the market by developing and revising products as needed to meet customer needs.

Investment Real Estate Loan Strategy

Organic areas

- Polished, professional sales structure with a dedicated team
- Flexible product development capabilities tailored to diverse needs and property locations
- Tailor-made support cultivated in the housing loan business

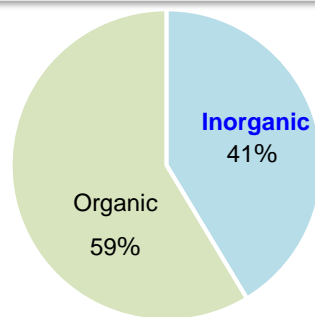
Inorganic areas

- Alliances through deepening transactions with partner companies
- Expanding transaction volume through stronger relationships with partner companies
- Expanding scope by developing new partner companies

Unique value proposition

- Providing optimal services based on a customer-oriented approach
- Proprietary screening system combining factors such as asset background, property value, etc.
- Upgrading talent capabilities to improve solution skills

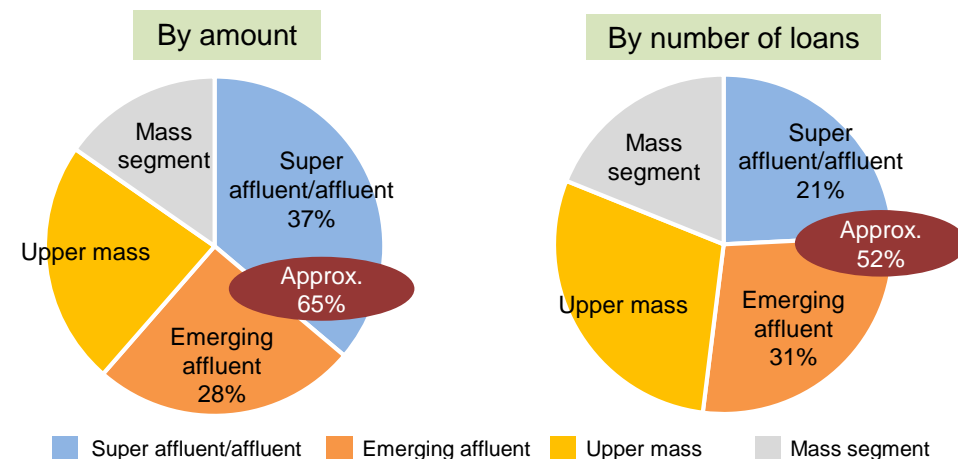
Loan Results by Promotion Structure



First half of FY2023

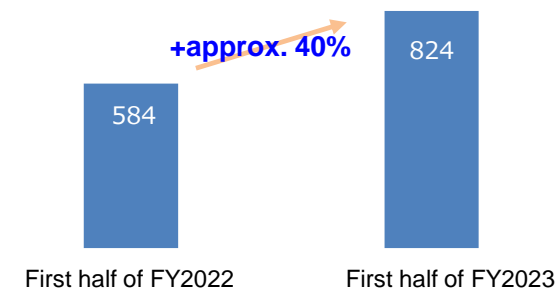
Share of Loans by Customer Segment (By Amount Disbursed)

*Segment selection period: April 1, 2023 to September 30, 2023



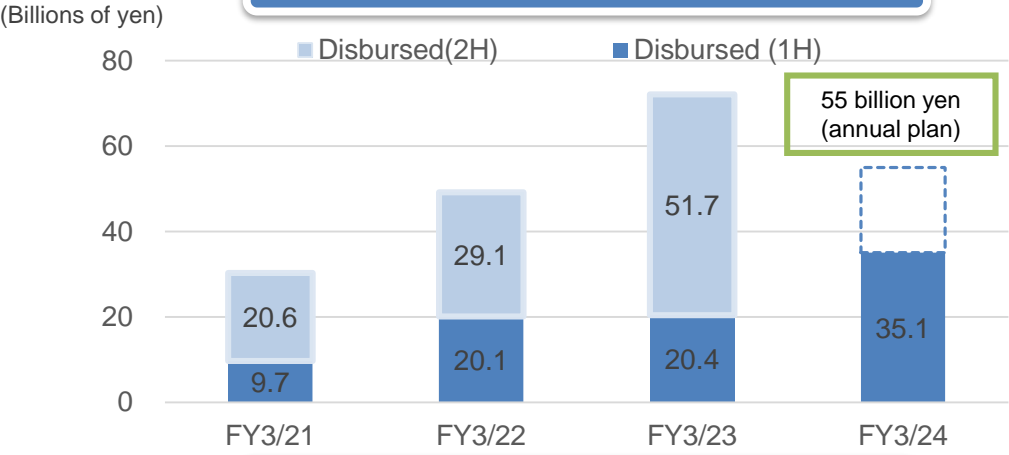
Reference: Segments are based on NRI research and classified by financial assets held at the time of the research

Number of Web Applications

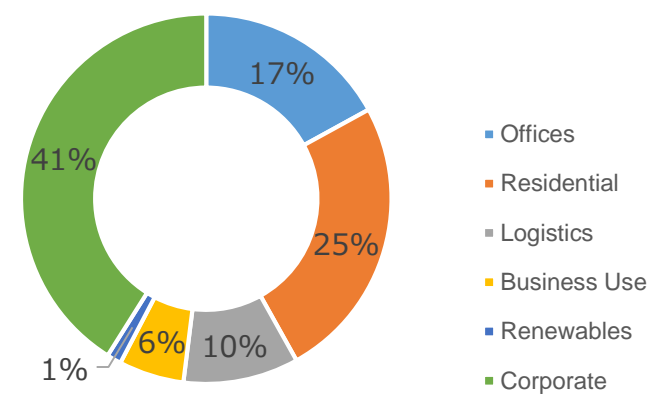


- Although the number of competing players has been on the rise recently, sales activities have remained strong as a result of efforts to train employees to strengthen their ability to identify and handle situations. Although the current execution rate is slightly decreasing as a result of more selective deal selection, we are maintaining a middle-risk/medium-return portfolio, which is our goal.
- New loans amounted to 35.1 billion yen in the first half of the current fiscal year. Loan balance at the end of September 2023 is 145.8 billion yen, with a yield of 2.31%.

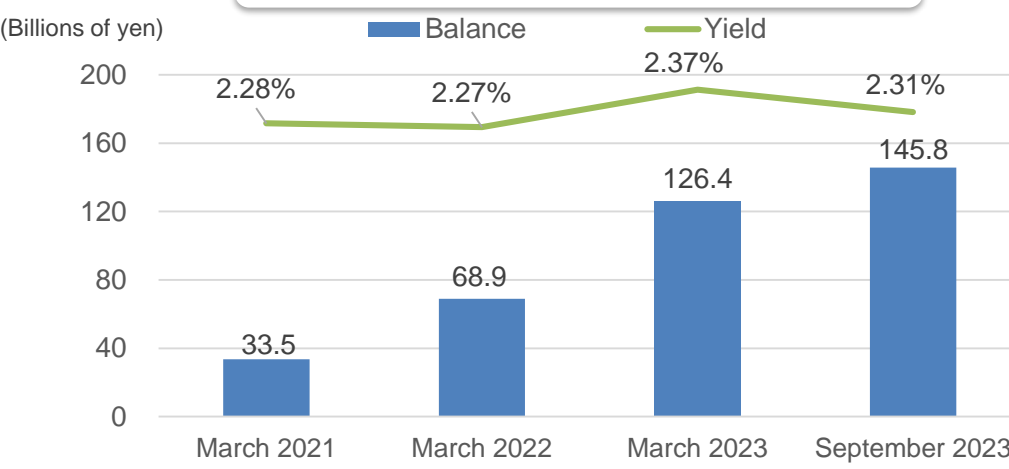
Trends in financing amount / Forecast



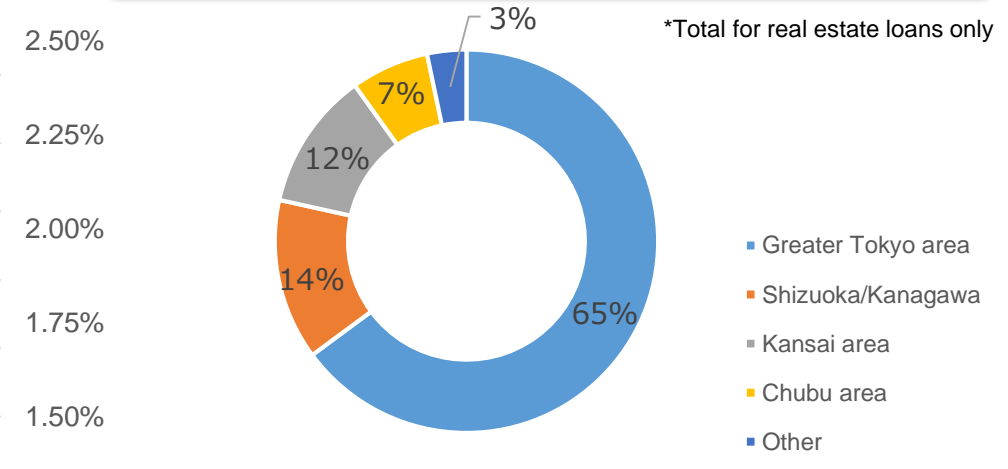
Balance composition ratio by category (as of September 30, 2023)



Balance of loans receivable/Yield

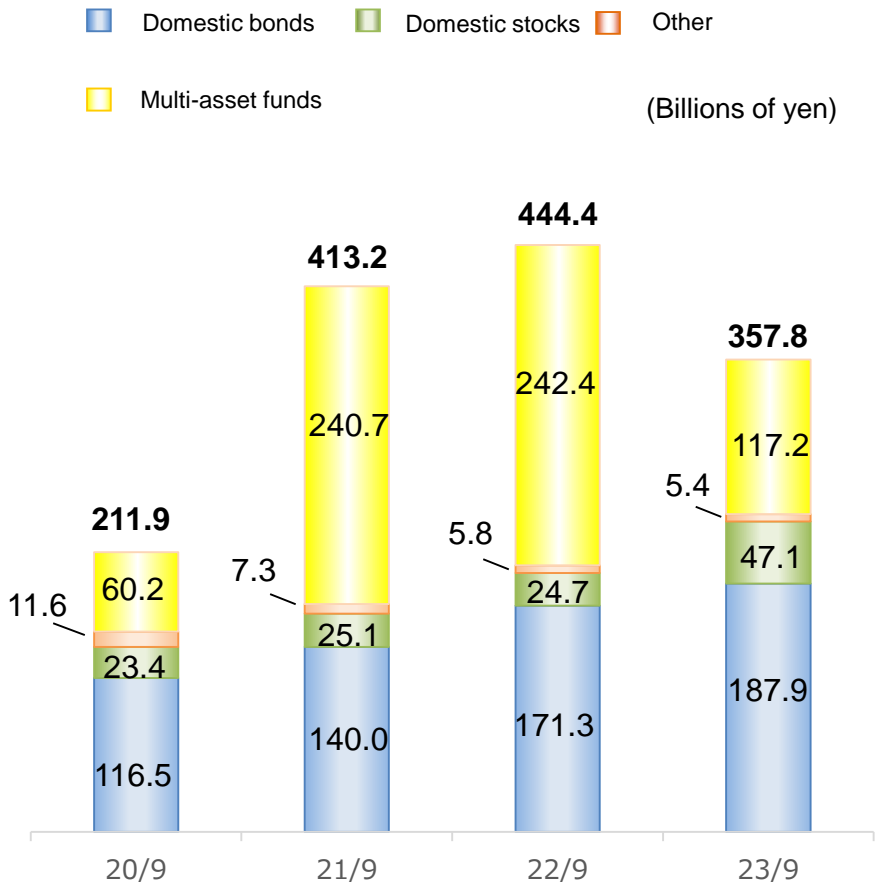


Composition by Property Region (as of September 30, 2023)



- Amid uncertain market conditions in Japan and globally, we took a cautious investment stance during the first half of the period, in line with our policy at the beginning of the period. The capital and business alliance with Saison increased our stock investment balance, and stock valuation gains increased, maintaining positive overall valuation gains as of the end of September 2023.
- We will continue to gradually transition to a stable profit structure, taking into account the market environment. In addition, our policy is to reduce valuation losses by replacing issues in the yen bond portfolio, etc. at appropriate times with the aim of improving the quality of the portfolio.

