



山梨から豊かな未来をきりひらく

**山梨中央銀行**

# The 49th Analyst Meeting

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November 27, 2025 (Thu)



Prime Market of the Tokyo  
Stock Exchange: 8360

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# Key Messages

## FY2025 1H

### Business results

- Net income attributable to shareholders of the parent increased by 1.2 billion yen YoY to 4.3 billion yen.
- Loans increased by 257.5 billion yen YoY to 2,798.2 billion yen.
- The forecast for FY25 was revised upward, with net income attributable to shareholders of the parent projected at 9.0 billion yen.  
(Medium-Term Management Plan KPI for FY27: 10.0 billion or more)

### Increasing corporate value

- Consolidated ROE for FY25 1H was 3.93% (Medium-Term Management Plan KPI for FY27: 5% or more).
- Interim and year-end dividends were increased, resulting in an annual dividend of 118 yen (Dividend payout ratio: 40%).
- The Bank launched its first shareholder benefit program.

### Topics

- Opened “withKOFU,” a new collaborative multi-purpose branch established in partnership with local businesses.
- Launched the “Mount Fuji-Alps Alliance” relocation promotion project, and began offering the “Relocation Support Loan.”

# Summary of Business Results



# FY25 1H Business

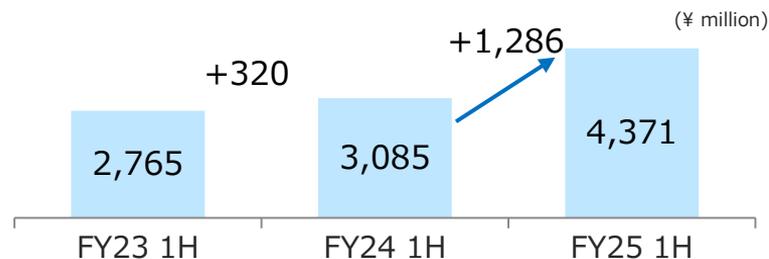
Main profit and loss items were positive YoY due to growth in customer service business profit.

## Non-consolidated

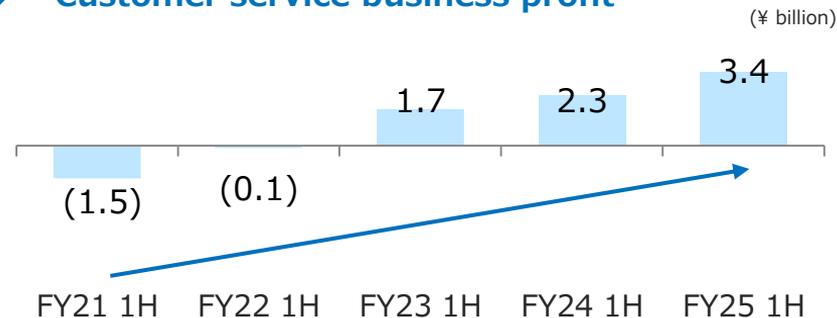
(¥ billion)

|  | FY24 1H     | FY25 1H | YoY   |
|--|-------------|---------|-------|
| Gross business profit                                  | 15.5        | 16.8    | 1.3   |
| Interest Income  | 16.3        | 19.5    | 3.2   |
| Fees and Commissions                                   | 3.6         | 3.2     | (0.4) |
| Other operating income                                 | (0.4)       | (0.6)   | (0.2) |
| Core gross business profit                             | 19.6        | 22.1    | 2.5   |
| JGBs and other bond transactions                       | (4.0)       | (5.2)   | (1.2) |
| Expenses   | 12.8        | 13.6    | 0.7   |
| General provision to loan loss reserve                 | (0.2)       | -       | 0.2   |
| Net business profit                                    | 2.9         | 3.2     | 0.2   |
| Core net business profit                               | 6.7         | 8.5     | 1.7   |
| (Excluding gains on cancellation of investment trusts) | 6.7         | 8.5     | 1.7   |
| Non-operating gains (losses)                           | 1.2         | 2.7     | 1.5   |
| Disposal of non-performing loans                       | 0.7         | 0.0     | (0.7) |
| Stock and other related income                         | 1.4         | 1.6     | 0.2   |
| Ordinary profits                                       | 4.1         | 5.9     | 1.8   |
| Extraordinary income (losses)                          | (0.0)       | 0.0     | 0.0   |
| Total corporate taxes, etc.                            | 1.0         | 1.5     | 0.4   |
| Net income   | 3.0         | 4.5     | 1.4   |
| Credit-related costs                                   | 0.4         | (0.0)   | (0.5) |
| <b>Consolidated</b>                                    |             |         |       |
|  | (¥ billion) |         |       |
| Consolidated ordinary profits                          | 4.3         | 6.0     | 1.6   |
| Profit attributable to shareholders of the parent      | 3.0         | 4.3     | 1.2   |

## Profit attributable to shareholders of the parent



## Customer service business profit\*



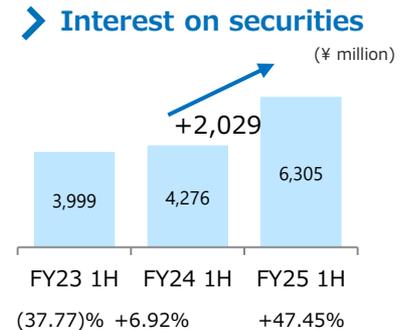
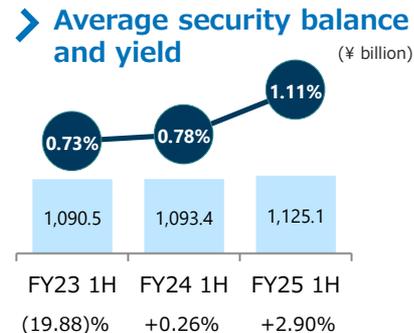
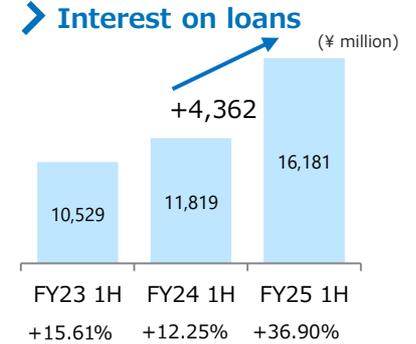
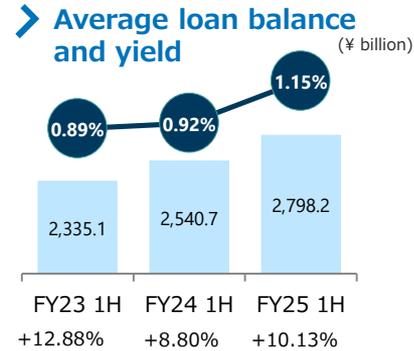
\* Customer service business profit

Average loan balance × Yield difference on loans and deposits + Fees and commissions – Operating expenses

# Interest Income

Both interest on loans and interest on securities remained firm.

| (¥ billion)   | FY24 1H | FY25 1H | YoY   |
|---|---------|---------|-------|
| Interest Income   | 16.3    | 19.5    | 3.2   |
| Net interest margin                                       | 11.2    | 12.5    | 1.3   |
| Interest on loans   | 11.8    | 16.1    | 4.3   |
| Domestic operations                                       | 11.1    | 15.5    | 4.4   |
| International operations                                  | 0.7     | 0.6     | (0.0) |
| Interest on deposits                                      | 0.5     | 3.6     | 3.0   |
| Domestic operations                                       | 0.5     | 3.5     | 3.0   |
| International operations                                  | 0.0     | 0.0     | (0.0) |
| Interest on securities                                    | 4.2     | 6.3     | 2.0   |
| (Excluding gains on cancellation of investment trusts)    | 4.2     | 6.3     | 2.0   |
| Bonds   | 1.1     | 2.4     | 1.2   |
| Domestic operations                                       | 1.1     | 2.0     | 0.8   |
| International operations                                  | 0.0     | 0.3     | 0.3   |
| Stock   | 0.8     | 1.3     | 0.5   |
| Distributions on investment trusts                        | 2.2     | 2.5     | 0.2   |
| Gains on cancellation of investment trusts (gain surplus) | 0.0     | 0.0     | 0.0   |
| Capital market investment and procurement                 | 0.8     | 0.6     | (0.2) |
| Domestic operations                                       | 15.5    | 18.5    | 2.9   |
| International operations                                  | 0.7     | 1.0     | 0.2   |



# Deposits, Loans

Both loan and deposit balances maintained an upward trend.

## Interim average balance

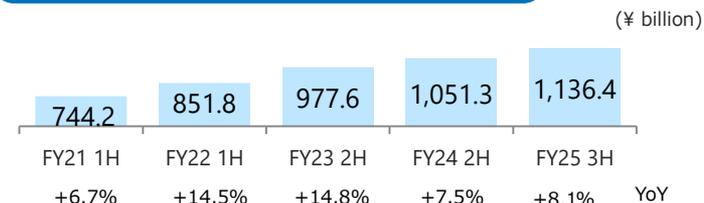
|  |  | FY24 1H     | FY25 1H | YoY (% change) |         |
|--|--|-------------|---------|----------------|---------|
|  |  | (¥ billion) |         |                |         |
| Loans  |  | 2,540.7     | 2,798.2 | +257.5 (       | +10.1%) |
| By area                                      | Yamanashi Pref.                                  | 1,104.0     | 1,161.0 | +57.0 (        | +5.1%)  |
|  | Outside Yamanashi Pref.                          | 1,246.9     | 1,417.9 | +171.0 (       | +13.7%) |
|  | Loan assets under the control of the head office | 189.7       | 219.2   | +29.5 (        | +15.5%) |
| By market                                    | General funds                                    | 1,770.2     | 1,945.2 | +175.0 (       | +9.8%)  |
|  | Non-commercial for individuals                   | 461.0       | 506.2   | +45.2 (        | +9.8%)  |
|  | Local government bodies                          | 309.4       | 346.7   | +37.3 (        | +12.0%) |
| Share of loans in Yamanashi Pref. (term-end) |  | 50.4%       | 51.6%   | +1.2           | -       |

## Interim average balance

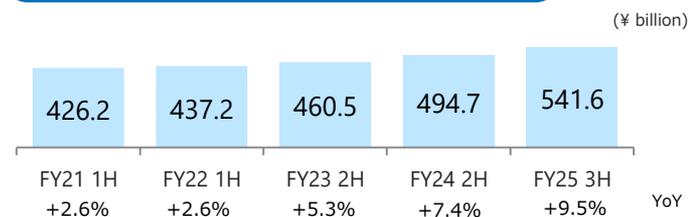
|   |                         | FY24 1H     | FY25 1H | YoY (% change) |         |
|---|-------------------------|-------------|---------|----------------|---------|
|   |                         | (¥ billion) |         |                |         |
| Deposits  |                         | 3,672.5     | 3,772.3 | +99.8 (        | +2.7%)  |
|   | Yamanashi Pref.         | 3,245.0     | 3,286.6 | +41.6 (        | +1.2%)  |
|   | Outside Yamanashi Pref. | 427.5       | 485.7   | +58.2 (        | +13.6%) |
| Share of deposits in Yamanashi Pref. (term-end) |                         | 51.3%       | 52.1%   | +0.8           | -       |

(Excluding Japan Post Bank)

## Balance of loans to SMEs (term-end)



## Housing loans (term-end)

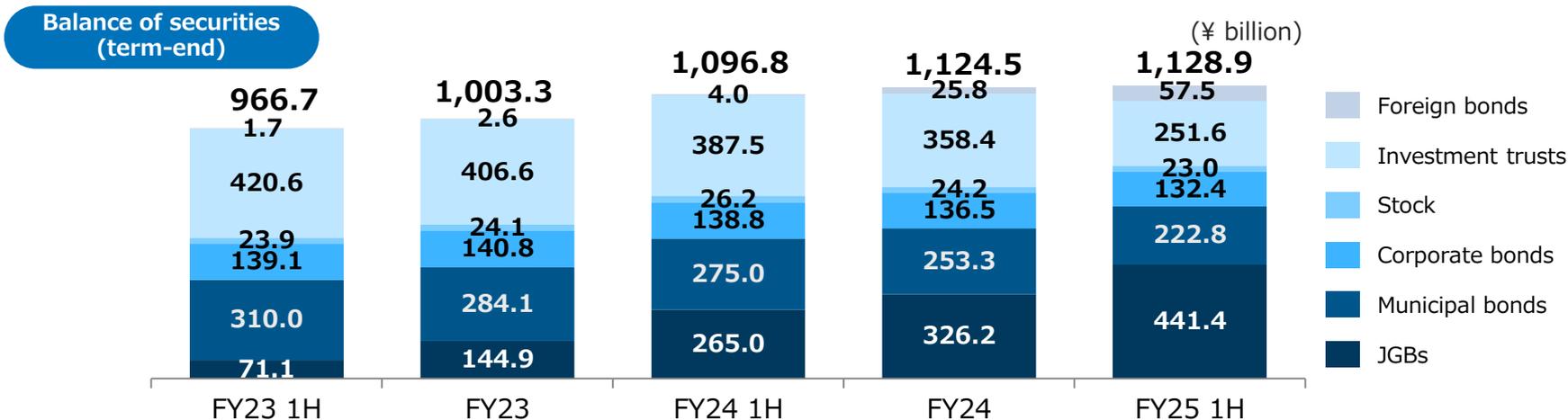


## Unsecured loans (term-end)



# Securities

Increased JGB holdings while controlling duration to secure and expand stable revenue.



