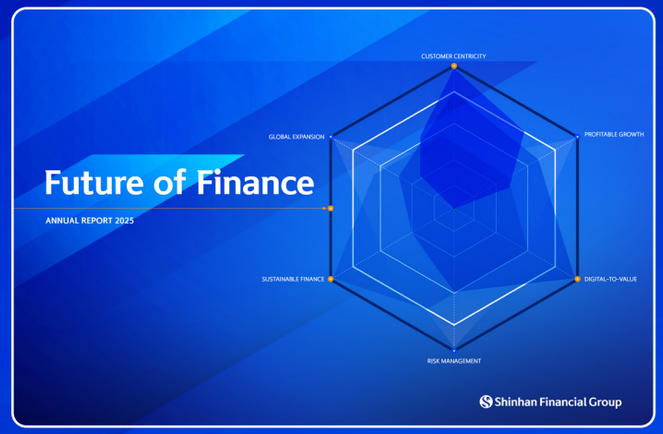
Future of Finance

ANNUAL REPORT 2025



Shinhan Financial Group



COVER STORY

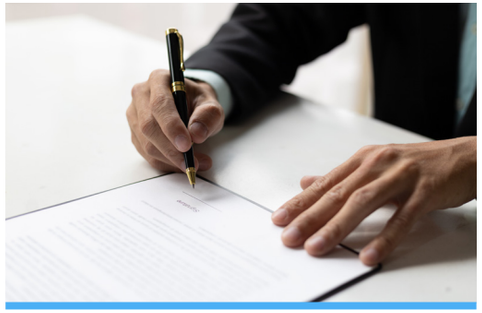
Shinhan Financial Group grounds the essence of finance in three pillars: customers, digital innovation, and ESG. While continuing to strengthen the core capabilities expected of a financial institution, Shinhan places even greater focus on these pillars to define what makes us distinctly "Shinhan." The cover of the Annual Report 2025 visualizes this direction through a radar chart-inspired graphic structure and a bold digital aesthetic, reflecting Shinhan's vision for the future of finance.

SHAPED BY INNOVATION IGNITION & BOLD ACTION

In 2025, Shinhan Financial Group remained committed to delivering on the promises made to our shareholders and the market, while transforming the future of finance from a long-term perspective. Through innovations that serve people and actions that contribute to the prosperity of the wider community, Shinhan continued to create sustainable value.

This report presents Shinhan's key milestones in 2025 as we shape the future of finance through innovation ignition and bold action—the driving forces that define Shinhan.

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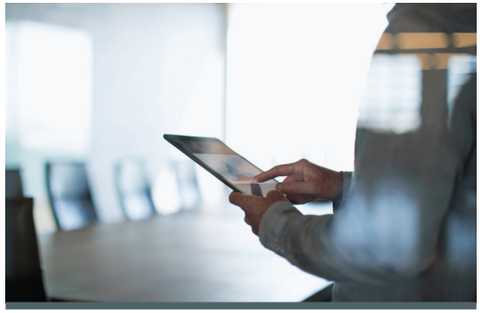
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INTERACTIVE PDF

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CHAIR LETTER

Dear Shareholders,

In 2025, Shinhan Financial Group continued to make meaningful progress amid a rapidly changing financial environment. We sincerely appreciate the trust and support of our shareholders, whose confidence continues to inspire Shinhan's growth and transformation.

The Board of Directors of Shinhan Financial Group has once again come to appreciate deeply the weight of the expectations and trust placed upon us by our shareholders. In response, the Board will continue to provide steadfast oversight and support so that the corporate value enhancement strategies we have pursued may be implemented without disruption. At the same time, we will do our utmost to ensure that, on the foundation of sustainable management, stable growth, sound risk management, and responsible management are achieved in a balanced manner.

With the election at this year's Annual General Meeting of Mr. Park Jong Bok, former CEO of a global financial group, and Ms. Lim Seungyeon, who brings extensive expertise in finance and accounting, as new independent directors, I believe that the Board's professionalism and diversity have been further strengthened. With the addition of a highly experienced financial industry expert and a finance/accounting specialist with prior experience as an Audit Committee member, the Board will be better positioned to review diligently the Group's key priorities from a more independent and professional perspective, including its mid- to long-term strategy, internal control and risk management, and the advancement of its governance framework.

In particular, Shinhan Financial Group Board will faithfully oversee management so that it may enhance capital efficiency on the basis of a stable earnings foundation and continue to improve shareholder value through a balanced growth strategy that reflects a rapidly changing future environment. In addition, we will strive to meet the trust of our shareholders by enhancing the consistency and predictability of our shareholder return policy and by strengthening transparent communication with the market.

Shinhan Financial Group Board will continue to listen even more closely to the voices of our shareholders and move forward with unwavering commitment so that corporate value and shareholder value can be enhanced together from a long-term perspective.

Once again, I sincerely thank you for your unwavering support, and I wish you and your families continued health and happiness.



Kwak Su Keun
Chair of the Board, Shinhan Financial Group Co., Ltd.

CEO LETTER

OPENING REMARKS

Meditations on the very substance of life

A period of youth comes to everyone without exception. Most working professionals probably have at least one memory of being so immersed in their work that they didn't even realize how hard it was. I had that kind of passion in my early 30s, during my years at the HR Development Department. It was rewarding to organize in-house training and watch my colleagues grow, and I was able to take a significant leap forward. I also had many opportunities to engage with a wide range of classics—from business administration to the humanities and sociology—which enabled me to broaden my perspective on the world. Among them was *The Revolt of the Masses (La rebelión de las masas)* by José Ortega y Gasset.

> *"The excellent man from the common man by saying that the former is the one who makes great demands on himself, and the latter the one who makes no demands on himself, but contents himself with what he is, and is delighted with himself."*

The "excellent man" described by Ortega refers to a person who applies strict standards to themselves before asserting their rights and remains devoted to what he called "noble duties." However, I often encounter situations where individuals focus solely on their own rights while neglecting their obligations as citizens or members of an organization. Mature citizens must hold themselves to high standards and act accordingly. This is especially true for leaders; within an organization, this responsibility rests with management.

Let me introduce one more sentence.

> *"What life is the "aristocrat" by inheritance going to lead, his own or that of his first noble ancestor?"*

Ortega referred to the rapidly emerging middle class of his time in Europe as the "mass man" and urged them to actively pursue the "very substance of life"—which meant building an autonomous life through one's own efforts, rather than becoming complacent in a status inherited from previous generations. If we replace the aforementioned "common man" or "mass man" with the leaders of Shinhan, this serves as a pointed warning to management of today.

At the beginning of this year, we held our annual management strategy meeting, which was extended to a three-day, two-night schedule—one day longer than last year. Before sharing our strategies and goals for the year, we held a discussion on "innovation," drawing on works such as *The Revolt of the Masses* and Walter Benjamin's *Experience and Poverty (Erfahrung und Armut)*. Shinhan's leaders, myself included, reflected on whether we were overlooking the urgent need for innovation by becoming complacent with the positions we inherited from our predecessors.



The technological transformation of the financial ecosystem is anything but ordinary. We have entered an era where only sophisticated strategies and agile execution can ensure survival. In times like these, defining "Shinhan's true colors" within the Korean financial industry will be at the core of sustainable management. I consider the continuous elevation of our corporate value to be the "very substance of life" entrusted to me. With this conviction, I begin my message to our shareholders.

2025 IN PERSPECTIVE

Reflections on 2025

Looking back on 2025, geopolitical conflicts around the world and the growing protectionist stance of major economies further amplified macroeconomic volatility. Abnormally high temperatures, which triggered various natural disasters, also emerged as a new risk factor for financial markets. Global attention was also drawn to future technologies such as robotics, space, and quantum computing. However, artificial intelligence-related themes—particularly agentic AI and physical AI—remained at the forefront of the global economy. Technologies such as generative AI and autonomous driving have now become an integral part of everyday life.

I have focused on the changes that AI will bring to "customer experience" and "the overall operations of financial institutions." In July last year, we held a generative AI application competition for the Group executives, and in October, we established a dedicated AX organization within the holding company to oversee AI innovation across the group. More recently, we dispatched a delegation composed of executives and working-level staff to Shenzhen, China, to explore how advances in robotics and physical AI could impact the financial industry and how we should respond.

Ultimately, we aim to transform Shinhan into an "AI Native Company." Repetitive and routine tasks should be automated through AI, while employees should create high value based on their respective areas of expertise. Good examples of how AI enables employees to focus more on customers include Shinhan Bank's AI Branch and Shinhan Securities' AI-assisted securities filing preparation. These initiatives also help reduce waiting times and improve accuracy. At the holding company level, we are also pursuing AX efforts to enhance customer experience, leveraging "digital twin" technology that replicates real-world environments in virtual space.

GLOBAL RISKS AND TECHNOLOGICAL INNOVATION TRENDS

Volatility Index (VIX) and Gold Price Trends

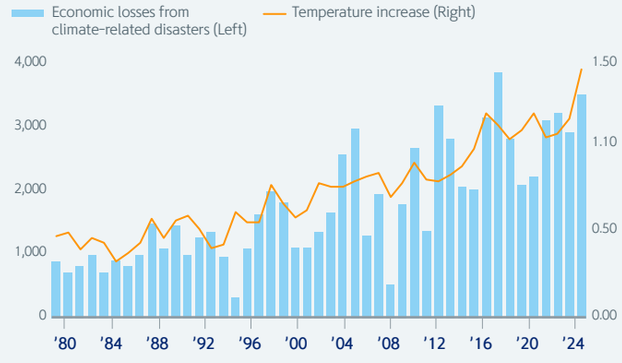
(Unit: %, USD/oz)



* Source: Bloomberg

Extreme Weather and Disaster Losses

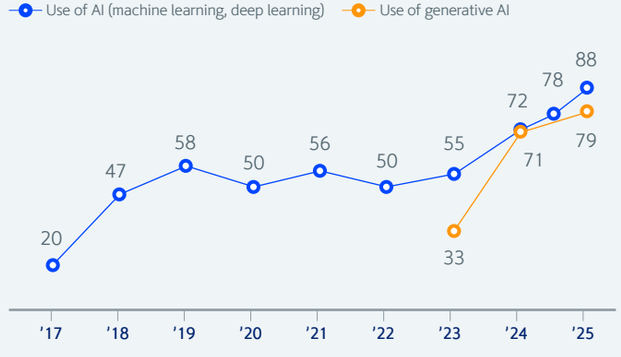
(Unit: USD 100 million, ℃)



* Source: Aon, National Centers for Environmental Information

Organizations That Use AI in At Least 1 Business Function

(Unit: %)



* Source: McKinsey Global Survey



Shinhan Financial Group's generative AI application competition for the Group executives

Although momentum has recently slowed amid developments in the Middle East, the Korean stock market has shown exceptional strength since last year. The KOSPI, once considered significantly undervalued, recorded the strongest gains among major global markets last year and surpassed the 6,000 mark on February 25, 2026.

I do not view the growth of Korea's stock market as a short-term phenomenon. At its foundation lies institutional change driven by amendments to the Commercial Act. These amendments reflect the government's strong commitment to advancing the capital market and have enhanced corporate governance transparency through three rounds of revisions. With each successive revision, market trust has strengthened, and a baseline has been formed below which stock indices are less likely to fall. It is akin to establishing base camps at progressively higher altitudes in preparation for reaching the summit. Additionally, tax reforms have encouraged active inflows from individual investors, providing support that helps sustain the market even amid rising uncertainty.

GOVERNMENT INITIATIVES FOR CAPITAL MARKET ADVANCEMENT AND THE KOSPI





* Source: Bloomberg

Two years ago, Shinhan Financial Group set targets to be achieved by 2027: an ROE of 10%, a shareholder return ratio of 50%, and the cancellation of 50 million shares. We received strong support and encouragement, not only for timely disclosures but also for presenting clear and intuitive benchmarks. Last year, we achieved the 50% shareholder return ratio ahead of schedule. This was driven by continuous share buybacks throughout the year and the proactive incorporation of the government's tax reform measures into our dividend policy.

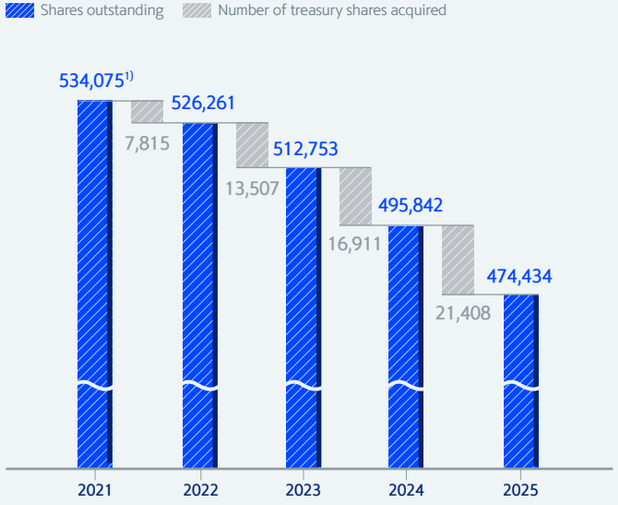
Having once reached approximately 534 million shares, the number of shares outstanding declined to 474 million as of the end of January 2026. Considering our corporate fundamentals and commitment to shareholder returns, I believe a further reduction to 450 million shares is achievable in the near term. As the share count decreases through share buyback and cancellation, book value per share (BPS) is expected to improve gradually, providing a buffer that supports the downside even during periods of heightened stock price volatility.

The remaining task is to raise return on common equity (ROCE) above 10%. Since taking office, I have consistently pursued qualitative growth, building a resilient balance sheet that is not affected by one-off factors. Through the efficient allocation of human and financial resources, we have improved our cost structure and diversified our revenue portfolio across securities, insurance, and various fee-based income streams. We expect these efforts to translate into tangible results over time.

Meanwhile, last year Shinhan Financial Group achieved a highly meaningful milestone in the history of Korea's financial industry by surpassing KRW 1 trillion in pre-tax income from its international network. This accounted for 16.6% of the Group's total income, demonstrating not only that Shinhan's international competitiveness has been validated through performance, but also that its international business has firmly established itself as a core growth pillar. Unlike the domestic market, where competition is already saturated, some of the markets in which we operate offer strong growth potential, which is also a positive factor for improving ROE.

FAITHFUL IMPLEMENTATION OF CORPORATE VALUE-UP PLAN AND SOLID FINANCIAL FUNDAMENTALS

Implementation Status of Shinhan's Corporate Value-Up Plan



[1)] Including 17,482 thousand shares converted from preferred to common shares in May 2023

Shinhan Financial Group's Stock Performance

(Unit: KRW)



Net Income and ROE Trend

(Unit: KRW billion)

	2021	2022	2023	2024	2025
Consolidated net income	4,019.3	4,665.6	4,368.0	4,450.2	**4,971.6**
Return on equity (ROE)	9.17%	9.96%	8.61%	8.44%	**9.11%**
ROE excluding non-recurring items[1)]	9.17%	9.23%	9.06%	8.92%	**9.58%**

[1)] Non-recurring items: Gain on sale of headquarters building (2022); Win-win growth financial support (2023); Voluntary compensation for ELT-related losses and securities incidents (2024); and Fines and penalties related to ELT, etc. (2025)

International Business Income of the Group

(Unit: KRW billion, after tax)

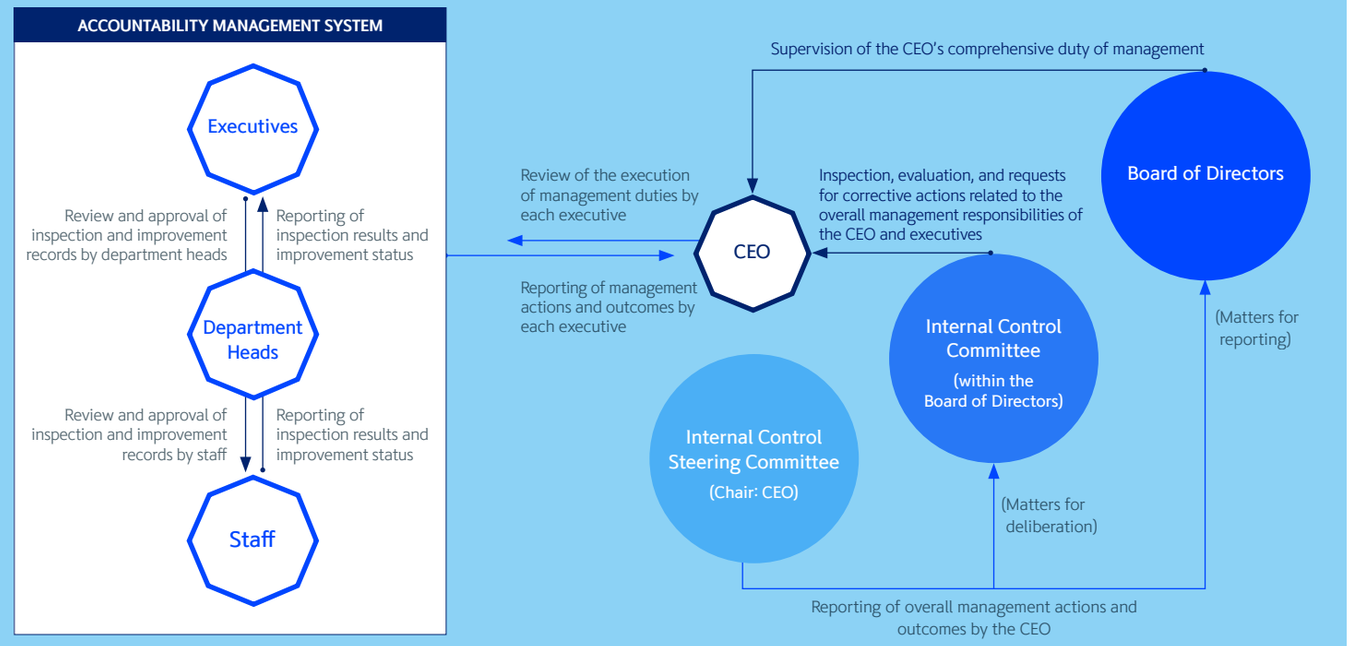
	2021	2022	2023	2024	2025
International business income	394.9	564.6	549.5	758.9	**805.3**
Share of international business income	9.8%	12.1%	12.6%	17.1%	**16.6%**

Going forward, we will continue to diversify our international growth engines based on a mid- to long-term roadmap, while further enhancing our overall business model through channel advancement and improved operational efficiency.

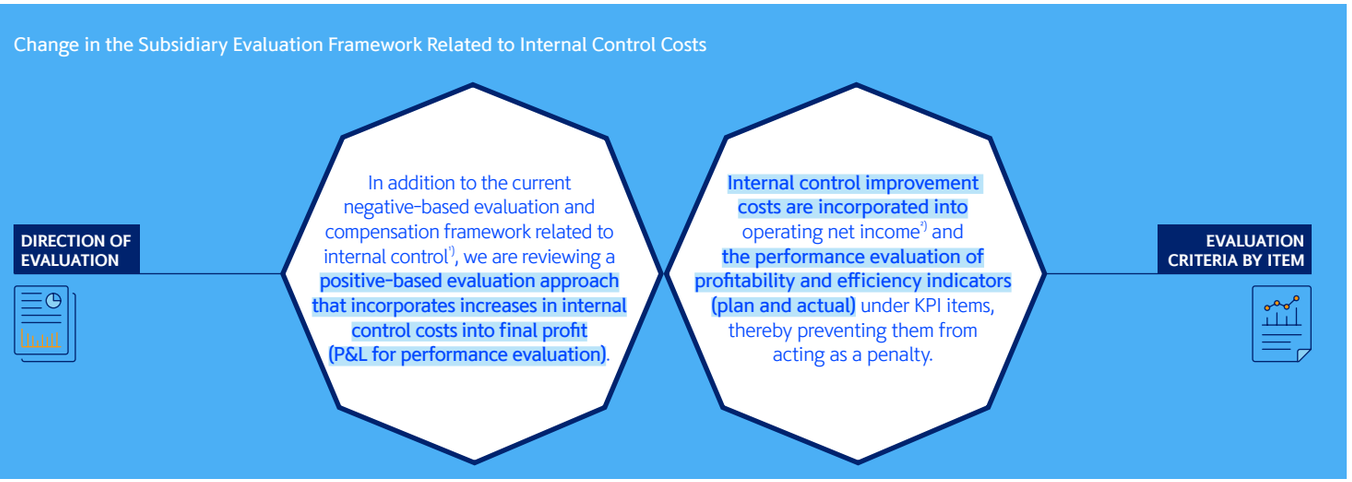
Internal control remained a key agenda for the Group last year as well. The responsibility map first introduced by the holding company and Shinhan Bank within Korea's financial sector, was expanded to Shinhan Securities, Shinhan Life, and Shinhan Asset Management. In particular, the efforts and resources invested by the Group subsidiaries in strengthening internal controls were reflected in their evaluation and compensation systems. This has enabled us to firmly establish the principle across the organization that "internal control is not a cost, but a fundamental requirement." At the same time, we are actively leveraging AI technologies to enhance the effectiveness of internal controls. By deploying agentic models across various areas – including ensuring proper sales practices for investment products, monitoring accountability, and detecting abnormal transactions – we are advancing a more preventive internal control framework.

ADVANCEMENT OF THE GROUP'S INTERNAL CONTROL SYSTEM

Introduction of the Responsibility Map



Change in the Subsidiary Evaluation Framework Related to Internal Control Costs



[1] Including a cap on internal control-related KPIs, a one-notch downgrade in the overall performance rating in cases of inadequate risk management (as determined by the Remuneration Committee), and the Risk Check (reductions in short-term incentives)

[2] While reflected in the evaluation and compensation of the Group and its subsidiaries, a separate basis is applied in determining the funding for employee performance-based incentives.

OUR WAY FORWARD

Shinhan's Perspective for 2026

Next, I would like to share Shinhan's outlook for the future. Beyond required disclosures, I believe it is important for investors to understand the perspective from which the CEO views key issues and leads the Company.

The competitive dynamic between the United States and China is expected to continue. There is also unlikely to be any significant change for the time being in the U.S. administration's protectionist stance centered on tariffs. In addition, recent conflicts in the Middle East are putting upward pressure on oil prices and exchange rates.

