Enhancing Human Capital

We believe that it is each of our executives and employees that drives the sustainable growth of local communities and the Gunma Bank Group and the realization of our Purpose and that each of them is a source of value, or capital. To further enhance human capital, we will implement human capital strategies that are aligned with our management strategy.

Employee roundtable discussion

Aiming to be a person who works together with the region and customers and support them



Keisuke Hirata
Expert, Customer Consulting Department
Joined the Bank in 2011

Hideko Tatsukawa
Executive Officer and General Manager, HR Management Department

Kentaro Osaki
Branch General Manager, Hirose Branch
Joined the Bank in 1999

Erina Tsutsumi
Oyama Branch
Joined the Bank in 2019

For supporting sustainable growth of customers and weaving better futures



Tatsukawa The Gunma Bank Group ("the Group") launched its Mid-Term Business Plan "Growth with 'Purpose'" in April 2025 to deepen the Purpose, "By connecting the strands of resources, people, and generations, we weave better futures for our communities." In our day-to-day operations, we strive to support sustainable growth of the communities. Each of you plays an active role at each respective position. Please tell us about what you work on to weave better futures for our communities.

Osaki I am Branch General Manager of the Gunma Bank ("the Bank"), and I manage my branch and develop branch employees. To accurately understand the issues and needs of customers, we need to have them share their future vision and goals with us through dialogue. Based on the information gained from such dialogue, I aim to offer solutions from a wider perspective while collaborating within the Group as well as other banks, local public bodies, and industry-government-academia sectors.

Hirata I took an external training course for one year from 2019 to learn M&A operations. With the experience I gained from this training, I am now engaged in M&A operations and support solving challenges related to customers' sustainable growth strategies. I offer an optimal solution for each customer by utilizing alliance banks and partner networks.

Tsutsumi I have designated "I will be helpful in a customer's life through asset management" as my Personal Purpose*. In my daily work, I keep track of changes in a customer's life stage and environment so that I can provide them with opportunities to think about their future. In fact, I found it very rewarding when I was actually able to offer proposals that provided "insight" to people going through major life events, such as getting married or having children.

*Refers to an individual purpose that each employee establishes based on the Purpose.

With the instillation of a job based human resource system, there have been changes at workplaces

Tatsukawa In June 2024, the Bank launched a job based human resource system in order to create an environment where our employees fully demonstrate their expertise and creativity against the backdrop of advancing needs of the communities and customers. Have you witnessed any changes over the last two years? For more effective utilization of this system, what do you think we should do?

Hirata I wanted to get more deeply involved in M&A operations and applied for a specialist position under our professional job posting scheme. Specialist positions allow one to fully utilize their expertise, and I now work as an "Expert." I see that more people have expressed their own ambitions and intentions since the revision of the personnel system. In thinking about one's career, there are opportunities for the employees to proactively explore information; at a career change briefing session, you can listen to another employee who is in a position you are interested in, and under a job intern program, you can experience operations for a short period of time. In order to make it easier for the employees to select their career paths, I think that the departments and branches must proactively communicate their operations and the appeal of their organizations.





Tsutsumi I thought that understanding a wide range of systems related to taxation, inheritance, and others was necessary to get involved in a customer's life design process as a sales representative for financial assets under custody. That is why I obtained the 1st grade Certified Skilled Professional of Financial Planning qualification during my childcare leave. To address the diverse needs and challenges of customers, recruiting and developing specialist talent with expert knowledge in relevant fields is essential. At the Bank, mid-career hires have become common, and I feel that there are more colleagues who utilize their expertise and skills they cultivated outside the Bank.

Osaki I feel that more employees take ownership of their own future career. In fact, I applied for a position under a job posting scheme and was appointed as a Branch General Manager. I wanted to perform management duties with a wider perspective. At the Bank, a job description is developed for a position of managerial supervisor or above so that anyone can see the job details and expected roles. It helps the employees to gain inspiration for their own career development.

