April 4, 2024

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Notice Regarding Revisions to Mid-Term Business Plan KPIs

Suruga Bank, Ltd. hereby announces that at the Board of Directors meeting held today, revisions have been made to the KPIs in the mid-term business plan “Re:Start 2025 Phase 2” released on April 21, 2023.

1. Background to the mid-term business plan KPI revisions

Since the mid-term business plan "Re:Start 2025 Phase 2" was formulated on April 21, 2023, the business environment surrounding Suruga Bank has changed. For example, the Bank has entered into a capital and business alliance* with Credit Saison Co., Ltd., and as such, the Bank has decided to revise the KPIs in the mid-term business plan.

The four main factors that have led to the revisions are as follows:

1.1 Steady progress with Credit Saison alliance
1.2 Growth in new loan disbursements
1.3 Stabilizing actual credit costs at low levels through higher credit quality
1.4 Greater human capital investment (increased personnel and other costs)

2. Revision details

Please refer to the attached document for details of the revisions to the mid-term business plan KPIs. There are no changes to the plan duration (April 2023 to March 2026), the three management strategies, the five priority measures to achieve the management strategies, or key words. Going forward, we will evolve our capital and business alliance with Credit Saison and steadily implement our mid-term business plan, aiming to contribute to the community and society as well as increase our corporate value.

* Please refer to the “Announcement Regarding the Establishment of a Quota for the Repurchase of Treasury Stock” and the “Notice Concerning the Capital and Business Alliance Between Credit Saison Co., Ltd. and Suruga Bank, Ltd.” released on May 18, 2023

Re:Start 2025

Suruga Bank Mid-term Business Plan

Re:Start 2025 Phase 2

FY2023 - FY2025

Phase 2

Mid-Term Business Plan KPI Revisions

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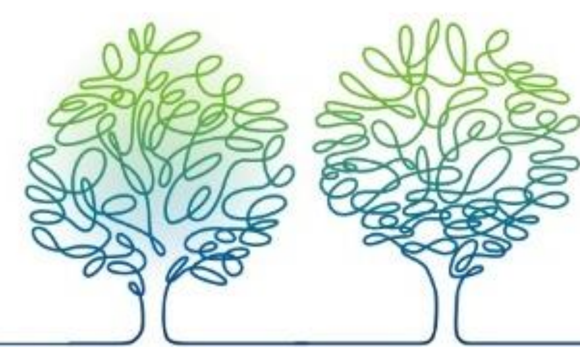

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Definition of the terms in this document

Credit Saison Co., Ltd.	Credit Saison, Saison

Mid-Term Business Plan KPI Revisions

		Actual	Initial Projections		Forecast/Revised Projections*		Notes
		FY2022	FY2023	FY2025	FY2023	FY2025	
Main KPIs	**Ordinary profit**	¥11.2bn	¥11.5bn	¥13.0bn	**¥17.0bn**	**¥17.0bn**	
	Net income (Consolidated)	¥10.5bn	¥8.5bn	¥11.0bn	**¥12.0bn**	**¥13.5bn**	・Profit attributable to owners of parent
	Capital adequacy ratio (Finalized Basel III basis)	11.39%	—	10%+ (effective)	**—**	**10%+ (effective)**	・Any unrealized loss on securities is deducted from core capital
Secondary KPIs (Key action indicators for achieving main KPIs)	**New business gross profit**	¥7.7bn	¥9.8bn	More than ¥16.0bn	**—**	**More than ¥19.0bn**	・Revenue from goods and services issued on or after April 2020 ・Based on core business gross profit (excluding gains on cancellation of investment trusts)
	Expenses	¥36.2bn	¥36.0bn	Less than ¥32.5bn	**¥36.0bn**	**Less than ¥34.0bn**	
	Actual credit cost ratio	- 5 bps	30 bps	Approx. 15 bps	**-5 bps**	**Approx. 10 bps**	・Intended pace for FY2025 and beyond ・Actual credit costs / Loans and bills discounted (average balance) × 10000 (Loans and bills discounted = Loans + Monetary claims bought)

* FY2023 figures are forecasts announced on February 9, 2024. FY2025 figures are revised medium-term business plan KPIs announced on April 4, 2024.
Note: All figures and indicators are Suruga Bank non-consolidated unless otherwise stated

Four Factors Leading to Mid-Term Plan KPI Revisions

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		Mid-Term Plan KPIs (FY2025)	
		Initial Projections	Revised Projections
Main KPIs	Ordinary profit	¥13.0bn	**¥17.0bn**
Main KPIs	Net income (Consolidated)	¥11.0bn	**¥13.5bn**
Main KPIs	Capital adequacy ratio (Finalized Basel III basis)	10%+ (effective)	**10%+ (effective)**
Secondary KPIs (Key action indicators for achieving main KPIs)	New business gross profit	More than ¥16.0bn	**More than ¥19.0bn**
Secondary KPIs (Key action indicators for achieving main KPIs)	Expenses	Less than ¥32.5bn	**Less than ¥34.0bn**
Secondary KPIs (Key action indicators for achieving main KPIs)	Actual credit cost ratio	Approx. 15 bps	**Approx. 10 bps**

