

Deepening Purpose-Driven Sales

Corporate consulting

Connecting process

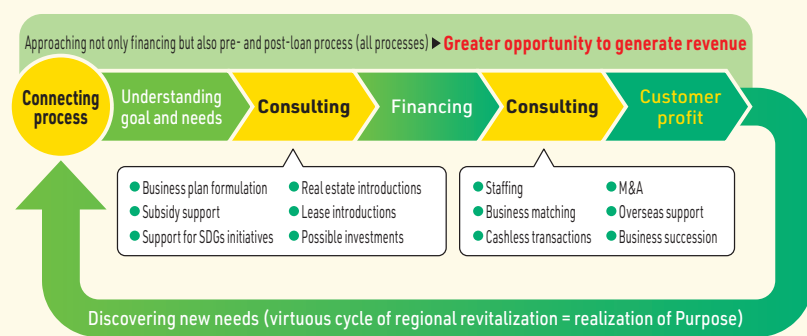
Since October 2022, the Gunma Bank has implemented our “connecting process.” The “connecting process” means carrying out sales activities as an integrated process that begins with dialogue with our customers, continues through the sharing of goals and needs, and culminates in providing accurate solutions. Through dialogue with customers, we share our customers’ envisioned goals, future business directions, and the stories that generate business value. We then identify the needs and management challenges necessary to bridge the gap between their current situation and their goals, which become a starting point for our proposal

of solutions. In the two years and six months since the initiative’s launch, we have held meetings with 8,965 clients and identified over 24,000 needs.



Full-spec approach

In addition to meeting our customers’ financing needs, we are expanding the Group’s earnings by approaching both the pre-loan and post-loan processes through the connecting process to offer solutions that leverage the full capabilities of the Group. We believe that this approach not only benefits our customers but also helps uncover new needs and by addressing them, ultimately contributes to regional revitalization.

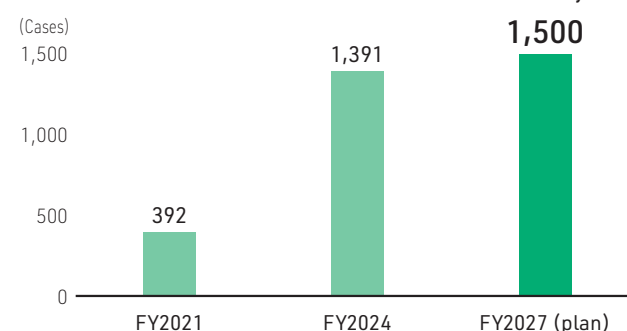


Business succession support

Management issues related to the business succession of local companies have become major issues related to the sustainability of the region in terms of passing down technology, maintaining supply chains, and maintaining employment. Our headquarters and sales branches cooperate to understand the business succession and M&A needs of our customers and provide them with appropriate proposals and advice, collaborating with external partners to do so when appropriate. We are also collaborating with our alliance partners in the fields of business succession and M&As.

In the previous Mid-Term Business Plan, we set a quantitative target for the number of business succession issues resolved. In three years, we worked with approximately 1,300 customers to realize the resolution of their business succession issues. In the three years of the current Mid-Term Business Plan, we will continue to make proposals regarding the many needs identified in our dialogue with customers in order to resolve their issues, and will work to both realize the resolution of these issues and to make the Bank more profitable.

[Number of business succession issues resolved (cumulative for three years)]

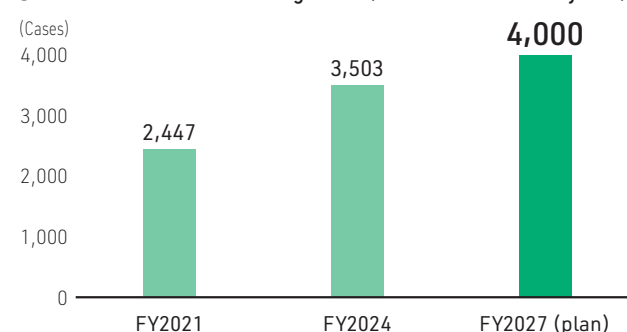


Business matching

Business matching is an area where the Bank can exercise its strength in “connections” by utilizing its information and networks.

