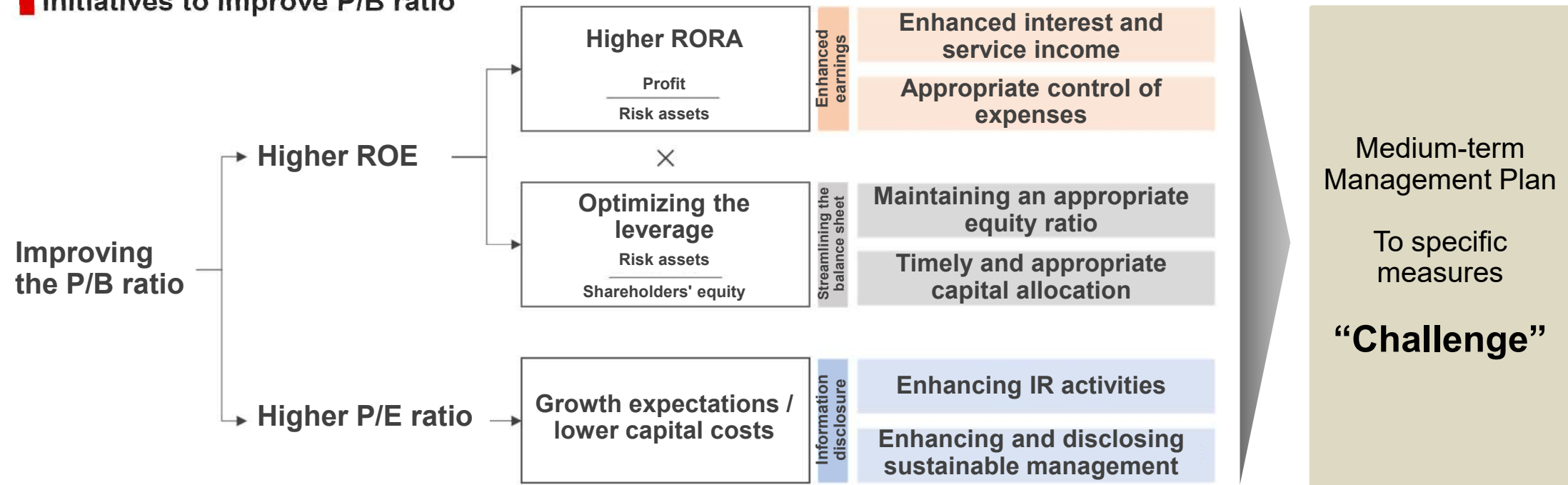


# Initiatives to Improve Corporate Value

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Continue its efforts to improve P/B ratio, with a focus on securing a high RORA, and take on the challenge of implementing specific measures for the next Medium-term Management Plan

## Initiatives to improve P/B ratio



Enhance interest income and service income with RORA in mind

Make strategic investment in human capital and DX while reducing cross-shareholdings

Actively disclose information and enhance dialogue with markets and shareholders

**Increase shareholder returns more than ever toward the next Medium-term Management Plan, while maintaining its basic policy of long-term, stable dividends**

## Approach to shareholder returns

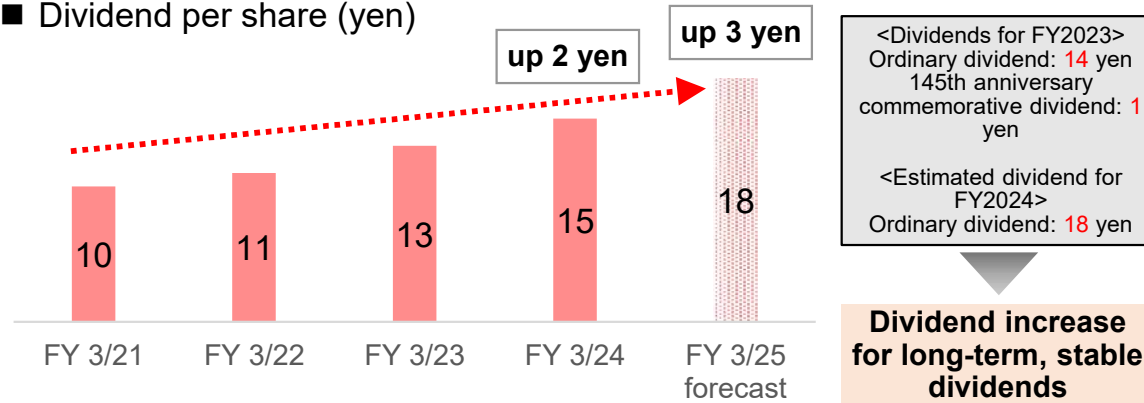
### Long-term, stable dividends

The Bank returns profits to shareholders based on the principle of long-term, stable dividends, while taking care to increase internal reserves to ensure a solid management foundation

