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News Release

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Shizuoka Financial Group announces 2nd Medium-term Business Plan

Shizuoka Financial Group, Inc. (President: Hisashi Shibata) has formulated its 2nd Medium-term Business Plan, which covers the three-year period from FY2026 through FY2028, as outlined below.

1. Name of plan

Xover (Crossover) 2.0—*Into the future together*

2. Period of plan

Three years (FY2026-FY2028)

3. Visions

To formulate the Second Medium-term Business Plan, the Group established the 10-Year Vision to contribute to community growth alongside stakeholders, based on which we defined the Second Medium-term Business Plan Vision to map a path for co-creating value alongside stakeholders.

10-Year Vision

A cyclical state of resonance between Shizuoka Financial Group's growth and stakeholder growth

The Medium-term Business Plan Vision

A value co-creating corporate group that continues to grow by building the future alongside the region

4. Plan concept

The regional external environment and the environment surrounding Shizuoka Financial Group are undergoing significant changes due to factors such as rising interest rates and the rapid advancement of AI. Based on the belief that the Shizuoka Financial Group should achieve sustainable growth while deepening ties with its stakeholders and continue to contribute to the prosperity of the region, despite the uncertain business environment, we have determined to thoroughly review our management strategy to address the challenges emerging in a time of change.

Further, after achieving the profit targets of the 1st Medium-term Business Plan in FY2025, we made the decision to bring the 1st Medium-term Business Plan to its conclusion after just three years (compared to the initial planned period of five years) and to formulate a Second Medium-term Business Plan.

5. Strategies

Three basic strategies

(1) Co-creation, growth, challenge

Based on our understanding of physical regions and the functions and roles expected of them, we have divided our business domains into the three categories of co-creation, growth, and challenge, and will implement strategies for each domain, allocate management resources, and build organizational structures, as required.

Co-creation domain: market consisting of Shizuoka Prefecture and adjoining regions

Growth domain: markets offering growth potential

Challenge domain: fields in which we expect to be able to create new earnings drivers above and beyond existing frameworks and areas

(2) Transformation 2.0

Based on initiatives started in the 1st Medium-term Business Plan such as developing digital human resources, improving business efficiency, and revising branch functions, we will expand the scope to include a comprehensive review of our corporate structure and business operations. Through bold IT investments in systems, we hope to achieve our strategic goals quickly and reliably.

(3) Corporate communication

To promote value co-creation in partnership with stakeholders and to build further on management strategies, we will enhance corporate governance and build a fanbase through dialogue and communication focused on emotional value.

Infrastructure needed to realize the basic strategies

We will implement the following measures to build a sustainable corporate structure that will serve as the foundation for realizing the visions and the three basic strategies.

(1) Human capital management

We will focus investments on strengthening links between compensation and achieving management strategies, fostering higher loyalty to the organization among officers and employees, and hiring highly skilled human resources in order to establish an organization in which all individuals can freely speak their mind, be themselves, and pursue their core goals.

(2) AI native

To realize business processes and decision-making premised on AI implementation, we plan to evolve the entire organization to an AI-native state through HR development, organizational restructuring, and proactive investments. We will put the time and resources made available by promoting the replacement and supplementation of operations by AI to support the region, our customers, and our investments in human capital.

6. Sustainability indicators

While continuing to use the sustainability indicators of the 1st Medium-term Business Plan, we will add the new indicators of greenhouse gas emissions from commercial loan customers starting with the Second Medium-term Business Plan.

	Indicator	FY2028 Target
Social Impact	Rate of change in population in Shizuoka Prefecture	Continual increase
	Real GDP in Shizuoka Prefecture	Sustained growth
	Rate of decrease in GHGs in Shizuoka Prefecture	Down 46% vs. FY2013 (FY2030)
Engagement	Customer satisfaction with Group transactions	Positive YoY growth
	Group officer and employee engagement	4.0 or higher
	Shizuoka Financial Group's GHG emissions (Scopes 1 and 2)	Carbon neutrality achieved (FY2030)
	GHG emissions by commercial borrowers*	Reduced YoY in each year
Earnings	Consolidated ordinary profit	JPY 170.0 bn or more
	Consolidated ROE	Approx. 9.5%
Efficiency	Consolidated OHR	Approx. 47%
Soundness	Consolidated CET1 ratio	Approx. 13%

* Refers to commercial borrowers recognized as measuring their own GHG emissions.



Overview of the 2nd Medium-term Business Plan

April 2026

Overview of the 2nd Medium-term Business Plan

We have established two visions: one for 10 years and one for the Medium-term Business Plan. We aim to achieve the KPIs and maximize both corporate and social value by implementing the basic strategies needed to realize these visions.

Xover (Crossover) **2.0** -Into the future together

Period: **FY2026-FY2028** (three years)

10-year Vision

A cyclical state of resonance between Shizuoka Financial Group's growth and stakeholder growth

Medium-term Business Plan Vision

A value co-creating corporate group that continues to grow by building the future in partnership with the region

Revising strategies and KPIs to reflect the changing business environment

The desired state for stakeholders

Strategies to realize the vision

KPIs

 Region	A vibrant regional community with a growing related population
 Customers	Contact points that constantly bring customers closer to Shizuoka Financial Group even amid changing values and behavior
 Future Generations	A sustainable society characterized by hope and a bright future
 Shareholders	Sustained growth in shareholder value and increasing our shareholder fan base
 Employees	Consistent strategies, missions, behavior, and evaluations Flexible work styles that match values and views of work

Basic strategies

- 1 Co-creation, growth, challenge**
Deploying growth strategies in three business domain categories
- 2 Transformation 2.0**
Accelerating reforms through investment in IT systems (e.g., AI, digital transformation)
- 3 Corporate communication**
Building relationships in which stakeholders choose us for the long term

AI

Fusing AI with various reforms to build AI-native structures

Human capital management

Building an HR portfolio to realize strategies

Sustainability indicators

Increasing corporate value
Creating social value

Sustainability indicators

It consist of financial targets and engagement indicators intended to increase corporate value and social impact indicators used to gauge the results of social value creation.

		Indicator	Previous Medium-term Business Plan target (FY2027)	2nd Medium-term Business Plan target (FY2028)		
Increasing corporate value	Financial targets	Profitability	Consolidated ordinary profit	JPY 145.0 bn or more	JPY 170.0 bn or more	Commitment indicators
		Efficiency	Consolidated ROE (Based on net assets)	Approx. 8.5%	Approx. 9.5%	
			Consolidated OHR	Approx. 50%	Approx. 47%	
		Soundness	Consolidated CET1 Ratio	Approx. 13%	Approx. 13%	
	Engagement KPIs	Customer satisfaction with Group transactions	Positive YoY growth	Positive YoY growth		
		Group employee engagement	4.0 or higher	4.0 or higher		
		Shizuoka Financial Group's GHG emissions (Scopes 1 and 2)	Carbon neutrality achieved (FY2030)	Carbon neutrality achieved (FY2030)		
NEW GHG emissions by commercial borrowers*		—	Reduced YoY in each year			
Creating social value	Social impact KPIs	Rate of social change in Shizuoka Prefecture's population	Continuously increasing		Continually targeted indicators	
		Real GDP in Shizuoka Prefecture	Sustained growth			
		Reduction GHG emissions in Shizuoka Prefecture	-46% vs. FY2013 (FY2030)			

* Refers to commercial borrowers recognized as measuring their own GHG emissions.