We utilize our wide-area network of bank clients, external partners, and alliances to match the clients of other banks with solutions to business needs such as sales channel expansion and finding business partners.

[Number of business matching cases (cumulative for three years)]

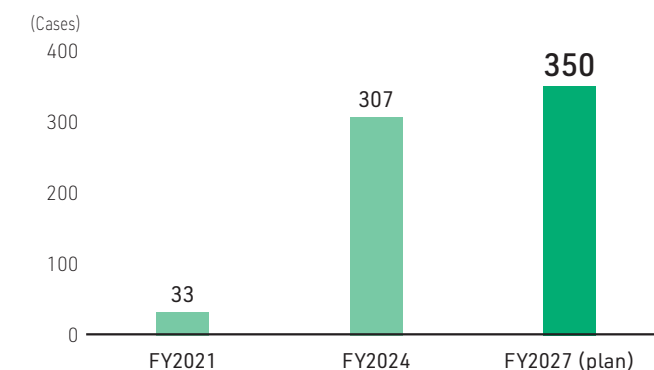


Staffing

In addition to labor shortages and difficulties in finding business successors, local companies are facing major challenges in responding to the changing business environment. To help resolve these management issues in terms of securing the human resources businesses need, in January 2020, the Gunma Bank received licensing to act as a fee-charging employment agency, and launched a staffing service.

Currently, Gungin Consulting, a Group company, is engaged in the human resources solutions business. By meeting needs such as staffing executives and expert talent necessary to solve management issues, we aim to help regional businesses achieve growth and increase productivity.

[Number of staffing cases closed (cumulative for three years)]



Subsidies and tax benefit support services

As an organization supporting business innovation, the Bank provides useful information on subsidies as well as assistance with the preparation of subsidy applications to customers who need it. In addition to the assistance with subsidy application preparation, we support customers after they are selected as a subsidy recipient, providing a comprehensive service covering the whole process from the entrance (filing applications) to the exit (reporting progress of business development). Moreover, we also provide support for application for tax benefits, assisting customers with preparation of tax benefits applications that are filed with national and local governments.

Support for overseas transactions

The Bank actively supports the overseas expansions of our customers in collaboration with our overseas bases (one branch and three representative offices), Gungin Consulting, and external partners. The Customer Consulting Department's Overseas Trade Support Office takes the lead in providing various services, including conducting inspections on the environment for overseas investment, offering advice on establishing bases for clients considering expanding overseas, support with opening local bank accounts, and assisting clients looking to develop international sales channels by listing potential local partners and arranging business meetings.

See P.89 Overseas bases

Facilitating financing and supporting management improvement

The Gunma Bank's branches and headquarters are working closely together to provide support for the financial facilitation and business improvement. The Bank's Credit Department Credit Operations Office is playing a central role in providing support and advice to customers regarding the formulation of business improvement plans. The Bank also collaborates with external organizations, such as the Small and Medium Business Revitalization Council and the Regional Economy Vitalization

Corporation of Japan (REVIC), as well as external experts, to enhance the effectiveness of the support we provide. We are also working with Group companies like Gungin Consulting and Gunma Regional Advanced Solution Partners to provide fundamental support for revitalization utilizing revitalization funds, capitalized borrowing, and other methods according to the business conditions of our clients.

Status of our efforts to implement the Guidelines for Personal Guarantee Provided by Business Owners

Based on a full understanding of the meaning of the Guidelines for Personal Guarantee Provided by Business Owners (published by the Working Group of the Guidelines for Personal Guarantee Provided by Business Owners, on December 5, 2013), the Gunma Bank strives to respond faithfully and flexibly in accordance with these guidelines when a guarantee contract is entered into with a customer, when a customer requests a review of an existing guarantee contract, or when a customer requests to settle their guarantee obligations. In addition, when a customer enters into a guarantee contract, the Bank en-

deavors to explain in detail so that customers have a full understanding of what is lacking, why the guarantee is needed, and what improvements could be made to increase the likelihood of changing or canceling the guarantee contract. Furthermore, the Bank strives to ensure that this response is permeated and established as integral to our lending practices, working to provide loans that do not rely excessively on collateral or guarantees.

