

+ More Friendly,
Secure,
Creative

Shinhan Value-Up +++

Shinhan Financial Group Value-Up Plan

April 2026



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Shinhan Value-Up Triple Plus

Shinhan will pursue **projectable and sustainable** shareholder returns, alongside **swift efforts** to strengthen its **fundamental profitability(ROE)**.

Shinhan Value-Up ⁺⁺⁺

ROE 10% +

ROTCE 11.5%+, Swift improvement

- Deliver ROE above COE
- ROC Execution Methodology¹⁾ to improve ROE
- Present bank/non-bank allocation and ROC plans

Swift Improvement of
ROE and ROTCE

**Shareholder
Return
Ratio 50%** +

Cap Lifted, Prioritizing tax-exempt dividends*

*From '26 year-end dividend to '29

- Shinhan-tailored projectable formula
- Dividend policy considering tax exemption and separate taxation policy²⁾
- Equal quarterly dividends/DPS and dividend amount increase
- Increase Shareholder Return Ratio through share buyback/cancellation mix

Projectable & Sustainable
Shareholder Return Policy

CET1 Ratio 13% +

Managed in the range between 13.0%-13.4%

- In consideration of regulation + growth buffer
- Efforts to secure a stable ratio relative to domestic peers
- Returning excess capital from CET1 optimization

Stable
CET1 Ratio in
All Market Conditions

A board-led cycle process of 'planning→execution and monitoring→evaluation→plan update discussion and resolution,
※ Point-in-time absolute targets → providing 3-year guidance based on annual gap analysis

The policy is subject to change based on market, regulatory, and business conditions, with appropriate communication provided.

1) The ROC (RWA × 13%) as a key execution metric for ROE enhancement will be applied to performance measurement and compensation at the group, enterprise, and business unit level.
2) Tax-exempt dividend: Dividend payments using tax-exempt funds from retained earnings transferred as a result of a reduction in capital reserves pursuant to Article 461-2 of the Commercial Act. Separately taxed dividend: Under Article 104-27 of the amended Act on Restriction on Special Cases Concerning Taxation, separate taxation applies to high-dividend companies through 2028.
ROE: Return on Equity, ROTCE: Return on Tangible Common Equity, COE: Cost of Equity, TBPS: Tangible Book value Per Share, CET1 Ratio : Common Equity Tier1 Ratio

As-Is vs To-Be

FY24 Value-Up Plan (10-50-50)

- Point-in-time Target-setting Approach -

Strengthen core fundamental (ROE) improvement efforts, while pursuing accelerated shareholder returns

ROE
10%

- ROTCE 11.5%, CET1 Ratio 13%+
- ROC Execution Methodology
- PBR-ROE Logic Tree

Shareholder
Return Ratio
50%

- Shareholder return policy focused on cancellation of shares
- Annual increase of cash dividends per share and total payout amount
- Equal quarterly dividend

Number
of Shares
50
Million
Reduction

- Plan for share buybacks/cancellations exceeding KRW 3tn
- Reduce total issued shares to 450 million shares by the end of 2027
- TBPS KRW 130,000 (Annual avg. +10%)

※ To be implemented by Board-led discussion and resolution

New Value-up Plan (Value-Up⁺⁺⁺)

- Establishment of Sustainable Dynamic Framework -

Accelerate core fundamental (ROE) improvement efforts, while **promoting projectable & sustainable** shareholder returns

- ROTCE 11.5%+, **Accelerated ROE improvement**
- Communicate bank/non-bank **allocation mix and ROC plan**
- Shinhan's unique **PBR-ROC Logic Tree**

- **Prioritize tax-exempt and separately taxed dividends policy**
- Maintain and progressively increase both DPS and total payout amount on an annual basis
- Continue equal quarterly dividend policy
- Present **projectable formula¹⁾** (Return ratio reflecting the ROE and growth rate)

1) Shareholder Return Ratio = 1 – Growth Rate / Target ROE

- **Uncapped target system**
- Provide guidance on the shareholder return mix (**tax-exempt dividends** → **share buybacks**)
- Share reduction plan achievable given the dividend trend → **'27 targets remain unchanged, target progress to be communicated under new direction**

- **Maintain a stable CET1 ratio** in all circumstances

※ To be implemented by Board-led discussion and resolution

※ **Plan to provide 3 year guidance** through annual gap analysis

ROE
10%+

Shareholder
Return Ratio
50%+

CET1 Ratio
13%+

Shinhan Value-Up⁺⁺⁺

FY2026

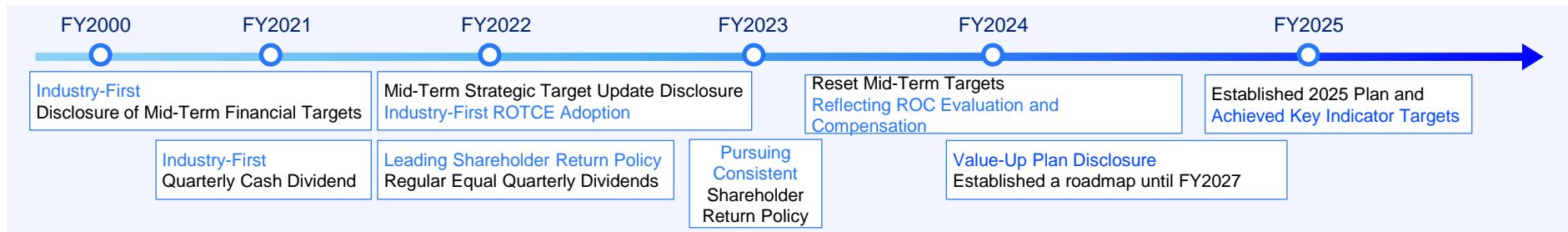
Value-Up : Triple Plus

1. Execution Review and Analysis
2. 2026 Value-Up Targets
3. Target Setting Details
 - ROE 10%+
 - Shareholder Return Ratio 50%+
 - CET1 13%+
4. Execution Methodologies
 - PBR-ROC Logic Tree
 - Shareholder Return Mix Policy
 - Value-Up Aligned KPI and Compensation
5. Strengthen Communication
6. Governance



SFG Value-Up Progress (Since 2020)

After formulating the Value-Up plan, the 2025 plan was executed in phases to support the achievement of the 2027 mid-to-long-term targets, with most key indicators meeting their goals and demonstrating tangible execution outcomes.



Progress Update on the 2025 Value-Up Plan

“ROE Improvement based on Value-Up Plan”

		FY24	FY2025 Plan	FY25	Mid-Term Target (FY2027)
ROE and ROTCE Enhancement based on Stable CET1 Ratio	ROE	8.4%	50bp or more	9.1%	10%
	ROTCE	9.6%		10.3%	11.5%
	CET1 Ratio	13.02%	13.1% or more	13.35%	13%+
Swift Execution of Shareholder Returns	Shareholder Return Ratio	40.2%	42% or more	50.2%	50% Level
Improvement of Per Share Value through Decrease in Total Number of Shares	Number of Shares	499mn	“Swift” Share Buyback · Cancellation	474mn ¹⁾	450mn
	TBPS	KRW 100,096		KRW 109,117	KRW 130,000

1) Including the KRW 800bn share buyback resolved in the second half of 2025 (KRW 200bn buyback in January 2026)

2025 Market Valuation

The market has continued to respond positively to the execution of our “Value-Up Plan” announced in 2024. Driven by an expanded improvement in PBR primarily in the second half, TSR improved YoY to approximately 67%

PBR and Market Capitalization

External Factors

Announcement of the “Corporate Value-Up Support Program”
Market expectations for the Value-Up Program

Value-Up Disclosure
Higher Shareholder Returns Expectations

Heightened Internal and External Uncertainties
High FX rates, the U.S.–Iran conflict

Internal Factors

“Value-Up Plan” Disclosure
(Jul. 26, 2024)

Listed on the Korea Exchange’s “Korea Value-Up Index”
(Sept. 24, 2024)

FY2024 Shareholder Return Ratio 40.2%

Share Buyback/Cancellation **700bn** + Cash Dividend **1,088bn**

FY25 Shareholder Return Ratio 50% Early Achievement

Share Buyback/Cancellation **1,250bn** + Cash Dividend **1,245.7bn**

FY2026 1H(e)

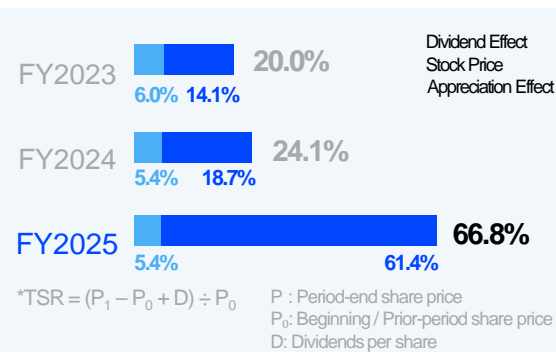
Share Buyback/Cancellation **700bn**

Market Cap.