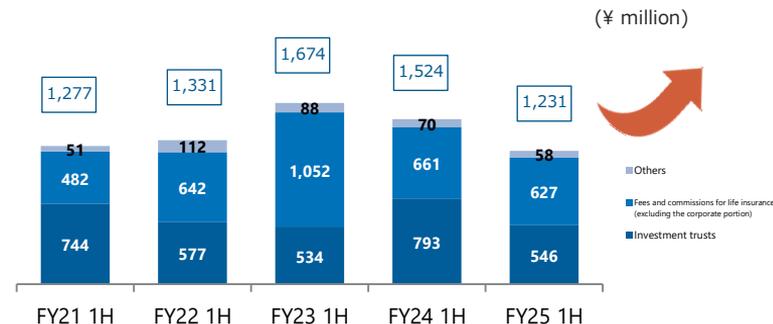
| Securities                            | FY23 1H | FY23 | FY24 1H | FY24  | FY25 1H |
|---------------------------------------|---------|------|---------|-------|---------|
|                                       | (0.9)   | 15.6 | 8.9     | (4.6) | 14.6    |
| After taking asset swaps into account | (0.9)   | 15.6 | 8.8     | (4.2) | 17.8    |
| Yen bond modified duration            | 5.9     | 5.9  | 5.3     | 5.4   | 5.2     |
| After taking asset swaps into account | 5.9     | 5.9  | 5.2     | 4.9   | 4.3     |

# Fees and Commissions

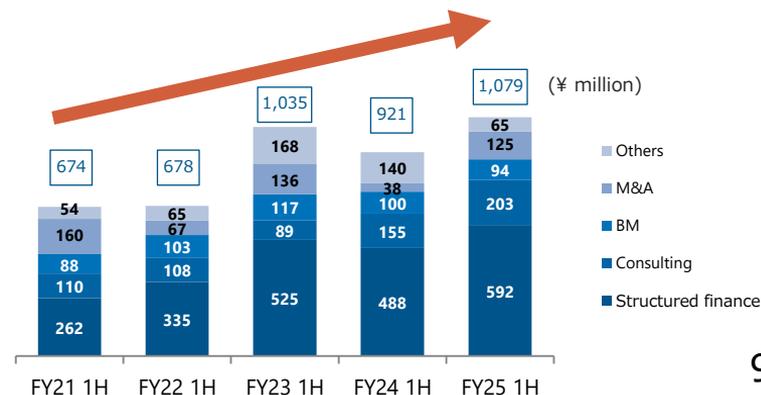
Revenue from financial instrument-related fees and commissions decreased due to risk-off sentiment and changes to the sales structure. Fees and commissions income from corporations increased.

| (¥ million)   | FY24 1H | FY25 1H | YoY   |
|---|---------|---------|-------|
| Fees and Commissions  | 3,681   | 3,249   | (432) |
| Fees and commissions  | 5,195   | 5,135   | (60)  |
| Fees and commissions expenses   | 1,513   | 1,885   | 372   |
| <Main breakdown>  |         |         |       |
| Fees and commissions income from financial products (excluding insurance for corporate customers) | 1,524   | 1,231   | (293) |
| Fees and commissions for life insurance (excluding the corporate portion)                         | 661     | 627     | (34)  |
| Fees and commissions for investment trusts  | 793     | 546     | (247) |
| Brokerage fees and commissions for financial products   | 59      | 42      | (17)  |
| Fees and commissions for public bonds   | 9       | 16      | 7     |
| Fees and commissions income from corporations   | 921     | 1,079   | 158   |
| Fees and commissions for structured finance   | 488     | 592     | 104   |
| Fees and commissions for consulting   | 155     | 203     | 48    |
| Fees and commissions for M&A  | 38      | 125     | 87    |
| Fees and commissions for business matching  | 100     | 94      | (6)   |
| Fees and commissions received related to foreign exchange (domestic)                              | 732     | 753     | 21    |
| Loan payment premiums and guarantees  | 1,147   | 1,330   | 183   |

Change in revenue from financial instrument-related fees and commissions



Change in revenue from fees and commissions income from corporations



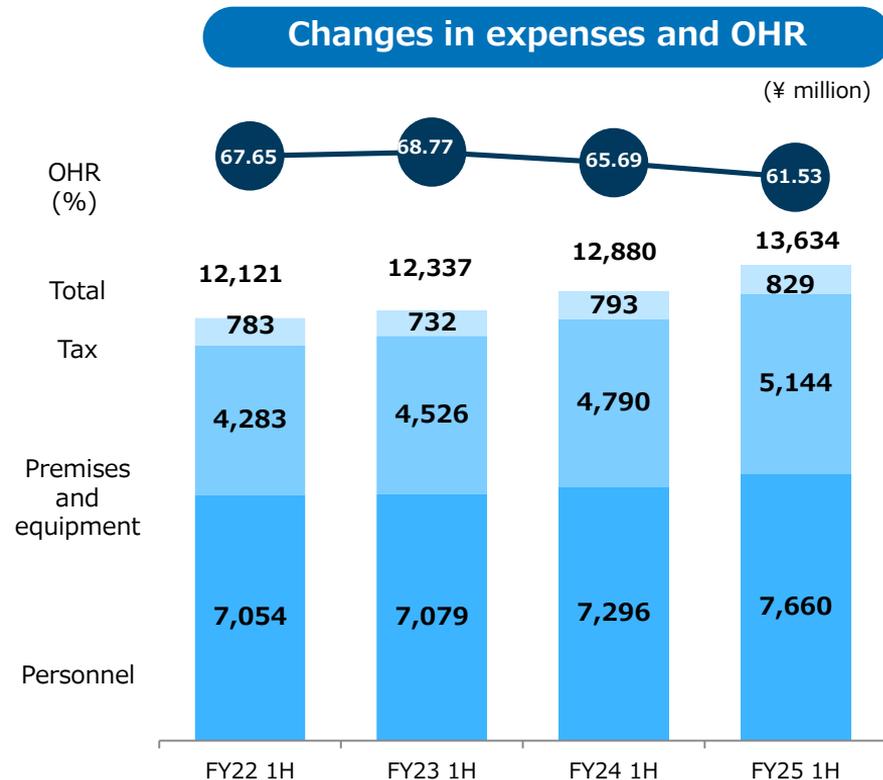
# Expenses/OHR (Operating Expenses/Core Gross Business Profit)

## Accelerate management reform through aggressive strategic investments

| Expenses (¥ billion)   | FY24 1H       | FY25 1H       | YoY            |
|------------------------|---------------|---------------|----------------|
| Expenses               | 12.8          | 13.6          | 0.7            |
| Personnel              | 7.2           | 7.6           | 0.3            |
| Premises and equipment | 4.7           | 5.1           | 0.3            |
| Tax                    | 0.7           | 0.8           | 0.0            |
| <b>OHR</b>             | <b>65.69%</b> | <b>61.53%</b> | <b>(4.16)P</b> |

### Main factors behind changes in expenses

|                        | (¥ billion) | FY25 1H             |
|------------------------|-------------|---------------------|
| Personnel              | 0.3         | Wage increases +0.3 |
| Premises and equipment | 0.3         | IT investments +0.3 |
| Tax                    | 0.0         | -                   |



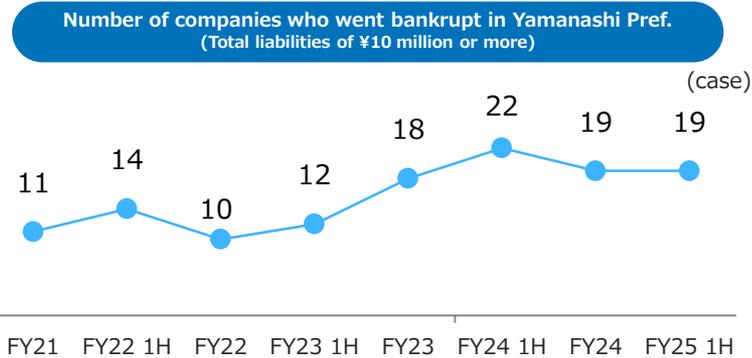
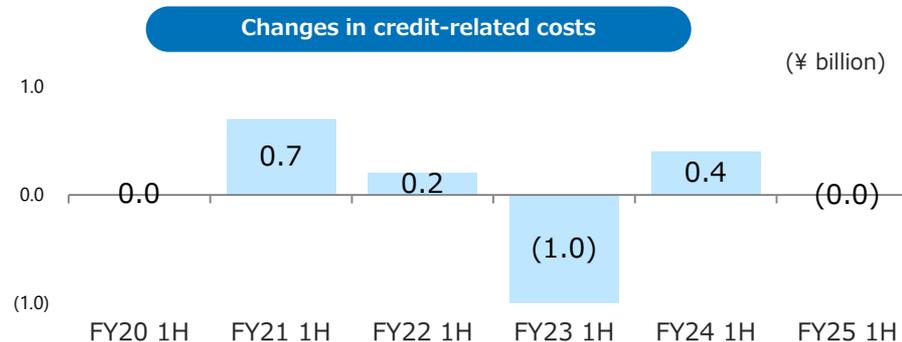
# Credit-Related Costs

Keep credit-related costs at a certain level by strengthening risk management.

| (¥ billion)   | FY24 1H | FY25 1H  | YoY      |
|---|---------|----------|----------|
| Credit-Related Costs  | 0.4     | (0.0)    | (0.5)    |
| Net provision to general loan loss reserve                      | (0.2)   | (0.1)    | 0.1      |
| Disposal of non-performing loans (non-operating gains (losses)) | 0.7     | 0.0      | (0.7)    |
| Net provision to specific loan loss reserve                     | 0.6     | 0.0      | (0.6)    |
| Provision to reserve for contingent losses                      | 0.0     | 0.0      | (0.0)    |
| Loans written off and losses on sale of claims                  | 0.0     | 0.0      | (0.0)    |
| Recoveries from written-off claims                              | 0.0     | 0.0      | (0.0)    |
| Credit cost ratio   | 3.42bp  | (0.61)bp | (4.03)bp |

(Note)

Reversal of allowance for loan losses is divided into net provision to general loan loss reserve and provision to specific loan loss reserve.



# Earnings Forecasts for FY25

Both consolidated ordinary profit and net income attributable to shareholders of the parent are projected to exceed those of the previous year.

## Non-consolidated

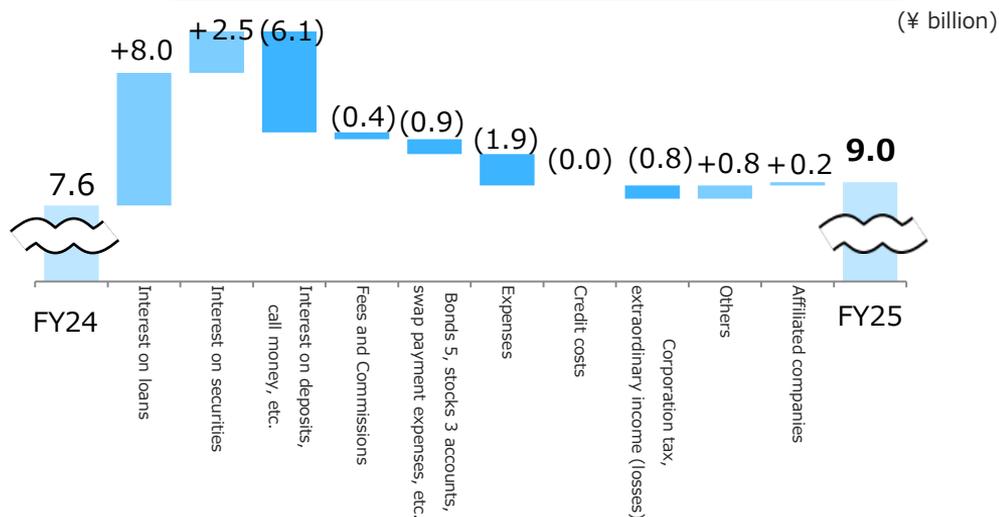
| (¥ billion)   | FY24  | FY25 (Plan) | YoY   |
|---|-------|-------------|-------|
| Gross business profit   | 31.9  | 36.5        | 4.6   |
| Interest Income   | 33.9  | 39.2        | 5.3   |
| Interest on loans   | 25.1  | 33.1        | 8.0   |
| Interest on securities  | 9.7   | 12.3        | 2.5   |
| Fees and Commissions  | 7.2   | 6.7         | (0.4) |
| Other operating income  | (0.8) | (1.5)       | (0.7) |
| Core gross business profit  | 40.4  | 44.4        | 4.0   |
| JGBs and other bond transactions  | (8.4) | (7.9)       | 0.5   |
| Expenses  | 25.8  | 27.8        | 1.9   |
| General provision to loan loss reserve  | 0.0   | 0.0         | (0.0) |
| Net business profit   | 5.9   | 8.6         | 2.6   |
| Core net business profit  | 14.5  | 16.6        | 2.0   |
| Core net business profit (excluding gains on cancellation of investment trusts) | 14.5  | 16.6        | 2.0   |
| Non-operating gains (losses)  | 3.8   | 3.6         | (0.1) |
| Disposal of non-performing loans  | 1.4   | 1.3         | (0.0) |
| Stock and other related income  | 4.7   | 4.0         | (0.7) |
| Ordinary profits  | 9.7   | 12.2        | 2.4   |
| Net income  | 7.1   | 8.8         | 1.6   |

## Consolidated

| (¥ billion)                                       | FY24 | FY25 (Plan) | YoY |
|---|------|-------------|-----|
| Consolidated ordinary profits                     | 10.6 | 12.9        | 2.2 |
| Profit attributable to shareholders of the parent | 7.6  | 9.0         | 1.3 |

- While other operating income is expected to decline and expenses are projected to increase, net income is projected to exceed the previous year's level due to higher interest income.