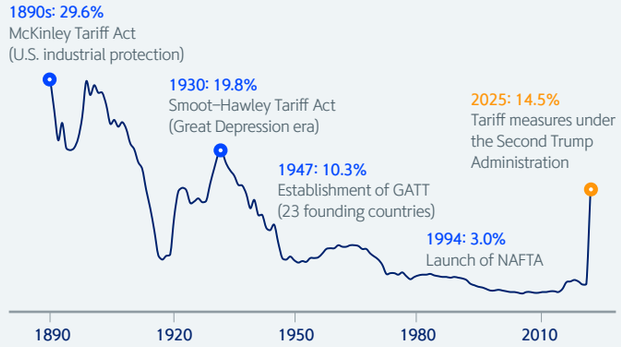
As a highly export-dependent economy, Korea faces significant challenges amid heightened macroeconomic volatility and weakening price competitiveness due to tariffs. Yet, I believe these challenges also present new opportunities and untapped potential. Ironically, these can be found within the trade rivalry between the two global powers, the United States and China.

China has achieved rapid innovation by leveraging its cost advantages and large-scale resources across industries, including manufacturing. In the process of China emerging as a technological powerhouse, Korean companies in sectors such as shipbuilding and steel have at times lost some of their luster. However, as U.S. trade and technology restrictions on China persist, Korean companies are once again being recognized as strategic supply partners worldwide, underpinned by their technological capabilities and quality. I believe this trend will continue for approximately five to ten years. Therefore, now is an opportune time for Korean companies to expand investment and close technological gaps.

INCREASING VOLATILITY IN THE GLOBAL ECONOMY

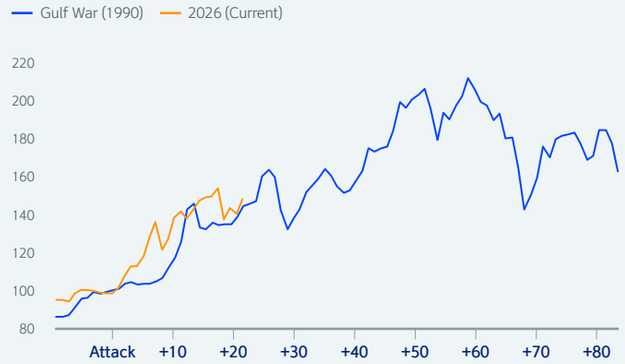
Average Effective Tariff Rate on the U.S. Imports

(Unit: %)



Geopolitical Risk in the Middle East and Brent Oil Price Trends

(Unit: USD per barrel, Indexed to 100 at the time of the attack)

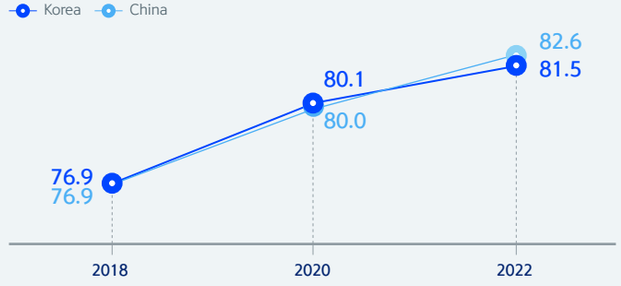


* Source: Shinhan Financial Group's Future Strategy Research Institute

COMPARISON OF TECHNOLOGY LEVELS BETWEEN KOREA AND CHINA

Overall Technology Level Assessment

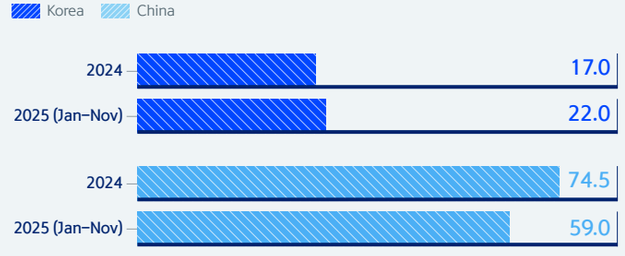
(Unit: %, U.S = 100% basis)



* Source: Korea Institute of Science & Technology Evaluation and Planning (KISTEP)

Global Shipbuilding Order

(Unit: %, Market share)



* Source: Clarkson, Korea Herald

Indeed, amid the structural growth of the semiconductor market driven by expanding AI demand, the performance of Korea's major conglomerates as well as materials, components, and equipment companies has recently improved. As a result, the need to expand production capacity and strengthen technological competitiveness is expected to rise, and opportunities for financial support for facility expansion and investment will also increase. This is precisely Shinhan's positive outlook on Korea's industrial sector.

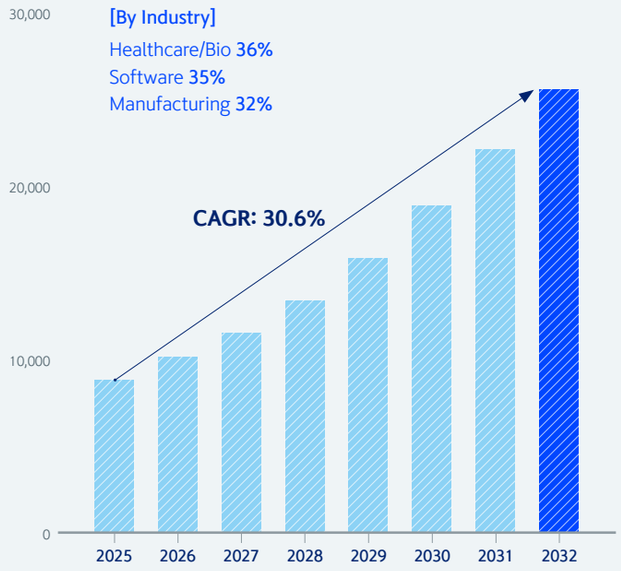
The Korean government is also reinforcing this shift. "Productive finance," which supports future industries and the growth of innovative companies, has emerged as a key theme in the Korean economy. It refers to directing capital toward areas linked to real economic activity, including advanced industries, innovative firms, ventures, and small businesses.

Shinhan had already been proactively preparing in this area even before the government began advancing these policies. We have been innovating our process for lending to improve review speed, while also establishing "Shinhan SOL Cluster" in regions with a high concentration of growth industries. RMs (Relationship Managers), PMs (Project Managers), and credit officers from the head office provide comprehensive solutions – from sourcing to tailored product proposals and credit review – strengthening on-site collaboration and supporting swift lending decisions. Moving forward, Shinhan Financial Group will continue to invigorate the Korean economy through productive finance and leverage it as an opportunity to improve ROE – the remaining piece of our Corporate Value-Up Plan.

DEVELOPMENT OF THE AI INDUSTRY AND GROWTH OUTLOOK FOR KOREA'S SEMICONDUCTOR MARKET

Global AI Market Growth Outlook

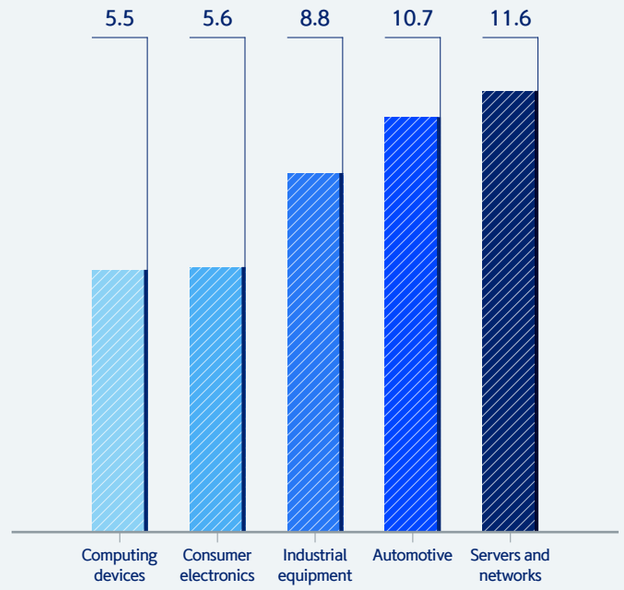
(Unit: USD 100 million)



* Source: Korea Institute for Industrial Economics & Trade (KIET) estimates

Semiconductor Demand Growth by Industry (CAGR, '24–'30)

(Unit: %)



* Source: Samil PwC and others

IMPLEMENTATION STATUS OF SHINHAN FINANCIAL GROUP'S PRODUCTIVE FINANCE

Investment and Support Plans for Productive Finance

(Unit: KRW trillion)

	2026	2027	2028	2029	2030	Total
National Growth Fund	2.0	2.0	2.0	2.0	2.0	**10.0**
Proprietary investments by the Group	2.0	2.6	2.6	2.5	2.3	**12.0**
Lending support	13.0	15.0	15.0	15.0	15.0	**73.0**
Inclusive finance	3.0	3.0	3.0	3.0	3.0	**15.0**
Total	**22.0**	**22.6**	**22.6**	**22.5**	**22.3**	**110.0**

Another objective of the government's productive finance initiative is to shift capital concentrated in real estate into the capital market. In the past, when Korea's capital market was not yet mature, real estate served as a primary means of wealth accumulation for the public. However, overheated real estate price increases ultimately led to rising household debt, resulting in persistently high debt ratios. Moreover, the concentration of capital in real estate has limited its effective linkage to corporate growth and the strengthening of industrial competitiveness.

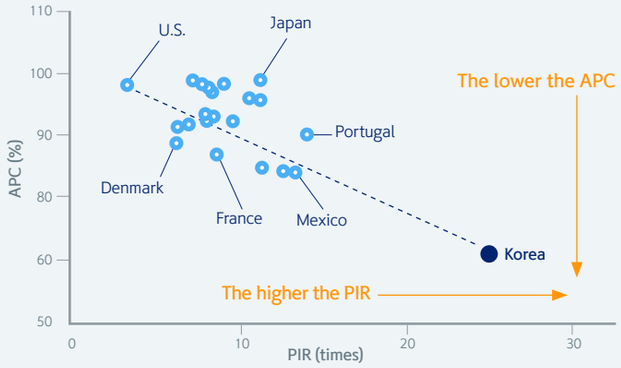
A recent report by Shinhan Financial Group's Future Strategy Research Institute, titled "What Will Change When Housing Prices Stabilize," notes that approximately 70% of household assets in Korea are concentrated in real estate, and that rising housing prices constrain consumer spending. It further suggested that stabilizing housing prices could restore consumption capacity among younger and middle-aged populations, while also promoting marriage and childbirth. An increase in marriage and childbirth is, in the long run, a positive factor for GDP.

If housing price growth stabilizes, household assets are likely to shift toward the capital market as an alternative investment option. In addition to the aforementioned amendments to the Commercial Act, the Korean government is likely to strengthen real estate-related financial policies in the near future. For instance, policies may be introduced to reduce the household debt-to-GDP ratio from around 89% at the end of last year to 80% by 2030. Efforts to rebalance the direction of asset flows in this way are, in my view, desirable. In this context, the current roughly 50:50 balance between retail and corporate loans is also likely to gradually shift toward corporate loans. This implies that productive finance, including corporate loans, could become a new driver of asset growth for financial institutions.

SOCIOECONOMIC IMPACT OF HOUSING COST BURDEN AND HOUSEHOLD IMBALANCE

Cross-country Comparison of Price-to-Income Ratio (PIR) vs. Average Propensity to Consume (APC)

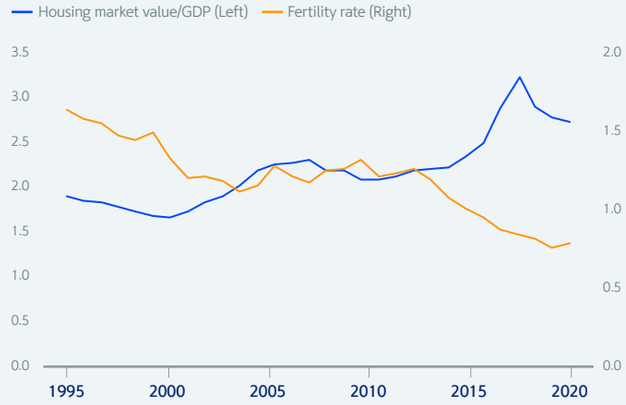
(Unit: %, times)



* Source: www.numbeo.com, worldpopulationreview.com

Housing Market Value-to-GDP Ratio vs. Fertility Rate

(Unit: times, %)

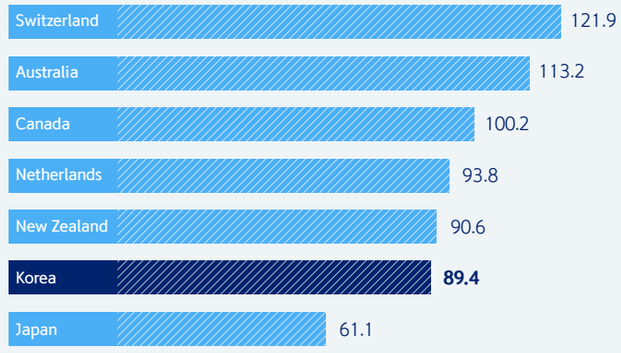


* Source: Shinhan Financial Group's Future Strategy Research Institute, National Balance Sheet, Korean Statistical Information Service, Bank of Korea

HOUSEHOLD DEBT-TO-GDP RATIO

Comparison Across OECD Countries

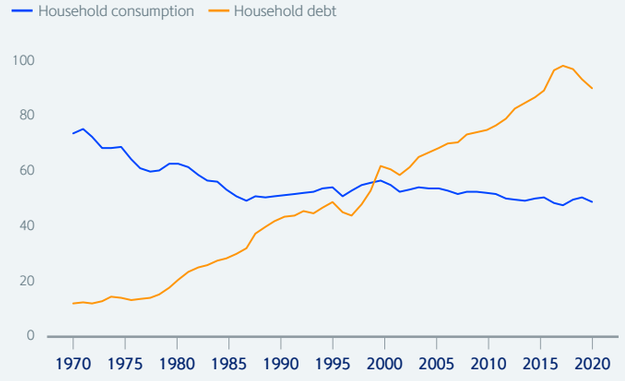
(Unit: %, times)



* BIS (Bank for International Settlements) | As of Sep. 30, 2025 | Among OECD member countries with available data (out of 38 members)

Household Debt and Consumption in Korea

(Unit: % of GDP)



* Source: CEIC Data

In my letter to shareholders last year, I noted the low income replacement ratio of Korea's public pension system and emphasized the need to supplement retirement income through capital market-based solutions. To address the limitations of public pensions, returns on retirement pensions must be improved. Subpar performance is also one of the reasons why retirement funds are concentrated in real estate. Against this backdrop, the Korean government has adopted the strengthening of retirement pension funding as a national policy agenda. Shinhan is also preparing a long-term asset management framework centered on its securities and asset management businesses, along with various strategies and action plans to respond to the expansion of fund-type retirement pensions. Securing a leading position in the fund-type retirement pension market could serve as an opportunity for Shinhan to diversify its revenue portfolio.

Interest income centered on corporate clients, along with insurance income that provides a stable foundation for the Group earnings, is expected to remain solid this year. Additionally, growth in stock trading and product sales fee income driven by strong KOSPI performance is expected to boost top-line growth. Card fee income, which had been weak due to regulatory conditions and rising marketing costs, also has room for improvement amid government efforts to stimulate consumption.

While general and administrative expenses may increase somewhat due to cost structure optimization at certain subsidiaries and inflationary pressures, the cost-to-income ratio is expected to remain stable thanks to improvements in multiple top-line drivers. We will also manage credit costs at a favorable level compared to the previous year. However, costs incurred to strengthen internal controls will, for the time being, be excluded from subsidiary KPI evaluations. Internal control is not a matter of cost but of trust, and I believe that proactively addressing potential risks through stronger internal controls is the best way to protect investors.

SHINHAN BANK'S INTEREST INCOME FROM LOANS IN KRW AND KOSPI DAILY AVERAGE TRADING VALUE

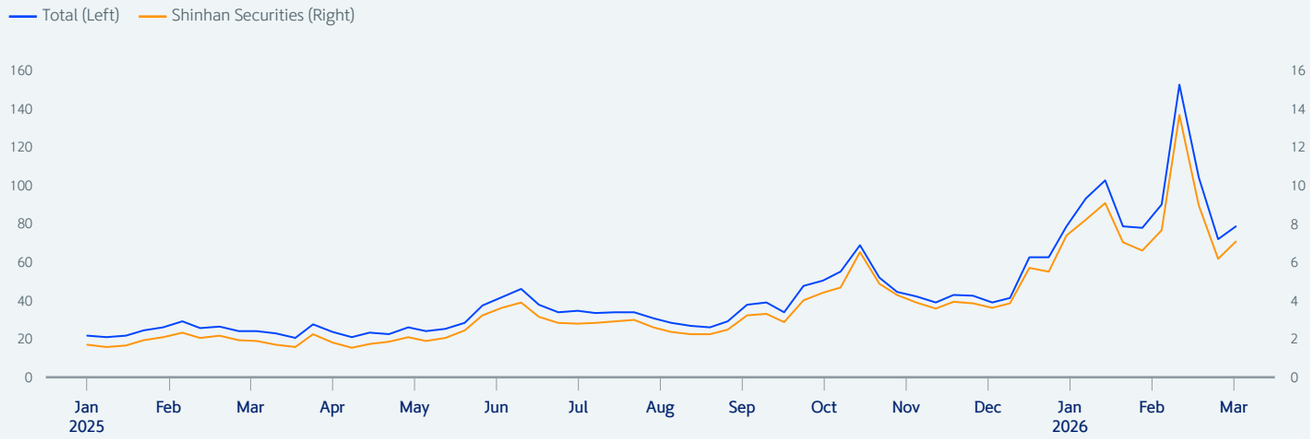
Shinhan Bank's Interest Income from Loans in KRW

(Unit: KRW billion)

	2021	2022	2023	2024	2025
Interest income from loans in KRW	**7,910.8**	**12,030.8**	**17,606.8**	**18,646.1**	**17,708.9**
Corporate loans	3,098.9	4,820.5	7,286.2	7,710.3	7,036.8
Retail loans	3,359.7	4,658.0	6,046.1	6,056.2	5,874.7
Share of interest income from retail loans	**42.5%**	**38.7%**	**34.3%**	**32.5%**	**33.2%**

Average Daily Stock Trading Value

(Unit: KRW trillion)



* Source: Shinhan Securities

We will continue to spare no effort in advancing our Corporate Value-up Plan. Having achieved some targets ahead of schedule, we understand that investors are closely watching our next steps. Recently, discussions on "Value-Up 2.0" have been actively taking place, centered around the Board of Directors.

We will thoroughly analyze the implementation process and outcomes of the existing plan and incorporate valuable feedback from investors to establish a sustainable direction. We will share Shinhan's concrete vision for the future with our investors in the near term.

IN CLOSING

Shaping Shinhan's Future through a Sustainability Narrative

On July 7, 1982, a phrase displayed at Shinhan Bank's founding ceremony captured the attention of attendees. Under the title "The 7B Management Philosophies," the following content was presented.

SHINHAN BANK'S 7B MANAGEMENT PHILOSOPHIES

- Bank for the nation's prosperity
- Bank for the common man
- Bank of mutual support
- Bank of unwavering trust
- Bank of unmatched convenience
- Bank with global reach
- Bank for the next generation

Although small in size, our vision was grand. We held ourselves to the highest standards, setting out to open a new chapter in the history of the Korean financial industry. Even in the face of challenges to our survival, we maintained bold ambitions with a commitment to the nation and the world. Today, the 7B Management Philosophies, established in Shinhan Bank's earliest days, continue to raise fundamental questions: "What does Shinhan exist for?" and "How should the next chapter of our story be written?"

While expressions may evolve over time, I believe the essence of our founding spirit must remain unchanged. The founders' original vision, along with the experiences and stories of those who came before us, should be reinterpreted in a modern context and carried forward as Shinhan's unique narrative.

"Bank for the nation's prosperity" will be realized through our role in supporting the growth and innovation of the real economy through productive finance. "Bank of unwavering trust" is, I believe, built upon rigorous internal controls, sound risk management, and the safe protection of customer assets. "Bank with global reach" drives new growth on the global stage through continuous challenge and expansion. In this way, Shinhan Financial Group will remain true to the essence of its founding spirit while faithfully fulfilling its roles for the current era. These principles will ultimately lead to tangible outcomes: enhanced profitability (ROE), improved capital efficiency, and increased shareholder value.

I sincerely thank our investors for the confidence shown during my first term. Over the past three years, we have focused on establishing a robust foundation for sustainable management. We pursued disciplined, balance sheet-centric management aimed at achieving qualitative growth, rather than prioritizing short-term performance. This approach reflects our belief that cultivating lasting resilience is just as vital as delivering strong results.

Building on this momentum, Shinhan now seeks to take the next leap forward. Mindful of the trust our investors have placed in us, we are committed to delivering long-term value. We will continue to innovate without complacency, redefining our role in the future of finance. The spirit of challenge shown by our founder and predecessors—combined with the experiences gained through the relentless pursuit of the very substance of life—will be passed on to the generations to come. In this way, we will complete the vision of "Excellence, Shinhan."

Thank you.