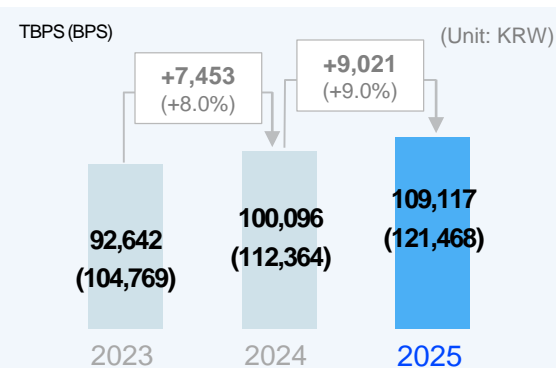


PBR: Price Book value Ratio, TSR: Total Shareholder Return, TBPS : Tangible Book Value Per Share

Total Shareholder Returns (TSR*)



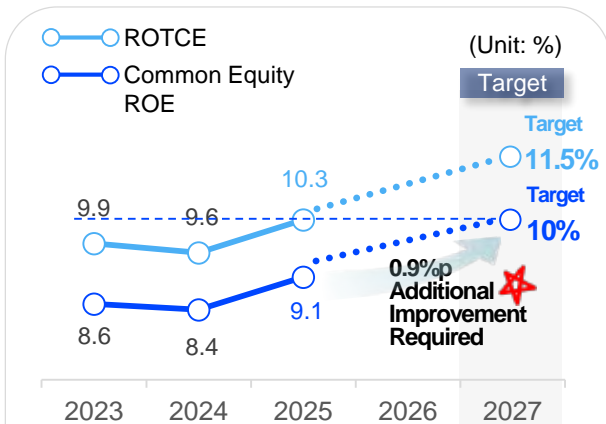
Net Asset Value per Share



Progress Toward Mid-Term Target

ROE, ROTCE

10% ROE



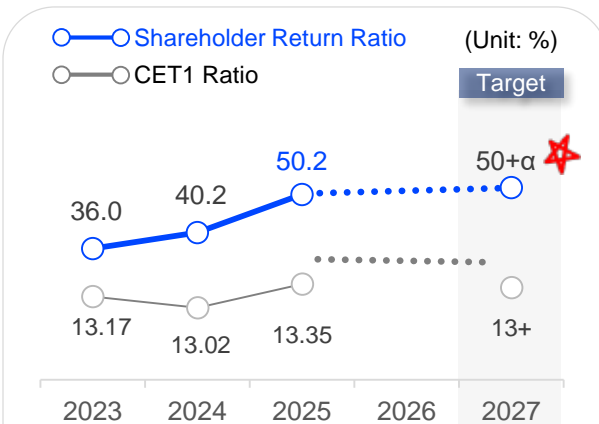
ROE YoY Change - Peer Group¹⁾ Comparison (FY2025)

	SHG	A Group	B Group	C Group
Growth Rate	+8.0%	+12.0%	+0.7%	(-) 3.0%

- ROE improved 0.7%p YoY, reaching 9.1%.
- +0.9%p additional improvement required to achieve the **10% target ROE**
→ **Efforts to achieve the targets through normalization of non-banks and improvement in current yield**

Shareholder Return, CET1

50% Shareholder Return



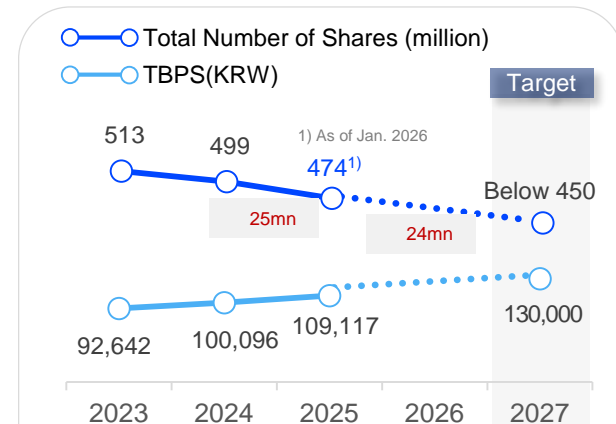
Shareholder Return Ratio Achievement (FY2025)

	SHG	A Group	B Group	C Group
Target	50%	-	50%	50%
Actual	50.2%	52.4%	46.8%	36.6%

- Achieved 50% shareholder return ratio target ahead of schedule**, laying the foundation for **dividend income separate taxation and tax-exempt dividends**
- CET1 ratio maintained an improving trend**, securing a stable equity ratio

Total Shares, TBPS

50mn Shares Reduction



Share Count Reduction Ratio (As of Jan. 2026 vs. Dec. 2024)

	SHG	A Group	B Group
Share Reduction	4.9%	4.0%	4.0%

- Share count at **474 million** as of end-Jan 2026; **25 million shares reduced vs. 50 million target**
- Fastest share reduction pace among peers¹⁾**
- SHG 4.9% vs A Group 4.0% vs B Group 4.0%

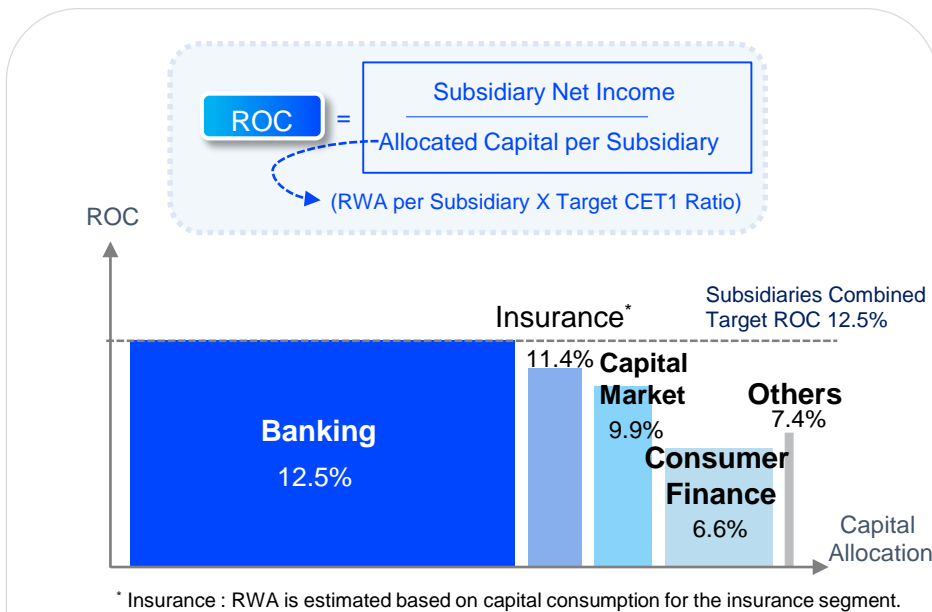
1) Peer Group : Major domestic financial holding companies; data are based on each company's disclosures

ROTCE = Net income to common shareholders ÷ (Common equity - Intangible assets), Common Equity ROE = Net income to common shareholders / Common equity

2025 ROC and RWA Increase/Decrease by Business Sector

Bank ROC declined YoY despite earnings improvement, due to asset growth and FX effects, non-banks ROC increased YoY on stronger performance in securities. RWA +3.1% YoY, in line with domestic peers. Key focus is non-bank profitability improvement and RWA management