## Factors contributing to the change in profit attributable to shareholders of the parent



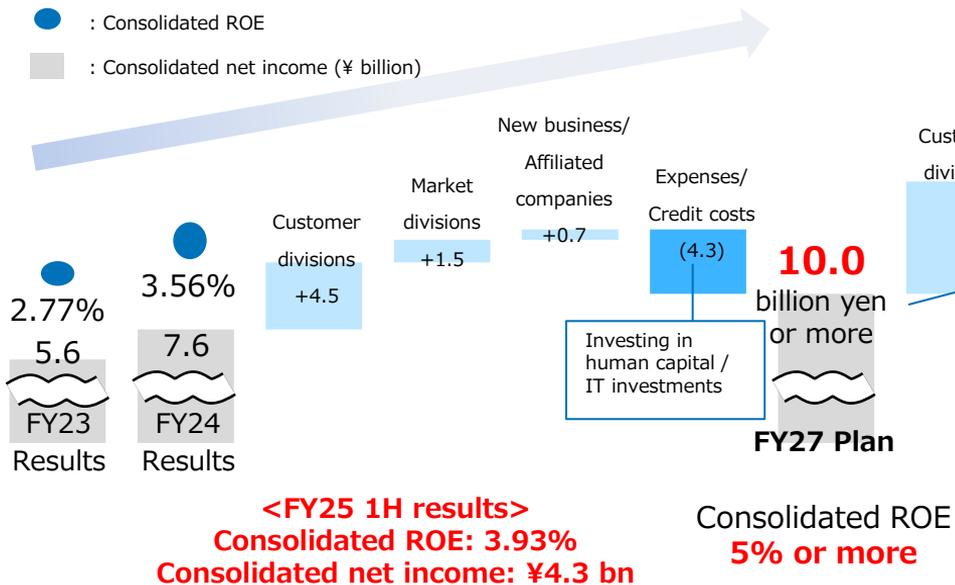
# Increasing Corporate Value



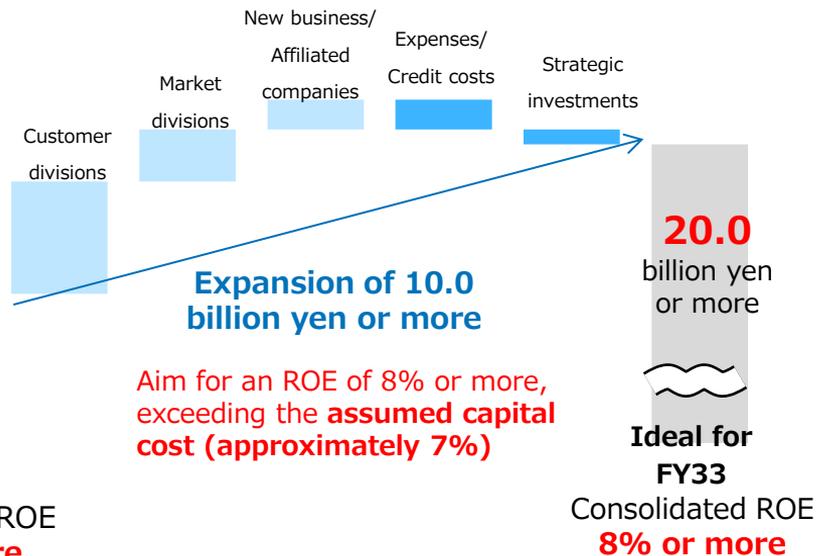
## Capital-cost conscious management initiatives

- Increase revenue through information sharing between Yamanashi and Tokyo
- Work to enhance earnings and promote new business development among Group companies
- Promote DX investment and human capital investment

### 1st Stage



### 2nd Stage onward



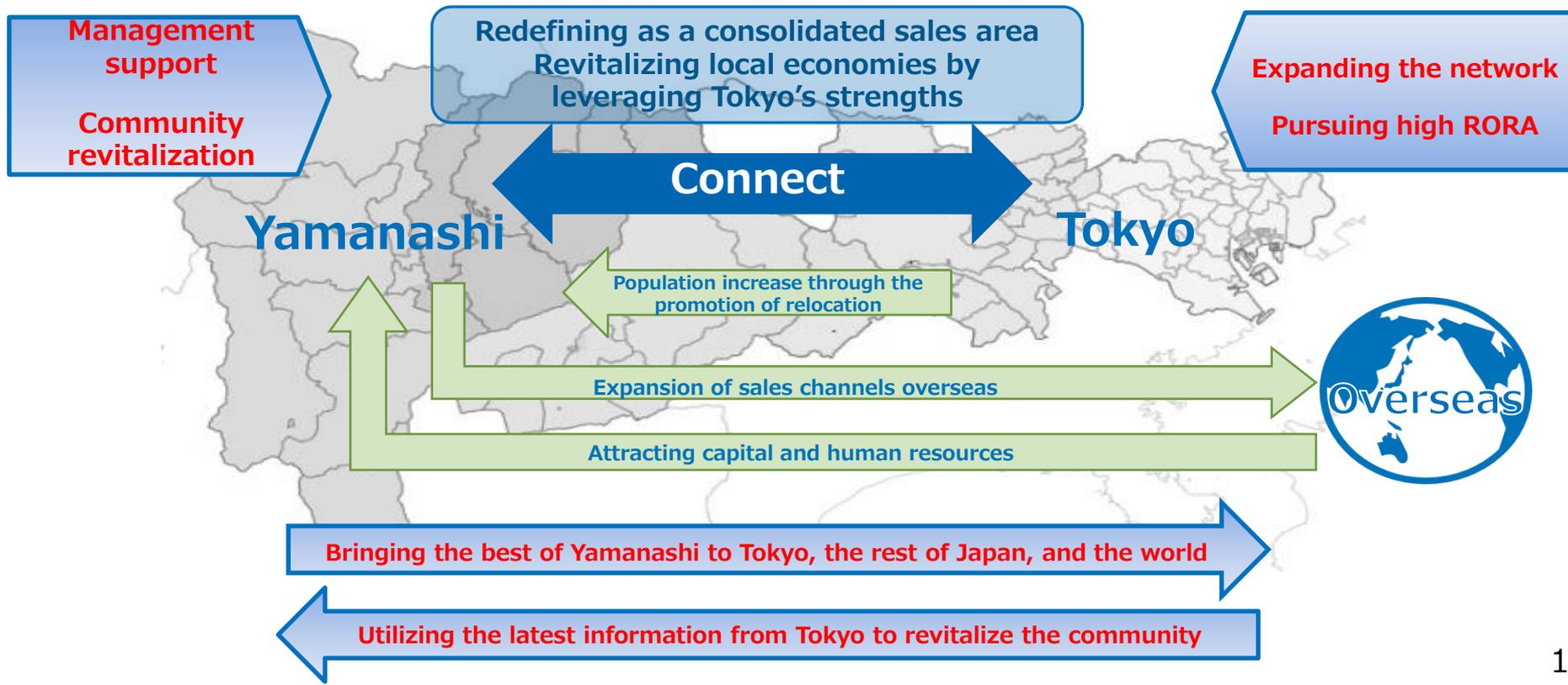
**Achieve early**

**Achieve early**

# Yamanashi Chuo Bank Group's Business Model

Vision for growth that effectively uses Yamanashi and Tokyo, as well as overseas networks.

## “Open up a bright future from Yamanashi”



# Initiatives to Improve Corporate Value

## Logic Tree to Increase Corporate Value

### Specific Measures to Improve PBR

Improving Corporate Value (PBR)

ROE improvement

PER improvement

**RORA improvement**  
 $\frac{\text{Net income}}{\text{Risk-weighted assets}}$

**Financial leverage optimization**  
 $\frac{\text{Risk-weighted assets}}{\text{Shareholders' equity}}$

**Non-financial strategy (Reduction of shareholders' equity)**

×

**1. Growth Strategy**  
[Basic Strategy of the Medium-Term Management Plan]  
**Pages 17 to 33**

**2. Fundamental Strategy**  
[Basic Strategy of the Medium-Term Management Plan]  
**Pages 34 to 38**

**3. Capital Strategy**  
**Pages 39 to 42**

**4. Human Resource Strategy**  
[Basic Strategy of the Medium-Term Management Plan]  
**P43**

**5. Increase in Expected Growth Rate**  
**Pages 44 to 47**

- (1) Increasing interest on loans
- (2) RORA of loans by category
- (3) Strengthening risk management in line with loan growth
- (4) Impact of rising interest rates
- (5) Efforts to attract deposits
- (6) Strengthening market operations
- (7) Support for corporate resilience and strengthening consulting support
- (8) Enhancing individual lifetime transactions
- (9) Maximizing information utilization between Yamanashi and Tokyo
- (10) Strengthening the wealth business
- (11) Strengthening initiatives for second-tier and SME companies in Tokyo based on a clear strategic domain
- (12) Strengthening support for IT-related, venture, and startup companies
- (13) Strengthening group companies and business development in order to secure new revenue sources
- (14) Mount Fuji-Alps Alliance

- (1) Building a hybrid sales structure tailored to customer needs
- (2) Strengthening real channels
- (3) Strengthening non-face-to-face and digital channels
- (4) Developing a personal loan operating structure
- (5) Streamlining head office and branch operations

- (1) Reducing strategic shareholdings
- (2) Capital allocation
- (3) Shareholder return policy
- (4) Launching a shareholder benefit program

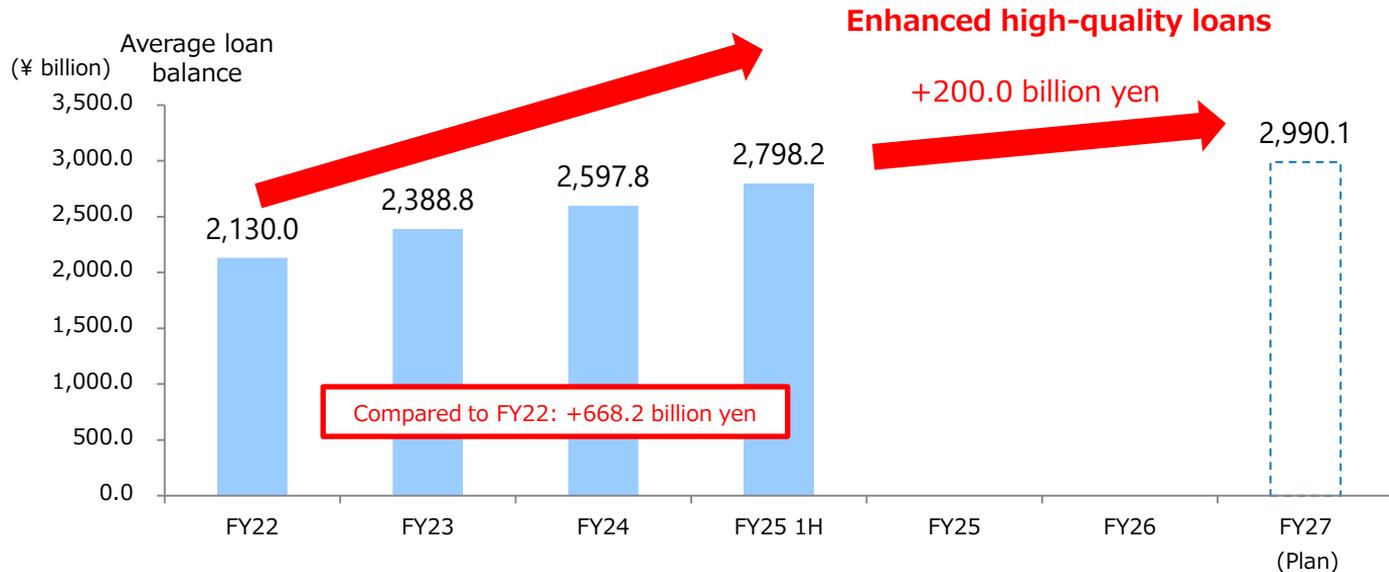
- (1) Initiatives for corporate culture reform

- (1) Yamanashi Chuo Bank Group's business foundation
- (2) Revitalization of the local economy through the opening of the Shinkansen Maglev Train
- (3) Enhancement of dialogue with shareholders, institutional investors, and other relevant parties
- (4) Addressing natural capital and biodiversity

# 1. Growth Strategy ((1) Increasing Interest on Loans)

## Top-line growth through increases in interest on loans drives growth

- Transformation into an organization focused on increasing profitability by balancing profit, risk-taking, and regulatory capital
- Reconstruction of the loan portfolio by increasing high-quality loans with RORA in mind
- Use of the capital profitability indicator “RORA” as a standard for loan interest rate judgment and decision-making

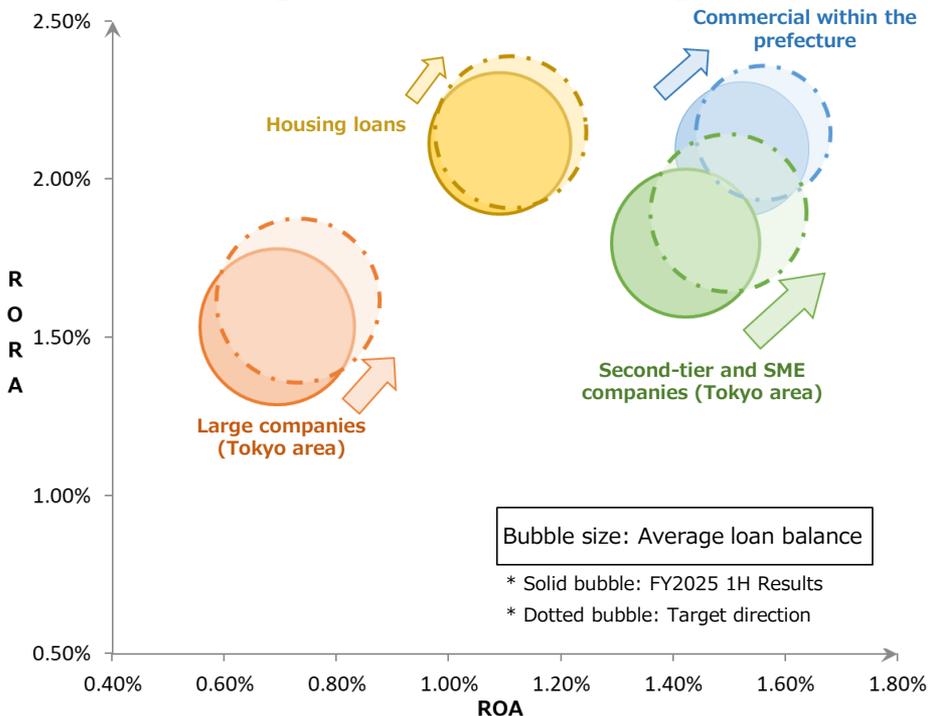


# 1. Growth Strategy ((2) RORA of Loans by Category)

## Initiatives to improve the RORA of loans for enhanced profitability

- **Establish a loan and service revenue base** through the Yamanashi Resilience and New Tokyo Strategies
- Accumulate **high-quality loans with RORA in mind**

### [RORA by category]



- Commercial within the prefecture  
**Strengthening consulting support to enhance corporate resilience**  
Strengthening fee-based business through consulting support
- Second-tier and SME companies (Tokyo area)  
**Expanding transactions for second-tier and SME companies** based on clear strategic domains (real estate, manufacturing, and medical care)  
**Building relationships and strengthening transactions with high-wealth individuals**  
**Strengthening support for startup companies**
- Large companies (Tokyo area)  
Impact of rising interest rates and improvement in RORA through the reduction of risk-weighted assets
- Housing loans  
Acceleration of project reviews through the introduction of a new system  
Acquisition of high-quality projects focused on Life Square

# 1. Growth Strategy ((3) Strengthening Risk Management in Line with Loan Growth)

## Strengthening of risk management in line with loan growth

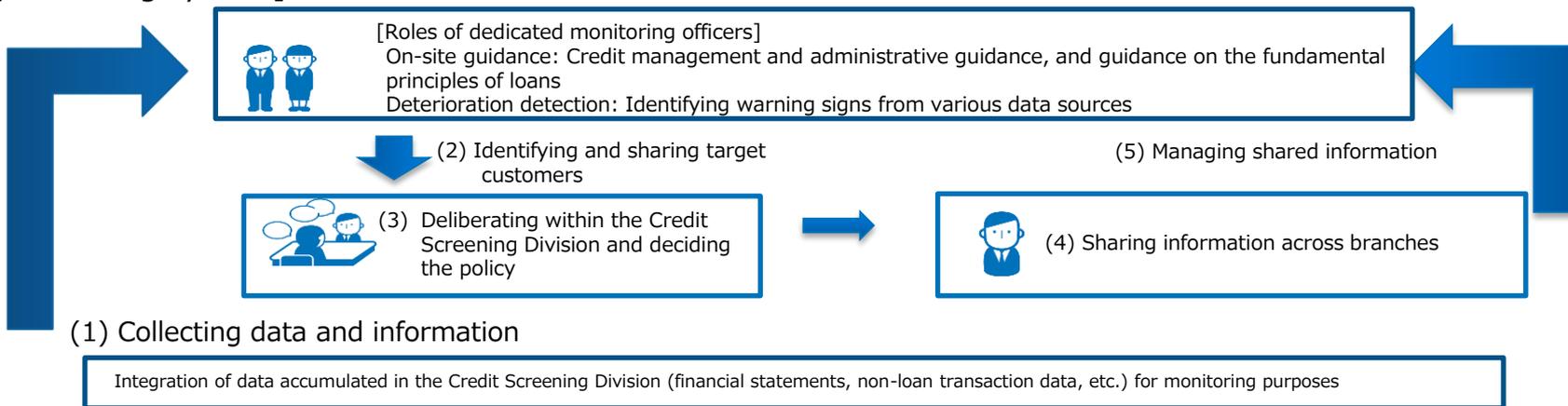
- For business loans, **new credit customers** (proper) **need to be approved by the head office in order to strengthen the review function**
- To detect early signs of deterioration in loan customers' performance, **a dedicated monitoring officer** will be assigned to the Credit Screening Division **to strengthen the monitoring** of performance trends and transaction status.