Securities portfolio



Unrealized gains (losses) on securities

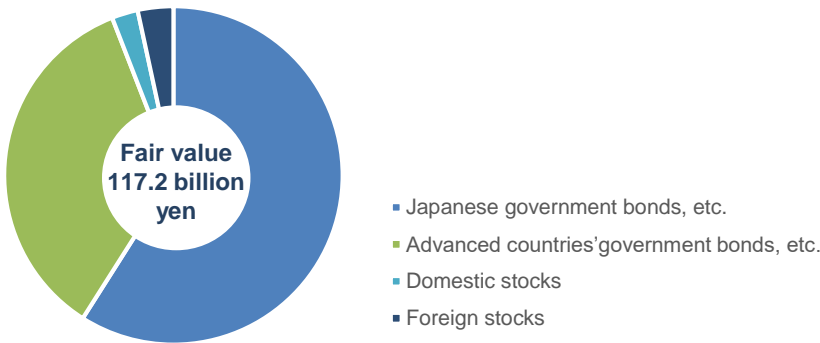
•Valuation difference on available-for-sale securities

(Billions of yen)

	Mar.31 2023		Sep.30 2023	
	Fair value	Net unrealized gains (losses)	Fair value	Net unrealized gains (losses)
Other securities	292.0	(1.2)	347.2	0.7
Shares	15.5	7.7	39.0	15.6
Bonds	154.7	(0.3)	187.9	(3.1)
Multi-asset fund	120.3	(8.6)	117.2	(11.7)
Other	1.3	(0)	2.9	(0)

*As of September 30, 2023: Overall portfolio 100BPV: -16.3 billion yen

•Multi-asset fund investment asset classes [As of Sep. 30, 2023]

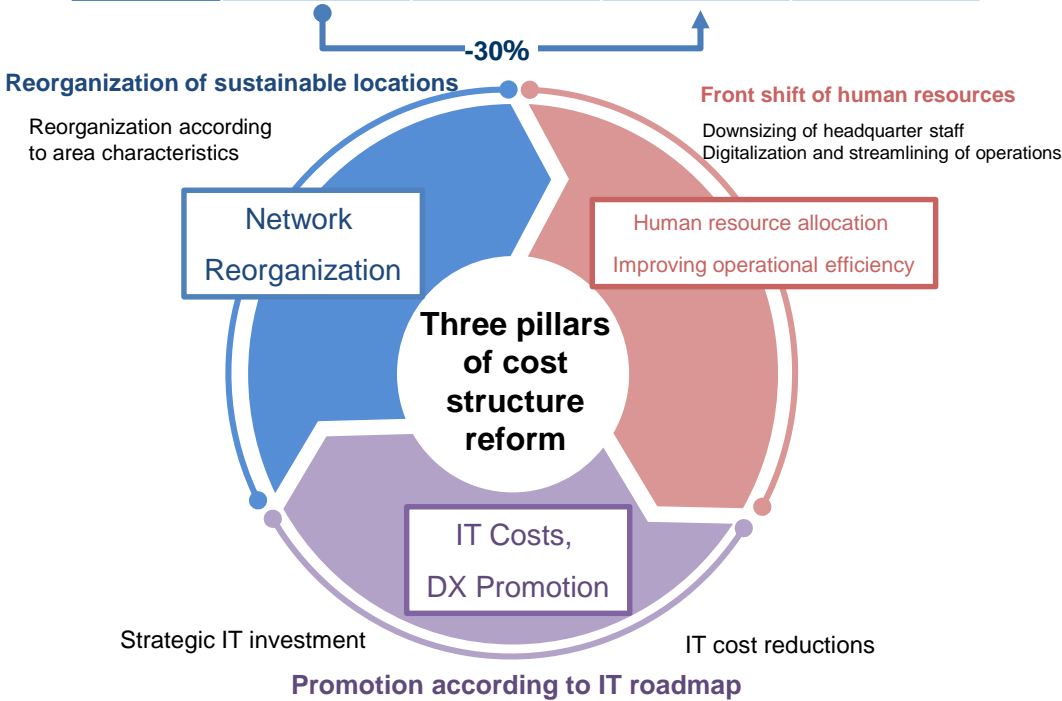


- Cost structure reforms, which have been underway since the Mid-Term Business Plan Re:Start 2025, progressed as planned, and despite the recording of expenses related to the capital and business alliance with Credit Saison (240 million yen), the amount for the 1st half was 18.2 billion yen, down 500 million yen YoY.
- The full-year forecast remains unchanged from the beginning of the fiscal year, based on the assumption of additional human capital investment in the 2nd half.
- In network reorganization, we plan to continue the consolidation and relocation of five locations from Q3 onward.

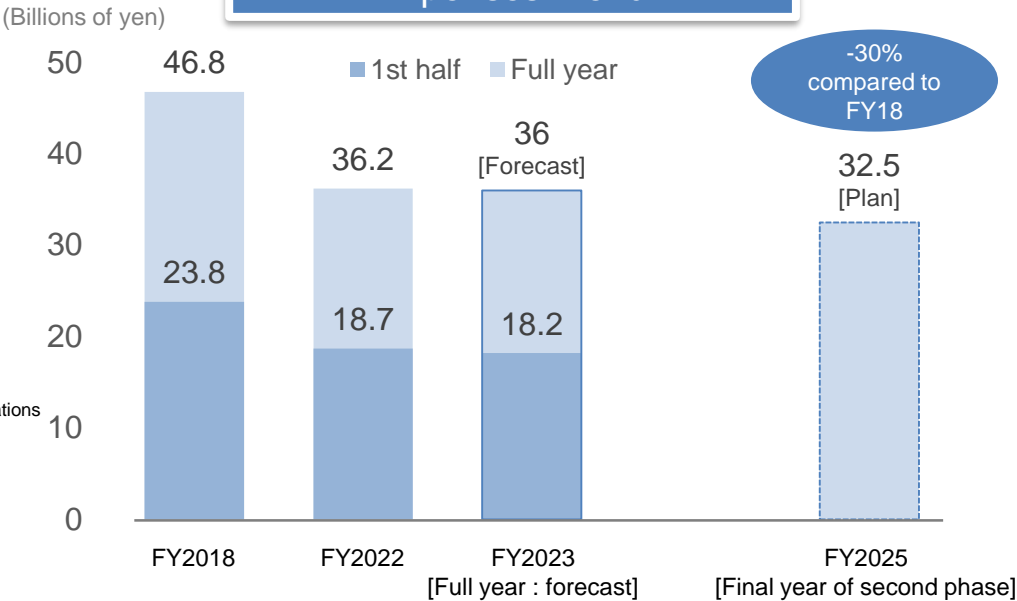
Cost Structure Reform

Completed cost structure reforms, cutting by 30% vs. FY2018 to build a sustainable revenue structure

	FY2018 Results	FY2022 Results	FY2025 Plan	Phase 2 Reduction
Expenses	46.8 billion yen	36.2 billion yen	32.5 billion yen	-3.7 billion yen



Expenses Trend



Number of staffed locations

End of Mar.2023	No. of locations to be consolidated or relocated*.		March 31, 2024 (forecast)
	1st half	2nd half	
101 locations	4 locations	5 locations	92 locations

*Relocation: Refers to relocation to a branch-in-branch and is counted as one location.



- The substantial level of protection against the claims to parties other than the organizationally negotiated counterparties, etc. among the Financial Reconstruction Law claims, which has been emphasized since the second phase of the Mid-Term Business Plan as part of efforts to improve credit quality, was maintained at about 70%.
- The balance of single building income loans was 897.1 billion yen, of which 871.3 billion yen was free of delinquencies ((b)/(a)≒97% in the table below).
- In FY2023, we will continue to conduct periodic investigations and provide unique support for property management, including reporting to customers on the management status of properties identified in the investigations, as well as referring specialists, with the aim of maintaining and increasing the rank for classifications of obligors.

Disclosed Claims Under the Financial Reconstruction Law and Coverage Status (as of March 31, 2023)

(Billions of yen)

	Disclosed claims under the Financial Reconstruction Act (A)	Coverage ratio		
		Appraised collateral value*1 (B)	Allowances/guarantees (C)	Coverage ratio (B+C)/A
Organizational negotiation partners	88.2	34.0	53.6	99.3%
Non-organizational negotiation partners*2	93.5	37.2	28.2	69.9%

*1 Normally, 90% of the total valuation method amount is used for collateral valuation of loans and other credit-related claims, but figures here use 100% of the total valuation method amount.

Note that in the past, the ratio of the amount of claims transferred to the collateral valuation for income-producing properties for investment real estate loan financing has exceeded 200%.

*2 Non-organizational negotiation partners" shows the total for single building income loans

Balance and delinquency status by borrower category (excluding systematically negotiated loans, etc.)

(as of September 30, 2023)

(Billions of yen)

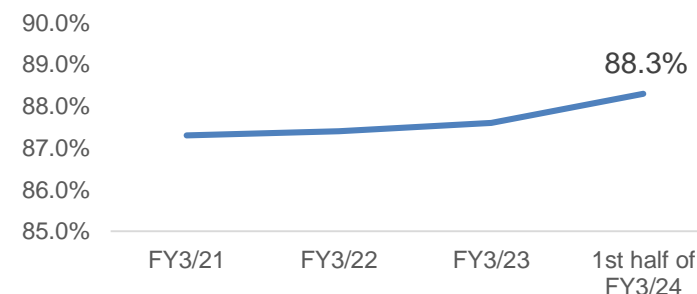
Borrower classification	Credit claims such as loans *4	Balance of single building apartment loans*5	
			Not delinquent
Normal clients	1,258.6	322.8	322.8
Clients requiring special attention*3	555.6	472.2	470.5
Clients requiring corrective action	60.2	51.0	49.1
Clients at high risk of bankruptcy	40.4	26.6	24.4
Virtual bankruptcy clients/bankruptcy	30.6	24.4	4.3
Total	1,945.6	(a) 897.1	(b) 871.3

*3 Loans are classified as requiring special attention if tax return documents are not received or the loan property has negative cash flow even if not delinquent

*4 Credit claims such as loans: Loans and bills discounted, customers' liabilities for acceptances and guarantees, foreign exchanges, securities lent, suspense payments equivalent to loans and bills discounted, accrued interest on loans and bills discounted

*5 Includes corporate investment real estate loans

Occupancy rate of single building apartments (periodic survey)



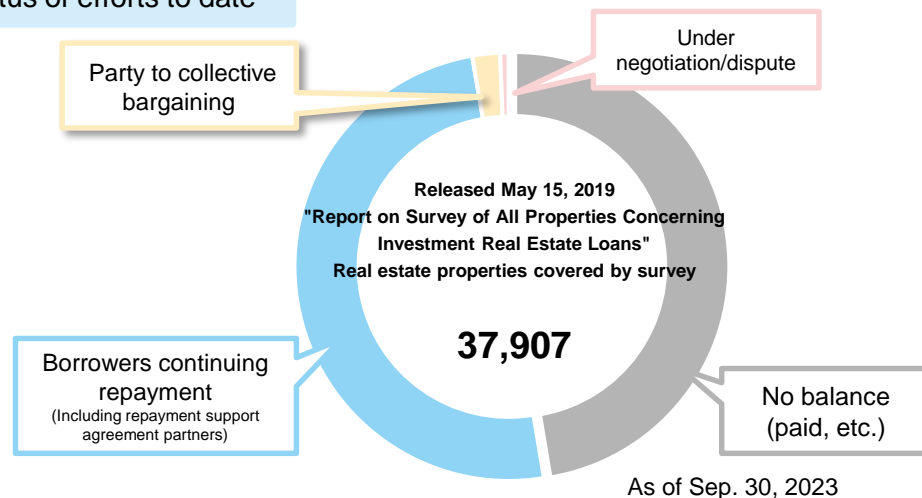
Survey content:

Covers customer properties with a single building income loan balance of 50 million yen or more

(Approx. 8,200 properties, 90% of total outstanding balance)



Status of efforts to date



After approximately four years of repayment support and consultation efforts, more than 40% of the 37,907 properties surveyed have a loan balance of zero, and more than 50% are maintaining loan repayment.

Meanwhile, we are in organizational negotiations with 864 properties* (2.3% of 37,907 properties), and we will continue to work toward a proper resolution of these issues.

*64 properties have been removed from the organizational negotiations from the end of September 2022 to the end of September this year due to voluntary sales and other factors.

Basic approach to future action

1

From the viewpoint of striking **early settlements**, we are **actively cooperating in clarifying loan circumstances** in **certain types of cases** where the bank is likely to be found liable in tort in a lawsuit.

2

In addition, there have been several cases in which the sale of investment real estate has led to full repayment, and we are also moving forward with **proposals to consider voluntary sales of real estate**.

3

With regard to investment real estate loan cases, each case **has its own very individual qualities**, and we believe it is necessary to **consider the unique circumstances of each case individually** when determining whether and to what degree there is an obligation to compensate for damages.

*For details of our response, please refer to the "Status of Our Response to Loans for Investment Real Estate Other Than Shared Housing" released on November 22, 2023.

- DX is promoted through digital shift of non-face-to-face and face-to-face channels to provide new customer experiences and business reforms.
- In strategic areas (customer digital contact points such as smartphone apps), we will provide flexible and speedy services through in-house development.
- In order to start using generated AI, we have established a specialized environment and guidelines for its use, and plan to start using it for all employees in FY2024.

