

May 28, 2008 Katsunori Nakanishi President

Dream with you.



静岡銀行



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			¥ billions, %
		YoY change	
Consolidated	FY2007	Increase/ Decrease	Rate of change (%)
Ordinary revenue	245.1	+18.7	+8.3
Ordinary expenses	180.0	+26.3	+17.1
Ordinary profit	65.1	-7.6	-10.5
Net income	34.8	-3.1	-8.1
Shizuoka Bank, Non-Consolidated			
Ordinary revenue	213.5	+21.1	+10.9
Gross operating profit	136.5	+2.9	+2.2
Net interest income	119.7	+7.7	+6.9
Fees	17.7	-0.1	-0.6
Commissions Other operating profit	2.9 -3.8	+0.7 -5.3	+32.2
(Bond-related income such as JGBs)	-6.5	-4.9	-312.3
Expenses	77.7	+3.6	+4.9
General transfer to loan loss reserves	-0.2	+1.0	+81.3
Net operating profit	59.0	-1.7	-2.8
Core net operating profit	65.3	+4.2	+6.9
Special profit and loss	2.7	-3.4	-56.0
Bad debt written-off	7.8	+2.5	+47.9
Gain on stocks	10.3	+5.7	+122.1
Gain on revision of retirement benefit	-	-5.2	-100.0
Ordinary profit	61.7	-5.1	-7.6
Extraordinary loss	-3.1	-2.3	-298.1
Net income before taxes	58.6	-7.4	-11.2
Corporate taxes	23.4	-6.4	-21.4
Net income	35.2	-1.1	-2.9

Consolidated ordinary revenue	Continued growth for 4 periods	Consolidated ordinary profit	First decrease in profits in 6 periods	
[Shizuoka Ban	k, Non-Consolidat	ed]	¥ billions	
1010	1:	33.5	136.5	
Gross	2	195.5	5,791.3 65.3	
<b>-</b>				
FY200	5 EV	2006	FY2007	
F 1200	Top lin		2007	
	<u> </u>			
Ordinary revenue	Continued growth for 4 periods	Gross operating profit	Continued growth for 4 periods	
[Breakdown of net inte	rest income] (¥bn)	FY2007	YoY change	
Domestic operati	ons division	115.5	+6.9	
Of which, interest of	n loans	114.3	+18.5	
Interest and div	idends on securities	19.1	-0.5	
Interest on dep	osits	17.0	+11.2	
Overseas operati	ons division	4.1	+0.7	
Total interest rate	enroad	0.43%	. 0 02nnc	
Deposit/lending s	•	0.43%	+0.02pps +0.05pps	
Deposit/lending s	preau	0.02 /0	+0.03μμ3	
The reco	rd profit in c	ore net opera	iting profit	
Net operating profit	First decrease in profits in 2 periods	Core net operating profit	Continued growth for 7 periods	
Ordinary profit	First decrease in profits in 6 periods	Net income	First decrease in profits in 2 periods	



Group Companies decreased both revenue and profits: The total ordinary revenue of 11 consolidated subsidiaries declined to ¥48.1 billion (a ¥0.1 billion decrease year on year) and an ordinary profit of ¥3.6 billion (a ¥2.0 billion decrease year on year)

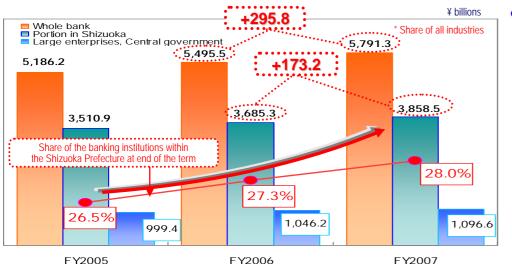
Company name	Business	Ordinary revenue	Ordinary Profit *	Remarks
Shizugin Management Consulting	Management consulting	0.3	0.1 (-0.1)	369 consulting cases completed
Shizugin Lease	Leasing	22.8	1.5 (-0.2)	¥69.9 bn of leases and installment payment contracts signed
Shizuoka Computer Service	Computer services, accounting	6.0	0.4 (+0.1)	Acquired ISO27001 certification
Shizugin Credit Guaranty	Credit guarantee	1.2	0.7 (-0.1)	Secured credit mortgage outstanding security ¥591.9 bn
Shizugin DC Card	Credit card services Credit guarantee	2.3	0.5 (+0.1)	Unsecured loans outstanding security ¥28.1 bn
Shizuoka Capital	Listing consultancy SME support	0.5	0.08 (+0.01)	An investee of "Aigin Future Construction Investment Fund" went public for the first time
Shizugin TM Securities	Securities	3.7	1.2 (-0.6)	Customer assets ¥364.2 bn
Shizuoka Bank (Europe)	Banking & securities	2.8	-1.0 (-1.1)	Loan (average) ¥19.3 bn, Securities (average) ¥33.9 bn
Shizugin General Service	Staff dispatch	3.6	0.04 (-0.06)	2,245 business staff dispatched
Shizuoka Mortgage Service	Bank valuation of real estate collateral Survey services	0.8	0.06 (-0.01)	26,505 valuations of collateral
Shizugin Business Create	Centralized processing of foreign exchange and other translations	4.1	0.05 (+0.04)	Roll-out completed at all branches of centralized processing of checks and of documents received by post
Total (11 companies)		48.1	3.6 (-2.0)	
Shizugin Saison Card*	Credit card services	0.04	-0.8 (-)	32,801 "ALL-S Card" holders

<sup>\*</sup>A company to which the equity method of accounting is applicable. Operations commenced in April 2007.

<sup>\*</sup>In the ordinary profit column, figures in parenthesis are YOY change.