1.1 Steady progress with Credit Saison alliance

1.2 Growth with new loan disbursements

1.3 Stabilizing actual credit costs at low levels through higher credit quality

1.4 Greater human capital investment (increased personnel and other costs)

Note: All figures and indicators are Suruga Bank non-consolidated unless otherwise stated

1.1 Steady Progress with Credit Saison Alliance

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Joint development of real estate finance — Nov 2023

Start of joint provision of collaboration loans

Collaboration in the housing loan business — Oct 2023

Launch of housing loans with Credit Saison guarantees at Suruga Bank

CREDIT SAISON ✖ スルガ銀行

Non-Bank
- Channel management capabilities
- Quick screening capability

Bank
- Ability to interact directly with customers
- Custom-made screening capabilities

Aiming for **over ￥350.0bn** in new loan disbursements over next five years (FY2023 to FY2027) in all sectors

Joint commercialization of Saison Platinum Business American Express Card — Apr 2024

Establishment of Credit Saison Branch at Suruga Bank — On hold due to resetting priority areas

- Progress of two preceding measures
  - New loan initiatives in FY2023
    Annualized pace: approx. ￥55.0bn/year
- Forecast of impact on new business gross profit combined with various other measures
  - More than +￥2.0bn (FY2025)

1.2 Growth with new loan disbursements

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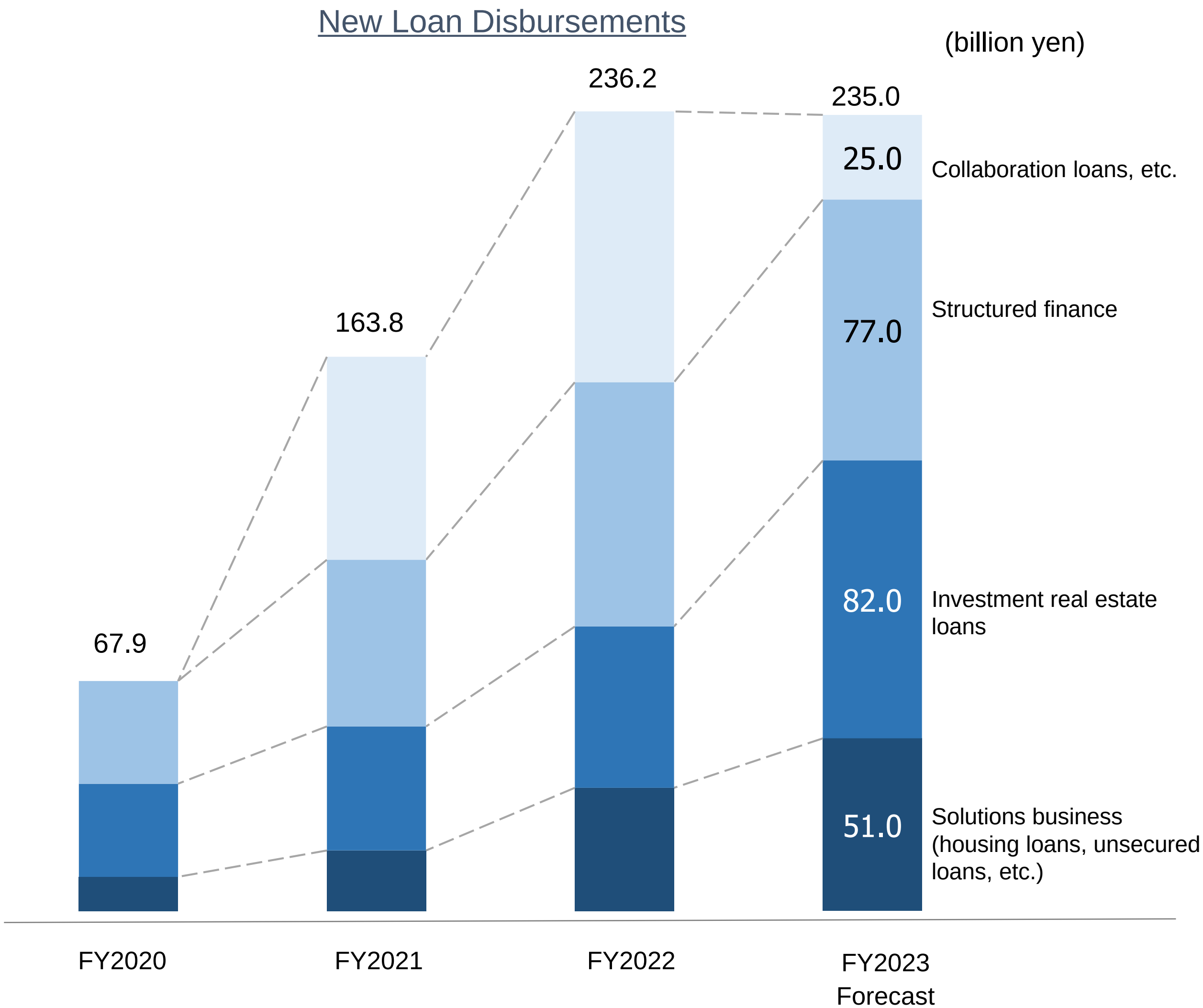
The amount of new loans originating from Suruga Bank* is expected to grow by 35% compared to previous year