Non-face-to-face and face-to-face digital channel enhancement

Strengthening smartphone apps

- Start of AI chatbots providing foreign language support service
- Significantly expanding the period during which transactions can be viewed via the application to promote the elimination of bankbooks

Expansion of online applications

- Shift to advanced identity verification through eKYC for opening accounts at Internet branches
- Improved card loan application procedures and improved UI

Promoting digitalization of branches

- Sequentially expanding services available on tablet devices (SMA-Navi) for customers
- Consolidating cashless branch operations into the branch support center (ESC)

Upgrading data analysis infrastructure

- Building a flexible and agile next-generation IT infrastructure that utilizes cloud technology
- Expansion of sales support and communication functions

Generative AI Initiatives

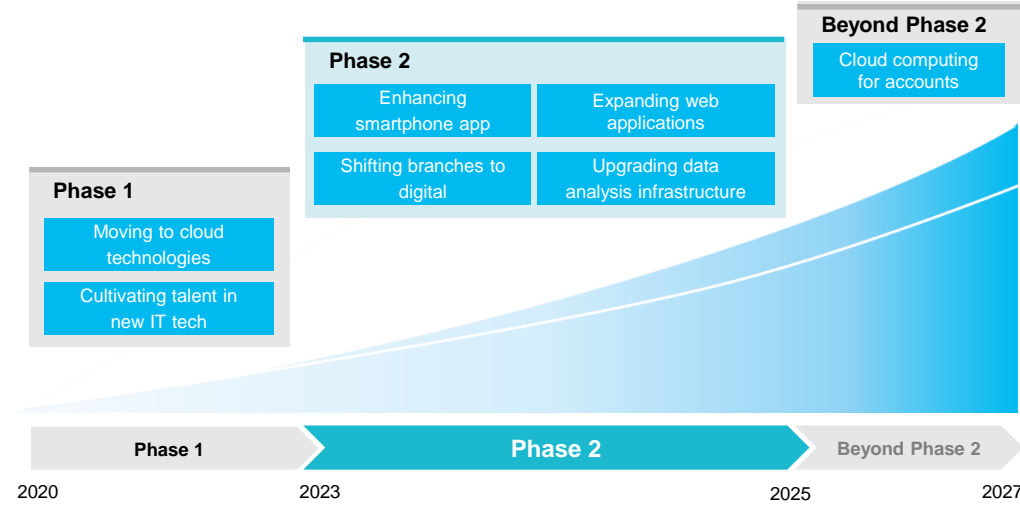
Overview

■ Effects

Generative AI can be used to improve operational efficiency and productivity and allocate resources to higher value-added tasks.

■ Plan

- Establish a dedicated environment for use in FY2023 and begin trials
- Expand use to all employees in FY2024
- Improve accuracy of responses to inquiries by having the generative AI learn internal information



Application examples

Planning and idea generation

- Creation of plans and ideas, and taking them to the next level
- Creation of FAQs, manuals, etc.

Writing and summarizing

- Writing, correction, proofreading
- Preparation of minutes from audio recordings of meetings, etc.

Sales and marketing

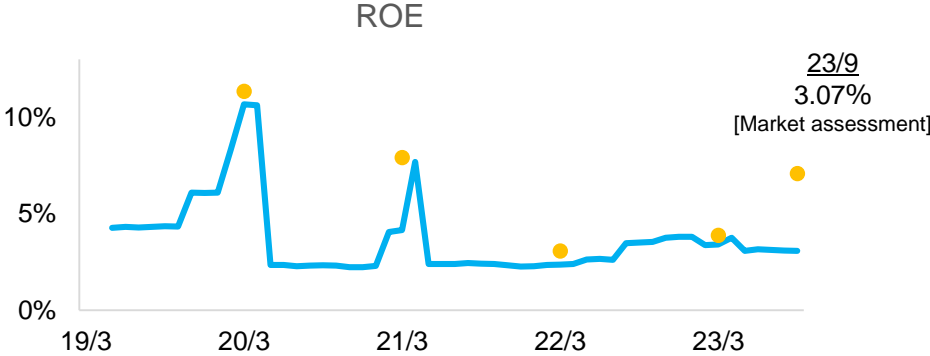
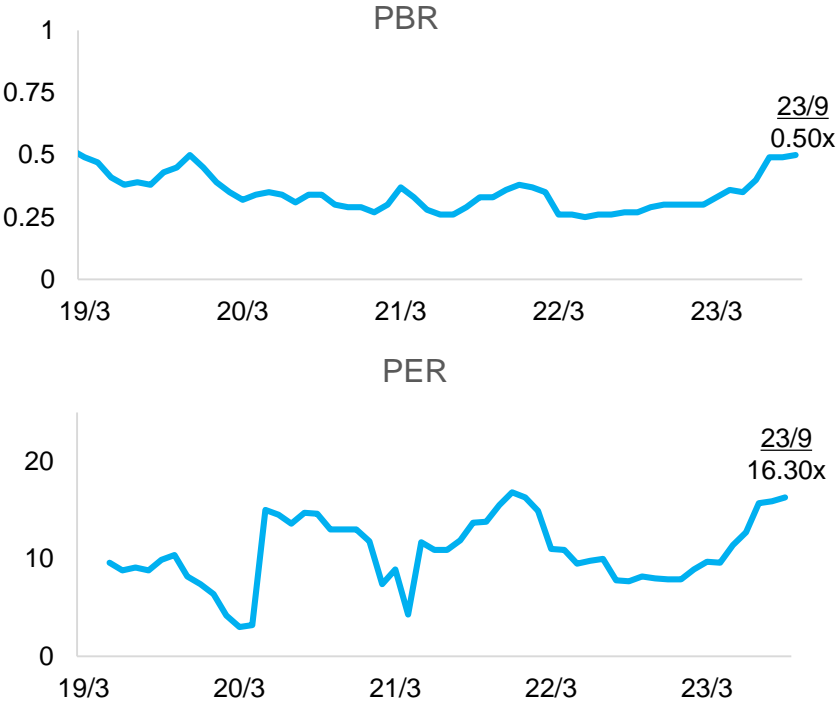
- Catch copy creation for products and services
- Sales and call center call analysis

Answering inquiries

- Automation of in-house chatbots
- Creation of response plans for call center inquiries, etc.

- To enhance corporate value (increase shareholder value), we will work to improve ROE in excess of cost of capital and aim to exceed a price book-value ratio of 1.0 in the medium to long term.
- In particular, to improve ROE, which is recognized as an issue, we aim to steadily implement the strategies set forth in the Mid-Term Business Plan Re:Start2025 Phase 2.

Current status analysis



◆ Comparison with listed regional banks Sep.30, 2023 Unit: Ratio/percentage

	PBR	PER	ROE
Suruga Bank	0.50	16.30	3.07
Average of listed regional banks	0.38	11.36	3.35

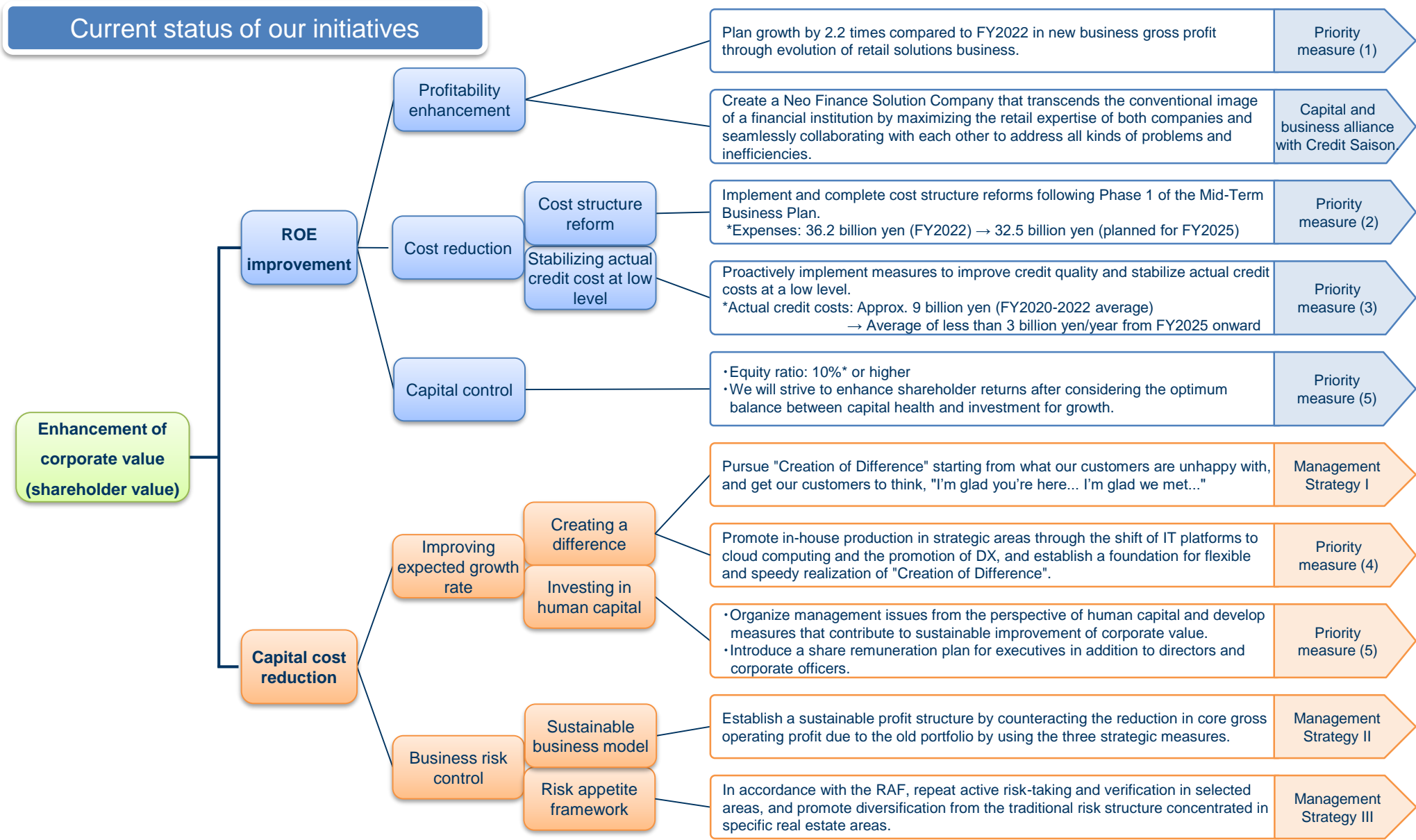
Source: QUICK, public Suruga Bank materials

Graph legend: — PBR and PER are on a consolidated basis.
ROE is calculated based on the above indicators (ROE=PBR÷PER)

● ROE (actual results, on a non-consolidated basis as announced by Suruga Bank), Actual results for FY 3/19 are off the graph at -30.6%.

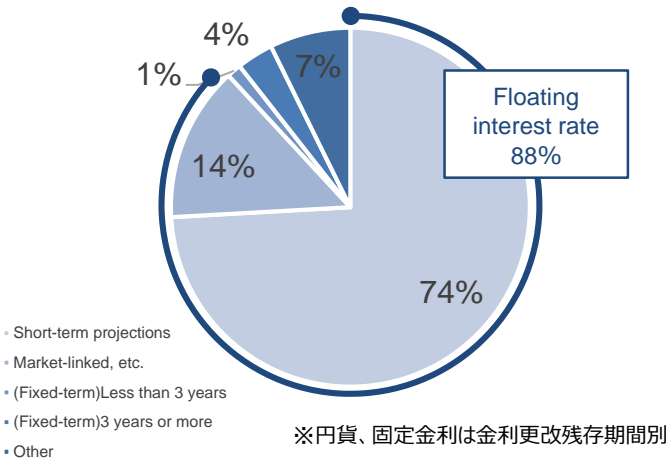
Awareness of Issues

- Improvement of ROE is essential to enhance corporate value (increase shareholder value and improve PBR)
- Promoting the Mid-Term Business Plan to improve ROE

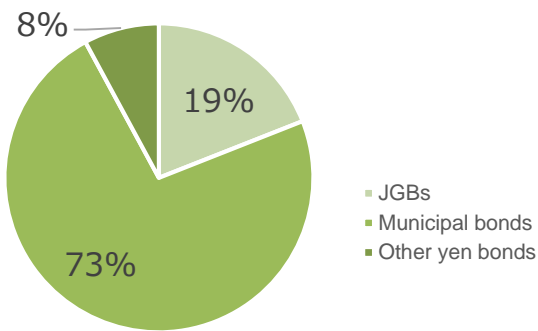


- Loans, which account for the majority of assets under management, have a floating interest rate of approximately 90%, and an increase in yen interest rates is expected to have a positive impact on our earnings.
- As for funding, we have secured highly sticky deposits, mainly in Shizuoka and Kanagawa Prefectures, which are our home prefectures.