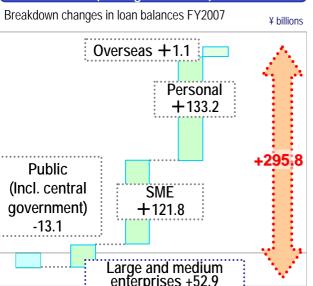


## Total loan balances (average balances)

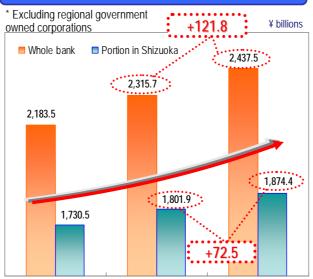


- Total loan balances (average balances) increased to ¥5,791.3 billion, up ¥295.8 billion (+5.4%) year-on-year
  - SME loan balances increased to ¥2,437.5 billion, up ¥121.8 billion (+5.3%) year-on-year
  - Personal loan balances increased to ¥1,816.2 billion, up ¥133.2 billion (+7.9%) year-on-year
  - Institutional loan including central government balances decreased to ¥142.6 billion, down ¥13.1 billion (-8.4%) year-on-year

## Breakdown of changes in loan balances (average balances)



## SME loan balances (average balances)

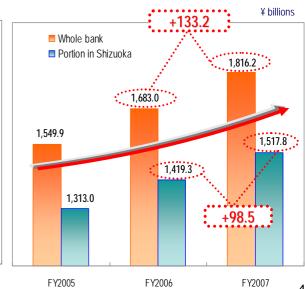


FY2006

FY2007

FY2005

## Retail loan balances (average balances)





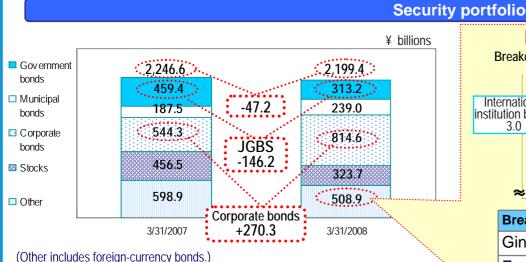
- •Balance of securities at the end of March 2008 was ¥2,199.4 billion, down ¥47.2 billion from March 2007. The balance of exposure to sub-prime loans and monoline insurers was zero
- •Gain on revaluation of securities such as stocks, bonds and investment trusts at the end of March 2008 was a profit of ¥176.2 billion, down ¥125.6 billion from March 2007, including a gain of ¥177.0 billion from revaluation of stocks, down ¥127.0 billion from March 2007

Ginnie Mae

Fannie Mae

Freddie Mac

Security yield (average) was 1.83%, unchanged year-on-year



## Yield and average duration to maturity

	End of Mar. '07	End of Mar. '08
Yield rate (average)	1.83%	1.83%
Average duration to maturity (yen denominated)	2.60 y	3.26 y
Average duration to maturity (foreign currency denominated)	1.67 y	1.39 y
Gains and losses from the revaluation of securities	¥301.8 billion	¥176.2 billion
Stocks	¥304.0 billion	¥177.0 billion
Nikkei stock average	¥17,287.65	¥12,525.54

### **Breakdown of "Other" Category** Breakdown of foreign-currency bonds Breakdown of investment trusts 325.9 72.4 Bond funds 10.7 International Corporate and Stock institution bonds local gov. bonds 59.8 3.0 investment trusts 20.9 Mortgage Bonds Alternatives 263.0 40.7 **Breakdown of Alternatives Breakdown of Mortgage bonds**

229.0

3.8

30.1

## Breakdown of securitized instruments

Global Macro

Equity long/short

Bond arbitrage

¥ billions	End of Mar. '07	End of Mar. '08
RMBS*	292.1	346.5
CDO	4.1	0
Alt-A	3.0	0
CMBS	0	0

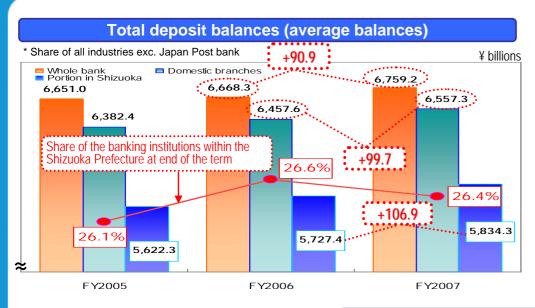
<sup>\*</sup> Apart from negotiable securities, ¥11.6 billion of purchased loans receivable are held

22.1

12.0

3.5





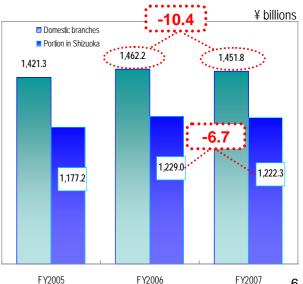
- Total deposit balances (average balances) of FY2007 increased to ¥6,759.2 billion, up ¥'90.9 billion (+1.4%) year-on-year
- Domestic branch deposit balances increased to ¥6,557.3 billion. up ¥99.7 billion (+1.5%) year-on-year
- Deposit balances in Shizuoka Prefecture increased to ¥5,834.3 billion, up ¥106.9 billion (+1.9%) year-on-year
- Retail deposit balances increased to ¥4,925.0 billion, up ¥97.6 billion (+2.0%) year-on-year
- Corporate deposit balances increased to ¥1,451.8 billion, up ¥10.4 billion (-0.7%) year-on-year
- Including negotiable deposits, total domestic branch deposit balance increased to ¥6,917.1 billion, up ¥239.1 billion (+3.6%) year-on-year



