

Overview of the Medium-Term Business Plan

Basic policy

Under the Medium-Term Business Plan, we provide more in-depth customer support by reinforcing the business model developed through the Shoko Chukin Bank Management Reform Plan.

Specifically, we cooperate and collaborate with Shoko Chukin Group companies, regional financial institutions, and external partners to provide management resources that customers lack and strengthen our comprehensive problem-solving capabilities, thereby working with customers to achieve corporate management that is resilient to change.

Recognition of issues at the time of plan formulation

Society and SMEs in 2030

Decrease in population (compared to 2020)

- Population aging rate of over 30%
- Total population decline of 5.7 million
- Decrease of 2.2 million people in their 20s and 30s

Sustainability

- Greenhouse gas reduction target 46% compared to FY2013

Need to adapt and change to new social and economic systems

- Shift to a sustainable system on the precondition of the decrease in population and reduced environmental impact
- SMEs also need to address issues such as human capital, sustainability, and business restructuring

Medium-Term Business Plan Period (FY2022 to FY2024)

Corporate philosophy

PURPOSE Supporting the future of companies. Making Japan more

MISSION We will continue to think together, create together, and change together, as a partner in creating

We will work to achieve our new corporate philosophy as our foundation.

Basic policy

- Provide comprehensive services to realize corporate management that is resilient to change
- Enhancement of the Shoko Chukin Bank's own corporate value through realization of a sustainable business model

Main strategies

Shift in services

Providing SMEs with resources that they lack

- Information services
- Human resource services
- Advanced financial services

Establishment of differentiated fields

Strengthen responses to the management issues of SMEs at each stage of their life

- Startup support
- Sustainable management support
- Business revitalization support

Corporate transformation

Go beyond the boundaries of a conventional financial institution and foster new challenges

- Well-being and DE&I
- Customer-oriented business operations
- Digital transformation

Other strategies

Cooperation with regional financial institutions, etc.

Improve corporate value of our customers by strengthening cooperation with regional financial institutions

Group strategies

Provide services to customers promptly by leveraging group synergies

Long-term vision

**Become a partner for customers
that goes beyond conventional financial services**

The Shoko Chukin Bank will **take on the challenges of ever-changing social issues** and pursue **management that will enable sustainable growth together.**

We aim to create **a society and companies in which the people and organizations that support the realization of these goals can demonstrate their strengths and feel fulfilled.**

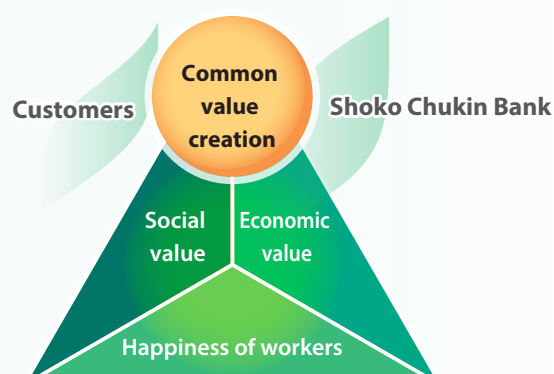
Stakeholders



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Cooperation



resilient to change.

security and prosperity.

Medium-Term Business Plan FY2024 targets

Operating profit
Approx. **¥50.0 billion**

Net income
Approx. **¥25.0 billion**

ROA
Approx. **0.2%**

ROE
High **2% range**

Total capital ratio
12% or more

OHR
Approx. **60%**

▶ Please refer to page 11 for the yearly business plans.