Each and every employee grows sustainably together with communities and customers

Tatsukawa I see there have been changes for you and your colleagues as the job based human resource system has gradually taken root. Could you tell us about your mid- to long-term career vision, and what you intend to do to achieve your vision?

Tsutsumi I will develop my strengths to become a talent who contributes to customers and the organization. I will also learn management skills and operational knowledge from my supervisor and aim to earn deep trust from customers and colleagues. In doing so, I hope to be a role model for junior employees.

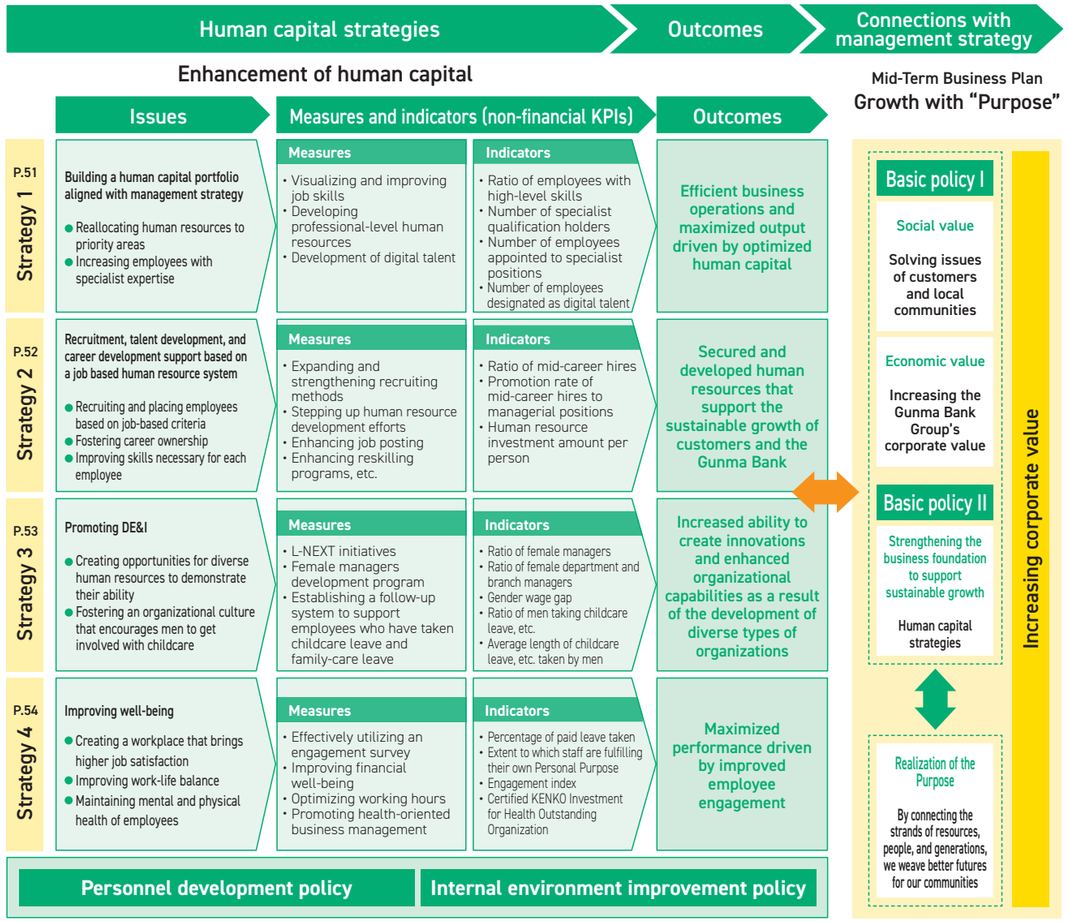
Hirata I want to continue to be deeply involved in the M&A operations as a specialist. M&A operations require a wide range of expertise including legal affairs and taxation, so I intend to acquire knowledge by utilizing the Bank's support for employees to obtain specialist qualifications and other programs. In addition, I will connect customers with each other through my participation in many deals or projects, aiming to enrich our futures. Under the present personnel system, an employee can select positions in accordance with their wishes. In the long term, I hope to consider managerial positions, such as department and branch manager, similar to those held by senior staff.