## Retail deposit balances (average balances)

## Year-on-year change ¥ billions ¥ billions Domestic branches Portion in Shizuoka 4,925.0 4,827.4 4.768.6 Retail +97.6 +108.34,490.7 4,382.4 4,309.5 Overseas Offshore Financial inst. & gov. Corporate -10.4FY2005 FY2006 FY2007

## Corporate deposit balances (average balances)

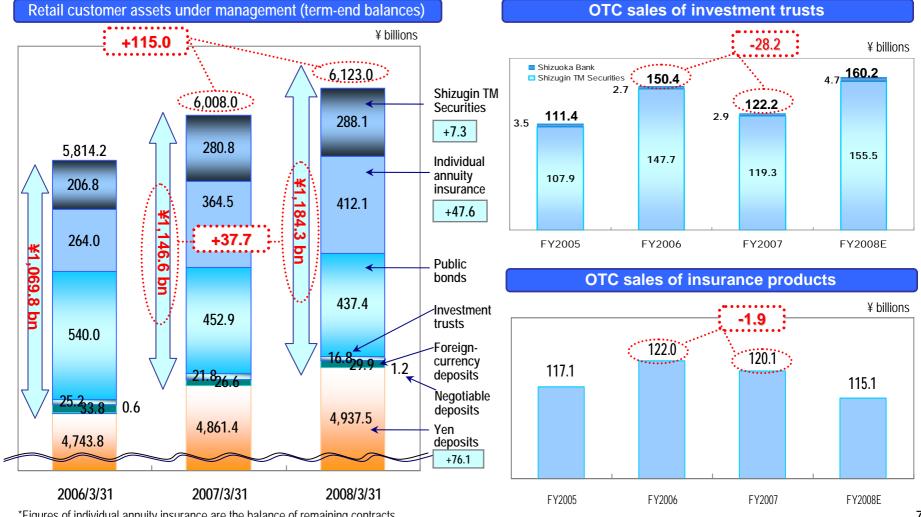


FY2007



# Customer assets

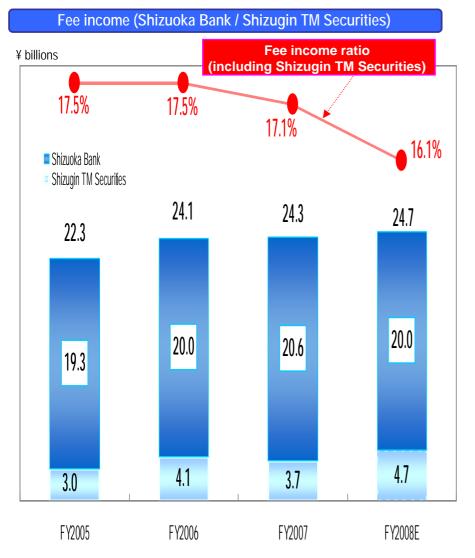
- Customer assets at the end of March 2008 (including the balance of Shizugin TM Securities) increased to ¥6,123.0 billion, up ¥115.0 billion from the end of March 2007. With yen deposits and negotiable deposits factored out, customer assets increased to ¥1,184.3 billion, up ¥37.7 billion from the end of March 2007
- Sales of investment trusts, due to worsening of market conditions, slowed down in sales turnover
- OTC sales of insurance products, mainly highly profitable variable annuities, remained high (Top sales among regional banks in the 2nd half of FY2007)



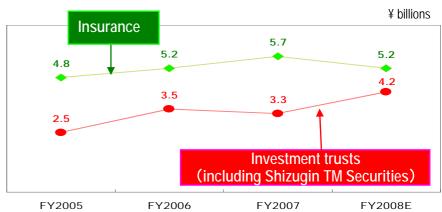
<sup>\*</sup>Figures of individual annuity insurance are the balance of remaining contracts.



- Fee income rose, due to growth in fee income from OTC sales of insurance products
- Fee expenses increased, mainly due to loan/life insurance premiums



## Fee income from OTC sales of investment trusts and insurance products



## Fee income and expenses

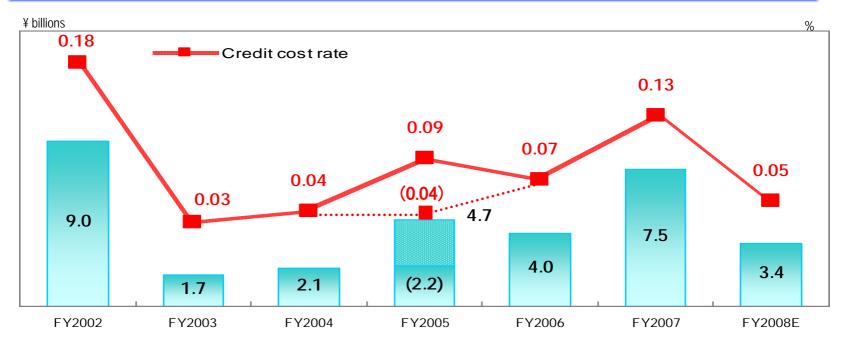
N	on-consolidated	FY2007	Year-on-year change
F	ee income	¥28.5 bn	+ ¥1.2 bn
	Agents' fees (OTC insurance sales commission, etc.)	¥6.4 bn	+ ¥0.4 bn
	Misc. fees received	¥8.8 bn	+ ¥0.3 bn
Fe	ee expenses	¥7.9 bn	+ ¥0.6 bn
	Loan/life insurance premiums	¥2.9 bn	+ ¥0.2 bn



