

SURUGA bank

Integrated Report 2026



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SURUGA Bank Integrated Report 2026 (Disclosure Report – Main Volume)

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Highlights of the Integrated Report 2026

This report is intended to convey to our stakeholders the Bank's medium- to long-term value creation and business strategy toward realizing SURUGA's corporate philosophy: "'I'm glad you're here... I'm glad we met...'" This perception is our goal."

This year's report explains our management policy of pursuing "Creating a Difference" over expanding scale, built around the keyword "Waku Waku Only One," the "Long-Term Vision" that our New Mid-Term Business Plan—launched in April 2026—clearly articulated for the first time.

In preparing this report, we have referred to the International Integrated Reporting Framework advocated by the IFRS Foundation (formerly the IIRC), as well as the Ministry of Economy, Trade and Industry's Guidance for Collaborative Value Creation, among other sources.

Note: 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.

* This report also serves as the Disclosure Report required under Article 21 of the Banking Act. When using it as a Disclosure Report, please also refer to "Integrated Report 2026 (Disclosure Report – Data Volume)," available in this report and on the Bank's website.

* In this report, "Credit Saison Co., Ltd." is referred to as "Credit Saison" or "Saison."

July 2026

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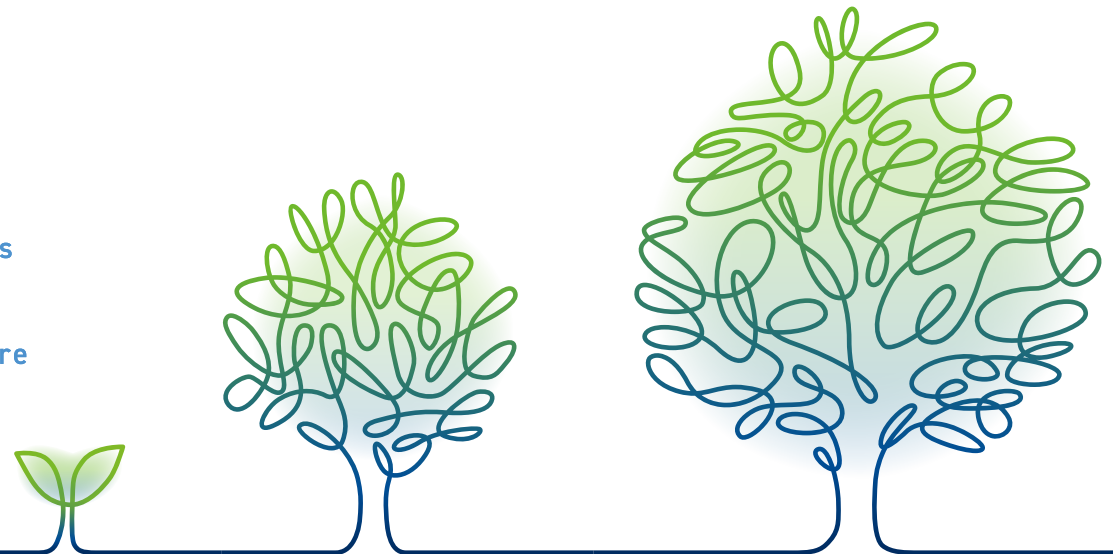
Corporate Philosophy

I'm glad you're here...

I'm glad we met...

This perception is our goal.

No matter how much the times change or time passes, we are committed to providing service from the customer's perspective, staying closely in tune with their everyday lives, providing value, and helping our customers lead more prosperous lives.



◀Our Ambition▶

We aim to serve as a bank that always thinks of customers first in any situation.

By genuinely listening to our customers and providing added value like only Suruga Bank can deliver, we aim to be the kind of bank that makes customers feel "I'm glad you're here... I'm glad we met."

To provide customers with truly satisfying service, it is vital for staff who provide these services to feel that their work is meaningful. Thus, we also want to be a company that not only customers, but also staff feel "I'm glad you're here... I'm glad we met."

The History of SURUGA Bank

Our “Corporate Philosophy” and the Spirit of “Restraining the Thongs of Geta”

SURUGA Bank's founder, Kitaro Okano, was born in Oono Village, Sunto District (now Oono, Numazu City). To help relieve his hometown after it was struck by disaster, he established the savings cooperative “Kyodosha” and spread “the spirit of thrift and diligent saving” wherever he went. It is also said that in his youth, when the rough country roads often caused the thongs of his geta (traditional Japanese wooden sandals) to snap, Kitaro always carried spare thongs with him and would mend the geta of fellow students who were in trouble. The spirit of “restringing the thongs of geta”—walking alongside the lives of our local customers and providing them with a rich standard of living—lives on today in our corporate philosophy: “I’m glad you’re here... I’m glad we met...” This perception is our goal.”

1895

1895

Negata Bank

Amid an era when national banks were common, Negata Bank Co., Ltd. was established in what is now Oono, Numazu City, Shizuoka Prefecture, with only a handful of employees working out of a converted tea-processing room and capital stock of just ¥10,000 — making it, at the time, the smallest bank in Japan.



1896

Sunto Jitsugyo Bank

The Bank relocated to Rokkencho, Numazu (now Numazu City, Shizuoka Prefecture) and changed its name to “Sunto Jitsugyo Bank.” In 1900 it relocated again to Tooriyokocho, Honmachi, Numazu (the site of the present-day head office).

1910

1910

The Bank expanded into Kanagawa Prefecture. It opened Atsugi and Fujisawa branches to support customers extending their business from Shizuoka into Kanagawa and Tokyo.

1912

Suruga Bank

The company was renamed Suruga Bank Co., Ltd.

1912

Yoshihama Bank

1915 Shimizu Bank

1916 Mokuei Bank

1918 Nihon Jitsugyo Bank

1921 Gotemba Bank

1923 Shizuoka Jitsugyo Bank

Ito-machi Bank

1923

Amid the Great Kanto Earthquake, the Bank carried out unlimited payment of deposits in order to fulfill its mission to customers.

1926

Oiso Bank

1927 Matsuda Bank

Sunshu Bank

Sunnan Bank

1928 Fuji Bank

Okabe Bank

1930 Kajima Bank

1940

1942

The Bank firmly rejected the government's wartime policy of “one bank per prefecture,” which fostered banking monopolies at the expense of customers' interests, upholding its independence and self-respect.

1943

Suruga Savings Bank

1945

Numazu Credit Cooperative

Shimizu City Credit Cooperative

1947

With Kanagawa Prefecture's finances strained by wartime destruction, the Bank extended ¥50 million in support (against total loans outstanding at the time of ¥600 million). It was subsequently designated as a depository for Kanagawa Prefecture's treasury funds



1952

To improve convenience for customers, the Bank re-entered Tokyo, which it had entered once before during its founding years in the Meiji era.

1954

Yoshida Shinkin Bank

1963

The bank established the Suruga Scholarship Association (now the SURUGA Scholarship Foundation, a general incorporated foundation) to provide scholarship support — including non-repayable scholarship grants — aimed at developing talent useful to society.

1970

1974

As the first Japanese bank to do so, the Bank installed cash dispensers (CDs) on the exterior walls of all its branches to improve customer convenience.

1990

The Bank changed its name to “SURUGA Bank”, both as a slogan symbolizing its transformation into a “financial services business” and to feel more approachable to customers.

1991

Atami Credit Cooperative

1996

The Bank built an “automated screening system,” enabling it to notify customers of screening results more quickly.

1998

Aiming to adopt the same customer perspective as other service industries, the Bank retired the traditional titles “Toudori” and “Kouin” in favor of “President” and “Employees.”

The Bank introduced an executive officer system, separating oversight from execution to raise management efficiency.

1999

The Bank opened Japan's first internet branch for internet banking, and its user base expanded nationwide.

2000

2003

The Bank became the first bank in Japan to receive the Porter Prize, which recognizes Japanese companies for distinctive strategy.



2004

SURUGA Bank

Committing to the transformation into a comprehensive financial services business, the Bank changed its trade name to “SURUGA Bank Ltd.”



2009

The Shuzenji Branch reopened after renovation as the Bank's first “environmentally friendly branch.”

2010

2011

The Bank installed cycle stations at its Gotemba Higashi and Yugawara branches as a “secret base for customers who love cycling.”



2014

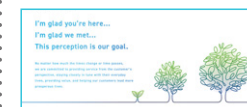
The Bank migrated its core banking system to the open system “Bank Vision,” while also upgrading CRM, internet banking, and related systems.

2018

The Bank received an administrative action from the Financial Services Agency.

2019

To strengthen governance, the Bank transitioned to a company with an Audit and Supervisory Committee. It established its new corporate philosophy: “I’m glad you’re here... I’m glad we met...” This perception is our goal.”



Mid-Term Business Plan
“Re:Start2025”
Phase 1 Start

2020

2021

Formulated Materiality for the SURUGA Bank Group. The Atsugi Branch reopened after renovation as the Bank's first “next-generation branch*.”
* A branch with a layout that emphasizes dialogue and stays close to customers.



2023

Mid-Term Business Plan
“Re:Start2025”
Phase 2 Start

The Numazu Station Branch transitioned to the Bank's first “cashless branch.”
* A branch that does not handle cash transactions over the counter.



The Bank entered into a capital and business alliance with Credit Saison Co., Ltd.

2024

The Bank began full-scale operation of “Suruga Generative AI” for all employees.

2026

Mid-Term Business Plan
FY2026–FY2028
Start

Message from the President

Long-Term Vision

“Waku Waku Only One”

— Opening the Future through a Virtuous Cycle
of “Waku Waku” Driven by “Creating a Difference” —

Employees are the protagonists. Become the most exciting bank
Pursuing “Difference” over scale, and delivering
“Waku Waku” to our customers
Our goal: “Waku Waku Only One”

President Kosuke Kato



Message from the President

Introduction —

“Wasabi” and SURUGA’s DNA

Wasabi, a specialty product that Shizuoka Prefecture takes great pride in, also has much in common with SURUGA’s DNA. I will explain why later, but on a personal level, I am also a great fan of wasabi. Authentic wasabi in particular commands a higher price, but it is the one thing I never economize on. I often grate it myself at home and thoroughly enjoy dishes like wasabi rice or grilled chicken skewers topped with wasabi.

There are several Japanese words that are used verbatim around the world: Karaoke, Kawaii, and Matcha are a few examples. Now, wasabi is one of them. Just as the difference between “tea” and “matcha” has come to be understood worldwide, awareness of the difference between “hon-wasabi” (authentic wasabi) and “horseradish” (Western wasabi) is spreading globally as well.

Much of the tube wasabi we regularly see at the supermarket is actually horseradish dyed green; it is characterized by a strong pungency and a sharp, nose-piercing flavor. Authentic wasabi native to Japan, by contrast, is characterized by an elegant sweetness the moment it touches the palate, followed

by a gentle spiciness that spreads afterward.

What matters here is not which is better or worse. What is important is that consumers move beyond judging on price alone, coming to understand, “Even among different varieties of wasabi, they are distinct, so of course the price differs. Therefore, we should use the one that matches the dish.” I believe it is precisely this deepening understanding of essential value that, as a result, has become the driving force expanding the entire wasabi market globally.

Our home prefecture of Shizuoka has a track record of producing numerous star products, including matcha and now wasabi, where customers come to deeply understand the “difference,” discover value that excites them, and, as a result, see the market expand globally. I believe that this set of values, which cherishes the virtuous cycle of “pursuing differences, delivering “Waku Waku” to our customers, and expanding the market,” is closely connected to SURUGA’s DNA, which sets “Creating a Difference” as its management policy.

Message from the President

Previous Mid-Term Business Plan

— Achieving 2x Lending, 3x Profit, 4x Share Price, and 5x Employee Brightness —

The theme we set out under the Previous Mid-Term Business Plan was “the full-scale launch of SURUGA’s return to a growth track.” I believe we achieved this goal.

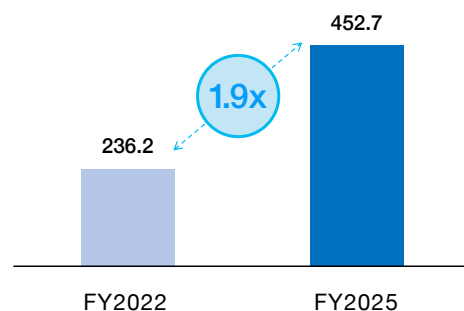
Looking back on the situation at the outset three years ago, the environment surrounding us was a harsh one. Repayment pressure from loans undertaken in the past (the “Old portfolio”) was high, and even as we built up new lending, we remained unable to escape negative growth in which the balance of loans kept declining. Over these three years, however, we achieved renewed growth—a V-shaped recovery—and were able to put the outlook for the future on solid footing.

New loan disbursements on a non-consolidated basis stood at ¥236.2 billion before the start of the Previous Mid-Term Business Plan (FY2022), but reached ¥452.7 billion in FY2025—or ¥536.7

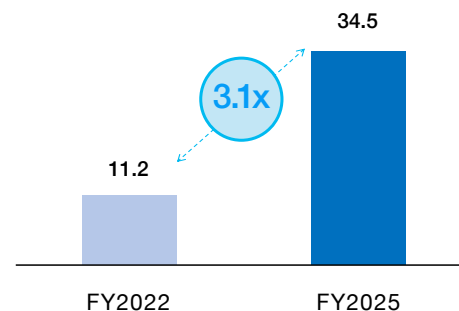
billion including corporate lending. In other words, we achieved roughly a twofold increase in lending over these three years. On profit, ordinary profit rose from ¥11.2 billion in FY2022 to ¥34.5 billion in FY2025, more than a threefold increase. Our share price, too, rose more than fourfold by the end of March 2026 compared with just before the start of the Previous Mid-Term Business Plan (end of March 2023). I believe that the business results of the three years of the Previous Mid-Term Business Plan—“2x lending, 3x profit, 4x share price”—demonstrate that SURUGA has firmly returned to a track of renewed growth. Beyond these business results, there is an even greater achievement that I am most proud of: our employees truly united behind the message “SURUGA’s future is bright,” and put this belief into practice through their daily actions. Following “2x

lending, 3x profit, 4x share price,” I can genuinely feel that our employees’ brightness grew fivefold. One particular fact perfectly illustrates this “5x brightness.” Over the three years since the Previous Mid-Term Business Plan began, not a single new graduate hire left the Bank. Given that the turnover rate for new graduates within three years of joining is generally said to be around 30%, I see this result as symbolic of a “bright SURUGA,” and going forward we want to move beyond “brightness” to become “the most exciting bank.”

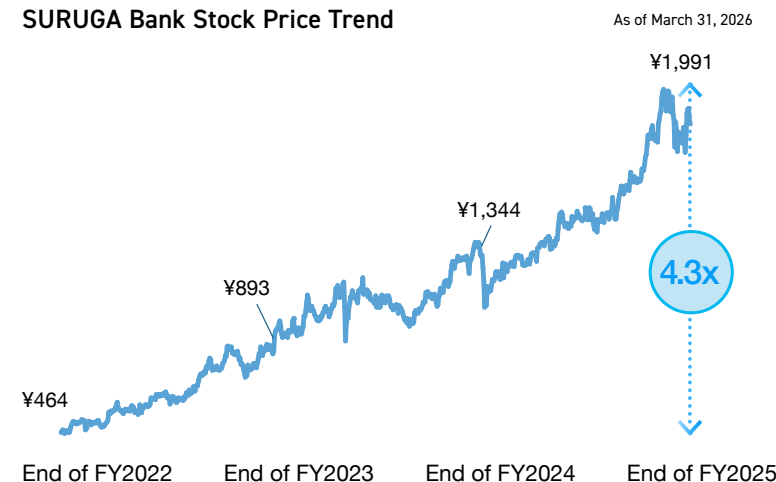
**New Loan Disbursements (¥ billion)
(excluding corporate lending)**



Ordinary Profit (¥ billion)



SURUGA Bank Stock Price Trend



* Stock prices are closing prices.

Message from the President

Management Environment — Pursuing “Difference” Over Scale. Delivering “Waku Waku” to Our Customers Comes First

At present, the regional bank industry is seeing a rapid wave of consolidation and reorganization aimed at achieving greater scale. Pursuing greater scale brings real benefits, such as lower system costs and improved operational efficiency, and I believe it is a healthy trend for the regional banking industry as a whole that more banks are working to reform their management models with the future in view.

For SURUGA, however, I believe that pursuing “Waku Waku” ahead of scale is what matters most for enhancing the Bank’s corporate value. Our corporate philosophy is: “I’m glad you’re here... I’m glad we met...” This perception is our goal.” To realize this philosophy, we must continue to create a “difference” that is uniquely ours and found nowhere else.

It is not easy to keep creating that “difference” under a management model that pursues efficiency within a homogenized, giant organization built through expanded scale. Rather than following such a model, I believe we can achieve sustainable growth that is distinctly SURUGA’s own by having every employee prioritize “Creating a Difference” and by nurturing a corporate culture in which employees get excited about new challenges.

That said, not prioritizing scale must never mean neglecting the underlying strength, such as management efficiency, that supports us. Sustaining our unique business model requires the underlying strength to support it. We have pursued cost structure reform, and our core expense ratio (OHR), which measures our expenses relative to income, has already fallen to around 50%—a high level of efficiency even within the industry. On balance sheet quality as well, unrealized gains on securities came to a positive ¥37.3 billion at the end of FY2025, and the duration

of our domestic bonds was 1.8 years—both reflecting a high degree of resilience in a “world with interest rates.” It is precisely by firmly maintaining this underlying strength—cost efficiency and balance sheet quality—that I believe SURUGA is able to choose a distinctive management model of its own.

Launch of the New Mid-Term Business Plan — Long-Term Vision “Waku Waku Only One”

Building on this understanding of the business environment and the solid management foundation built over the past three years, we announced our New Mid-Term Business Plan in April 2026. In formulating this new plan, the Bank clarified, for the first time, its “Long-Term Vision.” This “Long-Term Vision” gives form to our aspirations for the future, shaped through extensive and spirited debate with many of our younger and mid-career employees. We held repeated discussions across various departments regarding what drives employee engagement and fulfillment, specifically, when our team experiences “Waku Waku” in their roles, and how both the company and individuals can further cultivate this energy and excitement. As a result, the following three points crystallized as the core convictions that define who we are. Our first conviction is “Creating a Difference.” SURUGA’s unique business model sets us apart from other regional banks, allowing us to achieve an industry-leading ROA (Return on Assets). Competitors soon catch up, however, so we cannot grow complacent. This conviction drives our commitment to relentlessly pursue new forms of “Creating a Difference” through

“Pivot,” stepping into new territory with a shifted perspective while keeping our footing firm.

Our second conviction is that “employees are the protagonists.” Because people are what move a company forward, a unique competitive advantage can never emerge from a workplace that treats employees as mere cogs in a machine. Instead, we must nurture a corporate culture where every employee thinks and acts autonomously, aspiring to be a “first penguin” who is unafraid to take on new challenges without fear of risk. To that end, we have established a clear policy positioning investment in our people as our most critical growth investment, pursuing it proactively.

Our third conviction is the pursuit of “Waku Waku over scale.” After thorough discussions on the future of SURUGA’s sustainable growth model, a powerful consensus emerged from many employees. Rather than prioritizing scale, our employees want to build a bank that generates “Waku Waku” for both our customers and themselves alike.

Bringing these three convictions together, we have formulated a Long-Term Vision we should aim for: Every employee committed to embracing the challenge of “Creating a Difference,” we transform that effort into excitement (Waku Waku) for our customers and proudly discuss it together. That is the bank we are striving to become—the most exciting bank there is. The key phrase symbolizing this vision is “Waku Waku Only One.” I am fully convinced that SURUGA will achieve this distinction, and I intend to make this vision an unwavering compass for our daily management decisions.

Long-Term Vision

Every employee committed to embracing the challenge of “Creating a Difference,” we transform that effort into excitement (Waku Waku) for our customers and proudly discuss it together. That is the bank we are striving to become—the most exciting bank there is.

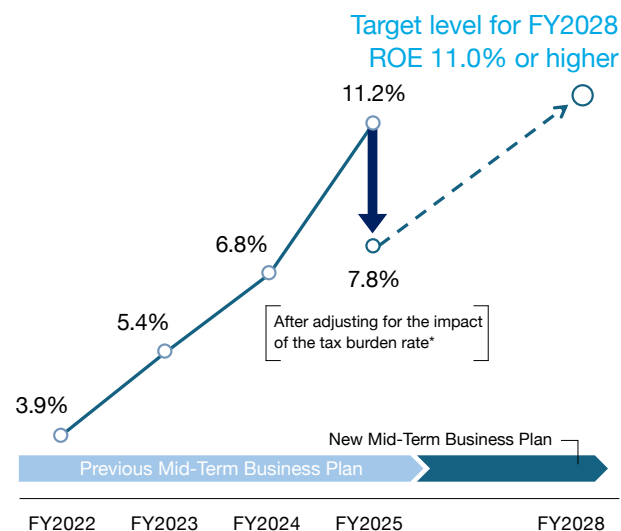
Waku Waku Only One

Message from the President

New Mid-Term Business Plan KPIs — ROE of 11.0% or Higher

The consistent theme throughout the New Mid-Term Business Plan is “improving quality through Creating a Difference.” “Quality” here does not refer only to efficiency and soundness, such as productivity. First, it means raising the engagement of each employee, the protagonists who drive SURUGA. Second, it means the high RORA (return on risk-weighted assets) generated by SURUGA’s unique business model. And third, it means the resulting improvement in capital efficiency—that is, ROE. In FY2028, the final year of the New Mid-Term Business Plan, we have set an ambitious target of ROE of 11.0% or higher. Compared with our previous target of 8%, this may

ROE Trend and Mid-Term Target



*ROE value converting FY2025's tax burden rate of approximately 2% to the standard rate of 31.1%.

look like a major leap, but it is by no means an unreasonable level. Having carefully assessed the Bank’s robust underlying strength and the unlimited potential of our employees, we are confident this is a fully achievable goal. To achieve this target, we will accelerate our shift from “quantity” to “quality.” Under the Previous Mid-Term Business Plan, we moved from the “Mt. Fuji Model,” which depended on a single business area, to the “Yatsugatake Model,” in which four autonomous profit centers each leverage their own distinct strengths. Over the next three years, we will deepen this Yatsugatake Model further, taking on the challenge of “Pivot” to further sharpen our differences and achieve sustainable growth through improved “quality.”

Collaboration with Credit Saison — Sustainable Growth through an Alliance Strategy

For the Bank to grow sustainably and maximize its corporate value, partnerships with external partners are essential. Under the New Mid-Term Business Plan, in addition to our existing four autonomous profit centers, we have positioned our “Alliance Business” as a fifth profit center and a new area of revenue growth. The capital and business alliance with Credit Saison that began in 2023 is progressing smoothly, fusing the strengths of both companies and generating positive chemistry between them. Our collaboration to date has centered mainly on loan-related business for new customers, such as housing loans and real estate finance, but going forward we will move this alliance into Stage 2. Specifically, we will broaden the scope of our collaboration from loan-related business to procurement-related business. In the second half of FY2026, we plan to open a Saison Branch that will provide banking services

to Saison Card members. By seamlessly linking credit cards with bank accounts, we aim to deliver a distinctive financial solution that dramatically enhances customer convenience, expanding a highly sticky deposit base. Looking ahead, we also plan to consider expanding into a third development stage, with an eye to business for small and mid-sized corporations.

This Fiscal Year’s (FY2026) Business Results Outlook — Four Key Points Driving Growth

Under the business results outlook for this fiscal year that we announced in May 2026, we expect strong growth, with non-consolidated Ordinary Profit rising 36.1% year on year to ¥47.0 billion. This revenue growth is driven mainly by four factors.

The first is new loan disbursements. Given the current uncertain financial and economic environment, we plan to steadily build up our loan book while remaining disciplined about the quality of risk and return. In particular, at Community Bank, we will actively pursue business loans for local corporate and sole proprietor customers.

The second is the expansion of net interest income in a “world with interest rates.” As of the end of FY2025, 83% of our loan book consisted of floating-rate loans—among the highest such ratios in the industry—meaning that rising interest rates work as a tailwind for our business results.

The third is the planned, systematic reduction of cross-shareholdings. We will continue to reduce cross-shareholdings other than those in Credit Saison, our capital and business alliance partner, aiming to bring them down to around 2.5% of consolidated net assets by the end of FY2028.

And the fourth is proactive investment in “people, AX (AI Transformation), and our local communities.” While this

Message from the President

investment will increase the absolute amount of our expenses, growth in the top line means we plan to maintain a high level of efficiency, with our core expense ratio (OHR) remaining at around 50%.

The Key to Sustainable Growth — Proactive Investment in “People, AX, and Local Communities” to Open the Future

The key to our sustainable growth and to maintaining high capital efficiency is nothing other than continuously “Creating a Difference.” And the driving force behind that is, without question, our people. Furthermore, to accelerate “Creating a Difference” in today’s business environment, it is becoming increasingly important to co-create with the latest technology, AI in particular, as a sparring partner for new ideas. Our local customers in Shizuoka and Kanagawa Prefectures represent the core market where we deliver our “difference.” That is why we are determined to walk alongside our local communities and, as a company ourselves, roll up our sleeves and do everything we can to contribute to the development of the regional economy. “People,” “AX (AI Transformation),” and “local communities”—these three areas are the Bank’s top-priority growth investment areas, and I am convinced that concentrating our management resources in these three pillars will make SURUGA’s future rock solid.

Growth Investment Area I — Developing Professional Talent

Our investment in people centers on the active contribution of veteran employees, the advancement of women and diverse

talent, and the creation of an organization that leverages individual expertise. Within the banking business in particular, the contribution of highly specialized talent is becoming increasingly vital. Our business model has evolved into the “Yatsugatake Model,” made up of multiple business areas linked together, and the expertise required in each business area differs. To evolve into an organization that leverages individual expertise, we are strongly promoting the linkage of business strategy with human capital investment. To drive this evolution, the New Mid-Term Business Plan has set a human capital target of “500 or more certified professionals on a cumulative three-year basis.” Alongside professional talent development, we are actively fostering an open corporate culture. For example, last year we held Open Office events at our head office in Numazu, Suruga-daira, and Tokyo, inviting employees’ families and children into the workplace. Families toured the workplace and children interacted with our team, highlighting the warm, welcoming environment we are building. These homegrown events gave us a real sense our cultural transformation—creating a workplace where employees are engaged, smiling, and proud to share their company with loved ones.

Growth Investment Area II — AI as a “Partner in Co-creating a Difference”

We are also advancing SURUGA’s own distinctive initiatives for AX (AI Transformation), which we regard as one of the pillars of our management strategy. When financial institutions adopt AI, it tends to be discussed mainly in the context of improving call center efficiency or productivity. We too are advancing AX company-wide, taking on the challenge of a “30% improvement



Message from the President



in operational efficiency” target. However, the essence of the AX we are pursuing is not limited to efficiency. What matters is using AI as a “partner in Co-Creation” to sharpen our DNA of “Creating a Difference.” For example, we bring AI into brainstorming sessions where employees exchange ideas, asking “what does AI think?” as a sparring partner. We welcome AI as a genuine Co-Creation partner, positioning it not as a mere tool but as a “partner in co-creating a difference.” Just recently, we held an AI study session for our executives. Across the company, including management, a culture of actively engaging with AI and excitedly exploring new possibilities is steadily spreading. The pace of AI’s evolution is so rapid that it is difficult to foresee what things will look like in ten years, but one thing is certain: it is essential for people to coexist with AI and make active use of it.

Growth Investment Area III — Coexistence with Local Communities

And we must never forget that, in the difficult times of the past, it was our local customers in Shizuoka and Kanagawa Prefectures who supported the Bank. This deep sense of gratitude lies at the very foundation of our management. To turn that feeling into concrete action, in April 2026 we relocated head-office functions such as planning and public relations, which had until then been concentrated in our Tokyo Head Office to Mishima. Our Tokyo Head Office in Nihonbashi remains the Bank’s largest business location, but by returning our headquarters staff functions to their origins in Numazu and Mishima, we have made clear our stance of being deeply rooted in, and coexisting with, our local communities. We also established the Regional Revitalization Office in April 2025 to organizationally promote our contribution to local communities. This department’s mission is to contribute to the sustainable development of the regional economy through community collaboration centered on bicycles. Under the New Mid-Term Business Plan, we have set

the target of “a cumulative economic ripple effects on the local economy of ¥1.0 billion or more over three years,” and we are taking on the challenge of creating new value that contributes to the sustainable development of the regional economy.

Thorough governance and compliance

We will also remain steadfast in our efforts to ensure rigorous governance and compliance. Reflecting on the Apaman Issue and other past misconduct, we are thoroughly maintaining a solid governance and compliance framework so that we never repeat the same mistakes. When people talk about rigorous compliance, the conversation tends to stop at “creating strict rules and embedding them.” What we have learned from our past, however, is that building a workplace environment where employees can “speak up” is equally important. A symbolic initiative in fostering this kind of speak-up workplace culture is the “Like! Post,” led by our Compliance Department. Ordinarily, internal reporting tends to center on negative content, but relying on that alone has its limits in building an environment where employees can speak up freely. Therefore, we broadened the framework for internal reporting to include voices of praise as well, launching “Like! Post” as a mechanism for employees to compliment one another’s good points. The initiative’s mascot character, “Homepiyo,” was also created through an employee submission contest. The idea of expanding the internal reporting mechanism beyond a channel for reporting problems into a place for sharing positive things as well came from the Compliance Department, which took the lead in designing it as an initiative that gets employees excited. In this way, I feel every day that SURUGA’s own brand of “Creating a Difference” and “Waku Waku” is spreading throughout the entire organization.

Message from the President

In Closing — Continuing to “Create a Difference,” with “Wasabi” as Our Model

To close this message, I would like to return once more to our corporate philosophy, which we hold dearer than anything else: “I’m glad you’re here... I’m glad we met...” This perception is our goal.” This philosophy does not stop at being a pleasant-sounding statement of “customer first.” Providing merely ordinary service may lead customers to think “I’m glad you’re here,” but it will not reach the emotional experience of “I’m glad we met.” To deliver value that exceeds our customers’ expectations, we must commit in earnest to “Creating a Difference” found nowhere else. And it is each employee, acting as an autonomous protagonist, who creates that difference. The wasabi I mentioned at the outset is a symbol of this. Authentic wasabi stands out for its “difference,” yet it is inherently not suited to mass production. Had the market settled for exclusively using it in high-end sushi restaurants, wasabi could never have achieved global popularity. Instead, wasabi consistently drove the creation of differences by shifting perspectives and generating unique pairings across all kinds of dishes.

In this way, the spirit of Pivot—planting our own “difference” firmly as our pivot foot while boldly exploring new territory—is the core of SURUGA’s DNA. Taking wasabi as our model,

I believe that continuing to “Create a Difference” through our Pivot strategy is the course we must follow. Over the coming three years, under the banner of “Waku Waku Only One,” we will invest proactively in people, AX, and local communities. By continuously taking on the challenge of “Creating a Difference,” we will achieve sustainable growth and deliver strong returns to our shareholders.

To our stakeholders, we sincerely ask for your continued warm support and guidance as SURUGA Bank moves toward this new stage.

* The figures stated in this message are, in principle, those of SURUGA Bank (non-consolidated). However, for some indicators—such as ROE, a KPI of the New Mid-Term Business Plan—consolidated figures are used.

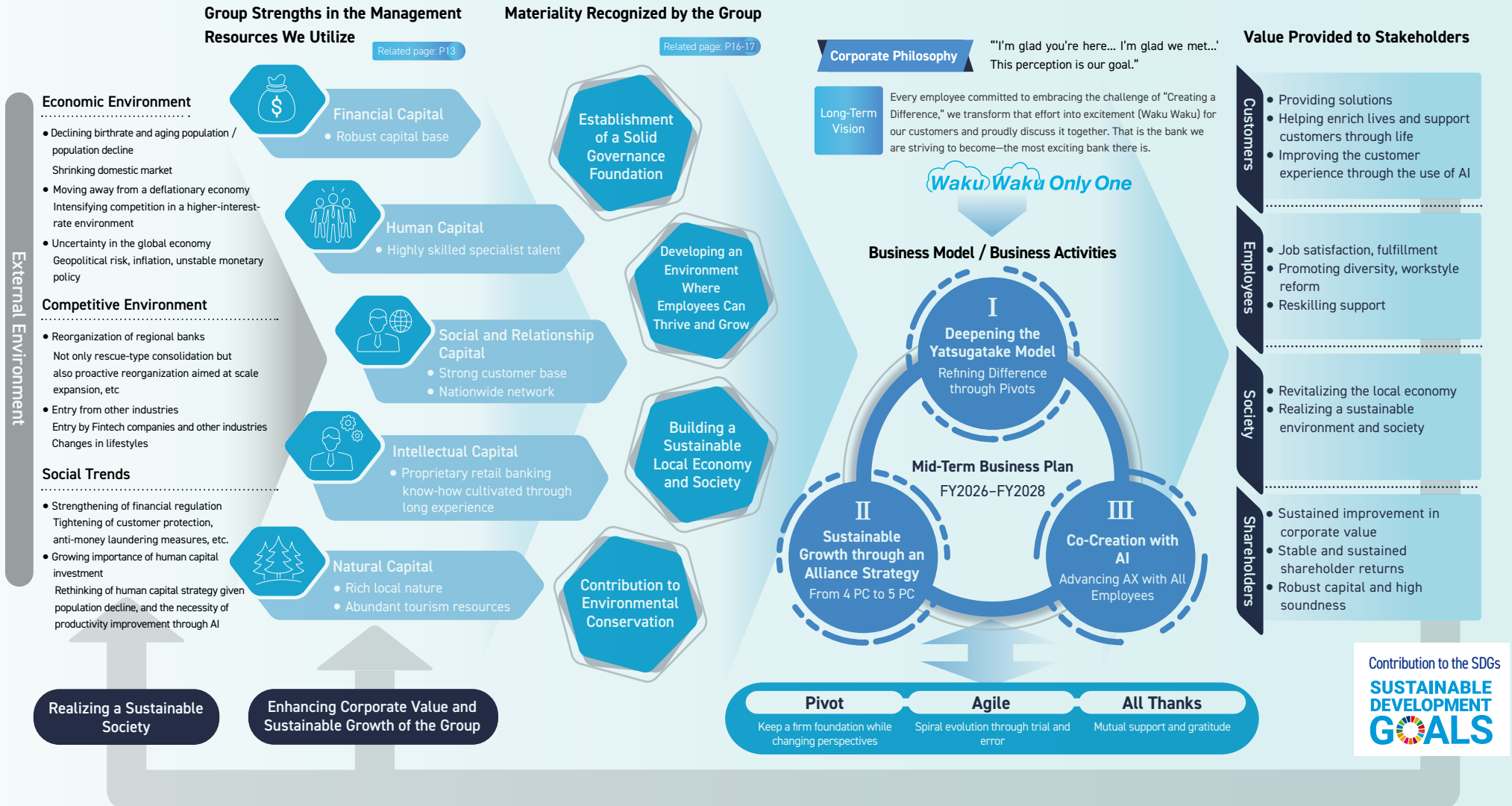
* Core Expense Ratio (OHR) = Expenses ÷ Core gross operating profit (excluding gains on cancellation of investment trusts) × 100



Value Creation Process

Realizing Value Creation for Stakeholders by Providing Services that Address the Challenges of Our Customers and Local Communities

The SURUGA Bank Group centers on retail banking, the Bank's core business, and, while leveraging the strengths we have cultivated to date, works to enhance corporate value and aims to realize a sustainable society together with our stakeholders.