April 2026

Yours Sincerely,



Jin Okdong

Chief Executive Officer, Shinhan Financial Group

GROUP OVERVIEW

SHINHAN AT A GLANCE
- Value-up Key Indices
- Financial Highlights
- Stock Information

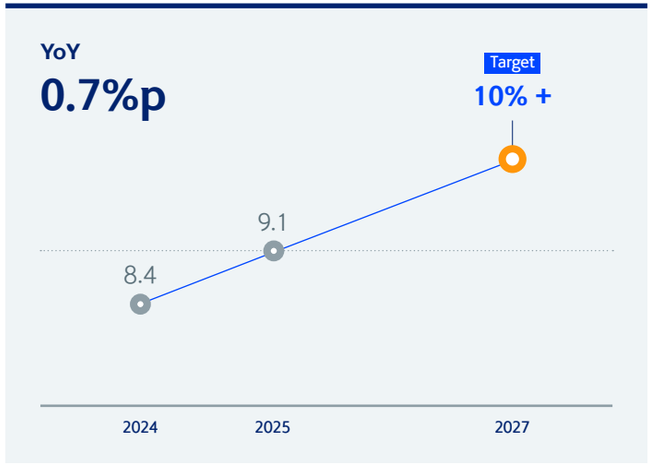
KEY PERFORMANCE AT A GLANCE (2023-2025)
- Customer Centricity
- Digital-to-Value
- Sustainable Finance

CORPORATE GOVERNANCE
- Governance Structure
- Board of Directors
- Shareholder Engagement

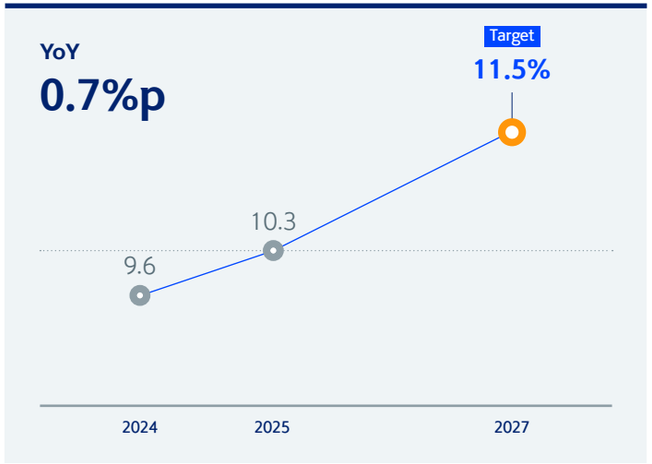


VALUE-UP KEY INDICES

ROE (%)



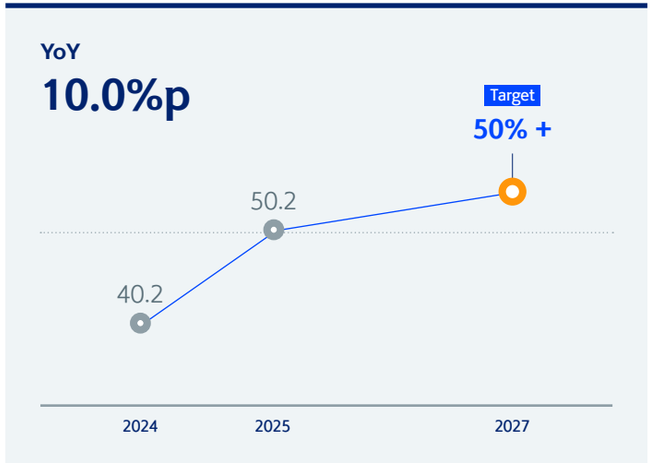
ROTCE (%)



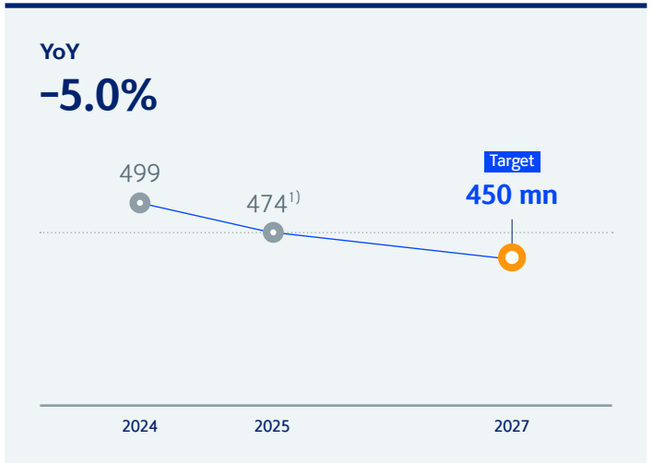
CET1 RATIO (%)



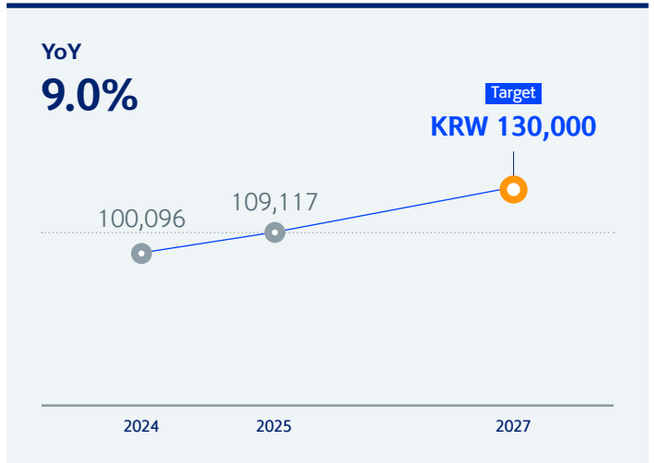
SHAREHOLDER RETURN RATIO (%)



SHARES OUTSTANDING (million)



TBPS (KRW)



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

FINANCIAL HIGHLIGHTS

Selected Income Statement Data

(KRW billion)

	2025	2024	YoY
Operating Income Before Expenses	15,438.6	14,674.3	5.2%
Interest Income	11,694.5	11,402.3	2.6%
Non-interest income	3,744.2	3,272.0	14.4%
G&A Expenses	6,402.5	6,116.2	4.7%
Operating Income	9,036.1	8,558.1	5.6%
Non-Operating Income	-94.3	-429.6	n.m
Pre-Provision Income	8,941.8	8,128.5	10.0%
Provision for Credit Losses	2,012.8	2,099.4	-4.1%
Earnings Before Income Tax	6,929.0	6,029.1	14.9%
Income Tax	1,844.5	1,470.9	25.4%
Consolidated Net Income[1]	4,971.6	4,450.2	11.7%

[1] Net income attributable to controlling interest basis

Selected Balance Sheet Data

(KRW billion)

	2025	2024	YoY
Group Assets (Consolidated)	786,013.5	739,764.3	6.3%
Loans (Shinhan Bank)	334, .2	320,223.3	4.4%
Stockholder's Equity	60,372.3	58,821.0	2.6%

Selected Ratios

	2025	2024	YoY
ROE[2]	9.11%	8.44%	0.67%p
ROA	0.67%	0.63%	0.04%p
Cost to Income Ratio	41.47%	41.68%	-0.21%p
Credit Cost Ratio	0.45%	0.49%	-0.04%p
Credit Cost Ratio (Excluding One-Offs)	0.39%	0.36%	0.03%p
NPL Ratio	0.72%	0.71%	0.01%p
NPL Coverage Ratio	125.98%	142.87%	-16.88%p
CET1 Ratio	13.35%	13.06%	0.29%p

[2] Common share basis

11.7%

Year-on-year growth in consolidated net income, reaching KRW 4,971.6 billion in 2025

6.3%

Year-on-year growth in consolidated assets, reaching KRW 786,013.5 billion as of year-end 2025

9.1%

ROE as of year-end 2025, improved by 0.7%p year-on-year, with ROTCE at 10.3%

A1

Long-term credit ratings of A1 (stable) from Moody's and A (stable) from S&P

STOCK INFORMATION

Major Shareholders

Shareholders	Number of Shares Owned	Ownership
National Pension Service	43,846,070	9.03%
BlackRock Fund Advisors[1)]	24,899,111	5.13%
Shinhan Financial Group Employee Stock Ownership Association	24,470,282	5.04%
Citibank N.A. (ADR Dept.)	22,847,495	4.71%
IMM	13,082,384	2.69%
KT	10,877,651	2.24%
Norges Bank	9,184,694	1.89%
The Government of Singapore	8,334,853	1.72%
NatWest Trustee & Depositary Services Ltd.	6,234,599	1.28%
Vanguard Total International Stock Index	6,160,518	1.27%
People's Bank of China	6,027,563	1.24%
Others	309,529,713	63.76%

* Holding ownership of more than 1% in common stock as of December 31, 2025

1) Number of shares based on Schedule 13G filed by BlackRock, Inc. on July 18, 2025

Stock Performance

		2025	2024	YoY
Market Capitalization (KRW trillion, Year-end)		37.3	24.0	0.6%
Share Price[2)]	Year-end	76,900	47,650	61.4%
	High	83,900	64,600	29.9%
	Low	42,500	40,450	5.1%
Outstanding Shares		477,157,399	498,859,764	-4.5%
Weighting in the KOSPI (%, Year-end)		1.1%	1.2%	-0.1%p
Average Daily Trading Volume (Shares)		1,369,721	1,784,793	-23.3%
Dividend Per Share (KRW)		2,590	2,160	19.9%
Total Dividend Paid (KRW billion)		1,245.7	1,088.0	14.5%
Dividend Payout Ratio		25.1%	24.4%	0.6%p
Total Shareholder Payout Ratio		50.2%	40.2%	10.0%p
Price-to-Earnings Ratio		7.52×	5.42×	
Price-to-Book Value Ratio		0.63×	0.42×	

2) Closing price basis

65.8%

Proportion of share ownership held by foreign investors in Shinhan Financial Group as of year-end 2025

477mn

Number of shares outstanding as of year-end 2025, decreased by 21,702,365 year-on-year

55.6%

Year-on-year growth in market capitalization, reaching KRW 37.33 trillion as of year-end 2025

50.2%

Total shareholder payout ratio as of year-end 2025, an increase of 10.02%p year-on-year

CUSTOMER CENTRICITY



FINANCIAL CONSUMER PROTECTION

Creating a financial environment where customers can transact with confidence

Shinhan Financial Group has continuously enhanced its financial consumer protection framework. In July 2023, we established the "Consumer Protection Division" at the holding company to lay the institutional foundations for consumer protection governance, while also formalizing the "Consumer Protection Committee," composed of the Chief Compliance Officers of all Group affiliates, to deliberate on consumer protection strategies and policies. In September 2025, we participated in a roundtable discussion on financial consumer protection governance hosted by the Financial Supervisory Service, where we presented our consumer protection governance and introduced a leading model for financial consumer protection. In addition, we are building a robust financial safety net and practicing customer-centric management through a range of initiatives, including complimentary financial security insurance services to "Shinhan Super SOL" users.

CUSTOMER EXPERIENCE INNOVATION

Driving convenience innovation from the customer's perspective

Shinhan Financial Group listens closely to customer feedback and continuously improves its services to drive innovation in customer value. In 2025, we launched "Shinhan Refresh," a communication platform designed to improve customer convenience across major affiliates, including the Bank, Card, Securities, and Life Insurance, while also promoting the "Customer Convenience Innovation Project," which aims to proactively resolve customer inconveniences. In particular, we designated customer inconvenience issues requiring company-wide collaboration as "flagship customer convenience innovation tasks" and focused on improving them from the customer's perspective. These efforts led to tangible improvements in customer-facing services, including a household loan screening progress notification service (Shinhan Bank), an emergency fund limit service (Shinhan Card), an AI PB service (Shinhan Securities), and a 24/7 digital insurance service (Shinhan Life).





CUSTOMER SATISFACTION MANAGEMENT

Transforming customer-centric values into customer pride

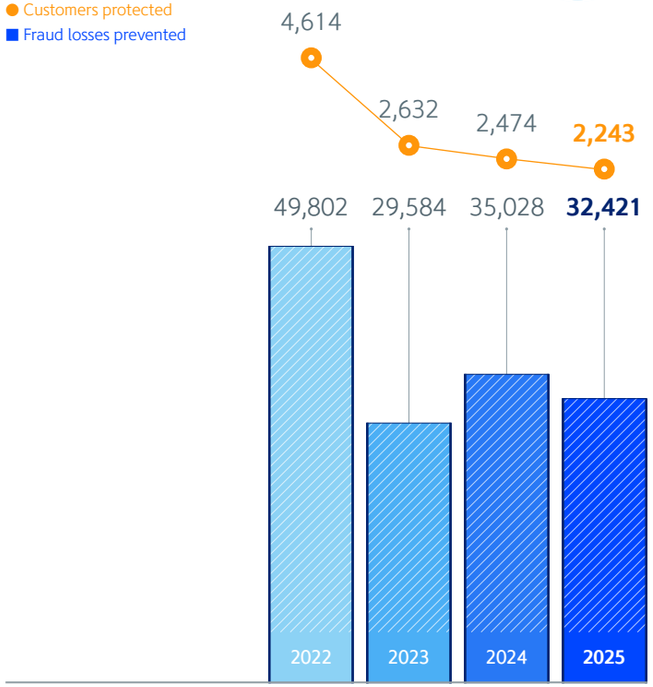
Shinhan Financial Group is transforming customer-centric values that have long defined its founding spirit and growth foundation into customer pride, while seeking to redefine its raison d'être. Group affiliates have also remained committed to delivering differentiated financial services by positioning customer satisfaction as both the starting point and ultimate goal of sustainable growth, resulting in top rankings across various customer satisfaction evaluations. For example, in 2025, Shinhan Bank maintained its No. 1 ranking in the Korea Service Quality Index (KS-SQI) survey and the National Customer Satisfaction Index (NCSI) survey for the 12th and 9th consecutive years, respectively. Meanwhile, Shinhan Securities was selected as an excellent company in the Korea Consumer Protection Index (KCPI) for the 3rd consecutive year since 2023, and Shinhan Life received a CCM certification from the Korea Consumer Agency and the Fair Trade Commission for the 5th consecutive time since 2021.

CUSTOMER CENTRICITY

KEY OUTCOMES OF VOICE PHISHING PREVENTION EFFORTS

Shinhan Financial Group has established a comprehensive financial consumer protection framework ranging from voice phishing prevention systems and educational programs to safety nets that compensate victims of voice phishing, thereby safely protecting customers' assets.

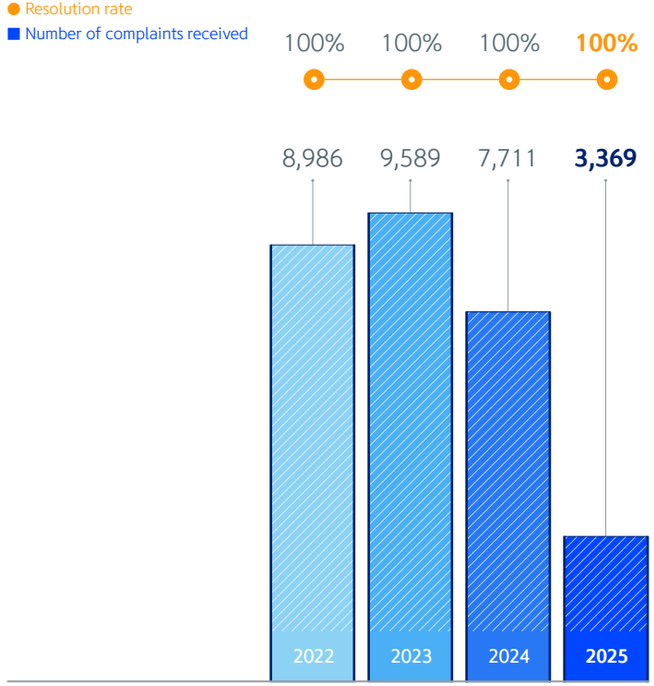
(Persons, KRW million)



CUSTOMER COMPLAINT HANDLING PERFORMANCE

Shinhan Financial Group has introduced complaint handling systems for each Group affiliate to protect customer rights and promptly resolve complaints. Through systematic management and proactive responses, we have maintained a 100% complaint resolution rate.

(Cases)

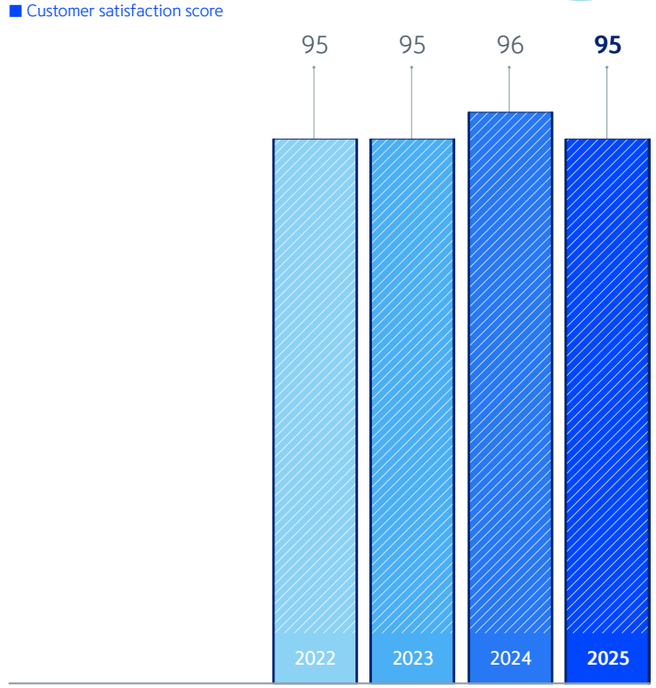


CUSTOMER SATISFACTION SURVEY RESULTS OF SHINHAN BANK

Shinhan Financial Group conducts customer satisfaction surveys across six Group affiliates[1]. Shinhan Bank has introduced the "Good Service Experience Survey" system, which measures customer satisfaction in real time and manages satisfaction levels by channel.

[1] Shinhan Bank, Shinhan Card, Shinhan Securities, Shinhan Life, Jeju Bank, and Shinhan Savings Bank

(Points)



DIGITAL-TO-VALUE



DIGITAL PLATFORM GROWTH

Driving continued growth through platform advancement and enhanced synergies

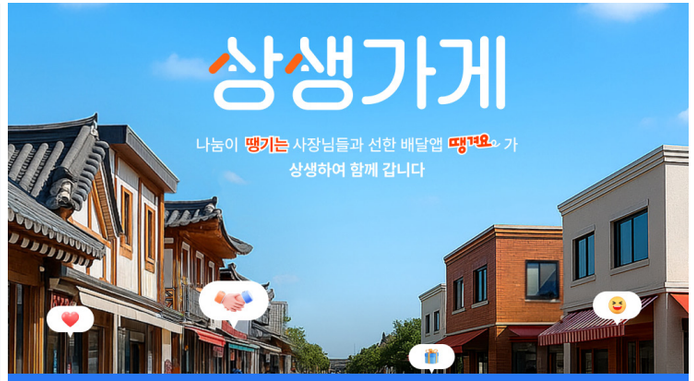
Shinhan Financial Group has consistently advanced its digital platforms to deliver Shinhan's diverse financial services in ways optimized for the digital era. In December 2023, the Group launched "Super SOL," an integrated financial app that consolidates the core functions of affiliate apps—including those of the Bank, Card, Securities, Life Insurance, and Savings Bank—into a single channel, and has continued to enhance customer convenience by making ongoing improvements to its services, content, and UI/UX. Additionally, we are expanding the scope of our non-financial platforms and broadening our core customer base by enhancing synergies between financial and non-financial services through such initiatives as "Ddangyo," the financial industry's first delivery app, and "Heyoung Campus," another industry's first mobile platform designed exclusively for university students.

BENEFITS OF DIGITAL INNOVATION

Realizing digital transformation through innovation in operations and customer value

Shinhan Financial Group leverages digital technologies as effective tools for improving operational efficiency and creating differentiated customer value. In January 2023, we became the first financial group in Korea to establish "Shinhan One Data," an integrated data platform connecting Group affiliates, thereby laying the foundation for digital financial innovation. In October of the same year, we built an integrated AI Contact Center (AICC) platform and began providing AI-based customer consultation services. In 2025, we established the AX/Digital Division to accelerate AI innovation at the Group level. We also hosted the "AX Shinhan-Ignition" management forum for approximately 240 Shinhan leaders, including CEO Jin Okdong, to define the direction of AI-driven innovation and build the capabilities needed to accelerate execution.





DIGITAL-DRIVEN FINANCIAL INCLUSION

Fostering digital innovation guided by a spirit of mutual prosperity

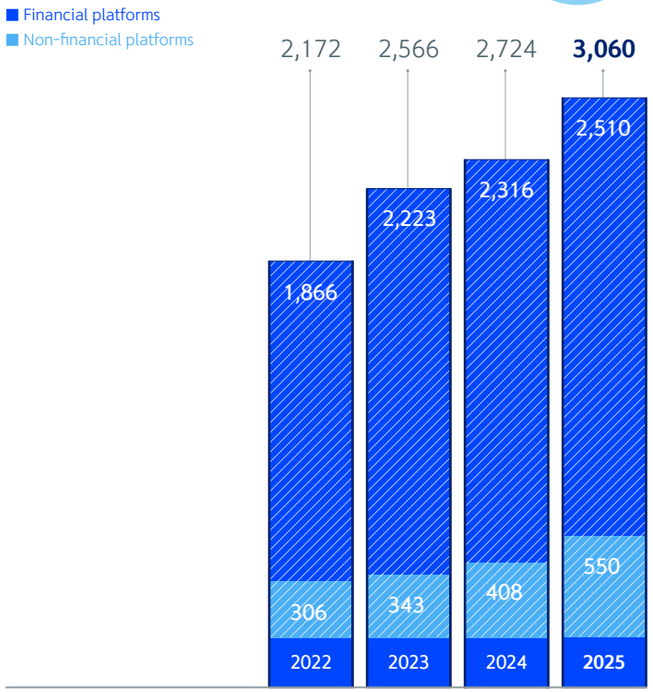
Shinhan Financial Group is making multifaceted efforts to enable more people to benefit from digital finance. A leading example is "Ddangyo," a delivery platform launched in 2022 based on the philosophy of creating "a platform that benefits all stakeholders." By combining a low-fee shared-growth model with Shinhan's digital capabilities, the platform has been well received by both small business owners and customers. In 2025, the platform achieved both scale-up and qualitative growth, recording a 490% annual increase in order value and a reorder rate of 72%. Moreover, in May of the same year, the platform received approval from the Financial Services Commission to engage in ancillary business operations, marking a meaningful milestone through institutional recognition as a new benchmark for digitally enabled shared-growth finance.

DIGITAL-TO-VALUE

MONTHLY ACTIVE USERS (MAUs) OF DIGITAL PLATFORMS

The MAUs of Shinhan Financial Group's financial and non-financial platforms increased from 21.72 million in 2022 to 30.60 million by the end of 2025, maintaining solid growth with a compound annual growth rate (CAGR) of 12.1% over the past three years.