## Credit costs: FY2007 ¥7.5 billion (+ ¥3.5 billion year-on-year)

✓ General transfer to loan loss reserves: - ¥0.2 billion (+ ¥1.0 billion YoY) ¥13.9 billion Change in debtor classification: •Land price decline: ¥1.0 billion ✓ NPL disposal: ¥7.8 billion (+ ¥2.5 billion YoY) Reversal of specific reserves (of which transfer to specific reserves ¥5.7 billion) due to improvement in rating and loan recovery: -¥9.2 billion Total: ¥5.7 billion

## Credit cost and credit cost rate trends



<sup>\*</sup>Credit costs = NPL disposals + General transfer to loan loss reserves - Reversal of loan loss reserves, Credit cost rate = Credit costs / Average loan balance FY2007 NPL disposal figures include transfer to other contingent loss reserves FY2005 figures in parenthesis exclude special factors from revision of computation period for write-off ratio

**Risk-management loans** 

# Non-performing loans

 Loans to borrowers classified as "at risk of failure" or in riskier categories:

✓ Loans sold-off

✓ Written-off

- ¥2.0 billion
- Restructured loans and loans overdue 3 months or longer: + ¥
  - + ¥0.7 billion

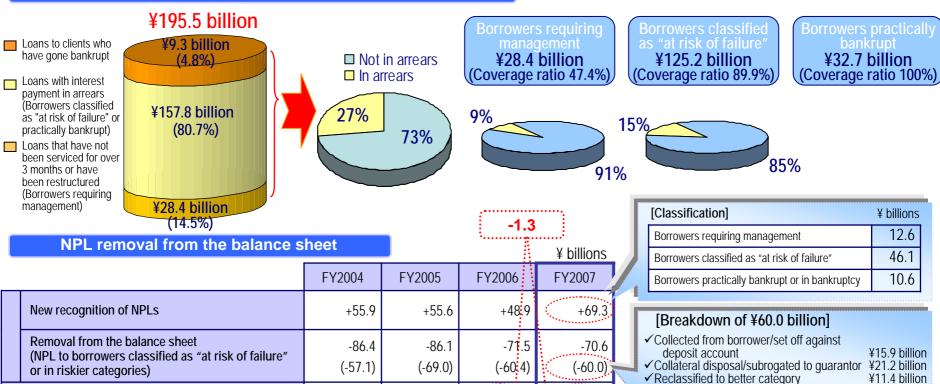
## Risk-management loans balance (Non-consolidated basis)

- Total risk-management loans outstanding at the end of March 2008 amounted to ¥195.5 billion (-¥1.3 billion from the end
  of March 2007)
- The ratio of risk-management loans stood at 3.29% (-0.16 points from the end of March 2007)

249.9

- Total risk-management loans adjusted for ¥13.9 billion in written-off loans and ¥89.2 billion in loans guaranteed by credit guarantee corporations came to ¥92.4 billion; The risk-management ratio to total loans adjusted for that portion written-off came to 1.55% (-0.13 points from the end of March 2007)
- The coverage ratio stood at 85.90% (+0.19 points from the end of March 2007)





219.4

196.8

195.5

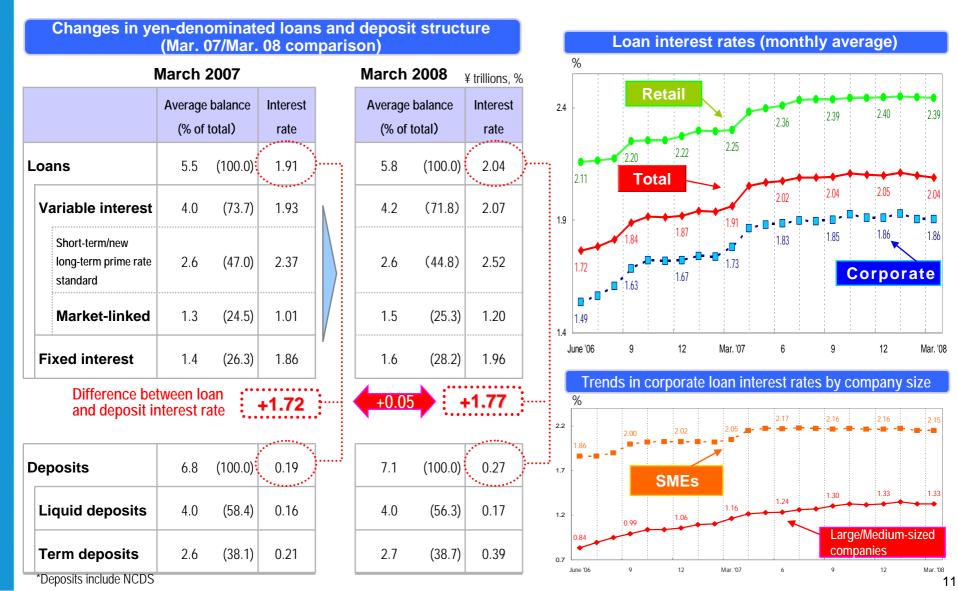
¥11.3 billion

¥0.2 billion



# Effect of interest rate increases on interest income

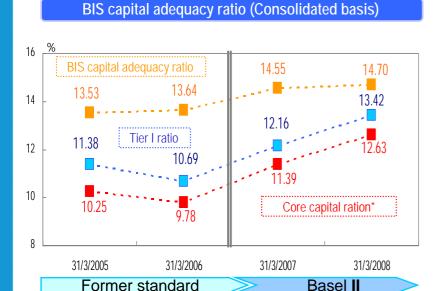
 Together with the government interest rate rises in July 2006 and February 2007, lending rates have been steady increased

