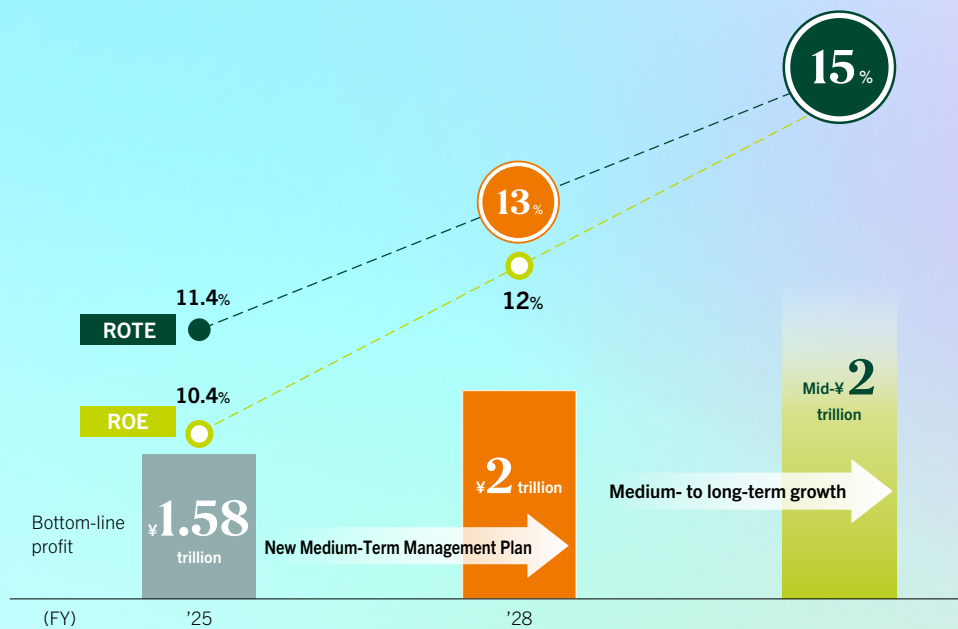


New Medium-Term Management Plan (FY2026–2028)

Aiming Higher Through Bold Transformation

As a milestone for the next three years toward achieving our medium- to long-term target of 15% ROTE, we have set a target of 13% ROTE for the new Medium-Term Management Plan period.

Aiming for ¥2 trillion in bottom-line profit, we will work on the Five Goals to realize our medium- to long-term Vision.



Business strategy

Corporate infrastructure

Five Goals

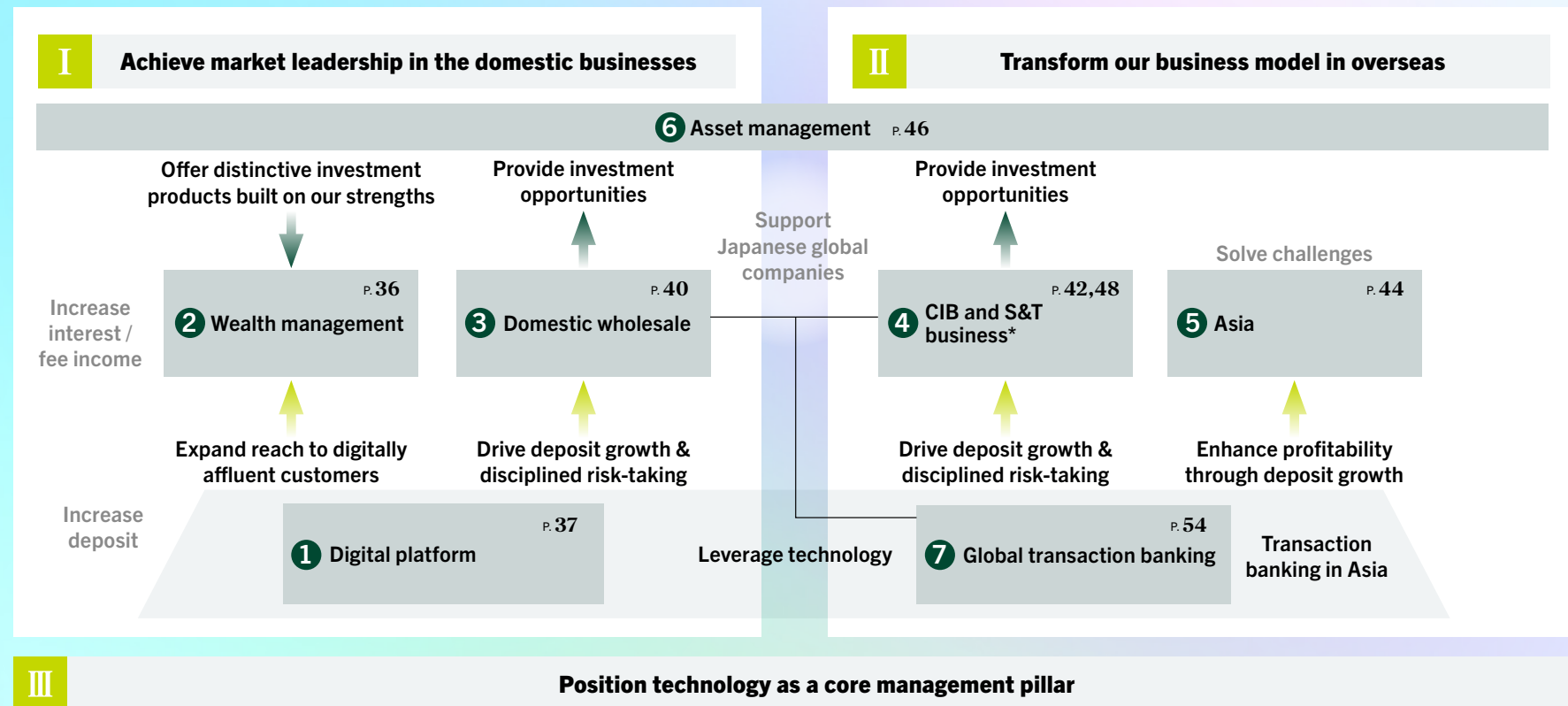
- I Achieve market leadership in the domestic businesses
- II Transform our business model in overseas
- III Position technology as a core management pillar
- IV Deliver results through execution excellence
- V Elevate social value creation efforts

New Medium-Term Management Plan (FY2026–2028)

Seven Key Strategic Areas

Within our business strategy, we will particularly strengthen the following seven priority strategic areas.

We will not only further reinforce the customer base and profitability we have cultivated to date, but also evolve our business model by creating synergies among these strategic areas.



* Corporate & Investment Banking and Sales & Trading business