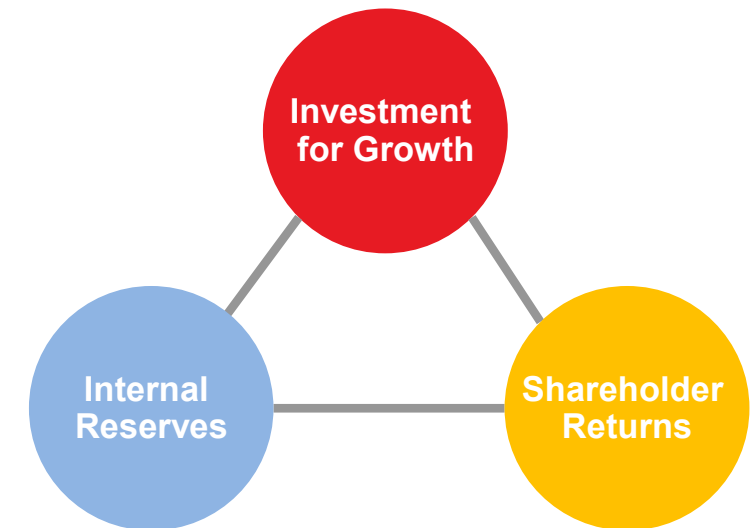
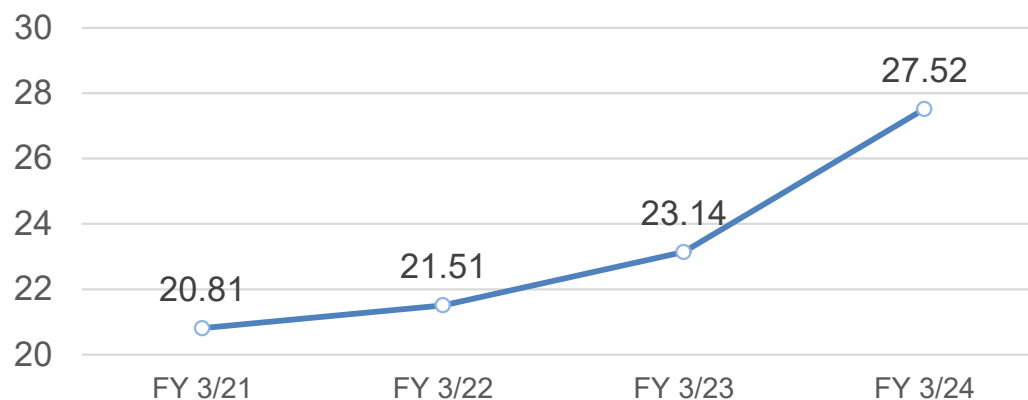
### Medium- to long-term enhancement of corporate value

The Bank aims to enhance its corporate value over the medium to long term by striking an appropriate balance between “investment for growth,” “internal reserves,” and “shareholder returns,” while giving due consideration to the Bank’s performance in the fiscal year under review and future business development