SURUGA's Strengths that Enable Value Creation

Strength

1

Proprietary Know-How and Data Accumulated through Years of "Retail Enhancement Strategy"

SURUGA Bank shifted its focus to retail banking in 1989 and, for more than 30 years, has pursued its "Retail Enhancement Strategy," accumulating proprietary know-how and customer transaction data. On the hardware side, we have also built the digital infrastructure that supports retail banking, including CRM (Customer Relationship Management) and an automated screening system. While making effective use of this know-how and data, and also utilizing AI as a partner, we will pursue "Creating a Difference" and connect it to Waku Waku for our customers.

■ Providing Solutions That Stay Close to Our Customers

- Customized loan design built on "One to One" relationships
- Passing on the know-how that enables continuous consulting for our customers
- Developing highly specialized talent who can respond to our customers' wide-ranging needs

■ IT Infrastructure Supporting the Creation of Differences

CRM

Manages customer information centrally and shares it seamlessly across departmental boundaries. It also visualizes the progress of transactions, providing the optimal products and services at the optimal timing.

Automated Screening

Analyzes detailed data on screening and repayment status accumulated through lending to a broad range of customers using sophisticated methods. Realizes faster screening by making the screening approach more efficient and sophisticated.

■ Co-Creation with AI

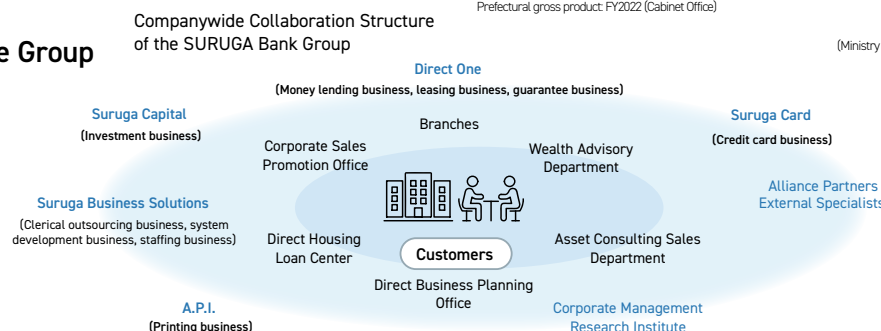
We have been expanding our use of AI to improve customer service, upgrade business processes, and improve the efficiency of development and management. Going forward, we will further co-create "differences" with AI as a partner, promoting AX (AI Transformation) company-wide.

Strength

3

Comprehensive Proposal Capabilities Utilizing Knowledge from Inside and Outside the Group

We have built a system that enables us to provide our customers with the optimal solutions through mutual collaboration between branches and specialized departments across business areas, and through the strong collaboration of the Group as a whole. We are also actively partnering with outside specialists, and by providing financial solutions based on know-how and knowledge from both inside and outside the Group, we aim to be a presence of which our customers think "I'm glad you're here, I'm glad we met" — a lifelong partner who stays close to our customers.



Strength

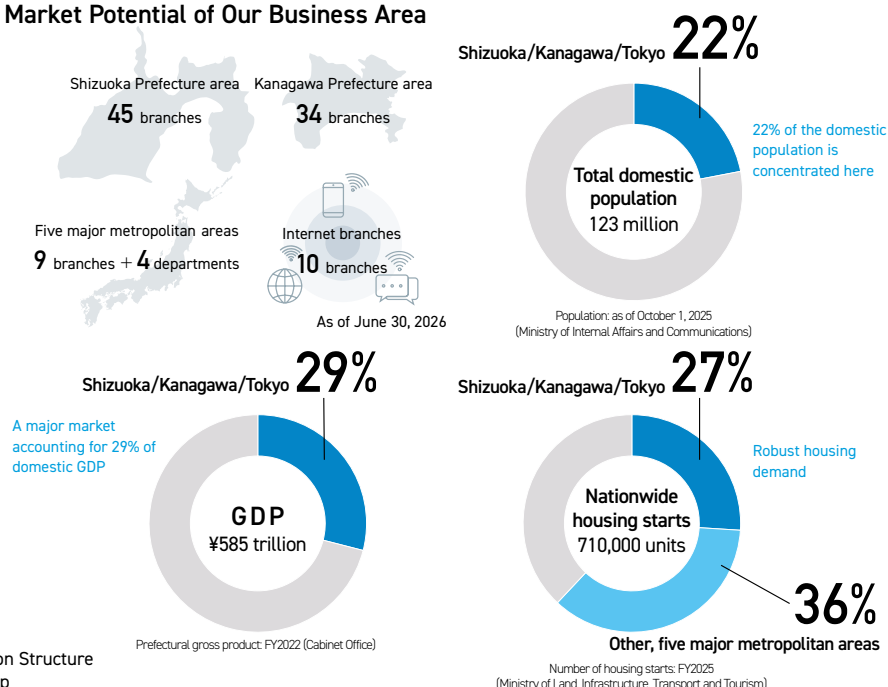
2

A Business Network Spreading Nationwide

Branch Network: P80

Alongside our branch network, spanning five major metropolitan areas as well as our home base of Shizuoka and Kanagawa Prefectures, we have built a strong network of non-face-to-face touchpoints, including internet branches powered by cross-industry partnerships. This enables us to deliver financial solutions broadly, without geographic limits. In Shizuoka and Kanagawa Prefectures, our hub-and-satellite branch system is tailored to each region's characteristics, allowing us to respond to our customers' increasingly diverse and sophisticated needs.

■ Market Potential of Our Business Area



Message from the Director



Uniting the Sustainable Development of Local Communities with the Enhancement of Corporate Value, and Building “the Bank with the Most Waku Waku” Together with Our Employees

Representative Director and Senior Managing Executive Officer, General Manager of Community Bank

Tomoki Toya

Relocating Head-Office Functions to Numazu and Mishima. Gratitude to Our Local Communities Is Our Origin

At the start of the New Mid-Term Business Plan, we relocated head-office functions from Tokyo to Mishima and Numazu. At the root of this decision lies our deep gratitude toward Shizuoka and Kanagawa Prefectures, SURUGA's birthplace, and our deep commitment to contributing to those local communities going forward.

Even during times when we faced a difficult business environment, our local customers, businesses, and local governments gave us unwavering support. Through those

experiences, we came to deeply believe that SURUGA Bank exists today entirely because of our home region. Having steadily strengthened our management foundation under the Previous Mid-Term Business Plan, we now embark on the new plan with a clear purpose: to return the fruits of our progress to our local communities and achieve sustainable growth side by side with them.

Turning Contribution to Local Communities into Real Economic Value

Under the New Mid-Term Business Plan, we aim not to limit our contribution to local communities to mere social contribution activities, but to generate real economic value for the region.

Central to this effort is the Regional Revitalization Office, established in April 2025. Under the New Mid-Term Business Plan, we have set a KPI of “cumulative economic ripple effects of ¥1.0 billion or more over three years,” making clear our stance of advancing local development and SURUGA's growth as one.

The core of this activity is the “Cycling Project.” Launched in 2011 by employees who love cycling, this initiative matched the needs of the times, such as rising environmental awareness and health consciousness, and has now grown into a pillar of local revitalization. The partnership agreement on bicycle promotion, which began in Hiratsuka City, Kanagawa Prefecture, has drawn in not only local governments but also private companies, expanding to 28 organizations as of the end of March 2026. We are developing initiatives together with local communities,

Message from the Director

tailored to the characteristics and target audience of each region.

Through these initiatives, the non-resident (visitors) population, spending in the region is stimulated, and new business opportunities and capital investment needs are generated for local companies. Our Community Bank has set out a policy of using retail as its “pivot foot” while expanding account-based sales into the corporate and business-owner segment. By providing financial solutions in response to the needs generated by regional revitalization, we can create synergies that turn 1+1 into 5 or even 10. This kind of virtuous cycle draws in new partners and, in turn, leads to further regional revitalization. This chain of events is the shape of co-creation between the region and SURUGA that we are aiming for.

Evolving Toward “an Organization That Leverages Individual Expertise”

The “Long-Term Vision” formulated under the New Mid-Term Business Plan places “employees” as its subject. Unless an environment is in place where employees themselves feel genuine excitement (Waku Waku) about their work and can take on challenges autonomously, we cannot deliver new value to our customers. Taking on the challenge of differentiation requires a strong personal drive to contribute from each and every employee.

We have, to date, listened to the voices of our employees through various forums for dialogue. In the early stages of this dialogue, there were cases where employees hesitated to voice their opinions directly to management, but by taking those voices seriously, with management taking the lead in improvement activities, we are steadily transforming into a culture where people can speak candidly with one another. We have also pushed ahead with the reform of our Human

Resources System. For veteran employees, we introduced the Senior Consultant position and the Meister System, shifting to a system in which people are evaluated according to their expertise and results. We have also built an environment in which employees can remain active up to age 70, creating a workplace where everyone, from younger staff to veteran employees, can work with enthusiasm. The promotion of women’s advancement is also essential to SURUGA’s sustainable growth. I myself have created opportunities to engage in direct dialogue with women leaders through initiatives such as the Future Management Academy. More employees are voluntarily participating in external seminars on the promotion of women’s advancement, and I find it reassuring to see the high level of passion and drive with which they are absorbing outside knowledge and seeking to change SURUGA’s future.

Furthermore, over the coming three years, we will accelerate our evolution toward “an organization that leverages individual expertise.” Under the New Mid-Term Business Plan, we have set a KPI of “500 or more certified professionals, cumulative over three years,” and we will proceed with building mechanisms that make the most of professional expertise.

In this way, nurturing a culture in which employees, unafraid of risk, can become “first penguins” who take on new value creation, and connecting that passion to the dynamism of our management — this, I believe, is what human capital investment means for SURUGA, and is the key to sustainable growth.

Taking the Lead in Making Work “Bright and Fun,” Continuing to Take On Challenges Together with Our Employees

I have always acted on the belief that I should value connections between people and serve as a bridge builder. As Representative Director, the greatest mission entrusted to me

is to convert these connections into a concrete enhancement of corporate value and to build “the most exciting bank.” To realize the “Long-Term Vision” formulated in this New Mid-Term Business Plan, the engagement of our employees, the protagonists, is what matters most of all. I am determined to drive the creation of a culture in which our frontline teams engage directly with customers, a customer-first mindset is embedded across the entire Bank, and employees take on new value creation while feeling “Waku Waku.”

I will also continue to lead by example in living out my personal motto, “work should be bright and fun,” and, together with our employees, keep taking on the challenge of solving the problems facing our local customers.



Materiality for Sustainability and Related Initiatives

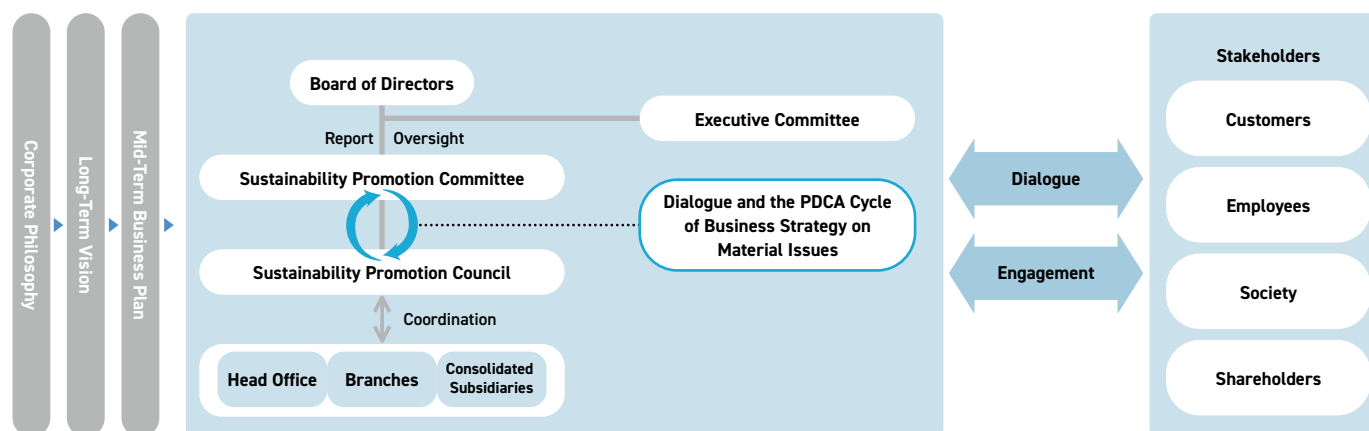
Our Approach to Sustainability

We have established a Sustainability Promotion Committee reporting directly to the Board of Directors. To enhance corporate value over the long term from the perspective of our stakeholders, this committee sets SURUGA Bank Group's sustainability policies and targets, monitors progress, and regularly reports and makes proposals to the Board.

The committee is chaired by the Representative Director and President, with members consisting of directors appointed by the chair, including outside directors, and executive officers. Directors who serve as Audit and Supervisory Committee members participate as observers.

Additionally, we have established the Sustainability Promotion Council as a subordinate body of this committee. Composed of executive divisions, this council drives sustainability measures centered on the four material issues (materiality) identified by the Group.

Sustainability Management Structure

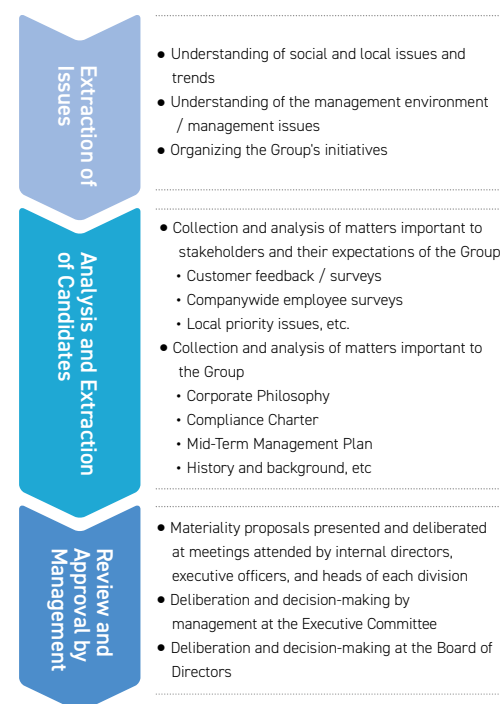


Sustainability Promotion Committee	
Material Issues:	- Matters relating to policy and initiatives, etc., concerning the promotion of SX, etc. - Identification of materiality, setting of medium- to long-term targets - Monitoring and oversight of progress, etc.
Members:	Chair: Representative Director and President Members: Directors appointed by the chair (including outside directors) and executive officers, etc. Observers: Directors who are Audit and Supervisory Committee members, etc.

Sustainability Promotion Council	
Material Issues:	Engages in information collection and gap assessment, and carries out the execution and promotion of material issues
Members:	Chair: General Manager of the General Management Planning Division Members: Heads of head-office divisions, etc.

Materiality Formulation Process

We have identified the material issues (materiality) that the Group must prioritize to realize a sustainable society and enhance corporate value.



- In formulating our materiality, we established a companywide, cross-departmental project in August 2020, and, incorporating the views of outside experts, have deliberated thoroughly with management.
- In our deliberations, we referenced the Stakeholder Capitalism Metrics proposed by the World Economic Forum in 2020, using its four pillars, measurement indicators, and expanded indicators as a guide. We formulated our materiality by surveying and analyzing medium- to long-term environmental trends and stakeholder views, evaluating their relevance and affinity.

*These metrics are based on existing ESG disclosure standards (CDP, CDSB, GRI, IIRC, SASB) and comprehensively cover, on an item basis, the ESG issues that companies should address and disclose.

Materiality for Sustainability and Related Initiatives

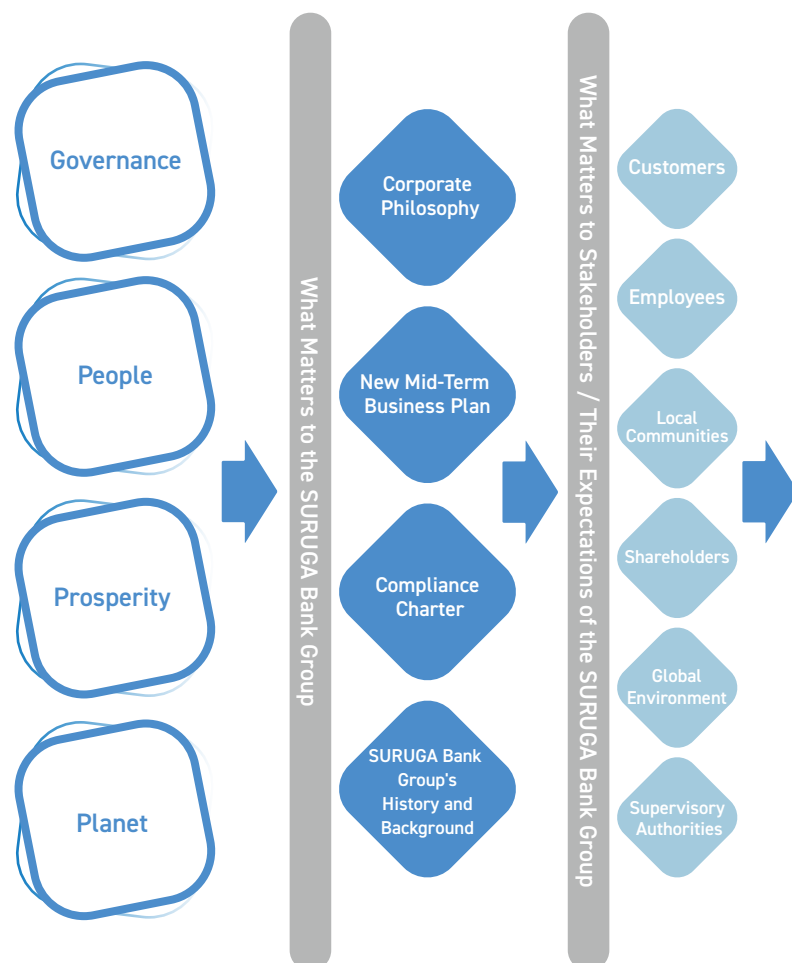
Materiality Extraction and Identification

Organizing Materiality Candidates

Organized our materiality with reference to the four pillars / measurement standards of the "Stakeholder Capitalism Metrics" proposed by the World Economic Forum in 2020

Extraction and Identification of Materiality

We analyzed what matters most to both the Group and our stakeholders, and formulated the material issues ("materiality") that align our shared priorities



Materiality and Initiatives

The SURUGA Bank Group's Materiality

Each item of materiality is interconnected rather than independent, forming an indispensable foundation for fulfilling our responsibilities to our stakeholders.

The SURUGA Bank Group's Initiatives

To address our four materiality themes both internally and externally, we are driving targeted initiatives linked to the Sustainable Development Goals (SDGs), while continually strengthening our efforts and impact.

Related SDGs



Review of the Previous Mid-Term Business Plan (Re:Start2025 Phase 2)

Under our Previous Mid-Term Business Plan, “Re:Start2025” Phase 2 (April 2023–March 2026), we pursued three core management strategies. Our four autonomous profit centers all grew independently, enabling us to build a diversified, stable business model not reliant on any single business.

Under our “Building a Sustainable Revenue Structure” management strategy, we faced severe revenue pressure from the repayment of legacy investment real estate loans executed prior to FY2018, causing core gross operating profit to decline. However, in the final year, this metric rebounded with a year-on-year increase of ¥5.4 billion. By achieving all KPI targets, we solidified the full-scale launch of SURUGA's track back to growth.

Three Management Strategies and Key Results

Management Strategy	Main Achievements
I. Evolving the Retail and Solution Businesses We will “Create a Difference” founded in resolving AID (Anxiety, Inconvenience, Dissatisfaction) for our customers, leading them to say “I’m glad you’re here...I’m glad we met...”	- Cases of “Creating a Difference” by four autonomous profit centers - Evolution from product sales to account-based sales; establishment of the Wealth Advisory Department; development of the dental loan market; expansion of small-lot receivables investment, etc. - Gross profit from new businesses 7.7 billion yen (FY2022) 28.5 billion yen (FY2025) - Launch of a collaborative business model with a non-bank (Credit Saison)
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: growth of new business revenue through four autonomous profit centers, cost structure reform, and minimizing and stabilizing actual credit costs through higher credit quality	- Bottoming out of the top line (year-on-year change in core business gross profit): –4.5 billion yen (FY2022) → +5.4 billion yen (FY2025) - Cost structure reform (non-personnel expenses): 22.5 billion yen (FY2022) → 18.5 billion yen (FY2025) Actual credit cost ratio: –19bps (FY2023–FY2025 average)
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*1 *1Single building income properties (relatively high share of older properties and properties located in regional areas) executed in or before FY2018	- Share of traditional specific real estate areas in total assets under management (AUM): 40% at end-FY2022 → 25% at end-FY2025 - Share of New portfolio in total AUM: 15% at end-FY2022 → 40% at end-FY2025

KPI Targets and Results

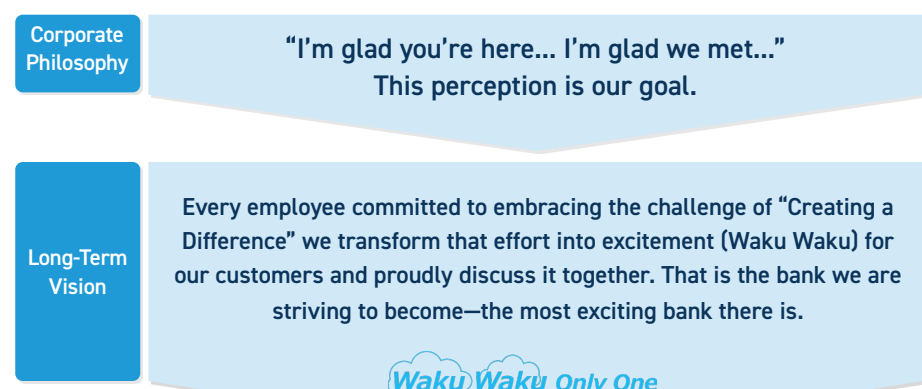
KPI targets were achieved across all Main KPIs and Secondary KPIs				
		FY2022	FY2025	FY2025 Revised Plan – Announced April 4, 2024
Main KPIs	Ordinary profit	¥11.2 billion	¥34.5 billion	>> ¥17.0 billion
	Net income (Consolidated)	¥10.5 billion	¥34.7 billion	>> ¥13.5 billion
	Capital adequacy ratio (Finalized Basel III basis)	11.39%	10.84%	÷ 10% or more (effective)
Secondary KPIs	New business gross profit	¥7.7 billion	¥28.5 billion	>> ¥19.0 billion or more
	Expenses [Ref. Excluding personnel expenses]	¥36.2 billion [¥22.5 billion]	¥33.2 billion [¥18.5 billion]	< ¥34.0 billion or less
	Actual credit cost ratio	-5bps	-37bps	<< Approximately 10bps

Note: Items not marked “Consolidated” are figures / indicators for SURUGA Bank (non-consolidated)

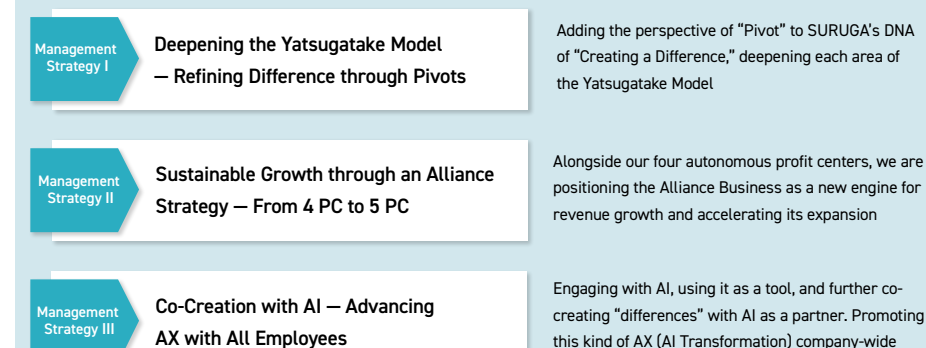
New Mid-Term Business Plan (FY2026–FY2028)

In April 2026, we launched our New Mid-Term Business Plan. Developed through extensive discussions with junior and mid-career employees, this plan establishes our first-ever "Long-Term Vision." Grounded in our unchanging corporate philosophy – "I'm glad you're here... I'm glad we met... This perception is our goal" – we will deepen our differences across both business structure and foundation. Supported by our three management strategies and five priority measures, we will drive our KPIs to deliver sustained enhancements in corporate value.

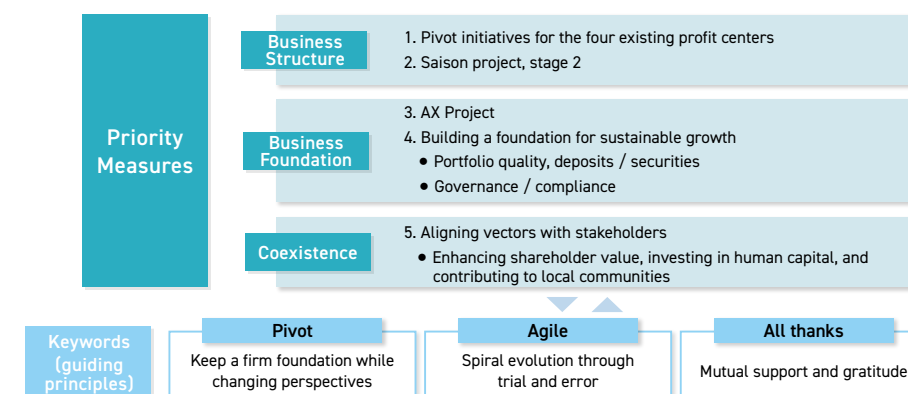
New Mid-Term Business Plan Overview and Long-Term Vision



Management Strategies of the New Mid-Term Business Plan



Priority Measures



KPI

		FY2025	FY2028 Plan	Remarks
Main KPIs	Ordinary profit	¥34.5 billion	¥52.5 billion	
	ROE (consolidated)	11.2% After adjusting for the impact of the tax burden rate 7.8%*	11.0% or higher	• Consolidated basis (Tokyo Stock Exchange standard)
	Capital adequacy ratio	10.8%	Approx. 10% (effective)	• Target range: 9.5%–10.5% • Non-consolidated basis. Where Unrealized Gains (Losses) on Securities are a loss, such loss is deducted from Core Capital.
Secondary KPIs Key action indicators for achieving main KPIs	Core Gross Operating Profit	¥65.3 billion	¥77.0 billion	• Excludes gains on cancellation of investment trusts
	Core expense ratio (OHR)	50.8%	Approximately 50%	• Denominator: Core Gross Operating Profit (excluding gains on cancellation of investment trusts)
	Disclosed non-performing loan ratio	3.8%	Around 2%	• A ratio excluding Organizational Negotiation Partners that are, in general, fully secured

*ROE value converting FY2025's tax burden rate of approximately 2% to the standard rate of 31.1%
Note: Items not marked "Consolidated" are figures / indicators for SURUGA Bank (non-consolidated).

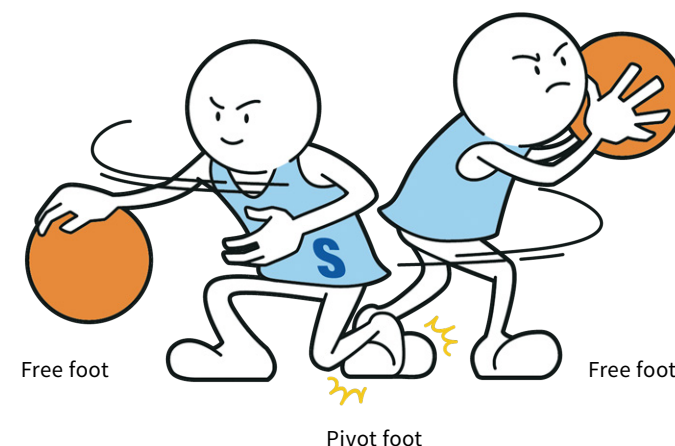
Management Strategy | Deepening the Yatsugatake Model Refining Difference through Pivots

Adding the Perspective of “Pivot” to SURUGA's DNA of “Creating a Difference,” Deepening the Yatsugatake Model

During the Previous Mid-Term Business Plan, we transitioned from the Mt. Fuji Model to the Yatsugatake Model, building distinct strengths across our four profit centers. Using these core strengths as our steady pivot foot while flexibly adapting our perspective to create new value, we will execute a strategic “Pivot” that deepens the Yatsugatake Model.

“Pivot” that creates a difference

By making our own strengths the pivot foot, we deepen differences by shifting our perspectives and angles.



The “pivot foot” for
“Creating a Difference”

Pivot directions and
examples

Community Bank – Shizuoka / Kanagawa –

The ability to build trust as a “lifelong partner” through long-term, multi-layered relationships with customers—rather than through single proposals.

Expanding the scope of trust-based relationships from individual customers to include sole proprietors, freelancers, and corporate entities.

Related page: P21

Greater Tokyo / Wide Area Bank – Tokyo and major Japanese cities–

Consultative capability to deliver real estate-related financial solutions tailored to customers with unique needs, including high-net-worth individuals.

Evolution from a real estate company-focused sales approach to a customer-direct model (targeting ultra-high-net-worth individuals and other clients through the Wealth Advisory Department)

Related page: P22

Direct Bank – Nationwide business utilizing digital technologies –

Product and service development capability that leverages a low-cost and highly-adaptable digital platform.

Accelerating digital financial services tailored to customers’ lifestyles by combining AI with our digital platform.

Related page: P23

Market Finance Division – Structured finance, etc. –

Accurate and swift organizational decision making, execution, and risk management enabled by the development of professional teams.

In addition to our traditional loan areas, the scope is being expanded to include receivables acquisition, asset-based lending (ABL), and loans to large and blue-chip corporations.

Related page: P24

Pivot Measures for the Existing Four Profit Centers

– Shizuoka / Kanagawa –

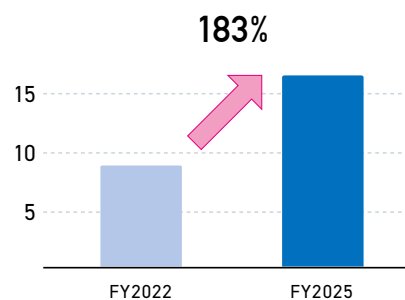
Community Bank

Review of the Previous Mid-Term Business Plan

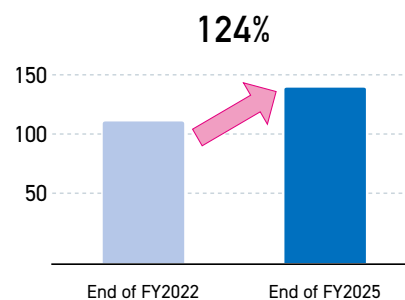
Under the Previous Mid-Term Business Plan, we set the mission of “building high-quality, long-term relationships and becoming a lifelong partner who stays close to our customers,” and advanced measures under three pillars: ① shifting to account-based sales, ② strengthening targeting and proposal capability according to area characteristics, and ③ creating customer touchpoints by expanding the number of employees with advanced skills. In our individual solutions business, we worked to maintain and expand our customer base by providing high-quality solutions centered on the “Hundred Customer Program*.” In our corporate solutions business, toward the sustainable growth of companies, we strengthened internal and external collaboration and provided solutions that went a step further into overall management. As a result, in FY2025 new loan disbursements in the individual lending division (housing loans and unsecured loans) reached 183% of the FY2022 level, and the balance of business loans reached 124% of the FY2022 level, showing steady progress in a business model that runs alongside the local economy and local customers.

*Hundred Customer Program: Each sales employee is responsible for 100 customers, offering the most suitable, customized proposals to resolve each customer’s individual concerns.

Combined New Loan Disbursements for Housing
Loans and Unsecured Loans (¥ billion)



Balance of Business Loans (¥ billion)



The Strengths of Community Bank

Our robust local customer base is Community Bank’s greatest strength. By fostering cross-departmental collaboration among specialized teams, we have built a responsive system capable of swiftly meeting diverse customer needs. Furthermore, leveraging our branch network across Shizuoka and Kanagawa prefectures allows us to build solid relationships of trust through a reassuring, face-to-face presence.

Initiatives under the New Mid-Term Business Plan

In the retail area, building on the results of account-based sales, which took hold under the Previous Mid-Term Business Plan, we will advance the multi-layering of customer touchpoints centered on asset consulting and the introduction of new services. Through these multifaceted approaches, we will deepen our connection with customers into more solid, “sticky transactions,” further deepening our customer base while maximizing customer satisfaction.

Furthermore, we will apply our strength in individual asset consulting know-how to the business area as well, practicing a strategic approach that captures “the individual” and “the business” as one. This will allow us to provide seamless value, expand our customer base, and improve customer trust. Tailoring our business approach to local characteristics in Shizuoka Prefecture, we will deliver comprehensive corporate services that extend from business operations down to the management and employees alike. In Kanagawa Prefecture, focusing primarily on sole proprietors and freelancers, we provide a wide range of services ranging from management support to asset formation. To support these strategies, we will focus on developing highly specialized talent, while further deepening our collaboration with Group companies and partner firms.

Pivot Measures for the Existing Four Profit Centers

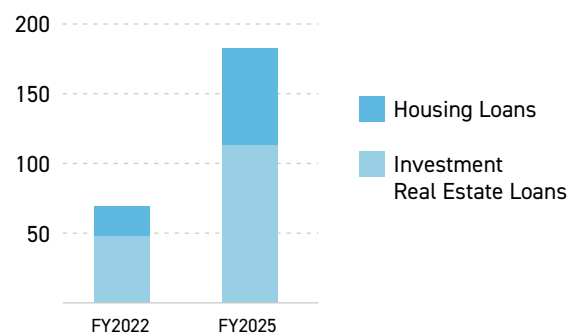
– Tokyo and major Japanese cities –

Greater Tokyo / Wide Area Bank

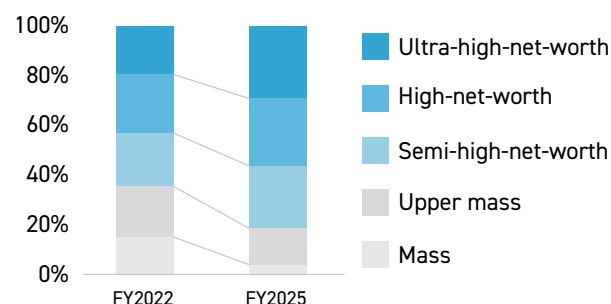
Review of the Previous Mid-Term Business Plan

Under the Previous Mid-Term Business Plan, we focused on “One to One” consulting tailored to our customers' lifestyles and diverse needs, driving steady growth in new housing and investment real estate loans. In housing loans, we advanced our business centered on five priority areas — high-income earners, business owners, foreign nationals, seniors, and second homes / vacation homes — and, in particular, lending to high-income earners (the wealthy) increased substantially. We have also built a support structure for foreign national customers that leverages our nationwide branch network and are used by customers across a wide range of areas. In investment real estate loans, we expanded beyond Single building income properties to meet diverse needs, including sectional and hotel condominiums. By focusing on stronger relationships with existing clients, we drove growth in repeat business and referral-based customer acquisition, earning high praise for our consulting expertise. Also, as a step toward further growth, in April 2025 we newly established the “Wealth Advisory Department,” which offers more specialized real estate solution proposals for the wealthy and ultra-wealthy.

Trend in Loan Disbursements (¥ billion)



Trend in the Share of Investment Real Estate Loan Disbursements by Segment



Initiatives under the New Mid-Term Business Plan

Taking our solid partnerships, built through our nationwide network across major cities, as our “pivot foot,” and, in order to deepen our differences, we will work on “relationship-building through a customer-direct approach (free foot).” For example, in the Wealth Advisory Department, we will directly approach wealthy and ultra-wealthy customers, providing solutions that contribute to asset formation while grasping their latent needs.