(10,000 persons)

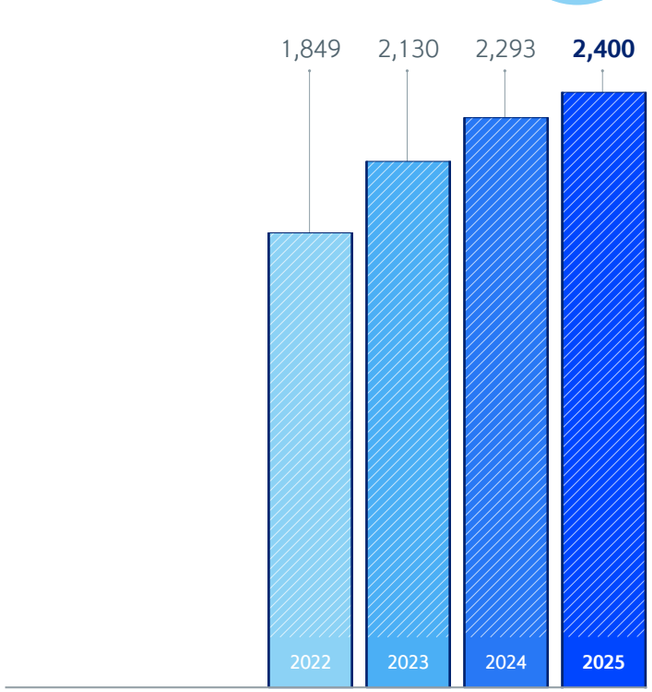


DIGITAL OPERATING PROFIT BEFORE EXPENSES[1)]

Digital transformation not only enhances customer satisfaction but also enables profitable growth and cost reduction. In 2025, Shinhan Financial Group recorded KRW 2,400 billion in digital operating profit before expenses, an increase of 4.7% year-on-year.

[1)] Profit made from the digital channels of Shinhan Bank, Shinhan Card, and Shinhan Securities

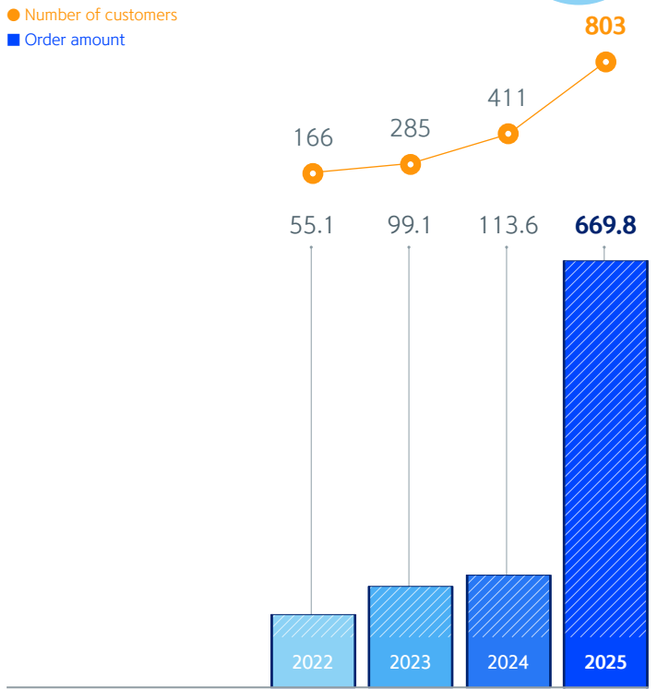
(KRW billion)



DDANGYO PERFORMANCE HIGHLIGHTS

In 2025, Ddangyo entered a full-fledged growth trajectory, recording cumulative totals of 8.03 million users and 300,000 affiliated merchants, and combined orders of KRW 669.8 billion, representing year-on-year increases of 95%, 58%, and 490%, respectively.

(10,000 persons, KRW billion)



* Cumulative basis

SUSTAINABLE FINANCE



GREEN FINANCE LEADERSHIP

Accelerating the transition to a low-carbon economy through finance

Shinhan Financial Group has designated the expansion of green finance as a key strategic task at the Group level and is pursuing it systematically. With the aim of achieving KRW 30 trillion in cumulative green finance by 2030, annual green finance volume increased from KRW 2 trillion in 2020, the inaugural year of the initiative, to KRW 7.5 trillion in 2025. Notably, we have achieved 87.3% of our target as of year-end 2025, demonstrating significant progress toward our goal. In addition, following the signing of a partnership agreement with the United Nations Environment Programme Finance Initiative (UNEP FI) in 2023 to promote sustainable finance in the Asia-Pacific region, we further strengthened our leadership in green and transition finance by actively participating in global initiatives, including becoming the first Korean financial institution to join the Asia Transition Finance Study Group in 2025.

INCLUSIVE FINANCE INITIATIVES

Fulfilling the altruistic role of finance in fostering growth

Shinhan Financial Group is strengthening inclusive finance from a long-term perspective. We strive to create greater opportunities for growth by offering financial and non-financial programs for small business owners and young people, while improving financial accessibility through customized services for persons with disabilities and seniors. In addition, we take the lead in narrowing financial gaps through various initiatives, such as supporting the economic self-reliance of single-parent families and alleviating the financial burden on customers facing high interest rates. Furthermore, in November 2025 we announced the "Shinhan K-Growth! K-Finance! Project," thereby expanding the roles and responsibilities of finance. Accordingly, we aim to strengthen the fundamental role of finance from a medium- to long-term perspective by providing KRW 110 trillion in productive and inclusive finance by 2030, while ensuring the stable circulation of funds across industries and the broader economy.





SUSTAINABLE FINANCE GOVERNANCE

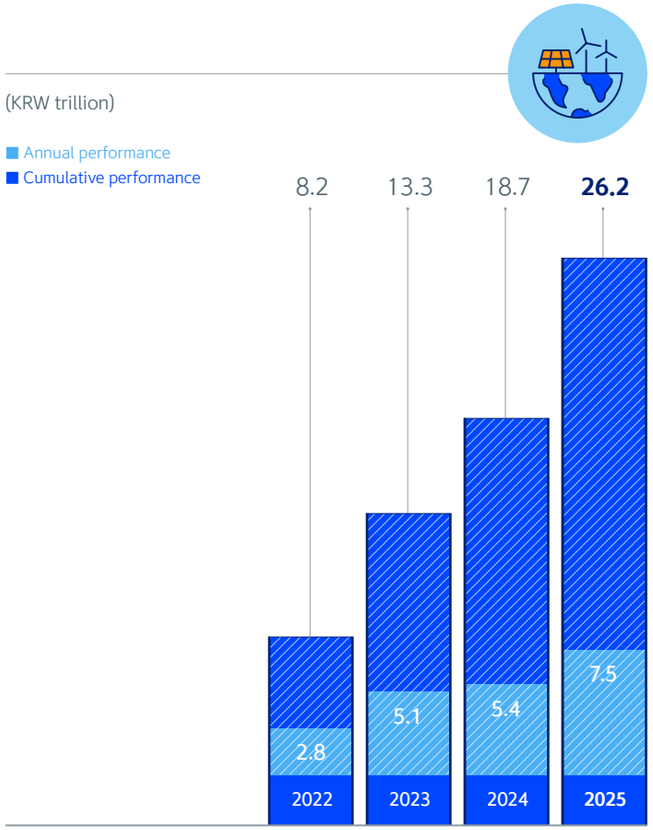
Advancing the ESG management framework for sustainable finance

To realize sustainable finance, Shinhan Financial Group has established a governance system based on close collaboration across all levels of the organization. To address climate change systematically, the ESG Strategy Committee, Risk Management Committee, and Audit Committee at the Board level oversee climate-related matters, while the Group ESG Promotion Committee operates directly under the CEO. At the working level, the Group ESG Council and Group Risk Council are in operation, with execution handled by SDGs Planning and Risk Management Teams across the holding company and major affiliates. We also place strong emphasis on strengthening internal controls. The Group became the first in Korea's financial industry to establish a responsibility map in 2023, and by 2025, expanded its adoption across major affiliates, reinforcing the foundation for responsible management.

SUSTAINABLE FINANCE

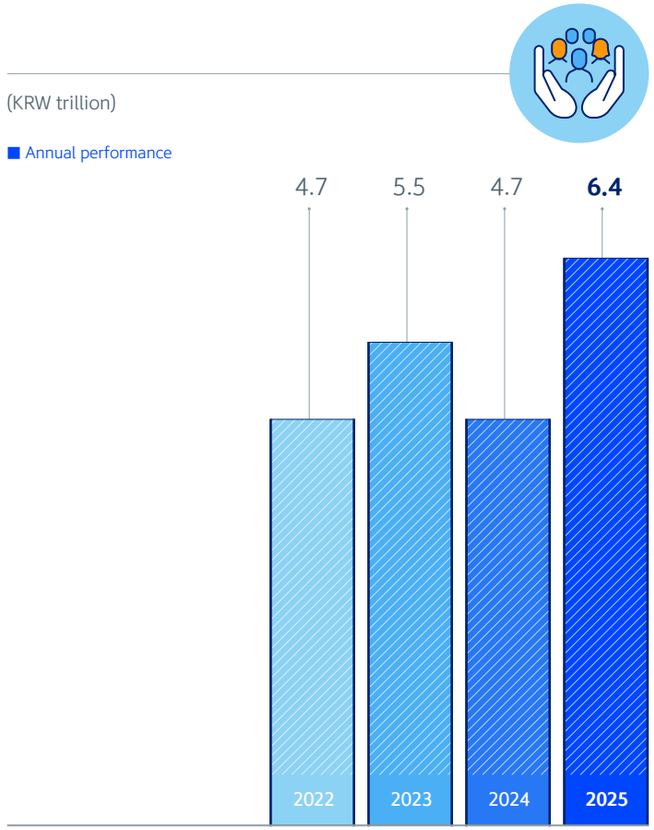
GREEN FINANCE PERFORMANCE

Shinhan Financial Group's green finance performance has grown at an average annual rate of more than 30% over the past five years, and by maintaining a consistent track record of achieving results against targets over the past three years, we have demonstrated that our green finance leadership is on a stable growth trajectory.



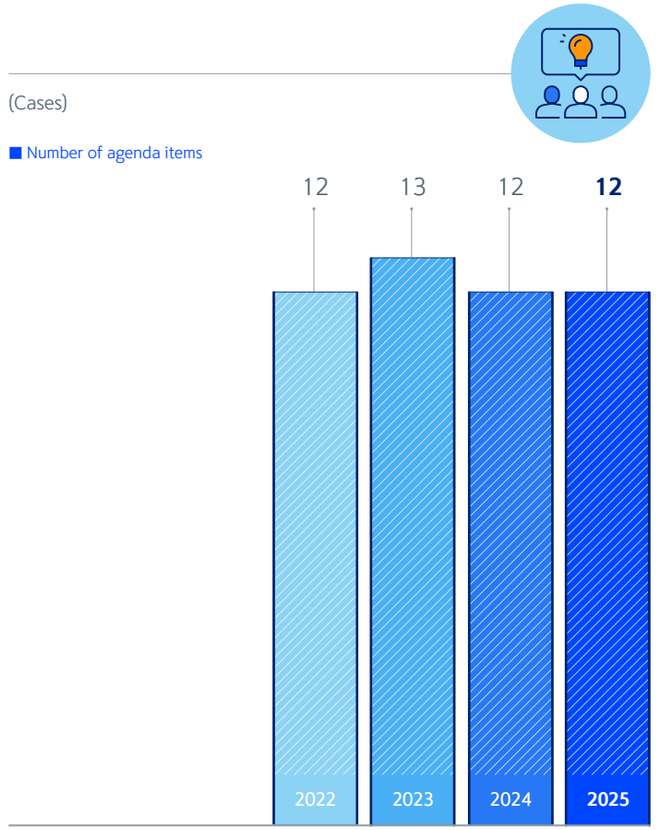
INCLUSIVE FINANCE PERFORMANCE

In 2025, Shinhan Financial Group expanded the scale of its inclusive finance by 36.2% year-on-year, providing KRW 4.4 trillion in loan products for financially vulnerable groups and KRW 2.0 trillion in social investments such as socially responsible funds.



ESG STRATEGY COMMITTEE AGENDA OVERVIEW

Shinhan Financial Group provides quarterly reports to the ESG Strategy Committee on green finance and greenhouse gas emissions to advance Group-wide ESG strategies, while reviewing more than 10 ESG-related agenda items at the Board level each year.



GOVERNANCE STRUCTURE

PRINCIPLES AND STANDARDS OF CORPORATE GOVERNANCE

Shinhan Financial Group practices responsible management by ensuring transparency, soundness, and stability in its corporate governance structure. To enhance transparency, we disclose the standards, procedures, and outcomes of relevant governance activities through annual corporate governance and remuneration reports and corporate website. We also enhance shareholders' rights and access to information by disclosing the results of annual general meetings of shareholders and executive appointments and dismissals, while providing electronic voting and live streaming of shareholder meetings.

To strengthen the soundness of its governance structure, the Group operates a Board of Directors (BOD) equipped with the requisite independence and expertise, and complies with the recommendations of the Commercial Act, the Act on Corporate Governance of Financial Companies, and the Code of Best Practices for Corporate Governance by incorporating them into its Articles of Incorporation and internal regulations. In addition, we have established a stable governance structure in which checks and balances function effectively by clearly separating the roles of the BOD and management and operating the BOD centered on independent directors.

Governance Disclosure

BOARD EXPERTISE, INDEPENDENCE & DIVERSITY

The BOD of Shinhan Financial Group serves as the company's highest standing decision-making body, making key management decisions while supporting responsible management through its oversight and monitoring functions. The BOD is composed of independent directors with expertise across diverse fields, along with the CEO and a non-executive director who possess extensive professional experience in the financial industry, and is systematically operated with expertise and independence. To achieve sustainable growth and enhance corporate value, we practice transparent and responsible governance based on customer-centered management and robust internal controls, while strengthening its role as a corporate citizen that grows together with shareholders, customers, society, and the environment.

Guidelines for Director Independence

The BOD of Shinhan Financial Group is committed to continuously strengthening the Board's "collective suitability" to secure a level of diversity and expertise that is aligned with the corporate size, business characteristics, and risk profile. Collective suitability refers to the Board's efforts to maintain a balanced composition of the knowledge, experience, and capabilities necessary to effectively perform its decision-making and oversight functions as a unified body. This includes the principle of diversity, which enables it to fairly represent the interests of all shareholders and financial consumers without bias toward specific stakeholders.

To this end, we secure experts across key fields such as finance, business management, economics, legal & internal control, financial planning & accounting, digital & ICT, international businesses & capital markets, risk management, and consumer protection & ESG, while supporting the BOD in acquiring all the practical experience and knowledge necessary for carrying out its duties.

Guidelines for Board Diversity

GOVERNANCE STRUCTURE

SHINHAN FINANCIAL GROUP GOVERNANCE STRUCTURE



* As of the end of March, 2026

1) Upon the initiation of the final recommendation process for independent director and Audit Committee member candidates, the relevant Committee is composed of all independent directors.

2) Upon the initiation of the final selection process for CEO candidate, the relevant Committee is composed of all independent directors.

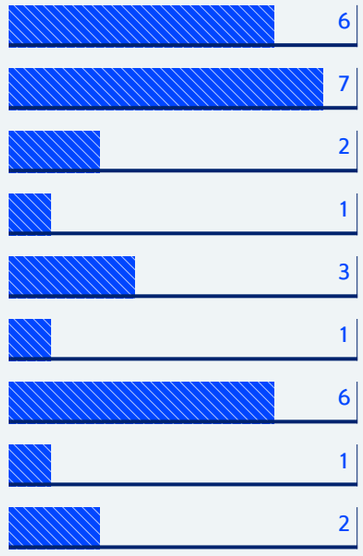
BOARD OF DIRECTORS

COMPOSITION OF THE BOD

As of the end of March 2026, the BOD of Shinhan Financial Group consists of 11 directors, including nine independent directors, one non-executive director, and one executive director. Independent directors account for approximately 82% of the Board, maintaining a high ratio compared to other financial companies. In accordance with Article 45 of the Articles of Incorporation, the roles of the Board Chair and the CEO are separated, and the Chair is appointed from among the independent directors to strengthen the Board's independence.

In addition, we continue efforts to enhance gender diversity and build an inclusive decision-making structure, with female representation among independent directors reaching 36%.

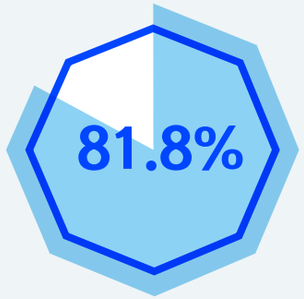
EXPERTISE (persons)



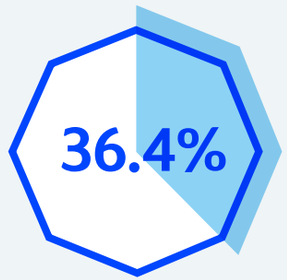
* Multiple classifications may apply

INDEPENDENCE AND DIVERSITY

Independent director ratio on the Board



Female director ratio on the Board



BOARD COMMITTEES

Shinhan Financial Group has established and operates the Board committees to enhance the efficiency and expertise of the Board's operations and to assign authority related to executive nominations. As of the end of March 2026, the BOD operated a total of eight committees: Audit Committee, Risk Management Committee, Remuneration Committee, ESG Strategy Committee, Independent Director and Audit Committee Member Recommendation Committee, CEO Recommendation Committee, Subsidiary's CEO Recommendation Committee, and Internal Control Committee.

Among these, the Audit Committee, Risk Management Committee, Remuneration Committee, Internal Control Committee, Independent Director and Audit Committee Member Recommendation Committee, and CEO Recommendation Committee are mandated by laws such as the Act on the Corporate Governance of Financial Companies. The ESG Strategy Committee and Subsidiary's CEO Recommendation Committee were voluntarily established by the BOD to enhance its expertise, independence, and efficiency.

Board committees are primarily composed of independent directors, with all committees maintaining a majority of independent directors. Except for the Subsidiary CEO Recommendation Committee, all committees are chaired by independent directors, while the Audit Committee consists entirely of independent directors to reinforce independence and fairness.

BOARD OF DIRECTORS

COMPOSITION OF THE BOARD COMMITTEES

Sub-Committee	Chair	Members	Main Roles and Responsibilities
Audit Committee	Lim Seungyeon	Kwak Su Keun Bae Hoon Choi Young-Gwon	• Oversee the audit reporting • Approve the appointment and dismissal of independent auditors • Review the operational status of the internal accounting management system • Establish the annual audit plans • Enact and abolish audit regulations • Other matters deemed necessary by the Board of Directors or the Committee
Risk Management Committee	Song Seongjoo	Park Jong Bok Yang In Jip	• Establish the basic risk management policies in line with business strategies • Determine the level of risk that the holding company and its subsidiaries can bear • Approve the appropriate investment limits or loss tolerance levels • Other matters deemed necessary by the Board of Directors or the Committee
Remuneration Committee	Park Jong Bok	Lim Seungyeon Chun Myo Sang	• Evaluate and decide the compensation system for the management of the holding company and its subsidiaries • Review the design and operational appropriateness of the compensation system • Other matters deemed necessary by the Board of Directors or the Committee
Internal Control Committee	Choi Young-Gwon	Bae Hoon Song Seongjoo Yang In Jip	• Establish fundamental policies and strategies for internal control • Develop measures to foster a corporate culture that emphasizes employees' professional ethics and compliance mindset • Other matters deemed necessary by the Board of Directors or the Committee
ESG Strategy Committee	Song Seongjoo	Kim Jo Seol Chun Myo Sang Jin Okdong Jung Sang Hyuk	• Set direction for the Group's ESG management • Establish, revise, and abolish norms and policies related to climate change, sustainable management, and socially responsible management • Other matters deemed necessary by the Board of Directors or the Committee
CEO Recommendation Committee	Choi Young-Gwon	Kwak Su Keun Kim Jo Seol Park Jong Bok Bae Hoon	• Recommend CEO candidates • Establish and review management succession plan • Other matters deemed necessary by the Board of Directors or the Committee
Independent Director and Audit Committee Member Recommendation Committee	Yang In Jip	Kim Jo Seol Lim Seungyeon Chun Myo Sang	• Establish, monitor, and supplement the principles for appointing independent directors and audit committee members • Recommend candidates for independent directors and audit committee members to be appointed; and manage the independent director candidate pool • Other matters deemed necessary by the Board of Directors or the Committee
Subsidiary's CEO Recommendation Committee	Jin Okdong	Kwak Su Keun Bae Hoon Song Seongjoo Yang In Jip	• Recommend, manage, and verify the qualifications of subsidiaries' CEO candidates • Recommend and select CEO candidates for subsidiaries • Evaluate the leadership of the management team of subsidiaries • Other matters deemed necessary by the Board of Directors or the Committee

* As of the end of March, 2026

BOARD OF DIRECTORS

CRITERIA AND PROCEDURES FOR THE APPOINTMENT OF INDEPENDENT DIRECTORS

Shinhan Financial Group adopts the qualifications stipulated in the Act on Corporate Governance of Financial Companies—professionalism, fairness in the performance of duties, ethical responsibility, and diligence—as the fundamental requirements for appointing independent directors, while comprehensively considering Board diversity and overall Group suitability in the director nomination process. The appointment of independent directors is conducted through the Independent Director and Audit Committee Member Recommendation Committee and the annual general meeting of shareholders. In 2023, we introduced an external advisory panel system to enhance objectivity and transparency in the nomination process. The Committee is composed entirely of independent directors to ensure independence, while independent directors subject to reappointment are prohibited from participating in their own nomination or related resolutions to prevent conflicts of interest.

The appointment process for independent directors is operated through a structure in which an external advisory panel selects a shortlist of candidates based on a continuously managed candidate pool (long list), after which the Independent Director and Audit Committee Member Recommendation Committee, composed of all independent directors, recommends the final candidates for appointment at the annual general meeting of shareholders. During this process, external experts conduct reviews and evaluations to objectively verify the qualifications and expertise of the candidates.