FY2023 growth rate forecast (vs. FY2022) and revised projections for FY2025

	FY2023 Growth Rate	FY2025 Revised Projections
Solutions Business	40%	65.0
Investment real estate loans	72%	70.0
Structured finance	7%	60.0
Collaboration loans, etc.**	-69%	65.0
Total	-0.4%	260.0

* Areas other than collaboration loans, etc.
** Loans (loan participations, purchases of corporate loans, etc.) made jointly or in partnership with other companies (Credit Saison and others)

1.3 Stabilizing actual credit costs at low levels through higher credit quality

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Initiatives to improve quality of loan receivables in order to stabilize actual credit costsat low levels (around 10 bps from FY2025)

(billion yen)		Amount of disclosed claims*1 Mar. 31 2020	Mar. 31, 2023	Dec. 31 2023 (A)	Uncovered amount (Dec. 31 2023) Appraised collateral*2 (B)	Allowances/guarantees (C)	Uncovered amount A - (B + C)
Organizational negotiation partners	Share house-related loans	175.5	— (With completion of lump-sum transfer of receivables, remaining receivables will be transferred to same management system as other receivables)	—	—	—	—
	Apaman organizational negotiation partners	—	89.4	**87.1**	33.8	52.8	**0.4**
Earnings per building Real estate loan (excluding organizational negotiation partners)		132.5	102.6	**92.3**	37.6	27.0	**27.7**

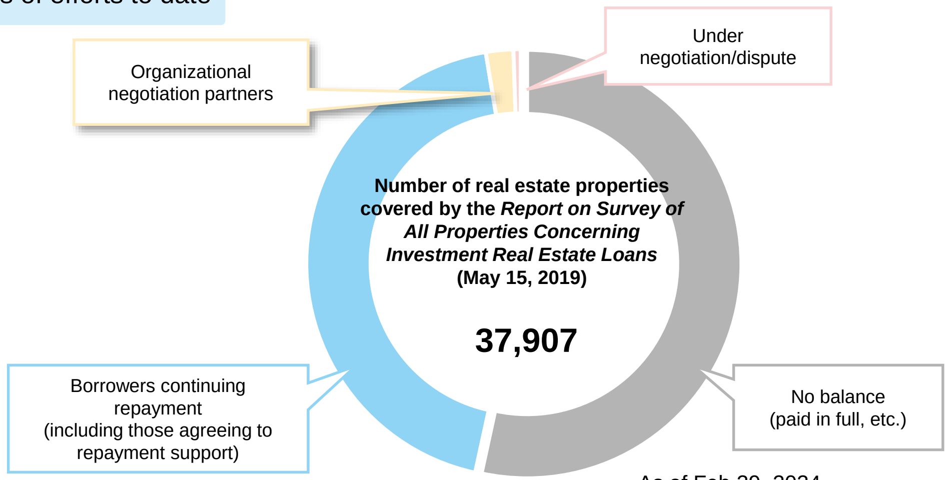
- Share house lump-sum transfer scheme completed in September 2022
- Negotiations regarding Apaman's organizational negotiation partners are ongoing with aim for early resolution
  - ➢ The uncovered amount is limited due to preventative allowances, etc. As such, financial soundness is adequately ensured.

- Proactive efforts to improve credit quality through periodic occupancy rate surveys and improvement proposals as well the use of assessment sheets, etc. resulted in a disclosed claims decrease of ¥10.2bn
  - ➢ Uncovered amount decreased by ￥5.0bn (compared to end of March 2023)

Notes:
1. Disclosed claims under the Financial Reconstruction Act
2. Normally, 90% of the total valuation method amount is used for collateral valuation of loans and other credit-related claims, but figures here use 100% of the total valuation method amount
   Note that in the past, the ratio of the amount of claims transferred to the collateral valuation for income-producing properties for investment real estate loan financing has exceeded 200%.

Reference: Status of Apaman Organizational Negotiation Partners

Status of efforts to date



As of Feb.29, 2024

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

However, organizational negotiations are being conducted with Suruga Bank on 845* properties (2.2% of 37,907), and we will continue to take appropriate measures to resolve these issues.

* Due to voluntary sales and other factors, from the end of September 2022 to the end of February this year, 83 properties were no longer in organizational negotiations.

Basic approach to future action

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

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

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

* For details of our response, please refer to the *Status of Our Response to Loans for Investment Real Estate Other Than Shared Housing*, released on April 4, 2024.