This will make it possible to improve the quality of our loan portfolio and acquire new customers through referrals. We will also strengthen collaboration with diverse channels such as private banks, improve our capacity to respond to direct inquiries from customers to us, and advance the building of direct relationships with end users. To support these initiatives, we will also focus on developing professional talent through the passing on of know-how and systematic training.

The Strengths of Greater Tokyo / Wide Area Bank

“Partnerships with real estate-related companies” and “our branch network across major cities nationwide” are our strengths, and we regard them as our unwavering pivot foot going forward as well. In our investment real estate loan business, in addition to continuous outreach to real estate-related companies such as real estate agencies and condominium developers, we are strengthening relationships with partner companies and developing new products, responding to diversifying investment needs. In our housing loan business, we provide the optimal products in response to the area-specific needs of each location, responding to our customers' wide-ranging needs. In this way, we make maximum use of our nationwide network of locations across major cities, responding to our customers' diverse real estate needs nationwide — from detached houses and sectional condominiums to Single building income properties, second homes / vacation homes, hotel condominiums, and resort hotel membership rights.

Pivot Measures for the Existing Four Profit Centers

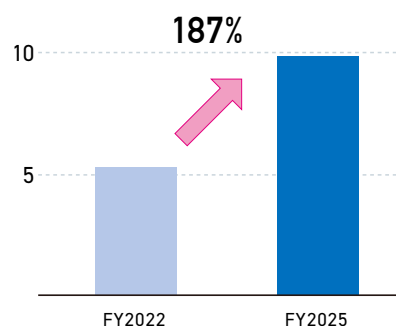
– Nationwide business utilizing digital technologies –

Direct Bank

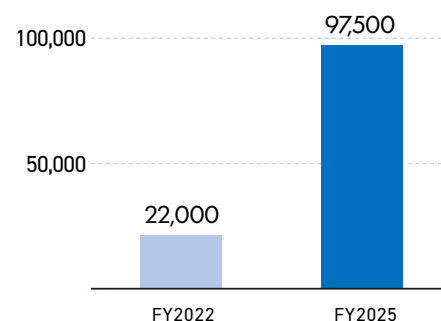
Review of the Previous Mid-Term Business Plan

Target-purpose loans, an area of focus under the Previous Mid-Term Business Plan, grew steadily, with FY2025 disbursements reaching 187% of the FY2022 level. In particular, in the dental loan market, we worked on a variety of marketing approaches, leading to stable applications. In addition, through collaboration with Community Bank, we captured area-specific needs such as auto and education financing, and improvements to our products together with stronger promotion supported this growth. The number of accounts opened, centered on our Smart Account, also expanded steadily through proactive digital marketing, expanding the customer base that will support our future growth. Going forward, in light of competition in a “world with interest rates,” we will strengthen our marketing strategy with the aim of securing stable deposits and improving stickiness through deepening our customer relationships.

Target-Purpose Loan Disbursements (¥ billion)



Trend in the Number of Transactions with New Customers* (number of transactions)



* Cumulative since FY2022: number of new account openings at the internet branches and number of new target-purpose loan contracts

Initiatives under the New Mid-Term Business Plan

Under the New Mid-Term Business Plan, on the premise of a UI/UX overhaul, we will advance three initiatives to deepen our differences. The first is “expanding our customer base and strengthening stickiness.” To expand the high-stickiness deposit base that matters in a “world with interest rates,” we will continuously update our distinctive products and services, delivering “Waku Waku that is different from other banks.”

The second is “diversifying our unsecured loan business into multiple pillars.” In addition to dental loans, we will cultivate new pillars in our target-purpose loan business.

The third is “transforming our business processes through AX (AI Transformation).” Through the evolution of our AI screening model and improved productivity in our non-face-to-face platform through AX, we will strengthen our ability to respond to customers. We will also aim to maximize our contract conversion rate through faster automated credit decisions and UI/UX improvements.

Strengths of Direct Bank

To further enhance Direct Bank’s strength in rapid product and service development, we are fusing AI technology with our existing digital infrastructure, accelerating our transformation into digital financial services that blend seamlessly into our customers’ daily lives. Specifically, we plan to renew the UI/UX of our digital touchpoints. We aim for a stress-free customer experience navigated by AI, evolving our app and building a mechanism in which AI analyzes our customers’ latent needs and automatically delivers the optimal information and services. Furthermore, through enhanced security and authentication, we provide a safe, secure environment, seamlessly connecting the customer journey from account opening through app use, to realize a smooth customer experience.

Pivot Measures for the Existing Four Profit Centers

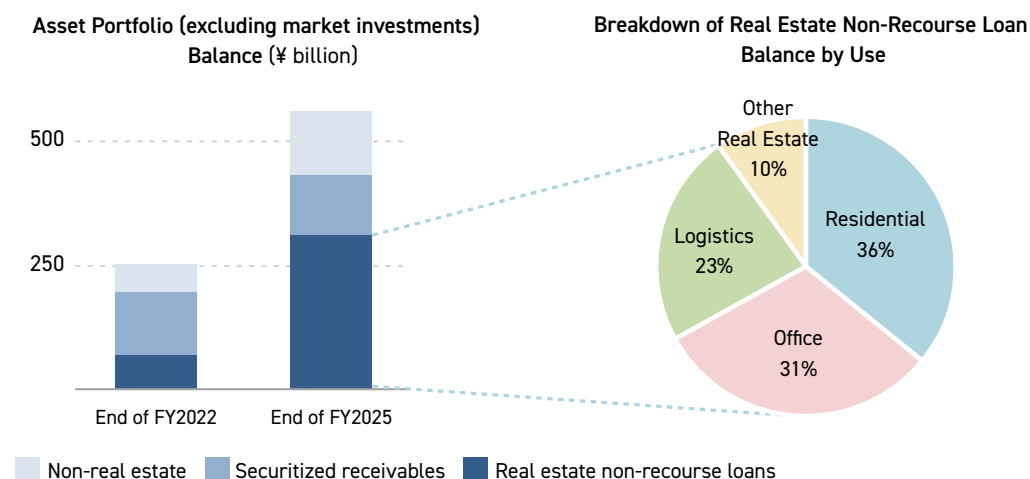
– Structured finance, corporate lending –

Market Finance Division

Review of the Previous Mid-Term Business Plan

Under the Previous Mid-Term Business Plan, in structured finance, corporate lending, and related areas, Market Finance Division advanced two pillars: “expanding our investment and lending areas through medium-risk, medium-return investments” and “building a specialized, dynamic organization.”

As a result, against the backdrop of active real estate and M&A investment and robust corporate funding demand, new loan disbursements in FY2025 exceeded ¥200.0 billion, and the balance exceeded ¥500.0 billion. Organizationally, we expanded and developed our talent pool to a team of over 30 professionals, including 20 team members who hold the Association for Real Estate Securitization's Master qualification — an industry-leading standard among regional banks.



Initiatives under the New Mid-Term Business Plan

Toward realizing the New Mid-Term Business Plan, we will work from three perspectives.

First is deepening our real estate expertise. We will further hone our expertise in real estate non-recourse loans, solidifying our position within the industry.

Second is responding to securitization needs. In response to securitization needs driven by rising interest rates, we will expand our scope to new products such as receivables purchases.

Third is establishing our corporate lending area. We will establish corporate lending such as LBOs and syndicated loans as one pillar of our portfolio, expanding into non-real-estate areas. As the operating policy supporting this initiative, under the mission of being a “market-in professional team that continues to Create a Difference,” we will hone our differences by pursuing (1) thorough deepening of our real estate expertise, (2) quality- and order-based growth, and (3) deepening of the Yatsugatake Model.

Strengths of Market Finance Division

The strength of Market Finance Division lies in accurate, swift decision-making, execution, and risk management through the development of professional teams. By emphasizing specialization, job satisfaction, and a dynamic workplace environment, we support the self-realization of talent who embody SURUGA's DNA of “Creating a Difference,” while enhancing our team's capabilities through deepening each individual's specialization.

Management Strategy II : Sustainable growth through an alliance strategy – From 4 PC to 5 PC

Special Feature: Alliance Promotion Division's Strategy



Senior Executive Officer
General Manager of Alliance Promotion Division

Shigeto Takei

Deepening Collaboration with Partners from Other Industries, Committing to “Creating a Difference”

Under the Previous Mid-Term Business Plan, the Bank shifted from the “Mt. Fuji Model,” which depended on a single business area, to the “Yatsugatake Model,” in which multiple business areas each leverage their own distinct strengths, establishing four autonomous profit centers.

Under the New Mid-Term Business Plan, which launched this

As the Fifth Pillar of the “Yatsugatake Model,” Pursuing a New Shape of Finance

fiscal year, this department was newly established as the fifth pillar of the “Yatsugatake Model,” in order to further strengthen this model and advance it to the next stage of growth. Our mission is to take on the “fifth business area” by “deepening collaboration with partner companies from other industries and pursuing a new shape of finance.”

At the core of this cross-industry collaboration is our partnership with Credit Saison, with whom we entered into a capital and business alliance in 2023. Originally advanced as a project within the head office planning division, it has now become an independent profit center, backed by the steady results and firm confidence we have built up.

Moreover, as the Bank pursues sustainable growth, collaboration with partner companies from other industries is growing increasingly important. This is because, amid the rapid evolution of digital technology and AI, banks are shifting from being merely “a place to deposit or borrow money” to becoming “a familiar foundation woven into every aspect of people’s lives and businesses.” Furthermore, in an age of diversifying lifestyles and values, banks are being called on to propose high-value-added products and services that go beyond the framework of a single bank, fusing outstanding knowledge from other industries.

In light of these changes in society and customer needs surrounding banks, taking our alliance with Credit Saison as our starting point, we will pursue “Creating a Difference” that goes beyond the conventional image of a bank.



Special Feature: Alliance Promotion Division's Strategy

The Capital and Business Alliance with Credit Saison — The Opening of “Stage 2”

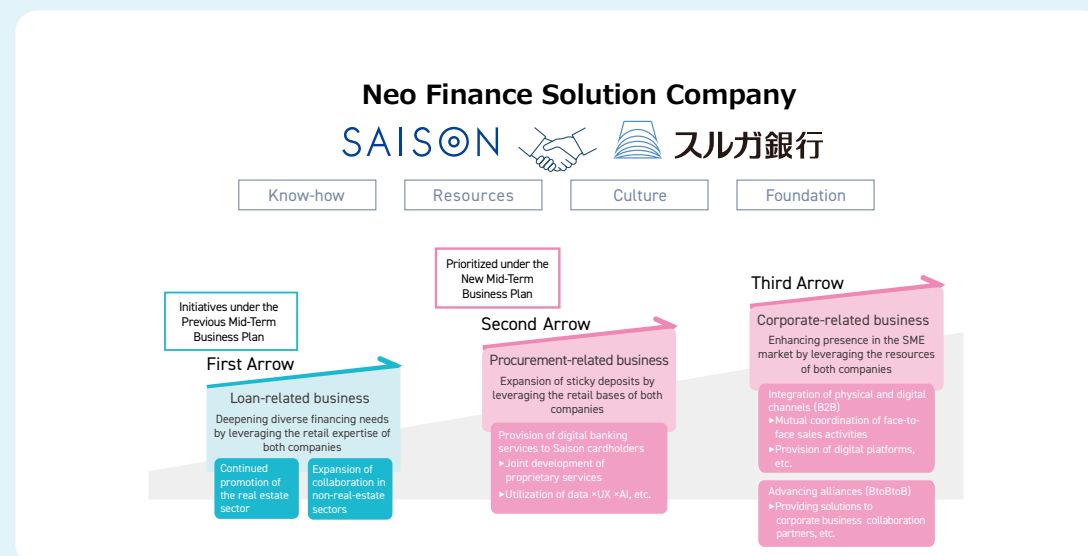
With Credit Saison, we have been fusing both companies' retail know-how toward realizing a “Neo Finance Solution Company” starting from any “trouble” or “concern (anxiety, dissatisfaction, inconvenience)” our customers may have. To date, this has created a wide range of solutions, including the joint development of asset-formation loans, the issuance of a co-branded credit card, the Bank's rollout of loans guaranteed by Credit Saison, and Credit Saison's handling of the Bank's housing loans.

In response to these diverse financing needs of our customers, we have positioned our loan-related business, which has steadily built up results, as our “First Arrow,” and we will continue to deepen it further going forward.

And the collaborative business of both companies is now advancing into a new second stage. What we are looking toward as our “Second Arrow” is responding to our customers' asset-formation needs. We plan to provide digital banking services to the approximately 22 million Saison Card members and others, aiming to go beyond simply linking the functions of a credit card and a deposit account, and to propose a new customer experience linked with Credit Saison's broad partner economic sphere.

Furthermore, as our “Third Arrow,” we plan to move into the

SME (small and medium-sized enterprises and sole proprietors) area as well. To provide effective solutions that meet market needs, we are currently pooling both companies' wisdom and accelerating discussions on the specific design of our services. The source of the execution and advancement of this collaborative business is the “two-way exchange of personnel” that both companies have developed. To date, we have welcomed a cumulative total of 28 Credit Saison employees to the Bank, while our own younger employees have participated in Credit Saison's proposal projects, advancing the mutual sharing of insight and strategy. The fusion of different corporate cultures and values broadens our employees' way of thinking and serves as a stimulus for innovation that crosses organizational boundaries. Going forward, under our strong partnership with Credit Saison, we will continue to bring out the strengths of both companies to the fullest and elevate them to a new stage.



Developing Solutions that Touch the Heart of “the Individual”

With the advance of digital technology, today's financial services are rapidly becoming standardized and large-scale. In this environment, expanding “quantity” — market scale, share, and the like — tends to be emphasized, but we believe we should thoroughly pursue “quality” in our services. What we mean by improving “quality” is not limited to providing “economic value” such as convenience and good value. Of course, delivering economic value that customers can feel is an important element of customer satisfaction, but rather than depending on that alone, we add to it the “emotional value” that customers feel in their daily lives and businesses — a sense of security and

Special Feature: Alliance Promotion Division's Strategy

Waku Waku. This is precisely the pursuit of “quality” that we are aiming for. It is this commitment to “quality” that we see as the path to building mid- to long-term relationships with our customers and to a “Creating a Difference” unique to Suruga that no other company has.

That is precisely why we are working on providing solutions under the keyword of “warmth” — staying close to each customer’s individual challenges and important aspirations as a companion in their life and business — not only by using IT and AI to upgrade our financial service functions.

Behind these initiatives lies a shared stance that runs deep throughout SURUGA as a whole. A culture of committing to distinctive value “unique to Suruga” and boldly taking on challenges is rooted in our DNA. This strong consciousness of wanting to create unique value is by no means limited to this department. We believe that the passion for challenge that lives throughout the company is the very source that gives rise to our firm uniqueness.

Creating “1+1=∞” Value through Chemical Reactions with Other Industries, Toward a Future Full of Waku Waku

What is expected of this department is to open up distinctive solutions that let our stakeholders feel, “SURUGA is a unique and appealing company.” Our role is not limited to profit contribution as a profit center; we also bear the role of pioneering new value.

The process of creating something new from zero involves

many difficulties and obstacles. But it is precisely a forward-looking stance toward overcoming them that drives growth. In this department, there is fertile ground for being stimulated by partners from other industries, freely discussing the future, and openly debating “wouldn’t it be more interesting if we did it this way?” The very process by which project members bring “passion and energy × drive to action” to bear, completing each project with speed, and sending it out into the world, is nothing other than the greatest source of energy that raises employees’ sense of “Waku Waku.”

By facing our work with a sense of Waku Waku ourselves, our collaboration with alliance partners goes beyond simple addition, sparking a chemical reaction that multiplies each other’s strengths. Precisely because this is an age with no single

correct answer, we will rack our brains to make “1+1=2” into “1+1=∞,” repeating trial and error without fear of change, and aiming to be “the bank with the most Waku Waku,” continuing to take on new challenges.

Going forward, together with Credit Saison and our other diverse partner companies, through the Co-Creation of value that exceeds our customers’ expectations, we will press forward toward being a presence of which people can truly think, in keeping with our corporate philosophy, “I’m glad you’re here... I’m glad we met...”

Message from the Alliance Promotion Division Department Manager in Charge

One of the next collaborative measures we are currently advancing is the “Saison Branch,” which we plan to open in the second half of FY2026. At this Saison Branch, we will take on the challenge of new value creation under the theme of “turning financial functions into entertainment.” By making maximum use of Credit Saison’s vast partner economic sphere and its strengths in the SME area, we aim to realize an experience in which our customers can enjoy using financial functions.

I feel firsthand that the DNA of “Creating a Difference” that SURUGA has carried on unbroken, and the action toward transformation embodied in “Pivot,” which is set out in the New Mid-Term Business Plan, resonate deeply with the spirit of Credit Saison’s management philosophy as a “leading-edge service company.” Going forward, as a bridge between the two companies, we will continue to strengthen the synergy between them, and realize a “new shape of finance” that excites our customers.



Yusuke Ogiwara

Seconded from Credit Saison in March 2025

Management Strategy III: Co-Creation with AI - Advancing AX with All Employees

We position AI not merely as a tool for efficiency, but as a partner for creating “differences.” With the strengthening and development of AI talent capability and improvements in operational efficiency and productivity as our monitoring indicators, we will promote AX (AI Transformation) company-wide.

Basic Policy

Taking AI as a partner, evolving the creativity of our employees and organization while co-creating “differences”

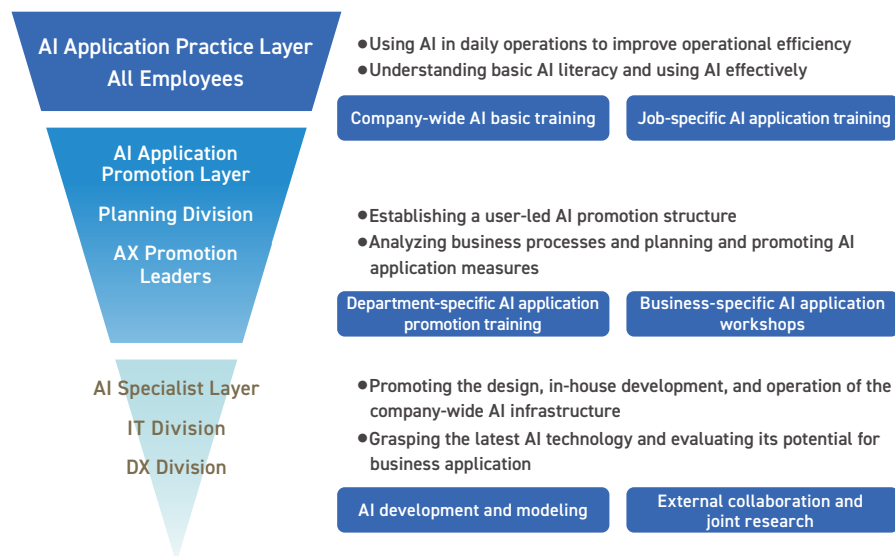
AI Application to
Customer Service

Cost Optimization
through Operational
Efficiency

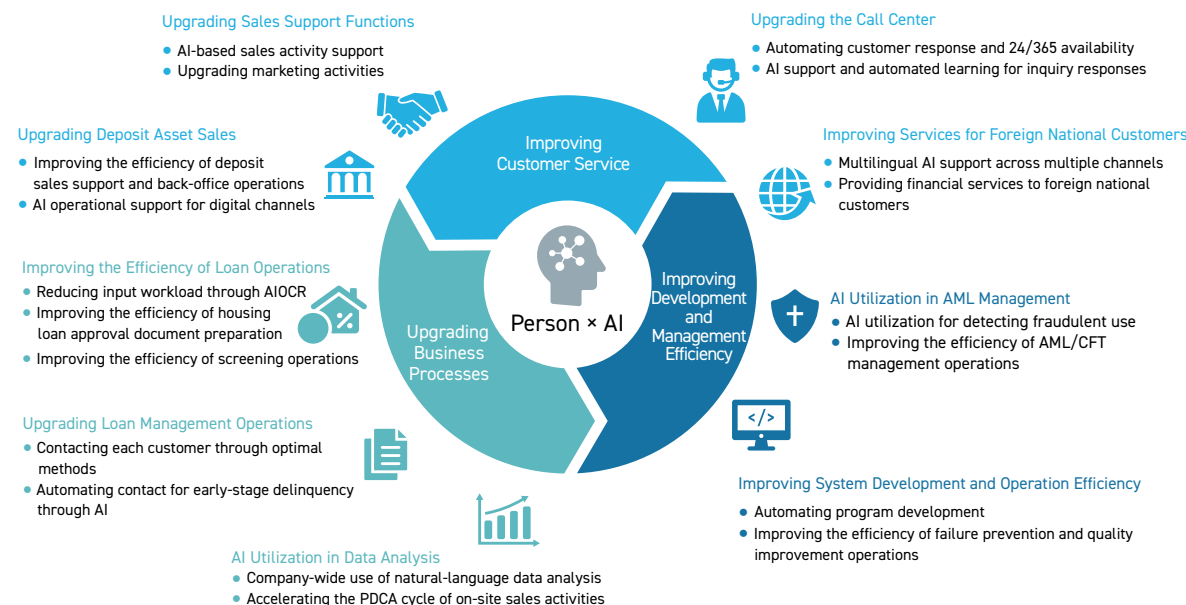
Thorough governance
and compliance

AI Talent Capability Strengthening Plan

— Establishment of the AI Talent Capability Strengthening Training Program



AX (AI Transformation)



Monitoring Indicators

Strengthening and Developing AI Talent Capability

AI talent capability enhancement training:
100% participation rate
Number of AI application measures: 30 measures

Improving Operational Efficiency and Productivity

Approximately 30% improvement in operational efficiency
(equivalent to approximately 500,000 hours of work)

Special Feature: AX (AI Transformation) Roundtable

Opening a Waku Waku-Filled Future through AX, Driven by All Employees

Under the New Mid-Term Business Plan, “Co-Creation with AI” was set out as the third pillar of our management strategy. The AX (AI Transformation) Project, which uses AI company-wide not merely as a tool for efficiency but as a partner for co-creating “differences” that transform our business model, has begun. Five participants — members of the IT & Operations Division, who lead this project, and representatives of the user divisions who put AX into practice on the ground — spoke together about their aspirations for advancing AX, their specific initiatives, and the future they aim for.



Executive Officer
IT & Operations Division
General Manager,
Systems Department

Shoichi Hattori

AX Promotion,
System Development
Promotion Office
Systems Department

Mina Kasai

Deputy General Manager,
Development Promotion Office,
and AX Promotion Leader
Systems Department

Satoshi Sakurai

Access Center

Miho Abe

General Manager,
Asset Consulting Sales Department
Solution Promotion Division

Akiko Ito

Our Aspirations for “Co-Creation with AI,” Set Out in the New Mid-Term Business Plan

— In the management strategy of the New Mid-Term Business Plan, “Co-Creation with AI” was set out as a company-wide pillar. Please share your thoughts on advancing AX company-wide.

Hattori : As General Manager of the Systems Department in the IT & Operations Division, I lead the Bank’s IT strategy and policy formulation, and also serve as the overall officer responsible for company-wide AX promotion. Amid the rapid environmental changes of population decline and accelerating digital shift, the conventional bank model is reaching a major turning point. AI is not merely a cost-reduction tool; it is the key to transformation for fundamentally rebuilding our business model itself and the way we deliver value to our customers. We position this use of AI as a pillar of our management strategy, indispensable to sustainable growth.

We welcome AI as a partner, thoroughly automating the massive volume of document creation and routine tasks through AI. With the time this creates, employees can voluntarily generate ideas and exercise creativity. This process itself becomes a source of Waku Waku for our employees.

And by concentrating on advanced consulting that only humans can provide, and on hospitality that stays close to each individual customer, we create a customer experience (CX) that fuses digital efficiency with human warmth. This is the greatest significance of the AX we are pursuing.

Special Feature: AX (AI Transformation) Roundtable

Sakurai : I serve as leader of the AX Promotion Team within the Systems Department. Company-wide AX promotion holds an extremely important position as the third pillar of our management strategy. This means that AI is an essential management resource for realizing SURUGA's DNA of "Creating a Difference." Our AX Promotion Team, as a specialized organization leading company-wide AX promotion, will accompany the front line and build a culture and mechanism in which each and every employee can co-create with AI while feeling Waku Waku.

Kasai : On the AX Promotion Team, I am mainly in charge of AI adoption, education, and consulting. This work forms the core of company-wide AX promotion. My mission is to lower the psychological barrier that our employees feel toward using AI, and to convey its potential and practical use cases. I will firmly support every employee, to be the protagonist, in solving challenges together with AI as a powerful partner, so that they can have time to create "value that is distinctly SURUGA's."

Abe : On the ground at the Access Center (call center), we are promoting operational efficiency and improved service quality through AI use. Specifically, we are advancing, on two



fronts, the construction of an "AI voice bot" that can respond around the clock, 24/365, and the introduction of a "knowledge search system" that turns veteran employees' insight into a shared organizational asset. Through this, we are creating an environment in which operators can stay close to each customer and focus on high-value-added consulting, which I believe leads to a structural reform of the Access Center that simultaneously achieves improved service quality and cost efficiency. I hope that as we advance Co-Creation with AI as a reassuring partner, a future in which both our customers and our operators can all feel Waku Waku will open up.

Itō : As General Manager of the Asset Consulting Sales Department, I am responsible for the planning and promotion of our deposit asset sales business. As the person closest to the sales front line, I feel it is important to connect "systems" and "people," and to determine how our employees can take root in and make full use of the AI we have introduced, both as a daily tool and as a partner.

As employees use AI to hone their own consulting capabilities, they also create time to attentively stay close to our customers. As a result, sophisticating our consulting starting from the "concerns" — the anxieties and dissatisfactions — that our customers carry, and providing the optimal products and services to resolve those "concerns," is our source of Waku Waku.

The Areas Covered by the "AX Project" and Its Target Goals

— What specific areas is the "AX Project" transforming, and what goals has it set?

Hattori : This project is a company-wide initiative to rebuild our business model from the ground up. Our pillars of focus are two areas: "improving the customer experience (CX)" and "improving



productivity."

In customer experience, we are rolling out a renewal of the screen design and operability (UI/UX) of our digital channels, expanding services for foreign national customers through multilingual support, and developing next-generation services that fuse real and digital/AI from the perspective of our senior customers. Meanwhile, in productivity, we are advancing AI use in core business areas such as automating loan approval document preparation and screening, and AML (anti-money laundering) and cybersecurity measures.

As our KPIs, we have set, over three years, "30 AI application measures" and "approximately 30% improvement in operational efficiency (creating approximately 500,000 hours)." However, what we are aiming for is not limited to operational efficiency. Our true goal is to concentrate the time this creates on "areas that only humans can do" — deepening communication with our customers, advanced consulting, and the like.

Sakurai : In FY2026, as the first step, toward "implementing 10 AI application measures" and "achieving approximately 10% improvement in operational efficiency (creating approximately 170,000 hours)," we are leveraging our strength of developing systems in-house to advance swift and flexible proof-of-concept

Special Feature: AX (AI Transformation) Roundtable

trials. As the AX Promotion Team, we are also focusing on talent development, having begun various training programs. As a first step, we have set the goal of “100% participation in the AI talent capability strengthening training,” working to raise company-wide literacy.

Building a Culture toward Company-wide AX Promotion

— What initiatives are currently underway on the ground to achieve that large goal?

Sakurai : Our AX Promotion Team believes that transforming the corporate culture so that the front line voluntarily improves its operations is essential, and we are building a culture in which every employee uses AI as a powerful partner. To this end, as a company-wide outreach measure for all employees, we formulated the “AI Talent Capability Strengthening Plan.” We have defined the AI literacy required by level, generation, and job function, from new graduates to executives, and plan



to carry out basic training, practical workshops, and e-learning. By accumulating small successes, such as devising prompts*1, and building a mechanism to share and circulate knowledge generated on the ground, we are lowering the psychological barrier to using AI.

At the same time, as a deep-dive measure that accompanies user divisions, we are advancing operational improvements while also carefully organizing the underlying issues and providing support toward their resolution. We swiftly present AI-based prototypes*2 on the spot, while also working together to build solutions that address the deeper roots of each issue. By running both “outreach” and “deep-diving” together, we are nurturing a corporate culture in which the front line voluntarily improves its operations, aiming to achieve the major goal of “creating approximately 500,000 hours” in a way that is not imposed by the systems division.

Kasai : I am advancing the efficiency of loan operations, which had become complex even as know-how accumulated. Through AI use in the screening and approval-document creation process, we aim to shorten processing time and reduce human error, while also securing more time for staff to spend with customers, establishing a virtuous cycle that redirects that time toward deepening relationships and creating new value.

Abe : At the Access Center, with an eye toward the future decline in the working population, we are using AI with the aim of converting knowledge that had been held by individuals into organizational knowledge. Specifically, we are advancing three initiatives.

The first is building a “knowledge search system” that consolidates veteran employees’ know-how and digitizes paper materials. Through this, we aim to create an environment in which anyone can instantly access the information they need, supporting operators from the knowledge side.

The second is introducing “AI role-playing,” in which employees practice customer interactions against AI. This enables early development of new hires, while also establishing a structure in



which experienced operators can concentrate on higher-difficulty consulting work, which also leads to improved response quality. The third is building an “AI voice bot” that automatically handles routine inquiries. This simultaneously shortens customers’ waiting time and reduces the burden on operators, building a stable Access Center in which any operator can deliver a high-quality response.

By organically linking these three measures, we aim to build a structure that moves away from dependence on individual skills and can provide consistently high-quality service as an organization.

Ito : In the deposit asset sales area, we aim to establish AI as a daily tool on the ground, improving the quality of our consulting and creating time for customer engagement. At the core of this is AI role-playing, in which staff hone their proposal skills against an AI configured in detail with a customer’s profile, family background, financial assets, and the like.

We are also using AI as a check-support tool when preparing sales records for investment trusts, insurance, and public bonds, deploying tools that reduce clerical workload while maintaining and improving legal compliance standards, creating an

Special Feature: AX (AI Transformation) Roundtable

environment in which employees can devote their time to the customer dialogue that should be their true focus. Furthermore, we are also advancing AI use in operations directly linked to improving consulting quality, such as the analysis of life insurance coverage based on policy documents, and by resolving on-the-ground issues, our policy is to raise the value of our consulting, built on trust with our customers.

Looking Ahead to the Next Generation — The Role and Mission We Take Pride In

— Finally, please tell us about the role and mission you personally hope to fulfill through the AX Project.

Hattori : My mission is not to confine “Co-Creation with AI” to the efforts of a few specialized departments, but to spread it into every corner of the front line, achieving business transformation through all employees. To this end, I play a role in balancing a “defensive foundation” — building the robust governance and secure infrastructure that lets every employee use AI with peace of mind — with an “offensive push” that accelerates automation and productivity improvement. We are building a structure that expands AI use while maintaining the high standard of trust required of a financial institution, including formulating AI usage guidelines and conducting security reviews. In addition, raising the literacy of all employees through AI talent capability strengthening training, and fostering a culture and environment in which people can take on challenges without fear of failure, is also an important responsibility. And ultimately, I believe that my greatest role toward the next generation is to realize the everyday use of AI, in which AI naturally blends into every business process and everyone can rely on it as a trustworthy partner, creating an environment in which each and every employee can exercise their own creativity and thrive.

Kasai : As someone with both practical experience at branches and knowledge from the systems division, my role is to serve as a bridge between business and IT — understanding the challenges on the ground and our customers’ aspirations and translating them into a form that AI can realize. Rather than being biased purely toward system logic, I will maximize the potential of all employees by co-creating highly precise, practically usable AI applications while staying close to the voices on the ground. I am convinced that this will lead to raising the Bank’s overall proposal capability and competitiveness.

Abe : My role is to stand between the side that develops the systems and the operators on the ground who interact with our customers every day, closely connecting the two. However advanced the AI may be, it means nothing unless the operators who actually use it can feel, “I’m glad you’re here...” By reducing the burden on the front line and delivering the sense of security that comes from being supported by the wisdom of veteran employees, I aim to ultimately build the trust that leads customers to feel, “I’m glad I consulted them.” To generate that sense of trust, my personal mission is to stay close to the front line and shape AI that is genuinely usable in practice.

Ito : My mission is to connect AI and digital tools with the front line of sales, and to accompany the implemented mechanisms — not as mere convenient tools, but until they take root as part of the culture on the ground. I am convinced that creating a state in which employees actively use AI and can approach consulting with confidence leads to the value that lets customers feel, “I’m glad I consulted SURUGA.” To establish AI as the best partner supporting our employees’ growth, we will continue to advance this work going forward.

Sakurai : Today, hearing everyone’s initiatives on the ground and their passionate thoughts, I feel encouraged as leader of the AX Promotion Team, and my confidence in the future has deepened further. What I value most in advancing AX is not only leading company-wide transformation but building a state in which each and every employee on the ground autonomously uses AI and

can transform their own work — in other words, building the foundation for “Creating a Difference.”

The essence of the AX Project lies in developing talent who feel, “If I use AI, I can make my own work better,” and who can grow that capability on their own. To this end, we will steadily turn the two wheels of education, including AI talent capability strengthening, and the accumulation of small successes in practice, building an environment in which all employees can genuinely feel the results of using AI.

Staying close to the challenges on the ground, nurturing AI into a partner we can rely on, and enjoying “Creating a Difference” as each employee autonomously co-creates with AI, we will continue to take steady steps forward toward realizing “the most exciting bank.”

*1 The “instructions” or “questions” given to generative AI

*2 The “prototype” or “trial product” created when developing a new product or system



Aligning Vectors with Stakeholders

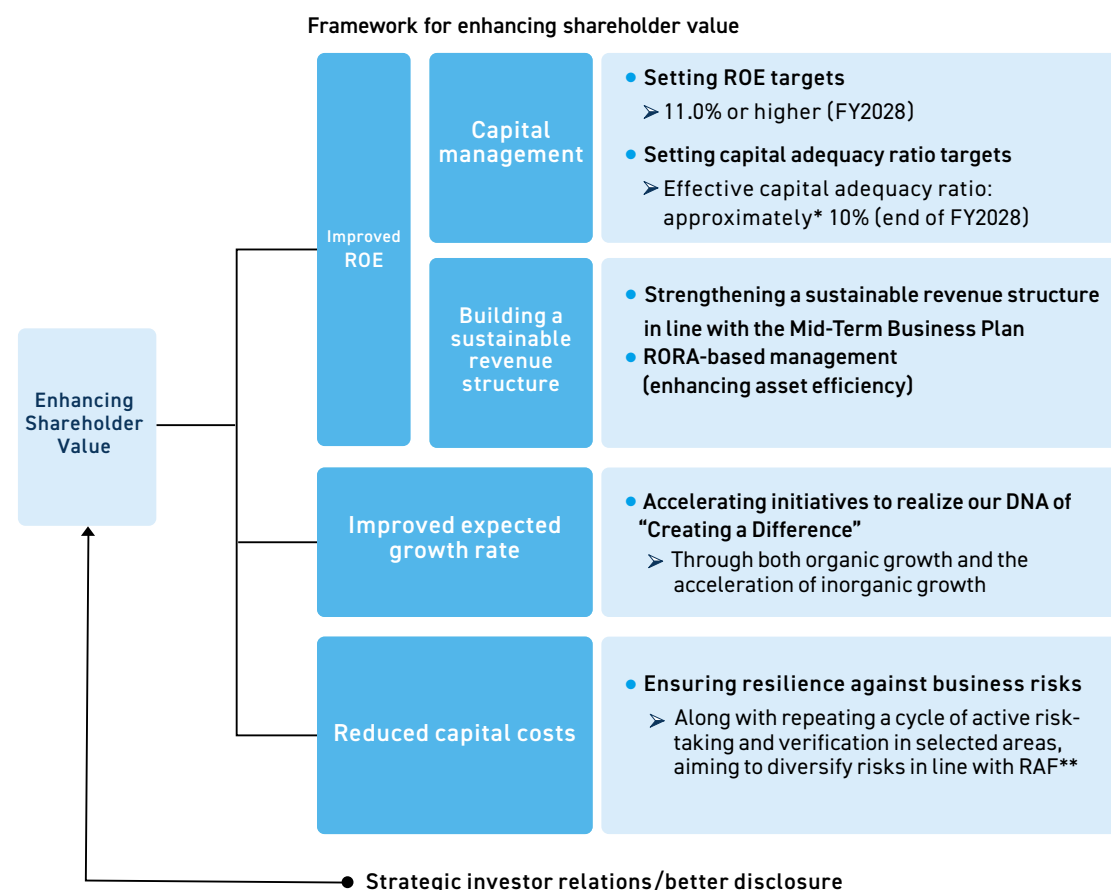
Enhancing Shareholder Value

Our Approach to Enhancing Shareholder Value

Toward enhancing shareholder value, we recognize improving ROE as our most important challenge and, having set a target, are working to achieve it. We also aim to enhance shareholder value by simultaneously advancing improvements in our expected growth rate and reducing our cost of capital.