Osaki I will continue to help realize various values of customers as a Branch General Manager and stay committed to fostering the development of regional communities as stated in our Corporate Philosophy. I will also strive to create a workplace where my subordinates take ownership of their activities. At the same time, I aim to develop self-directed employees who can think and act to solve customers' challenges so that I can contribute to the realization of our Purpose.



Tatsukawa I see that each one of you pursues your own career by utilizing the Bank's programs and systems. Having one's own vision and making continuous efforts leads to greater outcomes and achieving goals. I strongly believe that the Group's efforts to create environments where the employees take initiatives to learn and pursue diverse career paths will lead to stronger human capital and deepened Purpose. The business integration with Daishi Hokuetsu Financial Group is scheduled for April 2027. We will welcome new colleagues. With them, I would like us to stay committed to fostering the development of the regional communities, which will become wider.

Human capital strategies aligned with management strategy and value creation process



Key points of the connection between human capital strategies and management strategy

By steadily implementing the measures laid out in our human capital strategies and thereby delivering outcomes such as efficient business operation and creation of innovations, we will pursue the objectives of "creating a virtuous cycle of social and economic values" and "strengthening the business foundation to support sustainable growth," the basic themes of our Mid-Term Business Plan. Moreover, we will also pursue the realization of the Purpose and thereby strive to enhance our corporate value.

The Personnel Development Policy and Internal Environment Improvement Policy that serve as the foundations for our human capital strategies are as follows.

Personnel development policy

"To achieve our Purpose, we will support employees to build their careers independently and take on challenges based on each individual's Personal Purpose to improve the value of our human resources."

In November 2021, the Gunma Bank Group established "By connecting the strands of resources, people, and generations, we weave better futures for our communities" as its Purpose. As the needs of customers and communities become more sophisticated and diversified, we will provide all executives and employees with opportunities to independently improve their abilities and gain motivation in order to strengthen their ability to "connect" to meet such oncoming demands. We will work with stakeholders both inside and outside the Group to demonstrate creativity and collective strength to develop human resources who can realize the Group's Purpose. Furthermore, each of our executives and employees will create innovations to weave better futures for local communities by growing sustainably together with local communities.

Internal environment improvement policy

"We will create an environment where every executive and employee, who are the source of value creation, can continue to work in good physical and mental health while recognizing each other's individuality and abilities to create a sense of well-being."

As values related to work and career development diversify, we will build a healthy and comfortable working environment where all executives and employees can continue to work both actively and with satisfaction, aiming to create a sense of well-being for each and every employee. We will do this not only through work style reforms and proactive initiatives on diversity, equity and inclusion, but also by providing opportunities for the right person in the right job to maximize their own unique abilities.

Strategy 1 Building a human capital portfolio aligned with management strategy

We consider that, as we implement our human capital strategies based on our management strategy, it is necessary to determine an appropriate number of employees engaged in each operational area, carry out reallocation, and eliminate the gap with what we should aim to achieve, and we implement efforts to build a human capital portfolio that is aligned with our management policy.

Visualizing and improving employees' job skills

Job skills assessment system

In order to visualize each employee's job skills to develop human resources with specialist expertise and ensure an optimal allocation of personnel, we have introduced our job skills assessment system in which jobs in the Bank are categorized into ten career categories, and each employee's skills are assessed on a three-level scale. To foster human resource reallocation and human resource development in the consulting area in particular, we will, among other initiatives, reorganize our sales system and expand the recruitment of mid-career hires, while also increasing employees with high-level skills by providing training programs and other support.

Developing and strengthening professional-level human resources

Supporting the learning of professional knowledge, etc.