Loans and bills discounted
[Composition by base interest rate]



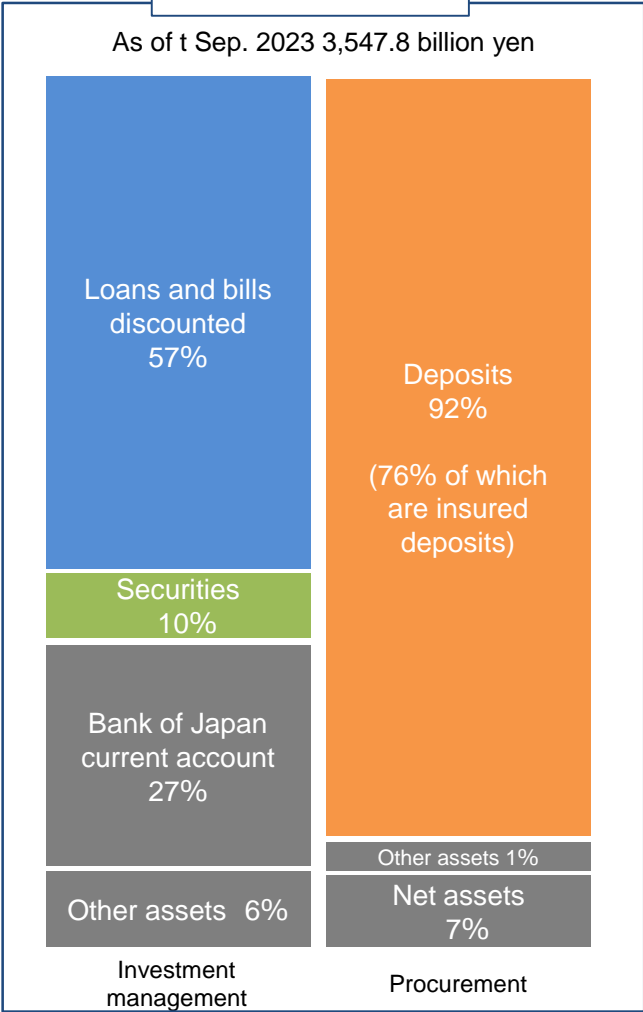
Securities (% of Yen Bonds)



As of September 30, 2023 (yen bonds)
Duration: 6.62 year 100BPV : -12.0 billion yen

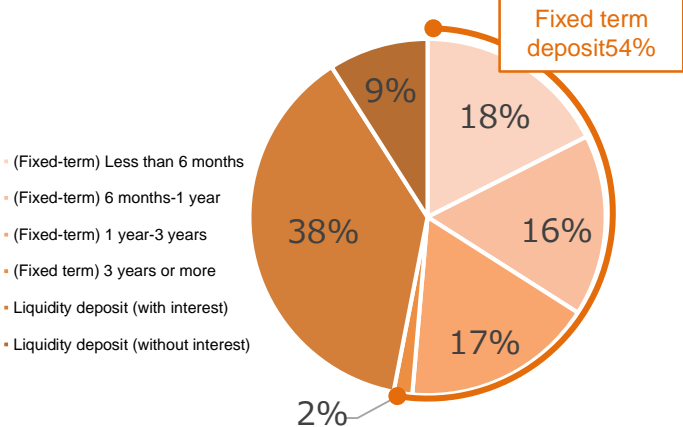
Balance sheet

As of t Sep. 2023 3,547.8 billion yen



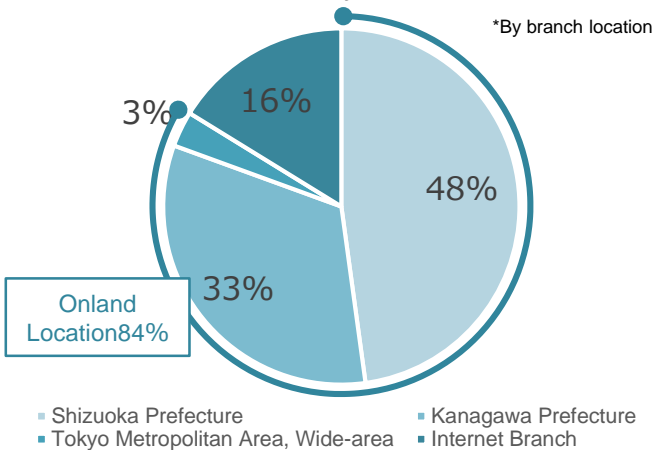
Deposits

Fixed term deposit ratio



*Yen and fixed term deposits are by interest rate renewal and remaining maturity.

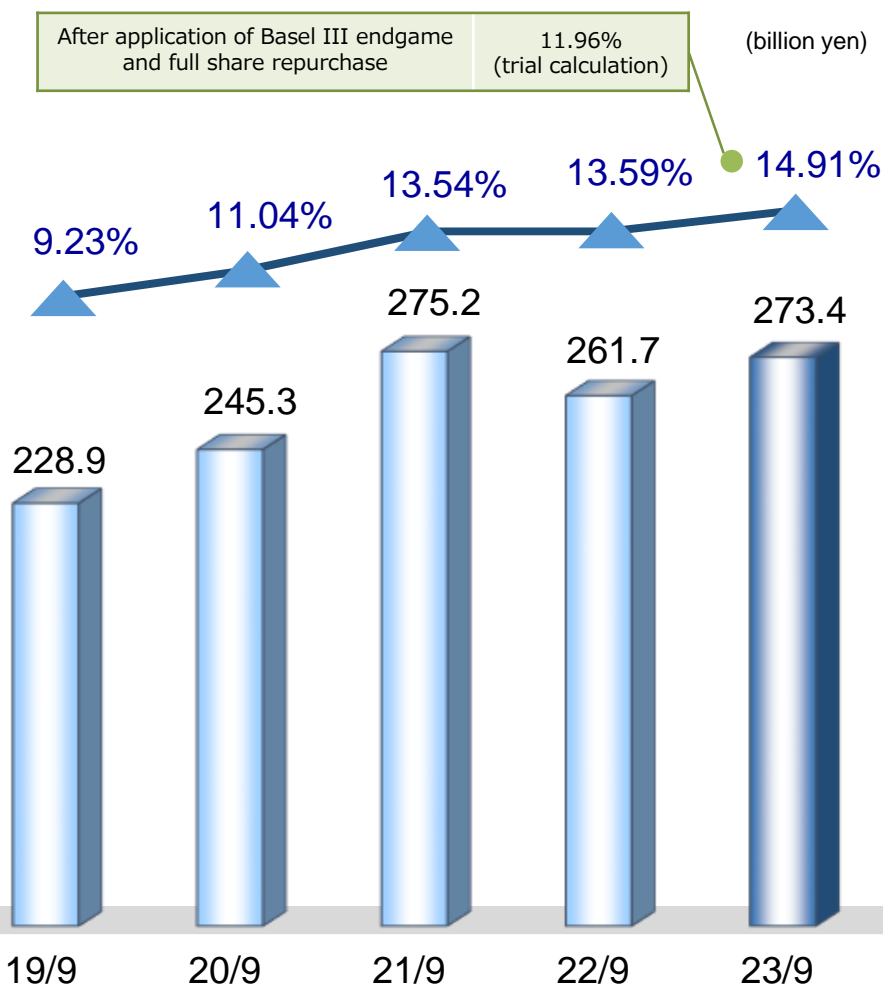
Balance by location





Shareholder Equity and Capital Adequacy Ratio <Non-consolidated>

■ Shareholder equity ▲ Capital adequacy ratio



Shareholder Returns Policy

Returns

We will return profits to stakeholders after taking into consideration our Group's corporate philosophy and long-term vision.

- **Basic Shareholder Returns Policy**

Our policy is to strive to enhance shareholder returns after considering the optimal balance between capital soundness and investment for growth

- **Dividends**

Our basic policy is to maintain stable dividends, targeting a dividend payout ratio of around 30%

- **Acquisition of treasury stock**

We will flexibly implement shareholder return measures that contribute to the improvement of capital efficiency, taking into account business performance, capital conditions, growth investment opportunities, and market conditions including the stock price.

- **Promotion of ESG/SDGs**

We will promote them on a Group-wide basis, focusing on the four themes set forth as materialities (see 36).

◆ Acquisition of treasury stock *Disclosed May 18, 2023

Type of shares acquired	Common stock
Total number of shares acquired	35,000 thousand shares (maximum)
Total acquisition cost	22 billion yen (maximum)
Acquisition period	July 4, 2023 to March 31, 2024

After the acquisition of treasury stock is completed, the Company expects to utilize the shares for stock-based compensation plans, etc.

Treasury stock in excess of the number of shares will be retired, in principle.

(Share buyback status as of October 31, 2023)

Number of shares acquired : 11,719 thousand shares (Progress rate 33.5%)

Acquisition cost : 7.2 billion yen (Progress rate 33.1%)

I Summary of Financial Results for the 1st Half of FY3/24

II Business Performance Plan and Strategy for FY3/24

Priority Measure 1: Reorganizing from a Sales Headquarters System to Four Autonomous Profit Centers

Priority Measure 2: Completing Cost Structure Reform

Priority Measure 3: Minimizing and Stabilizing Actual Credit Costs Through Higher Credit Quality

Priority Measure 4: Pursuing Cloud Computing and DX in IT Platforms

Priority Measure 5: Vector Alignment with Stakeholders

III TOPICS

(i) ESG／SDGs initiatives

(ii) Business alliance

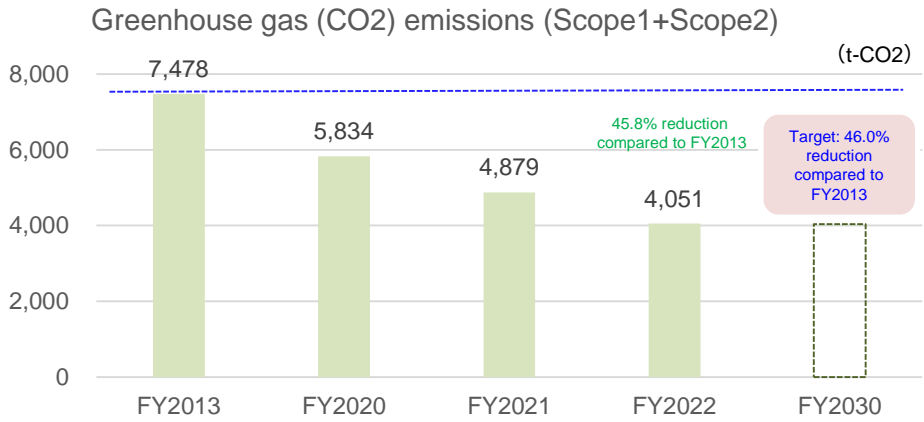
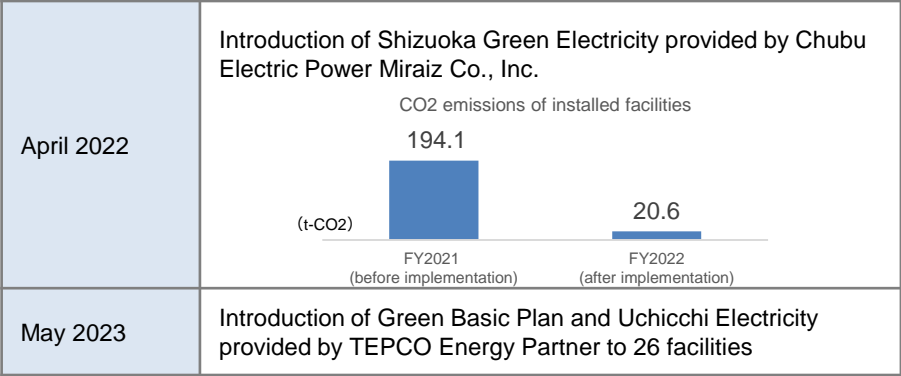


Contributions to Environmental Preservation - Suruga Bank Group's Materiality -

Shizuoka Prefecture, where our group is based, has abundant forests, marine resources, and tourism resources such as Mt. Fuji and the Suruga Bay. However, we face many environmental challenges, including the decline of forests' public interest functions, the decrease of fishery resources, the waste problem, and the marine plastic problem. We will actively promote initiatives that contribute to solving these issues for the sustainable development of the region and our group companies.

Reduction of own CO2 emissions

■ Introduction of CO2-free electricity



Local Environmental Preservation

■ Support for the Shizuoka Prefecture SDGs Business Awards

The award was established in 2021 to recognize environmental businesses that are creating the future. The award is open to corporations that are involved in environmental business or would like to become involved in environmental business, and is looking for a wide range of business ideas that will contribute to solving environmental issues in Shizuoka Prefecture.



In cooperation with Shizuoka Prefecture, the organizer of the event, Suruga Bank will support the spread and expansion of environmental businesses undertaken by the adopted organizations.

■ Participation in Mt. Fuji Cleanup Project

"As a member of the Mt. Fuji Beautification Foundation, employees in the Gotemba area participated in the Mt. Fuji Cleanup Project conducting cleanup activities focusing on the trailhead of Mt. Fuji.



