## The Gunma Bank Group's Purpose-Driven Management

### By connecting the strands of resources, people, and generations, we weave better futures for our communities

The Gunma Bank Group established its new Purpose on November 20, 2021. Faced with numerous social issues, we reexamined the meaning of our existence and established our Purpose based on the thought, "What is the purpose of our existence in society, and what impact can we have on the future of society?"

Under the new Mid-Term Business Plan "Growth with 'Purpose" that we launched in April 2025, we will work to take our purpose-driven management implemented under the previous Mid-Term Business Plan to a higher level.

See P.34 New Mid-Term Business Plan

### Model for Instilling the Purpose

#### **Purpose**

#### Goal of establishing the Purpose

### Sharing of decision axes

By stating the Purpose, the meaning of our existence in society, the Group is able to share the decision axes of the Group and its executives and employees, allowing it to respond to change.

- Increasing Individual job satisfaction With jobs at the Bank becoming increasingly diverse and complex, clarifying the "Why? behind each job to the employee performing it will lead to higher job satisfaction.
- Empathizing with stakeholders Through the active outward dissemination and embodiment of the Purpose, we will be able to engage in business activities with higher empathy for and stronger relationships of trust with stakeholders such as our customers, regional communities, shareholders, and executives and employees.

"Vision" for each company, department, and branch

"Policy" for each office and section

"Personal Purpose" for each executive and employee of the Group

### Mid-Term Business Plan

### Growth with "Purpose"

Taking purpose-driven management to a higher level and achieving three kinds of growth

Growth of our customers and local communities Growth of our Group Growth of every one of our executives and employees

# Basic policy I Creating a virtuous cycle of social and economic values Economic value value A model that embodies the Bank's Purpose

### **Basic policy II**

Strengthening the business foundation to support sustainable growth

### **Outcomes** Benefits for customers **Profits for** and local the Group communities **Increasing** corporate value Market evaluation **Benefits for** Shareholders' profits employees Simultaneously achieving profits and benefits in all these four areas

Toward the realization of the Purpose

Sustainable growth of local communities and the Gunma Bank Group

"Vision"

## 🥟 Steps to purpose-driven management

### [Establishment] November 2021

- When considering the Purpose, we solicited and received 755 opinions from Group executives and employees regarding (1) through (3).
  - (1) Essential strengths of the Group
  - (2) Expectations from society
  - (3) The meaning of the Group's existence



Discussion between President Fukai and young employees on the formulation of the Purpose

### [Instillation] November 2021 and beyond

- Individuals
- "Personal Purpose" based on the Purpose.

  Personal Purposes are shared within each department and branch to encourage mutual support of their realization.
- Each executive and employee then sets goals based on their Personal Purpose.
- Districts, Branches
- Regional Strategies are established based on the Purpose.
- Each branch then sets their mid-term branch management policy based on the Purpose and Regional Strategy.
- ●Tools for Instilling the Purpose Videos of the President explaining the Pur-
- pose to employees
  Posters at branches and headquarters
  Printing the Purpose on business cards, newspaper ads

### [Implementation] April 2022 and beyond

- In April 2022, the previous Mid-Term Business Plan "Innovation for 'Purpose'" was established based on the Purpose.
- ●In July 2023, the Personal Purpose Award was held to recognize efforts toward one's own purpose.
- ●In April 2025, the new Mid-Term Busi-ness Plan "Growth with 'Purpose'" was established.

Activities (processes) aimed not only at hitting profit targets, but also at achieving the KPIs for Connections (quantitative targets aimed at the realization of the Purpose) and the Purpose itself are evaluated and commended.

Becoming a Group that achieves a balance between "social value" and "economic value"