As we believe that in order to respond to changes in the environment surrounding the Bank, it is important to secure and develop human resources with specialist expertise, we actively recruit mid-career hires, while also working to develop such human resources in-house. To help learn higher-level specialist expertise and increase the number of specialist qualification holders, we actively dispatch employees to external agencies, graduate schools, and other institutions and provide other support.

Professional job posting scheme

In line with the revision of the personnel system in June 2024, we have shifted to a multi-track personnel system that allows employees to develop a career path and to be treated appropriately using their specialist expertise. Under our professional job posting scheme, we appoint human resources with specialist expertise to specialist positions. As of April 1, 2026, 191 employees have been appointed to the positions.

Developing and strengthening digital talent

Digital talent designation system

We have implemented our digital talent designation system in which we designate employees who make changes in the Bank by utilizing information technology as "digital talent" based on their role and level of expertise, in an effort to meet customers' issues and needs that continue to change because of the rapid advance of information technology in recent years. We have also implemented various digital talent development initiatives such as providing support for employees who work to obtain basic to specialist qualifications, as well as sending employees to external training programs.

Ratio of employees with high-level skills

	Results	Results	Target
Item	FY2024	FY2025	FY2027
Ratio of employees with high-level skills*			
Corporate consulting	24.5%	26.6%	30%
Individual consulting	26.9%	29.9%	30%

*Ratio of employees who have been recognized as standing at the highest level in the in-house assessment that evaluates their job skills and attributes with a three-level scale.

Corporate consulting: Human resources who can contribute to enhancing the customer's corporate value by providing consulting services utilizing high-level skills (1st grade Certified Skilled Professional of Financial Planning, Small and Medium Enterprise Management Consultant, etc.)

Individual consulting: Human resources who have high-level professional knowledge about asset management and can conduct business in a customer-centric manner (1st grade Certified Skilled Professional of Financial Planning, Certified Member Analyst of the Securities Analysts Association of Japan, etc.)

Number of specialist qualification holders

	Results	Results	Target
Item	FY2024	FY2025	FY2027
Number of specialist qualification holders*	294	308	330

*Total number holding qualifications such as Small and Medium Enterprise Management Consultant, 1st grade Certified Skilled Professional of Financial Planning, Certified Financial Planner, Certified Member Analyst of the Securities Analysts Association of Japan, Certified Anti-Money Laundering Specialist, and Information Technology Engineer (advanced)

Number of employees appointed to specialist positions

	Results	Results	Target
Item	FY2024	FY2025	FY2027
Number of employees appointed to specialist positions*	181	191	250

*Number of employees in the position as of April of the next fiscal year

Digital talent

		Results	Results	Target
Role of digital talent		FY2024	FY2025	FY2027
Digital core talent	Leading changes in the Gunma Bank Group, including new businesses, products and services and business reforms, by leveraging information technology (Information Technology Engineer (advanced), 2nd-grade Japan Statistical Society Certificate holder, etc.)	10	19	30
Digital middle talent	Proposing the utilization of information technology to customers, and supporting customers' efforts to introduce and consolidate information technology in their organization (IT Coordinator, level 1 or higher Information Technology Engineer, etc.)	174	277	300
Digital base talent	Having basic knowledge about information technology and efficiently performing jobs by utilizing the Bank's internal IT system and other information technologies (IT passport holders, etc.)	996	1,650	1,500

Strategy 2 Implementing recruitment, talent development, and career development support based on a job based human resource system

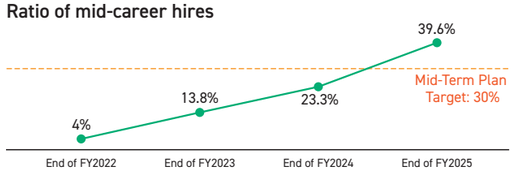
With the aim of transforming into a self-sustaining and dynamic organization, we reformed our personnel system in June 2024, introducing a job based human resource system. We will strive to improve employee engagement and re-energize our whole organization by properly implementing the new personnel system.