### • Utilizing the Real Estate Market Council

To strengthen the management of loans to the real estate market, regular department head-level meetings, including managing directors from the promotion and administration divisions, are held to share information on real estate market conditions and to formulate category-specific loan policies for real estate.

Branches can also view such information in real time, enabling the sharing of information and initiative policies.

### [Monitoring system]



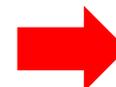
# 1. Growth Strategy ((4) Impact of Rising Interest Rates)

## Positive impact of rising interest rates on the top line

- Interest on loans is expected to increase more than interest on deposits, **so higher interest rates will have a positive impact on the top line.**
- Loans with variable interest rates: 52.1%; fixed interest rates loans within 3 years: 31.6%

### Increase in interest income

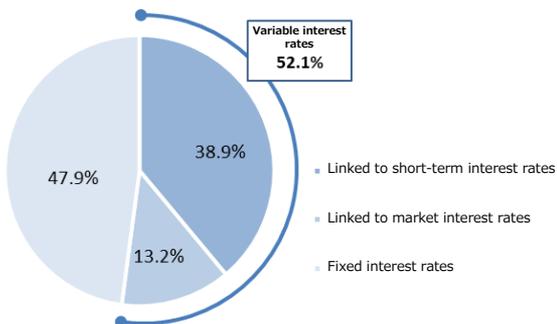
|  | FY2025          | FY2026          | FY2027          |
|--|-----------------|-----------------|-----------------|
| (1) Increase in interest on loans  | 0.2 billion yen | 5.3 billion yen | 9.1 billion yen |
| (2) Increase in interest on deposits   | 0.2 billion yen | 4.4 billion yen | 7.1 billion yen |
| (3) Increase in interest on BOJ current account deposits (after deducting borrowings from BOJ) | 0.1 billion yen | 0.3 billion yen | 0.1 billion yen |
| (4) Increase in interest income ((1) - (2) + (3))  | 0.1 billion yen | 1.2 billion yen | 2.1 billion yen |



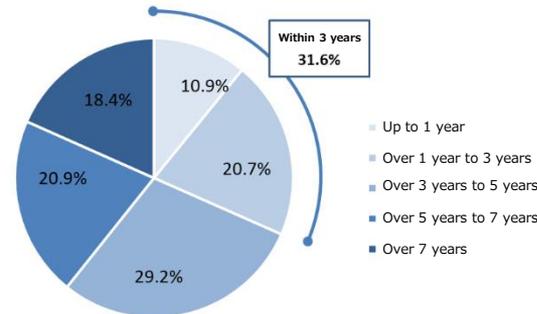
**Total increase over 3 years**  
**Approx. 3.4 billion yen**

Assumption: Estimated increase in interest income if the policy rate rises by 50 basis points (25 basis points in January 2026 and another 25 basis points in September 2026).  
 The balance reflects the planned figure in the Medium-term Management Plan.

### Composition by base rate



### Fixed interest rate breakdown

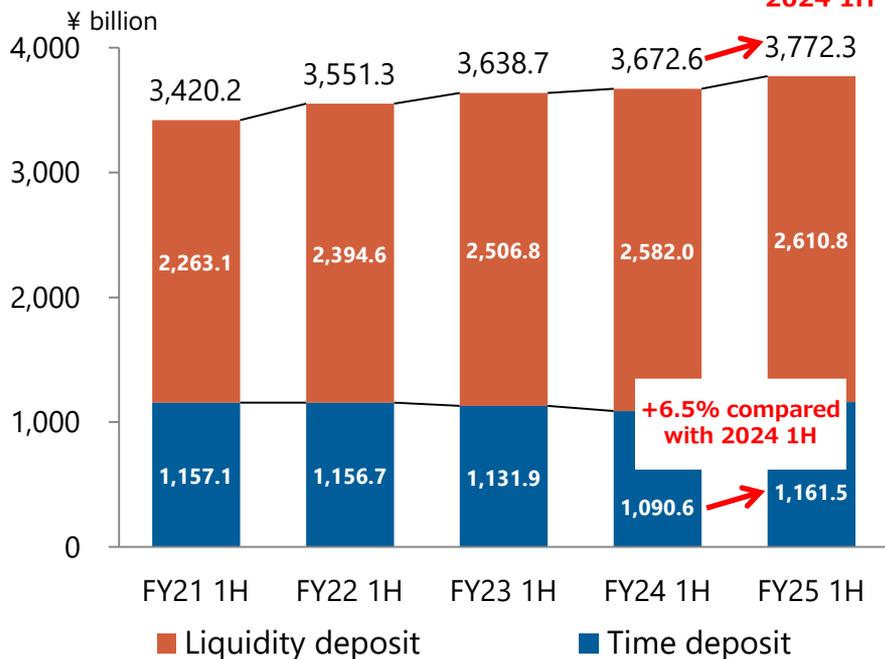


# 1. Growth Strategy ((5) Efforts to Attract Deposits)

## Expansion of the product lineup to attract highly sticky deposits

- **Multi-callable time deposit** and **App-exclusive time deposit “Pretty”** have been introduced.
- Expanding our product lineup has **increased time deposit balances**.

<Trend in average deposit balance:  
Liquidity and time deposits>



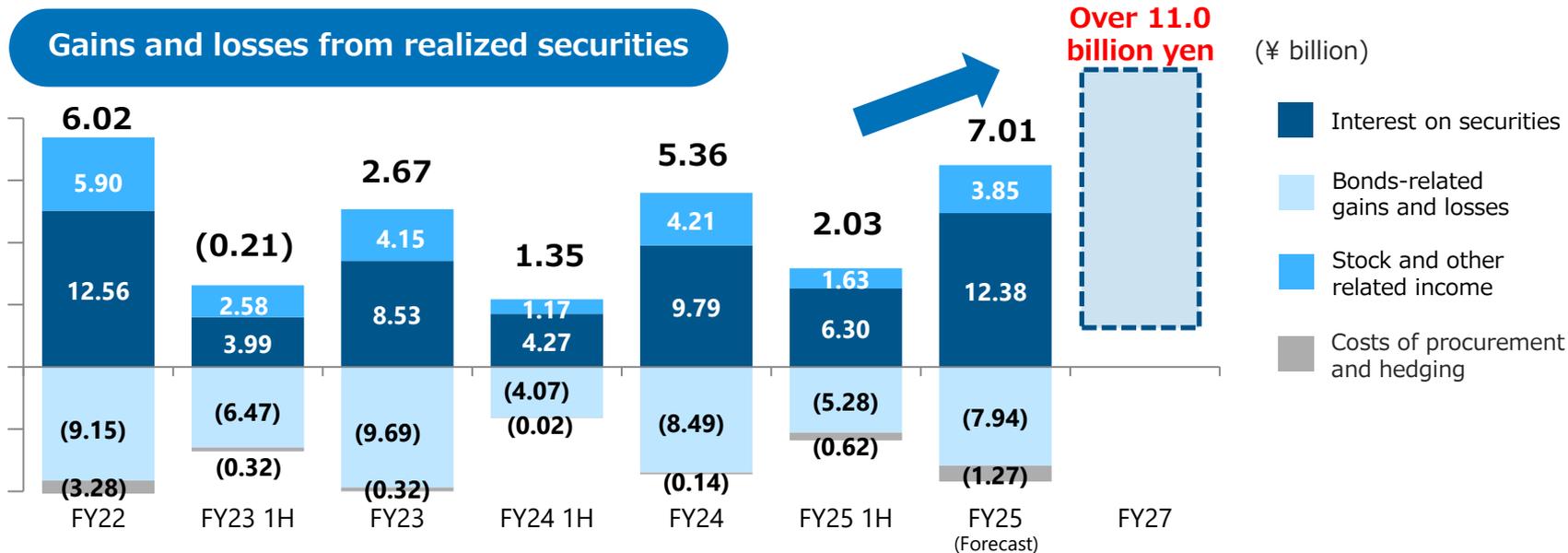
<Newly introduced and revised products in 2025 1H>

| Category         | Time      | Product  |
|------------------|-----------|--|
| New introduction | Mar. 2025 | Multi-callable time deposit                      |
| New introduction | Jun. 2025 | App-exclusive time deposit “Pretty”              |
| Revision         | Apr. 2025 | “Kagayaki” Yamanashi Chugin pension time deposit |
| Service resumed  | Jul. 2025 | “Mugendai” education savings time deposit        |

# 1. Growth Strategy ((6) Strengthening Market Operations)

## Enhancement of portfolio management to achieve KPIs

- ▶ Enhance portfolio management to achieve the KPI of over 11.0 billion yen in securities gains in FY2027.
- ▶ Set a basic portfolio as a guideline for medium- to long-term (approximately 3 to 5 years) portfolio composition, and enhance fundamental earning power by increasing interest income (yield) from securities.
- ▶ Utilize Yamanashi Mirai Investment’s investment advice and control allocation according to market conditions to improve appraisal gains (losses) on securities, bonds, stocks, and other related income.



\* Stock and other related income above includes gains and losses on investments in limited partnerships and money trusts.

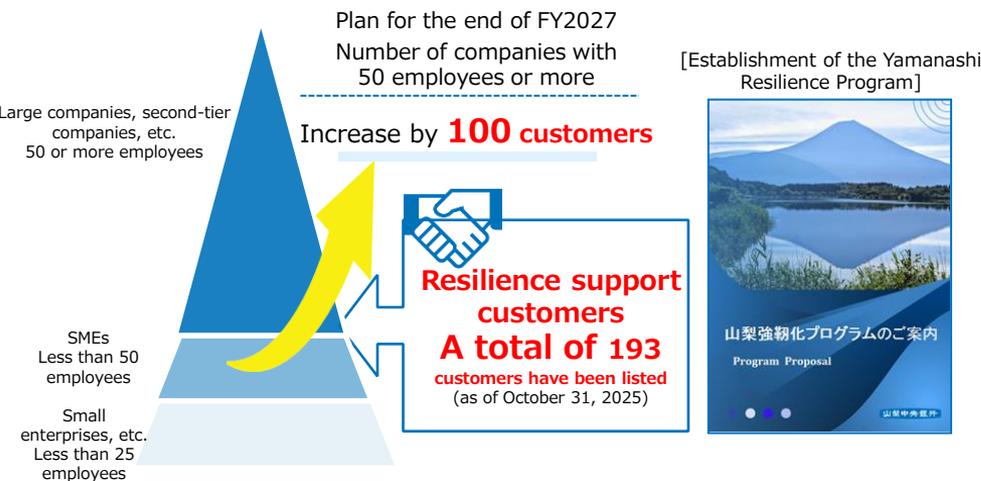
Supporting customers in increasing their corporate value to increase the number of strong second-tier and SME companies

- A total of 193 companies that share the Bank’s medium- to long-term growth vision and work with us to implement various initiatives have been designated as “Resilience Support Clients.”
- In collaboration with Resilience Support Clients, we formulated a corporate growth vision titled “Value Creation Sheet.”

(1) List of Resilience Support Clients

(2) Development of the “Value Creation Sheet”

Share the growth vision



# 1. Growth Strategy ((7) Support for Corporate Resilience and Strengthening Consulting Support)

## Supporting customers in increasing their corporate value to increase the number of strong second-tier and SME companies

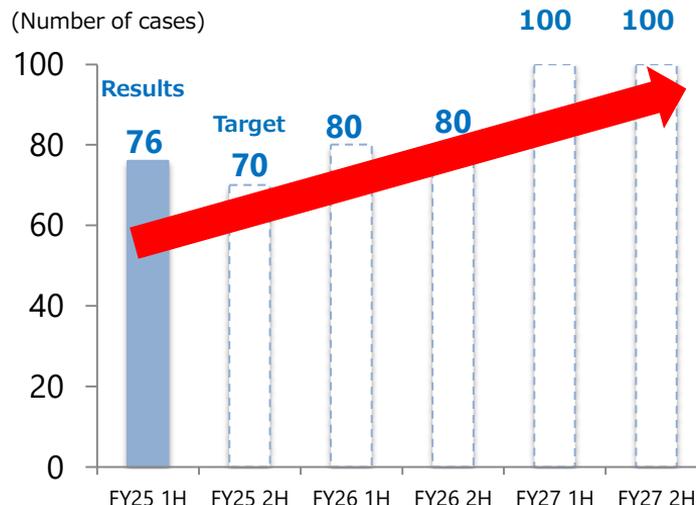
- Aim to enhance our customers' corporate value by providing specialized growth support tailored to the diverse management challenges faced by our resilience support customers.
- Consulting support in the first half of FY2025 exceeded the target of 70 cases, **reaching 76 cases**.

### (3) Execution support

## Corporate resilience and strengthening consulting support offerings



### Number of consulting support cases (contracts)



- Targeting a cumulative total of 500 consulting support cases over three years
- Of the 76 consulting support cases in the first half of FY2025, ICT consulting accounted for the largest share (19 cases)

# 1. Growth Strategy ((8) Enhancing Individual Lifetime Transactions)

## Launch of the new service “LIFE PLAN with”

- We launched a service that offers ongoing support, closely addressing individual customers’ various future concerns to help them realize their life plans.
- **The flagship store, “with station,”** as the hub for delivering this service to customers

一緒につくる、お金の安心、あなたの未来。

LIFE PLAN with



## Launch of the “with” brand

with mind

We listen **closely** to you like family, think objectively as **financial professionals**, and provide hands-on **life planning support** and **advice to help you realize your dreams** as your partner.