2025 ROC¹⁾ Per Subsidiary

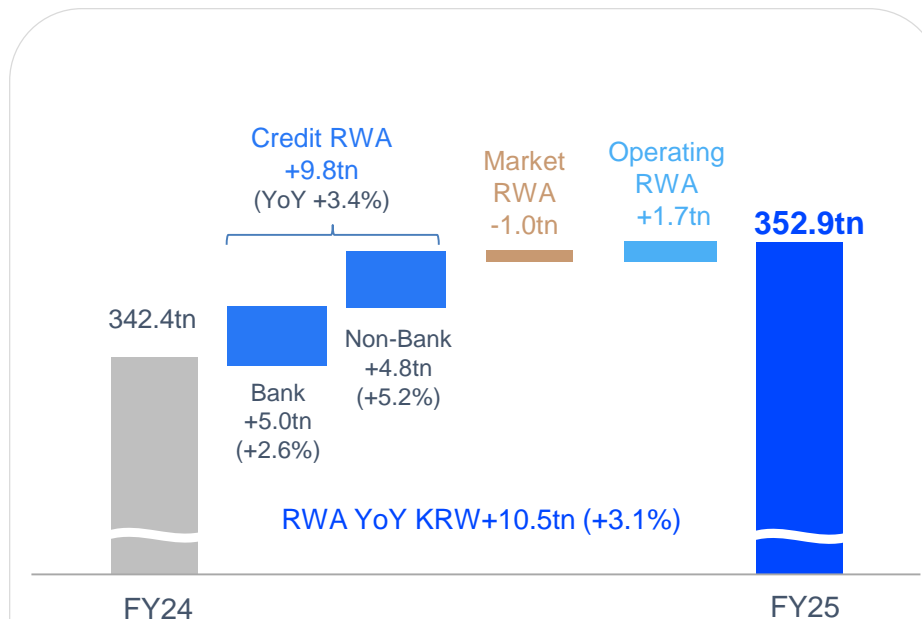


2025 YoY ROC Change by Business Sector

ROC YoY	Banking	Insurance	Capital Market	Consumer Finance	Others*
	-0.4%p	-0.4%p	+3.2%p	-1.3%p	+77.6%p

* Others : Improved primarily driven by lower provisioning for trust account receivables at Shinhan Asset Trust

2025 RWA Increase/Decrease



2025 YoY RWA Change of Domestic Peer RWA

RWA YoY	SHG	A Group	B Group	C Group
	+3.1%	+3.3%	+3.5%	-0.2%

1) ROC: Return on Group Capital, a management metric to measure profitability against capital allocated to each subsidiary, aimed to enhance ROE while maintaining a stable CET1 capital

Banking : Shinhan Bank, Jeju Bank / Insurance : Shinhan Life, Shinhan EZ General Insurance / Capital Market : Shinhan Securities, Shinhan Asset Management, Shinhan Venture, Shinhan Fund Partners / Consumer Finance : Shinhan Card, Shinhan Capital / Others : Other subsidiaries

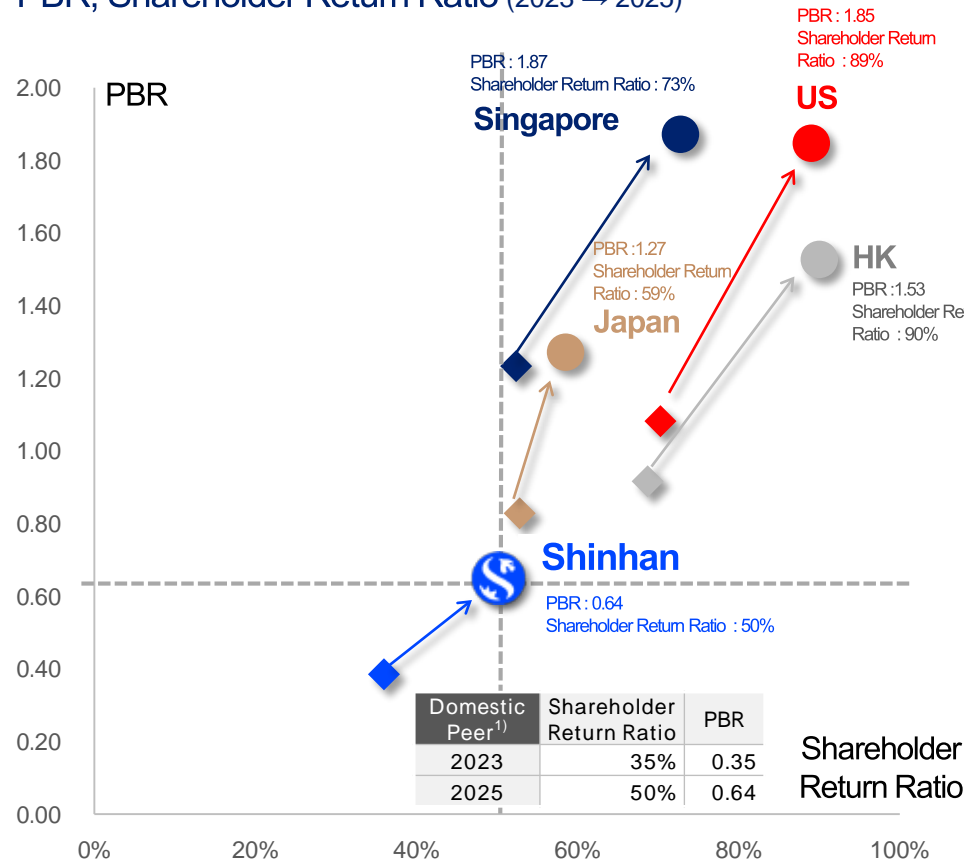
Global Peer Group Comparison

Domestic peers have improved PBR through higher ROE and shareholder returns, while global peers have significantly improved as well

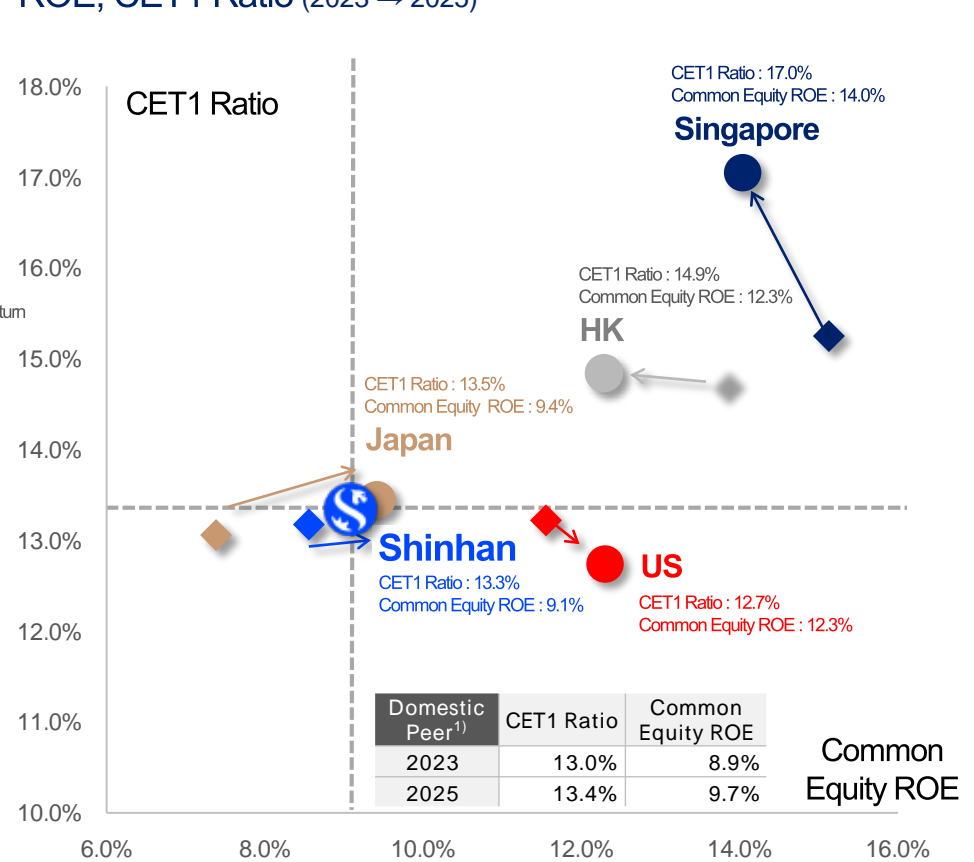
※ Korean financial holding companies: 2025 vs. 2023 (based on company disclosures) / Global financial groups : Country average of major financial institutions (source: Bloomberg / disclosures)