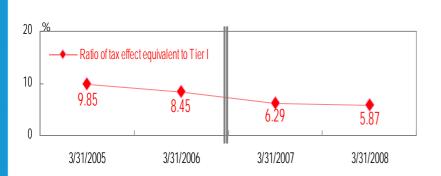




# Capital adequacy ratio

- The Basel II capital adequacy ratio (provisional) at the end of March 2008, increased by 0.15
  percentage points from the level at the end of March 2007, to 14.70% due to a decline in the amount
  of credit risk assets
- In the Basel II framework credit risk asset calculations are more rigorous, which greatly reduces the amount of credit risk assets of housing loans and loans to highly rated commercial enterprises





## Changes in capital and risk-adjusted assets

		Former	standard	Basel II		
	¥ billions	3/31/2005	3/31/2006	3/31/2007 3/31/2008 Change f 3/31 20		Change from 3/31 2007
(	Capital	630.8	712.5	691.9	650.4	- 41.5
	Tierl	530.3	558.2	578.5	593.8	15.3
	Amount corresponding to tax effect	52.3	47.2	36.4	34.9	-1.5
Ī	Risk-adjusted assets	4,659.4	5,219.9	4,754.9	4,423.2	- 331.7
	Total credit-risk- adjusted assets	4,640.4	5,194.0	4,462.0	4,089.5	- 372.5
	Amount corresponding to market risk	19.0	25.9	22.0	22.0	- 0
	Amount corresponding to operational risk	-	-	270.9	283.7	12.8

Note: The calculation methods in Basel II employs the FIRB and the Standardized approaches.

## Outlier ratio (Non-consolidated basis)

Size of maximum risk	Tier I + Tier II	Outlier ratio
¥ 65.8 billion	¥ 650.1billion	10.1 %



# Shareholder returns

- FY2007 dividend (annual) per share of ¥13 achieved the highest level of regional banks (dividend payout ratio 25.96%, dividend yield 1.10%)
- In FY2007, we expect to buy back up to 10 million shares (to a value of 12.6 billion yen) and write off the full equivalent of treasury stock
- Aim to maintain "dividend payout ratio at approx. 25%, the highest payout ratio among main regional banks" and plan to distribute dividend (annual) per share of ¥14 by taking into account the market trends and operating performance

## **Dividend trends**

	FY2004	FY2005	FY2006	FY2007	FY2008 Forecast
Dividend per share (annual)	¥ 8.50	¥ 10.00	¥ 13.00	¥ 13.00	¥ 14.00 (¥ 7.00)
Dividend yield (Dividend/share price at end of FY)	0.78 %	0.84 %	1.03 %	1.10 %	-

(Interim dividend)

## **Profit distribution to shareholders**

	FY2004	FY2005	FY2006	FY2007
Annual dividend (1)	6.0	7.1	9.2	9.1
Purchase of treasury stock (2)	-	-	-	12.6
Shareholder returns (3)=(1)+(2)	6.0	7.1	9.2	21.8
Net income (4)	35.0	31.4	36.3	35.2
Dividend payout ratio (1)/(4)x100	17.18 %	22.57 %	25.39 %	25.96 %
Shareholder return ratio (3)/(4)x100	17.18 %	22.57 %	25.39 %	61.82 %

¥ billions, %
FY '98 – '07
(10 years)
Accumulated total 60.1
Accumulated total 94.1
Accumulated total 154.2
Accumulated total 245.8
Average 24.44 %
Average 62.73 %



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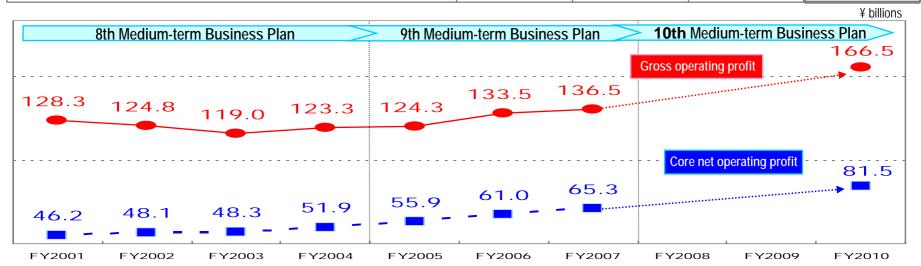
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# Creating an earnings model (1)

## **Group indicators and targets**

		Initial Plan	FY2005	FY2006	FY2007
	Consolidated ordinary profit	¥ 60.0 billion or greater	¥ 58.2 billion	¥ 72.7 billion	¥ 65.1 billion
Earnings Targets	Non-consolidated core operating profit	¥ 62.0 billion or greater	¥ 55.9 billion	¥ 61.0 billion	¥ 65.3 billion
	Consolidated net income	¥ 35.0 billion or greater	¥ 33.1 billion	¥ 37.8 billion	¥ 34.8 billion
	Consolidated ROE (Net income/Tier I)	6.5% or greater	5.92%	6.42%	5.85%
Efficiency	Consolidated ROA (Net income)	0.4% or greater	0.39%	0.43%	0.39%
Index	Consolidated OHR	Approx. 55%	58.3%	55.0%	56.7%
	Core Consolidated OHR (Consolidated gross operating profit excluding loan related losses)	-	56.3%	54.4%	53.9%
Consoli	dated Tier I BIS capital adequacy ratio (Former standard)	Approx. 10%	10.69%	10.86%	10.87%