Creation of an Environment in Which Employees Can Thrive and Grow - Suruga Bank Group's Materiality -

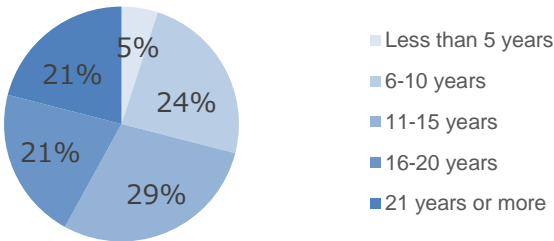
The goal of our corporate philosophy is to be a company that our employees think, "I'm glad you're here... I'm glad we met..." as well. In order for the Suruga Bank Group to meet the expectations of external stakeholders and fulfill its responsibilities, we believe that it is important to create an environment in which employees can work with motivation as well as a sense of fulfillment and growth as they go about their daily tasks, for the benefit of all stakeholders.

Promoting diversity

■ Future Management School Lite

As part of our efforts to promote diversity and women's activities, we launched the two-year training program, MIRAI-Management School Lite in October 2023 with the aim of fostering career awareness among a wide range of female employees and broadening the base of female professionals who aspire to become executives. Through this training course, we will help participants build an internal network and support their career development by strengthening mutual understanding.

[Years of employment of participating employees]



[Training details (tentative)]

Training topics (tentative)
Lecture by currently active female executives
Study session on social conditions surrounding banks
Lectures from senior management
Sessions with executives
Lectures from female managers at other companies

*Period: October 2023 - September 2025
(Scheduled to be held once every 2-3 months)

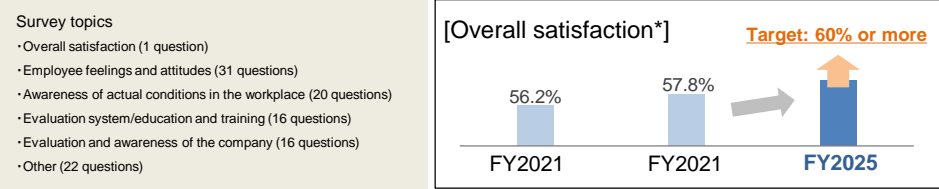


Kickoff Meeting
Friday, October 27, 2023

Creating a fulfilling workplace

■ Employee Motivation Questionnaire

In order to examine and implement measures to improve employee motivation, a survey of all employees is conducted each fiscal year (In FY2022, the following topics were covered).



*Overall satisfaction: In the question, "How satisfied are you with your current job/company/workplace in terms of overall satisfaction?", the percentage of respondents who selected "Satisfied" out of the options of "Satisfied," "Undecided," or "Dissatisfied"

■ Introduction of senior financial advisor (FA) positions

In order to strategically allocate human resources to the financial advisor (FA) area and to support the success of employees over 55 years of age, we have established the Senior FA Professional. The employees who are certified as Senior FA Professionals are engaged in FA and FA counter duties, and are paid a bonus in addition to their annual salary according to their performance.

<External evaluation: Kurumin Certification>

Kurumin Certification was granted by the Ministry of Health, Labour and Welfare in recognition of companies that provide support for child raising.

*The Kurumin Certification is a system based on the Law for Measures to Support the Development of the Next Generation, under which companies that have formulated a general business owner action plan, achieve the goals set forth in the plan, and meet certain criteria may apply to receive certification.

We will continue our efforts to create a vibrant and comfortable work environment where each and every employee, including women, can demonstrate their abilities to the fullest.



Building a sustainable local economy and society - The Suruga Group's Materiality -

Japan's declining birthrate and aging population will continue to advance, and there are concerns that various social issues will become even more prominent due to the decline of local economies caused by the shrinking population. Meanwhile, the business environment surrounding financial institutions is changing with the development of DX and Fintech. The Group will continue to pursue and realize a "customer-oriented" approach that meets the needs of the times while taking into account changes in the environment surrounding local communities and customers, as well as fulfill its responsibilities as a regional financial institution and retail bank, and contribute to building sustainable local economies and societies.

Agreements on Bequests

As the population ages, we are promoting cooperation with local governments, universities, and other organizations in order to respond to customers' requests for consultation on how they would like to use their inheritance for the benefit of the community in the future. In the first half of FY2023, we concluded "Agreements on Bequests" with Shizuoka University and Kakegawa City.

Since the start of our inheritance-related services in 2007, we have been supporting bequests (donations) made by local customers by utilizing the knowledge we have accumulated in the course of consulting with them.

● Signed an agreement with Shizuoka University (Apr 28, 2023)



Right: Hizume, President of Shizuoka University
Left: Toya, Director at Suruga Bank

● Agreement with Kakegawa City, Shizuoka Prefecture (Aug 2, 2023)

Agreement on Bequests (as of October 31, 2023)
Municipalities: Mishima City, Numazu City and Kakegawa City in Shizuoka Prefecture
Educational Institution: Shizuoka University
Medical institution: Japanese Red Cross Society East Shizuoka

Partnership Agreements on Bicycle Promotion

We have concluded the Partnership Agreement on Bicycle Promotion with many local governments, organizations, general business corporations, and others with the aim of creating new tourism value and revitalizing local communities through the promotion of cycle tourism in cooperation with local tourism resources. In the first half of FY2023, we concluded this agreement with three new municipalities and organizations.

Based on the agreement, we will continue to support the local service and tourism industries by providing detailed tourism information utilizing the mobility of bicycles.

- Signed an agreement with Chigasaki City, Kanagawa Prefecture (May 8, 2023)
- Signed an agreement with the Shonan Area Bicycle Tourism Promotion Council (May 31, 2023)
- Signed an agreement with Fukuroi City, Shizuoka Prefecture (Sep 26, 2023)



Right: Sato, Mayor of Chigasaki City
Left: Toya, Director at Suruga Bank





Right: Ohba, Mayor of Fukuroi City
Left: Oishi, Executive Officer at Suruga Bank

Building a sustainable local economy and society - The Suruga Group's Materiality -

Efforts to Revitalize Local Communities

City Promotion - Cycling Project -

We are implementing projects to communicate the attractiveness of the region via our social media and online in collaboration with local governments and private companies, including those with which we have concluded partnership agreements. In FY2023, we are implementing five new promotions.

Region	Name	City promotion, etc.
Central part of Shizuoka	Edapota (Fujieda City)	
Western part of Shizuoka	Domannaka Fukuroi Cycling (Fukuroi City)	
Shonan	<ul style="list-style-type: none"> Chigasaki Cycling (Chigasaki City) Shonan Shared Cycle Tokaido Trip 	 
All over Shizuoka and Kanagawa Prefectures	Tokyu Hotels Bicycle Trip	

Cycling Event - Cycling Project -

Together with local governments, organizations, and private companies, we are working to expand the interaction among people and revitalize the community by organizing cycling events.



Shizuoka University x Suruga Bank
E-BIKE Tour of Izu Peninsula Geopark 4 km



Numazu City x Suruga Bank
90 km Cycle Ball Kanoichi course!

Hot Spring Gourmet Exploration by General Manager li

As part of the community contribution activities, we provide information on hot spring facilities, restaurants, and sightseeing spots in Shizuoka and Kanagawa prefectures (mainly Izu and Hakone) to the entire country in the "Onsen x Gourmet Exploration by General Manager li" section of our website. Since the start of our activities in 2013, we have gradually added reports and have already introduced more than 350 great places to visit in the area. It has become the largest database of tourist information in the area.



<Iiyudane Profile>

Iiyudane is an employee of Suruga Bank with over 30 years of service. We believe that he is probably the only bank employee in Japan with the title of "General Manager of the Hot Springs Department". *Iiyudane* is, of course, just a pseudonym, but he also has an official business card. He enjoys visiting hot springs all over Japan and has visited more than 1,000 hot spring resorts so far, making him an undeniable top ranking hot spring enthusiast within Suruga Bank. He is a member of the Onsen Tatsujinkai and holds many onsen-related certifications, including onsen sommelier ambassador.



Iiyudane

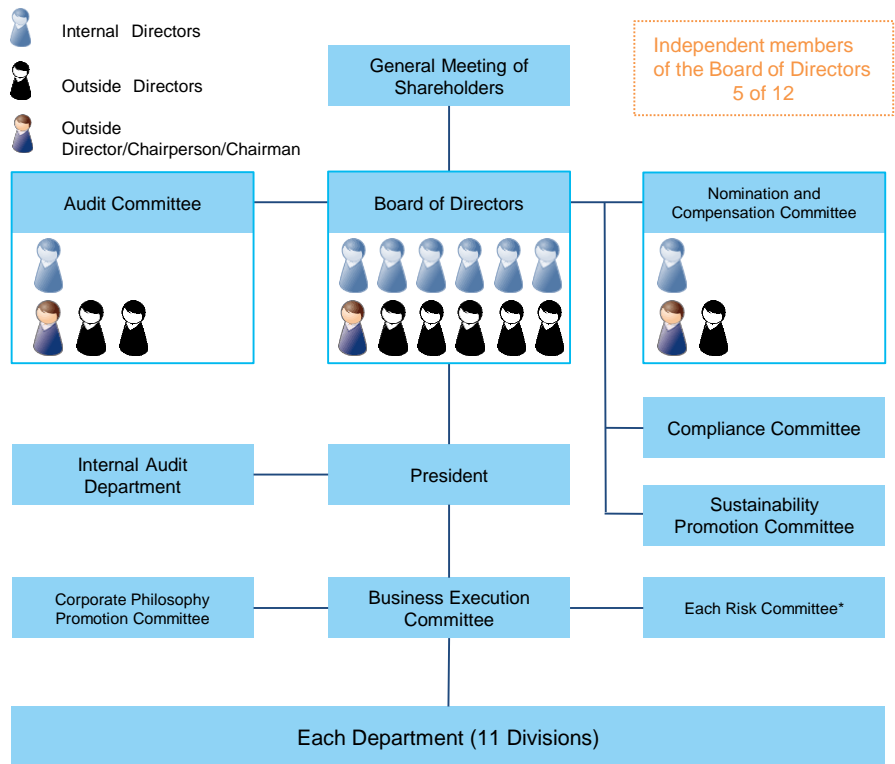


Establishing a Solid Governance Foundation - The Suruga Group's Materiality -

In order to embody our corporate philosophy and Compliance Charter, to be a company that people think, "I'm glad you're here... I'm glad we met...", and to fulfill our responsibilities as a regional financial institution, we must strive to improve governance. The Group will strive to further improve its governance, with "establishing a solid foundation for governance" as its materiality.

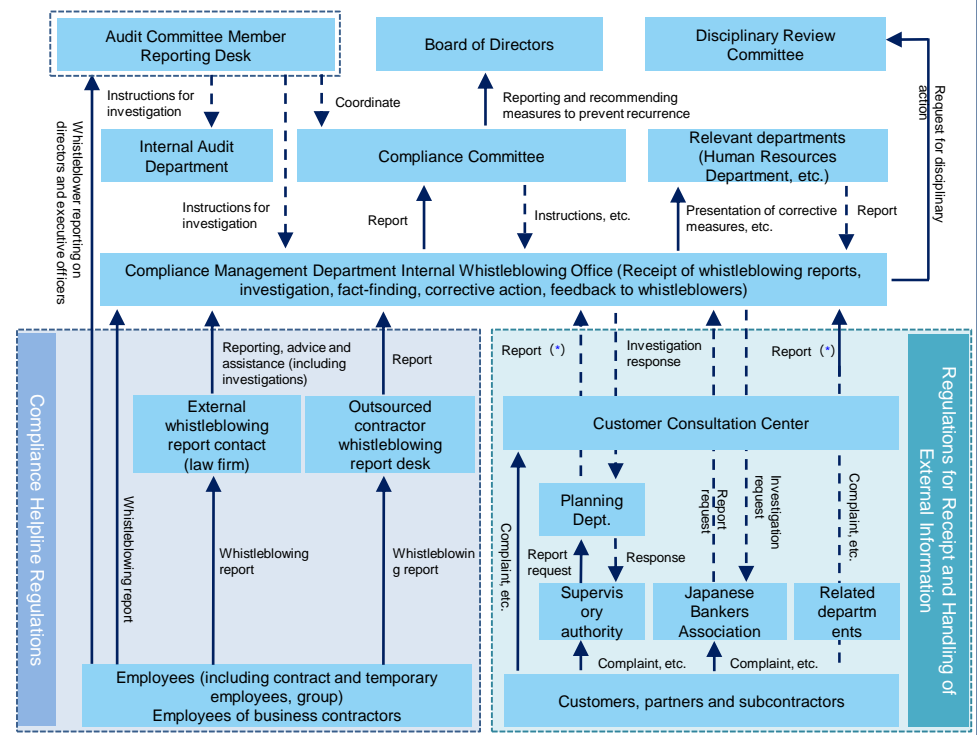
■ Corporate Governance Structure Chart

The Chairperson of the Board of Directors, the Chairperson of the Audit Committee and the Chairperson of the Nomination and Compensation Committee are independent outside directors to ensure sound and transparent decision-making at Suruga Bank.



■ Establishing an Internal Whistleblowing System

To centrally manage internal reports from employees and risk information received from external sources, a specialized department, the Internal Whistleblowing Office, has been established, and risk information is reported to the Compliance Committee, a subordinate body of the Board of Directors.