※ US: JPM/GS/WF/BOA, Singapore: DBS/OCBC/UOB, HK: HSBC, Japan: MUFG/MZH/SMBC

PBR, Shareholder Return Ratio (2023 → 2025)



ROE, CET1 Ratio (2023 → 2025)



1) Domestic Peer : Domestic major financial holding companies, for other companies, data are from respective disclosures

Communication Results

More than 500 investor engagements annually led by the Board and the management to enhance shareholder value
 Strengthened market communication through tailored events such as Board/CEO Roundtables, Analyst Day, and Retail Investor Briefings

2025 Main IR Events

- § May 2025 **BOD NDR** (HK, Singapore)
- § May 2025 **KRX '2025 Value-Up Excellent Company'**
- § Aug 2025 Participated '**KLCA Expert Group on Commercial Act Amendments**'
* Korea Listed Companies Association
- § Aug 2025 Hosted **Retail Investor Briefing** (SHG Official YouTube Channel)
- § Aug 2025 Hosted **Jeju Analyst Day**
- § Sept 2025 Hosted **BOD Roundtable**
- § Sept 2025 Hosted **CEO Roundtable**
- § Sept 2025 Participated Korea Stock Exchange '**KCMC' 2025'**
* Korea Capital Market Conference
- § Oct 2025 Participated **Nagoya Korean-Japanese NDR**
- § Nov 2025 Participated **ACGA* Conference** BOD Panel Discussion
* Asian Corporate Governance Association
- § Nov 2025 **FSS '2025 XBRL Outstanding Financial Disclosure Company'**
- § Jan 2026 **BOD NDR** (London, Singapore)
- § Mar 2026 Distribution of BOD Chair / **CEO Shareholder Letter**

2025 Investor Communications

IR Events & Disclosures

	IR Events					Domestic Disclosure		US
	Total	AGM	Earnings Call	BOD Roundtable	BOD /Mgmt IR Meetings	Korean (Dart)	English (KRX)	EDGAR (SEC)
2024	485	1	4	1	73	149	79	57
2025	549	1	4	1	79	152	87	53

- Continued BOD-led IR activities / Enhanced accessibility for foreign investors through English disclosures
* English disclosures on KRX since 2017 (prior to Phase 1 mandate in Jan 2024)

Board Roundtable Overview (Sept. 2025)

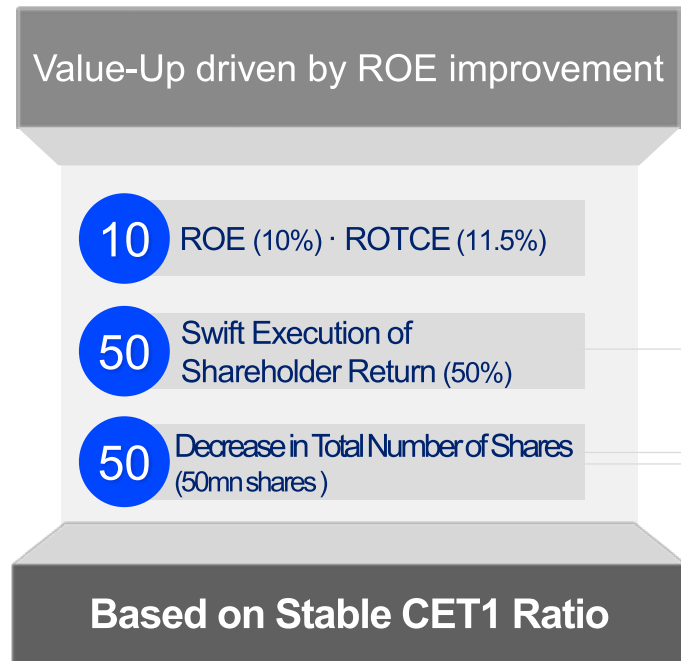
- **Presenter** : 7 BOD Members and 7 Managers of the Shinhan Financial Group
- **Participant** : 42 domestic and international institutional Investors (On-site 29, Online 13)
- **Key Discussion Issues**
 - Strategic direction amid expansion of productive finance and capital market reforms
 - Evaluation and compensation system for the Group CEO and management
 - Group CEO succession process and status; criteria for subsidiary CEO appointments
 - Strengthening internal controls and risk management, and cultural integration

Incorporating Investor Feedback into 2026 Value-Up Plan

Need for Value-Up Plan Reforms

- ① Recognition of the need for reforms following the achievement of the **shareholder return ratio targets** among Shinhan Value-Up Targets
- ② **Favorable policy environment** to revitalize the capital market including **separate taxation of dividend income**
- ③ **PBR improvement** through normalization of shareholder returns post-2024

July 2024 Presented Value-Up



Key Considerations

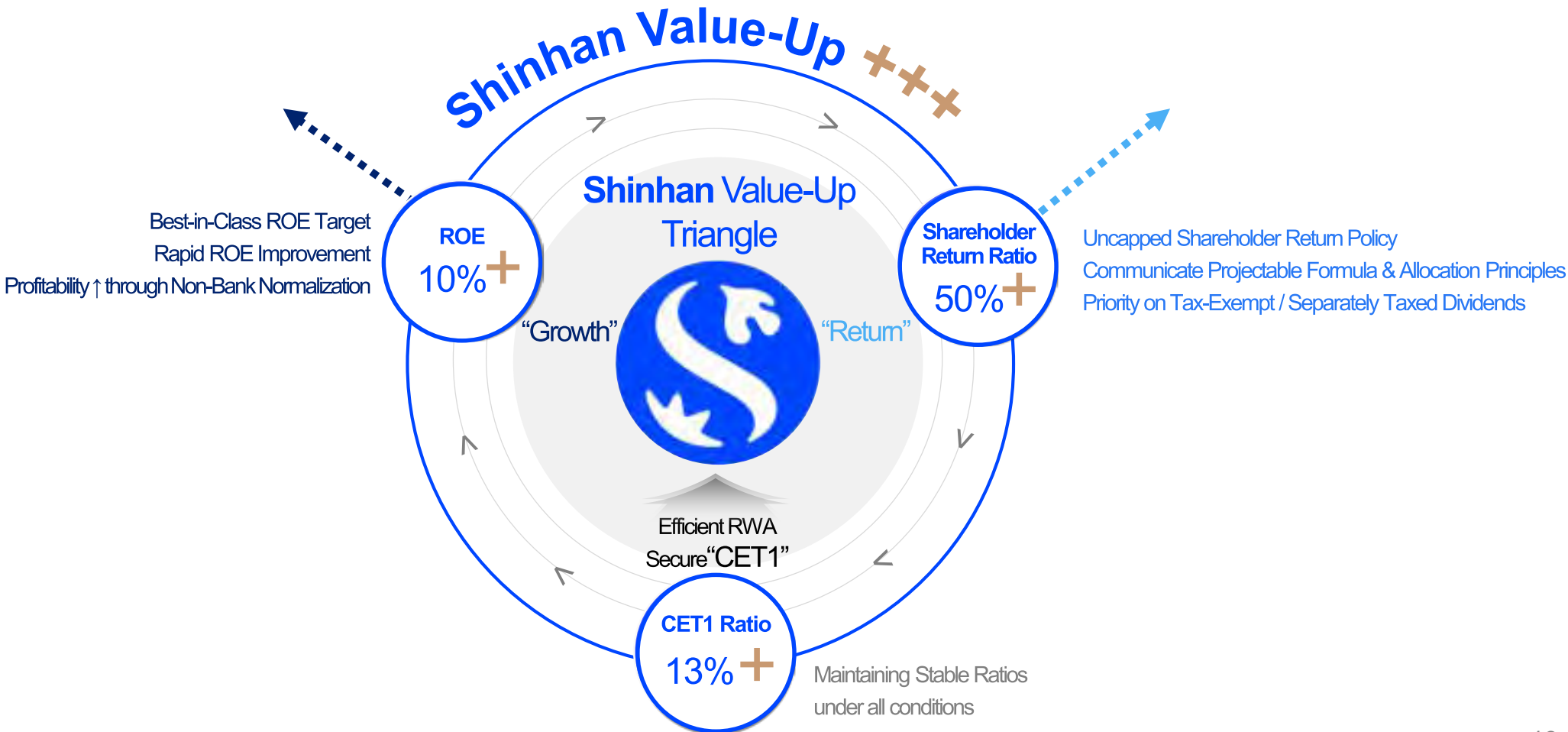
- Following the Achievement of Shareholder Return Targets, Next Phase Expectations**
- Favorable Policy and Regulatory Environment for Dividends**
- Separate Taxation of Dividend Income/
Capital Reduction Dividends
- Continued PBR Improvement**
- Domestic 0.8 – 1.0 Level
- Dilution of Differentiation Among Peer Groups**
- Reduced differentiation among domestic financial holding companies

