

Mid-Term Business Plan

Mid-Term Business Plan “Innovation for Purpose”

We have entered the second year of our Innovation for Purpose mid-term business plan which runs from April 2022 to March 2025. The New Mid-Term clarifies that we will work on management based on the Purpose established in November 2021, “We use our strengths in connections to spin the threads of the future for local communities.” Its goal is to accelerate innovation, which was the goal of the Last Mid-Term.

The Gunma Bank Group will aim to achieve sustainable growth by proactively working to resolve issues faced by so-

ciety and customers (social value) and making a reasonable profit (economic value) as a result based on the Purpose.

Along with working to strengthen our ability to “connect” by implementing five reforms while making use of digital technology, with this plan we are making efforts to demonstrate our ability to “connect” through investments and loans, and consulting activities, that help to solve the issues faced by society and our customers.

Basic Policy	① Implementation of Digital Strategies as the Foundation for “Connections and Spinning the Threads”...P50	
	② Reinforce Strengths in “Connections” by Five Reform Initiatives	③ “Spinning the Threads” of the Future by Exercising Our Strengths in “Connections”
Strategic Theme	<ul style="list-style-type: none">● Sales Process Reforms with Emphasis on Progress and Autonomy ————— P48● Business Process Reforms that Contribute to Increasing Productivity ————— P48● Channel Reforms that Adapt to Changes in the Environment and Customer Needs ————— P49● Innovations in Human Resources aimed at Making the Best Use of Creativity ————— P44● Reforms in Collaboration with External Parties for Improving Strengths ————— P42	<ul style="list-style-type: none">● Involvement or the like in Regional Sustainability /Initiatives for SDGs and ESGs ————— P27● Coronavirus-ready Support for Finance, Core Business and Succession of the Businesses ————— P34● Personalized Consulting Service for Each Individual Customer ————— P36● Exploring New Business Opportunities through the Group's Comprehensive Capabilities and Deepening Existing Businesses — P38● Reinforcement of Our Management Structure to Consistently Demonstrate Our Strengths in “Connections” ————— P52

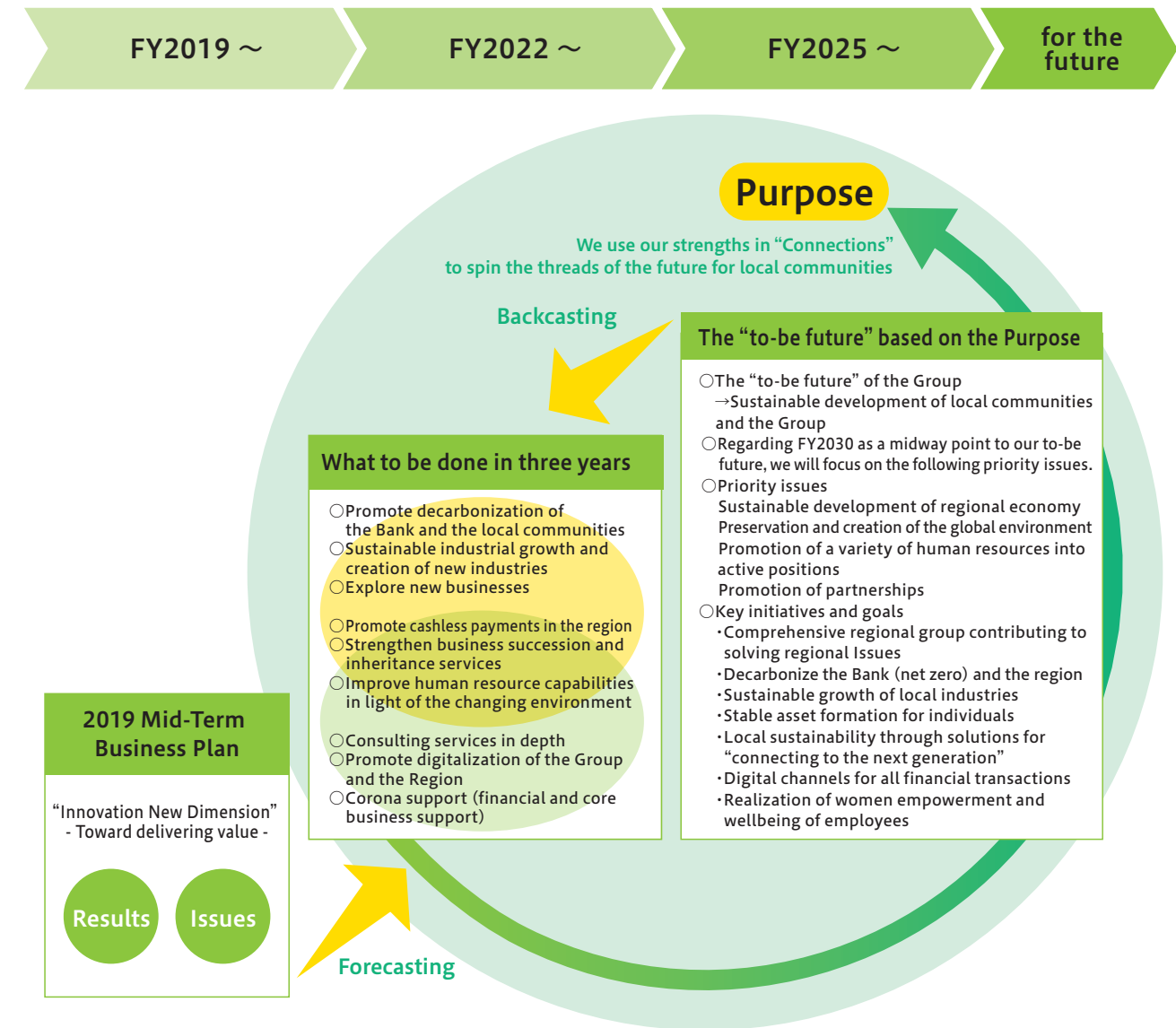
Reinforce strengths in “Connections” by five reform initiatives in order to “deepen” and “extend (new strengths)”