# Creating an earnings model (2)

Corporate banking					Change in
¥ billions, cases, %	FY2004	FY2005	FY2006	FY2007	Change in 3 years
Corporate loan average balances	3,077.4	3,230.8	3,425.7	3,601.6	+ 524.2
SME loan average balances	1,946.4	2,042.2	2,179.0	2,302.4	+ 356.0
Corporate deposit average balances	1,422.3	1,421.3	1,462.2	1,451.8	+ 29.5
Number of cases managed by Business Station	192.7	169.0	791.4	1,056.7	+ 864.0
Business station lending balances	10.8	9.2	56.2	89.5	+ 78.7
Total sales of "Business passport"	-	-	1.3	5.3	+ 5.3
(Loan Share in Shizuoka Prefecture)	26.0 %	26.5 %	27.3 %	28.0 %	+ 2.0

Retail banking					Change in
¥ billions, people	FY2004	FY2005	FY2006	FY2007	Change in 3 years
Retail loan average balances	1,444.0	1,549.9	1,683.0	1,816.2	+372.0
Housing loans (term-end balances)	751.1	830.5	894.7	966.0	+214.9
Total sales of "Next One"(credit line)	-	-	16.5	26.3	+26.3
Total sales of "Upgrade" (credit line)	-	-	3.6	5.3	+5.3
Retail deposit average balances	4,729.6	4,768.6	4,827.4	4,925.0	+195.4
Investment trusts (including Shizugin TM Securities)	45.1	111.4	150.4	122.2	* 384.0
Sale of Individuals insurance annuities	108.4	117.1	122.0	120.1	* 359.2
Total number of "joyca" holders	-	-	120,632	193,964	193,964



# Approach to regional finance initiatives

- "Business Matching," activities that contribute to client growth, and the start of "Shizuginship," training the next generation of managers
- Support swift and smooth business regeneration by utilizing various methods focusing on businesses that have a great influence on the regional economy

"Shizuginship" - training the next generation of managers

•No. of members (as of 31/3/2008)
725 companies ;1,111 members
•No. of participants for seminars and visits
Total in FY2007: 2,517

## **Business regeneration activities**

# (Number of activities) 18 14 FY2005 FY2006 FY2007

[Number of Business Regeneration Activities]

[Techniques Used for Business Regeneration ]		Total in three years
	Total (number of cases)	51
	Shizuoka SME Support Funds, "Partner" & "Scram"	10
	Business transfers and M&A	13
	Shizuoka Prefecture Regeneration Support Council	15
	Regenerative Bulk Sale	6
	Others	7



# Construction of management infrastructure

- Thanks to the roll-out of the new branch system to all branches, back-office personnel are relocated to front office operations
- Due to progress centralizing deposit functions, and by taking advantage of the centralized businesses, the creation of specialized front office branches continues

## **IT System installation**

- Branch sales support system (S-prit) in operation
- Development of new branch system at all branches
- Introduction of new loan support system (S-navi) (Scheduled to operate in all branches from August 2008)

[System costs (total for 2005-2007)]

Investments	¥23.6 bn
Expenses	¥33.6 bn



## **Development of centralized businesses**

- Business Stations
- Loan Operations Centers
- Credit Management Center 1



## Efforts to increase front office personnel

Didition office belowing	Branch	office	personnel
--------------------------	--------	--------	-----------

Ba	ank employees
	Front office/tellers
	Back office

Cr	eate-partners/business staff
	Tellers
	Back office

	March 2005
ľ	2,605
ľ	2,120
ľ	485

1	,185
	259
	926

March 2008	Change
2,373	-232
2,160	+40
213	-272

1,736	+551
481	+222
1,255	+329

Shift to front office operations



# Shizuoka Bank's high reliability

- Together with the start of the application of Basel II, improved the risk management system
- •S&P's long-term ratings: upgraded to AA- (December 2007), maintaining the best rating among Japanese regional banks

## **Upgraded risk management**

- Clarified "Overall Risk Management" as the basic policy for risk management
- As the calculation method for the capital adequacy ratio, adopted the FIRB approach for credit risk and the Standardized approach for operational risk

## **External ratings**

[Long-Term Ratings]		[	Moody's							
		n Ratings]	Aa2	Aa3	A1	A2	A3	Baa1		
		AA-		Shizuoka Bank						
	S&P	A+	Norinchukin, Shinkin Central, Tokyo-Mitsubishi UFJ, Mitsubishi UFJ Trust, Mizuho, Mizuho Corporate, Mizuho Trust, Sumitomo Mitsui	Sumitomo Trust						
	Sar	А		Chugoku	Yokohama, Chiba, Joyo, Higo, Chuo Mitsui Trust					
		A-			Gunma, Resona	Aozora, Shinsei				
		BBB+					Hiroshima, Fukuoka	Hokuriku		



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# Targets for the first year of the Tenth Medium-term Business Plan

## **Group indicators and targets**

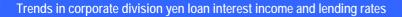
**FY2008 Targets FY2010 Targets** ¥71.5 billion ¥85.0 billion or Consolidated ordinary profit (Reported ¥69.0 billion) greater Earnings Targets ¥80.0 billion or Non-consolidated core operating profit ¥ 67.0 billion greater ¥ 40.9 billion ¥ 50.0 billion or Consolidated net income (Reported ¥40.0 billion) greater Consolidated ROE (Net income/Tier I) 6. 5% or greater 7% level Efficiency Index Consolidated ROA (Net income) 0. 47% or greater 0.5% or greater Consolidated OHR Approx. 55% Approx. 50% Soundness Index Consolidated BIS capital adequacy ratio **Approx. 13.0%** Approx. 12% (Tier I ratio)

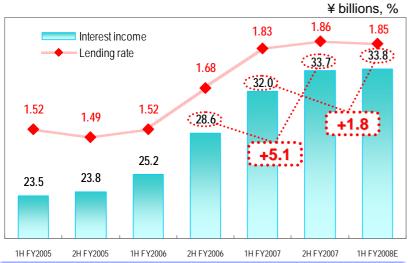


# Corporate banking initiatives

• Discover, in accordance with the life-cycle of clients, management issues and needs, and provide high added-value solutions