We **will think alongside you and provide advice**, not just for the moment you consult us, but to help make your plans a reality.



(キャッシュフローの推移試算)

| 経過年数      | 今年   | 1年  | 2年  | 3年  | 4年  |     |
|-----------|------|-----|-----|-----|-----|-----|
| 世帯主       | 30歳  | 31歳 | 32歳 | 33歳 | 34歳 |     |
| 配偶者       | 27歳  | 28歳 | 29歳 | 30歳 | 31歳 |     |
| 子ども1      | 3歳   | 4歳  | 5歳  | 6歳  | 7歳  |     |
| 子ども2      | 1歳   | 2歳  | 3歳  | 4歳  | 5歳  |     |
| ライフイベント   |      | 1子幼 |     | 2子幼 | 1子小 |     |
| 収入        |      |     |     |     |     |     |
| 手取収入(世帯主) | 0.8% | 500 | 504 | 508 | 512 | 516 |
| 手取収入(配偶者) | 0.8% | 300 | 302 | 305 | 307 | 310 |
| 退職金       | —    |     |     |     |     |     |
| 老齢年金(世帯主) | —    |     |     |     |     |     |
| 老齢年金(配偶者) | —    |     |     |     |     |     |
| 積立金       | —    |     |     |     |     |     |
| 贈与        | —    |     |     |     |     |     |
| その他収入     | —    |     |     |     |     |     |
| 合計        | —    | 800 | 806 | 813 | 819 | 826 |
| 生活費       | 1%   | 360 | 364 | 367 | 371 | 375 |



(with station: flagship branch)

# 1. Growth Strategy ((9) Maximizing Information Utilization between Yamanashi and Tokyo)

## **Yamanashi-Tokyo Connect** to address customer and regional challenges

- Branches work to understand customer needs, while **information coordinators proactively gather information** by visiting all branches
- We raise awareness of information use among staff while sharing success stories to accelerate the Yamanashi-Tokyo Connect initiative.

Items common to Yamanashi and Tokyo

Amount of investment in Yamanashi through information sharing between Yamanashi and Tokyo: **30.0 billion yen (total)**



First half of FY2025 target: **5.0 billion yen**; Actual: **8.6 billion yen (achievement rate: 173%)**

Number of transactions and collaborations with regional impact wealth, etc.\*: **500 cases (total)**

\* Regional impact wealth, etc.: Wealthy customers or companies capable of significantly influencing regional communities



First half of FY2025 target: **75 cases**; Actual: **146 cases (achievement rate: 194%)**

# 1. Growth Strategy ((10) Strengthening the Wealth Business)

## Providing new added value to attract investment to Yamanashi

- Aim for a **mutually beneficial business model with Yamanashi** by **leveraging our high-wealth individuals community**

Utilize Yamanashi-Tokyo Connect to promote investment and business expansion in Yamanashi Prefecture.

Main collaboration examples:

- We connected local hotels with Tokyo-based companies to help local businesses enhance their value by creating new business models.



- We attracted sponsors for sports events in the prefecture.



## Housing loans for high-wealth individuals

To meet diverse needs related to regional impact wealth, etc. (\*), we began offering housing loans of up to 0.5 billion yen on April 17, 2025.

\* Wealthy customers or companies capable of significantly influencing regional communities

<Product overview>

| Item         | Description   |
|--------------|---|
| Loan amount  | Up to <b>0.5 billion yen</b>                              |
| Loan term    | Up to <b>40 years</b>                                     |
| Loan purpose | Funds for purchasing a condominium as a primary residence |

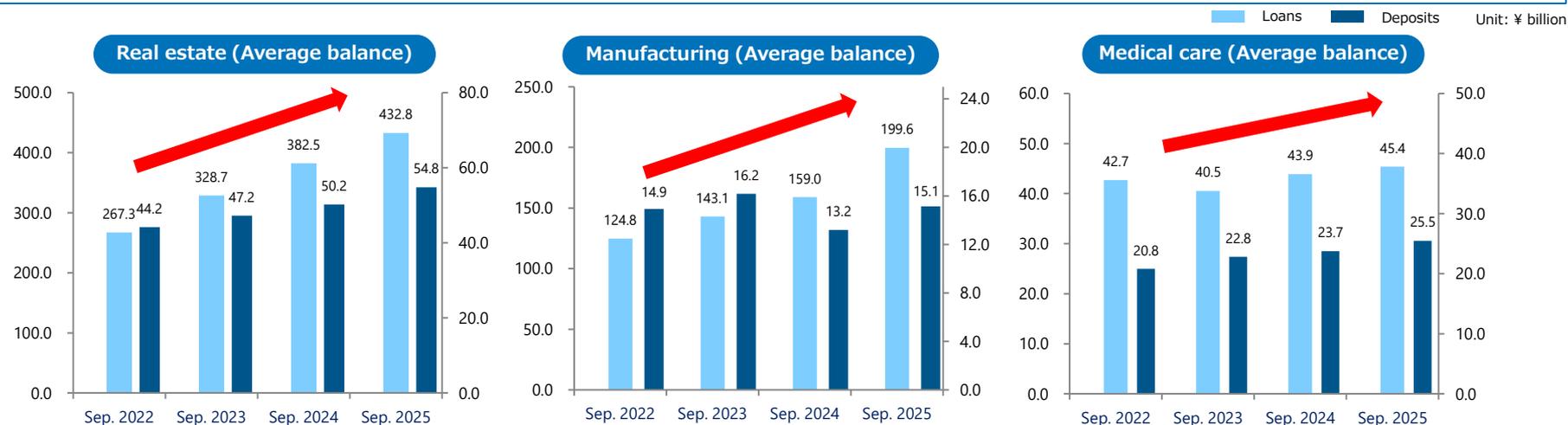
<Results from the start of service through October 31, 2025>

Number of accepted applications: **15**      Execution amount: **1,629 million yen**

# 1. Growth Strategy ((11) Strengthening Initiatives for Second-Tier and SME Companies in Tokyo Based on a Clear Strategic Domain)

## Further strengthening transactions for second-tier and SME companies in Tokyo

- Strengthen initiatives for clearly defined target customers, with a focus on **real estate, manufacturing, and medical care**
- For key industries, while closely monitoring industry trends and sharing the challenges faced by each company, **comprehensively expand transactions** by proposing and supporting **solutions across both financial and non-financial areas**. Both deposits and loans increased steadily.



- Expanding transactions by maximizing existing customer networks (e.g., through referrals)
- Utilizing **the Real Estate Market Council** to formulate response policies for each category (held in Aug. 2025)

- Promoting initiatives to customers with factories (sales offices) in Yamanashi Prefecture and headquarters in Tokyo
- Collaborating with manufacturing-related organizations to share information**

- Forming the Tokyo Medical Care Promotion Task Force**
- Holding information exchange meetings for alliance medical staff in Tokyo
- Deploying medical corporation succession models**

### Supporting companies that will drive the future of the regional economy

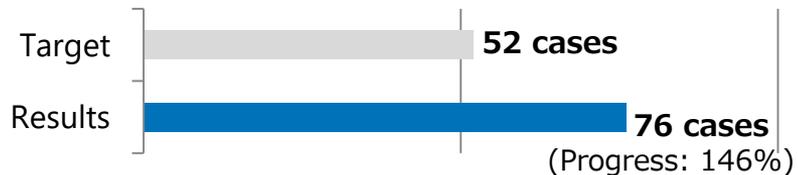
- **The Startup Coordination Office** within the Tokyo Strategy Head Office manages equity investments, venture debt, and other investment and loan activities.
- Participate in startup events and other initiatives **to discover new companies**

### Social impact indicators (KPIs)

Number of venture and startup-related support cases

**500 cases/three years (total)**

Number of startup-related support cases during FY25 1H



Participation in a startup event



### Investment and loan recipients

Investment in VC funds: **4**  
(**28 portfolio companies of LP funds**)  
**Venture debt/Startup loan: 2 cases**

### Business matching

Referral: 46 cases (**12 successful deals**)  
**Total number of support: 76 cases**  
(28 portfolio companies of funds + 2 startup loans  
+ 46 business matchings)

### Appendix

Number of event appearances: 5  
(Events in Kofu City, VC event presentations, etc.)

# Specific Measures to Improve PBR

## 1. Growth Strategy ((13) Strengthening Group Companies and Business Development to Secure New Revenue Sources)

Three business initiatives **Yamanashi Region Design Co., Ltd.**, a regional general trading company committed to solving local problems

- **Tourism value-creation business**: Provides packaged **financial education**, including seminars and game-based learning, to students and companies in the prefecture **for a fee**
- **Decarbonization-related business**: Initiated PPA-based solar power generation equipment installations and support for creating and selling forest-derived J-Credits
- **Advertisement and marketing business**: Provides **promotional video creation, social media management and consulting, and new product branding support** for local businesses

With a view to future commercialization at Yamanashi Regional Design Co., Ltd., the Bank has launched a proof-of-concept experiment for its **event closing video business**.

### Service details

- A service that helps individuals convey their messages to family by organizing them during life and transforming them into a commemorative video after passing

Counseling



Filming and editing



Provided to the family



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Yamanashi Future Creation Office, Regional Revitalization Promotion Division



やまなし地域デザイン株式会社

After conducting a proof-of-concept experiment within the bank, we will proceed with commercialization.

Yamanashi Region Design offers a **financial education game** designed to be enjoyed by a wide range of participants, from elementary school students to working adults.

### Initiative details

- Using original board games to foster awareness of financial asset building and to learn how to use money wisely in pursuit of personal happiness.
- It is conducted as part of events and corporate training programs.

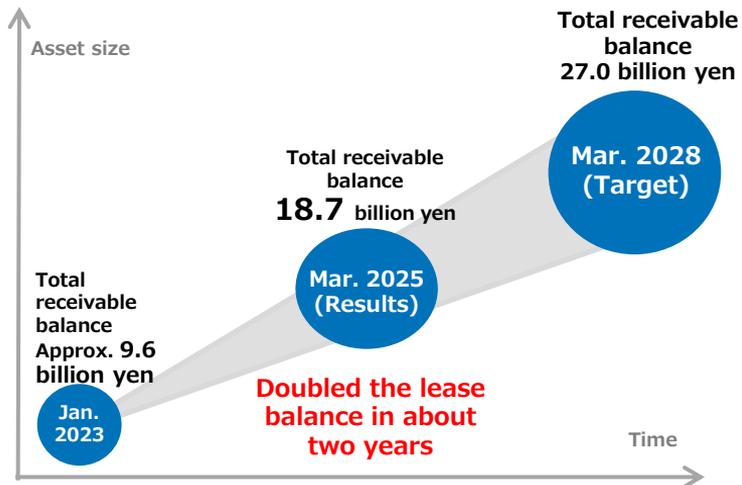


### Business expansion and future developments of **Yamanashi Chugin Lease**

- Double the lease balance within two years and **strengthen efforts** on large projects and **sales to suppliers** to achieve the target
- **Expand our base in Tokyo** and promote leasing for ultra-wealthy customers

#### Trend in total receivable balance

- Strengthening and promoting transactions with local government bodies
- Enhancing organizational capabilities through the development of internal human resources



#### Yamanashi Chugin Lease's "Tokyo Strategy"

- **Deployment of human resources** to the Tokyo area
- Venturing into new business domains (Real estate leasing, etc.)



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Tokyo metropolitan area  
Branches and Tokyo  
Strategy Head Office

**Strengthen collaboration with**  
Tokyo-based branches and the  
Wealth Business Division, etc.

# 1. Growth Strategy ((14) Mount Fuji-Alps Alliance)

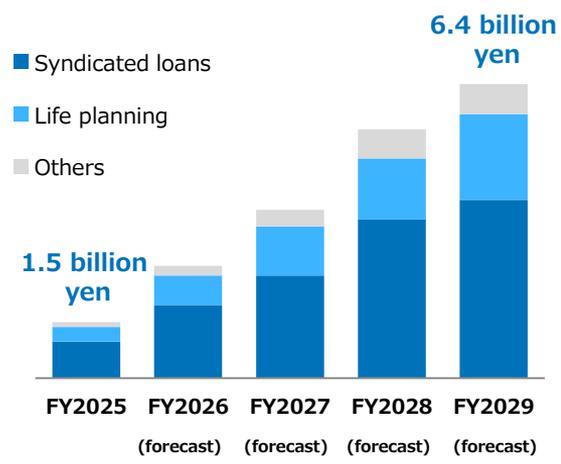


Collaborating with Shizuoka Bank and Hachijuni Bank to address local issues, achieving both **increased corporate value** and **social value creation**

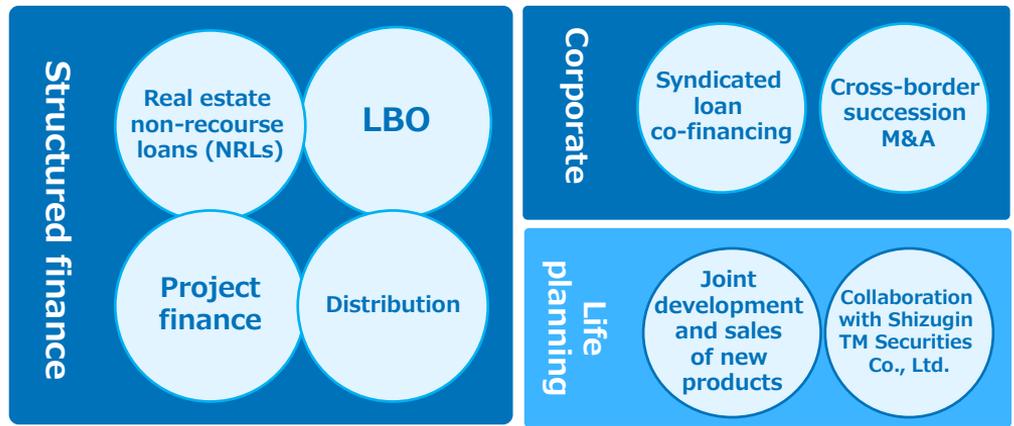
- Aim to realize **KPI of 20.0 billion yen** in synergies from the alliance (total of the three banks, 5-year cumulative total)
- Synergy as of September 2025 **6.4 billion yen in total across the three banks**