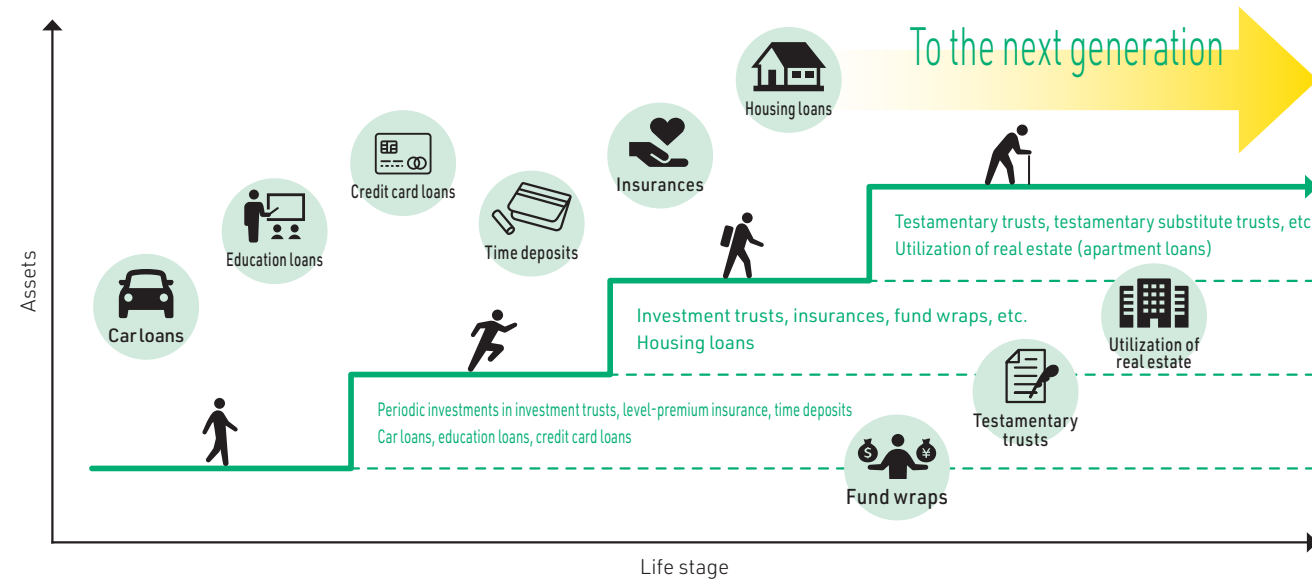
Status of our efforts up to the end of March 2025 is as follows:

	H1 FY2022	H2 FY2022	H1 FY2023	H2 FY2023	H1 FY2024	H2 FY2024
Number of new loans (no guarantee)	4,293 cases	5,114 cases	7,479 cases	7,677 cases	8,077 cases	8,432 cases
Number of new loans	11,622 cases	12,194 cases	10,956 cases	10,604 cases	9,825 cases	9,917 cases
Ratio of loans not dependent on personal guarantee provided by business owners in new loans	36.9%	41.9%	68.3%	72.4%	75.9%	79.3%
Ratio of guarantee contracts for business succession (involving personal guarantee by both the former business owner and the successor)	0.3%	0.0%	0.3%	0.0%	1.3%	0.2%
Ratio of guarantee contracts for business succession (involving personal guarantee by the former business owner only)	41.0%	46.9%	64.1%	63.2%	69.9%	62.0%
Ratio of guarantee contracts for business succession (involving personal guarantee by the successor only)	54.1%	45.7%	27.2%	27.0%	18.6%	26.2%
Ratio of guarantee contracts for business succession (involving no personal guarantee by the former business owner or the successor)	4.6%	7.4%	8.4%	9.8%	10.3%	11.6%

*The data published here only represent the data that have been collected and may change in the future as a result of close examination.

Individual consulting

For customers who want to receive advice about asset building and living expenses, the Bank will work to meet their diverse needs by providing comprehensive consulting services based on their financial standing and family composition.