1.4 Greater Human Capital Investment (Increased Personnel and Other Costs)

Compensation measures

Work-style measures

Step 1: Introduction of stock compensation plan for executives (April)

Step 2: Payment of allowance for inflation (June)

Step 3: Payment of special bonus (June)

Step 4: Launch of MIRAI-Management School Lite training program (Diversity promotion, September)

Step 5: Establishment of a new Senior FA* system Reskilling support (September)

Step 6: Increase to the performance-based bonus fund Payment of special bonus (December)

Step 7: Increase to starting salary (January)

Step 8: Launch of career vision meetings (Proactive career communication, March)

Step 9: Create an environment where employees can work until the age of 70 (Activities to support older employees, March)

Step 10: Doubling the number of recruitments (April)

(Unit: billion yen)

	FY2022 (Actual)	FY2025	
		Initial Projections	Current Projections
Expenses	36.2	32.5	34.0
Of which, personnel expenses	13.7	12.5	14.0

* Financial Advisor (employees engaged in asset consulting activities)

Building a Sustainable Revenue Structure (Updated Projections)

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New business gross profit (core gross operating profit, new portfolio)

- Through Management Strategy I (Evolving the Retail and Solutions Businesses), new business gross profit is projected to grow by 2.5 times compared to FY2022

Breakdown of new business gross profit	FY2025 Revised Plan	FY2022 Actual	Change
Retail/Solution Businesses	7.5	2.3	+5.2
Solution Business[*1]	3.0	0.8	+2.2
Investment real estate loans	4.5	1.5	+3.0
Market Finance	11.5	5.4	+6.1
Structured finance	5.0	2.3	+2.7
Market operations, etc.[*2]	6.5	3.0	+3.5
New Portfolio Total	19.0	7.7	+11.3

2.5X

(Unit: billion yen)

1 Solution Business includes asset consulting, housing loans, unsecured loans, etc.
2 Market operations, etc. include collaboration loans, etc.

Expenses

- As part of ManagementStrategy II (Building a Sustainable Revenue Structure), we plan to complete cost structure reformsandincrease human capital investment

*Expenses: ￥36.2bn (FY2022) ⇒ ￥34.0bn (FY2025)

(-2.2 billion yen)

Actual credit costs

- Plan to stabilize actual credit costs at low levelsby proactively taking measures to improve credit quality of single building income loans (other than those for share houses)

*Actual credit costs: Approx. ￥9.0bn (FY2020-2022 average)
→ Average under 2.0 billion yen per year from FY2025

(Approx. -7.0 billion yen)

Building a Sustainable Revenue Structure with the “Three Arrows”

Decrease in core gross operating profit from old portfolio

52.5 billion yen → 33.5 billion yen
(FY2022) (FY2025)

(-19.0 billion yen)

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

- **The turning point towards a sustainable revenue structure is fast approaching due to accelerated growth in new business gross profit, etc.**

Reference: Revenue Structure toDate (Before Updated Projections)

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New business gross profit (core gross operating profit, new portfolio)

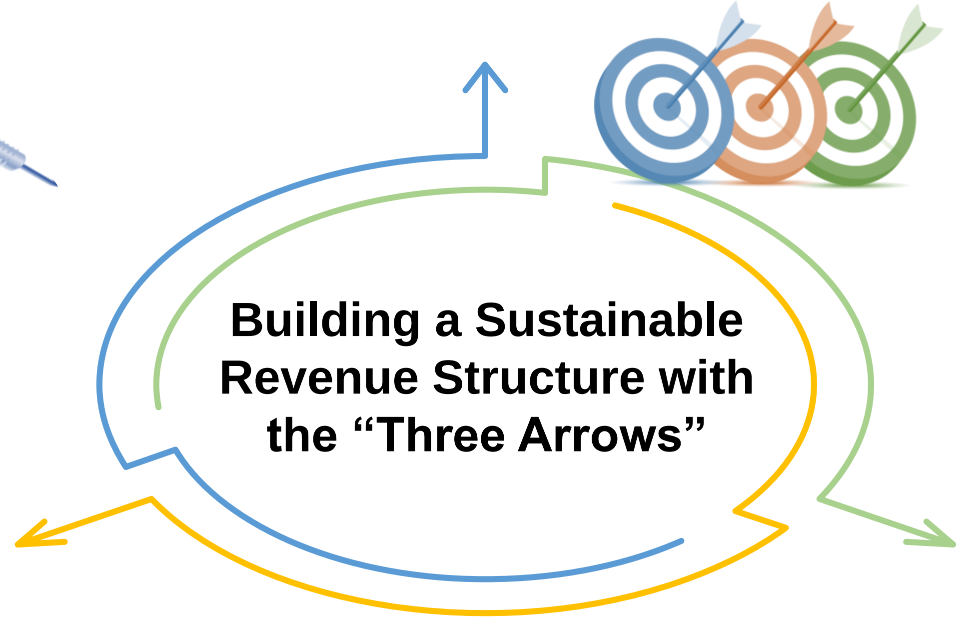
- We forecast that Management Strategy I (Evolving the retail and solution business) will grow new business gross profit by around two fold over FY2022.

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

Approx. 2X

(Unit: billion yen)

1 Solution Business includes asset consulting, housing loans, unsecured loans, etc.
2 Market operations, etc. include collaboration loans, etc.



Expenses

- Continuing from Phase 1, we plan to implement and complete cost structure reforms as part of Management Strategy II (building a sustainable revenue structure).

*Expenses: 36.2 billion yen in FY2022 ⇒ 32.5 billion yen in FY2025

(Approx. -4.0 billion yen)

Actual credit costs

- We plan to stabilize actual credit costs at a low level by proactively taking measures to improve credit quality of single building income loans (other than those for share houses).