Increasing corporate value

|         |   |   |   |   |
|---------|---|---|---|---|
| Results | <b>6.4 billion yen</b> <sup>*1</sup><br>(Achievement rate: 33%) | <b>Structured finance</b><br>(Amount of co-financing)<br><b>52.3 billion yen</b> <sup>*2</sup>                  | <b>Syndicated loans, etc.</b><br>(Amount of co-financing)<br><b>7.9 billion yen</b> <sup>*2</sup> | <b>Shizugin TM Securities Co., Ltd.</b><br>Yamanashi Head Office<br>(assets under custody)<br><b>41.6 billion yen</b> |
|         | *1 Five-year cumulative equivalent                              | *2 Cumulative amount for joint projects executed since the start of the partnership (total for the three banks) | (as of Sep. 30, 2025)   |   |



### [Key areas for synergy realization]

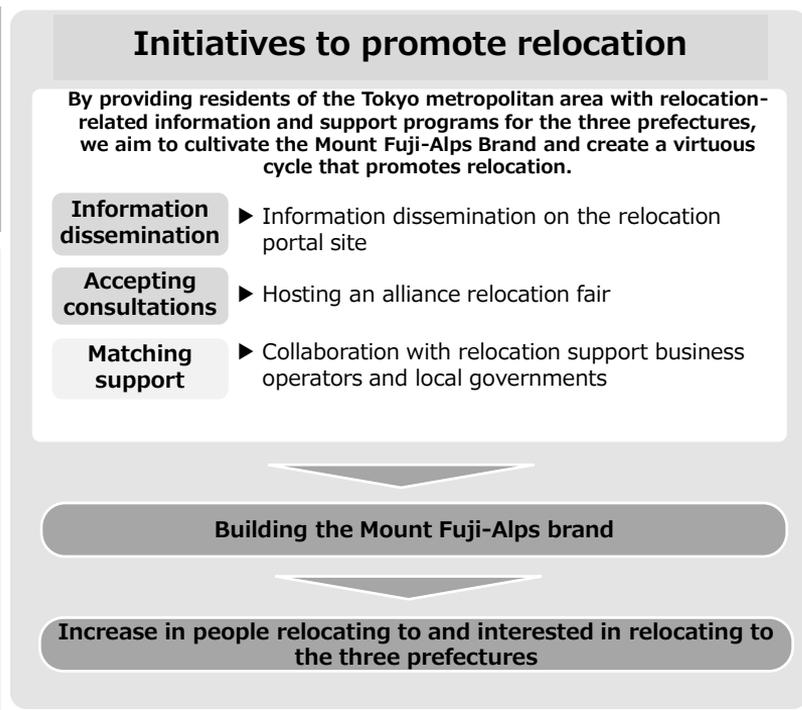
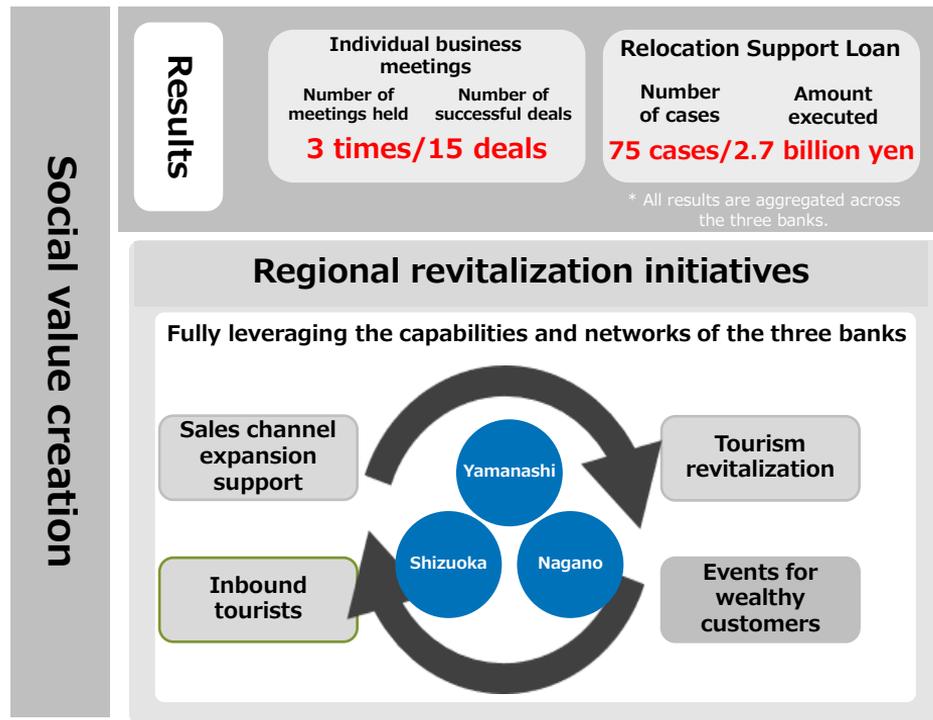


# 1. Growth Strategy ((14) Mount Fuji-Alps Alliance)



Collaborating with Shizuoka Bank and Hachijuni Bank to address local issues, achieving both **increased corporate value and social value creation**

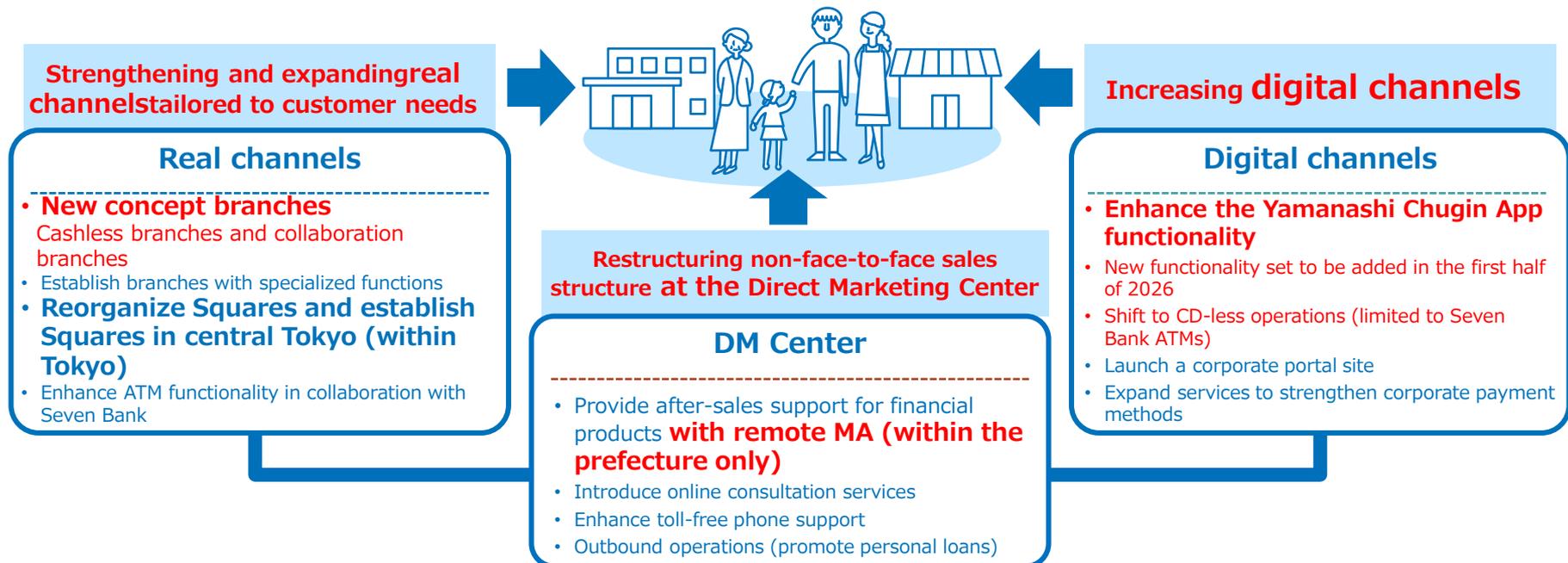
- Through initiatives to address common local issues **across the three prefectures**, we aim to **increase their combined population**.
- Since the start of service in July 2025, **the Relocation Support Loan has recorded a total of 75 cases, amounting to 2.7 billion yen across the three banks.**



## 2. Fundamental Strategy ((1) Building a Hybrid Sales Structure Tailored to Customer Needs)

### Building a hybrid sales structure through channel integration and strengthening insight sales

- Strengthen channel strategy initiatives through new branch openings and remote MA



### Strengthening insight sales and developing communication infrastructure

Establishment of insight sales structure

Introduction of AI-based MA tools

Introduction of new CRM

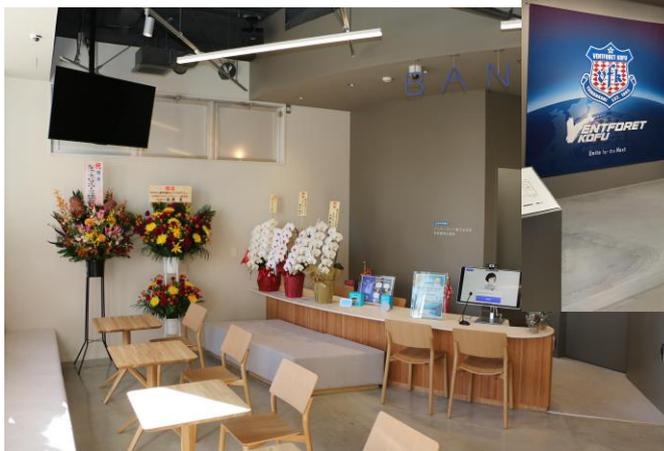
Database construction  
(Data Lake, Data Mart)

## 2. Fundamental Strategy ((2) Strengthening Real Channels)

### Expanding future-oriented branches where finance, sports, and digital technologies converge

- We opened **"withKOFU,"** a multi-concept branch developed in collaboration with **Ventforet Kofu, AWS, and Intec,** on November 21, 2025.
- It is a **fully cashless** branch with customer service provided by **AI avatars.**
- The branch also operates on holidays and in the evenings, and is used as a venue for hosting seminars and serving as customer touchpoints for life planning support.

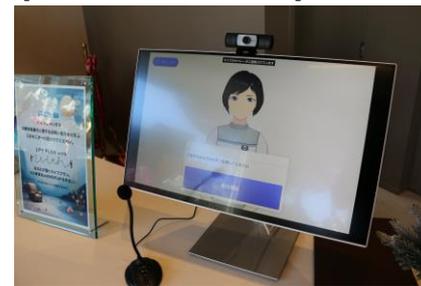
Bank cashless branch



"Vent STORE" "Vent CAFE"



Reception services by AI avatars



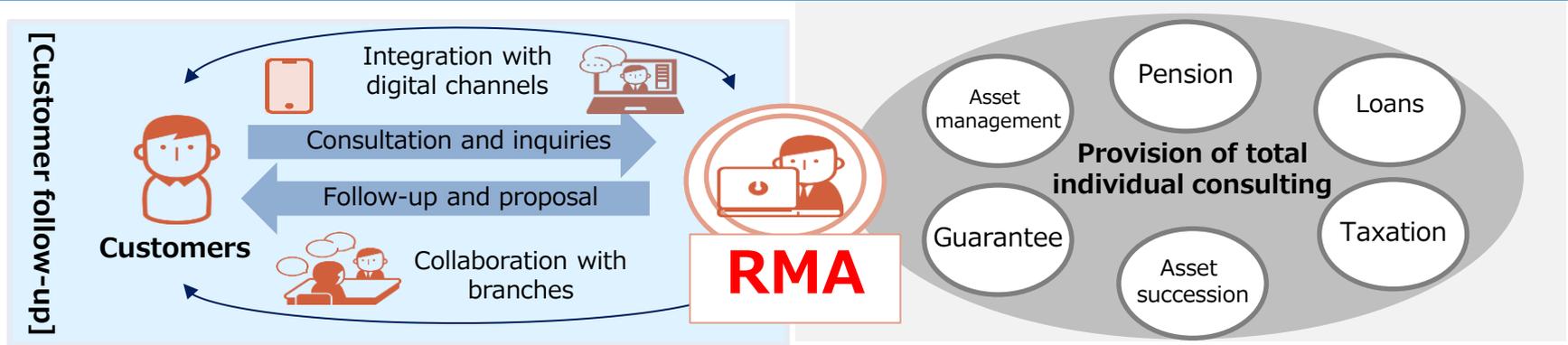
<Main services provided>



## 2. Fundamental Strategy ((3) Strengthening Non-Face-to-Face and Digital Channels)

### Newly established a Remote Money Advisor (RMA)

- Proposal for total individual sales consulting focused on non-face-to-face channels
- Providing comprehensive financial advice while enabling **support without time or location constraints**



### Yamanashi Chugin App contracts exceed 150,000

- Expanding the functionality of our core digital channels (Ubisaki Bank)



## 2. Fundamental Strategy ((4) Developing a Personal Loan Operating Structure)

### Establishment of the Personal Loan Management Office

- Measures for the full centralization of personal loan operations at the Head Office
- Integration of planning and operations divisions

### Revamp of the personal loan system

- Update of the personal loan automated screening system
- Provision of our in-house **integrated personal loan management system** in collaboration with Japan Information Processing Service

### Full centralization of receivable management operations at the Head Office

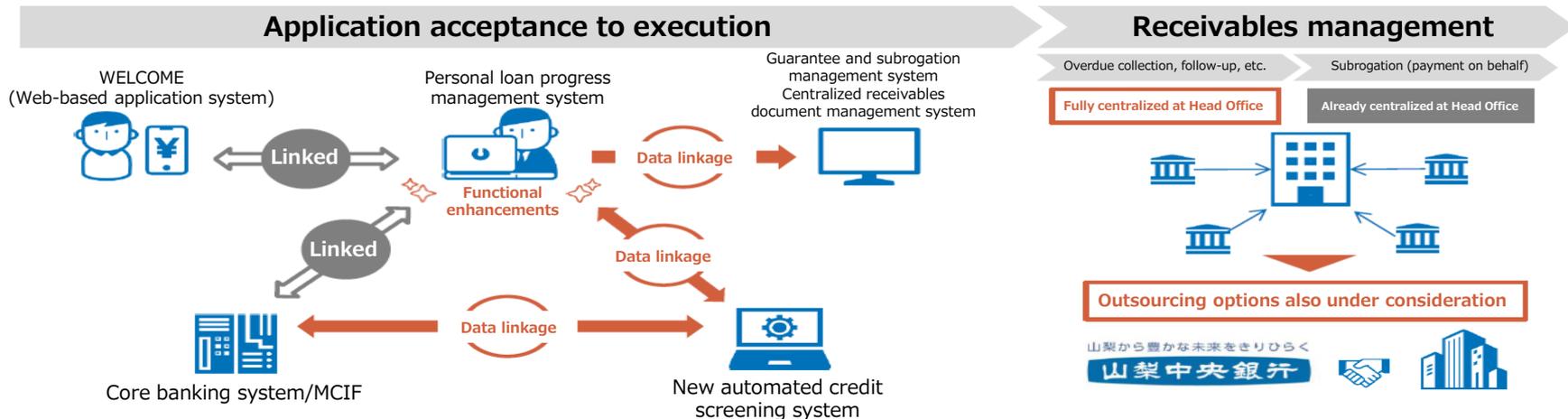
- Centralization of personal loan receivable management operations from branches, including delinquency management and terms modifications, at the Head Office