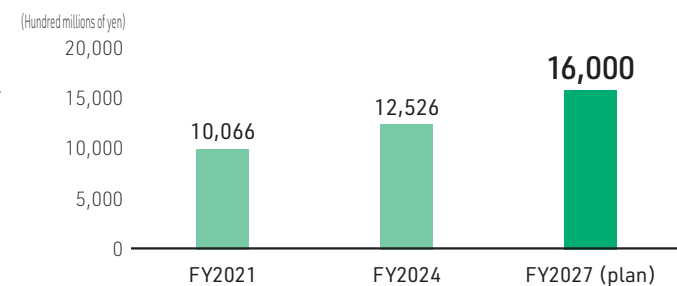


Enhancing efforts to expand the base of investors and support asset building

In accordance with our initiative policy on Customer-Oriented Business Conduct, the Bank proposes portfolio investments and long-term diversified investments using periodic investments in investment trusts.

We are supporting customers' asset building by implementing asset management-oriented sales centered on long-term, periodic, and diversified investments, which include proposing investment trusts utilizing the NISA tax-free investment program. We are also actively working to improve the financial literacy of people in the region by giving various seminars.

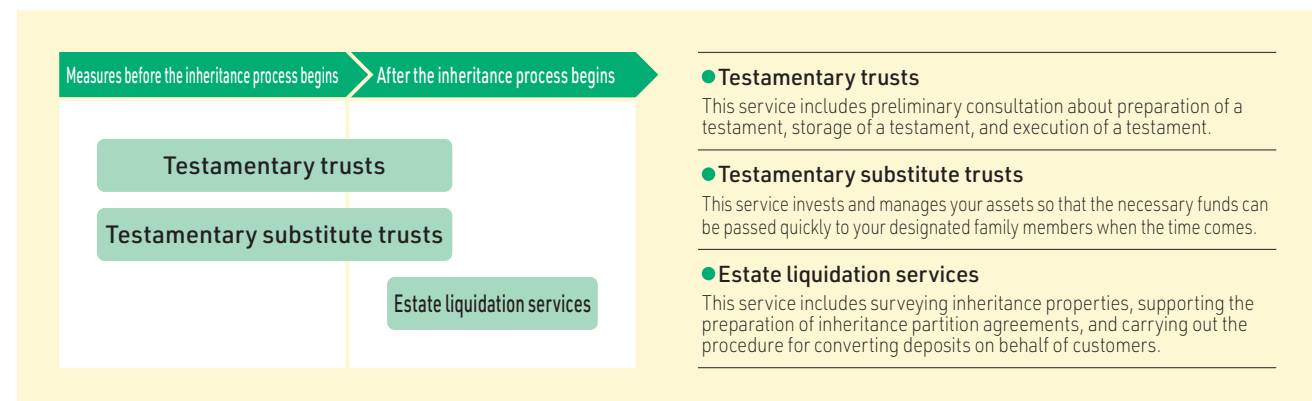
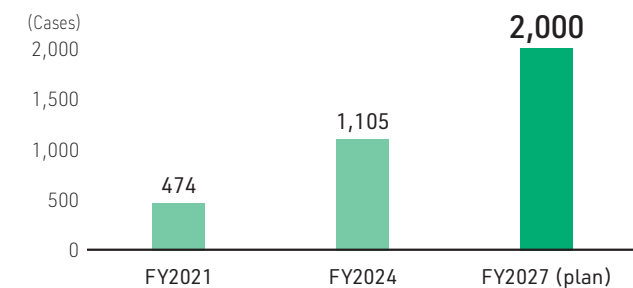
[Balance of customers' financial assets under custody (including Gungin Securities)]



Enhancing efforts to step up inheritance-related services

With the growing interest in inheritance and end-of-life planning and the increasing need to "connect assets to the next generation," the Bank offers testamentary trusts, testamentary substitute trusts, and estate liquidation services to support customers' smooth asset succession. At our headquarters, we have in place dedicated staff (asset succession advisors) who are familiar with these matters to step up our efforts to meet customer needs, and we provide consulting services that align with each individual customer's situation.

[Number of contracts for inheritance-related services (cumulative for three years)]



Expanding consultation centers—Individual Consulting Plazas

In August 2024, we opened Individual Consulting Plaza Fukaya*, the first Plaza opened outside of Gunma Prefecture. At five branches including this and those in Maebashi, Takasaki, Isesaki, and East, we meet the asset management, insurance and loan consultation needs of asset building customers who are not able to visit other branches on weekdays.

Additionally, the Bank has set up a weekend-only inheritance consultation service at Individual Consulting Plaza Maebashi, where the Bank's specialists answer customers' questions about inheritance.