Framework for Enhancing Shareholder Value

Toward enhancing shareholder value, we will work based on our framework.



Main initiatives

- Implementing proactive shareholder returns with ROE targets and capital adequacy ratio targets firmly in mind
- Reduction of cross-shareholdings
- Driving growth in core gross operating profit through five profit centers
- Promoting RORA-based management
- Minimizing and stabilizing actual credit costs through higher credit quality
- Improvement of the loan-to-deposit ratio (enhancing funding efficiency through liquidity management)
- Pioneering blue oceans through pivoting (maintaining a firm strategic focus while shifting perspectives)
- Creating a Neo Finance Solution Company through the evolution of the alliance with Credit Saison
- Proactive investment in AX, people, and local communities
- Improvement of external credit ratings
- Enhancement of interest rate and real estate risk management
- Promotion of ESG and SDGs initiatives

*On a non-consolidated basis. If unrealized valuation differences on securities result in a loss, such losses shall be deducted from core capital

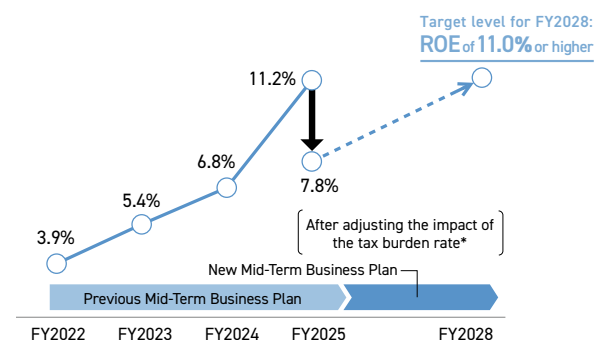
** Risk Appetite Framework

Aligning Vectors with Stakeholders

ROE Targets and Capital Adequacy Ratio Targets

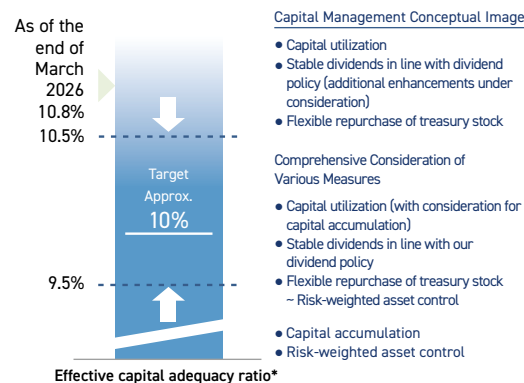
We have set “ROE of 11% or higher” as the FY2028 target level and will steadily improve ROE throughout the period of the New Mid-Term Business Plan. In addition, we have set the target capital adequacy ratio at approximately 10% and aim to balance the maintenance of financial soundness with proactive shareholder returns.

ROE Trends and Mid-Term Targets



* ROE value calculated by applying a standard tax burden rate of 31.1%, instead of the estimated FY2025 tax burden rate of Approx. 2%.

Capital Adequacy Ratio Target (End of FY2028)



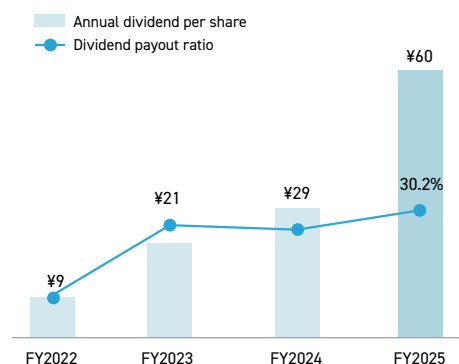
* On a non-consolidated basis. If unrealized valuation differences on securities result in a loss, such losses shall be deducted from core capital.
Note: Capital Adequacy Ratio Target Range 9.5%~10.5%

Basic Policy on Shareholder Returns

Keeping our ROE and capital adequacy targets in mind, we maintain an optimal balance between capital soundness and growth investments while actively enhancing shareholder returns.

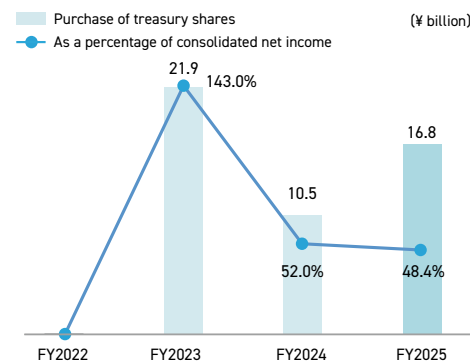
Dividend

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



Treasury Stock Repurchase

As a shareholder return policy that contributes to improved capital efficiency, implementation will be conducted flexibly, taking into consideration business performance and capital conditions, growth investment opportunities, and market environment including stock price.



Cross-Shareholding Reduction Initiatives

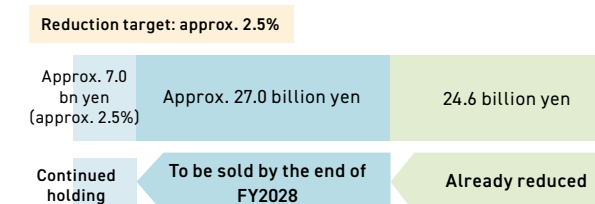
Policy on Cross-Shareholdings

- The Bank's policy is to reduce the balance of cross-shareholdings after sufficient dialogue with business partners.
- The Bank will hold cross-shareholdings when it is determined that they contribute to the medium- to long-term enhancement of corporate value from the perspective of building stable medium- to long-term business relationships with business partners, business alliances, and the smooth development and strengthening of alliance businesses.
- The Board of Directors verifies the significance, medium- to long-term economic rationality, and future prospects of all cross-shareholdings, and determines the appropriateness of holding them.
- When a business partner holding the Bank's shares as a cross-shareholding requests to sell those shares, the Bank will not hinder the sale, such as by reducing transactions with that company or imposing other restrictions on transactions.

Cross-Shareholding Reduction Target

- Given that synergies from the capital and business alliance are being realized and further expansion of collaborative areas is expected going forward, **Credit Saison** shares are to be strategically held on a continuing basis.
- With respect to cross-shareholdings other than Credit Saison shares, the Company aims to **reduce** the total balance sheet carrying amount to **approximately 2.5% of consolidated net assets** by around the end of FY2028.

Status of the reduction of cross-shareholdings (excluding Credit Saison shares)



Note: "Already reduced" refers to the results of initiatives implemented during the Previous Mid-Term Business Plan period (FY2023-FY2025), including deemed shareholdings.

Aligning Vectors with Stakeholders

IR Activities / Enhancing Disclosure

We believe that strengthening engagement with institutional investors, enhancing our disclosures, and sincerely incorporating their feedback contributes directly to enhancing corporate value.

■ Status of Engagement with Institutional Investors

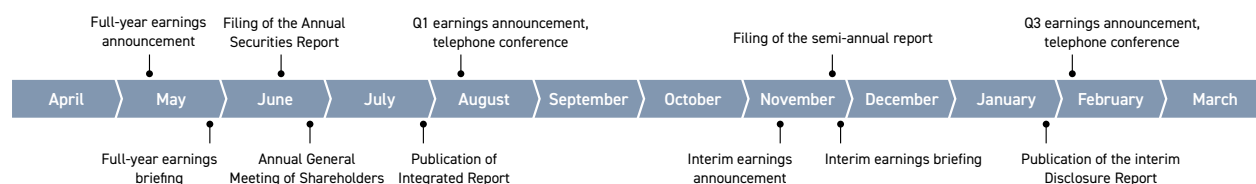
Main Activities in FY2025

Earnings Briefings	Dialogue with Domestic and Overseas Institutional Investors, etc. (IR)	Dialogue with Shareholders (SR)
4 times, 143 cumulative participants	151 times	9 times

Overview of Institutional Investors, Analysts, etc. with Whom We Held Dialogue (Numbers of companies, etc. are cumulative; the distinction between active/passive reflects our own understanding)

By Location	Active / Passive Split	Area of Responsibility of Contacts
Domestic: 57 companies	Active: 120 companies	Fund managers/analysts: 195 people
	Passive: 23 companies	
Overseas: 103 companies	Sell-side: 17 companies	ESG/proxy voting contacts: 17 people

Annual IR Schedule



■ Enhancing Disclosure

For our investors, we post on our website the IR materials used at earnings briefings, our Annual Securities Report, earnings information, our Integrated Report (Disclosure Report), the Notice of Convocation of the General Meeting of Shareholders, our Mid-Term Business Plan materials, and their English-language versions (English IR materials, English earnings information, the English Notice of Convocation of the General Meeting of Shareholders, and English Mid-Term Business Plan materials), among other information.

Main Themes of Dialogue

- Business results and management strategy: progress on each strategy under the Mid-Term Business Plan and our future outlook
- Capital and business alliance with Credit Saison: the content and specific progress of our collaboration, and future developments
- Capital policy: our shareholder return policy, and the status and targets for reducing our cross-shareholdings
- A “world with interest rates:” the impact of rising interest rates, the proportion of floating-rate loans, and the duration of our bonds
- ESG: our initiatives on climate change, human capital investment, the effectiveness of our governance framework, and our initiatives toward diversity on the Board of Directors and elsewhere
- Other: specific initiatives toward enhancing corporate value

Feedback from Shareholders

- We report to the Board of Directors each quarter. In FY2025, we reported in July, October, January, and April (four times in total).

Feedback Incorporated into Our Management and Disclosure

- Increase in the ratio of independent outside directors
- Increase in the ratio of female directors
- Disclosure of our target range for the capital adequacy ratio
- Enhancement of our disclosure relating to information security measures
- Enhancement of the shareholder/investor information and sustainability information on our website

Aligning Vectors with Stakeholders

Human Capital Investment Developing an Environment Where Employees Can Thrive and Grow

Becoming a presence that also inspires our employees to think, "I'm glad you're here... I'm glad we met..." is the core aim of our corporate philosophy. As the Group meets the expectations of external stakeholders and fulfills its responsibilities to them, we believe that fostering an environment where employees can work energetically and devote themselves to their daily work with a sense of fulfillment, accomplishment, and growth is vital for all of our stakeholders.

Our Recognition of Key Opportunities and Risks

Opportunities

- Sophistication of the technological infrastructure for workstyle reform through telework, DX, and the like
- Spread of recurrent education / growing career advancement and self-improvement aspirations among individuals
- Growing awareness of diversity and inclusion

Risks

- The occurrence of a negative spiral generated by declining employee motivation (deteriorating operational quality, a worsening organizational atmosphere, and increased turnover)
- Increases in mental health problems and other conditions caused by work, due to heavy workloads

Human Capital Strategy

To realize our corporate philosophy — "I'm glad you're here... I'm glad we met... This perception is our goal." — and achieve our Mid-Term Business Plan, we are driving the Bank's sustained growth and value creation by developing talent with high ethical standards who deliver value through customer-first business operations.

Furthermore, under Mid-Term Business Plan strategies such as "Deepening the Yatsugatake Model" and our "Alliance Strategy," the roles and fields of expertise required of our employees are expanding and evolving. As we pursue "Co-Creation with AI," employees across all generations are stepping up to new challenges, advancing AX (AI Transformation) to create "differences" with AI as a partner, and acquiring new knowledge and skills (reskilling).

Against this backdrop, we are advancing human capital initiatives integrated with our management strategy. We empower employees of all generations — younger, mid-career, and veteran alike — to pour their passion into realizing our corporate philosophy and achieving our Mid-Term Business Plan, filling the organization with a whirlwind of Waku Waku while building a high-performing team that brings together talent with a wide range of expertise.

Target Organizational Image and Priority Measures in Our Human Capital Strategy

[An Organization That Leverages Individual Expertise]	[An Organization Where Veteran Employees Thrive]	[An Organization Where Women and Diverse Talent Can Thrive]
• Talent development centered on professional expertise • Strategic talent allocation • Career development support	• Support for the Active Engagement of Veteran Employees • Reskilling training • Promotion of health management	• Promotion of women's advancement (promotion of DE&I) • Securing a diverse talent pool

Target Organizational Image	Measures	Main Initiatives
An organization that leverages individual expertise	• Talent development centered on professional expertise	• Provision of talent development programs to strengthen individual areas of expertise • Strategic talent development through certification programs
	• Strategic talent allocation	• Provision of internal internship programs and external training opportunities through open application and nomination processes
	• Career development support	• Providing in-house internships and outside training opportunities through open recruitment or nomination • Career development support through communication and data utilization
An organization where veteran employees can thrive	• Support for the Active Engagement of Veteran Employees	• Promotion of various certification programs for veteran employees in management positions, skilled professionals, and personnel in key focus areas
	• Reskilling training	• Implementation of knowledge career training programs aimed at skills and business knowledge acquisition to expand individuals' work scope
	• Promotion of health management	• Development of an environment and systems that enable active roles up to age 70
An organization where women and diverse talent can thrive	• Promotion of women's advancement (promotion of DE&I)	• Expansion of opportunities for women's advancement
		• Promotion of women's advancement projects and external networking initiatives
		• Implementation of DE&I training programs, including unconscious bias training
	• Securing a diverse talent pool	• Building diverse recruitment channels • Providing training to strengthen bonds and opportunities for Cross-departmental interaction

Aligning Vectors with Stakeholders

Engagement with Employees

To evaluate our progress toward our corporate philosophy—specifically regarding employee fulfillment and customer-first business operations—we conduct an all-employee engagement survey and implement targeted initiatives based on the results.

■ Engagement Survey of All Employees (Questionnaire)

In FY2025, we administered an all-employee questionnaire covering the following items. To ensure candid feedback, the survey is conducted anonymously and outsourced to an external provider for data collection and analysis.

• Overall satisfaction	1 item
• Employee sentiment and mindset	30 items
• The actual state of, and awareness of, the workplace	22 items
• The evaluation system and training	15 items
• Evaluation of, and attitudes toward, the company	15 items
• Other	27 items

Overall satisfaction in the FY2025 survey results rose 4.4 percentage points year on year, to 64.9%. In particular, evaluations rose across many items relating to employees' evaluation of, and attitudes toward, the company, owing to factors such as the continuation of information delivery in video message format by management and initiatives toward realizing work-life balance through diverse work styles. Going forward, we will continue to work to improve overall satisfaction through various measures, including enhancing opportunities for dialogue with management, maintaining and improving motivation through appropriate evaluation, and career development support. Additionally, from FY2026, in line with the formulation of the Mid-Term Business Plan (FY2026–FY2028), we have renewed the survey's outsourcing partner and question design, with the aim of more deeply verifying and analyzing the actual state of our organization and connecting this to more effective human capital measures. We will also make use of these survey results, and, through a continuous PDCA cycle that contributes to improving the health of our workplace environment, work to further improve overall satisfaction.

■ Your Voice (Employee Opinion Submission Form)

At the Bank, we have established a “Your Voice” submission window on our internal intranet, through which employees can propose directly to management matters necessary to raise employee awareness and employee satisfaction toward realizing our corporate philosophy, and matters that should be changed. Employees freely submit posts centered on themes such as raising employee awareness, respect for diversity, sustainable work styles, and talent activity. In FY2025, we reviewed our previous grooming standards and introduced “year-round business casual.” This was based on “voices from the field” calling for consideration of employee health (going beyond Cool Biz measures) in response to diversifying values and recent climate change. In introducing this, we held repeated exchanges of views with employees on the ground, and made the decision after lively discussion that also involved management. Going forward, we will continue to sincerely take in employees' feedback and advance initiatives toward realizing our corporate philosophy, while fostering a dialogue-based corporate culture that swiftly reflects those voices in our management and systems.

Aligning Vectors with Stakeholders

Human Capital Investment I An Organization That Leverages Individual Expertise — “Each Person Establishing Their Own Expertise in Line with Business Strategy”

To build “an organization that leverages individual expertise,” we are advancing strategic talent development through a range of programs and our Professional Certification System. By aligning the professional expertise cultivated through this system with our business strategy, we support employees’ autonomous career growth through placing the right people in the right roles, offering in-house internships, external training by open recruitment or nomination, and data-driven career development support.

Career Development Support for Employees

■ Talent Development Plan

Our talent development plan* aims for the acquisition of the knowledge / awareness / skills required for each position, while effectively utilizing “experience on the ground (OJT),” “training (Off-JT),” and “self-development (qualification examinations, certification examinations, correspondence courses, e-learning, etc.).”

■ Professional Certification System

We are newly introducing a system to develop and certify talent with expertise in each field, such as solution sales, real estate skills, financial skills, and AI/digital. Rather than being limited to simply

obtaining qualifications, by combining this with advanced, practice-oriented training directly linked to operations, such as practical courses taught by outside instructors, we will develop human capital measures linked with our management strategy.

■ In-House Open Recruitment System

As part of career formation for employees, we conduct open recruitment mainly for departments requiring a high degree of expertise. This is a measure that supports employees’ transfer to their desired department, their challenges, and their growth, and entries and selection are conducted with confidentiality.

■ In-House Internship System

So that employees can envision their future careers, we conduct in-house internships in which employees experience the work of another department for approximately one week, as a place to gain a deeper understanding of the content of another department’s work. We also enable all employees to always know about the work of other departments, through employees from each department explaining, on our internal bulletin board, “the content of their work,” “skills they can acquire,” “job satisfaction,” and the like.

*Talent Development Plan

● Company-wide Continuing Training for All Employees

We continuously develop and implement training curricula designed to bring our corporate philosophy to life, put our Compliance Charter into practice, and elevate the professional expertise expected of every bank employee.

● Level-Specific Training

We aim for the acquisition of the knowledge and skills required at each level. In particular, our training for newly appointed staff is conducted with a curriculum aimed at understanding and instilling role transitions (new roles and expectations).

● Job-Specific Training and Study Sessions Hosted by Each Division

Focused on building compliance awareness and strengthening professional knowledge and skills, these sessions are held regularly or on an ad-hoc basis.

● Evaluator Training

Our evaluation system aims not merely to evaluate performance, but to promote the growth of employees and the organization and to draw out their capabilities to the fullest. We also continuously

conduct training aimed at raising the awareness and skills of employees who conduct evaluations.

● Use of Outside Training

For employees with strong self-development motivation and high future potential, we sponsor participation via nomination or open recruitment in various external training programs hosted by organizations such as the Regional Banks Association of Japan and the Corporate Management Research Institute.

Aligning Vectors with Stakeholders

■ Early Promotion System

To expand opportunities for younger employees and cultivate their motivation, skills, knowledge, and experience early on, we revised our promotion examination requirements in FY2022. Eligible employees can now take the exam one year earlier than before. This change has inspired many younger employees to take charge of their career progression and embrace the opportunity for early advancement.

■ Career Vision Meetings

We have established skill-based “Career Groups”* to support employees in pursuing their career goals. Through regular interviews, employees discuss their areas of interest and career aspirations directly with their supervisors. In formulating our “Career Groups,” we held an opinion exchange session on careers, targeting younger employees selected from each division. Management also participated, listening to requests regarding career formation while also discussing the talent requirements the company expects. Subsequently, in response to the voices of the employees who participated, we held briefing sessions for each department within the Career Groups, and then formally

introduced the “Career Groups.”

To deepen understanding of these “Career Groups,” we publish regular features on our internal bulletin board detailing departmental structures, key highlights, applicable skills, and ideal candidate traits for each group. Based on employee feedback, we also share practical career-planning resources, including primary work locations and information on newly established departments.



*Career Groups

The “Career Groups” initiative was established in response to employee feedback desiring a framework to plan future careers around their own skills and required competencies. By organizing departments according to professional skill sets such as marketing or finance and analysis, this initiative helps employees clearly visualize various roles, broadens their understanding of unfamiliar departments, and supports self-directed career development.

Groups (G)	Main Skills
Relationship Sales G	Consulting for customers, etc.
Estate G	Real estate business in general
Marketing G	Planning, promotion, and management of products and services, etc.
IT & Operations G	Operations, systems, etc.
Finance & Analysis G	Financial markets, financial accounting, etc.
Management G	Business administration, governance, etc.

Aligning Vectors with Stakeholders

Human Capital Investment II An Organization Where Veteran Employees Thrive: “Expanding Systems and Support to Empower Long-Term Careers”

As an “organization where veteran employees thrive,” we are focusing on expanding systems and support to empower long-term careers. We aim to foster an environment where all generations can continue to excel, through the promotion of specialized certification systems for veteran staff, reskilling initiatives (such as Knowledge career training) that broadens the scope of each employee’s work, and expanded policies that support sustained engagement through age 70. We also work to improve employee engagement through various measures such as enhancing opportunities for dialogue with management, maintaining and improving motivation through appropriate evaluation, and career development support.

Support for the Active Engagement of Veteran Employees

To foster understanding and engagement with the SURUGA vision—expecting veteran employees to remain active and contribute through age 70—we have established dedicated frameworks and support systems, rolling out targeted personnel measures for veteran staff.

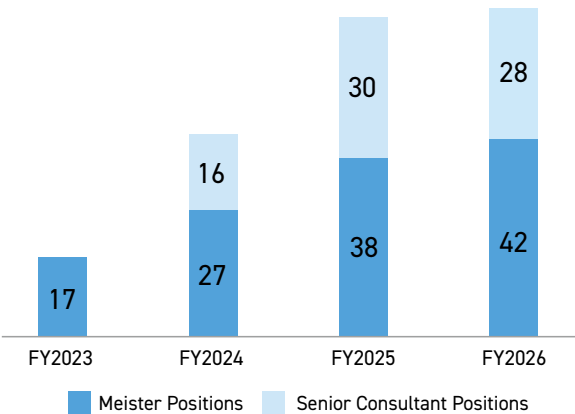
〈Examples of Measures〉

• Meister Positions

We certify employees with sufficient skill and experience in each field as holding a “Meister Position,” applying the compensation structure applicable before age 54.

• Senior Consultant Positions

Employees engage in core operations such as housing loans, corporate lending, and financial advisory services, and receive performance-based bonuses in addition to their base salary. This supports the strategic placement of talent in top-line operations and the active roles of employees aged 55 and above.



Knowledge Career Support (Reskilling) / Strengthening and Developing Areas of Expertise

Aligning with our Mid-Term Business Plan strategy, we actively support reskilling for all employees across all generations, offering enhanced qualification incentives and expanded training and e-learning programs. Furthermore, to support the growth of specialized business areas such as IT/DX and market finance, we cultivate specialized expertise and provide targeted career support to build a highly skilled professional workforce.

Health Management

SURUGA Bank recognizes that supporting the physical and mental health of our employees is essential for enhancing corporate value and realizing a sustainable society alongside our stakeholders. By uniting the bank, employees, specialists such as industrial physicians and public health nurses, and our health insurance association, we actively promote health management so that not only our customers, but our employees too, feel “I’m glad you’re here... I’m glad we met...”

To advance health management, we are strengthening initiatives focused on promoting physical and mental well-being and building a supportive work environment. Key measures include comprehensive health checkup subsidies, wellness events, and designated no-smoking days. We also maintain a robust support structure to ensure employees stay healthy in both body and mind through regular stress checks, individual follow-ups with public health nurses, and one-on-one interviews with our career support team. Furthermore, we foster a secure and balanced workplace by encouraging company-wide early leaving, offering specialized paid leave programs, and supporting employees in balancing their careers with childcare and caregiving responsibilities.

(Health Management Declaration)	Grounded in our corporate philosophy—“I’m glad you’re here... I’m glad we met... This perception is our goal”—SURUGA Bank fosters a workplace where employee well-being and health drive genuine job satisfaction. By cultivating high motivation and a strong sense of ownership, we deliver unique value as SURUGA, ultimately contributing to our customers’ enriched lives and the realization of a sustainable society.
(Certified Health and Productivity Management Organization Recognition)	SURUGA Bank has been certified as a “Certified Health and Productivity Management Organization 2026 (Large Enterprise Category)” under the Certified Health and Productivity Management Organization Recognition Program conducted by the Ministry of Economy, Trade and Industry and the Japan Health Council.



Aligning Vectors with Stakeholders

Human Capital Investment III An Organization Where Women and Diverse Talent Can Thrive — “Evolving into a Stronger Organization by Securing Diversity”

We are advancing DE&I with the goal of becoming “an organization where women and diverse talent can thrive.” By expanding advancement opportunities for women, running projects to develop women leaders, facilitating external exchanges, and conducting a range of training programs, we are building an environment where all employees can fully demonstrate their capabilities. Additionally, by diversifying recruitment channels and fostering opportunities for interaction across departmental boundaries, we strengthen organizational unity and creativity.

Responding to a Diversifying Society (Diversity)

- Aiming for a workplace in which female employees can thrive, we implement medium- to long-term career formation support (implementation of in-house talent development programs, dispatch to outside training).
- To respect each employee's own life plan, we promote men's participation in childcare through the expansion of our childcare and family care leave systems and the establishment of childcare support leave.
- We support the social independence of individuals with severe disabilities through continuous employment of people with disabilities, and by providing employment opportunities through our special-purpose subsidiary A.P.I. (a printing company).

■ Supporting the Balance of Work and Childcare

To support work-life integration for parents, we have implemented personnel measures such as facilitating a smooth return from childcare leave, accommodating preferred work locations, and expanding shortened working hour options. To support diverse work styles and a healthy work-life balance, we have introduced a proprietary childcare support leave system and actively encourage its utilization. This initiative helps reduce the physical and mental burden on spouses immediately after childbirth by promoting active paternal involvement in childcare. Committed to maintaining high standards for work-family balance and operating under the Act on Advancement of Measures to Support Raising Next-Generation Children, we earned “Platinum Kurumin” certification from the Minister of Health, Labour and Welfare in April 2025.

■ Development of Female Executives

To incorporate diverse perspectives into corporate decision-making, we provide comprehensive in-house and external management training to build essential leadership skills, knowledge, and experience. Additionally, we facilitate cross-industry networking for female employees, actively supporting the development of women leaders from a medium- to long-term perspective.

■ Future Management Academy Lite

As part of our commitment to diversity and women's advancement, we have offered the “Future Management Academy Lite” since October 2023

to broaden the pipeline of female talent aspiring to become Executive Employees. Originating from proposals generated in our prior executive development program, this hybrid-format training is available to female employees chosen through open recruitment or recommendation. It features lectures by internal and external executives, management sessions, and networking opportunities designed to broaden career awareness and strengthen internal professional connections.

■ Securing and Expanding Diverse Recruitment Routes

To secure the specialized talent required for sustainable growth, we are accelerating recruitment channel diversification. We are deploying targeted approaches ranging from prioritizing specialized skills in entry-level hiring to expanding proprietary pathways for mid-career recruitment.

New Graduate Recruitment: Expanding “Course-Specific Recruitment” to Clarify Initial Careers

For new graduate recruitment, alongside our conventional general and area-limited career-track options, we are expanding “course-specific recruitment” to hire candidates who can immediately contribute in specialized fields. This approach successfully attracts professional talent seeking a clear, focused starting point for their career.

Mid-Career Recruitment: Securing Talent Who Can Be Immediately Effective through Referral Recruitment and Our Rehiring Program

We are also strengthening our mid-career recruitment framework. To secure diverse talent capable of contributing immediately, we are actively

Women's Advancement Promotion Plan

(Period: April 1, 2026 – March 31, 2029)

Target	As of March 2025	As of March 2026
Maintain a ratio of 30% or more of female employees among those in managerial positions	32.3%	32.8%
Maintain a 100% rate of male employees taking childcare leave	100%	100%

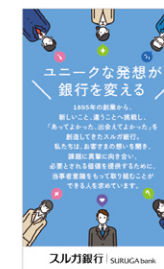
promoting both “referral recruitment” and our dedicated “rehiring program.”

● Referral Recruitment

Under this program, employees leverage their personal networks to introduce acquaintances, family members, and peers who already understand the company well. This allows us to connect directly with talent possessing a strong affinity for the Bank, driving more active mid-career hiring. Specifically, we provide all employees with a “referral card (see figure below)” to hand directly to prospective candidates, empowering staff to personally share the Bank's value and appeal. We view this initiative as more than just a recruitment tool; it is a key driver for maintaining a healthy workplace and boosting organizational engagement by inviting colleagues we truly want to work alongside.

● Rehiring Program

We welcome back former employees who left the Bank due to career changes or life events such as childcare or family care. We are building an environment where they can apply the new knowledge and experience gained externally to thrive once again on the front lines.



Special Feature: Human Capital Investment



Executive Officer,
General Manager of Corporate Administration Division

Makoto Hasegawa

Taking On the Challenge of “Creating a Difference,” and Human Capital Investment

Since April 2026, as General Manager of Corporate Administration Division, I have overseen the Human Resources Department, the General Affairs Department, and the Property Management Department, which manages branch operations and the Bank’s assets. Before that, for about eight years from 2018, I served as General Manager of Human Resources, working closely alongside our employees. The Bank firmly

Linking Business Strategy and Human Capital Strategy, Toward “Waku Waku Only One”

believes that investing in people is what builds our future, and, carrying that belief forward, we will continue advancing our human capital strategy in line with the New Mid-Term Business Plan.

The first step is for each employee to autonomously take on new challenges, driven by their own “will,” in pursuit of the Bank’s DNA of “Creating a Difference.” I believe that by staying attuned to the trends of the times and the changing market environment, and by continuing to adapt flexibly, we can achieve sustainable growth. To turn individual growth into momentum for the organization as a whole, we must align our business strategy with our human capital strategy. I believe it is important to firmly connect the Bank’s long-term direction with our employees’ daily endeavors, building a system in which we all move forward together in the same direction.

The Essence of Human Capital Investment and Our Three KPIs

When employees independently tackle challenges toward “Creating a Difference,” receive recognition from peers, and feel connected to the company and colleagues, their potential is fully unlocked and new value is created. They deepen their chosen professional expertise, grow through the process, translate that

growth into customer value, and share the resulting fulfillment with colleagues. Supporting this “chain of challenge, growth, and recognition,” and raising engagement while connecting it to the enhancement of corporate, is, I believe, the essence of the Bank’s human capital investment.

As a guidepost for this, the New Mid-Term Business Plan sets out three KPIs. First, as an indicator measuring employees’ motivation to contribute and job satisfaction, we aim for an “Engagement Score of 70 or higher.” Second, as the company’s commitment to investing in people, we have set a KPI of “human capital investment of ¥1.0 billion or more, cumulative over three years.” Furthermore, as an indicator for developing talent with professional expertise and making the most of their capabilities, we are targeting “500 or more Certified Professionals, cumulative over three years.”

Human Capital Investment: Three Policies

In our human capital investment, we have set out three policies: “an organization that leverages individual expertise,” “an organization where veteran employees thrive,” and “an organization where women and diverse talent can thrive,” and are advancing measures accordingly.

First, at the heart of “an organization that leverages individual expertise” sits our company-wide Professional Certification System. This system helps employees deepen their expertise and map out their careers while linking their daily roles directly to our business strategy. When the Bank formally recognizes their professional skills, employees gain the confidence and drive to tackle their next challenge, turning this framework into a driver of genuine excitement (Waku Waku).

Furthermore, by aligning certified employees’ professional expertise with our business strategy, we achieve strategic placement where our people can truly thrive. This framework serves as a vital bridge connecting employee career paths with the Bank’s business strategy. To achieve this, we are building a strategic talent portfolio by expanding our reskilling support, In-House Open Recruitment System, and In-House Internship System, alongside the active hiring of experienced mid-career professionals.

Second is “an organization where veteran employees thrive.” Aiming to become “SURUGA, where veteran employees can remain active and contribute up to age 70,” we have introduced the Meister Position and Senior Consultant Position. These roles certify employees with deep skills and experience in each field, establishing a system where long-standing professional expertise and track record are properly evaluated. To ensure these programs are truly functional rather than merely formal, we also conduct regular career milestone interviews where employees map out their career paths together with the Bank. Today, many veteran employees are thriving under these systems, and their presence positively influences those around them, sparking a shift in company-wide awareness. I have personally come to recognize anew that the rich experience and insight built up by our senior colleagues are an irreplaceable asset for the Bank.

Third is “an organization where women and diverse talent can thrive,” with the Bank positioning DE&I (Diversity, Equity and Inclusion) as the foundation for strengthening our

competitiveness. The Bank’s DNA of “Creating a Difference” comes to life when individuals with diverse values and backgrounds bring out the best in each other. We will continue providing support tailored to each person’s career aspirations, ensuring all employees can envision their next step as their life stage changes, regardless of what point they are in their career. In April 2026, a female Executive Officer assumed office, and applications from younger employees for our promotion examinations are rising, showing early signs of positive change. Behind this shift is our long-standing focus on our retail business, which requires us to respond flexibly to each customer’s unique needs and values. The culture of respecting diverse customer values, nurtured through this history, provides the foundation where employees with distinctive personalities and diverse backgrounds can thrive. Moving forward, we remain committed to fostering an environment where we encounter diverse perspectives, understand them, and continually inspire one another.

The Spirit of “Otagaisama, Okagesama” (Mutual Support and Gratitude)

Now, as we steer toward “an organization that leverages individual expertise,” the Bank remains committed to a vital core value: the spirit of “otagaisama, okagesama” (mutual support and gratitude). This embodies a warm corporate culture where we understand and uplift one another. Grounded in this trust, each employee feels secure in refining their unique strengths and stepping forward into new challenges. When these diverse, capable individuals are united by trust, the strength of our team scales to even greater heights.

Drawing on my experience listening to employees as General Manager of the Human Resources Department, I know that not everyone is positioned to tackle new challenges in the same way or at the same time. Personal factors like health or

family circumstances mean every individual’s environment and life stage are different. That is precisely why we must avoid forcing the timing of a first step. Instead, our role is to ensure a supportive stage is always ready the moment someone feels ready to try something new, providing an environment where they can grow at a pace they set themselves, with dependable options always in place.

Dialogue-Based Understanding and Support for Career Aspirations Is the Driving Force of Waku Waku

The driving force behind Waku Waku is “dialogue” through which we share what each of us feels. Through consistent, everyday dialogue, we strive to build an organization where employees and the Bank move in the same direction, actively listening to each person’s sense of fulfillment and career aspirations to help realize them. When employees repeatedly experience the feeling that “the company is genuinely invested in my career,” this is what nurtures both the will to take on challenges of their own and their engagement with the organization.

Just as all our employees strive to have our customers say “I’m glad we met,” we will continue to advance our human capital strategy so that each and every employee can genuinely feel “I’m glad I met SURUGA.”

Special Feature: Executive Roundtable

Toward a “New SURUGA” Future Created by Diversity: The Role We, as Executives, Play

With the New Mid-Term Business Plan underway, SURUGA aims to deliver new value through “Creating a Difference.” Building an environment in which diverse talent can thrive is an important management challenge for sustainable growth. This time, we asked four female executives, who lead SURUGA's growth across various fields, to share their thoughts on the New Mid-Term Business Plan, the current state of diversity, and their expectations for the future.