*Actual credit costs: approx. 9.0 billion yen (average of FY2020-2022 results)
→ Average under 3.0 billion yen per year from FY2025

(Approx. -6.0 billion yen)

Decrease in core gross operating profit from old portfolio

52.4 billion yen → 32.5 billion yen

(FY2022 Actual) (FY2025)

(Approx. -20.0 billion yen)

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

Contents

Understanding Issues and Setting Targets to Achieve P/B Ratio Above 1.0

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Current analysis

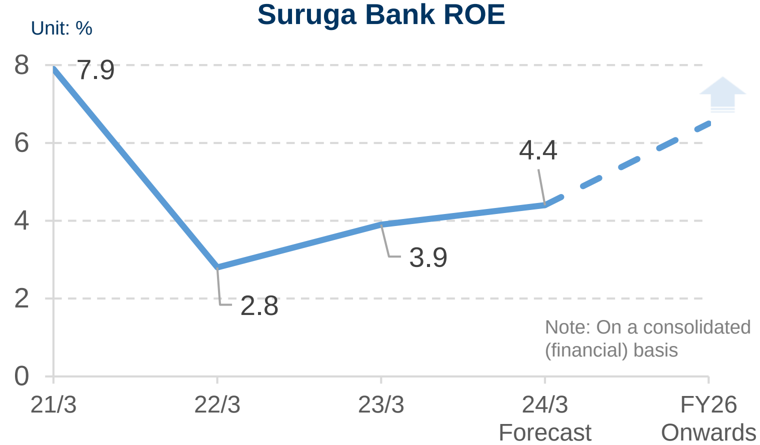
Comparison with listed regional banks

Dec. 31, 2023 (Ratio / %)

	PBR	PER	ROE
Suruga Bank	0.54	13.24	4.09
Listed regional banks average	0.47	10.64	4.45

Source: QUICK
PBR and PER are on a consolidated preferred basis
ROE is calculated based on the above indicators (ROE=PBR÷PER)

Suruga Bank ROE



Capital cost estimations

Estimates based on CAPM	6% level
Estimates based on PBR and ROE	7 - 8%

- Our perceived cost of capital at this time is about 6% - 8%

Awareness of issues

- Our most important issue is to improve ROE to achieve a P/B ratio above 1.0
- ROE bottomed out at the end of FY2021 and is improving, but is still somewhat off target level
- While we believe that the minimum level of the cost of shareholders' equity is 6%, we recognize the need to accelerate restructuring of the revenue structure to reach 6% or higher as soon as possible

ROE target for P/B ratio above 1.0

ROE from FY2026 onwards (after rebuilding revenue structure under current medium-term plan) is on average 6% or more, aiming for over 8% in the long term

Framework and Main Initiatives to Achieve P/B Ratio Above 1.0

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Framework for a P/B Ratio Above 1.0

Improved shareholder value (PBR above 1.0)

Improved ROE

Building a sustainable revenue structure

- Building a sustainable revenue structure in line with mid-term plan
  - KPIs: New business gross profit of at least ￥19.0bn, expenses within ￥34.0bn, actual credit cost ratio of about 10 bps

Main Initiatives:

- Driving growth in new business gross profit through four autonomous profit centers
- Completing cost structure reform
- Minimizing and stabilizing actual credit costs through higher credit quality

Capital management

- Planned capital policy in accordance with basic shareholder returns policy
  - KPI: Capital adequacy ratio 10%* or higher (effective)

Main Initiatives:

- Maintain stable dividends with dividend payout ratio of around 30%
- Treasury stock acquisition: Flexibly implement shareholder return measures that contribute to the improvement of capital efficiency, taking into account business performance, capital conditions, growth investment opportunities, and market conditions including the stock price

Improved expected growth rate

- Differentiation through "Creating a difference"
  - Create unique value from customer's perspective with keywords of 'Agile' and 'Kyo-so' unrestricted by conventional regional bank model

Main Initiatives:

- Provide solutions from Suruga's unique perspective starting from what our customers are unhappy with
- Creating a *Neo Finance Solution Company* together by evolving the Credit Saison alliance

Reduced capital costs

- Ensure resilience against business risks
  - Along with repeating a cycle of active risk-taking and verification in selected areas, aim to diversify risks in line with RAF

Main Initiatives:

- Specific real estate: Reduce occupancy through customer dialogue
- Securities: Transition to more stable revenue structure
- Business impact and risk inspection for a world with interest rates
- Reduce ratio of cross-shareholdings

- Strategic investor relations/better disclosure

* Finalized Basel III basis. Any unrealized loss on securities is deducted from core capital.
** Risk Appetite Framework

2.1 Planned Capital Policy in Accordance with Basic Shareholder Returns Policy

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Basic Shareholder Returns Policy

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

Dividends

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

	FY2021	FY2022	FY2023 Forecast	
			Announced at beginning of FY2023	Revised Forecast
Dividends per share	6 yen	9 yen	14 yen	21 yen
Profit attributable to owners of parent	￥7.9bn	￥10.5bn	￥8.5bn	￥12.0bn
Dividend payout ratio	17%	16%	31%	33%