In addition, the independence and diligence of independent directors are institutionally secured through the Articles of Incorporation and internal governance regulations, and concurrent service as an independent director of another company is prohibited. To prevent risks associated with long-term service, the initial term is limited to two years, with reappointments limited to one year at a time, and the maximum tenure is six years. Including service periods at the holding company or group affiliates, an independent director's total tenure may not exceed nine years.

BOARD ACTIVITIES

BOD meetings are classified into regular and extraordinary meetings, both of which are convened by the Board Chair. In 2025, Shinhan Financial Group held a total of 14 BOD meetings, while the Board committees remained highly active through a total of 70 meetings. Most directors recorded a 100% attendance rate, supporting the Group's sustainable growth through responsible engagement and active participation in Board activities. In addition, agenda materials are provided to independent directors seven days prior to BOD meetings to ensure sufficient time for advance review.

AVERAGE BOARD ATTENDANCE RATE

99.7%



BOARD OF DIRECTORS

BOARD EVALUATION

In accordance with Article 8 of Shinhan Financial Group's Internal Code of Corporate Governance, the Board conducts an annual evaluation of its operations and utilizes the results to improve Board management. To enhance objectivity and ensure anonymity, the company fully outsources the survey process to an external professional evaluation firm.

The evaluation covers operational aspects such as the adequacy of meeting duration, agenda items, meeting frequency, and the provision of sufficient information by the company. In terms of roles and responsibilities, it comprehensively reviews the adequacy of the performance of duties related to the authority of the Board of Directors as stipulated in the Internal Code of Corporate Governance.

The 2025 evaluation confirmed that the Board's operations and performance of duties were rated "Excellent" (Grade 4). Among the eight committees, three were rated "Excellent" (Grade 4) and five were rated "Highly Excellent" (Grade 5).

BOARD SKILLS MATRIX

● Primary Skills ◎ Secondary Skills

Name	Board Profile				Areas of Expertise								
	Position	Gender	Initial Appointment	Term Expiration	Finance	Business Management	Economics	Legal & Internal Control	Financial Planning & Accounting	Digital & ICT	International Business & Capital Markets	Risk Management	Consumer Protection & ESG
Kwak Su Keun	Independent	Male	Mar. 2021	Mar. 2027		◎			●				◎
Kim Jo Seol	Independent	Female	Mar. 2022	Mar. 2027			●				◎		◎
Park Jong Bok	Independent	Male	Mar. 2026	Mar. 2028	●	◎							
Bae Hoon	Independent	Male	Mar. 2021	Mar. 2027				●			◎		
Song Seongjoo	Independent	Female	Mar. 2024	Mar. 2027	◎		◎					●	
Yang In Jip	Independent	Male	Mar. 2025	Mar. 2027	◎	◎				●	◎		
Lim Seungyeon	Independent	Female	Mar. 2026	Mar. 2028		◎			●				
Chun Myo Sang	Independent	Female	Mar. 2025	Mar. 2027					●		◎		
Choi Young-Gwon	Independent	Male	Mar. 2024	Mar. 2027	◎	◎					●		
Jin Okdong	Executive	Male	Mar. 2023	Mar. 2029	●	◎					◎		
Jung Sang Hyuk	Non-executive	Male	Mar. 2023	Mar. 2027	●	◎							

* As of the end of March, 2026

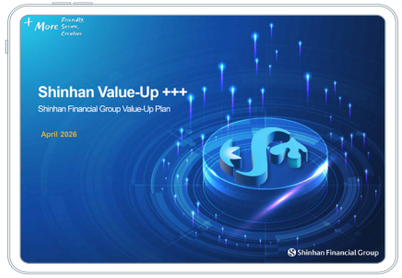
SHAREHOLDER ENGAGEMENT

SHAREHOLDER COMMUNICATION

Shinhan Financial Group makes consistent efforts to strengthen communication with shareholders and investors. We engage with shareholders through various channels and strive to build investor trust by transparently disclosing our management policies and financial information. In 2025, we conducted approximately 550 investor engagement activities to enhance shareholder value, while further strengthening market communication through tailored events for various stakeholders, including BOD/CEO roundtables, Analyst Day events, and briefing sessions for retail investors.

Business Results Disclosure

To facilitate smooth communication with shareholders and the capital market, Shinhan Financial Group regularly announces its quarterly business performance results and provides relevant information through its website and electronic disclosure system.



Shinhan Value-up Plan

In addition, for foreign shareholders, we operate English- and Japanese-language websites and publish shareholder letters and other major IR materials in Korean, English, and Japanese. In particular, we have provided disclosures in English through the Korea Exchange since 2017, ahead of the first phase of the mandatory English disclosure requirement introduced in 2024. We also actively communicate the progress of our shareholder value enhancement initiative—Shinhan Value-up Plan. In addition to including related updates in our earnings presentations, we published implementation status reports on our website in April 2025 and April 2026.

Strengthening Management- and Board-Centered Communication

Shinhan Financial Group communicates directly with institutional investors through domestic and overseas NDRs and also conducts ad hoc IR meetings. In particular, we are expanding multi-channel communication with diverse stakeholders through active investor engagement involving management and BOD. In 2025, we conducted a total of 79 management- and BOD-led IR meetings and held one BOD roundtable.

Beyond conventional management-centered investor communication, Shinhan Financial Group has institutionalized and continuously expanded direct communication between the Board and investors, a practice that remains uncommon in the Korean capital market.

As a leading example, we have regularized BOD roundtables, establishing a communication structure in which investors and the Board directly discuss key capital market issues, governance matters, and corporate value enhancement strategies. The BOD roundtable, attended by the Board Chair, key committee chairs, and C-level management, is operated not as an occasional one-off event but as an ongoing communication channel, and has established itself as a leading example of Board–investor communication within Korea's financial industry. At the 2025 roundtable, more than 50 investors from 42 domestic and overseas institutions participated, further deepening communication among shareholders, the Board, and senior management. Investor feedback was also incorporated into the development of the 2026 corporate value enhancement plan.

In addition, the Group enhanced direct communication between the Board's members and overseas investors. Throughout 2025 and 2026, the Board Chair and independent directors conducted overseas NDRs in major financial hubs such as Hong Kong, Singapore, and London, directly explaining the Board's composition and independence, and the direction of efforts to improve corporate governance, while listening to the investors' opinions. The independent directors also participated as panelists at global governance conferences to ensure that Board-level messages were communicated to capital markets. In this way, Shinhan Financial Group has expanded the scope of investor engagement from C-level management to BOD, thereby enhancing governance transparency and substantively strengthening the Board's accountability.

SHAREHOLDER ENGAGEMENT

Expanding Communication with Retail Investors

In a capital market environment where the proportion of retail investors is increasing, efforts to raise awareness and understanding of strategies for enhancing corporate value and to provide sufficient information for investment decisions are of paramount importance, as they can help build trust in the company and enhance shareholder value. Accordingly, Shinhan Financial Group is strengthening communi-cation with retail investors in a drive to build more transparent and responsible investor relations.

We have regularized our online briefing sessions for retail investors to more broadly communicate our corporate value enhancement plan, while improving retail investors' access to investment opportunities and strengthening communication channels in collaboration with domestic and overseas securities firms. As part of these efforts, we held a value-up briefing session for retail investors on our YouTube channel in August 2025.

KEY IR ACTIVITIES FOR FY2025

May 2025	• Held a BOD-led NDR (Hong Kong, Singapore)
Aug. 2025	• Participated in the Expert Meeting on the Proposed Amendments to the Commercial Act hosted by the Korea Listed Companies Association • Held a Value-up Plan briefing session for retail investors • Held an Analyst Day in Jeju Island
Sep. 2025	• Held a BOD roundtable • Held a CEO roundtable • Participated in the Korea Capital Market Conference 2025 hosted by the Korea Exchange
Oct. 2025	• Participated in an IR session for Korean residents in Japan held in Nagoya, Japan
Nov. 2025	• Participated in a panel discussion at the annual conference of the Asian Corporate Governance Association (ACGA)
Jan. 2026	• Held a BOD-led NDR (London, Singapore)
Mar. 2026	• Issued a shareholder letter from the Board Chair
Apr. 2026	• Issued a shareholder letter from the CEO

KEY IR AWARDS AND RECOGNITIONS IN 2025

May 2025	• Selected as a "2025 Value-up Best Practice Company" by the Korea Exchange
Nov. 2025	• Selected as a "Excellent Corporation for International Standard Computer Language (XBRL) Financial Disclosure" by the Financial Supervisory Service

SNAPSHOTS FROM THE 25TH ANNUAL GENERAL MEETING OF SHAREHOLDERS

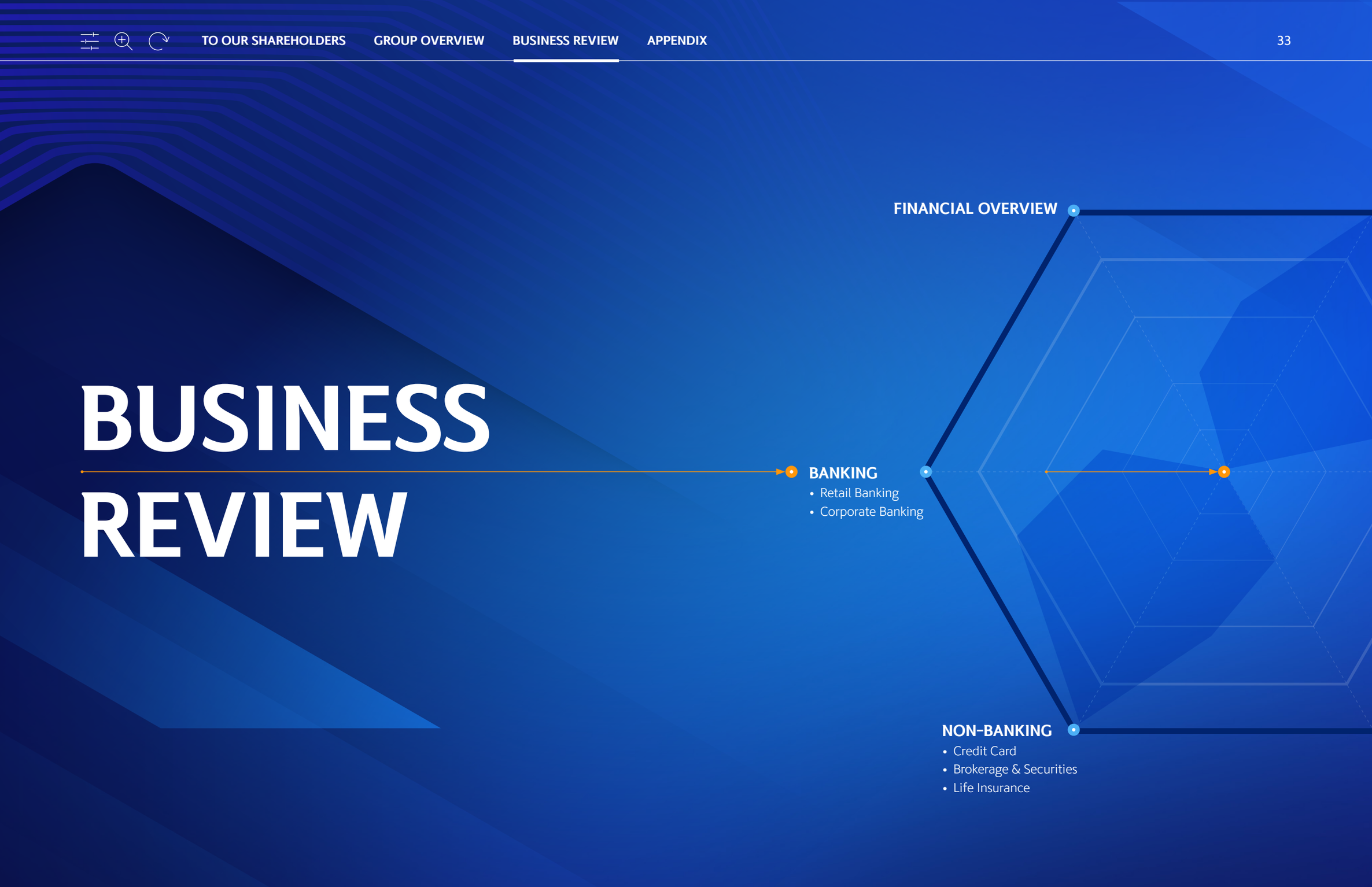
Meeting of Shareholders on March 26, 2026. The resolution to convene the meeting and the related notice were issued on March 3, 2026. To provide shareholders with sufficient time to review major agenda items, the business report, and the audit report, the notice of convocation is posted at least three weeks prior to the meeting date, ahead of the statutory deadline. In addition, to support the exercise of voting rights, the Group allows cumulative voting and operates electronic and proxy voting systems. For shareholders unable to attend in person, we also livestream the meeting proceedings and disclose detailed voting results on our website on the day of the meeting.

At the 25th Annual General Meeting of Shareholders, Shinhan Financial Group submitted a total of seven agenda items, including the approval of financial statements and the appointment of directors, all of which were approved as originally proposed. As a result, executive and independent directors, as well as Audit Committee members, were appointed, further strengthening the independence and expertise of the Board and audit functions.

Additionally, the reappointment of CEO Jin Okdong was approved at the meeting, enabling him to begin his second term. CEO Jin was reappointed in recognition of the Group's stable earnings growth, enhanced shareholder value, establishment of a sound internal control system, and achievements in sustainability management, following a transparent and systematic selection process led by the CEO Recommendation Committee. This will enable us to strengthen management continuity and governance stability while further reinforcing the foundation for corporate value enhancement and long-term growth.



BUSINESS REVIEW



FINANCIAL OVERVIEW

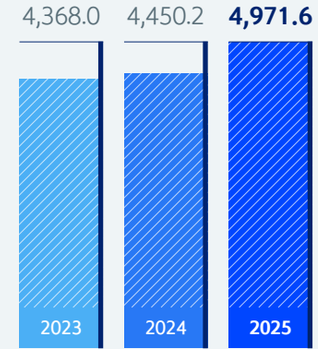
01.
PROFITABILITY & CAPITAL ADEQUACY

In 2025, Shinhan Financial Group achieved simultaneous improvements in earnings performance and capital adequacy, supported by solid top-line growth driven by non-interest income, disciplined cost management, and stable asset quality.

In 2025, discussions surrounding amendments to the Commercial Act, along with the full-scale implementation of government-led initiatives to promote the capital market and enhance corporate value, heightened market expectations for the financial industry and contributed to a strong rise in the KOSPI.

Meanwhile, the operating environment for financial institutions remained challenging due to tighter household lending regulations, growing demands for expanded productive finance, and continued financial burdens on vulnerable borrowers amid a delayed economic recovery. Despite these conditions, Shinhan Financial Group responded strategically based on its balanced portfolio and solid financial fundamentals, recording a net income of KRW 4,971.6 billion. Return on equity (ROE) and return on tangible common equity (ROTCE) also improved by 0.7%p year-on-year to 9.1% and 10.3%, respectively.

CONSOLIDATED NET INCOME
(KRW billion)



YoY
11.7%

ROE
(%)



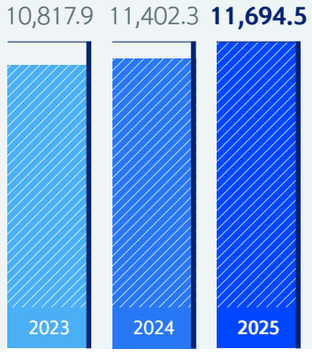
YoY
0.67%p

02.
SOLID GROWTH IN INTEREST INCOME

Despite household lending regulations and disciplined capital management, the Group's interest income continued to grow through profitability-focused asset growth and improved funding cost efficiency.

The Group's interest income increased 2.6% year-on-year to KRW 11,694.5 billion. Shinhan Bank's KRW-denominated loans grew 4.4% year-on-year. Specifically, household loans increased by KRW 6.9 trillion, or 5.0%, mainly driven by policy loans in response to expanding market demand, while corporate loans increased by KRW 7.1 trillion, or 3.9%, following the implementation of an active growth strategy in the second half of the year aimed at expanding productive financing. Despite pressure on loan asset yields from market interest rate movements, the Bank's net interest margin (NIM) was maintained at 1.56%, down only 2bp year-on-year, supported by improvements in funding costs.

GROUP INTEREST INCOME
(KRW billion)



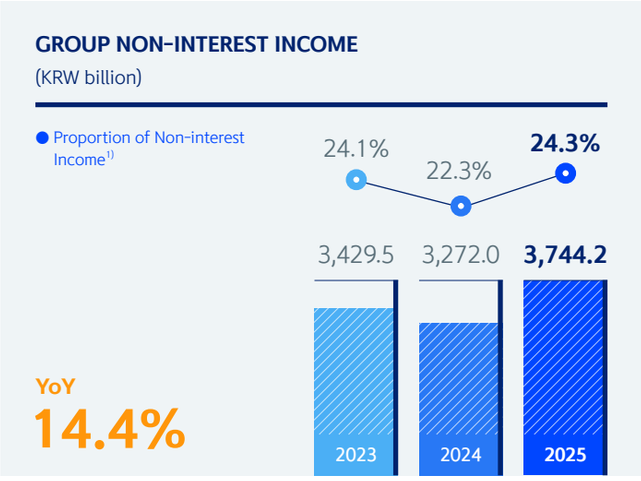
YoY
2.6%

FINANCIAL OVERVIEW

03.
RAPID GROWTH IN NON-INTEREST INCOME

The Group's non-interest income improved significantly year-on-year as fee income and securities-related gains showed broad-based growth, driven by KOSPI's upward momentum and capital market promotion policies.

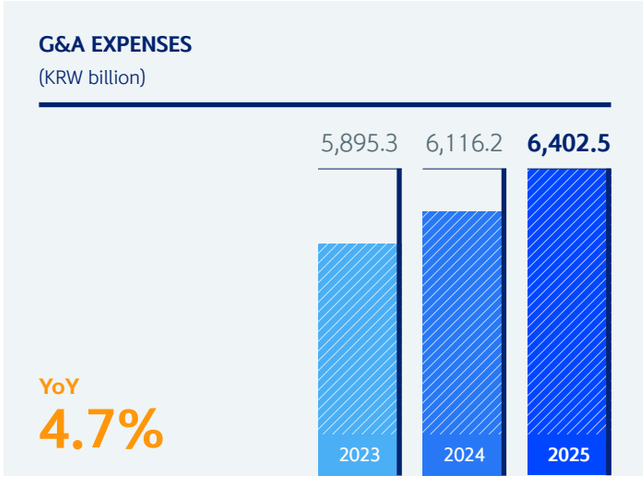
The Group's non-interest income rose 14.4% year-on-year to KRW 3,744.2 billion. The Group's fee income reached KRW 2,921.2 billion, up 7.6% year-on-year, driven by broad-based growth in capital market-related fees, including investment product fees, IB fees, and brokerage commissions. Securities-related gains increased by 13.5% year-on-year on the back of differentiated asset management capabilities despite a challenging interest rate environment, while insurance-related income also rose 7.4%, further supporting the Group's non-interest income growth.



04.
SOUND EXPENSE MANAGEMENT

Despite one-off cost factors, such as expanded voluntary retirement programs, the Group's SG&A expenses and cost-to-income ratio remained stable.

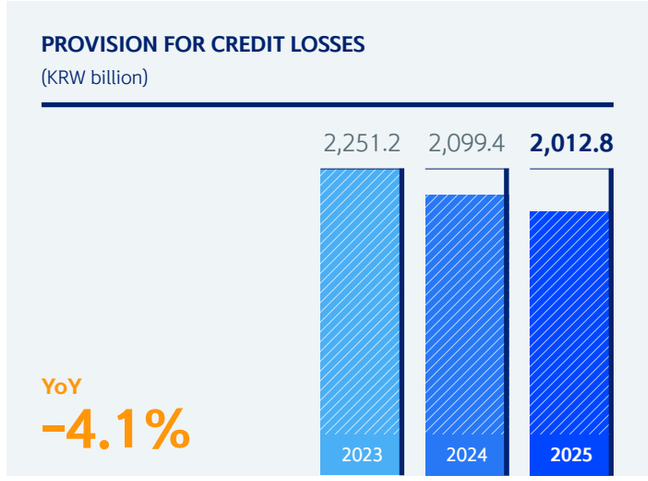
The Group's SG&A expenses increased 4.7% year-on-year to KRW 6,402.5 billion, mainly attributable to higher labor costs resulting from voluntary retirement programs at major Group affiliates. However, supported by higher operating profit and efforts to reduce general administrative expenses, the cost-to-income ratio improved by 0.21%p year-on-year to 41.5%. Despite temporary burdens arising from cost structure optimization efforts, overall cost discipline was maintained, supporting the Group's profitability improvement alongside non-interest-driven top-line growth.



05.
STABLE ASSET QUALITY

Leveraging its proactively accumulated loss-absorbing capacity, the Group maintained credit costs and asset quality at generally stable levels.

Although recurring credit costs rose amid the economic slowdown, annual credit costs fell 4.1% year-on-year, driven by a sharp decline in real estate PF-related credit costs that had been recognized conservatively and proactively. As a result, the credit cost ratio improved by 4bp year-on-year to 0.45%. The Group's NPL ratio stood at 0.72%, while the NPL coverage ratio declined year-on-year due to increased non-performing assets related to responsibility-completion trust projects at trust subsidiaries. However, it improved quarterly following the launch of a bad bank and proactive write-offs and asset disposals.



[1)] As a percentage of operating income before expenses

FINANCIAL OVERVIEW

06.
CORPORATE VALUE ENHANCEMENT

Supported by stable financial performance and capital adequacy, the Group achieved the key targets of its Value-up Plan ahead of schedule, solidifying its position as a leading financial group aligned with the government's capital market promotion initiatives.

As of the end of 2025, the Group's CET1 ratio stood at 13.35%, as risk-weighted assets (RWA) remained within the planned range despite foreign exchange volatility. The Group's Board of Directors approved a year-end cash dividend of KRW 570 per share and an additional cash dividend of KRW 310 per share, thereby meeting the requirements for designation as a high-dividend company.

As a result, total shareholder returns reached KRW 2.5 trillion, while the total shareholder return ratio reached 50.2%, achieving the 50% target ahead of schedule. In addition, following the completion of a KRW 200 billion treasury share buybacks in January 2026, the Group approved an additional treasury share buybacks worth KRW 500 billion, bringing the total planned share buybacks amount to KRW 700 billion by July.