Expanding and strengthening recruiting methods to secure diverse human resources and helping employees perform at their best

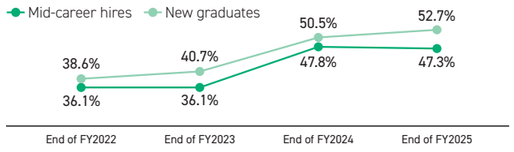
Expanding mid-career hiring

Considering that, with the new personnel system in place, it is now easier for us to hire human resources with high-level specialist expertise, we have been expanding mid-career recruitment by utilizing methods such as direct recruiting, by which staffing service companies or the Bank directly approach candidates. In addition, in FY2025, we started an initiative under which departments at headquarters take ownership of hiring talent required for each field. As a result, the ratio of mid-career hires reached 39.6% for FY2025, exceeding the target for the final fiscal year of the Mid-Term Business Plan. Additionally, we provide the same opportunities for mid-career hires with diverse experiences as those for new graduates to demonstrate their ability in order to enhance the creation of innovation by utilizing the external insights and increase our strengths in "connections."

Ratio of mid-career hires



Promotion rate of mid-career hires to managerial positions



Alumni hiring system and referral hiring scheme

As part of efforts to expand hiring methods, in December 2022, we introduced an alumni hiring system, which provides reentry opportunities for former employees. Moreover, in August 2025, we introduced a referral hiring scheme, under which our employees refer their friends or acquaintances who hope to join the Bank. The employees who joined the Bank by using these systems are delivering great performance by making the most of their experience outside the Bank.

Course-based hiring system

We have introduced a course-based hiring system in which new graduates are appointed to departments at headquarters immediately after joining the Bank and are developed as specialist human resources. We utilize this system to support diverse career development.

Main special courses	● Wealth management course ● System and digital course ● Risk management and market course

Stepping up human resource development efforts and supporting self-directed career development

Active investment in human resource development

At the Gunma Bank, in order to enhance our human capital, we support the self-directed career development of our employees by expanding structured talent development programs. We have set a target of increasing our investment in personnel development to 250,000 yen per employee and a total of 730 million yen by FY2027. We will continue to provide various training programs and support for employees' self-directed learning.

Human resource investment amount per person

	Results	Results	Target
Item	FY2024	FY2025	FY2027
Human resource investment amount per person (Total investment)	169,920 yen (488 million yen)	180,757 yen (515 million yen)	250,000 yen (730 million yen)

*Human resource investment amount per person = Expenses related to training (qualifications, expenses for dispatched trainees, training centers, etc.) ÷ average annual number of full-time employees

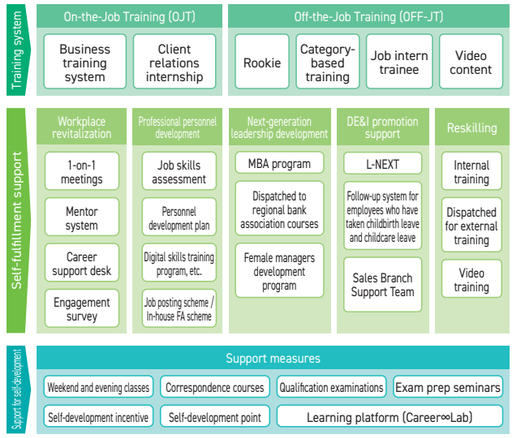
Job posting scheme and in-house free agent (FA) scheme

As an effort to support self-directed and diverse career development, we have implemented a job posting scheme in which we seek employees who wish to be appointed to various posted jobs, including jobs at the departments at headquarters, a Branch General Manager, and deployment to an outside organization. In FY2025, we expanded the scope of posted jobs to include all the jobs within the Bank and the Group companies. In addition to the expansion of the job posting scheme, we established a new in-house FA scheme, under which an employee with high evaluations and highly specialized qualifications declares up to three jobs they wish to be assigned.