Acquisition of treasury stock

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

Reference - Mid-term plan KPIs: Capital adequacy ratio 10% or higher(effective) (Finalized Basel III basis. Any unrealized loss on securities is deducted from core capital)

	FY2023 (Actual)	FY2024 Plan (Limit)
Shares acquired	30,660,000*	6,000,000
Acquisition cost	￥21.9bn**	7.0bn yen
Acquisition period	August 17, 2023 to March 1, 2024	May 13, 2024 to September 30, 2024

* 35 million shares to be retired in April 2024 (including treasury stock held from before FY2023)

** ￥4.8bn return in FY2023 after deducting disposal of treasury stockthrough third-party allotment to Credit Saison (￥17.1bn)

2.2 Evolution of Credit Saison Alliance (Neo Finance Solutions Company)

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- **Saison branch office scheduled for opening this year now on hold after reexamination of priorities and resource constraints such as IT**
- **Going forward, evolve alliances by redefining priority areas to become a Neo Finance Solution Company**
  - ➢ **Aim to build a unique business model unrestricted by framework of traditional regional bank model, in order to create synergies with new business gross profits of over 2 billion yen**

Three priority areas to become a Neo Finance Solution Company

	Products and services collaboration	Sophisticated marketing	Joint use of management resources
Theme	Create new value by combining products and services of both companies	Develop a marketing approach that leverages digital skills and databases of both companies	Promote effective joint use of management resources of both companies
Initiatives and ideas	➢ Provide support services for foreign customers by combining expertise of both companies with Credit Saison's rent guarantee as key ➢ Provide loans to SME business owners, such as Saison lessees, and private business owners	➢ Develop housing loans for Saison Card members utilizing both companies' databases *Launch of banking agency business from March 25, 2024 ➢ Joint development of digital marketing schemes	➢ Joint use of IT tools and resources ➢ Improved efficiency through mutual use of backyard functions ➢ Greater human resource exchange, and collaboration between both Group companies ➢ Develop new markets, including partners of both companies

Joint Development of Unique Business Models

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Non-banks and banks are jointly developing unique business models that capture unique customer needs by mutually leveraging their respective strengths in products, services, and customer data

■ Joint service example - Support service for foreign customers

With Japan's working-age population expected to decline in the future, there is a growing need to take on foreign workers to enhance sustainable growth and industrial competitiveness. However, foreign nationals often face difficulties when looking for rented accommodation in Japan, such as language and cultural differences, guarantors, and problems opening bank accounts to pay rent. We have therefore combined Credit Saison's "Rent Guarantee" with Suruga Bank's expertise in financial inclusion to provide services for foreign customers.

CREDIT SAISON

Features of Saison's Rent Guarantee & Foreign National Plan

・Language support in mother tongue
Multilingual call center, with Chinese and Vietnamese language capabilities, is available for applications, contracts, and other housing-related inquiries. *Support in more languages coming soon

・Same extensive warranty as Japanese nationals
Offering the same high-quality guarantee as Credit Saison's rent guarantee service in terms of coverage and guarantee limits.

・Applications accepted before coming to Japan
Foreign nationals can apply for a rental property from one of our affiliated real estate businesses even before arriving in Japan.

Refer

スルガ銀行

Features of the Bank Account for Foreign Customers

・Bank transactions can be done from all over Japan
Non-Japanese customers without permanent residency can also open accounts from smartphones.
Savings accounts come with overdraft whereby money is automatically loaned out when not enough money in account. Visa debit cards with credit card function also available.

・Full service for foreign customers
◆ Telephone Interpretation service*1: Call center provides support in multiple languages including English, Vietnamese and Chinese to help customers feel at home in Japan.
◆ Wire transfers*2: Customers can send money to more than 200 countries and regions with the lowest fees in the industry.

・Residency management
Check renewal status before period of stay expires. Support for procedures before returning home.

Linked to rent payment account
By seamlessly linking with the dedicated account provided by Suruga Bank, customers can setup an account online to make rent payments

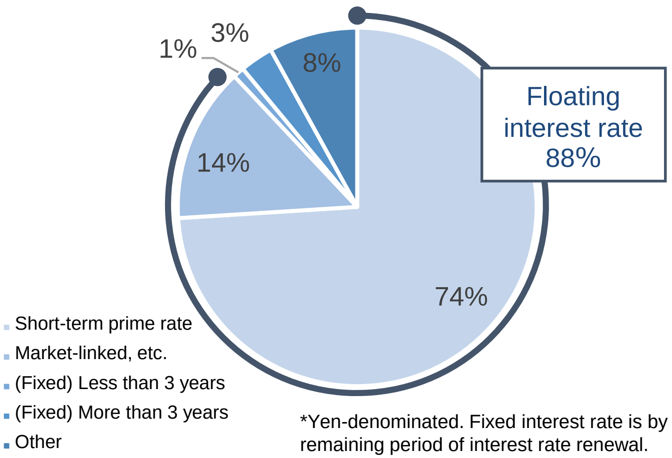
*1: Telephone interpretation service provided by Polyglot Link Inc.
*2: PayForex provided by Queen Bee Capital Co., Ltd.