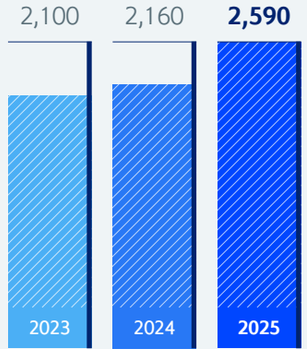
Amid ongoing institutional changes related to corporate value enhancement, including amendments to the Commercial Act and capital market promotion policies, Shinhan Financial Group plans to further upgrade its existing corporate value enhancement plan (Value-up Plan) with a focus on sustainable ROE improvement through active communication with the market.

CET1 RATIO
(%)



YoY
0.29%p

DIVIDEND PER SHARE
(KRW)



YoY
19.9%

07.
MOVING FORWARD

In 2026, the Group will strive to achieve sustainable ROE improvement through non-interest income-driven growth and the expansion of productive financing, while maintaining management stability across its operations.

In 2026, the domestic economy is expected to recover gradually, although growth is projected to remain below the potential rate. Meanwhile, tighter household loan management and the expansion of productive financing will continue in parallel. Against this backdrop, the Group aims to respond flexibly to market and policy shifts by expanding non-interest income, improving cost efficiency, and applying differentiated asset quality strategies, thereby securing sustainable earnings improvement. Furthermore, Shinhan Financial Group plans to maintain a total shareholder return ratio of 50% or higher backed by stable capital ratios, while targeting an ROE in the mid-9% range and striving to exceed the 10% target set forth in its corporate value enhancement plan by 2027.

BANKING

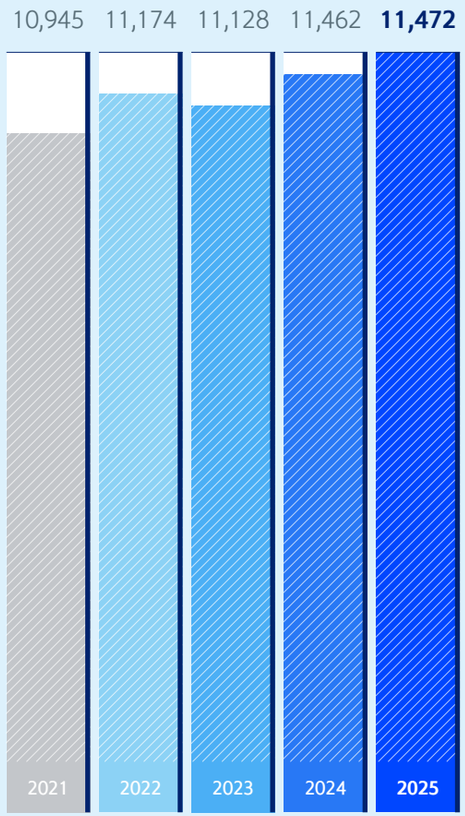
In 2025, Shinhan Bank focused on strengthening its fundamental business capabilities to secure a solid foundation for sustainable growth on the basis of core business innovation. While concentrating on qualitative growth centered on profitability, Shinhan sought to become the "bank of choice" for more customers by delivering differentiated customer experiences. As a result, in 2025, the Bank maintained its solid growth trajectory, recording KRW 3,774.8 billion in net income, an increase of 2.1% year-on-year. Based on this stable earnings foundation, the Bank worked to secure long-term growth drivers and thoroughly prepare for the future of finance by leveraging digital technology as a tool for innovation to create new customer value.

Going forward, Shinhan Bank will continue to steadfastly pursue three key pillars: fulfilling the fundamental role of finance, driving innovation to secure future competitiveness, and building customer trust. In 2026, it will establish clearer directions and move ahead in the race to the future on the strength of its outstanding execution capabilities.

Number of Active Retail Customers
(1,000 persons)

+ 10,670

Year-on-year growth in active retail customer base (As of 2025)



95%

Achieved scale-up of "Ddangyo" as cumulative users reached 8.03 million, up 95% year-on-year

25,341

Number of newly acquired prime corporate clients (Externally audited companies: 483, Non-audited companies: 3,182, SOHO: 21,676)

44.1%

Recorded an SME loan ratio of 44.1% through active financial support for small and medium-sized enterprises



* As of the end of 2025

RETAIL BANKING

Shinhan Bank's Retail Banking Division aims to provide optimized financial solutions tailored to each customer. From the customer's perspective, it develops and operates deposit and lending products while pursuing responsible marketing activities focused on building customer trust—the foundation of finance. In addition, the Bank leverages digital innovation to deliver easier, more convenient, and more innovative financial services, thereby creating differentiated customer value.

Shinhan Bank

KEY PERFORMANCE RESULTS IN 2025

In 2025, Shinhan Bank expanded its retail customer base by providing customized solutions tailored to different customer segments. It broadened the scope of its non-financial platforms to attract new customers across various generations and secured a competitive advantage in the increasingly competitive travel card market by delivering Shinhan's differentiated customer experience. It also strengthened its core banking relationships as a lifetime partner for senior customers, thereby laying groundwork for future growth.

CUMULATIVE SUBSCRIBERS TO SHINHAN 20+ RUN

(persons)

370,000 +





* As of the end of 2025

Expanding new customer acquisition through non-financial platforms

By implementing a business model that integrates financial and non-financial services, Shinhan Bank is enhancing financial accessibility in its customers' daily lives while creating tangible value for local economies, which in turn is leading to new customer inflows. In October 2025, it launched "Shinhan 20+ Run," a service that tracks running activity and rewards users with My Shinhan Points accordingly. Supported by various benefits and differentiated customer experiences, the service has attracted a total of 370,000 subscribers as of year-end 2025. Meanwhile, in November 2024, the Bank also introduced the "Shinhan 50+ Walk" service for senior customers, which surpassed one million subscribers within just one year of its launch. These two services have become the Bank's flagship healthcare-oriented, non-financial platforms and are now contributing to the acquisition of new customers across all generations.

"Ddangyo," a delivery platform operated by Shinhan Bank, recorded a cumulative total of 8.03 million users, up 95% year-on-year. Initially launched as a mutually beneficial platform, Ddangyo has established itself as one of the Bank's core non-financial platforms by contributing to the expansion of primary banking relationships based on collection and payment transactions, such as payroll transfers, card payments, and automatic transfers linked to delivery services.

RETAIL BANKING

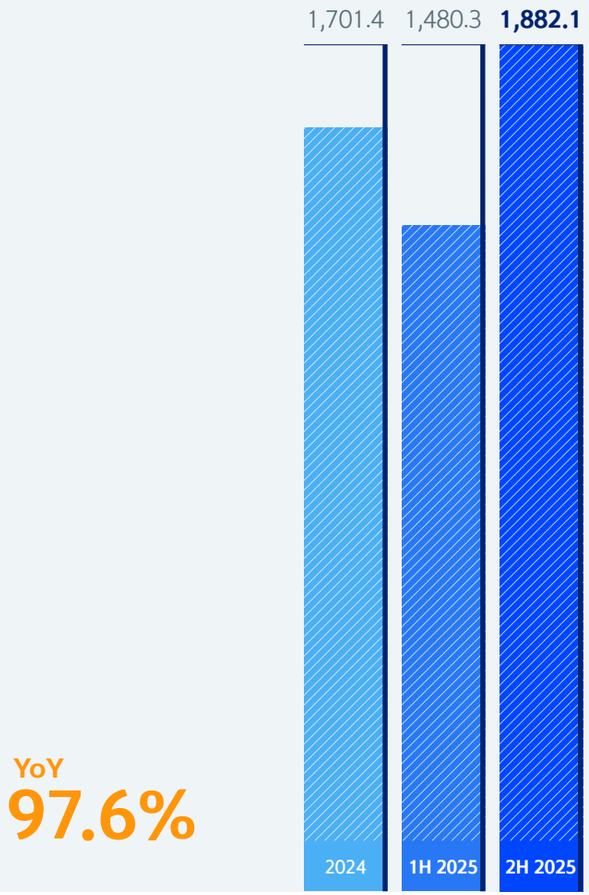
Expanding the travel card product lineup to grow the FX-based customer base

Shinhan Bank is actively responding to intensifying competition in the travel card market by providing specialized services characterized by enhanced convenience, thereby expanding its FX-based customer base. In May 2025, the Bank collaborated with Shinhan Card to launch the "SOL Travel J Check Card," which offers customized benefits for travelers to Japan. In November, it also introduced the "SOL Trip & Shop Check Card," the first product of its kind in Korea's financial industry specifically designed for overseas online direct purchases. This has expanded the Bank's existing travel card lineup into the overseas online payment market and contributed to attracting new customers by providing benefits not only for overseas offline payments but also for online payments based on partner Visa services.

In addition, the Bank introduced a service that enables customers to exchange currency directly through Shinhan Bank foreign currency ATMs in Korea using the SOL Travel Check Card, and opened additional "SOL Travel Lounge" unmanned automated branches as part of its continued efforts to improve customer convenience for FX customers.

CUMULATIVE TRANSACTION VOLUME OF THE SOL TRAVEL CHECK CARD

(KRW billion)



Securing a senior customer base through pension-focused products and services

As Korea enters a super-aged society, in which more than one out of every five citizens is a senior, competition in the market to secure senior customers is intensifying. Centered on dedicated lounges designed to assist senior citizens with retirement planning, Shinhan Bank is focusing on securing a senior customer base by establishing a full life-cycle care system that combines pension- and trust-centered wealth management with healthcare services.

In particular, as eligibility for tax-exempt comprehensive savings accounts is set to change in 2026 from seniors aged 65 and older to basic pension recipients, Shinhan Bank became the first commercial bank in Korea to introduce a service for changing basic pension deposit accounts. This has enabled the Bank to help eligible customers seamlessly receive tax benefits while providing financial solutions linked to tax incentives. It is also expected to contribute to attracting new senior customers and expanding Shinhan Bank's primary customer base.

RETAIL BANKING

PLANS FOR 2026

As the low-growth trend becomes more entrenched in 2026, Shinhan Bank intends to establish differentiated strategies and execute them decisively. To this end, the Bank's Retail Banking Division plans to focus on three key priorities: strengthening core business competitiveness, accelerating innovation momentum, and achieving efficient asset growth. These efforts will serve as the foundation for sustainable growth and further reinforce customer trust—the foundation of finance.

Strengthening core business competitiveness by expanding the core customer base

Shinhan Bank will carry out proactive marketing by targeting key customer groups such as seniors and foreign nationals, whose numbers are expected to continue increasing, while expanding its customer base centered on settlement accounts and payment transactions.

To secure settlement accounts, it will focus on attracting pension disbursement accounts from seniors, including basic pensions, retirement pensions, and major public pensions. Furthermore, it plans to launch products with pension-linked benefits to encourage broader engagement with additional financial products after account opening. For foreign customers, the Bank will expand customer touchpoints by enhancing financial accessibility.

It also plans to strengthen the competitiveness of its offline channels by expanding and restructuring branches dedicated to foreign customers, while securing high-quality primary banking customers through the "SOL Global Loan," a credit loan product for salaried foreign residents in Korea.

To strengthen its payment-focused customer base, it will expand its lineup of high value-added products. Building on the success of the "Shinhan Card SOL Plan," which gained strong market traction by offering a wide range of benefits across Shinhan Financial Group, the Bank will further enhance customer-perceived benefits to increase both the number of customers actively engaging with Shinhan and overall customer satisfaction.

Accelerating innovation momentum to become a leading digital bank

Shinhan Bank plans to launch an enhanced integrated platform based on "Shinhan Super SOL," which brings together the core functions of Shinhan Financial Group's digital apps, and it will simplify inter-affiliate processes to enhance customer convenience. It will also launch the "Family Finance" service to provide customized content and family-linked benefits tailored to different life stages, thereby expanding financial engagement among family members. In addition, it will encourage natural cross-selling through integrated Group products and services, thereby expanding the customer base at both the Group and affiliate levels.

Achieving efficient asset growth based on profitable growth

Shinhan Bank aims to enhance profitability through the efficient management of household loans, thereby laying the foundation for asset growth. Amid rising volatility driven by tightened financial regulations, it plans to optimize its profitability structure by realigning preferential interest rate schemes and transaction-based eligibility requirements. Furthermore, it will rebalance its household loan portfolio by expanding guaranteed loans to minimize risk exposure.

In addition, the Bank plans to solidify its high-quality loan base by offering lifecycle-specific financial solutions tailored to professionals. Meanwhile, for vulnerable borrowers, it will alleviate financial burdens by expanding policy-driven microfinance and supporting long-term installment repayments. These initiatives will allow Shinhan Bank to foster mutual growth with its customers while strengthening the foundation for long-term growth.



CORPORATE BANKING

Shinhan Bank's Corporate Banking Division seeks to grow alongside its corporate clients. It delivers integrated financial solutions that drive its clients' sustainable growth, fostering a virtuous cycle that expands its high-quality customer base and diversifies its revenue streams. This enables mutually beneficial growth for both its clients and the Bank. Furthermore, it is deepening partnerships with companies possessing advanced technological capabilities and high growth potential, helping them strengthen their competitive edge in global markets.

KEY PERFORMANCE RESULTS IN 2025

In 2025, Shinhan Bank designated "efficient growth driven by capital profitability" as its core strategy to proactively address global macro volatility and achieve differentiated growth. To deliver on this objective, it focused on solidifying its core customer base, executing strategic asset allocation, and strengthening its funding structure. These efforts have enabled the Bank to reinforce its growth foundation while enhancing its sustainable profit-generation capacity.

LOANS IN KRW

(KRW trillion)

Corporate Loans 187.8

Retail Loans 146.4



1 Large Corporate, etc.	42.7	5 Mortgage	74.2
SME	145.1	6 Others[1]	72.2
2 SOHO	71.1		
3 Externally Audited Companies	30.9		
4 Non-audited companies	43.1		

[1] Includes Jeonse loans, secured and unsecured loans, and etc.

Strengthening the core customer base through quantitative and qualitative growth

Despite slowing economic growth and heightening global uncertainties, Shinhan Bank achieved balanced quantitative and qualitative growth through a strategy focused on high-quality assets. By enhancing tailored services for each stage of corporate growth, the Bank expanded its SME customer base, reaching 50,191 clients with loans exceeding KRW 100 million. Furthermore, by prioritizing high-quality customer portfolios, the Bank successfully acquired 483 externally audited and 3,182 non-externally audited companies as new clients.

NUMBER OF SME CLIENTS WITH LOANS EXCEEDING KRW 100 MILLION

50,191 companies

ANNUAL INCREASE IN KRW-DENOMINATED CORPORATE LOANS

7.6 KRW trillion



* As of the end of 2025

CORPORATE BANKING

Enhancing capital profitability through strategic asset management

In 2025, Shinhan Bank pursued growth in corporate lending based on a strategy aimed at improving its return on capital (ROC). It laid the foundation for improving ROC by strategically reducing low-ROC loans and enhancing profitability, while diversifying its earnings base through the generation of non-interest income in the FX, derivatives, and trust service/business lines, as well as by identifying new market opportunities. Furthermore, it strengthened capital profitability by shifting its corporate banking approach from lending-centered operations to comprehensive corporate asset management encompassing deposits, FX services, and other financial solutions.

Strengthening the funding base to expand the foundational customer base

In 2025, Shinhan Bank launched the "Bank-in-Platform" service, which enables corporate clients to use the Bank's corporate banking services via external platforms. By leveraging a BaaS (Banking as a Service) model tailored to external platform users while supporting corporate cash management, this initiative is expected to expand customer touchpoints and strengthen its funding base. To acquire new clients and expand core banking transactions through the "Bank-in-Platform" service, the Bank is collaborating with ERP providers to identify new opportunities. Moving forward, the Bank plans to establish partnerships with apartment management offices, customs brokerage firms, logistics companies, and other organizations.

PLANS FOR 2026

In 2026, the Korean economy is expected to see moderate growth, while the government's productive finance initiatives are anticipated to expand support for corporate lending. To navigate this business environment and achieve stable growth, Shinhan Bank's Corporate Banking Division will focus on securing high-quality assets, strengthening its funding base, and diversifying customer acquisition channels, while also advancing inclusive finance alongside its corporate clients.

Securing high-quality assets centered on future growth potential

Shinhan Bank will actively support the government's productive finance initiatives by expanding financing for innovative companies under the "15 Flagship Projects of the Ultra-Innovative Economy"[1] and other productive finance programs. It will also continue to identify segments with high growth potential, including national strategic technology industries, the BaaS platform market, and key regional industries. Alongside financing support, it will expand core banking transactions to achieve balanced growth.

Strengthening the funding base through core transactions

In expanding corporate assets, the Bank will avoid pursuing growth focused solely on scale and instead seek balanced growth supported by core banking transactions, including stable low-cost deposits. It will strengthen its stable deposit base and expand settlement accounts and payment transactions by attracting new accounts from newly established corporations, securing payroll and settlement accounts, and identifying new CMS customers.

Providing customized services through diversified channels

The Bank will expand its customer acquisition channels through initiatives such as loan transfer services for small business owners and BaaS-based business models. It plans to introduce a fully digital process that enables small business owners to refinance loans from other banks, easing their interest payment burdens. In addition, it will enhance customer convenience by establishing a one-stop process that enables same-day application and loan disbursement, while providing services that allow customers to compare and analyze loan limits, interest rates, maturities, and other conditions across financial institutions. Furthermore, through the BaaS business, it will deliver customized financial products and services via the channels and methods preferred by customers. In particular, the Bank plans to focus on attracting high-quality corporate clients in 11 key investment sectors—including semiconductors, displays, and secondary batteries—that are being fostered by the government.

Practicing inclusive finance to support customer growth

Shinhan Bank will actively promote inclusive finance to lower the barriers to financial access and foster shared growth. In particular, it plans to strengthen the financial benefits for small business owners and SMEs, while building a virtuous cycle that supports customer growth, by clearly identifying customer segments and tailoring the support areas accordingly.

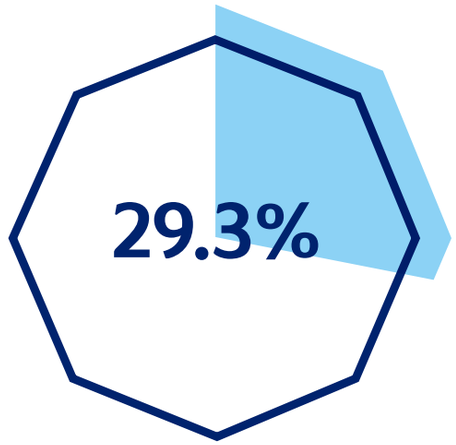
[1] National strategic industry project intensively fostered by the Korean government, which comprises 5 projects in advanced materials and components; 6 in climate, energy, and future-response sectors; and 4 in K-culture and export-oriented (K-boom-up) industries

NON-BANKING

In 2025, Shinhan Financial Group's non-banking subsidiaries focused on improving asset profitability through Group synergies, securing a sustainable earnings base through portfolio management centered around return on capital (ROC), and strengthening accountable management through the effective operation of internal control systems. As a result, Shinhan Card maintained its leading position in the industry, Shinhan Securities recorded KRW 381.6 billion in net income, up 113.0% year-on-year, and Shinhan Life achieved annual premium equivalent (APE) exceeding KRW 1.7 trillion, among other meaningful accomplishments. Supported by these achievements, the proportion of net income contributed by the non-banking sector rose 5.2 percentage points year-on-year to 24.1%, thereby contributing to the diversification of the Group's earnings structure as well.

Looking ahead, Shinhan Financial Group's non-banking subsidiaries will continue to focus on profitability, capital efficiency, and internal control. In addition, they will further strengthen their competitive strengths through customer-centric innovation and future-oriented investment. Such endeavors will enable the Group to contribute to diversifying the Group's earnings structure and enhancing corporate value, while further solidifying its position as a trusted financial group.

Shinhan Card Market Share in Korea



Non-banking contribution to net income increased 5.2%p to reach 29.3%

No. 1

Shinhan Card retained its leading market position with a 20.4% share in the domestic individual credit card market.

113.0%

Shinhan Securities generated solid financial performance, recording a net income of KRW 381.6 billion, up 113.0% year-on-year.

13.6%

MAU of Shinhan SOL Pay, reached 10,147 thousand, up 13.6% year-on-year, maintaining a stable growth trend

32.9%

Shinhan Life achieved an APE of KRW 1,720.9 billion as of the end of 2025, recording a 32.9% CAGR over the past three years.



* As of the end of 2025

CREDIT CARD

Under the vision of "Connect More, Create the Most!" Shinhan Card strives to provide customers with differentiated services based on its distinctive capabilities and expertise. Backed by its industry-leading customer base, it continues to maintain its No. 1 position in Korea's personal credit sales market, while further strengthening its status as the leading brand through customer-centered innovation in a rapidly changing payment environment driven by digital transformation.

Shinhan Card

KEY PERFORMANCE RESULTS IN 2025

In 2025, Shinhan Card established "Emptying and Filling" as its strategic direction and built a foundation for future growth by streamlining inefficient elements through structural improvements. Amid intensifying platform-driven competition, the company strengthened its leadership in the payment market by enhancing product competitiveness, while recording KRW 480.2 billion in net income through proactive risk management and continuous optimization of its customer and asset structure. Furthermore, on the back of strong financial performance, Shinhan Card maintained one of the highest credit ratings among Korean card companies.