Executive Officer,
Kanagawa Community Bank
Deputy General Manager

Yuki Tsurumi

Outside Director
Audit and Supervisory Committee
Member

Yukiko Sawa

Outside Director
Audit and Supervisory Committee
Member

Motoko Suzuki

Executive Officer,
IT & Operations Division
General Manager, Operations
Management Department

Hiroyo Muramatsu

A New Mid-Term Business Plan in Which Each and Every Employee Earnestly Takes On “Creating a Difference”

— Please share your thoughts on the New Mid-Term Business Plan.

Muramatsu : In formulating the New Mid-Term Business Plan, each division reviewed the achievement status and process of the Previous Mid-Term Business Plan, and we built the plan up carefully from there.

In the Operations Management Department within the IT & Operations Division, which I oversee, we firmly maintain stable operations while partnering across other divisions in the bank to

advance our management strategy and priority measures. From back-office enhancements to cross-divisional support, we serve as a central hub for consultations and execution.

I would like to work closely with the heads of each division on how to bring these needs to life, and how to cultivate our employees' sense of job satisfaction and excitement (Waku Waku).

Special Feature: Executive Roundtable

Sawa : I believe the thought behind our Long-Term Vision captures what is distinctively SURUGA: “Each and every employee takes on ‘Creating a Difference,’ translating this into Waku Waku for our customers, which employees then proudly talk about with one another. This is the most exciting bank that we aim to be.”

I regard this New Mid-Term Business Plan as a plan that empowers the front line to engage with complete confidence, uniting management and operations as one. While hitting our numerical targets is essential, the true foundation lies in cultivating a workplace where every employee feels Waku Waku and can genuinely dedicate themselves to “Creating a Difference.” By prioritizing this environment-building, I am confident our numerical targets will naturally follow.

Suzuki : I participated in discussions regarding the New Mid-Term Business Plan and saw firsthand the collaborative process behind its creation.

I consider it an exceptional, clear plan that thoughtfully incorporates front-line voices and gives concrete shape to our



vision for the next stage. It fills me with a strong sense of Waku Waku.

SURUGA stands at a vital turning point. Having put our return to a growth trajectory fully in motion under our Previous Mid-Term Business Plan, we are now entering a stage of sustainable, distinctly SURUGA-style growth. Within this journey, deepening our contribution to our home prefectures of Shizuoka and Kanagawa is, I believe, SURUGA's most vital mission. While sustainable growth certainly demands stronger earning power, I believe that thoroughly embedding customer-first business operations and fostering a healthy organizational culture are what matter most.

Tsurumi : To realize a community-based approach and sustainable growth, we must swiftly gather customer feedback and front-line employee insights, translating them into highly effective measures.

Embracing change without hesitation, I want to draw on our accumulated experience to support and work alongside our branches, contributing fully to the development of our areas. Having been involved from the early stages of formulating the New Mid-Term Business Plan, I ensured that front-line perspectives were properly reflected. Because of this, we launch with a much stronger sense of resolve, and I personally feel a heart-racing sense of Waku Waku.

Diversity Promotion Is Not Something Special: Toward an Organization Where Everyone Can Shine as Themselves

— Please share your thoughts on diversity.

Tsurumi : SURUGA has championed the advancement of women long before diversity became a mainstream corporate topic. In 2004, we established the in-house “SMART



Committee” to promote the advancement of women, pioneering forward-looking programs. Today, we have built an environment where every individual's capabilities are naturally recognized and valued, without needing to single out or label women's participation.

In advancing diversity, I have always anchored myself in two unwavering convictions: the resolve to stand at the front line while continuing to venture into uncharted territory, and the resolve to take full responsibility for any outcome.

Moving forward, I remain committed to progressing steadily, step by step, toward an organization where every individual can truly shine as themselves.

Sawa : Women make up half the population, and I view creating an environment where they can contribute fully, just as men do, as a fundamental matter of course. Women often navigate major life transitions such as childbirth and childcare, and it is vital that they can sustain their careers over the long term rather than stepping away.

SURUGA is actively expanding our support systems for this

Special Feature: Executive Roundtable

purpose, and I believe that retaining female talent will serve as a core driving force for our organization over the medium- to long-term. While the proportion of women in management roles continues to rise steadily, we are still only midway there.

From a management perspective, I believe our priority is to foster a workplace where everyone can apply their full abilities without being overly conscious of gender.

Muramatsu : The results of our long-term, systematic development programs are now coming to fruition exactly as planned.

In particular, the “Future Management Academy” and “Future Management Academy Lite” programs, designed to cultivate the next generation of female leaders, have successfully heightened career awareness among our female employees and significantly expanded the pool of women who will lead the next generation.

For the open recruitment of “Future Management Academy Lite” we received nearly 40 enthusiastic applications against an initial capacity of 20. Seeing this surge in enthusiasm, I feel confident that our diversity initiatives have transitioned from special initiatives” into “a culture we take for granted, firmly nurturing an environment where women can thrive.

Moving forward, I want to accelerate the creation of an organizational culture where all diverse talent—not limited to women—can eagerly take on new challenges with a strong sense of Waku Waku.

Suzuki : The fact that female executives such as Ms. Muramatsu and Ms. Tsurumi oversee divisions carrying great pressure and responsibility, and do so on the front line, truly symbolizes the advancement of women at SURUGA.

It is also an invaluable asset that our female employees on the front line are delivering solid results through their thorough and attentive initiatives.

At the same time, the proportion of women in management roles

is still not where it needs to be. Amid an accelerating decline in the birthrate and an aging population, we must build an environment where all diverse talent—women, of course, as well as seniors, individuals with disabilities, and foreign nationals—can thrive.

Ultimately, I hope every employee can navigate their career with enjoyment and a genuine sense of Waku Waku, unburdened by excessive pressure.

Value Creation Brought About by Diverse Perspectives, and the Future SURUGA Envisions

— Through diversity and the New Mid-Term Business Plan, please share your thoughts on SURUGA’s future.

Sawa : Because our customer base is diverse, our workforce must reflect that same diversity to effectively meet their needs and deliver on our core promise of “Creating a Difference.”

Diversity goes far beyond the advancement of women in the workplace. I am convinced that bringing together individuals with varied backgrounds and perspectives sparks new ideas.

This collaboration drives “Creating a Difference,” which in turn delivers tangible value to our customers, contributes to society, and ultimately enhances SURUGA’s corporate value.

Muramatsu : As Ms. Sawa noted, incorporating diverse perspectives enables truly multifaceted analysis.

An organization composed solely of individuals with similar attributes faces a heightened risk of falling into pressure to conform and groupthink.

Securing diversity not only elevates the quality of organizational decision-making, but also directly improves the range and caliber of our proposals to customers. I strongly feel that we must systematically develop the diverse talent who will support

SURUGA’s future.

Suzuki : I believe that diversity means turning each individual’s differences into strengths. An organization where diverse talent thrives is better equipped to understand our customers’ varied needs. When the insights of people from different backgrounds—junior employees with fresh ideas, veterans with deep experience, women’s distinctive perspectives—come together, I am confident we can create unprecedented services and value. Amid major changes in the environment of the banking sector, including population decline and digitalization, I want everyone to help build an organization where diverse talent can fully apply their abilities to drive sustainable growth, embracing change without hesitation.

Through the New Mid-Term Business Plan, we will achieve further growth and support local economic development. We will remain a vital presence in our community—one that makes people say, “I’m glad SURUGA is here”—and I picture, with a strong sense of Waku Waku, a future where our employees share in that pride and joy together.



Special Feature: Executive Roundtable



Tsurumi : It is no exaggeration to say that SURUGA is a partner that walks alongside our customers through every stage of their lives.

By maintaining a flexible perspective and a strong conviction that embraces change, and by bringing fresh value and brilliance to each person's life, we can shape and lead "a new form of finance" for the next era.

That is precisely why I am convinced that SURUGA's future is bright, and deeply connected to Waku Waku.

— Please tell us about the role and expectations you have set for yourself.

Suzuki : My role is to leverage my professional expertise as a tax accountant and the insights gained through various activities in the local community to contribute directly to SURUGA's sustainable growth.

Over a long career, employees may sometimes be assigned to departments outside their original aspirations. Yet it is precisely such experiences that spark new perspectives, build valuable

networks, and become a powerful asset for the future. I hope everyone will embrace any environment as an opportunity for growth and tackle new challenges with a sense of enjoyment.

Muramatsu : As General Manager of the Operations Management Department, being responsible for the foundation of our operations carries a heavy responsibility, but there is much joy to be found in achieving goals and overcoming challenges. Moving forward, I aim to further drive operational efficiency through AI, creating an environment where we can concentrate our human resources on "Creating a Difference" and "generating a sense of Waku Waku." Our department plays a vital role across all three management strategies of the New Mid-Term Business Plan. By responding swiftly to a rapidly changing environment and adapting to new systems and regulations, I want to work in step with our sales divisions, who support our customers on the front line, to truly realize "customer-first business operations"

Sawa : I believe my role is to leverage the broad experience I have cultivated across diverse industries—including megabanks, foreign securities firms, manufacturers, and trading companies—to provide insightful proposals and objective advice on the execution of management.

I also believe I can deliver value-adding proposals shaped by my perspective as a woman who has sustained her career over the long term.

As evidenced by our low turnover rate, I feel that our front-line teams operate in an exceptionally supportive environment. In my role as an Audit and Supervisory Committee Member, I frequently speak with employees and am consistently struck by how lively and motivated they appear. It is clear that management, including President Kato, genuinely listens to front-line voices and remains dedicated to improving

engagement.

As an Outside Director, I am committed to continuing my contributions so that every employee can build a rewarding career anchored in "Creating a Difference."

Tsurumi : Hearing Ms. Sawa's account of the positive morale of our branch employees, I feel a renewed sense of resolve.

My role is twofold. First, as the leader overseeing Kanagawa Community Bank, I aim to fully fulfill our vital function as a regional financial institution. Second is talent development. I consider it a crucial mission to guide our new hires and junior employees assigned to us each year, helping them find genuine fulfillment as they discover their own professional paths. While passing on the sales expertise I have gained from branch operations is important, so too is respecting each employee's individual values and drawing out their full potential. Ultimately, an environment where junior employees and leaders grow together is what builds a strong organization.

Through these efforts, I am committed to developing the next generation of business leaders and connecting that to the growth of our organization.

Establishment of a Solid Governance Foundation

To embody our corporate philosophy and Compliance Charter, and to become a presence that makes people feel, "I'm glad you're here... I'm glad we met...," and also, as a local financial institution, to fulfill our responsibilities, we believe it is essential to continually strengthen our governance as a Group.

Our Recognition of Key Opportunities and Risks

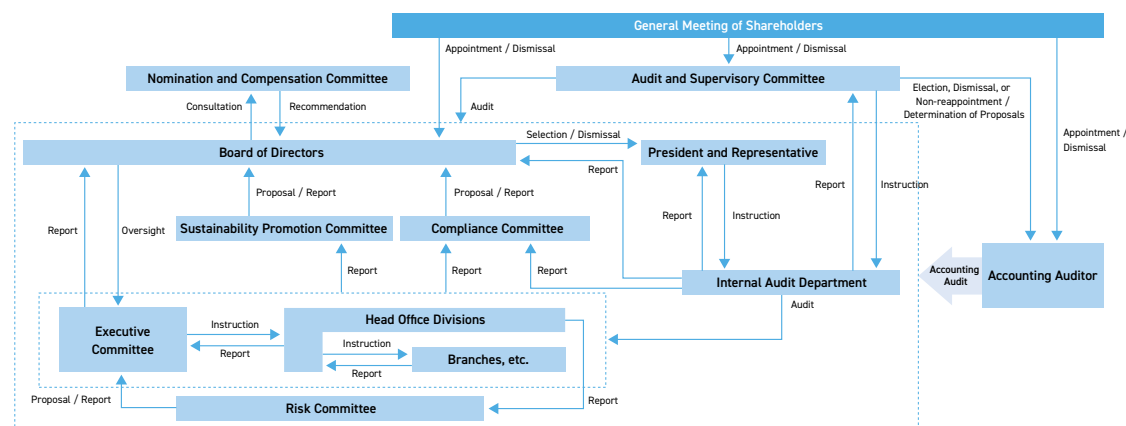
Opportunities

- Maturation and advancement of research on corporate governance
- A clearer, more specific articulation of governance expectations for local financial institutions by supervisory authorities and other key stakeholders

Risks

- The risk of stakeholder losses and diminished trust resulting from corporate scandals caused by governance failures
- Potential difficulty in achieving the Bank's business targets and disrupting management sustainability should such a situation arise

Schematic Diagram of the Corporate Governance Structure



Our Basic Approach to Corporate Governance

Toward realizing our corporate philosophy—"I'm glad you're here... I'm glad we met... This perception is our goal."—we strive to enhance corporate value by establishing and enacting our Compliance Charter, serving as the code of conduct for all officers and employees. Through this, we thoroughly ensure compliance, drive customer-first business operations, and foster a healthy organizational and corporate culture.

Corporate Governance Structure

The Bank has made Audit and Supervisory Committee Members, who are responsible for auditing the execution of directors' duties, members of the Board of Directors, thereby strengthening the Board's oversight function by conducting audits from the perspective of appropriateness as well as legality. In addition, the Audit and Supervisory Committee is granted the right to state its opinion at the General Meeting of Shareholders regarding the election, dismissal, or resignation of, and compensation for, directors other than those who are Audit and Supervisory Committee Members, enhancing the transparency and objectivity of our management. Through this oversight structure, we will work to further enhance our corporate governance.

The Bank has introduced an executive officer system in order to separate the oversight and execution functions in management and improve management efficiency. We have also appointed outside directors in order to invigorate the Board of Directors and enhance the transparency of our management, adopting a management structure capable of responding flexibly and swiftly to changes in the management environment and other developments.

Establishment of a Solid Governance Foundation

Talent We Look for in Our Directors

As a condition for management executives, directors who are not Audit and Supervisory Committee Members, and directors who are Audit and Supervisory Committee Members, we require that they share our corporate philosophy, and, in order to lead the Bank's business vision and enhance corporate value, be able to thoroughly ensure compliance, realize customer-first business operations, foster a healthy organizational culture and corporate culture, and lead our management, and that they possess the qualities, capabilities, knowledge, and experience befitting a manager of the Bank.

List of Officers

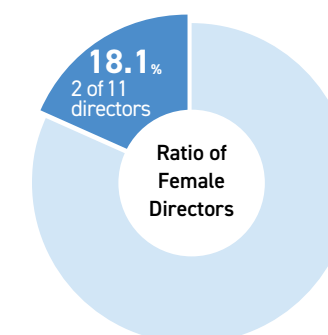
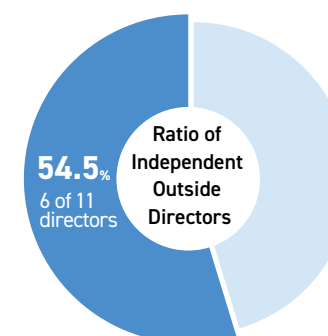
As of June 30, 2026

Name	Position		Current Responsibilities				Areas of Expertise and Experience of Particular Expectation								
		Independent Outside Director	Nomination and Compensation Committee	Compliance Committee	Sustainability Promotion Committee	Each Risk Committee	Corporate Management	Risk Management	Finance and Accounting	Sales and Marketing	Human Capital Management	Market-Related Asset Management	Compliance and Legal Affairs	IT and Digital	Local Communities and Economy
Kosuke Kato	Representative Director & President		■	■	★	■	●	●	●	●		●		●	●
Tomoki Toya	Representative Director & Senior Managing Executive Officer			■	■	■		●		●	●				●
Fujio Sato	Director & Managing Executive Officer			★	■	■		●	●				●		●
Naoki Takahashi	Director						●			●	●				
Yoriyuki Kusaki	Director	●			■		●			●	●				
Yukiteru Yamamoto	Director	●	★		■		●		●		●				
Masashi Iwakigawa	Director	●	■			▲	●			●		●			
Tatsuya Akita	Director, Audit and Supervisory Committee Member			▲	▲	▲		●	●			●			●
Yoichi Namekata	Director, Audit and Supervisory Committee Member	●		▲				●					●		
Motoko Suzuki	Director, Audit and Supervisory Committee Member	●	▲			▲			●						●
Yukiko Sawa	Director, Audit and Supervisory Committee Member	●				▲		●	●						

* ★ indicates the chair of a committee, ■ indicates a member, and ▲ indicates an observer.

(For each Risk Committee, since this collectively refers to five committees, no distinction is made between chairs and members.)

Composition of the Board of Directors



Establishment of a Solid Governance Foundation

Director Selection Policy and Procedures

■ Selection and Dismissal Process

Regarding the policy and procedures for the Board of Directors to nominate director candidates, as a highly objective and transparent process, the voluntary Nomination and Compensation Committee (chaired by an independent outside director, with a majority of its members being independent outside directors) deliberates fully on candidates' background, track record, evaluation, and the company's situation and performance, and, based on this, recommends candidates to the Board of Directors. The Board of Directors respects this recommendation, and, for directors who are Audit and Supervisory Committee Members, decisions are made with the consent of the Audit and Supervisory Committee.

■ Selection and Dismissal Process for the Representative Director

Given that the selection and dismissal of the Representative Director is the most important strategic management decision for the company, in response to consultation from the Board of Directors, the voluntary Nomination and Compensation Committee (chaired by an independent outside director, with a majority of its members being independent outside directors) deliberates on candidates' background, track record, evaluation, and suitability, taking sufficient time and resources, and recommends candidates to the Board of Directors. The Board of Directors respects this recommendation in reaching its decision, making this an objective, timely, and transparent procedure.

■ Succession Plan

The Bank has formulated a succession plan for its management executives in order to promote sustainable growth and enhance corporate value over the medium- to long-term.

Policy on Director Compensation

The Bank has established a compensation policy through a resolution of the Board of Directors, based on the deliberation and recommendation of the voluntary Nomination and Compensation Committee.

■ Basic Policy on Officer Compensation

We position officer compensation as a means of realizing our management policy, and construct and operate it based on the following points.

- We place emphasis on linkage with the Group's Business Results and share value, and design the system to further raise the motivation to contribute not only to short-term Business Results, but also to continued improvement in Business Results and enhancement of corporate value over the medium to long term.
- To secure excellent talent to realize our management policy, from both inside and outside the company, we adopt an appropriate compensation level and structure according to each officer's responsibilities.
- We ensure the objectivity and transparency of the compensation decision process, making it a compensation system trusted by all our stakeholders.
- Regarding the specific design of our officer compensation system, we will continue to review it going forward, in light of trends in legal systems and society, so that it remains an appropriate compensation system at all times.

■ Compensation Governance

To enhance the independence, objectivity, and transparency of our officer compensation system, we have established a voluntary Nomination and Compensation Committee, in which the chair and a majority of the members are independent outside directors, as a voluntary advisory body to the Board of Directors. After

thorough deliberation on the basic policy and content of the officer compensation system, the committee provides advice and recommendations to the Board of Directors. We have also engaged an external compensation consultant, in order to introduce an objective outside perspective and specialized knowledge regarding the officer compensation system, and, with their support, we consider the content of the compensation system taking into account external data, economic conditions, industry trends, and management conditions.

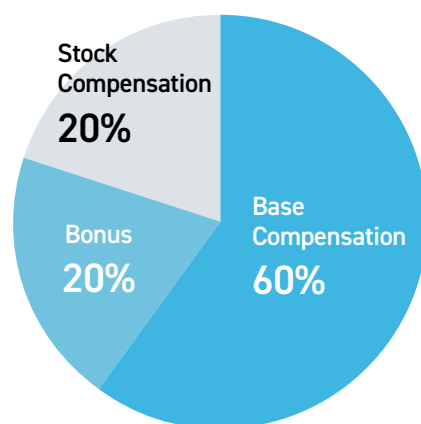
The Board of Directors consults the Nomination and Compensation Committee on a draft of individual compensation amounts, and delegates to the Representative Director and President the decision on their specific content, based on the Committee's recommendation. The matters consulted with the Nomination and Compensation Committee are the amount of each director's base compensation, the evaluation allocation of bonuses based on each director's degree of goal achievement, and the base amount and performance-linked content of stock compensation. The Representative Director and President, having received this delegation, must make decisions based on the content of the recommendation from this consultation.

Establishment of a Solid Governance Foundation

■ Compensation Structure

The compensation of the Bank's directors (excluding directors who are Audit and Supervisory Committee Members and outside directors; the same applies below) consists of three components according to each officer's role and position: "base compensation (cash)," as a short-term incentive, "bonus (cash)," and, as a medium- to long-term incentive, "stock compensation (shares)." The standard model for this compensation structure is, in principle, 60% base compensation, 20% bonus, and 20% stock compensation, but depending on each officer's role and position, the compensation structure may be designed to increase the proportion of incentive compensation, from the perspective of further strengthening their commitment to the company's Business Results and enhancement of corporate value, as a compensation structure that supports the enhancement of corporate value over the medium to long term. Note that the compensation of outside directors and Audit and Supervisory Committee Members consists solely of "base compensation," without linkage to Business Results, from the perspective of preventing excessive risk-taking and appropriately overseeing directors.

Standard Model of Compensation Structure



■ Overview of Compensation Items

◁Base Compensation▷

The amount is determined for each role and position according to the scale of responsibility, and is paid as a fixed monthly compensation.

◁Bonus▷

This is paid, in principle, within three months after the end of the fiscal year, for the purpose of granting an incentive for the Group's annual Business Results, the Business Results of the officer's division, and the individual director's business execution. This compensation varies within a range of 0–150%, according to each officer's degree of goal achievement, etc.

◁Stock Compensation▷

This is paid, in principle, upon retirement, for the purpose of granting an incentive for the Group's Business Results and enhancement of corporate value over the medium- to long-term, and promoting a shared sense of interest with shareholders.

Stock compensation consists of a performance-linked portion (Performance Share), determined according to the degree of achievement of the Mid-Term Business Plan's targets, and a non-performance-linked portion (Restricted Stock), which promotes a shared sense of interest with shareholders, with the performance-linked portion generally accounting for 50% or more.

● Performance-Linked (Performance Share)

This uses ROE, a financial target under the Mid-Term Business Plan, as an indicator, and varies within a range of 0–150% according to the degree of goal achievement, etc.

● Non-Performance-Linked (Restricted Stock)

This is paid as stock compensation with a fixed number of shares granted, in order to further promote linkage with shareholder value.

Note that under this system, points relating to the performance-linked and non-performance-linked portions are granted to eligible persons at a fixed time each year, according to their position, and, upon retirement, shares of the Bank corresponding to the cumulative value of these points are delivered using a trust established by the Bank. Points relating to the performance-linked portion vary after the end of the Mid-Term Business Plan period, multiplied by a performance-linkage coefficient according to the degree of achievement of the Mid-Term Business Plan's performance targets.

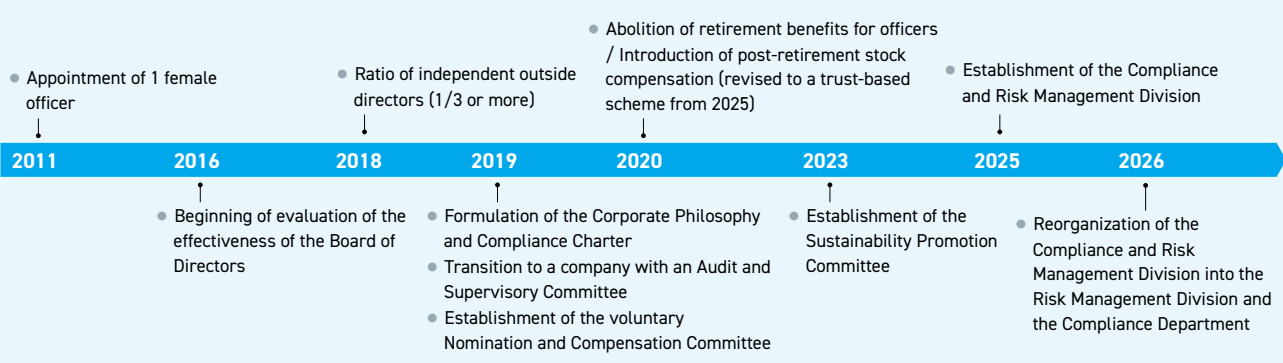
◁Forfeiture of Stock Compensation (Clawback / Malus)▷

In order to curb excessive risk-taking and ensure the soundness of our management, and to prevent serious misconduct such as accounting fraud or large-scale restatement of prior-period financial results, our stock delivery regulations provide for a clause requiring the forfeiture of all or part of stock compensation (the so-called clawback clause and malus clause).

Establishment of a Solid Governance Foundation

Efforts toward Strengthening Governance

We have continuously worked toward strengthening corporate governance, including appointing our first female officer in 2011, beginning evaluation of the effectiveness of the Board of Directors in 2016, and transitioning to a company with an Audit and Supervisory Committee in 2019.



Evaluation of the Effectiveness of the Board of Directors

The Bank analyzes and evaluates the effectiveness of the Board of Directors as a whole every year, and continuously works to improve the functioning of the Board.

Method of Analysis and Evaluation

To ensure the objectivity and transparency of the effectiveness evaluation, we conduct a five-point, anonymous questionnaire for all directors, including those who are Audit and Supervisory Committee Members, together with interviews (for those who wish to participate) by the Board’s outside counsel, and the Board’s outside

counsel also carries out the collection, analysis, and evaluation of the questionnaire.

This Evaluation and Initiatives toward Improvement

In the FY2025 questionnaire results, evaluations were favorable across many categories. Evaluations on matters relating to our governance structure were generally high, confirming that the effectiveness of the Board of Directors as a whole is secure. Conversely, the challenges identified through these questionnaires and interviews are as follows.

Securing Diverse Professional Expertise on the Board of Directors

Our Board of Directors is evaluated as functioning as a substantive decision-making body, but we recognize that securing greater diversity of professional expertise would further enhance the quality of decision-making. For example, opinions were raised that, among

the areas shown in the skills matrix, expanding outside directors with expertise in “IT / digital” is needed.

Advancing toward More In-Depth Discussion

Our Board of Directors is evaluated as engaging in substantive discussion, yet we recognize room to advance toward even deeper deliberation. Key steps include involving the Board at an early stage of formulating Mid-Term Business Plan strategies to support more constructive debate, improving meeting efficiency—such as attaching executive summaries to reporting items—and expanding opportunities for open discussion led by the outside director who chairs the Board.

Initiatives toward Improvement

Regarding “securing diverse professional expertise on the Board of Directors”—and in response to feedback calling for more outside directors with “IT / digital” expertise—we are working to enhance decision-making quality. Specifically, we are deepening the Board’s understanding of the IT and digital landscape by utilizing external advisors with relevant professional expertise and providing more detailed reports on the deliberations of the System Risk Committee. Regarding “advancing toward more in-depth discussion,” we maintain our mechanism for visualizing how individual agenda items connect to our management strategy, enabling richer deliberation at the Board level through executive summaries drawn from Executive Committee discussions. Furthermore, for critical themes such as formulating the Mid-Term Business Plan, we have established dedicated deliberation forums attended by all directors, separate from standard Board meetings and preliminary briefings. We will continue implementing initiatives to elevate the overall effectiveness of the Board of Directors.

Questionnaire Items

① Composition of the Board of Directors	7 items
② Deliberation and Operation of the Board of Directors	17 items
③ Matters Relating to the Governance Structure, etc.	27 items
④ Roles and Responsibilities the Board of Directors Should Fulfill, etc.	Free response

Establishment of a Solid Governance Foundation

Toward Improving the Functioning of the Board of Directors

The Bank continuously works to improve the functioning of the Board of Directors by maintaining a policy that ensures directors receive ongoing opportunities to acquire knowledge, gather information, and obtain advice from external experts, enabling them to fully fulfill their roles and responsibilities.

In addition, the Executive Committee regularly reports to the Board on priority management monitoring items to further enhance overall Board effectiveness.

◀Priority Management Monitoring Items for FY2025▶

- Progress of sales activities based on the Mid-Term Business Plan
- Promotion of IT/DX
- Improvement of credit portfolio quality
- Employee engagement
- Sustainability promotion, etc.

Main Activities of Directors in FY2025

Name / Position	Attendance at Board of Directors Meetings, etc.		Remarks and Other Activities of Directors at Board of Directors Meetings, etc. in FY2025
Representative Director & President Kosuke Kato	Board of Directors 15/15 (100%)		Leveraging extensive experience as a corporate manager and deep insight in the financial field, he displayed proactive and resolute leadership under the Previous Mid-Term Business Plan, clearly charting the Bank's return to growth.
Representative Director Tomoki Toya	Board of Directors 14/15 (93%)		As General Manager of the Community Bank, he has worked diligently to build long-term customer relationships across our home regions of Shizuoka and Kanagawa prefectures, steadily advancing a community-based business model.
Director Tomoaki Tsutsumi	Board of Directors 15/15 (100%)		As CCO (Chief Compliance Officer), leveraging extensive experience in credit risk management, he has worked to thoroughly ensure the Bank's compliance and customer-first business operations.
Director Fujio Sato	Board of Directors 11/11 (100%)		As General Manager of the General Management Planning Division, he has led management planning, financial strategy, and related initiatives. During the first year of the current Mid-Term Business Plan, he has demonstrated strong strategic execution in achieving established KPIs, embedding RORA-based management, and aligning effectively with stakeholders.
Director Naoki Takahashi	Board of Directors 15/15 (100%)		Drawing on extensive experience and deep insight as Representative Director of Credit Saison Co., Ltd., alongside his background as a corporate manager and bank executive officer, he has appropriately overseen business execution and contributed significantly to enhancing the Bank's corporate value.
Outside Director Yoriyuki Kusaki	Board of Directors 15/15 (100%)		As chair of the Board of Directors, he has led efficient and effective meetings, contributing significantly to the soundness and transparency of the Bank's decision-making. Drawing on extensive experience as a corporate manager, he has provided valuable guidance on business execution through informed perspectives and proposals spanning areas such as sales and talent management.
Outside Director Yukiteru Yamamoto	Board of Directors 15/15 (100%)		Drawing on extensive experience as a financial institution manager, he has provided valuable oversight of business execution through informed perspectives and proposals spanning areas such as human resources and labor relations. Furthermore, as chair of the voluntary Nomination and Compensation Committee, he has actively advanced proposals to the Board of Directors from a fair and neutral standpoint, contributing significantly to the soundness and transparency of the Bank's decision-making.
Outside Director Masashi Iwakigawa	Board of Directors 10/11 (91%)		Drawing on extensive experience in the securities industry and a proven track record as an outside officer of a regional bank, he has provided valuable oversight of business execution through informed perspectives and proposals spanning the financial and capital markets. Furthermore, as a member of the voluntary Nomination and Compensation Committee, he has contributed significantly to the soundness and transparency of the Bank's decision-making from a fair and neutral standpoint.
Director / Audit and Supervisory Committee Member Tatsuya Akita	Board of Directors 15/15 (100%)	Audit and Supervisory Committee 12/12 (100%)	As a full-time Audit and Supervisory Committee Member, drawing on extensive experience and deep insight in finance and accounting, he has conducted rigorous audits from the perspectives of appropriateness and legality.
Outside Director / Audit and Supervisory Committee Member Yoichi Namekata	Board of Directors 15/15 (100%)	Audit and Supervisory Committee 12/12 (100%)	With a robust background and specialized expertise in legal and financial affairs, he has contributed significantly to the soundness and transparency of the Bank's decision-making from a fair and neutral standpoint. In his role as an Audit and Supervisory Committee Member, he has also actively conducted thorough audits, effectively fulfilling his oversight responsibilities.
Outside Director / Audit and Supervisory Committee Member Motoko Suzuki	Board of Directors 11/11 (100%)	Audit and Supervisory Committee 9/9 (100%)	Grounded in a deep understanding of the local economy and the characteristics of local enterprises in Numazu City—where the Bank's head office is located—she has provided valuable oversight of business execution. Furthermore, in her capacity as an Audit and Supervisory Committee Member, she has actively conducted thorough audits, effectively fulfilling her oversight responsibilities.
Outside Director / Audit and Supervisory Committee Member Yukiko Sawa	Board of Directors 11/11 (100%)	Audit and Supervisory Committee 9/9 (100%)	Backed by extensive experience and specialized insight within capital markets and finance divisions, she has provided effective oversight of business execution. Additionally, as an Audit and Supervisory Committee Member, she has actively conducted thorough audits, successfully fulfilling her supervisory responsibilities.

* Positions shown are as of FY2025.

Establishment of a Solid Governance Foundation

Activities of the Board of Directors (As of June 30, 2026)

Composed of 11 directors—six of whom are independent outside directors—the Board of Directors deliberates and resolves on important management matters, basic policies, and items mandated by laws, regulations, our Articles of Incorporation, and Board regulations, while actively overseeing business execution. The inclusion of six independent outside directors helps ensure decision-making transparency and invigorate Board discussions. The Board meets in principle once a month, with extraordinary meetings convened as needed.

The primary topics deliberated at Board of Directors meetings held in FY2025 were as follows:

- Summary report on the operating status of the internal control system
- Compliance Program
- Priority management monitoring items
- Status of internal audit implementation

* Alongside regular Board of Directors meetings, we hold preliminary briefing sessions and facilitate sessions for the free and open exchange of opinions among directors as appropriate.

Activities of the Audit and Supervisory Committee (As of June 30, 2026)

The Audit and Supervisory Committee comprises four directors serving as Audit and Supervisory Committee Members—one internal director and three independent outside directors. The Committee conducts audits utilizing the internal control system, receives reports, and deliberates or resolves on key matters related to audits. Its members attend important meetings and evaluate business

execution in accordance with the audit policy and plan established by the Committee. To ensure efficient and effective execution, the Committee holds regular coordination and information-exchange meetings with the accounting auditor, the Internal Audit Department, the Compliance Department, and officers of consolidated subsidiaries. The primary topics deliberated at Audit and Supervisory Committee meetings held in FY2025 were as follows:

- Preparation of the Audit and Supervisory Committee audit report
- Determination of audit policies, plans, and division of duties
- Review of audit implementation status
- Coordination meetings with the accounting auditor, the Internal Audit Department, the Compliance Department, and consolidated subsidiaries
- Report from the accounting auditor (including the status of consideration for Key Audit Matters (KAM))

Overview of Each Committee, etc.

■ Sustainability Promotion Committee

The Sustainability Promotion Committee establishes policies and targets, monitors progress on sustainability initiatives across the SURUGA Bank Group, and reports and makes proposals to the Board of Directors twice a year to sustainably enhance corporate value for a wide range of stakeholders. The Committee is chaired by the Representative Director and President, with members appointed by the chair—including directors (such as outside directors) and executive officers—while directors serving as Audit and Supervisory

Committee Members participate as observers.

The primary topics discussed at Sustainability Promotion Committee meetings held in FY2025 were as follows:

- Initiatives and future outlook regarding greenhouse gas (GHG) emission reductions
- FY2026 plan for the Cycling Project

■ Voluntary Nomination and Compensation Committee

The voluntary Nomination and Compensation Committee submits recommendations to the Board of Directors regarding director nominations and compensation, thereby strengthening board oversight by ensuring objectivity and transparency in personnel and remuneration matters. Comprising a total of three members—one internal director and two outside directors—the Committee maintains a majority of independent outside directors, and its chair is also an independent outside director.

The primary topics discussed at voluntary Nomination and Compensation Committee meetings held in FY2025 were as follows:

- Nomination and compensation of directors and other officers
- Director evaluations and bonus payments
- Delivery of shares and payment of stock-based compensation

Establishment of a Solid Governance Foundation

■ Various Risk Committees

Alongside the ALM Committee and the Integrated Risk Management Committee, we have established specialized risk committees that submit proposals and reports on matters such as market and credit risk to the Executive Committee, while escalating key matters to the Board of Directors.