2-3 Business Impact and Risk Inspection for a World with Interest Rates

あってよかった 出会えてよかった

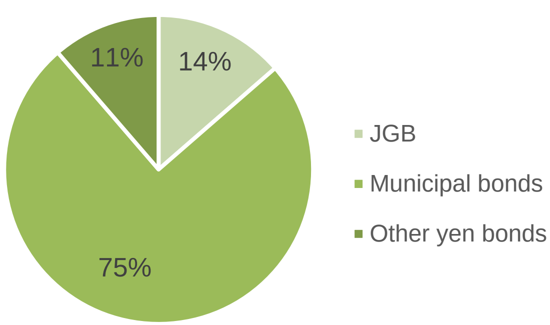
- **The ratio of our loans with floating interest rates is high at 88%, but since retail loans account for about 80% of our loans, a positive contribution to earnings is expected relatively quickly**
- **In terms of risk, our deposit ratio of 10% and yen interest rate risk of 3.4% relative to equity capital are at relatively low levels, limiting any negative impact when interest rates rise. In addition, deposits are insured at a rate of 76%, with over 80% of deposits coming from local customers. Being very sticky, deposits are expected to track any rise in interest rates on par with past results**

Loans and bills discounted (Composition by base interest rate)



*Yen-denominated. Fixed interest rate is by remaining period of interest rate renewal.

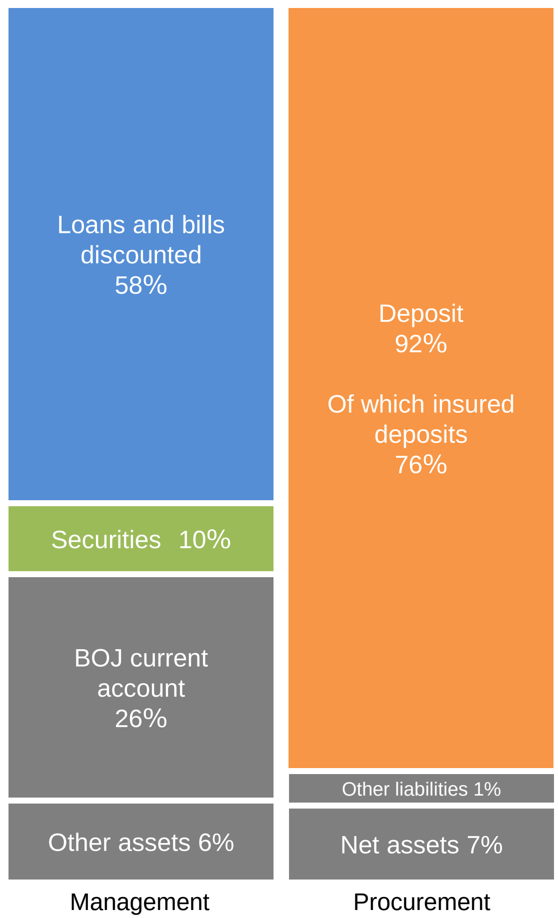
Securities (Composition of yen bonds)



As of December 31, 2023 (Yen bonds)
Duration: 5.81 years; 100 BPV: -9.3 billion yen

Balance sheet

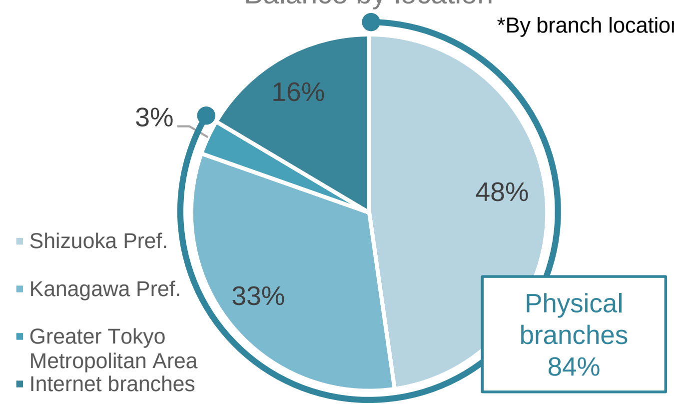
3,522.6 billion yen as of December 31, 2023



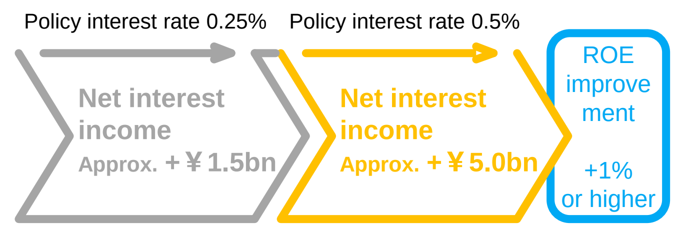
Deposit

Balance by location

*By branch location



Impact of rising yen interest rates on net interest income



Reference: Main assumptions

Unsecured calls O/N	0.25%	0.50%
JGB 2Y	0.35%	0.70%
JGB 5Y	0.50%	0.90%
JGB 10Y	1.00%	1.40%
Portfolio	As of end Dec 2023	