Reform Direction

- Shift from Certain Points, Absolute Targets to **Building Sustainable Framework**
→ **Transparent and Predictable Shareholder Return Logic**
- Regulatory-Aligned **Shareholder Return Mix**
→ **Dividend Policy Roadmap**
- Shinhan-Tailored Value-Up Methodology**
Continued Efforts to Narrow the **Valuation Gap** with Global Financial Groups

Shinhan Value-Up Triple Plus

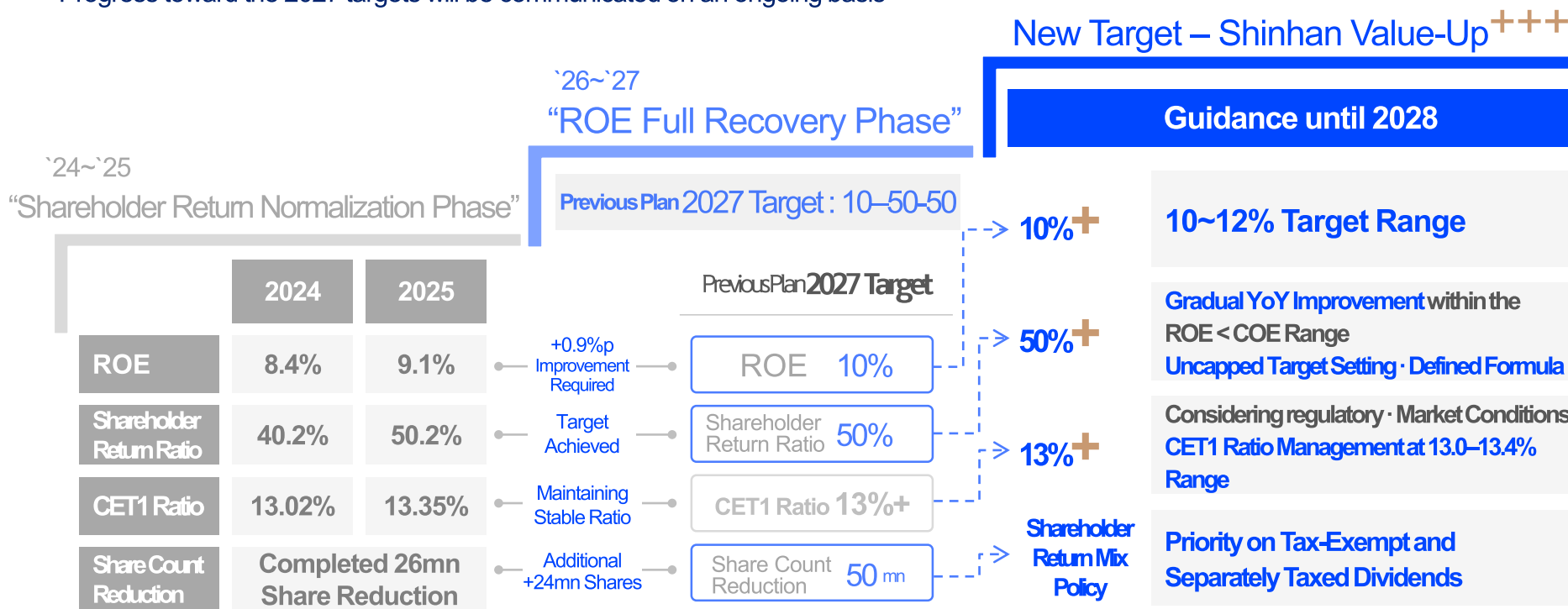
Presenting the Shinhan Value-Up Triangle (CET1 Ratio – ROE – Shareholder Returns) as the basic communication framework / value chain, comprising of ① Stable CET1 Ratio ② Double-digit ROE through qualitative growth, and ③ Shareholder return maximization through enhanced capital flexibility
 → Presenting Value-Up Triple Plus of CET1 13%+, ROE 10%+, and Shareholder Return 50%+ as mid-term strategic targets



Shinhan Value-Up Target in Details

Setting a new target: to enhance core profitability (ROE) through efficient capital allocation, based on a stable CET1 ratio, while further expanding shareholder returns

- Mid-Term Targets (next 3 years) : ① ROE of 10~12%, ② uncapped shareholder return ratio policy (50%+), ③ a dividend policy focused on tax-exempt dividends
- Progress toward the 2027 targets will be communicated on an ongoing basis



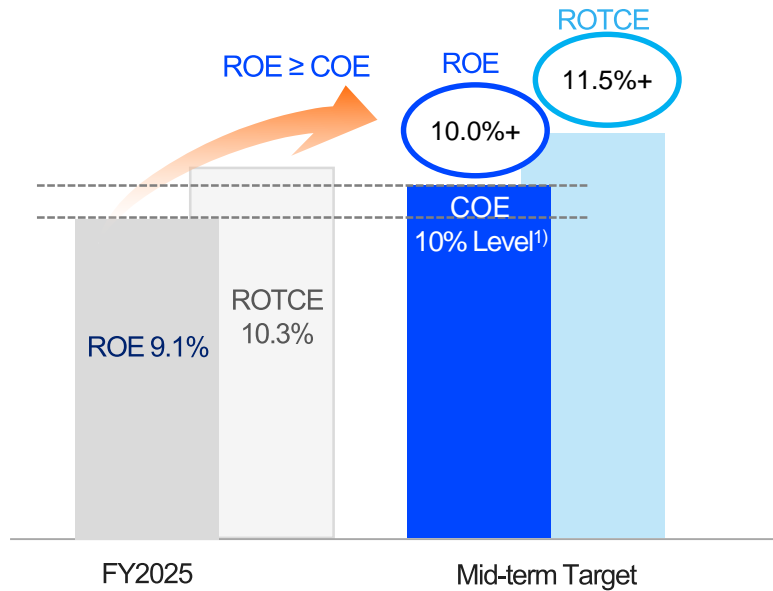
Major Changes from Previous Plan

- **[Target]** Standalone (projectable) Target Approach → **Integrated Capital Allocation and Shareholder Return Target** for ROE-Shareholder Return
- **[Target Setting Methodology]** Point-in-Time Target → Annual gap analysis against targets, followed by **updates to three-year target guidance**

Target Setting in Detail_① ROE 10%+

Established a plan to achieve 10% ROE through earnings improvement with a capital markets focus in 2026, followed by a consumer finance focus in 2027
 Plan to deliver 10%+ net income growth by 2027, with continued ROE improvement thereafter through "Profit Growth > Capital Growth"

Target ROE HIGHER Than COE(Cost of Equity)



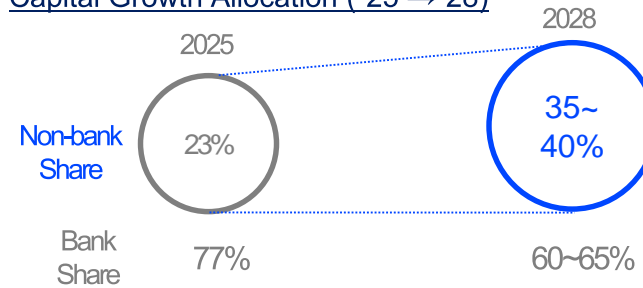
1) COE(Cost of Equity) is determined based on ① internal calculations and ② estimates from major global securities firms. Internal COE is derived using the Capital Asset Pricing Model (CAPM)

- Applied COE for 2026: maintained at 10.0% (internal estimate = 8.0%)
- [COE] 8.0% = Rf + Rp × Beta
- [Rf] Risk-free rate: 2.8% (1-year average of 10Y KTB yield)
- [Rp] Market Risk Premium: 5.5% (KOSPI average since inception)
- [Beta] Market sensitivity: 0.94 (average beta of Shinhan Financial Group relative to the KOSPI since inception)

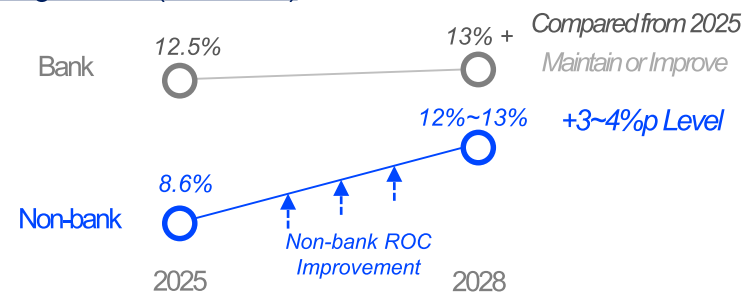
[Q] Is the Target ROE Achievable?