■ Internal Control

Recognizing that establishing an internal control system to ensure compliance with laws, regulations, and our Articles of Incorporation—and to maintain appropriate business operations—is a core management priority, the Bank has established a basic policy for internal control by Board of Directors resolution, and continuously develops and strengthens these frameworks.

The operational status of the internal control system, based on this policy, is regularly evaluated and continuously reviewed to enhance its overall effectiveness.

■ Internal Audit

We have established an Internal Audit Department that reports directly to the President. Operating in accordance with internal audit regulations and related rules, the Department independently verifies the adequacy and effectiveness of risk management, internal controls, and governance processes.

In FY2025, we conducted comprehensive branch audits across 14 locations (encompassing 21 branches). In head office audits, we conducted thematic reviews covering initiatives to foster a healthy organizational culture, loan portfolio management, and stable system operations, alongside regular audits focusing on Anti-Money Laundering (AML) Management Systems (FATF), anti-social forces screening references, and trust agency services.

(As of June 30, 2026)

Executive Officers			
Representative Director, Senior Managing Executive Officer	Tomoki Toya	Executive Officer	Kazuyuki Dobashi
Director, Managing Executive Officer	Fujio Sato	Executive Officer	Shoichi Hattori
Managing Executive Officer	Hiroshi Hiratsuka	Executive Officer	Hiroyasu Asada
Managing Executive Officer	Yuji Masuda	Executive Officer	Masanori Ozaki
Managing Executive Officer	Tetsuya Yuge	Executive Officer	Shinya Wakita
Senior Executive Officer	Hideki Shindo	Executive Officer	Hiroyo Muramatsu
Senior Executive Officer	Shigeto Takei	Executive Officer	Makoto Hasegawa
Senior Executive Officer	Takehiko Umeya	Executive Officer	Akinori Higaki
Senior Executive Officer	Makoto Yamaguchi	Executive Officer	Yuki Tsurumi

Establishment of a Solid Governance Foundation

Compliance Charter

To realize our Corporate Philosophy, we have established and adopted our Compliance Charter as the code of conduct for all officers and employees.

Basic Policy on Compliance

The Bank positions compliance as a core management priority. Alongside developing Compliance Regulations and related internal rules, we are building an effective compliance framework by strengthening internal controls and conducting ongoing awareness-raising activities.

Establishment and Operation of the Compliance and Risk Management Framework

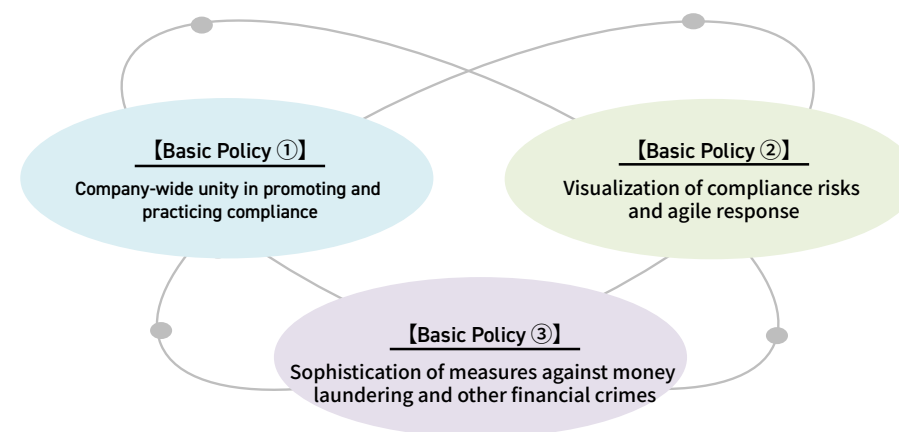
The Bank defines compliance risk broadly—encompassing any factor that impedes adherence to our Compliance Charter, rather than being limited solely to violations of laws and regulations such as fraud or corruption. To manage this, we operate a “three lines of defense” framework: the first line consists of branch and unit heads who foster risk ownership and work alongside designated compliance leaders to conduct autonomous risk management; the second line is the Compliance Department, which provides support and oversight for the first line; and the third line is the independent Internal Audit Department, which verifies the integrity of the framework.

Formulation of the Compliance Program

As a concrete action plan for promoting compliance and managing compliance risk, the Bank formulates a Compliance Program each fiscal year.

In FY2026, we will continue company-wide initiatives to operationalize our Compliance Charter under the leadership of unit heads, while mitigating compliance risks such as harassment through risk visualization and proactive risk-sensing measures. Furthermore, we plan to focus on verifying the effectiveness of our anti-money laundering framework while advancing initiatives to sever ties with anti-social forces and deter financial crime.

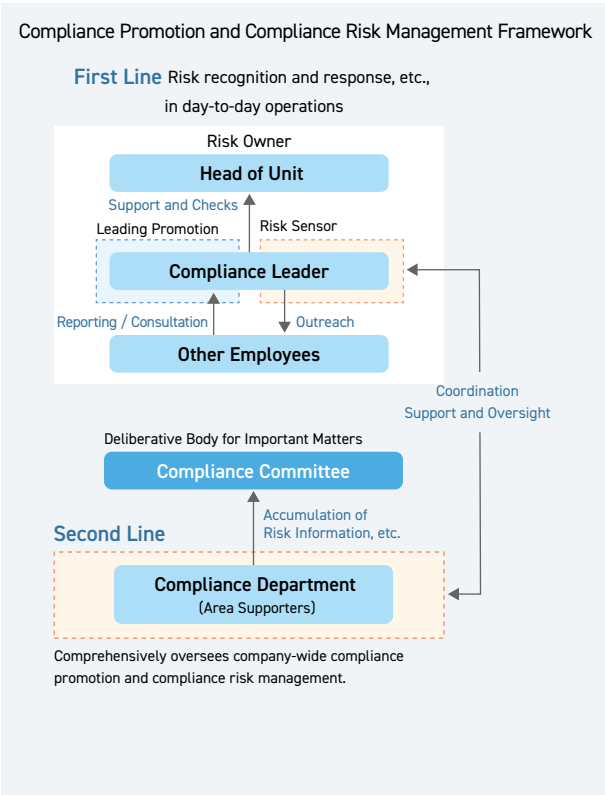
Three Basic Policies, Three Perspectives (Three Eyes)



Establishment of a Solid Governance Foundation

Establishment of the Compliance Committee

As our primary deliberative body for compliance, we have established the Compliance Committee, chaired by the Chief Compliance Officer (CCO) and composed primarily of directors and executive officers. The Committee deliberates and reports on matters concerning the operation of our compliance framework, as well as activities overseen by the Anti-Financial Crime Office and the Internal Reporting Office.



Placement of Compliance Leaders

We appoint and deploy Compliance Leaders across all first-line units—including branches—to spearhead compliance promotion and risk management. Beyond championing compliance and raising awareness of the Compliance Charter, Compliance Leaders act as risk sensors to accurately capture risk intelligence, provide oversight and checks on unit heads, and drive effective first-line compliance risk management.

Initiatives toward Fostering Compliance Awareness, etc.

To maintain high levels of compliance awareness among employees, the Bank conducts ongoing training programs, including company-wide “SURUGA Mandatory Compliance Training.” Branches and departments hold a Compliance Committee or Compliance Day at least once a month using materials provided by the Compliance Department. To foster internalization of the Compliance Charter, we also operate the “Like! Post” initiative—a dedicated internal platform where employees share messages of appreciation and recognize peer strengths. Furthermore, we regularly conduct compliance awareness surveys to measure cultural penetration across the organization and use the findings to refine our compliance promotion framework.

“Like! Post” Mascot
Homepiyo



Initiatives of the “Anti-Financial Crime Office”

The Bank positions anti-financial crime—including severing ties with anti-social forces and preventing money laundering and terrorist financing—as a core management priority, with the CCO designated as the officer with overall responsibility. To enhance the effectiveness of this management framework, important matters are deliberated and reported at the Compliance Committee, with summaries regularly submitted to the Board of Directors. We have also established the Anti-Financial Crime Office as a specialized department to centrally manage and execute these operations. Guided by external expert advice—including counsel from law firms—this office drives comprehensive framework development and initiatives to enhance operational effectiveness across general anti-financial crime, including anti-money laundering and the severance of ties with anti-social forces.

Establishment of a Solid Governance Foundation

Initiatives of the “Internal Reporting Office”

We have established the Internal Reporting Office as a specialized unit to centrally manage internal reports and external risk information. Additionally, we maintain the Audit and Supervisory Committee Reporting Window—a channel independent of executive management—specifically to handle matters concerning directors and executive officers.

This office centrally administers all internal reports (including whistleblowing), customer feedback, and external risk intelligence (such as notices from the Japanese Bankers Association), while fostering a secure workplace environment that encourages open communication.



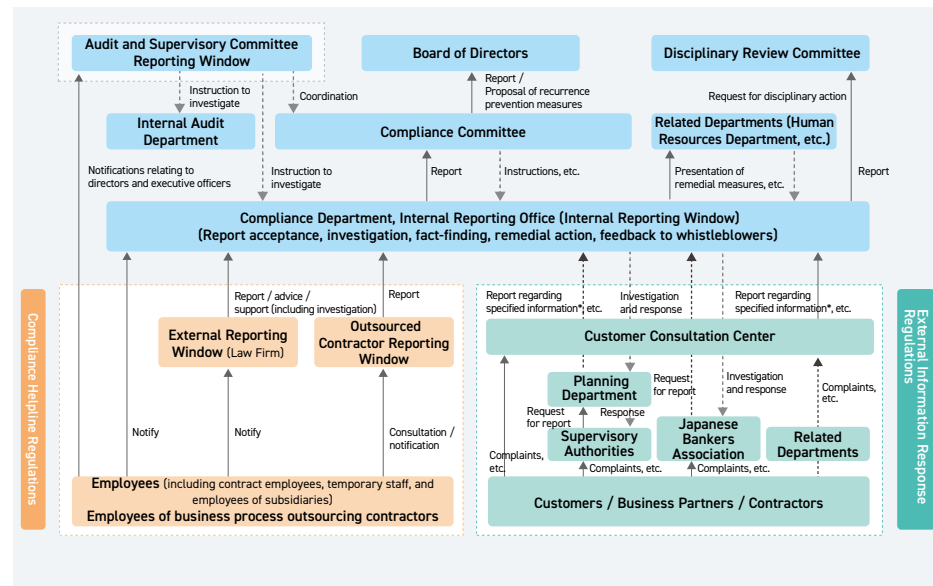
Toward Realizing Customer-First Business Operations

To deliver optimal products and services with our customers' best interests at heart, the Bank proactively integrates customer inquiries, consultations, and requests into its management practices. By continuously reviewing our operations from the customer's perspective and maintaining a commitment to ongoing improvement, we leverage the “voice of the customer” as a core management resource.

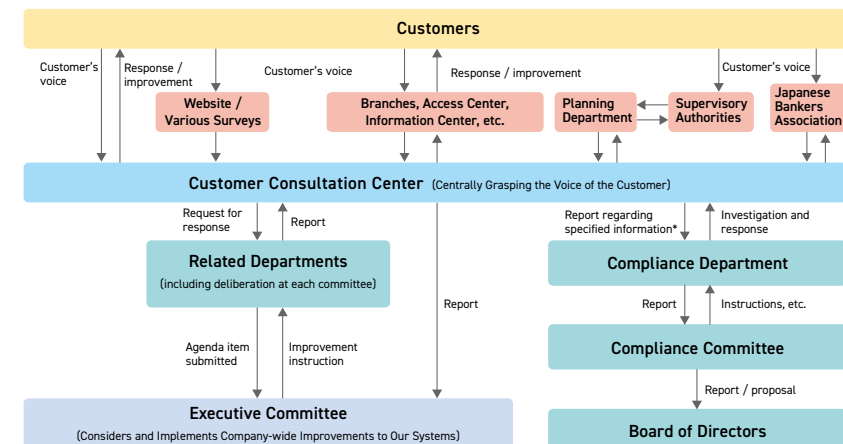
To protect our customers and enhance their convenience, we respond precisely to their expectations by maintaining a management framework that enables swift operational reviews. Furthermore, we systematically analyze internal data, external information, and

customer feedback under a robust security framework to inform management decisions and strategic planning. By actively listening to our customers to address society's increasingly sophisticated demands, we drive management reform, elevate service quality, and deepen trusted relationships with those we serve.

Risk Information Management Structure



A Mechanism for Listening to the Voice of the Customer and Making Use of It in Management



* Specified Information: Information from external sources concerning compliance violations by the Bank's employees and related parties.

Establishment of a Solid Governance Foundation

Approach to Risk Management

■ Basic Approach to Risk Management

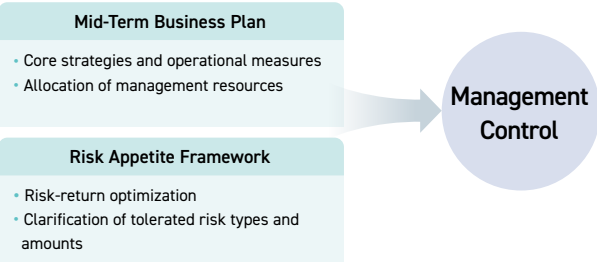
As the banking environment evolves through financial and digital innovation, new business expansion, and other factors, the risks faced by financial institutions are becoming increasingly diverse and complex.

To navigate this environment, the Bank balances earnings, risk, and capital by implementing the Risk Appetite Framework (RAF)—a structured method to clarify, visualize, and monitor both our “risk appetite” (the types and aggregate amounts of risk we are willing to assume) and the risks we decline to take. Furthermore, under our Integrated Risk Management Regulations, we recognize that comprehensive risk oversight across all banking operations is vital. With the active involvement of executive management as a top priority, we continuously refine and advance our risk management framework.

To ensure timely strategic reviews and effective crisis response amidst changing risk profiles, the Bank maintains a clear governance structure structured around the three lines of defense: the first line (branches and operational units), the second line (Risk Management Division), and the third line (the internal audit division).

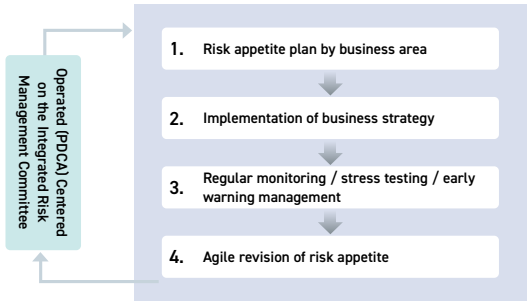
Framework for Management Control

Positioning the Mid-Term Business Plan and the Risk Appetite Framework as the twin pillars of management control to optimize risk and return.



■ Operation of the Risk Appetite Framework (RAF)

1. We define the RAF as a continuous PDCA (plan-do-check-act) framework designed to clarify and visualize our risk appetite and the risks we decline to take. It aligns these parameters with our business strategy—including our Mid-Term Business Plan—to build a sustainable business model.
2. We formulate a Risk Appetite Statement (RAS) for each business area, outlining our risk-taking policies alongside specific quantitative and qualitative control methods. Furthermore, for areas requiring heightened risk restriction—such as portfolios vulnerable to market volatility—we establish and manage strict risk limits and exposure ceilings to prevent excessive concentration and safeguard financial soundness.
3. In operating the RAF, the Integrated Risk Management Committee regularly monitors soundness, profitability, and risk-related indicators. We also verify business model sustainability through stress testing and maintain early warning management to detect rising risks at an early stage. Furthermore, beginning in fiscal 2026, we have implemented portfolio management utilizing return on RORA (Return on Risk-Weighted Assets) to support the enhancement of ROE (Return on Equity).



■ Integrated Risk Management

The Bank allocates capital across risk categories and executes integrated risk management to ensure quantified exposures remain within our capital limits, continuously refining our measurement precision. Rather than managing risks in isolation, our integrated framework comprehensively assesses diverse banking risks—including credit, market, liquidity, and operational risks (such as administrative and system risks)—evaluating them in aggregate against our overall capital strength.

■ Market Risk Management

Market risk is the risk of financial loss arising from asset value fluctuations driven by shifts in market factors such as interest rates, security prices, and foreign exchange rates. Recognizing the profound impact of market risk on our financial standing, we maintain a robust risk management framework that includes setting risk limits through allocated capital under our integrated risk management structure, alongside strict loss-limit controls.

■ Liquidity Risk Management

Liquidity risk is the risk of financial loss arising when a deterioration in creditworthiness or other factors prevents an institution from securing necessary funds and maintaining cash flows, or forces funding at significantly more unfavorable terms than usual. Recognizing that stable cash flows, high liquidity, and rapid crisis response are essential management priorities, we maintain a robust liquidity risk management framework featuring real-time position monitoring and structured reporting channels. To prepare for unforeseen contingencies, we diversify and stabilize our funding sources by holding highly liquid securities, preparing to mobilize asset-backed funding, and expanding our base of stable, interest-rate-resilient “sticky deposits.”

Establishment of a Solid Governance Foundation

Credit Risk Management

Credit risk is the risk of financial loss resulting from a decline or disappearance in asset values caused by the deterioration of a borrower's or counterparty's financial condition. To maintain and improve asset soundness, we separate our sales division and our Credit Risk Management Department, aiming to build a balanced credit portfolio through mutual checks and objective evaluation between the two divisions.

The Credit Risk Management Department is composed of the Credit Management Department, the Screening Department, and the Asset Assessment Department.

The Credit Management Department works to improve the precision with which we grasp credit risk through means such as establishing a debtor rating system that assesses the creditworthiness of our business partners using standards set by the Bank, quantifying credit risk in our loan portfolio, monitoring large-exposure borrowers, and regularly conducting various stress tests that assume changes in the financial and economic environment.

The Screening Department works to improve the precision of creditworthiness assessments by making effective use of a database built from various data accumulated through sales and lending activities, repeatedly conducting hypothesis-based analysis, application, and verification. We have also built a framework to exclude unfavorable transactions by appropriately operating an external evaluation system and a real estate business operator management system for Investment Property Loans. The Asset Assessment Department works to develop a framework for appropriately conducting self-assessment and to maintain and improve asset soundness.

Administrative Risk Management

Administrative risk is the risk of loss incurred when officers or employees fail to execute clerical work accurately, or due to accidents, fraud, or deficiencies in operational processing arrangements. Our clerical risk management policy focuses on accurately identifying general administrative risks and implementing proper controls to maintain operational soundness and proactively prevent errors, complaints, scandals, and associated losses.

As a core procedure, we have established our Operational Risk Management Regulations to oversee clerical operations and build our administrative risk management framework.

These regulations define measures for risk analysis, evaluation, and improvement, branch guidance, customer complaint handling, and fraud and scandal response to minimize administrative risk exposure. To monitor these administrative risks, the Bank maintains a regular and ad-hoc reporting framework, addressing issues through regulatory updates and recurrence-prevention measures.

Security Risk Management

Security risk is the risk of customer financial loss, reputational damage preventing the fulfillment of our social responsibilities, or direct financial loss to the Bank arising from information leaks

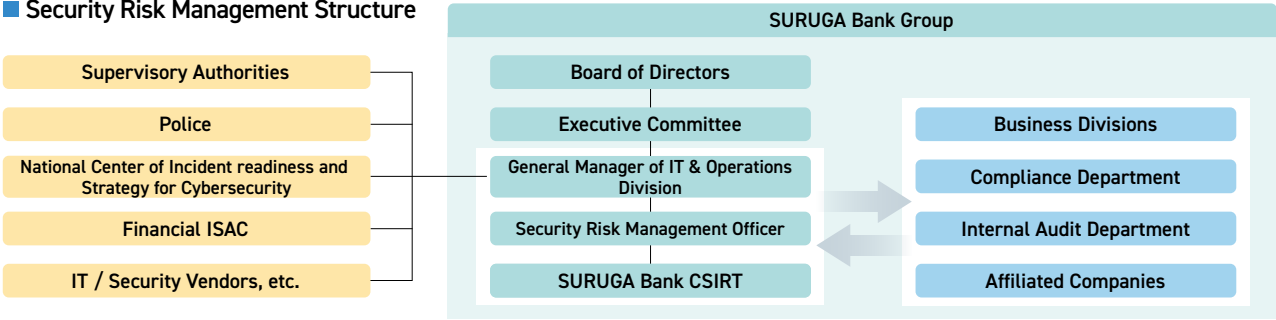
involving information assets or operational disruptions. We define these security risks and our management framework in our Security Risk Policy, while detailing specific operational standards and mandatory requirements for all personnel in our Security Risk Standard.

Governance Structure

Led by executive management, we maintain a security risk management framework to identify security vulnerabilities, assess potential impact and likelihood, monitor countermeasure implementation and residual risk, execute appropriate risk controls, and safeguard the Bank's information and IT assets.

Security countermeasure initiatives are reported regularly and on an ad-hoc basis to the Board of Directors, the Executive Committee, and other governing bodies, ensuring management maintains continuous oversight and review of these initiatives.

Security Risk Management Structure



Establishment of a Solid Governance Foundation

Our Approach to Cybersecurity

The Bank positions cybersecurity as the foundation of business continuity and a core element of sustained corporate value creation. Under executive leadership, we continuously advance our cybersecurity measures, backed by regular reporting on security incidents and countermeasure statuses to the Executive Committee and other governing bodies.

■ Cybersecurity Management Structure

To counter increasingly sophisticated cyber threats, we established a specialized organization, the SURUGA Bank CSIRT. By collaborating with external entities—such as the National center of Incident readiness and Strategy for Cybersecurity (NISC)—we collect, share, and analyze emerging threat intelligence, ensuring the company-wide effectiveness of our security countermeasures.

■ Main Areas and Specific Initiatives for Cybersecurity Measures

Main Area	Purpose	Main Initiatives
Advanced AI (Frontier AI) Countermeasures	Preparing for the increasing sophistication of cyberattacks driven by frontier AI, and strengthening defense and detection capability	• Strengthening our company-wide governance framework through the direct involvement of management • Strengthening risk-based vulnerability management • Strengthening our capability to detect unauthorized access • Strengthening resilience in preparation for system outages caused by cyberattacks
Security Risk Assessment	Visualizing risk when systems are introduced or used, and thoroughly implementing countermeasures	• Risk assessment considering the confidentiality, integrity, availability, and importance of each system • Continuous review and updating of risk assessment items
Cyberattack Defense	Early detection of latent risk, and strengthening countermeasures against increasingly sophisticated attacks	• Regular vulnerability diagnostics • Implementation of TLPT (Threat-Led Penetration Testing) • Introduction of the latest zero-trust security and cloud-compatible services • Responding to the Financial Services Agency's Guidelines for Cybersecurity in the Financial Sector"
Incident Response and Recovery	Advance detection, early discovery, prompt response, and recovery for incidents	• Monitoring and response centered on SURUGA Bank CSIRT • Formulation of response plans by incident type (ransomware, DDoS, etc.) • Information coordination with outside specialist organizations
Management of External Contractors, etc.	Maintaining and improving security levels, including those of our contractors	• Evaluation of the status of contractors' and partners' information security countermeasure initiatives • On-site inspections and hearings with contractors and partners according to their importance
Anti-Financial Crime	Preventing losses to customers from financial crime such as special fraud and unauthorized funds transfers	• Analysis of crime methods and trends and detection of fraudulent transactions through coordination with the police and others • Use of phishing site detection and takedown services • Continuous alerts to customers
Drills and Training	Practical response capability, and raising security awareness company-wide	• Practical response drills based on our incident response manual • Regular participation in joint cyber drills hosted by the Financial Services Agency and Financial ISAC • Continued targeted-attack email drills for all employees
Talent Development and Securing Talent	Specialized knowledge that can respond to the latest threats, and raising security literacy among all employees	• Participation in outside training and security vendor training for specialized talent • Proactively securing specialized talent through career hiring • Level-specific training according to position

Establishment of a Solid Governance Foundation

■ Advanced AI (Frontier AI) Countermeasures

With the rapid development of advanced AI (frontier AI), including generative AI, we recognize the growing sophistication of cyberattacks exploiting AI and the rise in attacks targeting new vulnerabilities. To address these evolving threats, we implement efficient, risk-based vulnerability management and prompt patching. We are also strengthening our unauthorized access detection capabilities and—through intelligence sharing with external organizations—continuously gathering and analyzing the latest AI threat trends to build a robust security framework capable of detecting and defending against novel cyberattacks early on.

■ Security Risk Assessment

When implementing new systems or utilizing cloud services, we conduct security risk assessments based on the Center for Financial Industry Information Systems (FISC) security standards. By evaluating each system's confidentiality, integrity, availability, and overall importance, we visualize cyberattack risks and implement necessary countermeasures. We continuously review and update these assessment criteria in response to revisions in FISC standards and other changes, ensuring we stay ahead of emerging threats.

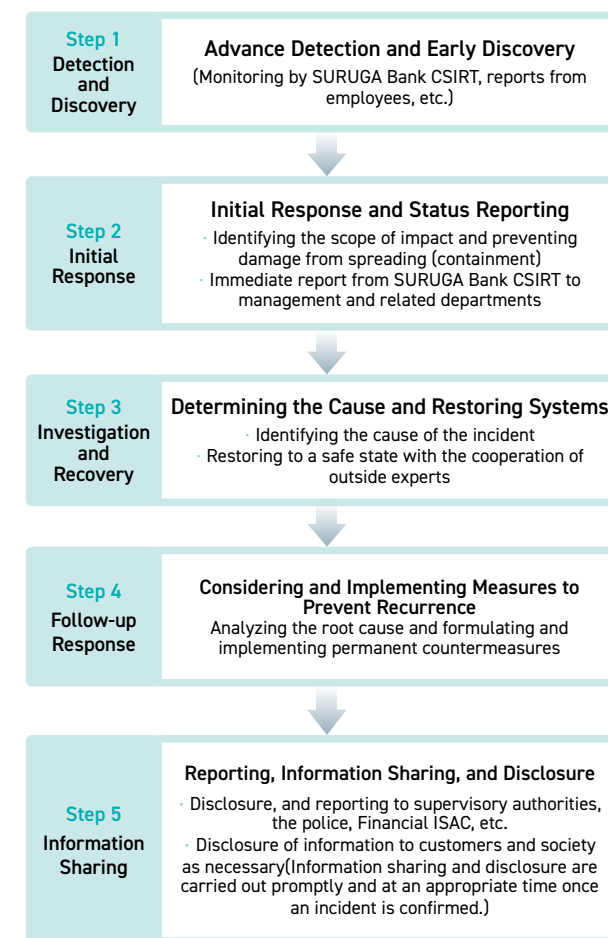
■ Identifying and Defending against Cybersecurity Risk

To counter cyberattacks targeting internet banking and other online services, we conduct regular vulnerability assessments. We also execute Threat-Led Penetration Testing (TLPT) to evaluate defenses in the event of an internal system breach, identifying gaps and implementing robust countermeasures. These proactive measures allow us to detect potential security risks early, respond swiftly, and continuously elevate the overall security posture of our services. Alongside our IT platform migration to the cloud, we are actively advancing our cybersecurity measures. To address risks such as potential vulnerabilities, DDoS attacks, and unauthorized access, we regularly review and update our defenses—including the deployment of zero-trust security and advanced cloud-compatible security services. These steps strengthen our vulnerability response and enhance our defenses against increasingly sophisticated cyberattacks. Furthermore, we evaluate our security posture against the Financial Services Agency's "Guidelines for Cybersecurity in the Financial Sector" and implement planned enhancements accordingly.

■ Cyber Incident Response and Recovery

Spearheaded by the SURUGA Bank CSIRT, we focus on proactive detection, rapid discovery, and swift response to information security incidents. By collaborating with external security organizations, IT vendors, and industry partners, we share intelligence on newly discovered vulnerabilities and remediation strategies to maintain a framework equipped for emerging threats. We have also established specialized incident response plans tailored to specific scenarios—such as ransomware infections, DDoS attacks, and website defacement—and routinely test their effectiveness by participating in joint drills hosted by the National center of Incident readiness and Strategy for Cybersecurity (NISC), the Financial Services Agency, and the Financial ISAC.

Cyber Incident Response Flow



Establishment of a Solid Governance Foundation

■ Management of External Contractors

When outsourcing operations or utilizing cloud services, we evaluate our contractors' and partners' compliance with information security requirements—including basic policies as well as organizational, personnel, and technical security measures. These evaluations are conducted regularly throughout the contract lifecycle. For critical operations, we perform deeper oversight by conducting on-site inspections, interviews, and direct monitoring of our partners' facilities.

■ Strengthening Countermeasures against Financial Crime

To combat the recent surge in special fraud, we collaborate with the Financial Services Agency, law enforcement, and other stakeholders to gather intelligence on evolving criminal tactics, transaction patterns, and emerging trends. This enables us to detect unauthorized transactions early and mitigate potential losses through prompt customer outreach and account restrictions. Furthermore, we address the rise in unauthorized funds transfers caused by phishing by deploying detection and takedown services for malicious sites. Alongside these technical measures, we continuously educate our customers through our website and email communications to help them protect themselves against financial crime.

■ Cybersecurity Drills and Training

The financial sector is undergoing rapid transformation driven by accelerated digitalization and the widespread adoption of cloud technology. To safeguard customer assets against increasingly complex and sophisticated cyberattacks, we conduct targeted drills and specialized training for various security incidents.

We have established comprehensive response manuals for specific incidents, including ransomware infections, DDoS attacks, and website defacement. Alongside internal drills for rapid incident handling, we participate in joint cyber exercises hosted by the Financial Services Agency and the Financial ISAC to sharpen our practical response capabilities. Additionally, we conduct regular targeted-attack email drills for all employees to build security awareness and strengthen organizational readiness across the board.

■ Cybersecurity Talent Development and Acquisition

To strengthen our cybersecurity expertise, we support specialized personnel through external training programs and security vendor courses, equipping them to handle evolving cyberattack methods, emerging vulnerabilities, and cloud-compatible security measures. We also proactively recruit experienced professionals through career hiring. Across the organization, we conduct regular, position-specific security risk training and maintain broad employee awareness by sharing intelligence on recent cyberattack techniques and data breach incidents.

■ AI Governance

To keep pace with the expanding adoption of generative AI, we continuously update our usage guidelines in alignment with Japan Deep Learning Association standards, technological advancements, and evolving regulatory trends, ensuring strict adherence through company-wide training. Building on this foundation, we are actively integrating generative AI to enhance operational efficiency and customer service. To balance convenience with robust safety measures, we are advancing our unified, company-wide AI governance framework.

Building a Sustainable Local Economy and Society

As Japan's declining birthrate and aging population continue, demographic contraction risks dampening local economies and accelerating various social challenges. Simultaneously, the operating environment for financial institutions is rapidly evolving with advances in digital transformation (DX) and FinTech. In response to these shifts across our communities and customer base, the Group remains committed to a modern, customer-first approach. By fulfilling our responsibilities as a local financial institution, we actively contribute to a sustainable local economy and society. We also recognize that advancing disaster preparedness and prevention against major anticipated disasters in Shizuoka and Kanagawa prefectures—such as a direct capital-region (Tokyo) earthquake, a Nankai Trough mega-earthquake, or an eruption of Mount Fuji—is critical to building a sustainable local economy, and we are actively addressing these priorities.

Contribution to the Local Economy and Society through Our Core Business

Evolving the Solutions Businesses

Our Previous Mid-Term Business Plan established the evolution of our retail and solutions businesses as a core management strategy. Building upon this mission under our New Mid-Term Business Plan launched in April 2026, we continue to leverage our retail foundation as our pivot foot while expanding our community impact to support the business management needs of our corporate and sole-proprietor clients. By “Creating a Difference” that resonates with our customers’ “Waku Waku,” we aim to deliver enduring value to our customers, shareholders, employees, and society, thereby contributing to a sustainable local economy and society.

Our Recognition of Key Opportunities and Risks

Opportunities

- Reform of financial functions driven by DX and Fintech
- Growing expectations for the role of local financial institutions in the context of local revitalization / Society 5.0
- Rising awareness of inheritance and asset formation
- Easing of the concentration in the Tokyo metropolitan area, triggered by COVID-19

Risks

- Decline of the local economy and reduced sustainability, driven by the declining birthrate, aging population, and shrinking working population
- The challenge of business succession at small and medium-sized enterprises
- Declining employment opportunities and financial literacy among younger generations
- Collapse of the local economy and impoverishment of local residents in the event of a massive disaster

Initiatives of Community Bank

Related page: P21

- Promoting Account-based Sales (Individual Solutions)
By prioritizing long-term customer relationships and engaging in ongoing dialogue regarding future concerns, we build deep trust and deliver high-quality solutions. Through account sales, we aim to enhance customer loyalty—fostering genuine, well-founded satisfaction—which allows us to deliver value to our region, stakeholders, employees and their families, and society at large, ultimately contributing to a sustainable local economy.
- Measures That Go a Step Further into Management (Corporate Solutions)
To support the sustainable value enhancement of corporate clients, we strengthen internal and external collaboration. By delivering distinctive solutions that extend deep into overall management—such as financial and managerial support and talent matching—we actively contribute to the vitality of the local economy and society.

Regional Revitalization Office

Related page: P65

- Policy of the Regional Revitalization Office's Initiatives
Established in April 2025, the Regional Revitalization Office is dedicated to fostering local vibrancy and contributing to a sustainable local economy—centered around bicycles and driven by collaboration with diverse partners. The office oversees and supports a wide range of initiatives that benefit local communities.

Building a Sustainable Local Economy and Society

Cycling Project



Contributing to Revitalizing the Local Economy through the “Cycling Project”

Following the introduction of its Road Bike Purchase Loan in 2011, the Bank launched the “Cycling Project” and has since actively promoted cycle tourism in partnership with local tourism resources. Aiming to further boost local revitalization, we established the Regional Revitalization Office in April 2025. Moving forward, we will continue our “Cycling Project” initiatives. Centered on bicycles and driven by collaboration with diverse partners, we are committed to creating new value—fostering vibrancy across our home region of Shizuoka and Kanagawa prefectures and building a sustainable local economy.

Our Initiatives Over the Next Three Years

Under our New Mid-Term Business Plan, we have set a target to generate at least ¥1 billion in economic ripple effects for the local economy over the next three years, and we are proactively advancing our initiatives to achieve it.

Planned Activities

1. Creating New Opportunities for Exchange

In partnership with local allies, we aim to draw cyclists and visitors to our home region through a diverse lineup of events.

- ①Participatory events
- ②Spectator events
- ③Period-based events utilizing smartphones

2. Enhancing Local Awareness

We partner with local municipalities and businesses to co-host bicycle-based town-touring programs. Through social media, we highlight the unique local appeal—such as tourism spots and local cuisine—that can only be found on a bicycle ride.

3. Building a Partner Network Base

Collaborating with partners under our bicycle promotion agreements, we actively build and coordinate an industry-academia-government network.

[Partners] As of March 2026
Municipalities (including local councils): 16 partners
Local businesses: 11 partners
Local schools: 1 partner

One Year Since the Establishment of the Regional Revitalization Office

In FY2025, alongside our ongoing activities, we expanded our focus on co-hosting and sponsoring major events to drive visitor growth and local vibrancy. This included supporting the “Mt. Fuji and Sagami-hara stages of the Tour of Japan”—the nation’s premier domestic road cycling race—as well as the “Mt. Fuji Cycle Road Race” and the “SURUGA Bank presents Japan Mountain Bike Cup 2026”. Additionally, we served as a special sponsor for “SURUGA Bank presents Round Mt. Fuji Cycling 2025” (which was unfortunately cancelled due to inclement weather). Beyond boosting the local economy, this initiative—aligned with municipal efforts to secure National Cycle Route certification—is designed to elevate the surrounding Mt. Fuji region as a premier tourism destination.