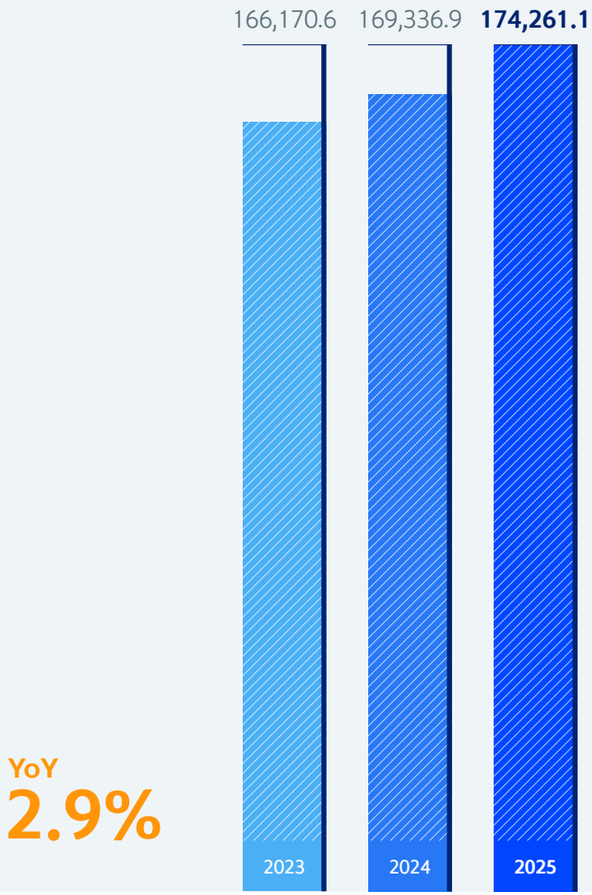
Securing future core customers through enhanced product competitiveness

Shinhan Card is strengthening its leadership in the payment market by continuously launching products and services tailored to its core customer segments. Key achievements include collaborative products developed with Group affiliates, such as the Nara Sarang Card, SOL Travel, SOL Plan, and SOL Mate; PLCCs launched in partnership with brands such as Baedal Minjok and Npay; and E9pay, an overseas remittance app designed for foreign residents in Korea.

Shinhan Card is also making every effort to enhance its platform capabilities from the perspective of future customers. The Shinhan SOL Pay platform is solidifying its position as the leading integrated financial platform in the card industry by expanding a wide range of services, including AI chatbots, app-tech services, and recurring payments, while strengthening both financial and non-financial content.

TRANSACTION VOLUME

(KRW billion)



* Includes personal credit and debit cards

CREDIT CARD

In June 2025, the company became the first card company in Korea to launch "SOL Pay First," a dedicated page for teenagers designed to provide differentiated financial experiences for Generation Z while also helping secure a future customer base through the acquisition of younger customers. In addition, the company strove to improve app UI/UX and upgrade its internal ICT infrastructure. As a result, total membership increased by 1.42 million year-on-year to reach 19.47 million as of the end of 2025.

The company's Shinhan SOL Pay platform is consolidating its position as the leading integrated financial platform in the card industry through the addition of various services, including AI chatbots, app-based rewards services, and recurring payments, along with strengthened financial and non-financial content. In June 2025, Shinhan Card became the first card company in Korea to launch SOL Pay First, a dedicated page for teenagers that not only provides differentiated financial experiences for Generation Z but also contributes to expanding the future customer base through the acquisition of younger customers. In addition, the company continued its efforts to improve app UI/UX and upgrade its internal ICT infrastructure, thereby helping the total membership rise by 1.42 million year-on-year to 19.47 million as of the end of 2025.

MAUS OF SHINHAN SOL PAY

(1,000 persons)

10,147



* As of the end of 2025

NUMBER OF SHINHAN SOL PAY MEMBERS

(1,000 persons)

19,475



* As of the end of 2025

Building a sustainable growth foundation by optimizing the business portfolio

Shinhan Card is proactively responding to internal and external uncertainties by optimizing its business portfolio centered around high-ROC businesses. By focusing on the profitable corporate travel & entertainment business, the company recorded KRW 31.4 trillion in corporate transactions, up 12.7% year-on-year. In addition, fee-based businesses, including the data business, generated KRW 90.8 billion in transaction volume, up 3.2% year-on-year, supported by efforts to create additional revenue streams beyond its core business.

Driving innovation in work processes through AX

Shinhan Card is accelerating AI transformation (AX) to drive innovation in its work processes. In 2025, the company established AiNa (AI Navigator), an internal generative AI platform, and enhanced productivity by applying it across a wide range of operations, from customer service support to marketing functions such as advertising review and approval. AiNa is an in-house GenAI platform that learns employees' work patterns to provide customized solutions. It enables real-time search and organization of extensive manuals and operational data to quickly deliver relevant information, while also supporting workflow automation and the development of customized AI work bots. Since its launch in June, the platform has been driving practical workplace innovation and expanding AI utilization across the organization.

CREDIT CARD

PLANS FOR 2026

Over the next three years, Korea's payments market is expected to remain challenging due to slow improvement in funding costs, high household debt burdens, and weakening consumer spending propensity driven by low birth rates and population aging. To respond to this uncertain business environment, Shinhan Card has established "Focus on the Fundamentals" as its strategic direction for 2026 and plans to focus on initiatives aimed at strengthening its core competitiveness across the following six key areas.

Fostering a quality-driven membership base

Shinhan Card aims to build a solid membership base through a management framework centered on high-quality customers. To this end, the company will expand customer acquisition through internal channels such as digital platforms and the "One Shinhan" collaboration framework, strengthen cooperation with Shinhan Bank, and enhance corporate card systems and processes. In addition, it plans to reinforce its earnings base through such initiatives as redesigning strategic merchant marketing, expanding PLCC offerings, increasing customer spending volumes, and growing annual fee income.

Making customer experience more convenient

To enhance customer convenience through digital innovation, Shinhan Card will simplify the UI/UX of Shinhan SOL Pay and establish a personalized communication framework. In addition, the company will enhance AI services, such as chatbots and voice bots, to expand AI-driven customer service coverage and improve service quality.

In particular, it will make continuous efforts to improve internal processes with the goal of delivering a "flawless customer journey" by automating card issuance based on MyData and promoting on-demand card delivery that offers customers greater flexibility and choice.

Strengthening the earnings structure

For financial products, Shinhan Card plans to respond to tightening lending regulations by leveraging market data analysis to optimize credit limits and pricing, thereby mitigating declines in assets and profitability. In auto finance, the company will strengthen profitability by expanding its high-ROC used car and rental car financing businesses. Furthermore, it will establish a foundation for sustainable growth by enhancing the management framework between headquarters and overseas subsidiaries, including upgrading support systems and strengthening local funding capabilities at overseas subsidiaries.

Building an agile operating system

Shinhan Card will establish an AI-driven operating framework by upgrading its AI agent infrastructure and developing proprietary sLLMs, while securing specialized talent in AI and digital technologies. In addition, the company will improve operational efficiency and optimize cost structures by automating previously manual tasks, such as screening and settlement, through AI agents. Furthermore, Shinhan Card will build in-house capabilities in future core technologies by establishing payment token issuance systems and overseas QR payment and authentication ecosystems, thereby strengthening its competitiveness in the payments market.

Reinforcing fundamental capabilities

From a mid- to long-term perspective, Shinhan Card will operate a standing committee to review business portfolio restructuring as part of efforts to establish a robust earnings structure. From an HR perspective, the company plans to expand year-round hiring, enhance performance-based evaluation systems, and strengthen organizations dedicated to future growth businesses. In addition, Shinhan Card will reduce business risks and strengthen core capabilities through such initiatives as establishing integrated AI-based risk analysis systems and deploying AI voice bots for debt collection operations.

Establishing a flawless internal control system

Shinhan Card will ensure stable management across all areas subject to internal control, including information security and consumer protection. To this end, the company will strengthen personal information security controls in high-risk areas and establish cyber threat response systems. In addition, it will build AI-based response systems for consumer financial incidents to enhance trust among customers and the market.

BROKERAGE & SECURITIES

As a key pillar of Shinhan Financial Group's capital market business, Shinhan Securities is strengthening its competitiveness through a balanced business portfolio while continuously enhancing digital capabilities and expanding global business presence. Furthermore, by reinforcing internal controls and focusing on customer-centric innovation and future growth investments, the company is positioning itself as a trusted financial partner and a sustainable participant in the capital markets.

Shinhan Securities

KEY PERFORMANCE RESULTS IN 2025

In 2025, Shinhan Securities adopted "Fundamental System Reorganization for Normalization" as its management policy and prioritized strengthening internal controls across its organizational culture and operational processes. At the same time, the company focused on reinforcing core business competitiveness and improving capital efficiency, resulting in net income of KRW 381.6 billion, up 113% year-on-year. In particular, it achieved meaningful improvements in profitability, soundness, and efficiency, recording an ROC of 8.4% (up 4.9%p year-on-year), an NPL ratio of 6.3% (down 5.7%p year-on-year), and a CIR of 63.2% (down 14.1%p year-on-year).

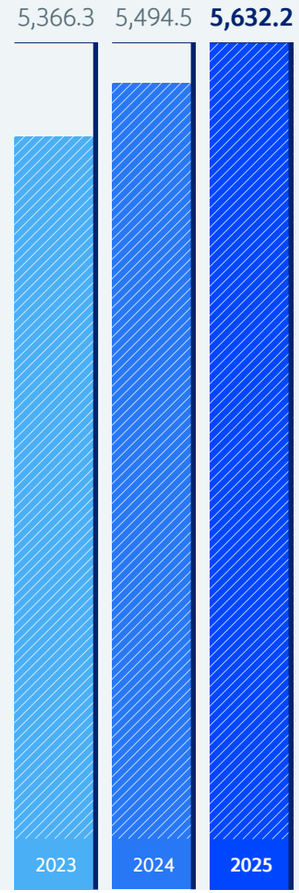
Achieving stable and balanced growth across business groups

By business group, Shinhan Securities' 2025 performance demonstrated balanced growth across its core businesses. The WM business under Shinhan Premier expanded its customer base through differentiated customer experiences and channel innovation. The company also established the "Shinhan Premier" business framework across the wealth management sector and expanded personnel exchanges with Shinhan Bank to enhance synergies.

The CIB Division strengthened competitiveness in its acquisition finance and corporate finance businesses, including DCM and ECM. Based on these efforts, the company achieved meaningful results, including growth in corporate client assets and the supply of high-quality IB products, while accelerating expansion into adjacent business areas such as retirement pension services and block deal transactions.

EQUITY CAPITAL

(KRW billion)

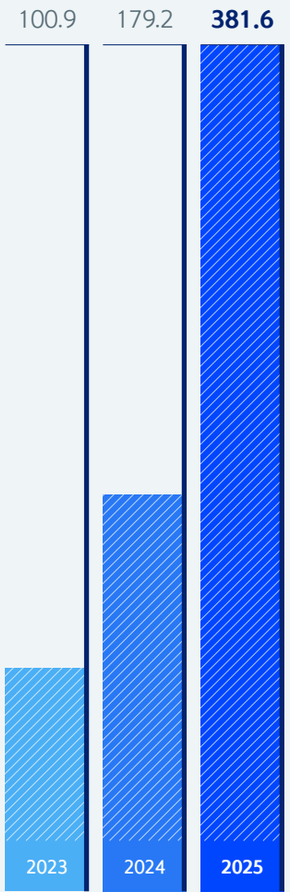


YoY
2.5%

BROKERAGE & SECURITIES

NET INCOME

(KRW billion)



YoY
113.0%

Meanwhile, the S&T Group maintained its top-tier industry position through differentiated investment management capabilities. It particularly focused on expanding products with lower risk-weighted assets (RWA) and optimizing investment assets in response to regulatory requirements, thereby expanding capital-light businesses and establishing a capital efficiency-oriented asset portfolio.

In new business areas, Shinhan Securities expanded its business scope by obtaining approval from the Financial Services Commission in December 2025 to engage in short-term financial business involving the issuance of promissory notes. In the security token (STO) business, the company is playing a key role in establishing STO distribution infrastructure through participation in a consortium that received preliminary approval for a fractional investment trading platform. Additionally, the company is strengthening its competitiveness in the digital asset market by identifying assets suitable for STO issuance and pursuing partnerships with various business operators.

ROE

6.8%

Improved by 3.5%p year-on-year



Strengthening internal controls through 6 key initiatives

In 2025, Shinhan Securities actively implemented six key initiatives aimed at reorganizing its organizational culture, operational processes, and business lines. First, to establish stronger organizational discipline, the company comprehensively revamped its organizational structure, evaluation systems, and personnel management framework. In addition, it shifted its evaluation system from a performance-centered approach to one focused on internal controls, while revising related standards to ensure strict disciplinary actions for internal control violations.

Second, the company conducted a company-wide job analysis, and based on the findings, it established processes and systems for the segregation of duties in high-risk operations. In addition, Shinhan Securities developed a responsibility map to clearly define the internal control responsibilities of its executives.

Third, as part of its efforts to advance digitally enabled internal controls using technologies such as AI, the company computerized manual tasks to minimize human error risk and integrated digital technologies across company-wide operations to enhance operational efficiency. In addition, Shinhan Securities established an AIOps (AI for IT Operations) framework and strengthened AI-based real-time monitoring.

Fourth, to focus on capital-light businesses, the company strengthened such business areas as wealth management, digital financial services, and corporate finance. It launched AI PB, an AI-powered investment information service, and expanded partnerships with big tech and fintech companies to broaden customer touchpoints across diverse platforms.

BROKERAGE & SECURITIES

Fifth, to improve capital utilization efficiency from an ROC-focused perspective, the company expanded the client base for its real estate and alternative asset businesses to include mid-sized and small private equity (PE) firms, while pursuing business strategies aimed at minimizing the use of internal capital through overseas sell-down channels and external funding from financial institutions.

Sixth, the company reorganized its business lines to focus on core areas within each business division and eliminate factors that could weaken internal controls. In this way, Shinhan Securities is making company-wide efforts to embed internal control principles throughout its corporate culture to protect the rights and interests of financial consumers and ensure sound risk management.

6 KEY INITIATIVES TO STRENGTHEN INTERNAL CONTROLS



1. Establish organizational discipline by redefining professional ethics and accountability



2. Fully rebuild operational processes from a zero-base approach



3. Implement preventive internal controls based on AI and technology



4. Focus on capital-light businesses



5. Enhance capital utilization efficiency from an ROC perspective



6. Scale down or discontinue non-core businesses

PLANS FOR 2026

In 2026, Shinhan Securities has designated AI transformation as its key agenda under the management slogan, "Right Growth with Our Customers." To realize AI-driven finance, the company plans to provide AI-based customized solutions, including AI PB, while advancing customer service systems through AI technologies such as voice bots and chatbots. Internally, Shinhan Securities aims to enhance productivity by leveraging AI agent platforms and plans to build AI-based risk management systems and internal control solutions.

The company has also established three strategic directions—innovating internal controls and operational systems for responsible and efficient growth, expanding the customer base to strengthen core competitiveness, and proactively building the foundation to secure leadership in future markets—and plans to achieve these objectives through the following strategic and systematic initiatives.

Innovating internal controls and operating systems for responsible and efficient growth

Shinhan Securities will pursue the establishment of flawless systems and processes, enhance operational efficiency, and optimize its business portfolio with a focus on capital efficiency.

To fully rebuild its systems and processes, the company plans to advance its operating system by reorganizing financial and management accounting systems while establishing a preventive operational risk management system.

BROKERAGE & SECURITIES

It will strengthen proactive risk response capabilities by enhancing customer asset risk management systems. The company will also transition its sales support framework to a system-based structure through the establishment of data-driven customer management systems and next-generation management information systems (MIS).

Furthermore, Shinhan Securities will enhance efficiency across its overall operating framework while striving to secure key talent for future growth. In particular, the company will focus on recruiting digital technology talent in areas such as AI, and retaining existing personnel, while continuously operating career development programs to expand its pool of professionals specializing in internal controls.

In addition, it will pursue RWA-based portfolio improvements to enhance capital efficiency by expanding resource allocation to high-ROC areas and establishing venture capital strategies utilizing RWA easing policies. The company also plans to make investment decisions based on considerations of earnings volatility and capital burden.

Expanding customer base to strengthen core competitiveness

Shinhan Securities will focus on advancing the capital market-oriented "Shinhan Premier" business while strengthening IB capabilities and market leadership. To enhance the capital market-centered wealth management (WM) collaboration framework, it plans to unify the performance and evaluation systems of the company and Shinhan Bank and establish a framework in which PBs from both companies jointly manage customers. The company also plans to expand personnel exchanges.

Shinhan Securities will expand its customer base through differentiated solutions, including expert-led customized services for ultra-high-net-worth (UHNW) customers and optimized management programs tailored to customer needs. In particular, the company aims to strengthen its presence in the senior market by providing comprehensive solutions for senior customers and enhancing collaboration with Group affiliates such as Shinhan Life Care. In addition, Shinhan Securities plans to launch an integrated channel that consolidates Shinhan Premier capabilities and expand its customer base by establishing customer-oriented product strategies that actively reflect customer needs.

To strengthen IB capabilities and market leadership, Shinhan Securities aims to take the lead in building a productive finance ecosystem. In particular, the company plans to expand investments in growth companies and sectors, while managing advanced industry companies and PE and venture capital (VC) investment firms as key clients. It will also diversify investment exit channels by leveraging these networks to establish a virtuous cycle of investment, recovery, and reinvestment.

Proactively building the foundation to secure leadership in future markets

Shinhan Securities will focus on securing leadership in digital asset businesses, efficiently expanding its international footprint, and investing in future growth sectors to gain first-mover advantages in emerging markets. In the digital asset businesses, the company will establish the foundation needed to take the lead in STO and fractional investment businesses.

It will pursue approval and commercia-lization of a fractional investment distribution platform and respond swiftly to secure licenses for market entry following the institutionalization of STOs. The company also plans to refine the systems and operational processes supporting STO businesses. Prior to institutionalization, Shinhan Securities will make thorough technological and institutional preparations by building STO infrastructure through "Project PULSE," an initiative aimed at applying blockchain technology to the financial industry. In addition, it will continue pursuing various initiatives to secure first-mover advantages in new markets, including expanding collaboration with global digital asset players and linking the Group's digital wallet service to token securities infrastructure.

To expand its international business foundation, Shinhan Securities plans to broaden operations centered on global desks responsible for overseas investment management and expand its customer base by entering the domestic equity brokerage business for foreign investors. The company also plans to expand international investments focused on future growth sectors.

To secure leadership in emerging markets, Shinhan Securities will strive to expand the supply of venture capital investments. To this end, the company plans to establish a governance structure and dedicated organization for integrated venture capital management, while creating systems to foster venture capital specialists. It will also introduce systems designed to strengthen venture capital investment capabilities and establish related processes, including venture capital investment review checklists.

LIFE INSURANCE

Shinhan Life is creating new value in insurance by combining the core strengths of the former Shinhan Life Insurance and Orange Life while generating integration synergies. As a key non-banking subsidiary of Shinhan Financial Group, the company is contributing to the Group's balanced growth. Going forward, it will focus on qualitative growth and enhance both customer value and corporate value, while continuing to drive innovation in the insurance industry.

Shinhan Life

NET INCOME

(KRW billion)

507.7

Achieved a net income of over KRW 500 billion for 2 consecutive years

KEY PERFORMANCE RESULTS IN 2025

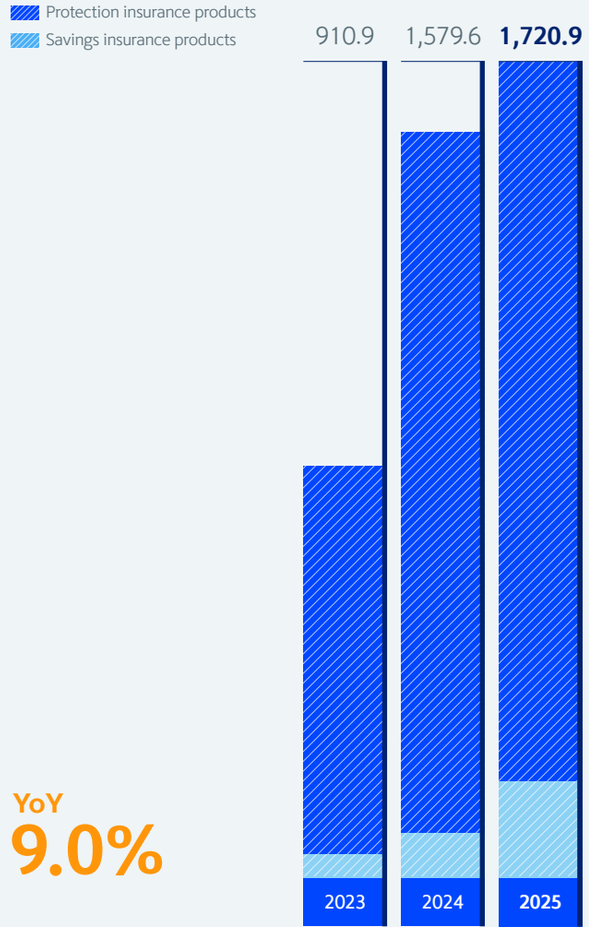
While inflation stabilized amid a shifting trend toward interest rate cuts in 2025, recovery in the domestic economy remained constrained by elevated household debt burdens and sluggish consumption. Meanwhile, financial authorities convened the Insurance Reform Committee and introduced regulatory reform initiatives aimed at restoring trust and fostering innovation in the insurance industry, bringing capital management strategies into sharper focus as a means of mitigating interest rate and exchange rate volatility. Against this backdrop, Shinhan Life delivered solid financial performance by prioritizing a protection-centered product portfolio while maintaining robust financial soundness.

Innovating customer experience to add new value to customers' financial lives

To advance customer-centric convenience innovation, Shinhan Life established a CX (Customer Experience) Innovation Team in early 2025 and worked to improve services across the entire insurance journey, from policy enrollment to claims payment. Notable achievements include the launch of Korea's first fully digital deposit and withdrawal service among life insurance companies, enabling customers to access insurance services anytime, 24/7. In addition, the company improved key pain points across each stage of the insurance claims journey and continued to enhance customer satisfaction through its customer consultant program.

ANNUAL PREMIUM EQUIVALENT

(KRW billion)



YoY **9.0%**

LIFE INSURANCE

Strengthening market-leading competitiveness through differentiated strategies

In 2025, Shinhan Life devoted significant efforts to strengthening differentiated insurance sales competitiveness and developing innovative products. In terms of insurance sales, the company strengthened the competitiveness of its sales channels through strategic approaches tailored to the missions and characteristics of each channel. In terms of product innovation, the company launched Shinhan SOL Mate Dollar Annuity Insurance, a product for which both premium and benefit payments are processed in U.S. dollars. Furthermore, the product's "designated exchange rate pension payment rider" was awarded a six-month exclusive usage right in recognition of its innovativeness.