 Via "Shizuginship," provide a continual and high quality service for our clients' effective business succession planning





## Share of loans in Shizuoka Prefecture



## **Projections for FY2008**

Average yen lending balance: up ¥ 138.4 billion

•Interest income: up ¥ 2.0 billion

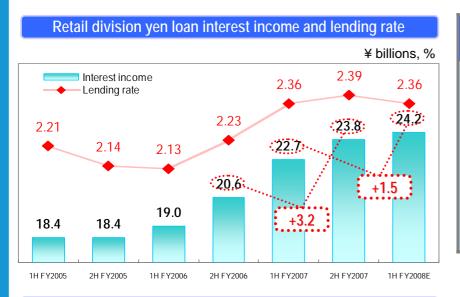
• Fee income earned: ¥ 3.2 billion

Main operations	FY2007 Actual	FY2008 Projected
Increase in average balance of loans to SMEs	+ ¥ 123.4 billion (¥102.7 bn above plan)	+ ¥ 100.6 billion
Loans to newly acquired clients (Excluding Tokyo, Nagoya and Osaka)	¥ 102.2 billion	¥ 120.0 billion
No. of business matching cases	822	1,000
Fees for derivatives for clients	¥ 2.8 billion	¥ 2.3 billion
Improved foreign-exchange transactions	\$ 4.8 billion (\$4.4bn above plan)	\$ 4.6 billion
Corporate yen deposits (increase in average balance)	- ¥ 10.4 billion	+ ¥ 19.6 billion



# Retail banking initiatives

- Based on a core of housing loans the Retail Division will increase income by promoting consumer loans
- Aim to increase earnings by strengthening relations with affluent individuals



## **Projections for FY2008**

Average yen loans balance: up ¥109.8 billion

•Interest income: up ¥2.1 billion

 Income earned from sales of assets in custody:

¥7.3 billion

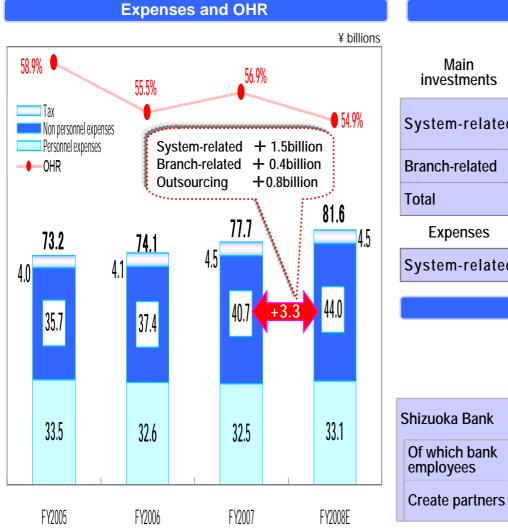
		New housi	ng starts	
10.0	%		(Yea	ar-on-year change)
5.0	<del>2</del> .6	4.7	7.6	
0.0	1.7	3.7	2.9	
-5.0				-5.5
-10.0	Shizuc	oka Prefecture		<b>\</b>
-15.0	Japan			-19.4
-20.0	EV2004	EV2005	EV2006	EV2007
	FY2004	FY2005	FY2006	FY2007

Main operations	FY2007 Actual	FY2008 Projected
Growth in consumer loans (increase in term-end balance)	+ ¥ 139.1 billion	+ ¥ 115.6 billion
Housing loans	¥ 160.2 billion	¥ 165.0 billion
Sale of Group equity investment trusts	¥ 118.8 billion	¥ 160.2 billion
Sale of Individuals' insurance annuities	¥ 120.1 billion	¥ 115.0 billion
Retail yen deposits (increase in average balance)	+ ¥ 99.7 billion	+ ¥ 135.5 billion
"Second Life Support" term deposit campaign	¥ 77.6 billion	¥ 25.0 billion*
Total number of "joyca" holders	193,964	+100,000
*Drojection for the first half of EV2000		



# Expenses, investment and manpower planning

- FY2008 expenses are expected to rise due to increases in operational efficiency in order to raise branch productivity, and by introducing measures to promote operations
- OHR will be controlled as appropriate, aiming for 55%



	Investment amount					
	*Cash-out bas	is				¥ billions
Main investments	FY2005	FY2006	FY2007		Y '05-'07 year total)	FY2008 Plan
System-related	5.6	5.3	12.7		23.6	6.9
Branch-related	2.3	4.1	2.3		8.7	9.1
Total	7.9	9.4	15.0		32.3	16.0
Expenses						
System-related	10.3	10.9	12.4		33.6	13.9
	Change in	n the nu	mber of	perso	nnel	
	<u> </u>					Employees
	3/31/2005	3/31/20	2006 3/31/2007		3/31/2008	3/31/2009E
Shizuoka Bank	3,120	3,0	)38	3,073	3,149	3,190

2.953

85

2.881

192

2.851

298

3,077

43

2,780

410



Credit costs

# Projected performance for FY2008

			<u> </u>
Consolidated	FY2007	FY2008E	YoY change
Ordinary revenue	245.1	233.0	- 12.1
Ordinary profit	65.1	69.0	+ 3.9
Net income	34.8	40.0	+ 5.2