#### ■ Dividend per share (yen)



#### ■ Dividend payout ratio (%)

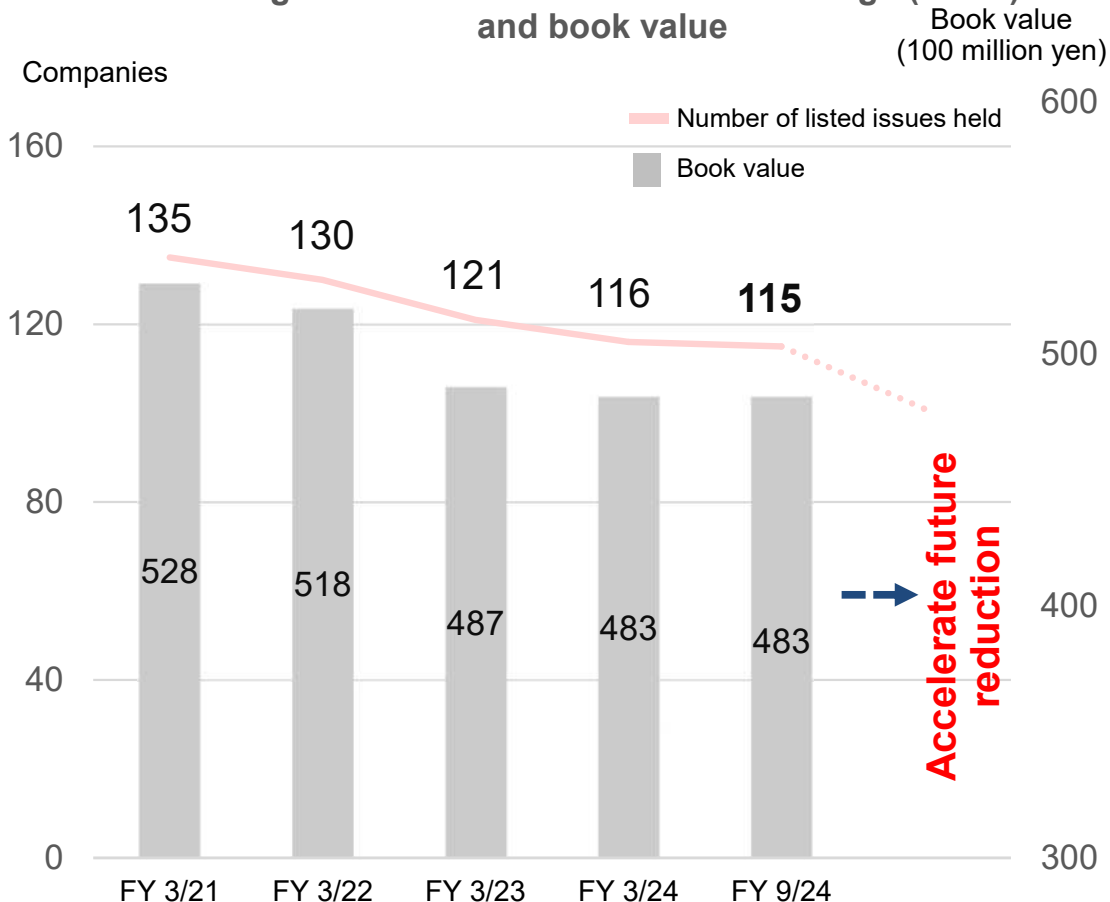


- ✓ Aim to achieve a payout ratio of 30% over the long term, and accelerate dividend increases to achieve this goal as quickly as possible
- ✓ Treasury stock will be flexibly repurchased based on market conditions, etc. including stock prices

## Review cross-shareholdings from the viewpoint of significance of holding and economic rationality

### Policy for reducing cross-shareholdings

Changes in number of cross-shareholdings (listed)  
and book value



\* Excluding foreign stocks

Accelerate the use of proceeds from the sale of cross-shareholdings in strategic investments such as **human capital** and **DX**

#### Number of issues held and book value

Listed stock 135 companies (2021/3) ⇒ 115 companies (2024/9)

Book value 52.8 billion yen (2021/3) ⇒ 48.3 billion yen (2024/9)

Listed stocks have **declined by 20 companies** in the last 3 years

Book value **decreased by 4.5 billion yen** in the last 3 years

- ✓ With regard to cross-shareholdings, the basic policy is to **determine the significance of holding and whether it will help to improve corporate value**, and to **reduce cross-shareholdings through continuous dialogue** with investees
- ✓ As more and more investees tend to agree to the Bank selling their shares, the Bank intends to **continue to manage their shares as cross-shareholdings**, provided that the Bank still has banking and other transactions with those investees who have agreed to do so
- ✓ When selling such cross-holding shares, the order of sale will be determined from the **perspective of investment efficiency**