Appointments to designated positions implemented in the job posting scheme and the in-house FA scheme	● Appointed to the position of Branch General Manager or Branch Deputy General Manager for the first time	19 employees
	● Appointed to the position of Deputy Section Chief or Section Chief or other managerial positions for the first time	20 employees
	● Appointed to departments at headquarters, etc.	39 employees
	Total	78 employees

*Among the employees who were transferred to different positions as of April 1, 2026, the number of those who were appointed in the job posting scheme

Overall picture of talent development



Strategy 3 Promoting diversity, equity, and inclusion

We consider that fostering a workplace culture in which employees with diverse sets of experience and different perspectives can demonstrate their ability as well as creating opportunities for them to do so are essential to further enhancing our human capital. We will make efforts to secure and take advantage of diversity in our organization.

Promotion of a variety of human resources into active positions and support to help them demonstrate their ability

L-NEXT initiatives

We formed a project team "L-NEXT" each year to promote a variety of human resources into active positions. The team has carried out various initiatives, such as organizing networking events with alliance banks and efforts to identify and analyze the Bank's issues and make proposals to the management team based on the results. Many measures have been developed from these initiatives and have already been implemented, including the introduction of hourly leave and change of prescribed working hours.

Past results

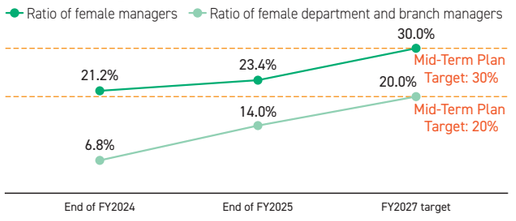
Measures developed from L-NEXT initiatives and implemented	● Introduction of Timely Leave (hourly leave) ● Establishment of career support desk ● Introduction of support measures against "first-grade wall" difficulties faced by working parents when their child enters elementary school ● Establishment of Sales Branch Support Team



Development of female managers and executive talent

For the development of female managers, we have implemented a program to develop management skills and increase motivation. Since FY2025, we have implemented initiatives to develop female executive talent, including a mentor program under which regular meetings with senior management are conducted, and a female Branch General Manager development program under which the participants can learn practical knowledge of financial analysis, etc. as well as negotiation skills with customers. Additionally, we will foster empowerment of female employees and promote female employees to senior positions and other leadership roles by, among others, implementing an initiative to eliminate unconscious gender biases in the Bank and hosting networking events for female managers.

Ratio of female managers/Ratio of female department and branch managers



Establishing a follow-up system to support employees who have taken childcare leave and family-care leave

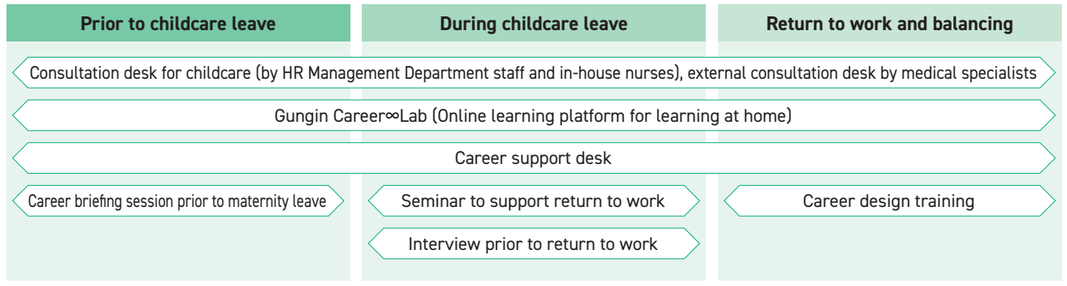
In April 2025, we launched our Sales Branch Support Team initiative, an effort to support sales branches in the event of their members taking short-term leave due to childcare, family care, or other reasons. We utilize this program to create an environment in which employees can play a major, active role in their childcare and family care. We also foster a culture of mothers and fathers cooperating in childcare by encouraging male employees to take childcare leave and strive to create a virtuous cycle of work and family life and help female employees demonstrate their ability.