Note: Impact amounts are compared respectively with those before yen interest rate rise

2.4 Reducing Ratio of Cross-Shareholdings

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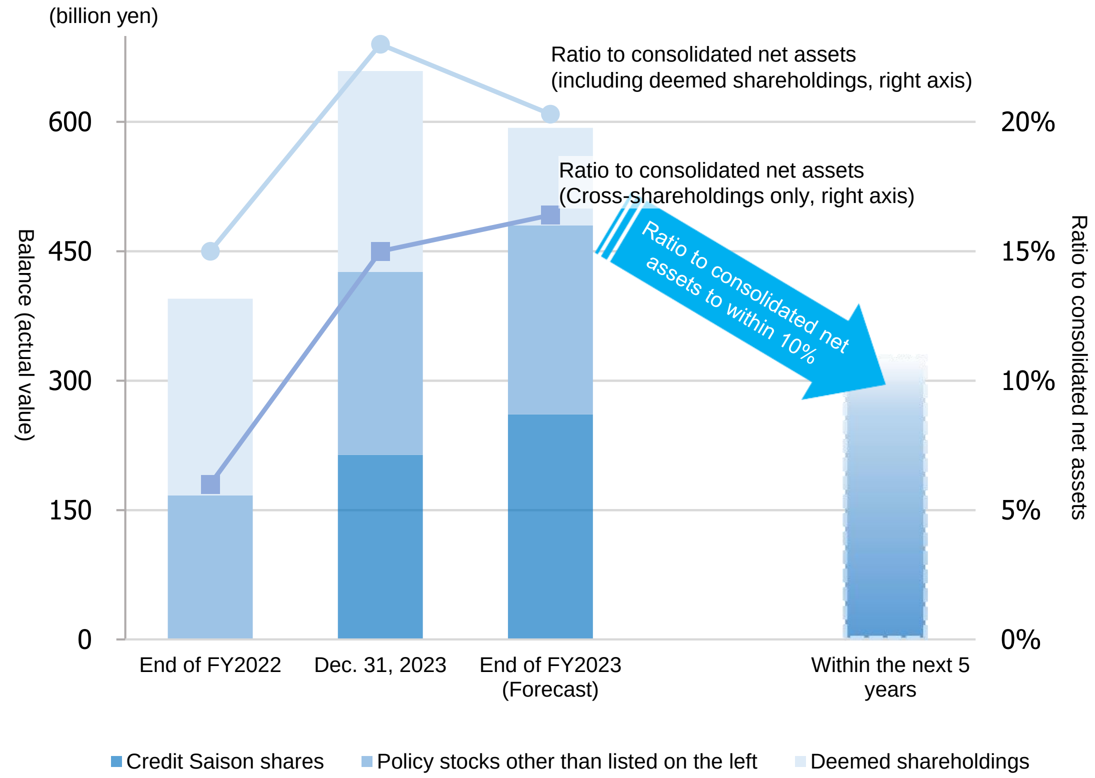
In addition to sales in FY2023, we will systematically reduce cross-shareholdings from FY2024 onward with aim to reduce the ratio to consolidated net assets of 10% or less within the next five years

Principle 1.4 Cross-Shareholdings

(1) Policy Regarding Cross-Shareholdings* Taken from Corporate Governance Report

- The Company's policy is to reduce the balance of shares held for policy investment purposes (hereinafter referred to as "cross-shareholdings") after sufficient dialogue with business partners.
- The Company will hold cross-shareholdings when it is judged to contribute to the enhancement of corporate value over the medium to long term from the perspective of facilitating and strengthening the building of stable, medium to long term business relationships with business partners; business alliances; alliance business development; and so forth.
- The Board of Directors will review the significance, economic rationality over the medium to long term, and future prospects of all cross-shareholdings to determine the appropriateness of holding these shares.

Balance of cross-shareholdings



- **Sales of cross-shareholdings during FY2023: ￥3.8bn (including deemed shareholdings: ￥16.0bn)**

Summary

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Three vectors aligned, starting from Corporate Philosophy, together with Management Strategies + Alliance Strategy and Initiatives to Achieve P/B Ratio Above 1.0

“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.

Suruga Bank Corporate Philosophy

Mid-Term Plan & 3 Management Strategies + Evolving Credit Saison Alliance

Initiatives to Achieve P/B Ratio Above 1.0

I. Evolving the Retail and Solutions Businesses

- Pursue “Creating a Difference” starting from what our customers are unhappy with, sending them the message, “I’m glad you’re here, I’m glad we met.”

II. Building a Sustainable Revenue Structure

- Counteract the decline in the top line due to the collection of existing loans with the “three measures (arrows)” transforming to a revenue structure that can achieve sustainable growth

III. Risk-Taking and Risk Diversification

- In line with 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

Set ROE targets

- Aim for ROE of at least 6% on average in FY2026 and beyond, and at least 8% over long term

Improved expected growth rate

- Differentiation through “Creating a difference”

Reduced capital costs

- Ensure resilience against business risks

スルガ銀行

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