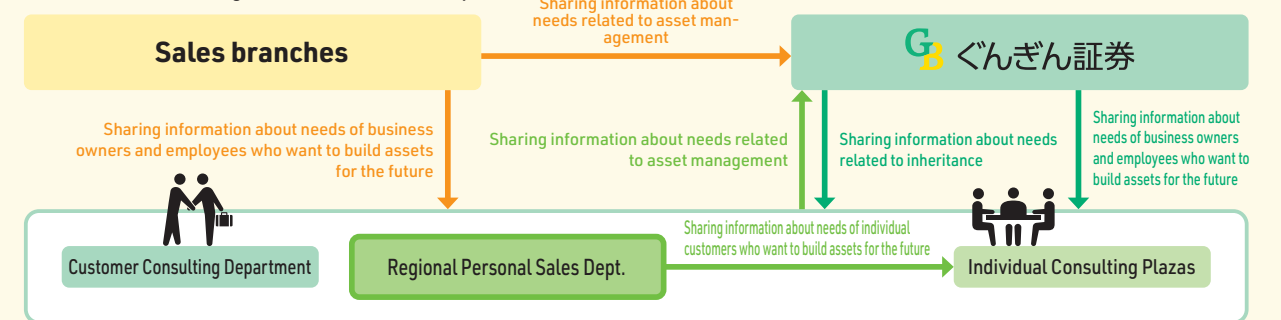
We are working to strengthen collaboration between branches and plazas by establishing Individual Consulting Plaza Fukaya in the newly established Fukaya Branch and the relocated Fukaya-Kamishiba Branch.

*The Fukaya Representative Office of Gungin Securities Takasaki Branch (our first office outside of Gunma Prefecture) is also located on the same floor, enabling us to provide one-stop service to meet customer needs.

Newly established Regional Personal Sales Dept.

In April 2025, in order to provide higher-quality financial products and services and meet individual customers' needs that have become more diversified and more advanced, we newly established Regional Personal Sales Dept. in seven out of 12 districts as sales bases that specialize in consulting services for asset building, asset management and asset succession. We are stepping up efforts to support asset building, promote collaboration with Gungin Securities, and enhance inheritance-related services. For example, to meet various needs that arise according to each customer's life stage, we have in place dedicated staff who provide advice and propose products and services that align with each individual customer's situation and help solve their issues.

[Schematic chart of Regional Personal Sales Dept.]



<Collaboration with Gungin Securities>

Based on its corporate philosophy and Purpose, the Gunma Bank Group considers what products and services are most suitable for customers, striving to realize their best interests.

The Gunma Bank provides comprehensive support for customers to meet various needs that arise according to their individual life stage, such as those

related to asset building, asset management, and asset succession as well as preparation for risks.

Gungin Securities has in place professional staff with a higher level of expertise to provide support to meet customers' needs related to asset management that have become more diversified.

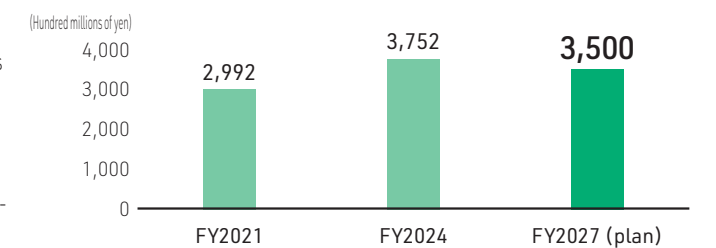
Efforts to promote loans for individual customers

The Bank is strengthening its efforts in areas such as housing loans and unsecured consumer loans to support customers in building prosperous lives. Providing combined services tailored to a customer's life plan, starting with loans, leads to lifelong business with the customer. As these products are highly profitable relative to risk, we believe this is an area in which we will aggressively pursue opportunities from the perspective of strengthening our management structure.

Additionally, we are working to increase transactions with asset building customers by providing composite services, offering housing loans as a starting point.

In order to respond to the diverse needs of customers, we are working to improve the quality of our products. We are also promoting digitization to increase convenience and improve operational efficiency. For housing loans, the E-contract service has now been widely used, and about 80% of contracts for unsecured consumer loans have been made through a completely online service.

[Amount of housing loan executed (three-year cumulative total)]



[Balance of unsecured loans]