Ratio of men taking childcare leave, etc./Average length of childcare leave, etc. taken by men

	Results	Results	Target
Item	FY2024	FY2025	FY2027
Ratio of men taking childcare leave, etc.	101.8%	100.0%	100%
Average length of childcare leave, etc. taken by men*	24.9 days	20.2 days	30 days or more

*Includes paternity leave (spousal childbirth leave)

Integrated follow-up system to support employees who have taken childcare leave



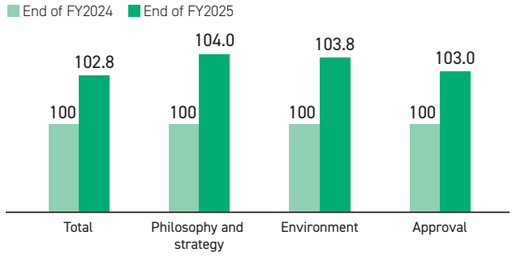
Strategy 4 Efforts to improve the well-being of executives and employees

The Gunma Bank defines well-being as "a good working environment where each and every executive and employee is in good shape, physically, mentally, and socially, and satisfied in their job by independently following the career path of their choice while achieving a good work-life balance." As such, we are working to create an environment where each and every employee can maximize their abilities by improving their well-being.

Conducting an engagement survey

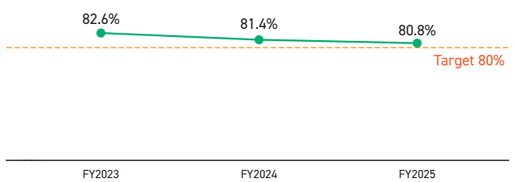
To visualize the state of employee motivation toward work and their sense of belonging to the organization, we conduct an engagement survey. Using the results of the engagement survey carried out in FY2024 as the baseline (setting the results to an index of 100), we have worked to achieve continuous improvement in employee engagement. FY2025 results show that the scores for items of "Philosophy and strategy," "Environment," and "Approval" rose substantially compared to the baseline. This is mainly attributable to deeper relationships between supervisors and their subordinates, and reduced psychological burdens as we have gradually expanded the scope of one-on-one meetings to cover all employees at the Bank in principle since October 2025. To achieve continuous improvement in the future as well, we will implement a variety of initiatives such as measures to improve the percentage of paid leave taken.

Engagement survey results



*Value when the value as of the end of FY2024 is set to a base of 100

Percentage of paid leave taken



Improving financial well-being

We believe that improving employees' financial well-being leads to the improvement of their motivation and well-being. At the Gunma Bank, we have introduced an employee stock ownership plan, a defined contribution pension plan, an employee asset-building saving plan, and other programs for improving employees' financial well-being. Through these efforts and also by implementing various training programs and providing relevant information to promote employees' understanding of asset building, we will work to support their self-directed asset building toward the future.

Promoting health-oriented business management

The Bank believes that the physical and mental well-being of our employees and their families is crucial not only for enhancing job satisfaction and engagement but also as a key element in realizing our Purpose. Therefore, we actively promote health-oriented business management. We issued our Health-Oriented Business Management Declaration in 2018 and are committed to achieving each employee's well-being, creating a dynamic organization, and fostering a corporate culture that brings employees a high level of job satisfaction by actively supporting employees' efforts to prevent disease and enhance health through collaborative actions with our health insurance association (Collab Health). By raising health awareness among employees and encouraging healthy lifestyles, we aim to reduce the risk of disease, lower medical costs, and improve productivity through better health. Additionally, we seek to energize the organization through the implementation of health-oriented business management initiatives while working on optimizing working hours and creating a good work-life balance.