Strengthening growth drivers to lead the future insurance market

Shinhan Life is identifying new growth drivers by strengthening its core business competitiveness. In particular, as Korea continues to age and the insurance market faces growing limitations to expansion, the company is positioning itself to lead the market by fully launching senior and healthcare businesses encompassing nursing care, housing, and healthcare services. In January 2026, the company opened its first premium senior care facility, "SOLÀCE Home Misa," and plans to gradually expand its senior care services based on the trust it has built with customers.

PLANS FOR 2026

In 2026, amid heightened interest rate and exchange rate volatility alongside structural regulatory changes, financial soundness and consumer protection are expected to take center stage in the insurance industry. As the insurance business is built on long-term trust, this core value becomes even more critical during periods of elevated market uncertainty. Shinhan Life has therefore established balanced growth based on customer trust and financial stability as its management strategy for 2026 and will make every effort to grow into a top-tier insurance company.

Driving future-oriented innovation built on customer trust

Shinhan Life will strengthen consumer protection standards in such areas as claims payment, mis-selling prevention, and complaint handling, while significantly enhancing customer convenience and embedding customer satisfaction into its corporate culture. Beyond simply meeting customer expectations, the company will strive to ensure that customers feel secure and take pride in being with Shinhan.

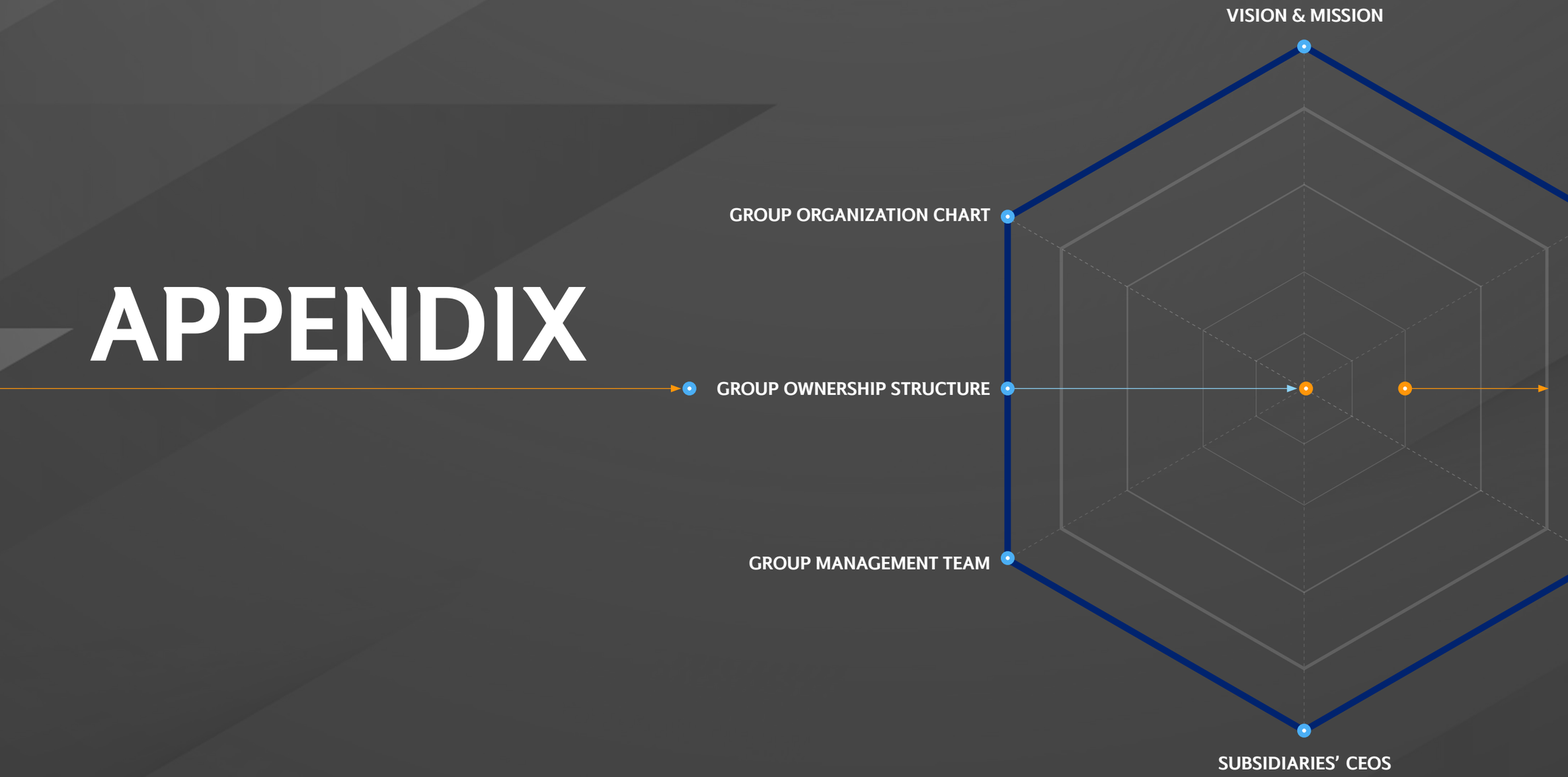
The company will actively leverage digital technologies such as AI, to enhance customer convenience across all touchpoints and continuously improve operational efficiency through AX-based innovation. Furthermore, Shinhan Life will establish business portfolios and management systems capable of responding to future customer needs and demographic changes, while remaining committed to its core insurance business of protecting customers' insurance assets and retirement income amid this rapid transformation.

Promoting responsible management on the back of robust financial soundness

Launched in July 2021 through the integration of Shinhan Life Insurance and Orange Life, Shinhan Life has maintained steady growth. To sustain this momentum over the long term and further accelerate its growth pace, the company will focus on securing stable capital adequacy and building a robust contractual service margin (CSM) portfolio. Shinhan Life's goal is to establish a solid management foundation capable of honoring its commitments to customers under all circumstances, thereby achieving sustainable growth based on customer trust.

To this end, Shinhan Life will foster deeper trust and strengthen communication, while also practicing responsible management rooted in a dynamic and creative organizational culture. The company will strive to grow together with its stakeholders while delivering on its social responsibilities.

APPENDIX


VISION & MISSION
GROUP ORGANIZATION CHART
GROUP OWNERSHIP STRUCTURE
GROUP MANAGEMENT TEAM
SUBSIDIARIES' CEOS

VISION & MISSION



Compassionate Finance

MISSION

Your Companion for the Future

A Better World Through Finance

VISION

We believe finance should be

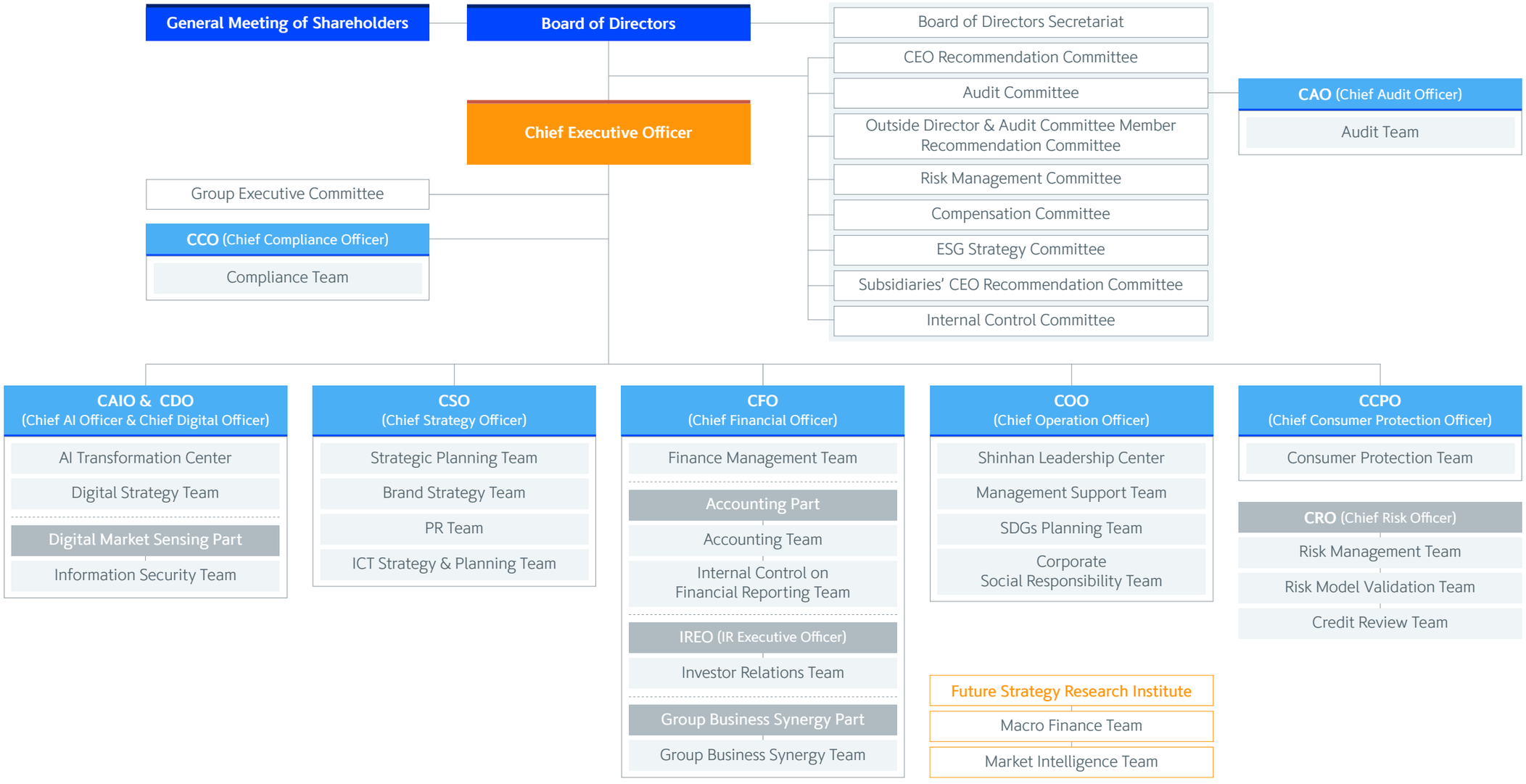
More Friendly, More Secure, More Creative

More Friendly
Improve online and offline financial services to make finance easier and more convenient for customers, and connect finance closer to customers' daily lives and businesses through a digital ecosystem.

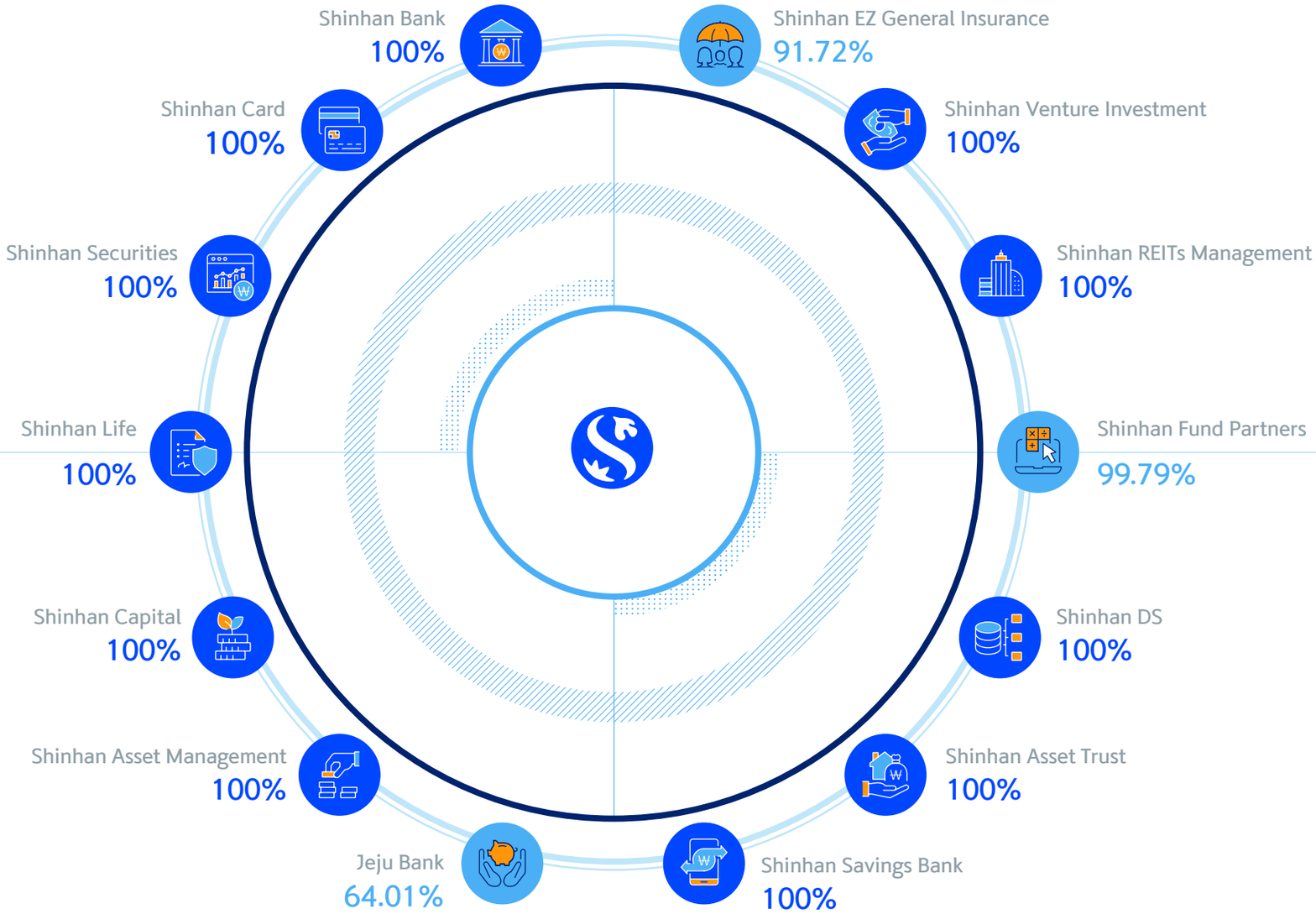
More Secure
Make customers feel more comfortable by providing safe, secure and reliable financial services that help them realize their dreams.

More Creative
Provide new value to customers through new and original financial services that creatively combine Shinhan's expertise and innovative digital technology.

GROUP ORGANIZATION CHART



GROUP OWNERSHIP STRUCTURE



GROUP MANAGEMENT TEAM

NAME	TITLE	DATE OF BIRTH	EDUCATION	CAREER HIGHLIGHTS
Choi Hyuck Jae	Chief AI Officer and Chief Digital Officer	Aug. 15, 1970	B.A. in Business Administration, Kookmin University	2025 (Currently) Deputy President & Chief AI/Digital Officer, Shinhan Financial Group 2025 Executive Director & Head of Digital Innovation Group, Shinhan Bank 2023 Head of Digital Strategy Department, Shinhan Bank
Koh Seog-Heon	Chief Strategy Officer	Sep. 27, 1968	B.A. in Economics, Seoul National University	2023 (Currently) Deputy President & Chief Strategy Officer, Shinhan Financial Group 2022 Head of Business Management Division, Shinhan Financial Group 2020 Head of One Shinhan Strategy Team, Shinhan Financial Group
Jang Jeong Hoon	Chief Financial Officer	May 30, 1971	MBA, Washington University in St. Louis	2026 (Currently) Deputy President & Chief Financial Officer, Shinhan Financial Group 2025 Deputy President & Chief Strategy Officer, Shinhan Securities 2024 Deputy President & Chief Operation Officer, Shinhan Securities Head of Financial Division, Shinhan Financial Group
Lee Een-kyoon	Chief Operation Officer	Apr. 1, 1967	B.A. in English Literature, Hanyang University	2021 (Currently) Deputy President & Chief Operation Officer, Shinhan Financial Group 2019 Managing Director & Chief Operation Officer, Shinhan Financial Group 2017 Head of Management Support Team, Shinhan Financial Group
Park Hyun Ju	Deputy President & Head of Consumer Protection Group	Apr. 22, 1965	Seoul Girls' Commercial High School	2022 (Currently) Deputy President & Head of Consumer Protection, Shinhan Bank 2019 Division Head, Shinhan Bank 2017 Head of Foreign Exchange Operations Support Department, Shinhan Bank
Lee Young Ho	Chief Compliance Officer	Oct. 17, 1970	B.A. in Law, Sogang University	2025 (Currently) Chief Compliance Officer, Shinhan Financial Group 2023 Chief Compliance Officer, Shinhan Bank 2021 Head of Compliance Department, Shinhan Bank
Ra Hoon	Chief Risk Officer	Mar. 19, 1969	B.A. in Statistics, Korea University	2026 (Currently) Managing Director & Chief Risk Officer, Shinhan Financial Group 2024 Managing Director & Chief Risk Officer, Shinhan Bank 2022 Head of Risk Management Department, Shinhan Bank
Kim Jion	Chief Audit Officer	May 12, 1968	B.A. in Economics, Yonsei University	2024 (Currently) Chief Audit Officer, Shinhan Financial Group 2020 Division Head, Shinhan Bank 2019 Head of Foreign Exchange Operations Support Department, Shinhan Bank
Kim Jun Hwan	Executive Director & Head of Digital Market Sensing Part	Jun. 23, 1972	Ph.D. in Computer-Aided Design, KAIST	2024 (Currently) Executive Director & Head of Digital Market Sensing Part, Shinhan Financial Group 2021 Executive Director & Head of Digital Innovation Division, Shinhan Bank 2020 Executive Director, Data Unit, Shinhan Bank

SUBSIDIARIES' CEOs

NAME	COMPANY	DATE OF BIRTH	EDUCATION	CAREER HIGHLIGHTS
Jung Sang Hyuk	Shinhan Bank	Nov. 26, 1964	B.A. in International Economics, Seoul National University	2023 (Currently) CEO, Shinhan Bank 2021 Deputy President, Shinhan Bank 2020 Managing Director (Management Strategy Group), Shinhan Bank
Park Chang Hun	Shinhan Card	May 5, 1968	B.A. in Political Science & Diplomacy, Yonsei University	2025 (Currently) CEO, Shinhan Card 2021 Division Head, Shinhan Card 2020 Head of Life Business Division, Shinhan Card
Lee Sun Hoon	Shinhan Securities	Nov. 14, 1968	B.A. in Management Information Systems, Swinburne University (Australia)	2025 (Currently) CEO, Shinhan Securities 2024 Deputy President (WM & WM Business Group), Shinhan Securities 2022 CEO, SI Securities (formerly, VI Investment & Securities)
Chun Sang Yung	Shinhan Life	Jul 25, 1969	B.A. in Business Administration, Yonsei University	2026 (Currently) CEO, Shinhan Life 2024 Deputy President & Chief Financial Officer, Shinhan Financial Group 2022 Division Head, Shinhan Financial Group
Jeon Pilhwan	Shinhan Capital	Sep. 13, 1965	B.A. in Public Administration, Sungkyunkwan University	2025 (Currently) CEO, Shinhan Capital 2021 Deputy President, Shinhan Bank 2017 Deputy President, Shinhan Bank Japan
Lee Seok Won	Shinhan Asset Management	Oct. 9, 1969	Ph.D. in Business Administration, Hansung University	2026 (Currently) CEO, Shinhan Asset Management 2023 Head of Strategy Division, National Pension Service Investment Management 2018 Head of Equity Investment Division, National Pension Service Investment Management
Lee Hee Su	Jeju Bank	Jan. 27, 1964	B.A. in Public Administration, Konkuk University	2025 (Currently) CEO, Jeju Bank 2021 CEO, Shinhan Savings Bank 2019 Assistant Executive Vice President, Shinhan Bank

SUBSIDIARIES' CEOs

NAME	COMPANY	DATE OF BIRTH	EDUCATION	CAREER HIGHLIGHTS
Chae Su Woong	Shinhan Savings Bank	Mar. 25, 1968	B.A. in German Language and Literature, Korea University	2025 (Currently) CEO, Shinhan Savings Bank 2022 Division Head, Shinhan Bank 2018 General Manager, Public Relations Department, Shinhan Bank
Lee Seung Soo	Shinhan Asset Trust	Feb. 19, 1967	B.A. in Law, Korea University	2023 (Currently) CEO, Shinhan Asset Trust 2022 Deputy President, Shinhan Asset Trust (Head of Strategic New Business Division) 2020 Division Head (Business Strategy), Shinhan REITs Management
Min Pok Kee	Shinhan DS	Jul. 19, 1970	B.S. in Computer Statistics, Chonnam National University	2025 (Currently) CEO, Shinhan DS 2024 Division Head, Shinhan Bank (Tech Planning) 2021 Team Leader, ICT Planning Division, Shinhan Bank
Kim Jungnam	Shinhan Fund Partners	Aug. 19, 1968	B.A. in Business Administration, Chonnam National University	2025 (Currently) CEO, Shinhan Fund Partners 2022 Division Head, Shinhan Bank (Head of Corporate Clients Division) 2020 General Manager, Corporate Banking Department, Shinhan Bank
Lim Hyun Woo	Shinhan REITs Management	Jan. 11, 1968	M.S. in Real Estate Investment & Finance, Hanyang University	2025 (Currently) CEO, Shinhan REITs Management 2021 Division Head (Real Estate Finance), Shinhan Bank 2016 Head of Real Estate Finance, Shinhan Bank
Park Sun Bae	Shinhan Venture Investment	Jul. 12, 1970	M.S. in Chemical Engineering, Seoul National University	2025 (Currently) CEO, Shinhan Venture Investment 2020 Executive Vice President, Woori Venture Partners 2018 Executive Director, Woori Venture Partners
Kang Byoungkwan	Shinhan EZ General Insurance	Jan. 2, 1977	M.S. in Mathematics, New York University	2022 (Currently) CEO, Shinhan EZ General Insurance 2020 Division Head (Investment Cooperation), Samsung Fire & Marine Insurance 2017 Principal Consultant, Samsung Fire & Marine Insurance


Shinhan Financial Group