Building a Sustainable Local Economy and Society

Cycling Project



Initiatives for Local Revitalization

By promoting cycle tourism alongside local tourism resources, we aim to create new travel value while revitalizing local service and tourism sectors through detailed information that highlights the unique mobility of cycling.



Chigasaki Cycling



Fujipota



SAGAMIHARA RIDE!



Domannaka Fukuroi Potaring

Revitalizing the Mt. Fuji Region

As a member of the Gururi Fuji-san Cycle Tourism Promotion Council—uniting public and private sectors across Shizuoka and Yamanashi prefectures—we are working to secure National Cycle Route certification for the Mt. Fuji loop route.



Cycling Events and City Promotion

In FY2025, alongside municipalities, organizations, and private businesses, we hosted a total of 34 events primarily focused on promoting the Pacific Coast Cycling Road and the Mt. Fuji loop route as National Cycle Routes.

Number of Cycling Events Held

FY2025	FY2024	FY2023	FY2022
34 events	44 events	32 events	44 events



Suruichi (Around Suruga Bay) 115km



Kanagawa Cycling: Yamakita / Nakai 71km



Tama River Goshuin Cycling 15km



Tea Capital Shizuoka Group Ride 30km

Local Promotion through Industry-Academia-Government Collaboration

To support local tourism, we collaborated with students from the IZU-SOGO High School Toi campus to design a cycling route around the Toi area in Izu City. We then co-hosted a two-day, one-night event along the route, working together to showcase and revitalize the local area through cycling.



Cycling Project

Collaboration with Municipalities, Private Businesses, and Organizations

In FY2025, welcoming one new organization, we expanded our Bicycle Promotion Partnership Agreements to a total of 28 municipalities, private businesses, and organizations.

SURUGA Bank Cycling Project Information Dissemination

We actively share a wide range of cycling content across our website, Facebook, X, Instagram, and note platforms. (Japanese Only)



Web



Instagram



X



Facebook



note

Building a Sustainable Local Economy and Society

Director Ii's Hot Spring and Culinary Journey

To encourage more visitors to our home turf of Shizuoka and Kanagawa prefectures, our employee Ii Yudane personally visits recommended local spots to showcase them on our website under the recurring theme, "Continuing Reports on the Best Local Spots."

Launched in 2013 and steadily expanded over the years, the project now features over 400 top local destinations, making it the premier tourism database in the region.

The featured locations cover hot springs, local dining, and sightseeing spots, with destinations selected through on-the-ground insights gathered from local employees.

* Destinations are featured entirely on their merits, regardless of any business relationship with SURUGA Bank.

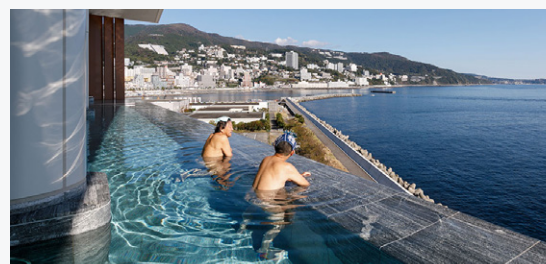
Our Commitment to This Reporting Initiative

- We include numerous photographs so readers can enjoy the visual elements alongside the text.
- To accurately capture the true appeal of each location and its food, our images are shot by a professional photographer. Furthermore, our employees personally visit and report on every spot, sharing a genuine commitment to helping the local community thrive.

Ii Yudane Profile

A veteran SURUGA Bank employee with over 30 years of service, he is likely the only corporate staff member in Japan holding the title of "Director of Hot Springs." While "Ii Yudane" is a pen name, he carries an official business card bearing the moniker. A dedicated hot spring enthusiast who has visited more than 1,000 hot spring destinations nationwide, he is a well-known figure within the company, a member of a hot spring experts' association, and holds multiple credentials, including Hot Spring Sommelier Ambassador.

Balancing his regular banking responsibilities with his writing and reporting work, he channels his deep affection for the region and a commitment to Local Revitalization into every feature he produces.



For more information, search online for:

"Iiyudane Suruga"

Search

<https://onsen.surugabank.co.jp/> (Japanese Only)



Supporting Local Communities through Sports Such as Soccer

• Sponsoring and Supporting Various "SURUGA Cup" Soccer Tournaments

By sponsoring four competitive tournaments that showcase aspiring J.League players—including the SURUGA Cup Shizuoka Prefecture Child Soccer Tournament in Gotemba, the Shizuoka GSA SURUGA Cup Shizuoka International Youth (U-15) Soccer Tournament, the Prince Takamado Cup U-18 Soccer League SURUGA Cup, and the SURUGA Cup Shizuoka Prefecture Soccer Championship (Emperor's Cup Prefectural Qualifier)—we actively contribute to sports promotion and development across the region.

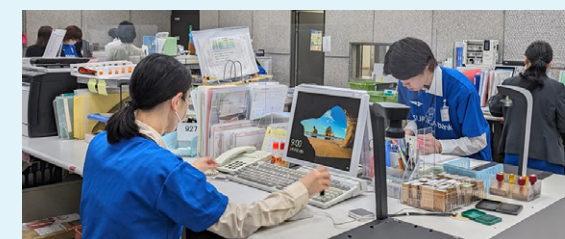
• Supporting Azul Claro Numazu

As a local sponsor and partner backing their ambitious journey, we proudly support Azul Claro Numazu—a professional football club based in Numazu City, Shizuoka Prefecture—alongside fans across the region.

<Numazu All Blue Project>

To build community-wide momentum, city hall staff and employees from local businesses and organizations in Numazu wear Azul Claro Numazu polo shirts or blue shirts on Fridays during home game weeks.

As part of this shared support, employees across our 28 bank branches in eastern Shizuoka Prefecture wear custom blue T-shirts while on duty.



Numazu All Blue Project



SURUGA Cup Shizuoka Prefecture Child Soccer Tournament in Gotemba



Azul Claro Numazu SURUGA Bank Special Match

Building a Sustainable Local Economy and Society

Strengthening Support Services for Local Businesses

Hosting the SURUGA Compliance Seminar

To help local businesses and municipalities address key challenges, we host compliance seminars for local businesses and organizations, drawing on the practical know-how gained from rebuilding our own compliance framework. Covering essential topics such as fostering open workplaces, preventing harassment, and stopping fraud, these interactive sessions are led in person by our employees. To date, we have hosted over 70 sessions with a cumulative total of more than 2,000 participants.



Corporate Management Research Institute

Established in 1982 to explore new directions for the local economy and society and to foster the sound development and growth of small and medium-sized enterprises, the institute pursues the following initiatives to actively support Local Communities and local businesses.

- ☐ Research initiatives
- ☐ Talent development programs
- ☐ Corporate consulting services
- ☐ Information services and resources
- ☐ International exchange support

Hosting the 2025 SURUGA Business School MBA Course

We host the SURUGA Business School MBA Course to cultivate the comprehensive, high-level decision-making skills required of managers and management executives. Utilizing case studies, participants examine business strategy, innovation, consumer behavior, and accounting management. The FY2025 program took place over a three-day, two-night span beginning July 7 at Gotemba Kogen Tokinosumika, welcoming 22 participants. This marked the 54th running of the course, bringing our cumulative total to 1,339 participants to date.



Hosting the FY2025 International Exchange Support Program Award Ceremony

Established in FY1996 to cultivate professionals capable of navigating the internationalization of the local economy and society, our International Exchange Support Program promotes cross-border exchanges involving people, goods, technology, and culture.

Overseas Training and Research Grant Program

- Providing overseas training and research grants for teachers across Shizuoka Prefecture
- Grant recipients: 3 (71 cumulative); award ceremony held on July 16, 2025

International Exchange Achievement Awards

- Recognizing organizations, etc. that have significantly contributed to local international exchange and multicultural coexistence
- Award recipients: 4 organizations, etc. (81 cumulative); award ceremony held on January 30, 2026



Building a Sustainable Local Economy and Society

Contributions to the Local Economy and Society

SURUGA Scholarship Foundation

Established in 1963 as the Suruga Scholarship Association—now operating as the SURUGA Scholarship Foundation, a general incorporated foundation—our foundation provides scholarships to academically gifted students of strong moral character and sound health. The program aims to cultivate dedicated, public-minded individuals who contribute meaningfully to society. Today, we offer non-repayable scholarships across multiple categories: high school programs, university student scholarships, international university student support, and a specialized overseas training program for second- and third-year high school students. These scholarships cover three years of high school, four years of university, and two years of university for international students. As of March 2026, a cumulative total of 6,089 students have graduated from our scholarship programs.

At the Reiwa 7 (FY2025) Summer Guidance session, we hosted a lecture titled “Financial Seminar for Young People: Investment and Risk Avoidance Techniques to Build the Future” presented by the Asset Consulting Sales Department. The program also featured an overseas training report by participants who traveled to Ho Chi Minh City, Vietnam, alongside a networking gathering for scholarship recipients.



Scene from the FY2025 Summer Guidance session

Special Sponsorship of the Shizuoka Cancer Center Public Lecture Series

Since 2004, we have proudly served as a special sponsor for the public lecture series hosted by the Shizuoka Cancer Center, a cornerstone of the Pharma Valley Project. Marking its 22nd installment in FY2025, the series was conducted in a hybrid format with online streaming across seven sessions held between July 12, 2025, and January 7, 2026. Physicians from the center—widely recognized for exceptional standards of medical care—led the sessions, offering clear, accessible explanations of the latest advancements in cancer research and treatment methods to a large audience of attendees.

Active Participation in the Pharma Valley Project

We have supported the Pharma Valley Project—an industry-academia-government-finance collaboration centered in eastern Shizuoka Prefecture—since the initial formulation of the Mt. Fuji Foothills Advanced Medical Industry Cluster Concept in 2001. Shizuoka Prefecture ranks among the national leaders in the production value of pharmaceuticals and medical devices, with the eastern region serving as a major hub for related manufacturing plants and research centers. Guided by the core pillars of promoting health, overcoming disease, and establishing a robust economic foundation, the Pharma Valley Project advances manufacturing, talent development, and community building to position the prefecture as a global leader in health and longevity. We actively participate in this initiative to help foster a sustainable local economy and society.

Furthermore, as Shizuoka Prefecture navigates an aging demographic, we remain committed as a local financial institution to helping realize the Medical Garden City Concept. This initiative is designed to provide residents with fulfilling lives and integrated medical, welfare, and nursing care services built around community needs

Business Continuity Plan (BCP)

As a financial institution rooted in Shizuoka and Kanagawa Prefectures—regions vulnerable to diverse, large-scale natural disasters—maintaining our critical financial infrastructure and uninterrupted service to customers is a core mission that directly supports a sustainable local economy and society. We are equally committed to sharing the insights gained from these preparedness efforts with our local communities to help build a resilient society as a whole.

In response to increasingly severe and frequent natural disasters, our Disaster Prevention Measures Regulations operate under the guiding principle of prioritizing human life above all else. Guided by this policy, we continuously update operational manuals, maintain emergency supplies, and conduct regular disaster drills. Incorporating lessons learned from recent events—including the 2024 Noto Peninsula earthquake, the Hyuganada earthquake (alongside advisory insights concerning the Nankai Trough earthquake), and the 2025 Kamchatka Peninsula earthquake—we have systematically upgraded branch emergency provisions and refined our response protocols.

- Internal Disaster Prevention Drills, etc.
- Tsunami evacuation drills, system recovery (failover) drills, shakeout drills, emergency communication drills (including MCA radios), staff safety confirmation drills, branch backup generator load-testing drills, division BCP exercises, and specialized BCP employee training
- Disaster Prevention Drills Conducted in Coordination with Local Communities, etc.
- Joint disaster drills with neighborhood associations, community disaster prevention seminars, municipal information-sharing sessions, and active participation in local training programs

Initiatives for Local Revitalization

Approach to Community-Based Finance

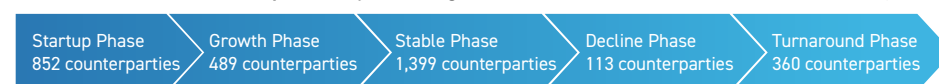
The Bank is committed to stimulating healthy consumer demand and contributing to national economic development through consumer-focused financial services, thereby fulfilling our distinctive financial intermediation role.

We also drive community-based finance by providing management support for sole proprietors and small-to-medium enterprises (SMEs), while actively spearheading initiatives to revitalize the local economy.

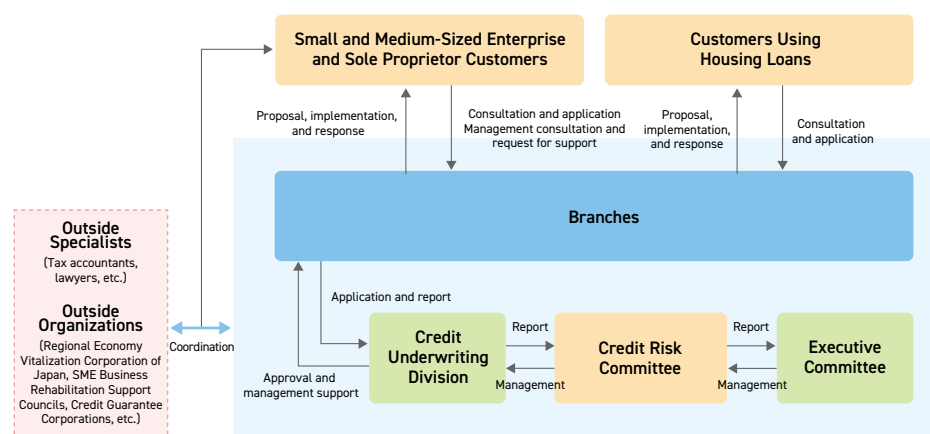
Proposing and Implementing Optimal Solutions for Every Customer Life Stage

[Number of Credit Counterparties by Life Stage]

(FY2025)



[Framework for Proposing and Implementing the Optimal Solutions and Supporting Management]



Status of Our Initiatives on Management Support for Small and Medium-Sized Enterprises

(Support content, coordination with outside specialists and organizations, examples of initiatives, etc.)

Support for Startups and New Business Development

Local Talent Development and Various Seminars

SURUGA Business School MBA Course

	Number Held Annually	Number of Participants
2025	1time	22 people
2024	1time	23 people
2023	1time	18 people
2022	1time	14 people

Support at the Growth Stage

Status of Our Initiatives Regarding the "Guidelines on Personal Guarantees Provided by Business Owners"

In accordance with the Guidelines on Personal Guarantees Provided by Business Owners, we appropriately handle customer consultations regarding personal guarantees.

Item	FY2025 Results	(Reference: FY2025 results)	
1. Number of new loans extended without a guarantee	1,154 cases	Number of new loans	2,000 cases
2. Number of guarantee agreements canceled	7 cases	Percentage of new loans not dependent on personal guarantees by business owners	57.7%*

* Percentage of loans excluding asset management companies (companies whose purpose is managing individuals' personal assets, etc.): 71.0%

Initiatives toward Local Revitalization

Support at the Growth Stage

Number of counterparties using the Guidelines on Personal Guarantees, and their share of all credit counterparties

Total credit counterparties①	Counterparties using the Guidelines②	②/①
3,759 companies	1,584 companies	42.1%

■ Initiatives on Loans Based on Business Feasibility Assessment

Number of credit counterparties receiving loans based on business feasibility assessment, and their share of all credit counterparties

Total credit counterparties①	Counterparties with loans based on business feasibility assessment②	②/①
3,759 companies	302 companies	8.0%

Support for Business Improvement, Business Revitalization, and Business Conversion, etc.

■ Accepting Consultations on Changes to Repayment Terms (FY2025 Results)

(1) Small and Medium-Sized Enterprise Customers	1,463 cases
(2) Customers Using Housing Loans	74 cases

Companies with Which the Bank Is a Main Bank That Have Shown Improvement in Management Indicators

Number of Main Bank Counterparties	1,346 companies
Number with Improved Management Indicators	1,074 companies

■ Progress of Business Improvement Plans for Small and Medium-Sized Enterprises for Which the Bank Has Changed Loan Terms (FY2025 results)

Total Number of Counterparties with Changed Terms	Strong Performers	Steady Performers	Underperformers
340 counterparties	7 counterparties	4 counterparties	329 counterparties

We define the progress rate of net sales or operating profit against plan as follows.

[Over 120%] Strong performer [80-120%] Steady performer [Under 80%] Underperformer

Support for Business Improvement, Business Revitalization, and Business Conversion

Percentage of unsecured credit counterparties among local small and medium-sized enterprise credit counterparties

Local small and medium-sized enterprise credit counterparties①	Number of unsecured loan counterparties②	②/①
2,045 companies	1,376 companies	67.2%

Percentage of counterparties among local small and medium-sized enterprise credit counterparties without a revolving mortgage set

Local small and medium-sized enterprise credit counterparties①	Number of counterparties without a revolving mortgage set②	②/①
2,045 companies	1,627 companies	79.5%

Financial ADR System (Alternative Dispute Resolution System in the Financial Sector)

The Bank incorporates customer feedback into management and pursues customer-first business operations.

With the launch of the financial ADR system in October 2010, we have designated the following organizations as our designated dispute resolution bodies, providing a framework for resolving customer issues from a fair and neutral standpoint.

Designated Dispute Resolution Body	Contact Information
Japanese Bankers Association	Japanese Bankers Association Consultation Office 0570-017-109 or 03-5252-3772
The Trust Companies Association of Japan	Trust Consultation Office 0120-817-335 or 03-6206-3988
Financial Instruments Mediation Assistance Center (FINMAC)	0120-64-5005

Contribution to Environmental Conservation

While Shizuoka Prefecture, the home base of the Group, is blessed with rich forests, oceans, and tourism resources, including Mt. Fuji and Suruga Bay, it also faces pressing environmental challenges. These include the declining public-benefit functions of forests, diminishing natural resources in Suruga Bay, waste management issues at tourist destinations, and ocean plastic pollution. To ensure the sustainable development of both the region and the Group, we actively advance initiatives to help resolve these issues.

Recognition of Key Opportunities and Risks

Opportunities

- Increased local environmental conservation activity triggered by the SDGs
- Improved community strength and local appeal through more active local activities
- The global trend toward carbon neutrality, and the resulting spread of various technologies and systems

Risks

- Reputational damage due to insufficient environmental consideration
- Decline of local industry and loss of local appeal due to the loss of local natural capital
- Strengthening of environmental regulations and the resulting increase in business costs (such as rising costs for energy derived from fossil fuels)

Response to Climate Change

Support for, and Initiatives on, the TCFD Recommendations

The Bank supports the recommendations of the TCFD (Task Force on Climate-related Financial Disclosures), and, based on the recommended framework, discloses information on climate-related risks and opportunities, advancing our response to climate change risk.

● Governance

- We recognize “Contribution to Environmental Conservation,” including our response to climate change issues, as one of the Group’s Materiality items, and, with our approach to each Materiality item as our basic policy, advance our SDGs/ESG promotion.
- Our SDGs/ESG initiatives are managed for progress by the General Management Planning Division as a priority management monitoring item, regularly reported to the Executive Committee, and the status of our initiatives is monitored at the Board of Directors.
- Regarding climate-related risks and opportunities, progress is managed at the Integrated Risk Management Committee, chaired by the General Manager of the Risk Management Division, and the content is regularly reported on and deliberated at the Executive Committee and the Board of Directors.

● Strategy

We have organized climate-related “risks” and “opportunities” as follows, and have given priority to conducting scenario analysis on “physical risk,” which has a particularly large impact on our portfolio.

<Climate-related Risk>

• Transition Risk

We recognize that, in the process of transitioning to a decarbonized society, our customers’ credit risk may increase due to the impact of climate-related policy and stronger regulation. As of the end of March 2026, carbon-related assets (the proportion of electricity, gas, energy, etc.) account for approximately 0.3% of SURUGA Bank’s credit balance, and we recognize the impact as limited.

• Physical Risk

We recognize that natural disasters caused by climate change, such as flooding, may increase credit risk through the deterioration of our customers’ business performance associated with business disruption, and the impairment of collateral value.

<Opportunities>

We will create business opportunities by providing sustainable finance and transition finance to help our customers adapt to

<Scenario Analysis of Physical Risk>

Risk Event	Occurrence of flooding (water damage risk)
Scenario Used	RCP8.5 (4°C scenario) in the IPCC report
Subject of Analysis	Individual customers’ real estate collateral properties within Japan (approximately 40,000 properties)
Analysis Method	Overlaying collateral property locations with hazard maps, estimating the increase in credit costs from collateral value impairment and business disruption in the event of a large-scale flood or similar event
Analysis Result	The estimated increase in credit costs through 2050 is at most approximately ¥2.7 billion, and we consider the impact to be limited

climate change, as well as solutions to support the transition to a decarbonized society.

● Risk Management

- We position climate change risk as one of the important risks with a significant impact on our business operations, strategy, and financial planning, and are working to build a framework for managing it within our integrated risk management structure.
- We are working to build a management framework for credit risk, taking into account the impact of climate change risk on our loans, risk relating to our tangible fixed assets, operational risk, and other risks.
- Investment and lending to sectors with a high potential to burden the environment or society are considered based on our investment and lending policy (sector policy).

<Indicators and Targets>

Our target for FY2030 CO2 emissions had been set at a 75% reduction compared to FY2013, but, in light of reaching this target level early through initiatives such as converting to eco-offices and introducing CO2-free electricity, we raised our target to “carbon neutrality” in March 2025.

Contribution to Environmental Conservation

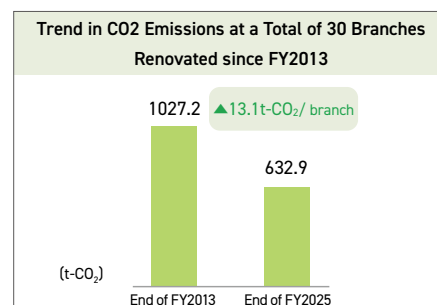
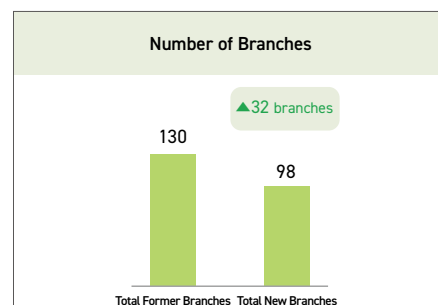
Initiatives toward Decarbonization

■ Introduction of CO₂-Free Electricity

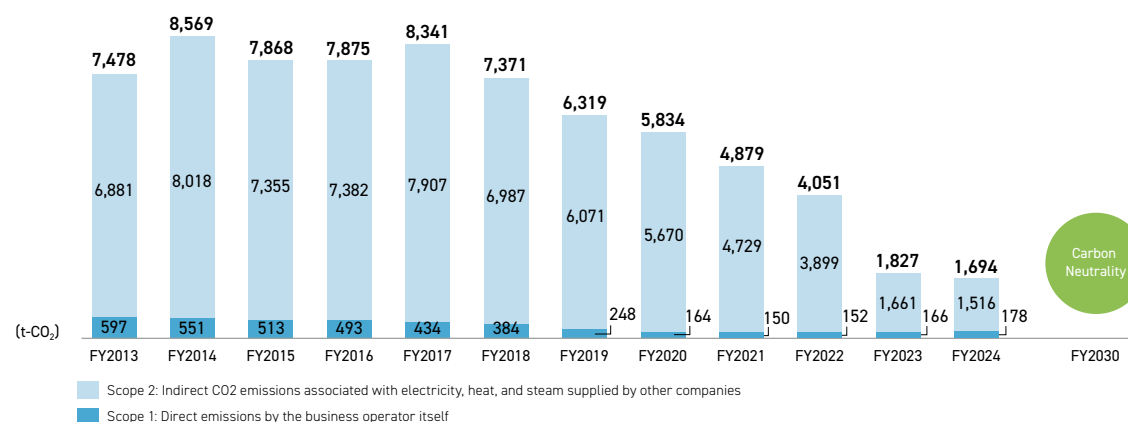
Since FY2021, the Bank has been switching the electricity used at branches and other locations to electricity with zero CO₂ emissions. We currently use three types of CO₂-free electricity: "Shizuoka Green Denki," "Green Basic Plan," and "Uchicchi Denki," and CO₂ emissions at facilities where these have been introduced have decreased to less than one-twentieth of pre-introduction levels.

■ Reorganizing Our Branch Network and Promoting Eco-Offices

Through reorganizing our branch network, we have advanced the optimization of our branch functions and network. When renovating branches, we advance the conversion to eco-offices by introducing environmentally friendly equipment, and many of our new branches have obtained CASBEE Shizuoka Rank A and CASBEE Kanagawa Rank A certification.



Trend in the Bank's Greenhouse Gas (CO₂) Emissions: Scope 1 and 2



Support for Initiatives toward Decarbonization

■ Support for Decarbonized Management

Through our SURUGA SDGs Initiative Support Service, we evaluate the SDG-related initiatives of local businesses, supporting the formulation of external declarations and challenge resolution to raise local sustainability awareness. Furthermore, to address decarbonized management challenges identified through these evaluations, we provide targeted solutions and financial support.

■ Shizuoka GX Support

A service for corporate clients that visualizes greenhouse gas (*GHG) emissions.

By offering this service to local small and medium-sized enterprises, we support clients in their decarbonized management while collaborating with local governments to help decarbonize local Communities.

* Abbreviation for Greenhouse Gas.

■ Participation in the Shizuoka Prefecture SDGs Business Award 2025: Honoring Environmental Businesses that Build the Future

The Bank has participated as a cooperating partner in this award since its establishment in FY2021. The program broadly solicits and honors business ideas contributing to environmental solutions within Shizuoka Prefecture, and—in coordination with the organizer, Shizuoka Prefecture—the Bank supports the growth and expansion of selected environmental businesses.

■ Support through Investment and Lending: Examples of Initiatives

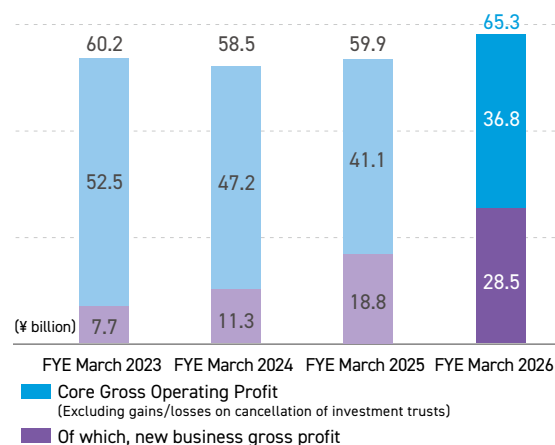
- Executing green finance for a ZEH* rental apartment operating fund (2025)
- Participating in a "sustainability-linked loan" for Mitsui Fudosan Co., Ltd. (2025)

*ZEH: Net Zero Energy House. A house that reduces net energy consumption to substantially zero or below through enhanced insulation performance alongside energy-saving and energy-creating equipment.

Financial Highlights

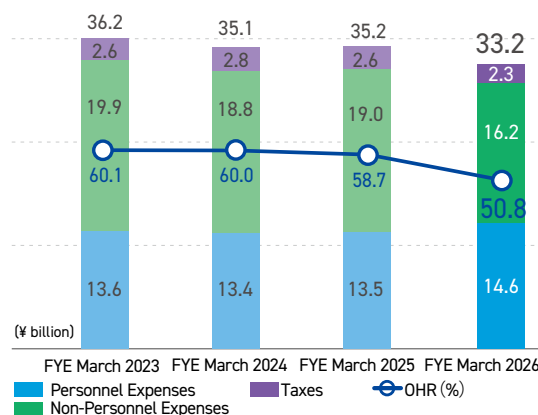
Core Gross Operating Profit

(Excluding gains/losses on cancellation of investment trusts)

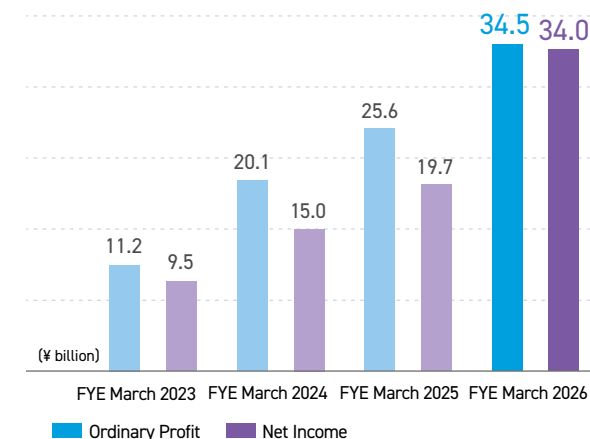


Expenses / OHR

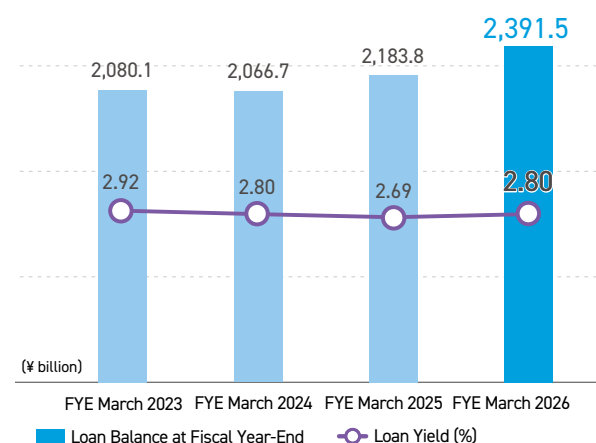
(Based on core gross operating profit (excluding gains/losses on cancellation of investment trusts))



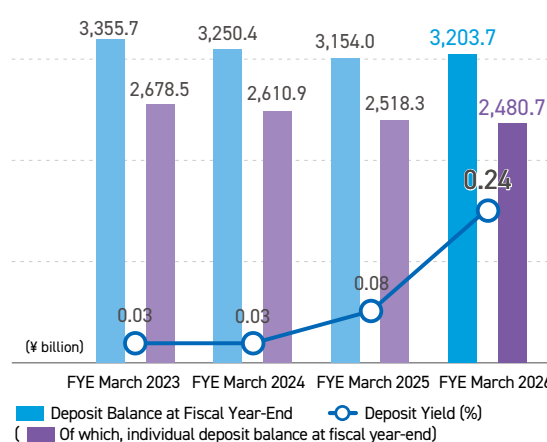
Ordinary Profit / Net Income



Loan Balance at Fiscal Year-End / Loan Yield



Deposit Balance at Fiscal Year-End / Deposit Yield



Core gross operating profit is gross business profit excluding the impact of gains/losses on government bonds and other bonds, representing the Bank's core business profit excluding temporary factors such as bond trading.

Gross Business Profit = Net Interest Income + Net Fees and Commissions + Net Other Operating Income; Core Gross Operating Profit (excluding gains/losses on cancellation of investment trusts) = Gross Business Profit (excluding gains/losses on cancellation of investment trusts) minus gains/losses on government bonds and other bonds

* New business gross profit: Revenue from products and services executed since April 2020, on a core gross operating profit (excluding gains/losses on cancellation of investment trusts) basis

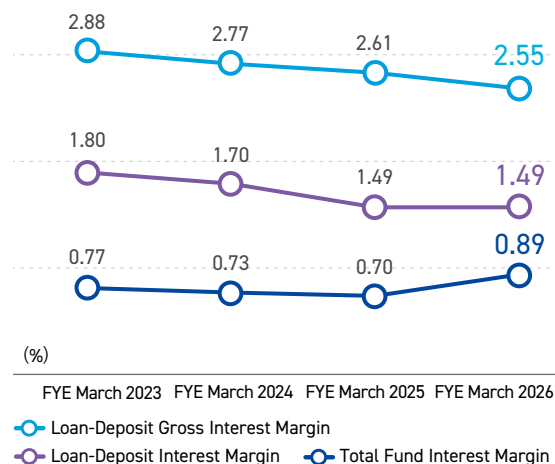
OHR represents operational efficiency.

The Bank presents results on a Core Gross Operating Profit basis, excluding the impact of gains/losses on government bonds and other bonds.

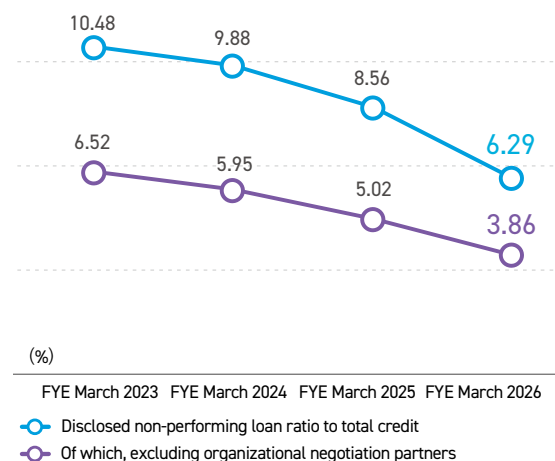
OHR = Expenses / Core Gross Operating Profit (excluding gains/losses on cancellation of investment trusts) × 100

Financial Highlights

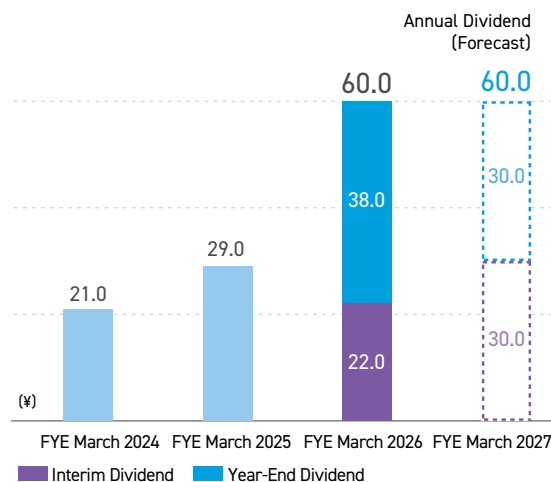
Loan-Deposit Gross Interest Margin / Loan-Deposit Interest Margin / Total Fund Interest Margin



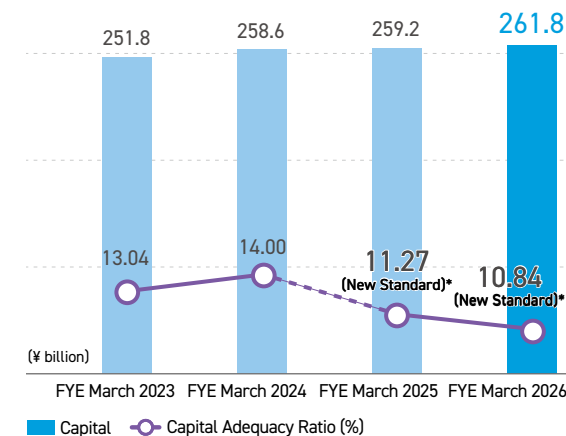
Disclosed Non-performing Loan Ratio under the Financial Reconstruction Law



Annual Dividend per Share

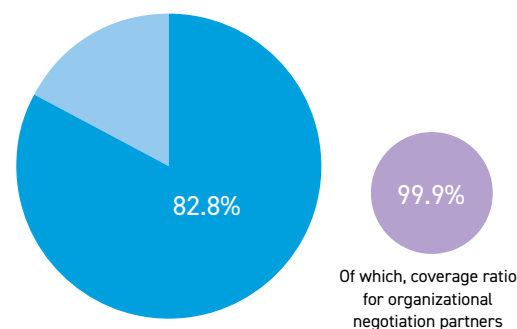


Capital / Capital Adequacy Ratio (Domestic Standard)



* Finalized Basel III basis from the fiscal year ended March 2025 (transitional measures not applied)

Disclosed Non-performing Loan Coverage Ratio under the Financial Reconstruction Law



Capital is calculated by deducting the «Adjustment Items relating to Core Capital» from the «Basic Items relating to Core Capital». The Bank's «Basic Items relating to Core Capital» consist of capital stock, capital surplus, retained earnings, and other items, and the general allowance for loan losses.