Outline of health-oriented business management



FY2025 initiatives

In October 2025, we held a health promotion event in which the items out of scope of statutory health check-ups were measured in cooperation with Meiji Yasuda Life Insurance Company. This event was organized to raise employee interest in health while providing them with opportunities to review their lifestyle habits. In addition, we implemented various initiatives that include a health-oriented management seminar for our business partners with an interest in this subject (June 2025), and a video training course for all employees at the Bank to raise their health literacy (September 2025).



External evaluations

At the Gunma Bank, we have obtained external certifications as part of our efforts to evaluate the internal environment that supports employees in achieving well-being at various life stages.

We have been recognized as a KENKO Investment for Health Outstanding Organization for eight consecutive years, and we are the only institution in Gunma Prefecture to have received the White 500 certification for eight consecutive years. Moreover, in March 2026, the Bank was selected under the KENKO Investment for Health Stock Selection program, which is a joint project of the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange to select, out of the White 500 enterprises, corporations that consider employee health management from a business perspective and work on the issue strategically. We have been selected for two consecutive years.

Furthermore, in April 2025, the Gunma Bank obtained Platinum Eruboshi certification, becoming the first company in Gunma Prefecture certified as a general employer that conforms to standards as provided for in the Act on the Promotion of Women's Active Engagement in Professional Life.

2026 健康経営銘柄 KENKO Investment for Health

2026 健康経営優良法人 KENKO Investment for Health 大規模法人部門 ホワイト500



At the KENKO Investment for Health Award Ceremony

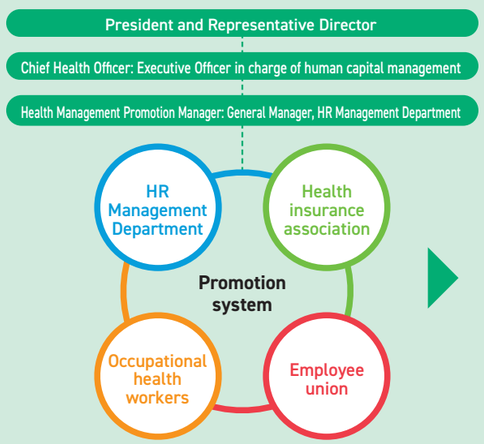
プラチナえるぼし 女性が活躍しています

プラチナくるみん すべてにチャレンジしています プラス 子育て支援と仕事との両立もサポートしています

SPORTS YELL COMPANY 2026

TOPICS Supporting employees' and their families' health

At the Gunma Bank Group, the management team, employee union, health insurance association, occupational health professionals, and the HR Management Department work together to develop and implement various initiatives aimed at safeguarding the physical and mental health of employees and their families. These efforts are designed to support a fulfilling lifestyle and enhance overall well-being.



Work-life balance	・Introduction of work interval system ・Remote work ・Timely leave ・Work-life balance leave ・Paternity leave ・Leave before 18:30 ・Setting leave work early or on-time dates
Disease prevention	・Branch-wide visits by public health nurse (affiliated with Bank) ・Various medical examination cost subsidies ・Influenza vaccination cost subsidy ・Incorporating PSA tests and cervical cancer screenings as standard in comprehensive medical checkups ・Fully subsidized smoking cessation treatment costs ・Establishment of an external health consultation desk (support for balancing work with the four major diseases, cancer treatment, etc.) ・Registration as a Gunma Prefecture Cancer Prevention Partnership Company ・Health promotion events ・Health classes ・E-learning course to improve health ・Evaluating rates of follow-up screenings and participation in specific health guidance through performance awards
Mental Health	・Mental health care training and seminars ・Creation of mental health care guide distributed to managers ・Consultations with mental health specialist ・Provision of outsourced counseling services
Encouraging Exercise	・Sports festival ・Gungin refresh exercises ・Subsidy for free sports and recreation (for each district) ・Club activity support ・Walking campaigns ・Participation in the Health Walking Event (sponsored by Gunma Labour Standards Association) ・Completion award for finishers of the Gunma Marathon ・Opening of the Gunma Bank Sports Center