Improved speed of review result responses

Further promotion of rationalization and streamlining

Scope of operations for November 2025 (Full centralization of operations, from application acceptance to execution, at the Head Office)

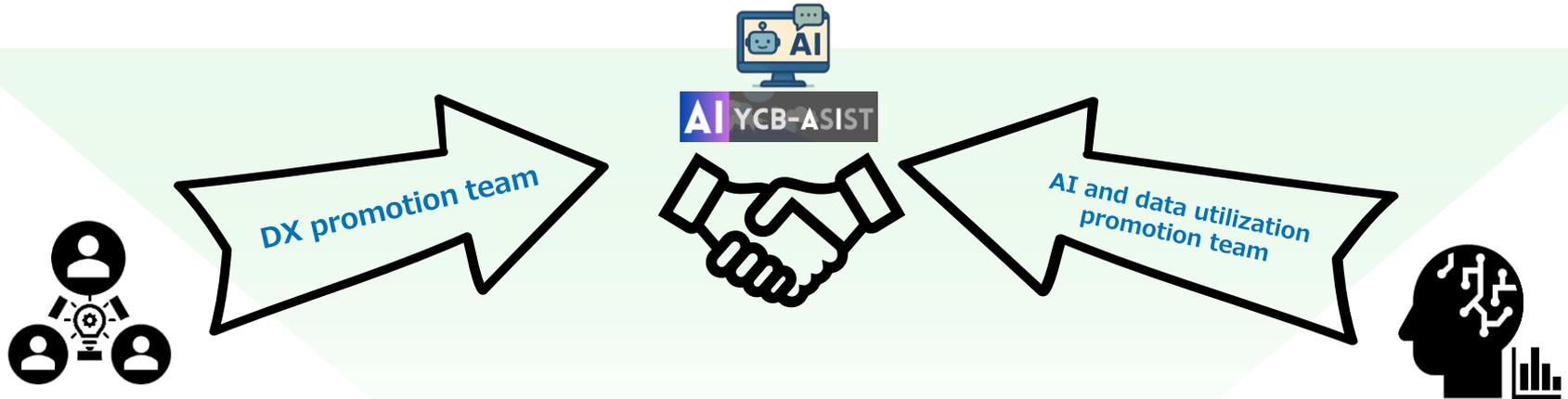
Scheduled for implementation in 2026



## 2. Fundamental Strategy ((5) Streamlining Head Office and Branch Operations)

### Utilization of generative AI to improve productivity

- Started using **YCB-AsIst**, the Bank's internal AI chatbot with enhanced capabilities.  
**Used for loan operations, corporate sales, etc.**
- Established the **AI and data utilization promotion team** in the Systems Administration Division.  
Held the **"Generative AI Idea Contest"** to foster internal use of generative AI.
- Started the construction of an AI agent workflow execution platform.
- Restructuring the cross-functional DX promotion team at the Head Office to support the DX and Work Reform Promotion Office and promote the Bank's internal DX
- Strengthening initiatives for DX promotion to develop human resources and improve literacy



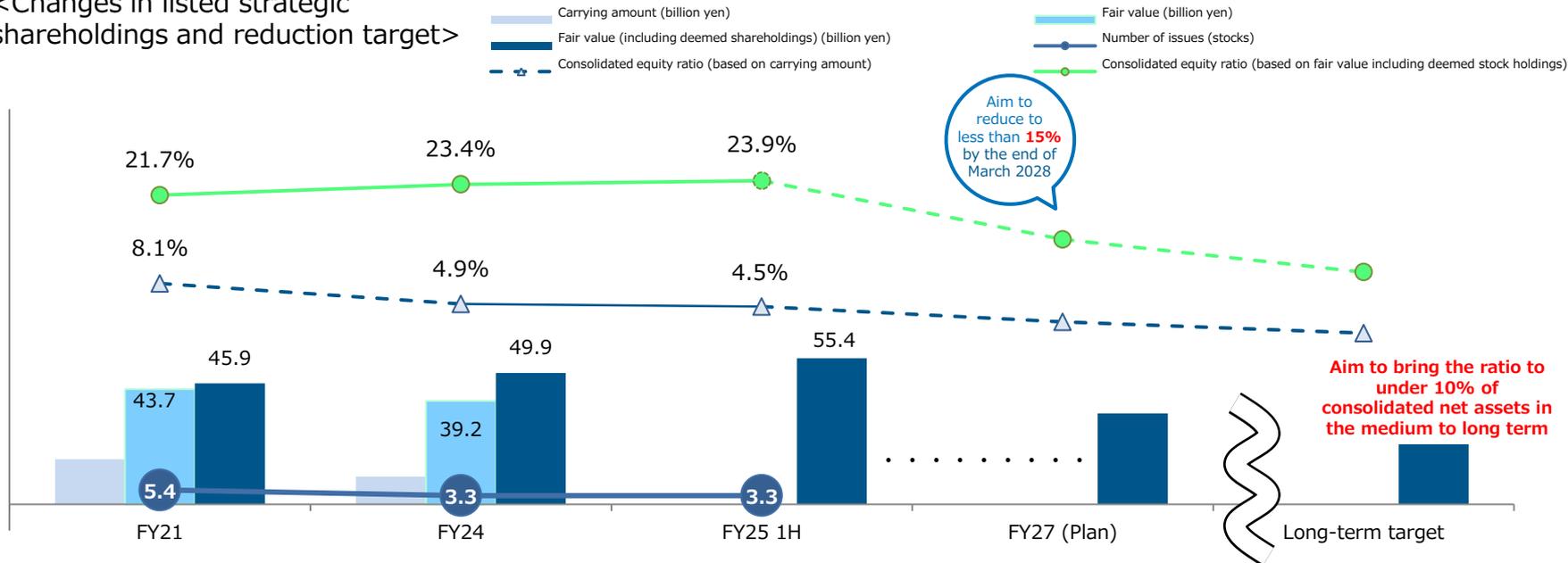
### 3. Capital Strategy ((1) Reducing Strategic Shareholdings)

#### Reducing listed strategic shareholdings to further improve the cross-shareholding

- The reduction policy: By the end of March 2028, we will reduce the ratio of listed strategic shareholdings (including deemed held shares, based on market value) to consolidated net assets to **less than 15%**. In addition, we will reduce the same shareholding ratio to **less than 10%**.

With the aim of further enhancing capital efficiency to increase corporate value and strengthening our financial structure, we have reaffirmed our policy to reduce listed strategic shareholdings and will further accelerate the reduction of such holdings.

<Changes in listed strategic shareholdings and reduction target>



# 3. Capital Strategy ((2) Capital Allocation)

## Strategic utilization of capital for sustainable growth

- While maintaining a consolidated regulatory capital ratio at the 9% level, make **well-balanced investments** in deepening and expanding core businesses, growth initiatives, shareholder returns, and other areas.

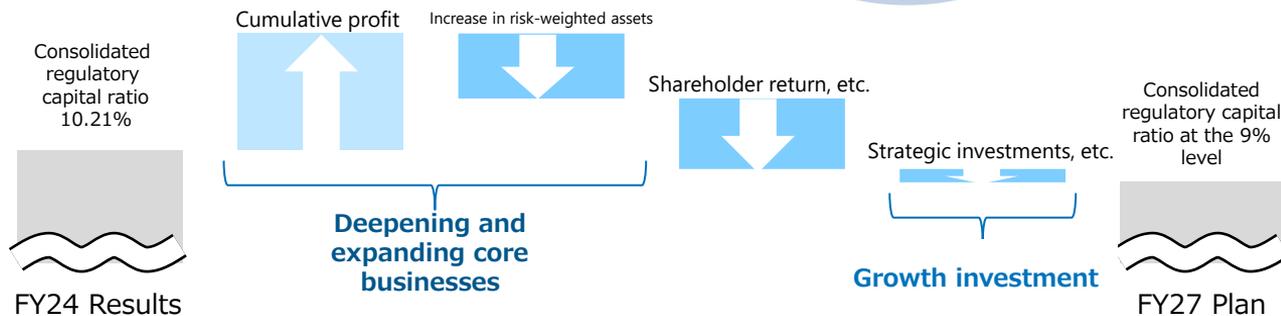
- We aim to maintain dividends at approximately 40% of profit attributable to owners of the parent.
- We will take a flexible and agile approach to the acquisition of our shares.

- New business investments (Yamanashi Mirai Investment, Yamanashi Region Design, etc.)
- Investments in human capital (Improving employment terms and conditions, reskilling, development of experts, hiring mid-career professionals, etc.)
- Investment in DX promotion (building data analysis infrastructure, zero trust security, expanding digital services, operational reform support, etc.)

- Preparation for a smooth supply of funds
- Strengthening of loans and securities
- Strategic investment in subsidiaries



## Example of capital allocation

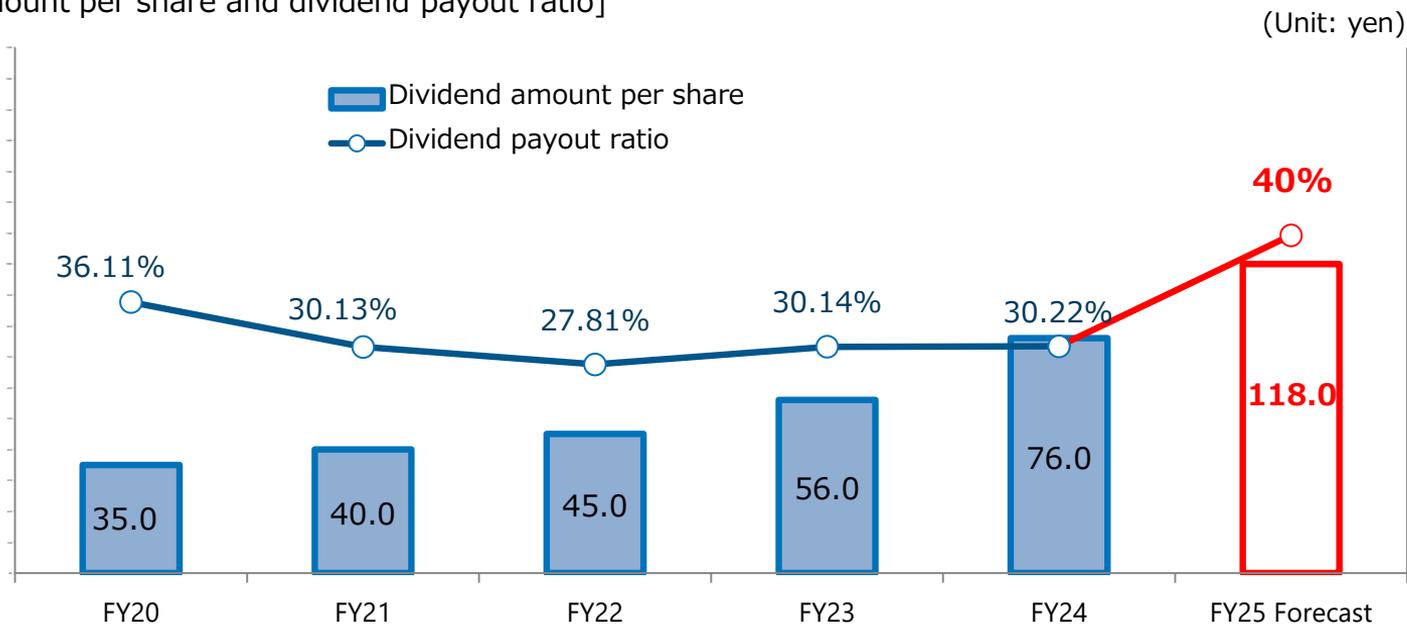


### 3. Capital Strategy ((3) Shareholder Return Policy)

#### Initiatives to further enhance shareholder returns

- As part of our capital and financial strategy aimed at increasing the corporate value of the Group, we aim to achieve a **dividend payout ratio of 40%** in order to further enhance shareholder returns while maintaining sound financial position and balancing profitability and growth investment.
- We plan to increase both interim and year-end dividends by 4 yen from the initial forecast, to 59 yen per share each, resulting in an **annual dividend of 118 yen per share**.

[Dividend amount per share and dividend payout ratio]



### 3. Capital Strategy ((4) Launching a Shareholder Benefit Program)

**Launch of a shareholder benefit program to enhance the attractiveness of investing in the Bank’s shares**

- This is to express our gratitude to our shareholders for their continued support and to encourage more shareholders to hold the Bank’s shares for the long term.
- Shareholders nationwide will receive **gifts, such as Yamanashi Prefecture specialty products and accommodation coupons within Yamanashi**. In addition to **promoting the appeal of Yamanashi Prefecture**, the program provides shareholder benefits, **including special time deposits with interest rate premiums**.

#### Reference date

The initial reference date will be March 31, 2026, and thereafter March 31 of each year will serve as the reference date (once annually).

#### Eligible shareholders

This program applies to shareholders who have continuously held 200 or more shares for at least one year <sup>(Note 1)</sup> and are recorded in the shareholder register as of March 31 each year. However, shareholders recorded in the register as of March 31, 2026, who hold 200 or more shares will be eligible regardless of their holding period, on a one-time basis.

(Note 1) “Continuously holding for at least one year” refers to shareholders who, with March 31 as the reference date, are recorded under the same shareholder number as holding 200 or more shares in the shareholder register on September 30 and March 31 for at least three consecutive times.

#### Benefits

| Number of shares held | Benefits                  |
|-----------------------|---------------------------|
| 1,000 shares or more  | Catalog gift worth ¥6,000 |
| 500–999 shares        | Catalog gift worth ¥2,500 |
| 200–499 shares        | QUO Card worth ¥1,000     |

We plan to include the following in the catalog gift:  
 (1) Yamanashi Prefecture specialty products  
 (2) Special time deposit with interest rate premium  
 (3) Yamanashi Prefecture accommodation coupons  
 (4) Donation to social contribution activities  
 Shareholders may select one option from (1) to (4).