Shizuoka Bank, Non-Consolidated	FY2007	FY2008E	YoY change
Ordinary revenue	213.5	200.0	- 13.5
Gross operating profit	136.5	148.6	+12.1:
Expenses (-)	77.7	81.6	+ 3.9
General transfer to loan loss reserves (-)	- 0.2	- 2.0	- 1.8
Net operating profit	59.0	69.0	+ 10.0
Core net operating profit	65.3	67.0	+ 1.7:
Bad debt written-off (-)	7.8	5.4	- 2.4
Gain on stocks	10.3	1.5	- 8.8
Ordinary profit	61.7	65.0	+ 3.3
Net income	35.2	39.0	+ 3.8

7.5

3.4

- 4.1

(-)

# Core net operating profit **¥billions** 67.0 65.3 55.9 FY2005 FY2006 FY2007 FY2008E **Consolidated OHR** (%) 58.3 56.7 55.0 55.0

FY2006

**The Record Profit** 

FY2005

FY2007

FY2008E

## Advantages of economy of Shizuoka Prefecture (1)

Size of economy> Shizuoka's economy is called a "3%, 10th-ranked economy," as on many indicators it comprises 3% of the national economy and ranks around 10th among the prefectures. The economy is strong by national standards.

	FY2004	FY2005	FY2006
Prefectural GDP (¥ billions)	15,980.5	16,415.0	-
National GDP	498,490.6	503,844.7	511,877.0
Ranking in prefectural GDP	10 <sup>th</sup> /47	10 <sup>th</sup> /47	-
Prefectural manufactured goods shipments (¥ billions)	16,699.8	17,322.7	*18,188.2
National manufactured goods shipments	284,472.1	295,800.3	*314,619.3
Ranking in prefectural MGS	3 <sup>rd</sup> /47	3 <sup>rd</sup> /47	* 3 <sup>rd</sup> /47

Note: Based on fiscal-year data.

<Health of economy> Shizuoka's business failure rate is improving, as many businesses located there are financially healthier and stronger. Municipal government finances are sound, too, in national comparisons.

	FY2004	FY2005	FY2006	FY2007
Business failure rate (Shizuoka)	0.320 %	* 0.169 %	0.254 %	0.230 %
Business failure rate (Nationwide)	0.419 %	* 0.252 %	0.285 %	0.317 %
Ranking (The lower the rate, the higher the ranking)	7 <sup>th</sup> /47	* 8 <sup>th</sup> /47	21 <sup>th</sup> /47	7 <sup>th</sup> /47
The rate of loan claims subrogated to credit guarantee corporations (Shizuoka)	1.76 %	1.57 %	1.87 %	1.83 %
The rate of loan claims subrogated to credit guarantee corporations (Nationwide)	2.74 %	2.38 %	2.37 %	2.70 %
Ranking (The lower the rate, the higher the ranking)	12 <sup>th</sup> /47	7 <sup>th</sup> /47	10 <sup>th</sup> /47	3 <sup>rd</sup> /47
Fiscal solvency index (Shizuoka)	63.7	65.3	69.6	-
Fiscal solvency index (Nationwide)	41.1	42.8	46.4	<del>-</del>
Ranking	5 <sup>th</sup> /47	6 <sup>th</sup> /47	-	-

Note: The failure rates are based on calendar-year data; all others fiscal-year data.

<sup>\*</sup> Based on preliminary data.

<sup>\*</sup> Data since April 2005 reflect only court-administered proceedings, excluding out-of-court bankruptcy settlements.

## Advantages of economy of Shizuoka Prefecture (2)

<Growth potential> Shizuoka sees new industries burgeoning as it hosts many enterprises exploring new business fields.

	FY2004	FY2005	FY2006	FY2007
No. of firms authorized for R&D business plan (*1) (Shizuoka)	21			
Ranking	5 <sup>th</sup> /47			
No. of firms approved for business innovation plan (*2) (Shizuoka)	174	194	233	262
No. of firms approved for business innovation plan (*2) (Nationwide)	4,322	4,421	5,258	4,736
Ranking	7 <sup>th</sup> /47	7 <sup>th</sup> /47	7 <sup>th</sup> /47	5 <sup>th</sup> /47
No. of firms authorized for new collaboration plan (*2) (Shizuoka)		6	5	10
No. of firms authorized for new collaboration plan (*2) (Nationwide)		162	158	142
No. of new facility locations (Shizuoka)	81	85	102	124
No. of new facility locations (Nationwide)	1,302	1,544	1,782	1,791
Ranking	1 <sup>st</sup> /47	3 <sup>rd</sup> /47	3 <sup>rd</sup> /47	1 <sup>st</sup> /47

<sup>\*1</sup> Authorized under the former SMB Development Law.

Note: The numbers of new facility locations are based on calendar-year data; all others on fiscal-year data.

< Regional employment & corporate earnings>

	FY2004	FY2005	FY2006	FY2007
Effective job opening to applicant ratio (Shizuoka) (times)	1.04	1.14	1.25	1.21
Effective job opening to applicant ratio (Nationwide)	0.83	0.95	1.06	1.04
Monthly average wages (Shizuoka) (thousand yen)	326	333	-	-
Monthly average wages (Nationwide) (thousand yen)	333	335	-	-
Ranking	15 <sup>th</sup> /47	6 <sup>th</sup> /47	-	-
Corporate earnings (compared year-on-year) (Shizuoka)	+15.4 %	- 0.5 %	+12.2 %	-3.2 %
Corporate earnings (compared year-on-year) (Nationwide)	+20.3 %	+12.3 %	+10.1 %	-1.6 %

Note: The ratios are based on fiscal-years end, monthly data; the wages calendar-year data; the earnings fiscal-year data.

<sup>\*2</sup> Approved/authorized under the SMB New Business Operation Promotion Law.

This document includes statements concerning future business results.	
These statements do not guarantee future business results, but contain Please note that future business results may differ from targets for reason the business environment.	