To achieve 10%+ ROE, established a plan to enhance the trajectory of ROE improvement by strengthen non-bank profitability, shifting from capital markets to consumer finance, on the back of the bank's stable ROE base

Capital Growth Allocation ('25 → '28)



Target ROC ('25 → '28)



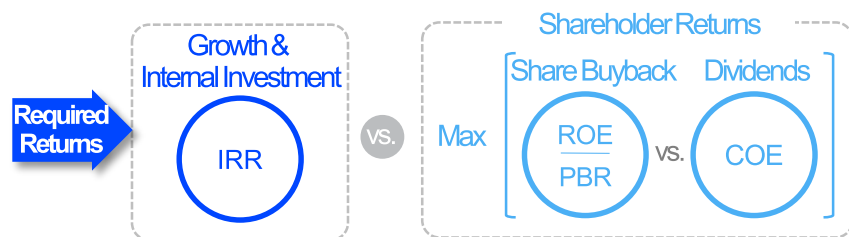
Target Setting in Detail_ ② Shareholder Return Ratio 50%+

Capital allocation principle will be guided by required returns for growth and shareholder returns to achieve the target ROE. In cases where $ROE < COE$, shareholder returns will be increased gradually.

To provide a projectable shareholder return framework, a formula based on ROE and growth will be introduced, along with guidance.

Growth vs Shareholder Return Capital Allocation Principle

Capital allocation principle based on a comparison of **required returns between growth vs. shareholder returns**



→ Compare ① Internal Rate of Return vs ② Max (ROE/PBR, COE)

When the internal rate of Return is higher (① > ②), **growth is prioritized** and,

When Shareholder Return Yield is higher (① < ②), **shareholder return is prioritized**

However, shareholder returns will be prioritized, taking COE · ROE into consideration

→ Where Group ROE is below COE, shareholder returns

will be guided by the "principle of gradual YoY increases"

[e.g.] FY2025 shareholder return ratio stood at 50.2%; if $ROE < COE$

in FY2026, it will be set at $50.2\% + \alpha$

Shareholder Return Framework based on ROE · Growth

Determined at a high level,

Shareholder Return Ratio = $1 - (\text{Growth Rate} / \text{Target ROE})$

$$\text{Shareholder Return Ratio} = 1 - \frac{\text{Growth (Capital or RWA)} \pm \text{buffer}^1}{\text{Target ROE}} + \alpha^2$$

※ Despite differences in actual capital application and timing, the framework is used to guide high-level decision-making on overall direction.

※ **Any additional capital requirements for EPS Accretion, including M&A, will be communicated in advance**

* EPS Accretion : an increase in earnings per share (EPS) following financial activities such as M&A

1) Subject to internal decision-making, including BOD approval, taking into account changes in internal and external conditions or temporary factors

2) Additional shareholder returns may be supported by capital or RWA optimization, subject to Board approval

Growth plans are typically set in line with GDP growth (Currently at around 4~5% range)

※ Shareholder Return Ratio Plan Examples

		2025	2026	2027	2028
Assump-tion	Growth/ROE		5.1%/10%	4.8%/10%	4.7%/11%
	CET1 Change		△8bp (Shareholder Return Ratio 4%)	-	-
→ Shareholder Return Ratio		50.2%	$1 - (5.1/10) + 4\%$ =53% or $50.2\% + \alpha$	$1 - (4.8/10)$ =52%	$1 - (4.7/11)$ = 57%

※ Figures shown are illustrative only, and the actual return ratio will be determined following Board resolution

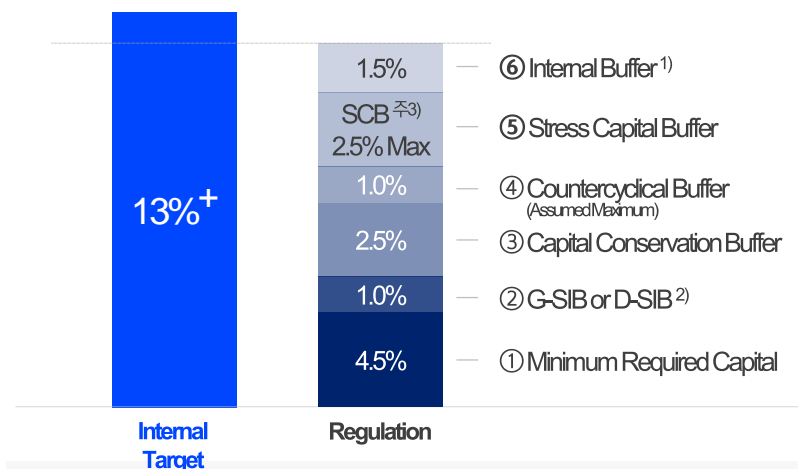
Target Setting in Detail _③ CET1 13%+

Maintain a sufficient CET1 buffer against regulatory, global, and macroeconomic risks

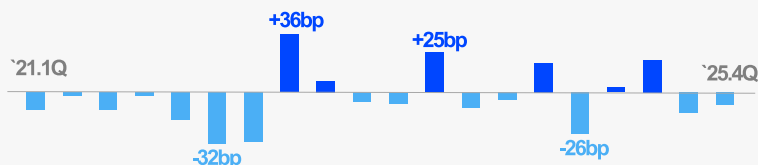
Use of excess capital—whether for shareholder returns or growth—will be communicated in advance, following CET1 stabilization

Current CET1 Management Framework

- To account for CET1 ratio volatility driven by changes in the macroeconomic environment, sufficient capital headroom is maintained through an internal target of 13%+, above regulatory requirements (①–④)



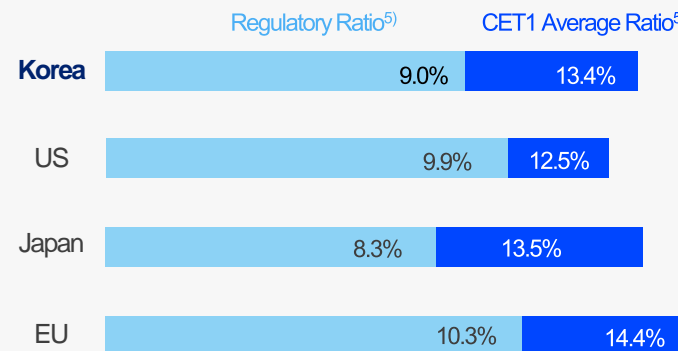
CET1 sensitivity to quarterly rate and FX movements:
up to ±36 bps (5-year basis), ±26 bps (3-year basis)



[Reference] Comparison with Global Major Financial Institutions(FY2025)

- Major Korean financial institutions maintain a stable capital buffer at global standards

* Capital buffer (CET1 - regulatory requirement): +1.8%p vs. U.S., -0.8%p vs. Japan, +0.3%p vs. EU



- KR** Loss-absorbing capacity ensured by maintaining capital at guidance levels above regulatory minimums
- US** Discretionary shareholder returns from excess capital following stress testing
- JP** Lower regulatory thresholds than Korea, with similar CET1 levels broadly comparable
- EU** Additional capital (Pillar 2 Guidance) recommended based on stress test results

1) Internal buffer set by the Group to address severe stress scenarios and strategic actions, including M&A
 2) Additional capital required under D-SIB or G-SIB designation
 3) Stress Capital Buffer imposed annually based on stress test results

4) KR: Shinhan/KB/Hana/Woori, US: BOA/BNY Mellon/CITI/GS/JPM/STT/WFC, JP: MUFG/MZHS/SMFG, EU: BNP Paribas/CA/DB/Commerzbank/Santander/Intesa Sanpaolo (Source: Regulatory filings and disclosures of each countries)
 5) Each Countries average CET1 and regulatory ratios 4) are used