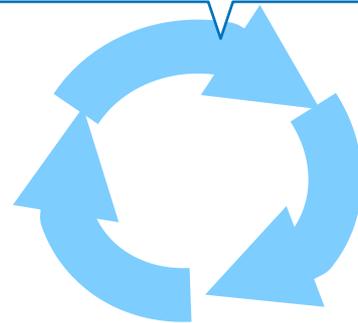
## 4. Human Resource Strategy ((1) Initiatives for Corporate Culture Reform)

### Surveys to help employees fully demonstrate their abilities and increase motivation

- Starting in 2023, we have conducted surveys and **made efforts to improve** by identifying issues.
- Through the implementation of analysis-based improvement measures, our score **improved by 3.7 points over a two-year period.**

#### Conduct surveys

- October 2023: First survey conducted
- October 2024: Second survey conducted
- October 2025: Third survey conducted



#### Implement improvement measures

- Conduct training on target setting and evaluation.
- Enhance career development support systems and related initiatives.

#### Analyze and identify issues

- Conduct additional surveys as necessary.
- Identify internal issues and consider improvement measures.

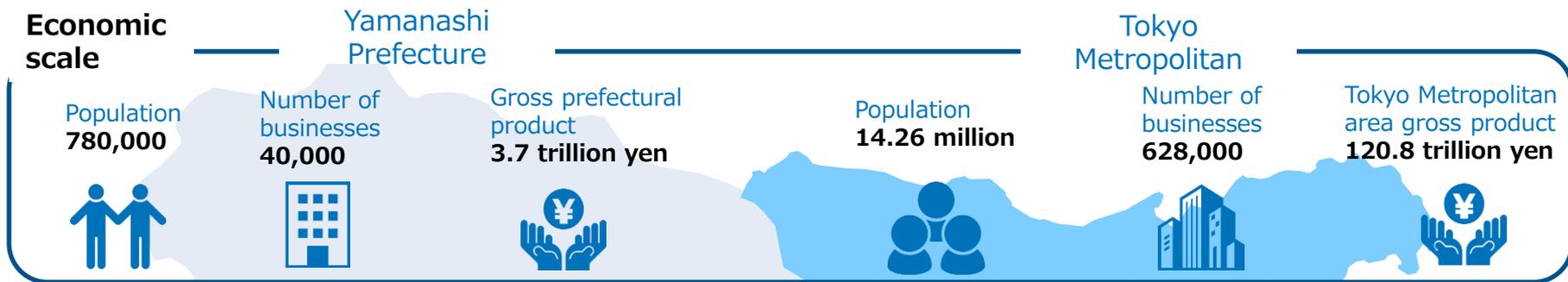


\* Figures in parentheses represent company averages based on the same survey.

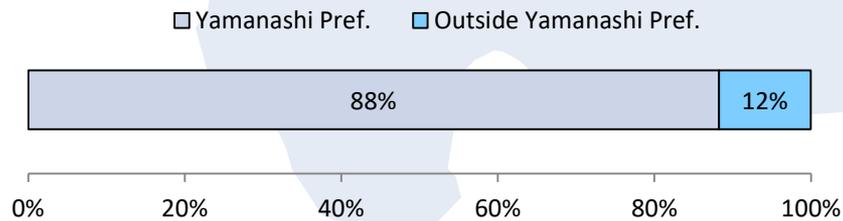
## 5. Increase in Expected Growth Rate ((1) Yamanashi Chuo Bank Group's Business Foundation)

### Revitalize the local economy through Yamanashi-Tokyo cooperation

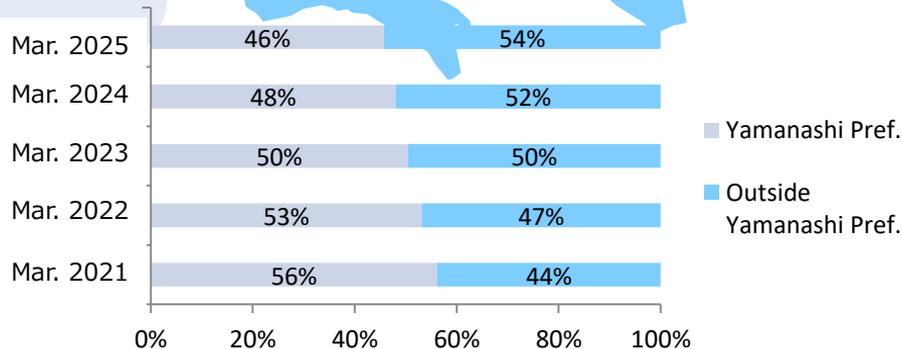
- Leveraging **the geographic appeal of being adjacent to** Tokyo, which boasts one of the nation's largest numbers of businesses
- Drawing on our long history in Tokyo to build relationships of trust with customers, connect diverse information, and **accelerate investment in Yamanashi**



### Deposit ratio



### Loan ratio



## 5. Increase in Expected Growth Rate ((2) Revitalization of the Local Economy through the Opening of the Shinkansen Maglev Train)

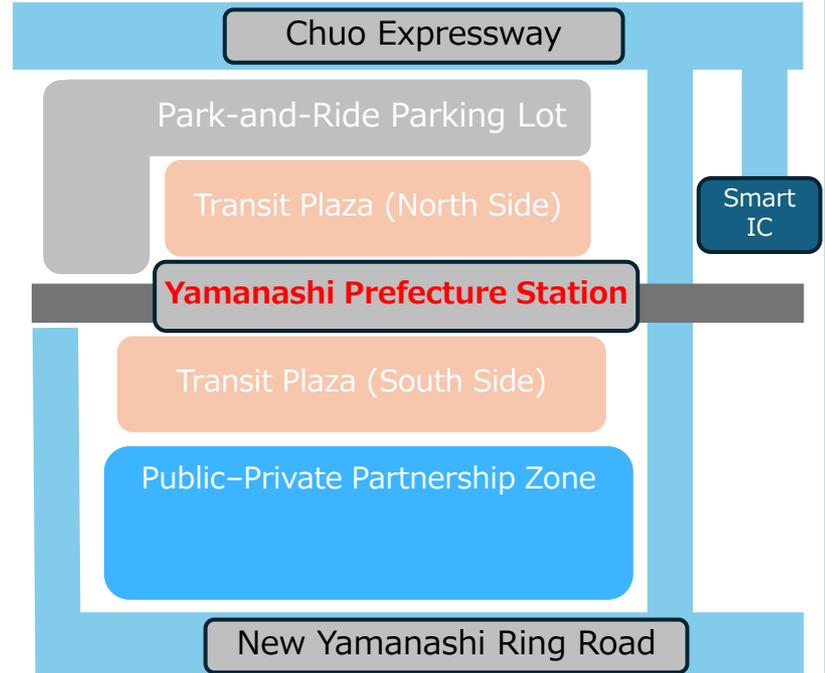
Revitalizing the local economy through the opening of the Shinkansen Maglev Train, a new gateway to Yamanashi

- **Establish a linear project team** within the Bank and collaborate with local government bodies and related organizations to support development around the new linear station
- Conduct market sounding (\*) regarding Chuo City's "Community Development Project Leveraging the Shinkansen Maglev Train" via the Yamanashi PPP/PFI regional platforms.

(\*) A survey conducted to broadly solicit opinions and ideas from private-sector entities, enabling local governments to assess the market viability and feasibility of projects and gather information to advance project consideration.



### Illustration of the area around the new station



**Engaging in proactive communication with stakeholders**

- Strengthen investor relations activities to improve understanding of the management strategy among a wide range of stakeholders.
- In November this year, **we held our first on-site meetings with overseas investors**

● **FY2025 results**

|                                      |            |  |             |
|--------------------------------------|------------|--|-------------|
| Financial results briefing           | Held once  | Internal IR                            | 30 sessions |
| One-on-one meetings                  | 9 sessions | Briefing session for local communities | 3 sessions  |
| IR activities for overseas investors | 4 sessions |  |             |



IR activities for overseas investors



Briefing session for local communities

● **PDCA after the dialogue**





# Specific Measures to Improve PBR Medium-Term Management Plan “Value Creation Company: 1st Stage”: Targets and Results

## Financial indicators

| Item  | FY2025 1H (Results) | FY2025 1H plan  |
|---|---------------------|-----------------|
| Consolidated ROE                                  | 3.93%               | —*1             |
| Profit attributable to shareholders of the parent | 4.3 billion yen     | 4.0 billion yen |
| OHR   | 61.53%              | 68.35%          |
| Consolidated regulatory capital ratio             | 10.14%              | 9.74%           |

## Human capital indicators

| Item                                       | FY2025 1H (Results) | FY2025 1H plan |
|--|---------------------|----------------|
| Human capital ROI                          | 0.45 times          | 0.31 times     |
| Ratio of female managers                   | 8.0%                | 8.0%           |
| Ratio of female managers and supervisors*2 | 23.2%               | 23%            |
| Engagement score                           | 78.6*3              | —*1            |

## Social impact indicators

| Item  | FY2025 1H (Results) | FY2025 1H plan                          |
|---|---------------------|---|
| Tourism consumption in Yamanashi Prefecture                                   | 468.5 billion yen   | —*1                                     |
| Manufacturing output in Yamanashi Prefecture                                  | 1.236 trillion yen  | —*1                                     |
| Number of venture and startup-related support cases (3-year cumulative total) | 76 cases            | 52 cases                                |
| Number of financial education providers at the Bank (3-year cumulative total) | 2,948               | 2,000                                   |
| CO <sub>2</sub> emission reduction rate at the Bank (compared to 2013 level)  | 69.72%              | 75% reduction (as of the end of FY2025) |

\*1 No half-year plan

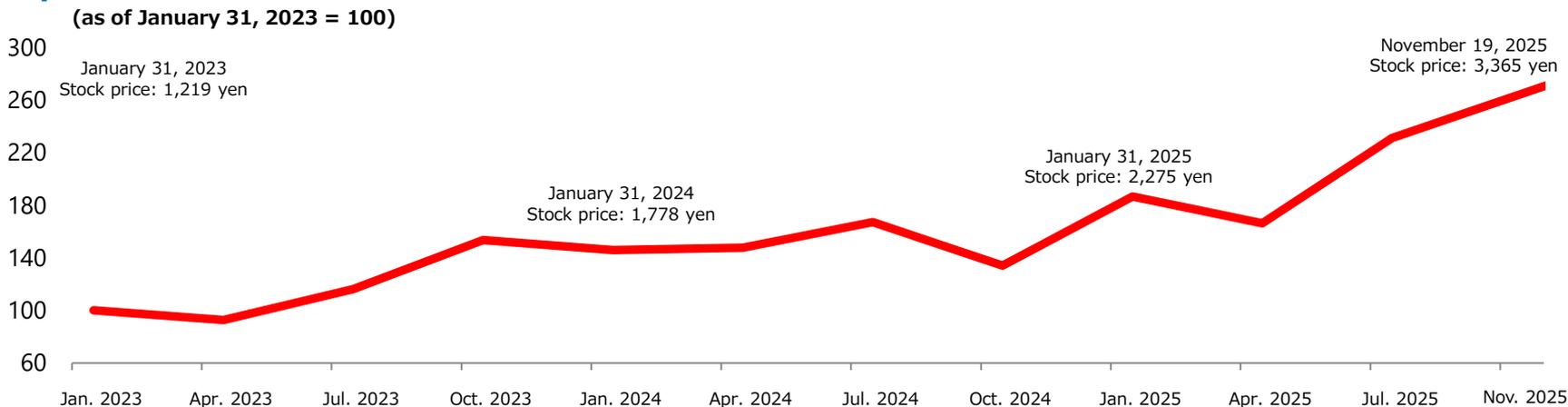
\*2 Supervisors: Responsible for giving approvals and evaluating the performance of subordinates. Manager candidates (positions such as deputy branch managers and deputy section managers)

\*3 Results of a survey conducted in October 2025

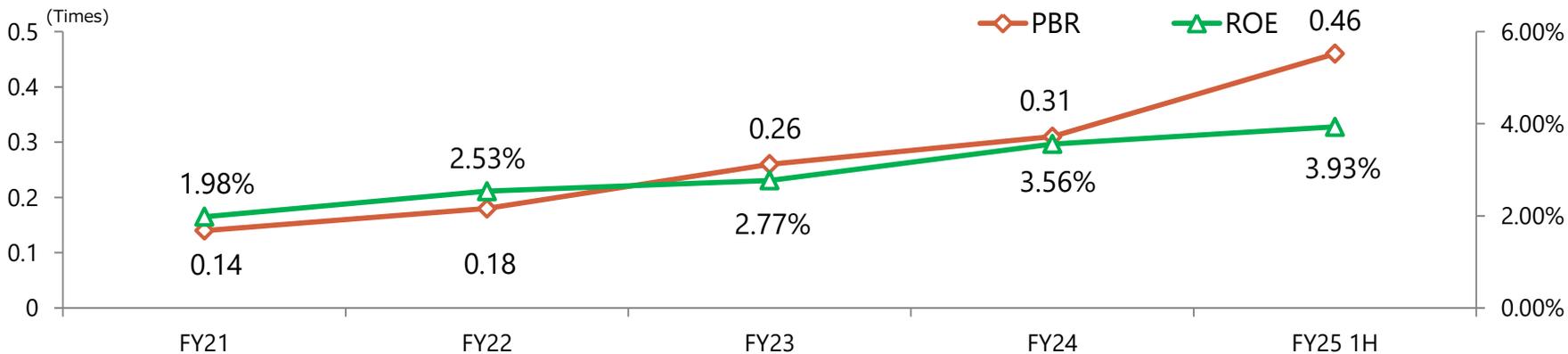
\* Number of venture and startup-related support cases: The number of direct investments, investments by LP-backed funds, venture debt transactions, related events held, and business matchmaking introductions [Results] Tourism consumption in 2024, manufacturing output in FY2022, and CO<sub>2</sub> emission reduction rate in FY2024 (target applies to Scope 1 and Scope 2 emissions)

# Specific Measures to Improve PBR Trends in the Bank's Stock Price, ROE, and PBR

## Stock price



## ROE/PBR (consolidated basis)



Thank you for attending our analyst meeting.  
If you have any further questions, please do not hesitate to contact us  
at the following telephone number, e-mail address, or website.

Inquiries:

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Please be advised that these materials contain forward-looking statements. These statements do not constitute guarantees of future business performance, and they involve various risks and unforeseeable future circumstances. The Bank's future business performance may be affected by changes in the business environment that are beyond the prediction or control of the Bank. Actual results may therefore differ substantially from the figures contained in the said forward-looking statements.