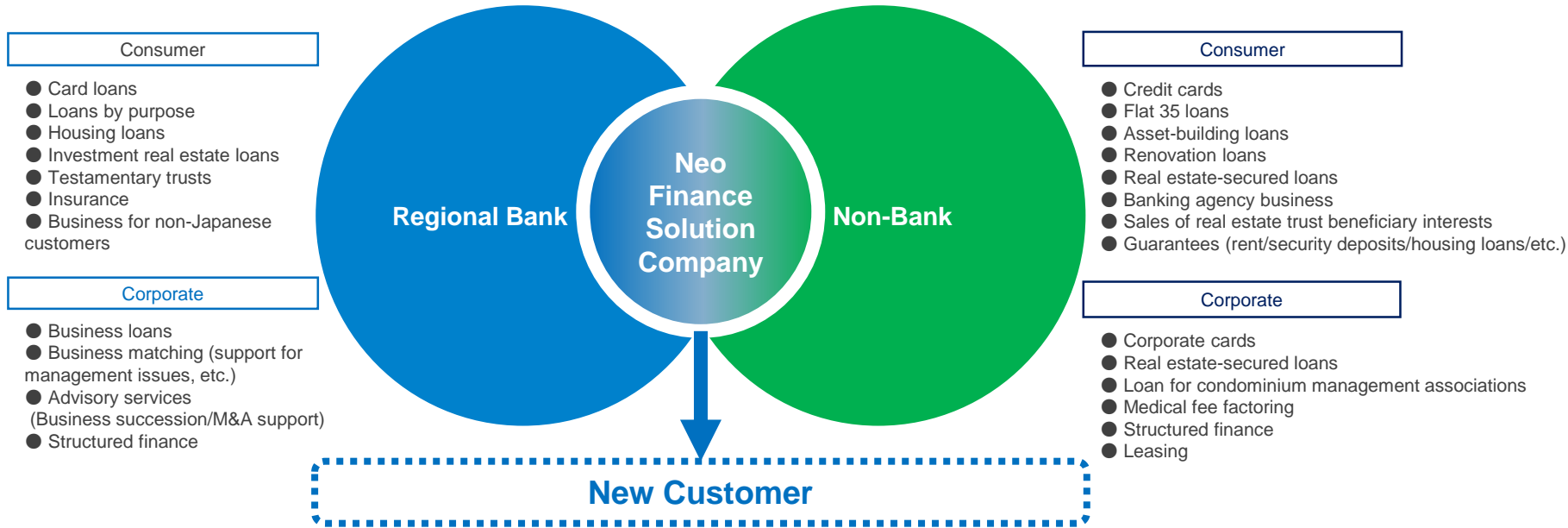


*Report specific information (outside information regarding compliance violations related to the Company's employees (including related measures))



Mutual Vision

Through full use of the retail expertise of both companies and seamless collaboration, creating a **"Neo Finance Solution Company"** transcending conventional financial institution archetypes and starting from resolution of troubles and other "AID."



Overview of the Capital and Business Alliance

1. Capital Alliance Details

(1) Suruga Bank acquires Credit Saison shares:	8,224,700 shares of common stock	(5.0% of voting rights)	for approximately 15.4 billion yen
(2) Credit Saison acquires Suruga Bank shares:	35,089,000 shares of common stock	(15.72% of voting rights)	for approximately 17.1 billion yen

2. Business Alliance Details

Implementing the following:

(1) Establishment of Saison Branch and acquisition of bank agency business by Credit Saison; (2) Joint commercialization of Saison Platinum Business Card;

(3) Collaboration in the housing loan business; (4) Joint development of real estate finance

In addition to the above measures, discussions are underway regarding collaboration in other areas.

3. Mutual Director Dispatch

In order to further deepen the cooperation between the two companies and strengthen their respective governance systems, each company will dispatch one director to the other company.

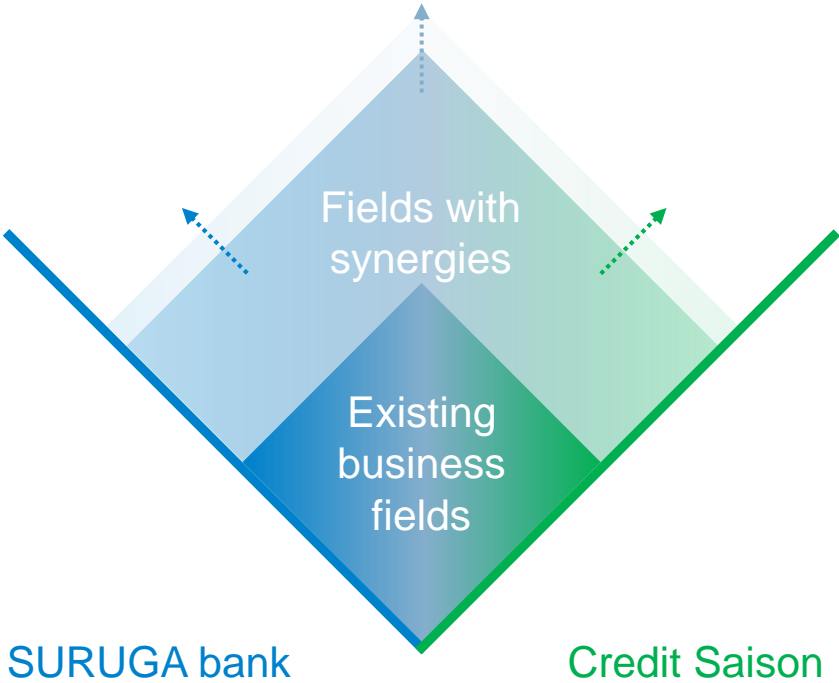
(Dispatched directors: Kosuke Kato, President of the Company, and Naoki Takahashi, Vice President of Credit Saison)





< Direction being pursued >

Development of new, competitive products and new customers through the collaboration of the two companies

From December onward, the two companies will continue to promote product development and collaboration for new markets



Pursue business synergies through exchange of human resources, etc.

November 2023	October 2023
Collaborative development of the real estate finance business	Collaboration in the mortgage business
Commence joint provision of “collaboration loans”	Commence handing of mortgages with Credit Saison guarantees at Suruga Bank
<div><div>CREDIT SAISON</div><div>Non-Bank “Extensive customer base” ”Credit assessment/credit screening capabilities developed through immediate credit granting/setting credit limits and transactions”</div></div> <div>SURUGA bank</div> <div>Bank “Ability to interact directly with customers” ”Custom-made credit assessment/credit screening capabilities”</div>	
Total of business fields over next five years [FY2023 to FY2027] Aim for 350.0 billion yen or more in new loans	
Spring 2024 (Planned)	Summer 2024 (Planned)
Co-commercialization of Saison Platinum Business AMEX Card	Establishment of Saison Branch by Suruga bank

Reference Materials



[Non-consolidated]

(Billions of yen)

	1H results For FY3/23 (A)	1H results For FY3/24 (B)	Year-on-year (B) - (A)
Core net operating profit (excluding gains [losses] on cancellation of investment trusts)	31.5	29.5	(2.0)
Expenses	18.7	18.2	(0.5)
Personnel expenses	6.9	6.7	(0.2)
Actual credit costs	(5.2)	(1.2)	+3.9
Gains (losses) on securities	(1.1)	0	+1.1
Other extraordinary gains(losses)	0.1	0	(0.1)
Ordinary profit	17.0	12.5	(4.4)
Extraordinary gains (losses)	(0.2)	(0.6)	(0.4)
Net income	16.1	9.3	(6.7)

[Consolidated]

	1H results For FY3/23 (A)	1H results For FY3/24 (B)	Year-on-year (B) - (A)
Consolidated ordinary income	52.6	43.9	(8.7)
Consolidated ordinary profit	18.2	12.8	(5.4)
Profit attributable to owners of parent	16.3	9.5	(6.8)

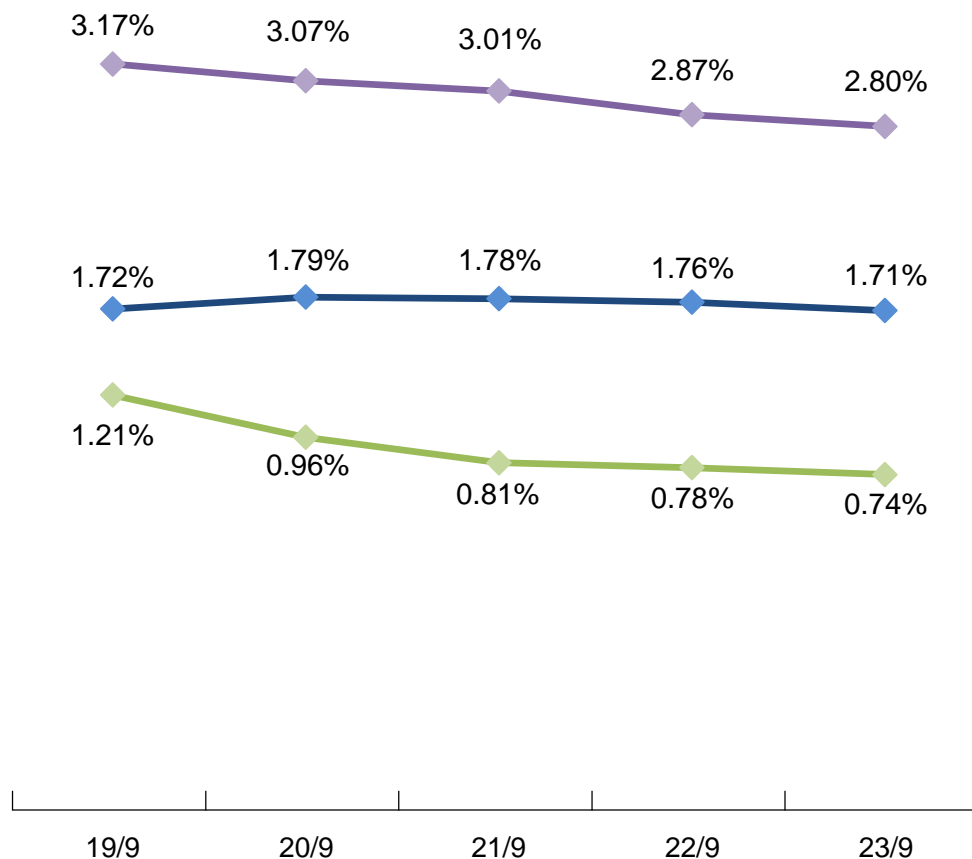
<Main factors of increase/decrease (Non-consolidated, Y on Y)>

Net interest income	<ul style="list-style-type: none"> • Decrease in interest on loans and bills discounted: 1.5 billion yen (Flat balance factor: -7.8 billion yen, Yield factor: -7.9 billion yen) • Decrease in interest and dividends on securities: 1.5 billion yen • Increase in interest on monetary receivables purchased: +0.7 billion yen
Expenses	<ul style="list-style-type: none"> • Decrease in personnel expenses: 0.2 billion yen • Decrease in property expenses: 0.3 billion yen
Actual credit costs	<ul style="list-style-type: none"> • Loss on reversal of allowance for loan losses resulting from the lump-sum transfer of share house loans: +2.7 billion yen • Precautionary allowance for claims for restructured loans that are unlikely to be recovered in the future: +2.3 billion yen
Gains (losses) on securities	<ul style="list-style-type: none"> • Gain on redemption of multi-asset fund due to partial sale of the fund: +3.0 billion yen • Loss on sales of stocks: 1.8 billion yen
Extraordinary gains (losses)	<ul style="list-style-type: none"> • Impairment loss on fixed assets: -0.4 billion yen



Interest Margin, etc.

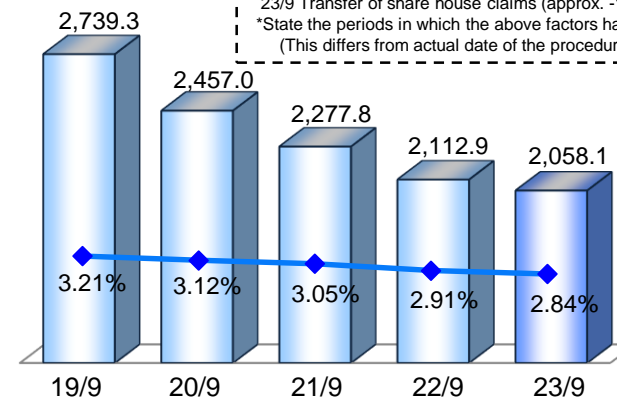
◆ Gross Loan-Deposit Interest Margin
 ◆ Loan-Deposit Interest Margin
 ◆ Net Interest Margin



Yield and Average Balance of Loans and Bills Discounted

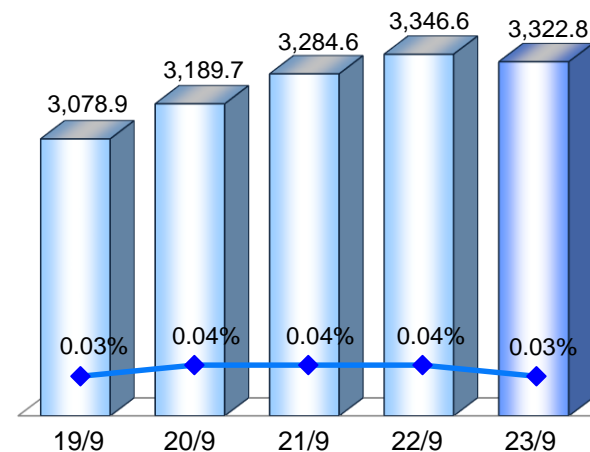
■ Average Balance of Loans and Bills Discounted (billion yen)
 ◆ Yield of Loans and Bills Discounted

<Special factors effecting loans and bills discounted (year-on-year)>
 20/9 Recovery of start-up loans, transfer of share house claims (approx. -100 billion yen)
 21/9 Transfer of share house claims (approx. -44.2 billion yen)
 22/9 Transfer of share house claims (approx. -60.5 billion yen)
 23/9 Transfer of share house claims (approx. -16.8 billion yen)
 *State the periods in which the above factors have an impact.
 (This differs from actual date of the procedures, etc.)