Execution Methodology_① PBR-ROC Logic Tree

Shinhan's core methodology for improving PBR and ROE is ROC, defined as Net Income divided by (RWA × 13%)

- ROC is calculated at the Group, subsidiary, and business group levels, and integrated into performance evaluation, and compensation

→ PBR management by components = ROC (Profitability/Efficiency/Leverage) x Capital Depletion Ratio x PER



$$PBR = PER \times ROE = \overset{①}{PER} \times \overset{②③④}{ROC} \times \overset{⑤}{\text{Capital Depletion Ratio}}$$

$$= \frac{\text{Market Capitalization}}{\text{Net Income}} \times \frac{\text{Net Income}}{\text{Pre-expense Income}} \times \frac{\text{Pre-expense Income}}{\text{Total Assets}} \times \frac{\text{Total Assets}}{\text{RWA} \times 13\%} \times \frac{\text{RWA} \times 13\%}{\text{Equity}}$$

PER
Net Income Margin
Gross Yield
Leverage
Capital Depletion Ratio

※ ROC (Return On Group Capital)

A bridge between regulatory and accounting capital, enabling regulatory ratio compliance and ROE enhancement

Shinhan's core framework for projectable capital efficiency manage

Execution Methodology_② Shareholder Return Mix Strategy

Shinhan-tailored shareholder return mix to maximize returns

1 Priority Use of Tax-Exempt Dividends for 3 Years* under Dividend-Friendly Conditions (subject to applicable limits and Board approval)

* Provided that the requirements for separate taxation or tax-exempt dividend treatment are met

2 PBR-considered Buyback–Dividend Mix



Shareholder return mix is determined by comparing **the required return on share buybacks (ROE/PBR)** with **the required return on dividends (COE)**, **prioritizing buybacks when the buyback return is higher** and **dividends when the dividend return is higher**

* ROE/PBR reflects the increase in future per-share intrinsic value resulting from a reduction in shares outstanding. While actual outcomes may differ, ROE/PBR (= 1/PER) is used for projectable assessment

3 Maintaining Shinhan’s Equal Quarterly Dividend Policy

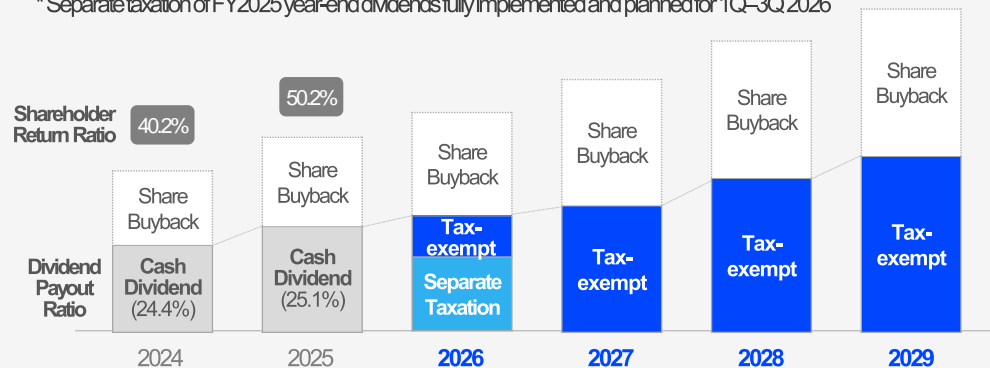
4 Continued Expansion of DPS and Total Dividends (considering market interest rates)

5 Any remaining portion of the total payout ratio allocated entirely to share buybacks after dividends

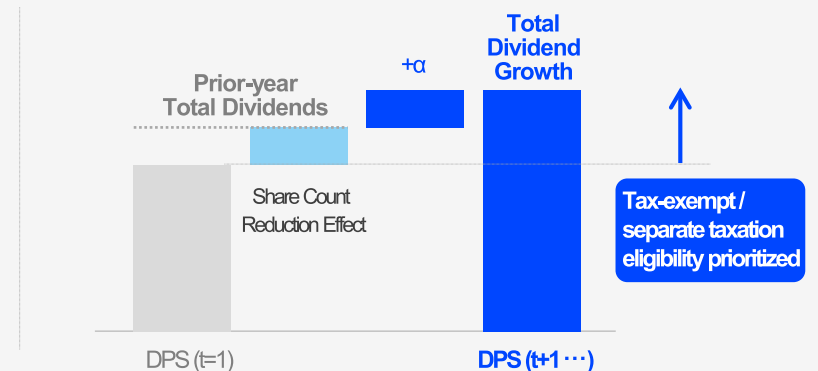
※ The above policy is subject to change depending on economic conditions, regulatory developments, and the Company’s operating conditions

Illustrative Roadmap for Tax-Exempt / Separately Taxed Dividends

* Separate taxation of FY2025 year-end dividends fully implemented and planned for 1Q–3Q 2026



Roadmap for Expanding DPS and Total Dividend Payouts

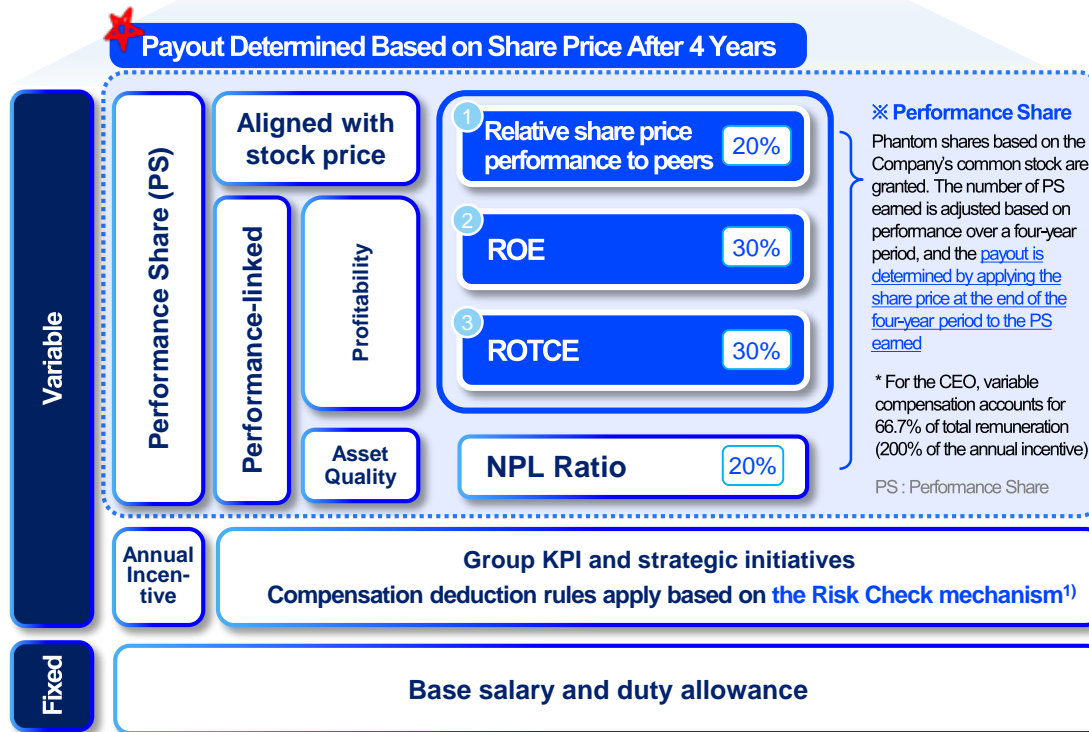


Execution Methodology_③ Value-Up Aligned KPI and Compensation

Evaluation and compensation aligned with the Value-Up Plan and the Group's Mid- to Long-Term Strategy