Capital Adequacy Ratio = Capital Amount (Basic Items relating to Core Capital minus Adjustment Items relating to Core Capital) / Risk Assets, etc. × 100

Non-financial Highlights

① ESG Results

ESG	Area	KPI / Item (Unit)	FY2023	FY2024	FY2025
Environment	Environment	GHG Emissions Reduction Rate (vs. FY2013, %)	-75.6%	-77.3%	— (Not yet aggregated)
Social	Contributing to Local Communities	Cycling Project (Number of Events Held)	32	44	34
		Number of Partnership Agreements Concluded (agreements)	25	27	28
Governance	Governance	Composition of the Board of Directors (people)	Internal 6 Outside 5 Female 1	5 5 1	6 6 2
		Composition of the Audit and Supervisory Committee (people)	Internal 1 Outside 2 Female 1	1 3 2	1 3 2
	Compliance	Compliance Awareness Survey Agreement Rate (%)	80.9	81.1	82.2

② ESG Targets

ESG	Area	KPI / Item (Unit)	Target	Calculation Basis / Notes
Social	Human Capital Investment	Engagement Score	70 or higher	Wevox Overall Score
		Human Capital Investment Amount	¥1.0 billion or more	Cumulative Investment Amount over 3 Years
		Certified Professionals	500 or more	Cumulative Number of People over 3 Years
	AX (AI Transformation)	AI Talent Capability Enhancement Training Participation Rate	100%	
		Number of AI Adoption Initiatives	30 measures	
		Operational Efficiency	Approximately 30% improvement	Equivalent to approximately 500,000 hours of work
	Contributing to Local Communities	Economic Ripple Effect	¥1.0 billion or more	Cumulative Effect Amount over 3 Years
Governance	Compliance	Compliance Awareness Survey Agreement Rate	85% or higher	Agreement rate with “I believe the Bank’s compliance initiatives are sufficient”

Company Profile

Profile

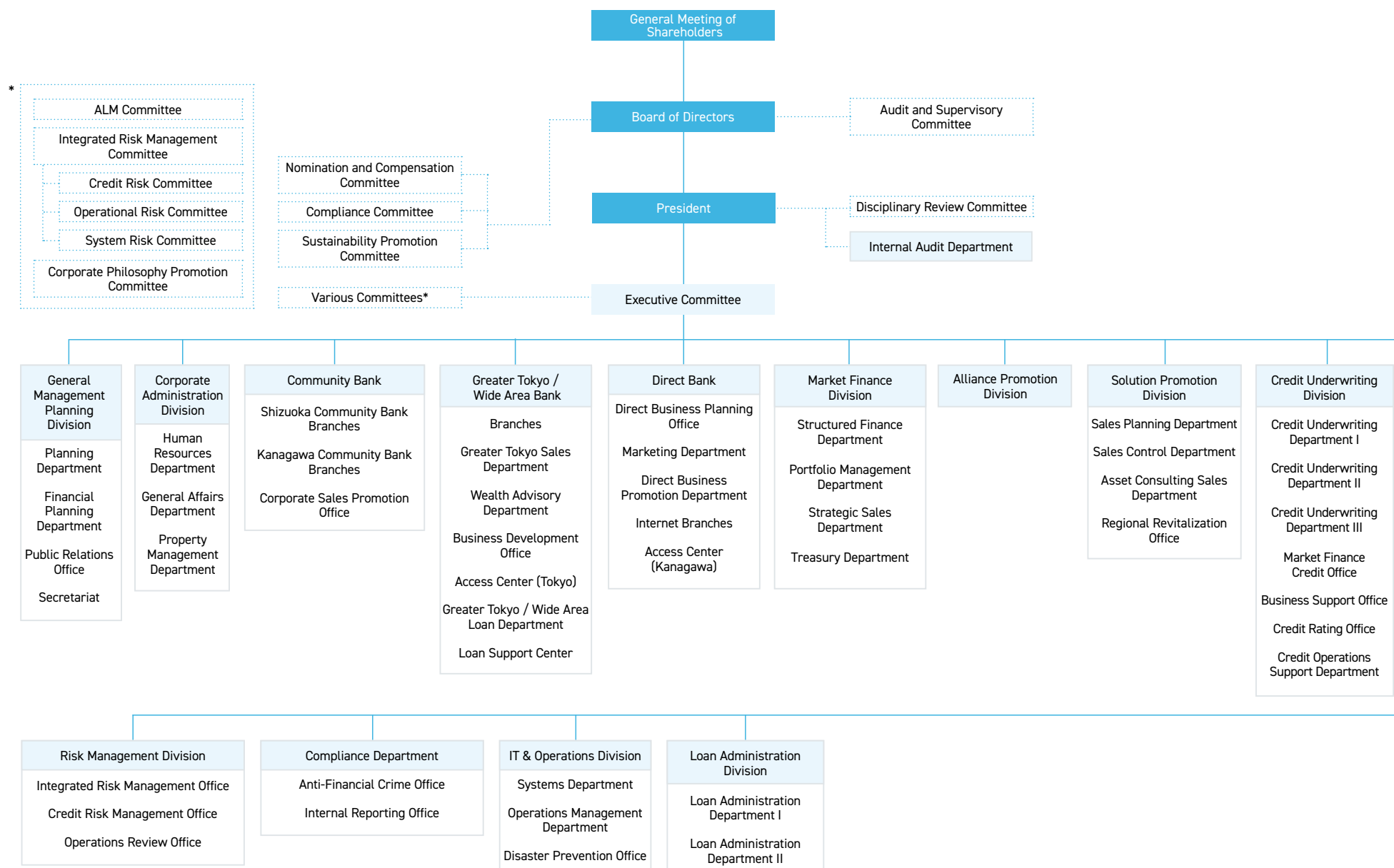
Name	SURUGA Bank, Ltd.
Established	October 19, 1895
Head Office	23 Toriyokocho, Numazu City, Shizuoka Prefecture 410-8689, Japan
Representative	Kosuke Kato, Representative Director & President

Overview of Our Main Operations

Deposit Operations	Deposits	Checking accounts, ordinary deposits, savings deposits, notice deposits, time deposits, special deposits, tax reserve deposits, etc.
Lending Operations	Lending	Loans on deeds and overdrafts
	Discounting of Bills	Discounting of bank acceptance bills, commercial bills, and documentary bills
Proprietary Securities Trading Operations	Trading of government bonds and other public bonds	
Securities Investment Operations	Investment in government bonds, local government bonds, corporate bonds, stocks, and other securities for deposit payment reserves and fund management	
Domestic Exchange Operations	Remittance exchange, current account transfers, collection of proceeds, etc.	
Trust Operations	Public interest trusts, specific gift trusts, land trusts, perpetual memorial trusts, testamentary trusts, testamentary substitute trusts, estate settlement operations	
Corporate Bond Trustee and Registration Operations	Corporate bond trustee operations under the Secured Bond Trust Act, and operations relating to the solicitation and registration of public and corporate bonds	

Ancillary Operations	Agency Operations	Bank of Japan agency operations, Bank of Japan revenue agency operations, and government bond agency operations
		Operations handling public funds for local governments
		Agency operations for the Organization for Small & Medium Enterprises and Local Innovation, etc.
		Agency operations for receiving stock subscription payments, and agency operations for the payment of stock dividends and bond principal and interest
		Agency lending operations for the Japan Finance Corporation, etc.
		Trust agency operations
		Insurance agency operations
	Safe deposit box operations	
	Lending of securities	
	Guarantee of obligations (acceptance of payment guarantees)	
	Underwriting of public bonds	
	Over-the-counter sales of government bonds and other public bonds and securities investment trusts	
	Defined contribution pension plan administration operations	
	Credit card operations	
	Securities intermediary operations	

Company-wide Organizational Structure (As of June 30, 2026)



Stock Information

Status of Shares

As of March 31, 2026

Status by Type of Shareholder

Category	Status of Shares (100 shares per trading unit)								Status of Shares Less Than One Trading Unit (shares)
	Government and Local Public Bodies	Financial Institutions	Financial Instruments Business Operators	Other Corporations	Foreign Corporations, etc		Individuals, Other	Total	
					Subtotal (Non-Individuals)	Individuals			
Number of Shareholders (people)	5	27	36	635	211	52	16,365	17,331	
Number of Shares Held (units)	7,774	384,509	47,409	468,174	552,100	218	508,882	1,969,066	232,648
Percentage of Shares Held (%)	0.39	19.53	2.41	23.78	28.04	0.01	25.84	100.00	

(Notes) 1. Of the 25,893,470 shares held in the Bank's own name, 258,934 units are included under "Individuals, Other," and 70 shares are included under "Status of Shares Less Than One Trading Unit."
2. The "Financial Institutions" category includes 7,827 units of the Bank's shares held by the Officer Compensation BIP Trust and the Restricted Stock ESOP Trust, and 98 shares are included under "Status of Shares Less Than One Trading Unit."

Status by Number of Shares Held

	5,000 units or more	1,000 units or more	500 units or more	100 units or more	50 units or more	10 units or more	5 units or more	1 unit or more	Total	Status of Shares Less Than One Trading Unit (shares)
Number of Shareholders (people)	40	83	57	523	642	4,202	2,091	9,693	17,331	
Percentage (%)	0.23	0.48	0.33	3.02	3.70	24.25	12.06	55.93	100.00	
Number of Shares Held (units)	1,502,451	185,951	38,948	93,170	41,011	78,020	12,890	16,625	1,969,066	232,648
Percentage (%)	76.30	9.44	1.98	4.73	2.08	3.96	0.66	0.85	100.00	

Major Shareholders

Name	Address	Number of Shares Held (thousands of shares)	Percentage of Shares Held to Total Issued Shares (Excluding Treasury Shares) (%)
Credit Saison Co., Ltd.	3-1-1 Higashi-Ikebukuro, Toshima-ku, Tokyo	29,440	17.19
The Master Trust Bank of Japan, Ltd. (Trust Account)	Akasaka Intercity AIR, 1-8-1 Akasaka, Minato-ku, Tokyo	17,042	9.95
Meiji Yasuda Life Insurance Company	2-1-1 Marunouchi, Chiyoda-ku, Tokyo	7,351	4.29
NORTHERN TRUST CO.(AVFC) RE NON TREATY CLIENTS ACCOUNT	50 BANK STREET CANARY WHARF LONDON E14 5NT,UK	7,268	4.24
INDUS SELECT MASTER FUND, LTD.	94 SOLARIS AVENUE, CAMANA BAY, PO BOX 1348, GRAND CAYMAN, KY1-1108, CAYMAN ISLANDS	5,884	3.43
SURUGA Scholarship Foundation	23 Toriyokocho, Numazu-shi, Shizuoka	5,401	3.15
STATE STREET BANK AND TRUST COMPANY 505103	ONE CONGRESS STREET, SUITE 1, BOSTON, MASSACHUSETTS	5,335	3.11
Custody Bank of Japan, Ltd. (Trust Account)	1-8-12 Harumi, Chuo-ku, Tokyo	5,107	2.98
Sompo Japan Insurance Inc	1-26-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo	4,029	2.35
INDUS JAPAN LONG ONLY MASTER FUND, LTD	89 NEXUS WAY, CAMANA BAY, GRAND CAYMAN KY1-9007	2,866	1.67
TOTAL		89,729	52.39

(Notes) 1. Of the number of shares held by the above trust banks, the number of shares relating to the trust operations of each bank is as follows.
The Master Trust Bank of Japan, Ltd. (Trust Account): 17,042 thousand shares
Custody Bank of Japan, Ltd. (Trust Account): 5,107 thousand shares
2. Treasury shares excluded from the above issued shares do not include the Bank's shares held by the Officer Compensation BIP Trust and the Restricted Stock ESOP Trust.

Business Description of the SURUGA Bank Group

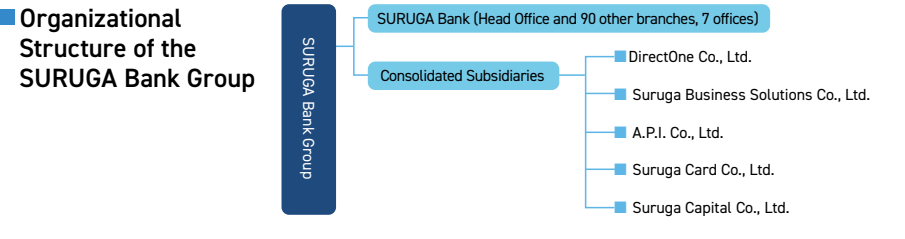
As of March 31, 2026

The Group consists of the Bank and 5 consolidated subsidiaries, and, centered on banking operations, conducts business relating to financial services including money lending, leasing, and guarantee operations.

- Banking Operations

At the Bank's Head Office and other branches, we conduct deposit operations, lending operations, domestic exchange operations, and over-the-counter sales operations for securities, investment trusts, insurance, and other products, and we position these operations, which we work proactively to promote and expand, as our core business.
- Other Operations

Our main operations include the money lending, leasing, and guarantee operations of DirectOne Co., Ltd., and the credit card operations of Suruga Card Co., Ltd.



Status of Consolidated Subsidiaries

Company Name	Address	Business Description	Date of Establishment	Capital Stock	The Bank's Voting Rights Ratio	The Bank's Voting Rights Ratio Including Indirect Ownership through Subsidiaries
DirectOne Co., Ltd.	1 Uocho, Numazu-shi, Shizuoka	Money lending operations, leasing operations, guarantee operations	April 23, 2012	¥2,400 million	79.53%	100.00%
Suruga Business Solutions Co., Ltd.	500-12 Higashino, Nagaizumi-cho, Sunto-gun, Shizuoka	Clerical outsourcing operations, system development operations, staffing operations	April 20, 1982	¥50 million	50.00%	100.00%
A.P.I. Co., Ltd.	30-1 Kosuwa, Numazu-shi, Shizuoka	Printing operations	January 26, 1990	¥50 million	51.00%	51.00%
Suruga Card Co., Ltd.	1-7-1 Nihonbashi-Muromachi, Chuo-ku, Tokyo	Credit card operations	December 26, 1996	¥50 million	50.00%	100.00%
Suruga Capital Co., Ltd.	1 Uocho, Numazu-shi, Shizuoka	Investment operations	June 24, 1974	¥200 million	50.00%	100.00%

(Notes) 1. None of the above consolidated subsidiaries fall under the category of Specified Subsidiary.
2. None of the above consolidated subsidiaries has filed a securities registration statement or a securities report.
3. The date of establishment shown for DirectOne Co., Ltd. is the date of its corporate name change.

Branch Network

As of June 30, 2026

Domestic: 98 branches

Shizuoka Prefecture (45 Locations)

Head Office Branch	23 Toriyokocho, Numazu, Shizuoka	055-962-0080
Numazu City Hall	16-1 Miyukicho, Numazu-shi, Shizuoka	055-934-0825
Sub-Branch		
Numazu Station Branch	Ira de 1F, 1-1-6 Otemachi, Numazu-shi, Shizuoka	055-962-1282
Numazu Port Branch	46 Senbon-Minatocho, Numazu-shi, Shizuoka	055-963-1616
Numazu Minami Branch	376-1 Shimo-Kanuki, Numazu-shi, Shizuoka	055-931-0414
Numazu Central Branch	1-5 Kotobuki-cho, Numazu-shi, Shizuoka	055-926-1001
Numazu Okanomiya Branch	881-5 Okanomiya, Numazu-shi, Shizuoka	055-925-3030
Numazu Oono Branch	421-1 Oono, Numazu-shi, Shizuoka	055-966-2492
Numazu Haramachi Branch	909-2 Hara, Numazu-shi, Shizuoka	055-966-0022
Mishima Central Branch	15-26 Ichibancho, Mishima-shi, Shizuoka	055-971-1212
Mishima Branch	9-30 Nakatamachi, Mishima-shi, Shizuoka	055-981-6688
Nagaizumi Branch	1334-6 Shimotogari, Nagaizumi-cho, Shizuoka	055-986-0218
Shimizu-cho Branch	61-2 Tamagawa, Shimizu-cho, Sunto-gun, Shizuoka	055-975-6996
Tokura Branch	1071-1 Tokura, Shimizu-cho, Sunto-gun, Shizuoka	055-933-0456
Kannami Branch	356-1 Mamiya, Kannami-cho, Tagata-gun, Shizuoka	055-979-1222
Izu-Nagaoka Branch	732-1 Nanjo, Izunokuni-shi, Shizuoka	055-949-1241
Shuzenji Branch	544-40 Kashiwakubo, Izu-shi, Shizuoka	0558-72-2028
Atami Branch	9-10 Ginzacho, Atami-shi, Shizuoka	0557-81-8261
Atami Station Branch	8-6 Taharahoncho, Atami-shi, Shizuoka	0557-81-9137
Ito Branch	1-4-3 Takenouchi, Ito-shi, Shizuoka	0557-37-0080
Shimoda Branch	2-1-1 Shimoda-shi, Shizuoka	0558-22-0888
Gotemba Station Branch	1-4-6 Higashi-Tanaka, Gotemba-shi, Shizuoka (within Gotemba Higashi Branch)	0550-84-3100
Gotemba Nishi Branch	853-1 Aza tatsumichi, Hagiwara, Gotemba-shi, Shizuoka	0550-89-6710
Gotemba Higashi Branch	1-4-6 Higashi-Tanaka, Gotemba-shi, Shizuoka	0550-84-3100
Oyama Branch	54-18 Fujimagari, Oyama-cho, Sunto-gun, Shizuoka	0550-76-1500
Susono Branch	1527-1 Sano, Susono-shi, Shizuoka	055-993-1911
Fuji-Yoshiwara Branch	6-12 Minamicho, Fuji-shi, Shizuoka	0545-52-5000
Fuji-Takaoka Branch	872-2 Atsuhara, Fuji-shi, Shizuoka	0545-71-1020
Fujinomiya Branch	4-8 Chucho, Fujinomiya-shi, Shizuoka	0544-24-8000
Shimizu Branch	8-18 Aioicho, Shimizu-ku, Shizuoka-shi, Shizuoka	054-352-5137
Shimizu-Miho Branch	8-18 Aioicho, Shimizu-ku, Shizuoka-shi, Shizuoka (within Shimizu Branch)	054-352-5137
Shimizu-Takahashi Branch	8-18 Aioicho, Shimizu-ku, Shizuoka-shi, Shizuoka (within Shimizu Branch)	054-352-5137
Okitsu Branch	8-18 Aioicho, Shimizu-ku, Shizuoka-shi, Shizuoka (within Shimizu Branch)	054-352-5137
Kusanagi Branch	1-4-10 Nakanogo, Shimizu-ku, Shizuoka-shi, Shizuoka	054-347-0180

Shizuoka Branch	6-1 Shichikencho, Aoi-ku, Shizuoka-shi, Shizuoka	054-252-0141
Shizuoka Prefectural Office Branch	9-6 Otemachi, Aoi-ku, Shizuoka-shi, Shizuoka	054-272-5511
Shizuoka Minami Branch	14-1 Minamicho, Suruga-ku, Shizuoka-shi, Shizuoka	054-286-0371
Shizuoka Higashi Branch	923-1 Oshika, Suruga-ku, Shizuoka-shi, Shizuoka	054-288-7911
Yaizu Branch	1-3-23 Higashi-Kogawa, Yaizu-shi, Shizuoka	054-628-2165
Fujieda Branch	4-7-8 Shida, Fujieda-shi, Shizuoka	054-641-3455
Kakegawa Branch	1-6-3 Kamenoko, Kakegawa-shi, Shizuoka	0537-22-5121
Fukuroi Branch	25-1 Takaocho, Fukuroi-shi, Shizuoka	0538-42-3178
Hamamatsu Branch	328-11 Sunayamacho, Chuo-ku, Hamamatsu-shi, Shizuoka	053-454-1050
Hamamatsu Oiwake Branch	2-1-12 Johoku, Chuo-ku, Hamamatsu-shi, Shizuoka	053-473-1161
Hamamatsu Kita Branch	328-11 Sunayamacho, Chuo-ku, Hamamatsu-shi, Shizuoka (within Hamamatsu Branch)	053-454-1050
Kanagawa Prefecture (34 Locations)		
Yokohama Branch	KDX Yokohama Kannai Building 1F, 3-56-1 Aioicho, Naka-ku, Yokohama-shi, Kanagawa	045-651-1501
Kanagawa Prefectural Office Sub-Branch	1 Nihon-odori, Naka-ku, Yokohama-shi, Kanagawa	045-201-7115
Yokohama Higashiguchi Branch	KDX Yokohama Kannai Building 1F, 3-56-1Aioicho, Naka-ku, Yokohama-shi, Kanagawa (within Yokohama Branch)	045-680-4000
Yokohama Hiyoshi Branch	2-2-17 Hiyoshi, Kohoku-ku, Yokohama-shi, Kanagawa	045-562-1191
Yokohama Totsuka Branch	4100 Ro Totsukacho, Totsuka-ku, Yokohama-shi, Kanagawa	045-871-0081
Yokohama Yayoidai Branch	Sotetsu Life Yayoidai 1F, 16-1 Yayoidai, Izumi-ku, Yokohama-shi, Kanagawa	045-811-6700
Yokohama Wakabadai Branch	3-6-1 Wakabadai, Asahi-ku, Yokohama-shi, Kanagawa	045-922-1311
Yokohama Mutsukawa Branch	3-79-14 Mutsukawa, Minami-ku, Yokohama-shi, Kanagawa	045-712-1711
Yokosuka Branch	2-5-8 Wakamatsucho, Yokosuka-shi, Kanagawa	046-822-5200
Yokosuka Takeyama Branch	2-5-8 Wakamatsucho, Yokosuka-shi, Kanagawa (within Yokosuka Branch)	046-822-5200
Kurihama Branch	5-11-22 Kurihama, Yokosuka-shi, Kanagawa	046-836-7447
Miura-Kaigan Branch	3112-5 Kami-Miyada, Minamishitaura-machi, Miura-shi, Kanagawa	046-888-4111
Fujisawa Branch	Shonan ND Building 4F, 109-6 Fujisawa, Fujisawa-shi, Kanagawa	0466-23-4511
Kamakura Branch	1-13-20 Komachi, Kamakura-shi, Kanagawa	0467-23-1133
Shonan Life Town Branch	5061-24 Oba, Fujisawa-shi, Kanagawa	0466-88-1311
Shonandai Branch	1-12-1 Shonandai, Fujisawa-shi, Kanagawa	0466-43-1211
Tsujido Branch	Terrace Mall Shonan 1F, 1-3-1 Tsujido-Kandai, Fujisawa-shi, Kanagawa	0466-36-9106
Chigasaki Branch	BLIX Chigasaki 4F, 11-8 Shineicho, Chigasaki-shi, Kanagawa	0467-85-8121

Chigasaki Tsurugadai Branch	1-19-36 Enzo, Chigasaki-shi, Kanagawa	0467-51-4121
Hamamidaira Branch	BRANCH Chigasaki 2, 1F, 3-1 Hamamidaira, Chigasaki-shi, Kanagawa	0467-82-5161
Hiratsuka Branch	9-3 Akashicho, Hiratsuka-shi, Kanagawa	0463-21-3441
Atsugi Branch	3-13-4 Nakacho, Atsugi-shi, Kanagawa	046-221-5161
Atsugi Tobio Branch	2-25-7 Tobio, Atsugi-shi, Kanagawa	046-241-8611
Sagamihara Branch	6-23-10 Sagamihara, Chuo-ku, Sagamihara-shi, Kanagawa	042-754-5151
Higashi-Rinkan Branch	7-5-7 Kamitsuruma, Minami-ku, Sagamihara-shi, Kanagawa	042-745-6911
Chuo-Rinkan Branch	7-5-7 Kamitsuruma, Minami-ku, Sagamihara-shi, Kanagawa (within Higashi-Rinkan Branch)	042-745-6911
Ebina Branch	1-4-35 Chuo, Ebina-shi, Kanagawa	046-232-3311
Hadano Branch	4-12 Sakaecho, Hadano-shi, Kanagawa	0463-81-1811
Odawara Branch	Ozone 3 Building 3F, 1-5-17 Sakaecho, Odawara-shi, Kanagawa	0465-22-2191
Odawara Higashi Branch	120 Maeakawa, Odawara-shi, Kanagawa	0465-49-6911
Oi-Matsuda Branch	345-1 Kaneko, Oi-machi, Ashigarakami-gun, Kanagawa	0465-83-0231
Minami-Ashigara Branch	569 Sekimoto, Minamiashigara-shi, Kanagawa	0465-74-2145
Hakone Branch	Ozone 3 Building 3F, 1-5-17 Sakaecho, Odawara-shi, Kanagawa (within Odawara Branch)	0465-22-2191
Yugawara Branch	79-1 Miyakami, Yugawara-machi, Ashigarashimo-gun, Kanagawa	0465-62-5121

Tokyo (3 branches)

Tokyo Branch	1-7-1 Nihonbashi-Muromachi, Chuo-ku, Tokyo	03-3279-5511
Shibuya Branch	Shibuya Mark City 14F, 1-12-1 Dogenzaka, Shibuya-ku, Tokyo	03-3464-7210
Shinjuku Branch	Shinjuku L Tower 24F, 1-6-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo	03-3343-5978

Wide Area Branches (6 branches)

Sapporo Loan Plaza	Maruito Sapporo Building 3F, 1-1 Kita 2-jo Nishi, Chuo-ku, Sapporo-shi, Hokkaido	011-242-1213
Omiya Loan Plaza	Omiya Sonic City Building 17F, 1-7-5 Sakuragicho, Omiya-ku, Saitama-shi, Saitama	048-648-1799
Chiba Loan Plaza	Sencity Tower 21F, 1000 Shinmachi, Chuo-ku, Chiba-shi, Chiba	043-301-0021
Nagoya Branch	NMF Nagoya Fushimi Building 10F, 2-9-27 Nishiki, Naka-ku, Nagoya-shi, Aichi	052-218-3610
Osaka Loan Plaza	JRE Midouji Daiwa Building 8F, 3-6-8 Kyutaromachi, Chuo-ku, Osaka-shi, Osaka	06-6244-5400
Fukuoka Loan Plaza	Yasuda Dai-4 Building 4F, 2-17-8 Hakata Ekimae, Hakata-ku, Fukuoka-shi, Fukuoka	092-431-3502

Internet Branches (10 branches)

ANA Branch	500 Suruga-daira, Nagaizumi-cho, Sunto-gun, Shizuoka	0120-029-189
V Point Branch	500 Suruga-daira, Nagaizumi-cho, Sunto-gun, Shizuoka	0120-854-789
Recruit Branch	500 Suruga-daira, Nagaizumi-cho, Sunto-gun, Shizuoka	0120-60-2225
D Bank Branch	500 Suruga-daira, Nagaizumi-cho, Sunto-gun, Shizuoka	0120-55-4189
Dream Direct Branch	500 Suruga-daira, Nagaizumi-cho, Sunto-gun, Shizuoka	0120-86-1689
DirectOne Branch	500 Suruga-daira, Nagaizumi-cho, Sunto-gun, Shizuoka	0120-60-1616
e-Business Direct Branch	500 Suruga-daira, Nagaizumi-cho, Sunto-gun, Shizuoka	0120-185-285
Town Network Branch	500 Suruga-daira, Nagaizumi-cho, Sunto-gun, Shizuoka	055-987-0113
Housing Loan Branch	500 Suruga-daira, Nagaizumi-cho, Sunto-gun, Shizuoka	055-989-0990
Individual Customers Branch	500 Suruga-daira, Nagaizumi-cho, Sunto-gun, Shizuoka	0120-745-600

The list of branches is updated from time to time on our website.



(Japanese Only)

Bank Agency Branch Network (7 branches)

Sony Bank Inc.	Affiliated Loans Division
Credit Saison Co., Ltd.	Housing Loan Department, Business Planning Section
	Housing Loan Department, Housing Loan Management Section
	Housing Loan Department, East Japan Sales Section
	Housing Loan Department, West Japan Sales Section
	Real Estate Screening Department
	Housing Loan Department, Agency Sales Section

Main Internet Branches (As of June 30, 2026)

Our Internet Branches feature a distinctive lineup of products unique to the Bank, accessible anytime and anywhere through direct digital channels such as computers and smartphones. We also offer clients an attractive range of products and services through various cross-industry business alliances.

Please see each branch website for details.

Mileage & Banking Style: Earn Miles through Banking Transactions

ANA Branch

www.surugabank.co.jp/ana/ (Japanese Only)

☎0120-029-189 (From overseas: (81) 55-98-02988)

Phone inquiry hours: Monday to Friday (excluding public holidays), 9:00–17:00

We issue the ANA Mileage Club Financial Pass Visa Debit Card, a three-in-one card combining a Visa debit card, a mileage card, and a bank cash card. Clients earn miles through banking transactions such as our "time deposit with miles" product, salary transfers, and automatic account transfers.



Supporting Life's Various Events, Such as Marriage and Housing, with Original Products

Recruit Branch

www.surugabank.co.jp/recruit/ (Japanese Only)

☎0120-60-2225

Phone inquiry hours: Monday to Friday (excluding public holidays), 9:00–17:00

We offer a wide range of products with special benefits, including a wedding expense advance loan plan available interest-free for up to 3 months, a Visa debit card that earns Recruit Points equal to 0.8% of the amount used, an account transfer service, time deposits, and investment trusts.



Earn V Points through Banking Transactions

V Point Branch

www.surugabank.co.jp/vpoint/ (Japanese Only)

☎0120-854-789

Phone inquiry hours: Monday to Friday (excluding public holidays), 9:00–17:00

We issue a four-in-one card combining a Visa debit card, a V Point card, a bank cash card, and a loan card. We also offer services that allow clients to earn V Points on everyday banking transactions, such as salary deposits and time deposits.



Our Sma Account Offering Distinctive Rewards Is Well Received

D Bank Branch

www.surugabank.co.jp/d-bank/ (Japanese Only)

☎0120-55-4189

Phone inquiry hours: Monday to Friday (excluding public holidays), 9:00–17:00

The Sma Account—the nickname for the D Bank Branch's ordinary deposit account—renewed its rewards program on August 1, 2026. Under the updated structure, clients can receive up to ¥1,000 back each month based on account transfer activity and average ordinary deposit balances, providing an even more rewarding everyday account.



Earn G Points through Banking Transactions

D Bank Branch G Point Club

www.surugabank.co.jp/gpoint/ (Japanese Only)

☎0120-80-1655

Phone inquiry hours: Monday to Friday (excluding public holidays), 9:00–17:00

A branch where clients earn G Points, one of Japan's largest point exchange services, through banking transactions such as opening an account, time deposits, and automatic account transfers. G Point Club accounts can also be used to exchange points for cash.



Earn d Points through Banking Transactions

D Bank Branch d Point Club Support Bank

www.surugabank.co.jp/docomo/ (Japanese Only)

☎0120-17-2038

Phone inquiry hours: Monday to Friday (excluding public holidays), 9:00–17:00

A branch supporting d Point Club members from a financial perspective. Clients earn d Points through banking transactions such as time deposits, salary transfers, and automatic account transfers. The SURUGA Visa Debit Card also awards d Points based on transaction amounts.



An Achievement of 14 Millionaires!

Dream Direct Branch

www.surugabank.co.jp/dream/ (Japanese Only)

☎0120-86-1689

Phone inquiry hours: Monday to Friday (excluding public holidays), 9:00–17:00

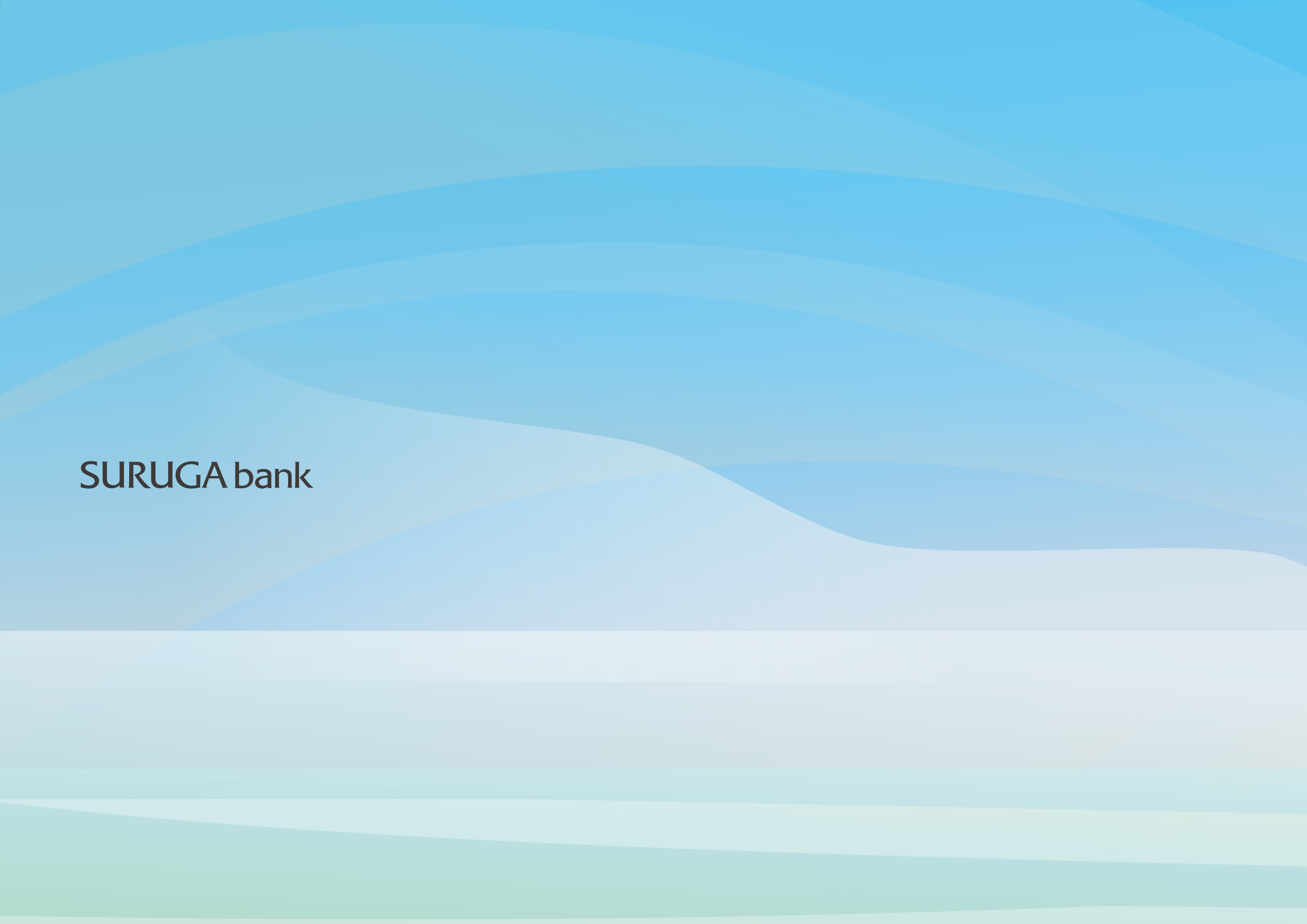
Our lineup includes the time deposit with jumbo lottery tickets (for individuals and corporations), which has produced 14 millionaires, as well as pension receipt services and other offerings. The SURUGA Visa Debit Card also awards lottery tickets based on transaction amounts.



Our list of Internet Branches is also posted on our website.



(Japanese Only)

The background of the image consists of several overlapping, wavy, horizontal bands of color. The top half is dominated by various shades of blue, ranging from light sky blue to a deeper cerulean. The bottom half transitions into shades of green, from a pale mint to a slightly darker sage green. The waves are smooth and fluid, creating a sense of movement and depth.

SURUGA bank