Yield and Average Balance of Deposits

■ Average Balance of Deposits (billion yen)
 ◆ Yield of Deposits





• Actual credit costs (Period Ending September 30, 2023)

(billion yen)

Item	Actual credit costs	Allowance for loan losses
Investment real estate loans*	(0.1)	99.1
Housing loans	(0.1)	2.0
Unsecured loans	0	2.7
Collaboration loans, etc.	(0)	0.2
Business financing, etc.	(1.0)	7.5
Total	(1.2)	111.8

*Investment real estate loans : Studio apartment loans, single building income loans, other secured loans

*Collaboration loans are loans made jointly or in partnership with other companies (loan participations, purchases of corporate loans, etc.)

• Disclosed claims under the Financial Reconstruction Law (as of September 30, 2023)

(billion yen)

	Balance	Total coverage amount	Coverage amount by collateral and guarantees, etc.		Coverage ratio
			Coverage amount by collateral and guarantees, etc.	Allowance for loan losses	
Claims against bankrupt and substantially bankrupt obligors	117.6	117.6	45.3	72.2	100%
At-risk claims	41.0	28.2	18.4	9.8	68.9%
Claims for special attention	49.0	27.6	15.9	11.6	56.3%
Total	207.6	173.5	79.7	93.7	83.5%
Ratio of disclosed amount to total credit (non-performing loan ratio)	10.1%				



(billion yen)

	Sep.2022			Sep.2023		
	Balance	Yield	Delinquency rate	Balance	Yield	Delinquency rate
Secured loans	1,606.0	3.08%	6.68%	1,474.3	3.00%	7.12%
Housing loans	441.8	2.75%	0.28%	422.1	2.64%	0.36%
Investment real estate loans	1,131.3	3.18%	9.41%	1,020.2	3.12%	10.14%
Other secured loans	32.8	4.41%	0.46%	32.0	4.15%	0.27%
Unsecured loans	135.5	10.46%	2.51%	120.0	10.49%	2.07%
Card loans	92.8	11.78%	0.94%	85.6	11.69%	0.85%
Unsecured certificate loans	42.6	7.59%	5.94%	34.4	7.51%	5.11%
Consumer loans (A)	1,741.5	3.65%	6.36%	1,594.4	3.57%	6.74%
Personal loans (excluding organizational negotiation partners, etc.) (F)	1,636.2		1.50%	1,496.5		1.48%
Corporate investment real estate loans (B)	40.3	1.82%	—	76.8	1.74%	—
Structured finance (C)	82.7	2.24%	—	145.8	2.31%	—
Collaboration loans, etc. (D)	97.0	1.95%	—	134.2	2.20%	0.02%
Total <(E=A+B+C+D)>	1,961.6	3.47%	5.65%	1,951.4	3.31%	5.51%

*Delinquency rate = Loans past due for three months or more / loan balance.

*Yield: Yield for customers (excluding guarantee fee and accrued interest), period-end balance basis.

*Classified by portfolio areas in the mid-term business plan "Re:Start 2025" and beyond

Corporate investment real estate loans includes investment real estate loans to asset management companies, etc. Structured finance includes specified corporate bonds, etc.

Collaboration loans are loans made jointly or in partnership with other companies (loan participations, purchases of corporate loans, etc.).

**Organizational negotiation partners, etc." refers to loans to borrowers who have submitted a request for suspension of repayments as a result of organizational negotiations (share house-related loans are excluded).



Corporate
Philosophy

Vision

Phase2
Management
Strategy

We want to be a company that makes customers feel,
“I’m glad you’re here... I’m glad we met.”

Customer satisfaction

Shareholder value

Employee satisfaction

Contribution to society

- To realize our **corporate philosophy**, we will create a “**new Suruga Bank**” that delivers customer satisfaction and ensures that staff feel their work is meaningful. We will achieve this through a commitment to carrying out **customer-oriented business**, initiatives in our core business of retail banking, and by **creating unique value** in ways that are distinct to our bank.
- We will also establish measures for thorough compliance and **controlling appropriate risk/return**, and develop a “**new sustainable business model**” as a public financial institution that benefits the public.

Shared in Phase 1 & 2

I. Evolving the Retail and Solution Businesses

We will **create sources of differentiation** founded in resolving AID^{*1} for our customers, leading them to say “I’m glad you’re here... I’m glad we met.”

^{*1} Anxiety, inconvenience, dissatisfaction, etc.

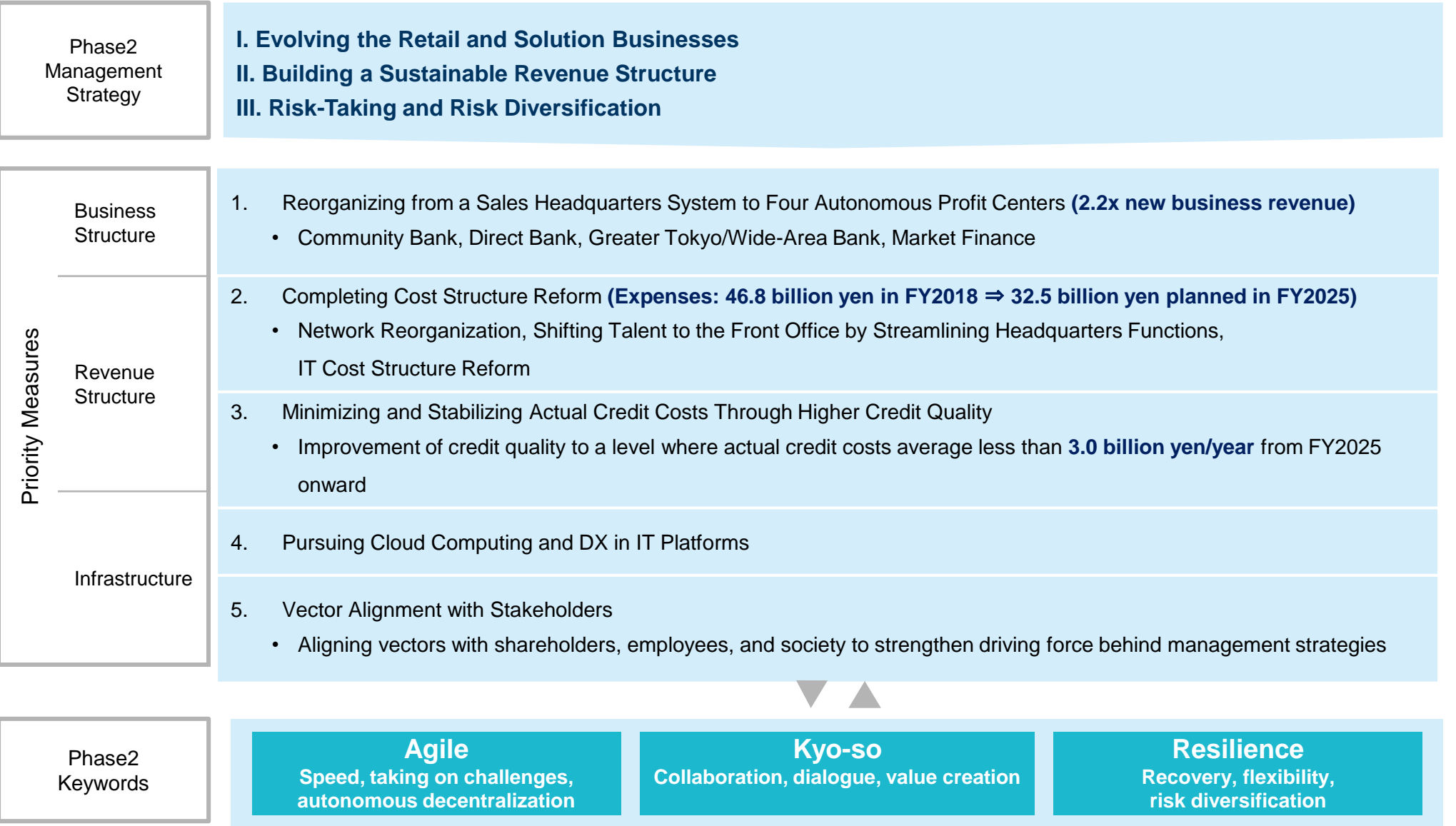
II. Building a Sustainable Revenue Structure

We will counteract the decline in the top line due to the collection of existing loans and pivot to a sustainable revenue structure with **three measures. Namely, growth of new business revenue through four autonomous profit centers, cost structure reform, and minimizing and stabilizing actual credit costs through higher credit quality.**

III. Risk-Taking and Risk Diversification

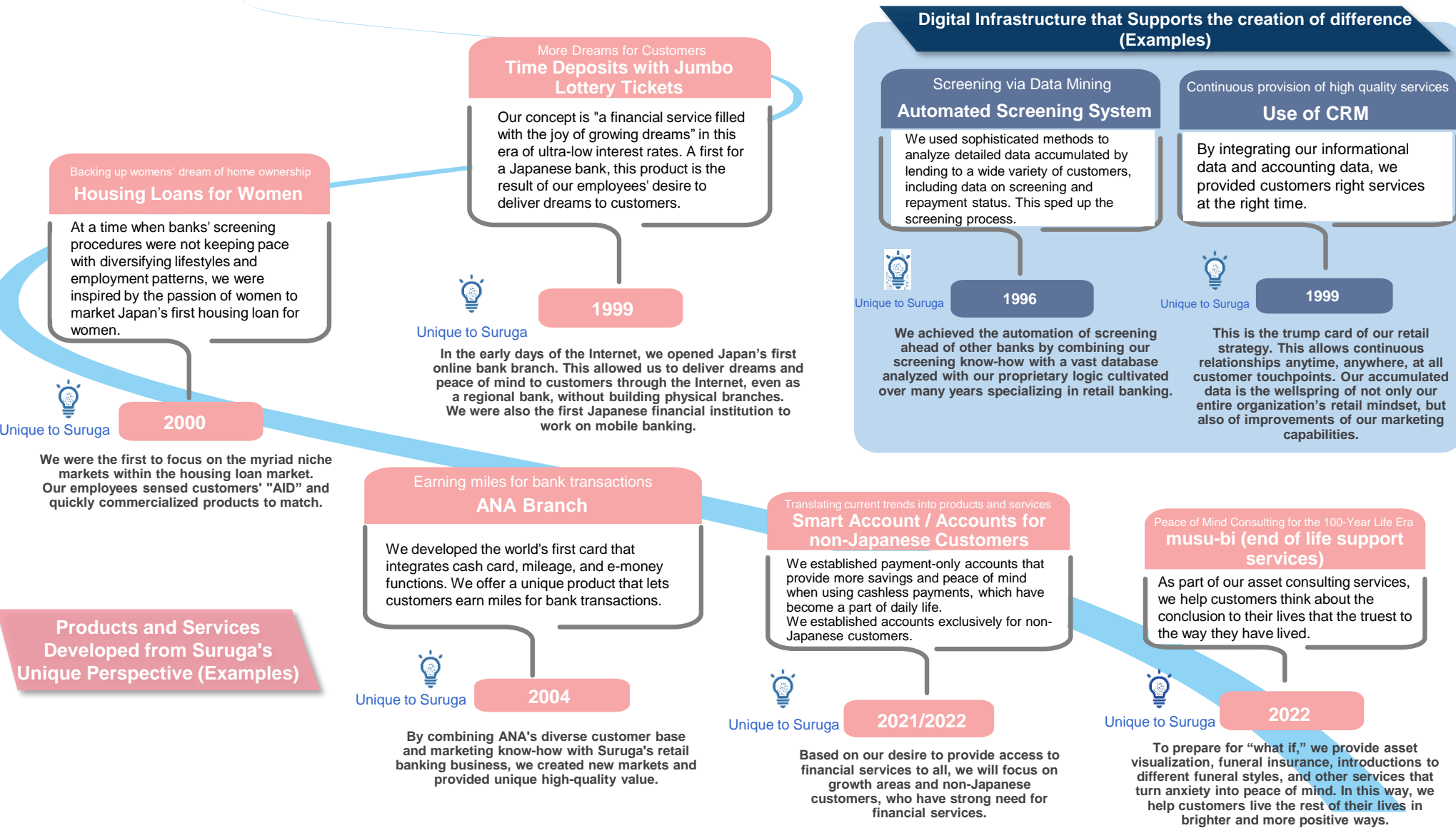
In accordance with the **Risk Appetite Framework (RAF)**, we will repeat a cycle of active risk-taking and verification in selected areas, diversifying away from our traditional risk structure concentrated in specific real estate areas^{*2}.

