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Company name: The Shimizu Bank, Ltd.
Name of representative: Yasuhiro Iwayama, President
(Securities code: 8364; TSE Prime)
Inquiries: Junichi Goto, Senior General
Manager of Management Planning
Division
(Telephone: +81-54-353-7895)

Formulation of 29th Medium-term Management Plan

The Shimizu Bank, Ltd. (President: Yasuhiro Iwayama) (the “Bank”) has formulated the 29th Medium-term Management Plan, covering the three-year period from April 1, 2026 to March 31, 2029. The Bank hereby announces the overview of the plan, as described below.

1. Name

“KASOKU (Acceleration)—Passing the Tasuki—”

- “KASOKU (Acceleration)” represents the final phase leading up to the Bank’s 100th anniversary in 2028. It embodies its commitment to accelerating the enhancement of corporate value in addition to the management base the Bank expanded during the first phase (27th Medium-Term Management Plan: ZENSHIN) and the second phase (28th Medium-Term Management Plan: SHINKA) (from ZENSHIN through SHINKA to KASOKU).
- With its milestone 100th anniversary as a stepping stone, the Bank aims to build a sustainable business model with an eye toward the next generation. To pass on the “bridges” we have built with our stakeholders including the local community, customers, employees, and shareholders and the “connections” we have cultivated, as a “Tasuki” from our 100th anniversary into the future, we have chosen “Passing the Tasuki” as a subtitle.

2. Long-term vision based on the purpose

The local consulting company that solves customers’ issues and works to achieve the sustainable enhancement of corporate value

- By using our identified materiality as a concrete guide for action and working to resolve local issues, we aim to achieve mutual prosperity and coexistence with our local customers.
- Based on our management philosophy and purpose, we will contribute to the sustainable development of local communities by maximizing group synergy through integrated solutions sales across the Shimizu Bank Group.

3. Plan period

April 1, 2026 to March 31, 2029 (three years)

- As the final phase leading up to its 100th anniversary in 2028, the Bank has positioned these three years as a critical period to return to its customer-first roots and accelerate the expansion of the revenue base that the Bank has advanced and evolved through the first and second phases.

4. Basic policy (Acceleration drivers*)

(1) Human capital

(2) Solutions sales

(3) Business base

- In the 29th Medium-Term Management Plan, we will view human capital, which the Bank considers its most valuable asset, as the foundation for realizing our management philosophy and purpose and creating corporate value. We are committed to implementing measures designed to maximize the potential of our human capital.

* Acceleration drivers: Key drivers that significantly influence a company's direction and performance.

5. Key financial targets (final year of the plan)

| Item | Target figure |
|-------------------------------------|----------------------|
| ROE | 5% or more |
| Profit | ¥4.0 billion or more |
| Consolidated capital adequacy ratio | 8.5% or more |

6. Details of the plan

For more details on the plan, please refer to the Bank's website.

(URL: <https://www.shimizubank.co.jp/english/>)

Please direct any inquiries regarding this matter to the contact information below.
Management Planning Division, The Shimizu Bank Telephone: +81-54-353-7895