Spinning the threads of the future by exercising our strengths in “Connections” in order to meet expectations from society and customers, and both apparent and inapparent needs



Numerical Plan: Consolidated quantitative target as of the final fiscal year of the plan (fiscal year ending March 31, 2025)

Parameter	Target	Results (Mar. 2023)
Core business net income (excluding gain (loss) on cancellation of investment trusts)	45 billion yen	39.9 billion yen
Non-interest business income	25 billion yen	21.0 billion yen
Profit attributable to owners of parent	30 billion yen	27.9 billion yen
Consolidated final profit	4.0 billion yen	3.3 billion yen
RORA	0.7% or above	0.72%
OHR	Around 55%	56.4%
ROE	5% or above	5.3%
Total capital ratio	13.5% or above	13.82%



Numerical Plan (KPIs in Connections)*

KPIs in Connections	Parameter	Target	Results (Mar. 2023)
“Connect” lender and borrower	Amount of sustainable finance executed (three-year cumulative total)	500.0 billion yen	266.2 billion yen
	Amount of housing loan executed (three-year cumulative total)	400.0 billion yen	113.5 billion yen
	Balance of unsecured consumer loan (as of March 31, 2025)	75.0 billion yen	62.9 billion yen
“Connect” customers	Number of business matching cases (cumulative for three years)	3,000 cases	1,000 cases
“Connect” businesses and individuals	Number of staffing cases closed (cumulative for three years)	200 cases	82 cases
“Connect” customers’ asset with their Future	Balance of customers’ deposited financial assets (consolidated, as of March 31, 2025)	1,250.0 billion yen	1,059.2 billion yen
	Of which, investment trusts (consolidated, as of March 31, 2025)	400.0 billion yen	296.1 billion yen
“Connect” for the next generation	Number of business succession issues resolved (cumulative for three years)	600 cases	330 cases
	Number of contracts for inheritance-related services (cumulative for three years)	1,000 cases	298 cases
Key figures for Purpose-based sales operation	Profit on loans (FY2024)	54.5 billion yen	53.4 billion yen
	Corporate service revenue (FY2024, consolidated)	6.5 billion yen	6.0 billion yen
	Customers’ deposited financial asset revenue (FY2024, consolidated)	9.0 billion yen	6.8 billion yen

* KPIs in Connections are concrete quantitative targets established in order to achieve both the realization of Purpose and the Bank’s profit targets.