^{*2} Single building income properties (relatively high share of older properties and properties located in regional areas) executed prior to the full-scale rollout of Phase 1





From the past to the present, Suruga Bank has been providing solutions from Suruga's unique perspective that first looks at customers' "AID."





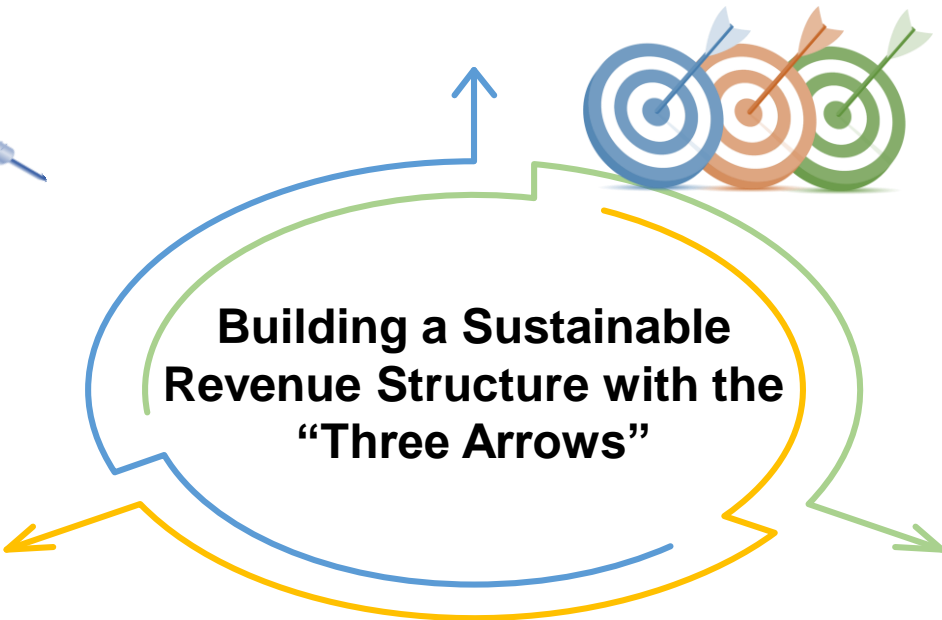
New Business Gross Profit (Core Gross Operating Profit, New Portfolio)

- We forecast that Management Strategy I (Evolving the retail and solution business) will grow new business gross profit by around two fold over FY2022.

Breakdown of new business gross profit	FY2025 Plan	FY2022 Results	Change
Retail/Solution Businesses	6.5	2.3	+4.2
Solution Business*1	3.0	0.8	+2.2
Investment real estate loans	3.5	1.5	+2.0
Market Finance	9.5	5.4	+4.1
Structured finance	4.5	2.3	+2.2
Market operations, etc.*2	5.0	3.0	+2.0
New Portfolio Total	16.0	7.7	+8.3

↑ Approx. 2X (Unit: billion yen)

*1 Solution Business includes asset consulting, housing loans, unsecured loans, etc.
*2 Market operations, etc. includes claim purchases



Expenses

- Continuing from Phase 1, we plan to implement and complete cost structure reforms as part of Management Strategy II (building a sustainable revenue structure).
*Expenses: 36.2 billion yen in FY2022 ⇒ 32.5 billion yen in FY2025 (Approx. -4.0 billion yen)

Actual credit costs

- We plan to stabilize actual credit costs at a low level by proactively taking measures to improve credit quality of single building income loans (other than those for share houses).
*Actual credit costs: approx. 9.0 billion yen (average of FY2020-2022 results)
→ Average under 3.0 billion yen per year from FY2025 (Approx. -6.0 billion yen)

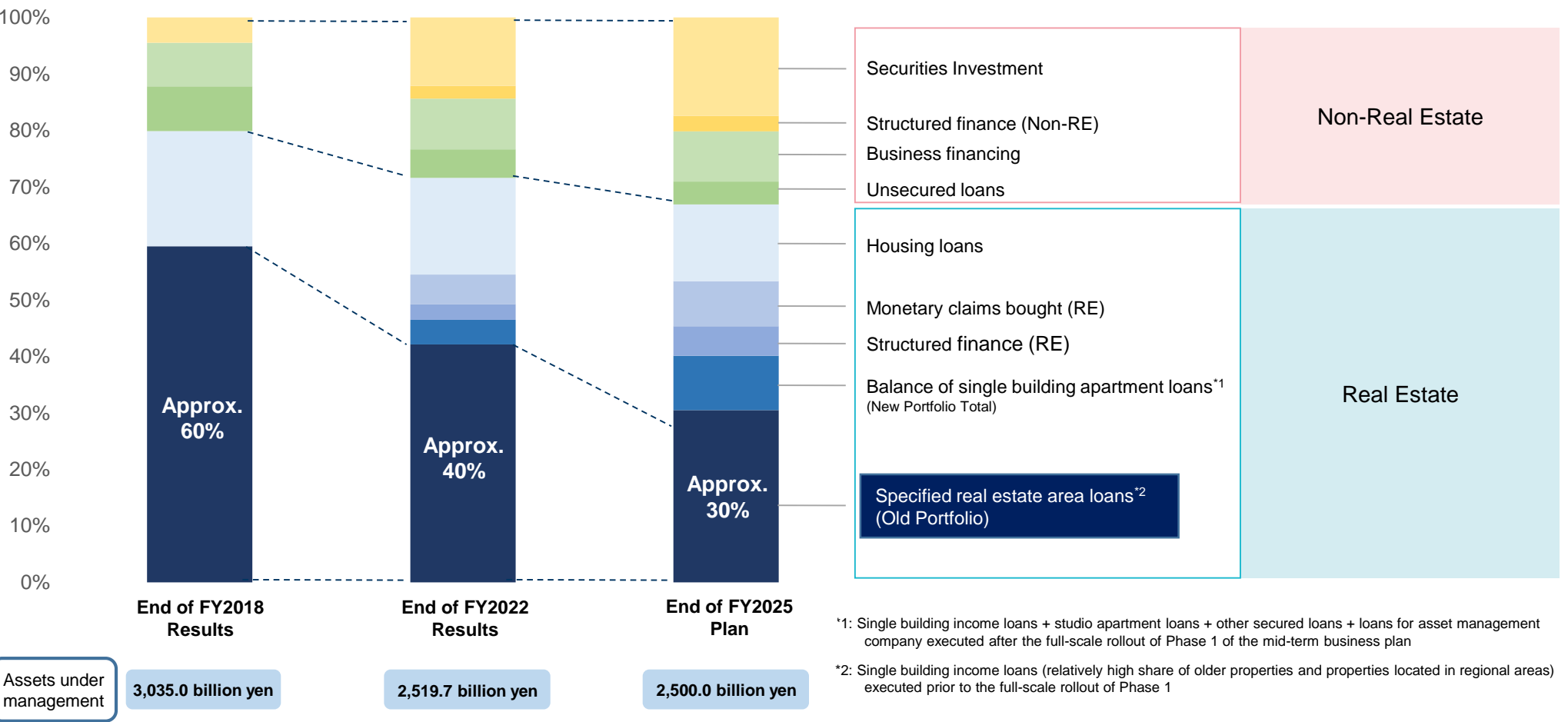
Decrease in core gross operating profit from old portfolio

52.4 billion yen → 32.5 billion yen
(FY2022 Actual) (FY2025)
(Approx. -20.0 billion yen)

Definition of New/Old Portfolios
• New Portfolio: Revenue from goods and services contracted in or after April 2020
Old Portfolio: Revenue from goods and services contracted in or before March 2020



Change in composition of assets under management from FY2018 to FY2025

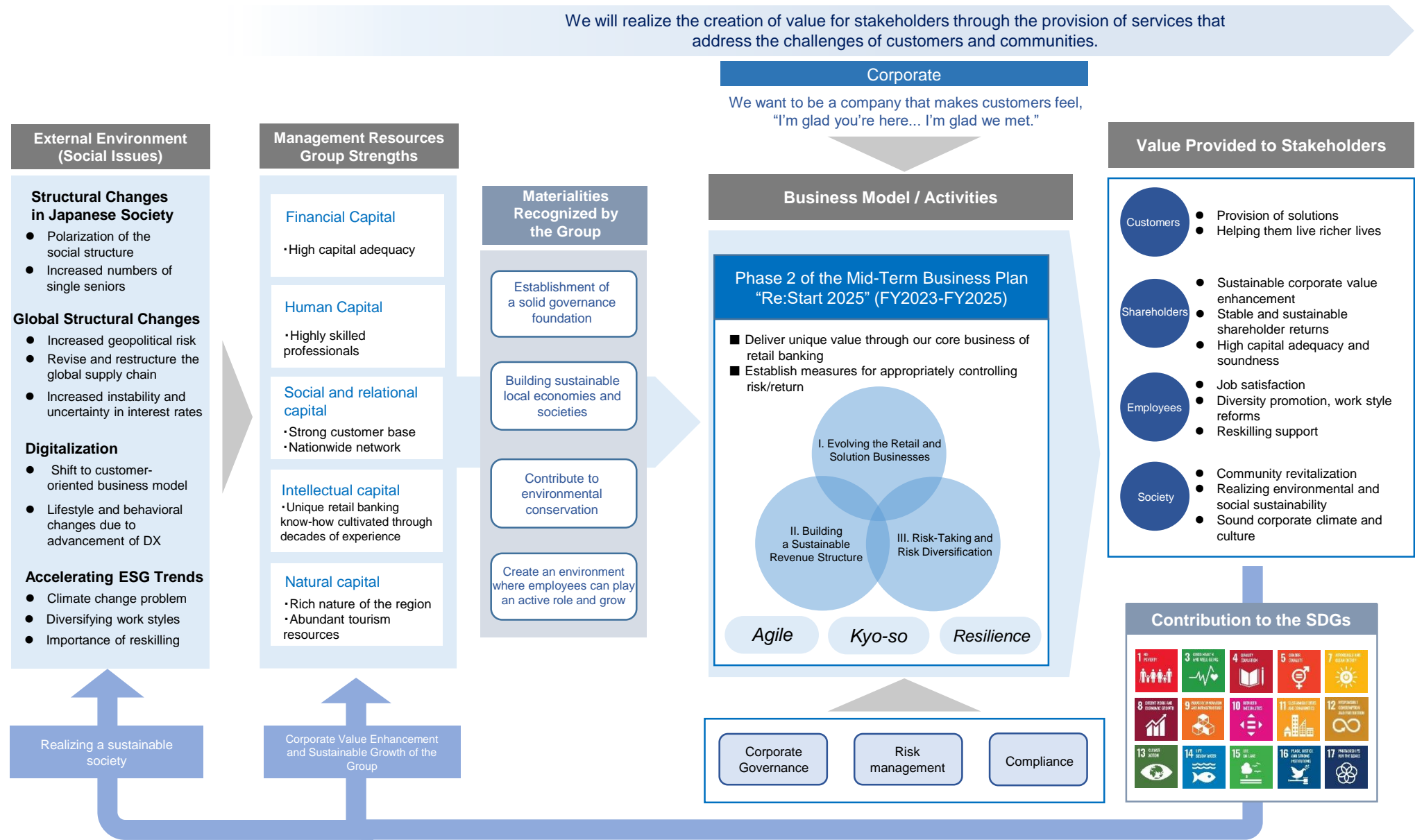


The ratio of conventional specified real estate areas to total assets under management is planned to decrease from approx. 60% (end of FY 2018) to approx. 40% (end of FY 2022) and to approximately 30% (end of FY 2025).



		FY2022 Results	FY2025 Plan	Notes
Main KPIs	Ordinary profit	11.2 billion yen	13.0 billion yen	
	Net income (Consolidated)	10.5 billion yen	11.0 billion yen	• Profit attributable to owners of parent
	Capital adequacy ratio (Finalized Basel III basis)	11.39%	10% or more (effective)	• Any unrealized loss on securities is deducted from core capital
Secondary KPIs [Key action indicators for achieving main KPIs]	New business gross profit	7.7 billion yen	16.0 billion yen or more	• Revenue from goods and services issued on or after April 2020 • Based on core business gross profit (excluding gains on cancellation of investment trusts)
	Expenses	36.2 billion yen	32.5 billion yen or less	
	Actual credit cost ratio	-5 bps	Approx. 15 bps	• Intended cruising speed for FY2025 and beyond • Actual credit costs / Loans and bills discounted (average balance) × 10,000

*Figures/indicators without "consolidated" are for Suruga Bank (non-consolidated)





SURUGA bank

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