Management Compensation Scheme

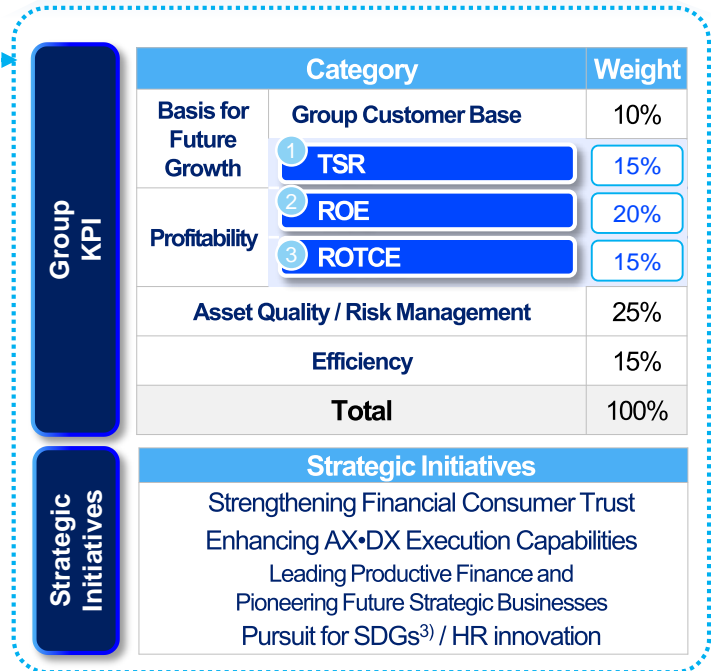
Alignment with the 'Value-Up Plan'
80% of Long-Term Compensation (①+②+③)



Claw-back Policy is in place to reclaim performance-based compensation in the event of corrections to financial statements used as the basis for such compensation.

Evaluation Framework

Alignment with the 'Value-Up Plan'
50% of Group KPI²⁾ (①+②+③)



CEO evaluation weighting: 70% Group KPIs, 30% Strategic Initiatives

Note 1) Risk Check mechanism: Compensation may be reduced in the event of material risks or issues, including those related to internal controls or consumer protection

Note 2) KPI: Key Performance Indicator

Note 3) SDGs: Sustainable Development Goals

Note 4) Above information is based on the resolution of the Remuneration Committee in March 2025.

Strengthen Communication

Continue transparent communication through the faithful implementation and disclosure of the Value-Up Plan, while expanding engagement with diverse stakeholders through proactive, Board-led investor communication

Enhancing Market Engagement

1. Enhanced Communication on Value-Up Progress

- ü Board- and management-led investor engagement to expand multi-stakeholder communication (continuing approx. 500 IR activities annually)
- ü Active communication on Value-Up progress via quarterly earnings calls and disclosures

2. Taking a leading role in advancing the Value-Up initiative

- ü Promoting the adoption of Value-Up policies among listed companies by hosting a “Corporate Value-Up Conference” for corporate clients
- ü Playing a key role in advancing Value-Up policies through collaboration with relevant institutions (e.g. financial authorities, KRX)

3. Expanding Communication with Retail Investors

- ü Regular online briefings for retail investors to broaden dissemination of the Value-Up Plan
- ü Attracting retail investors by enhancing infrastructure and communication through partnerships with domestic and global brokerages

Continued Expansion of Board- and Management-led IR

- Continuing and expanding Board- and management-led IR activities
- Strengthening Value-Up communication through tailored IR activities—including IR sessions for domestic and global retail investors and Analyst Days—for diverse investor groups

1Q 2026

2Q 2026

3Q 2026

4Q 2026

- ü Commercial Act amendments reflected in the AOI (approved at the AGM)
- ü Board Chair and CEO letters issued
- ü Participate in 2 global investor conferences

- ü 2025 Value-Up Plan implementation review and disclosure (Board-approved)
- ü Conduct CEO overseas NDR and roundtables
- ü Participate in 5-6 global investor conferences

- ü Host BOD Roundtable
- ü Host IR sessions for domestic and global retail investors
- ü Host Analyst Day
- ü Participate in 3-4 global investor conferences

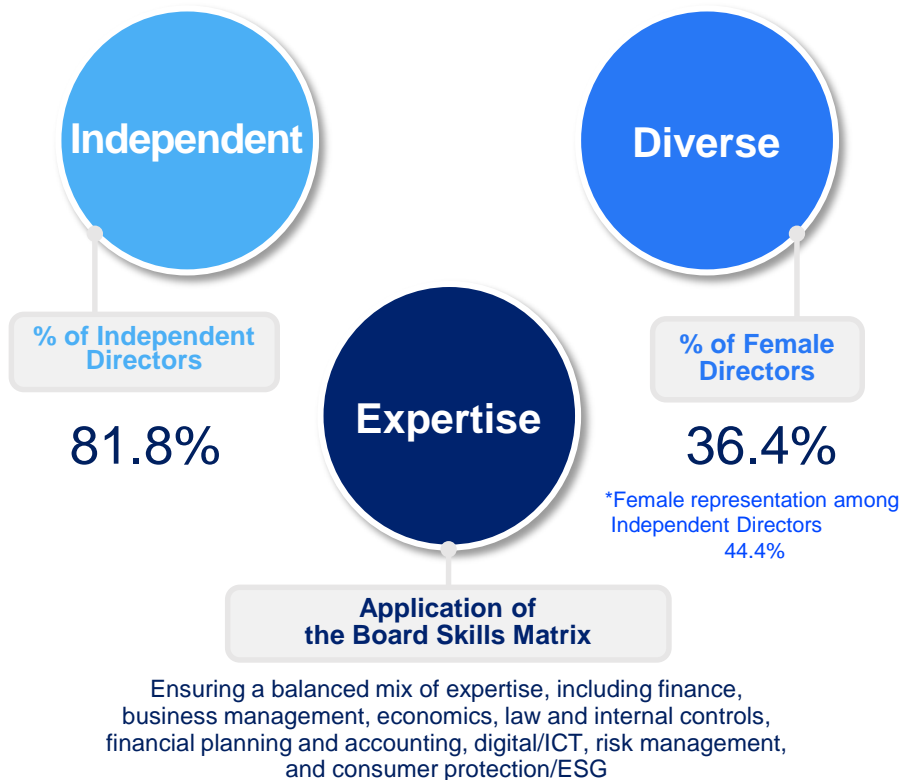
- ü Approve annual management budget [Value-Up Plan aligned] (Board resolution)
- ü Conduct CEO overseas NDR
- ü Participate in 3-4 global investor conferences

Board-led ‘Value-Up Plan formulation and quarterly implementation reviews and capital policy decisions’

Strengthening Governance Functions for a Sustainable Shinhan

Key Features of Shinhan's Board Composition

(As of after the March 2026 AGM)



Enhancing Board Independence

Board Chair selected from Independent Directors
 All 6 Board committees (excluding Subsidiary CEO Recommendation and ESG Strategy Committees) composed entirely of Independent Directors
 Chairs of 7 Board committees (excluding Subsidiary CEO Recommendation Committee) are Independent Directors

Promoting Board Diversity

Female independent directors account for 44.4%, one of the highest among domestic financial institutions
 Balanced age composition with equal representation across 50s or younger, 60s, and 70s or older
 Independent directors with external board and senior management(CEO) experience, enhancing the depth of Board discussions

Enhancing Expertise (Collective Competence)

Board Skills Matrix was enhanced at end-2024 to better manage Board expertise (reclassification of skill categories, addition of skills linked to key management issues, and clearer assessment criteria, etc.)
 Standards for collective competence were established, with annual reviews and voluntary enhancements to continuously strengthen Board expertise.

Transparent Succession Program

Candidate Pool Development and Management
 Internal candidates, including CEOs of major subsidiaries, are identified and developed
 CEO Recommendation Committee annually selects and manages a succession candidate pool comprising both internal and external candidates.
 CEO Succession Process
 Succession process is initiated at least 3 months prior to the CEO's term expiration.
 Candidates undergo in-depth review, followed by appointment approval through the Board and shareholders' meeting.

Compliance Status with Key Governance Indicators

The Company complies with 14 of the 15 key indicators (93.3%) set out in the Corporate Governance Report Guidelines¹⁾.

- Since 2025, meetings between the internal audit body and external auditors, without management present, have been held quarterly and continue to be maintained.
- With respect to the key indicator on convening notice at least four weeks prior to the AGM, the Company issues the notice immediately upon receipt of the external auditor's audit report. As of 2026, the notice was issued three weeks prior to the AGM.

¹⁾ Corporate Governance Report Guidelines: Established by the Korea Exchange(KRX)

The logo consists of a white circle containing a stylized, intertwined 'S' and 'F' symbol.

Shinhan Financial Group