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Establishment of the New Medium-Term Management Plan "Empower 2025"

Bank of The Ryukyus (President: Ken Shimabukuro) has formulated a new medium-term management plan, titled "Empower 2025," that will encompass the three-year period from April 2025 to March 2028. An overview of the plan is provided below.

1 Plan Duration

The 3 years from April, 2025 to March, 2028.

2 Plan Name

Empower 2025 - Dedicated to Okinawa's Prosperity

3 Plan Outline

(1) Intended Profile of the Medium-Term Management Plan

Conditions affecting the Bank and the local economy have changed greatly due to the advent of a "world with interest rates" resulting from the Bank of Japan's move toward normalizing its monetary policy, as well as increased uncertainty in the global economy, particularly with regard to the U.S. In order to address these changes, the Bank has completed its previous medium-term management plan, "Value 2023," one year earlier than planned and introduced a new medium-term management plan, "Empower 2025," in fiscal year 2025.

The Bank sees great growth potential in the appealing environment of Okinawa Prefecture, and by contributing to the revitalization of the prefecture's economy through a wide range of initiatives, we are committed to realizing our long-term vision of achieving a beneficial cycle in the local economy as a financial group that grows together with the local community.

Under this plan, the Bank will promote initiatives based on the strategies listed below in order to proactively contribute to overcoming challenges that may arise as Okinawa Prefecture continues to grow.

(2) Core Strategies

i. Strengthening deposit, loan, and securities management

We are committed to forging long-term relationships with our customers through in-depth dialogue. Starting this fiscal year, we will implement CAFU, a new business support system designed to contribute to the happiness ("kafu" in the Okinawan dialect) of The Bank of the Ryukyus and its customers. Through this system, we aim to improve our ability to propose solutions tailored to specific life and business-related events, implementing timely and measured strategies that leverage digital tools such as the Ryugin app to increase the number of Bank of the Ryukyus fans who use our bank for their main accounts. This will enable us to expand our revenue base by securing a stable base of deposits and managing assets in an optimal manner.

ii. Taking the lead in resolving regional issues

Through the implementation of ESG management practices, we are dedicated to promoting energy conservation and renewable energy in collaboration with government, industry, academia, and financial institutions in the pursuit of a carbon-neutral Okinawa, in addition to fostering a sustainable local community starting with the preservation of Okinawa's natural environment.

Furthermore, we will enhance the Bank's established strengths in individual and corporate consulting and cashless payment services, expand our efforts to solve regional challenges, and contribute to generating future value for Okinawa Prefecture.

iii. Strengthening group synergy and alliances

The Bank's new headquarters building is scheduled to open in 2026. Consolidating our group companies within the building will minimize the physical distance between them and further promote human resource exchanges, providing an excellent opportunity to improve group synergy. This will allow us to centralize information sharing and allocate personnel to the positions that fit them best. Furthermore, harnessing the full capabilities of the Bank of the Ryukyus Group and our extensive network of partnerships both within and outside of the prefecture will enable us to continue strengthening our business foundation through a diverse array of services.

iv. Strengthening and optimizing human investments

The expertise of each and every one of our employees is key to contributing to Okinawa Prefecture's economic growth. To this end, the Bank will continue to actively invest in human resources and bolster systems that support independent and cross-

border study. We will also strive to develop a human resources portfolio in line with our management strategies, promote the internal circulation of personnel with specialized knowledge, and further enhance our competitive edge by improving the quality of services provided at our banks. Through these efforts, the Bank will deliver high-quality services that earn the continued trust of our customers and contribute to the community by addressing the diverse and complex challenges that Okinawa Prefecture will face as it continues to develop.

4 Target management indicators

Item	FY 2027 Target
Consolidated net income	9 billion yen
Non-consolidated net core business profit	12 billion yen
Non-consolidated core OHR	70.0% or less
Consolidated ROE	5.5% or more
Consolidated capital adequacy ratio	Around 10.0%
Sustainable finance implementation amount	300 billion yen
Number of life planning support cases for Okinawa residents ^{*1}	35,000 clients
Prefectural startup company creation growth rate	1.5x compared to 2023
Number of inbound tourists	12 million people

^{*1} Number of life planning support cases = Number of individuals to whom solutions were proposed
(asset formation [NISA, mortgage loans, etc.], asset succession support)

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