

Mebuki Financial Group, Inc.

Abridged Edition

March 28, 2022

Long-Term Vision 2030

Third Medium-Term Group Business Plan

(Plan Period: April 1, 2022 ~ March 31, 2025)

# 1. Long-Term Vision

- In order to achieve sustainable growth together with local communities amidst a drastically changing business environment, we have formulated a long-term vision targeting the year 2030 as a major direction for the Group to aim for.
- “Long-Term Vision 2030” is based on our desire to “continue to create new value by working together with local stakeholders to solve their various issues” and to “contribute to the realization of sustainable local communities through value creation, and remain an essential presence in local communities.”



(\*1) Consolidated Fee Income Ratio = Consolidated fee income<sup>\*2</sup> ÷ Income from customers<sup>\*3</sup>

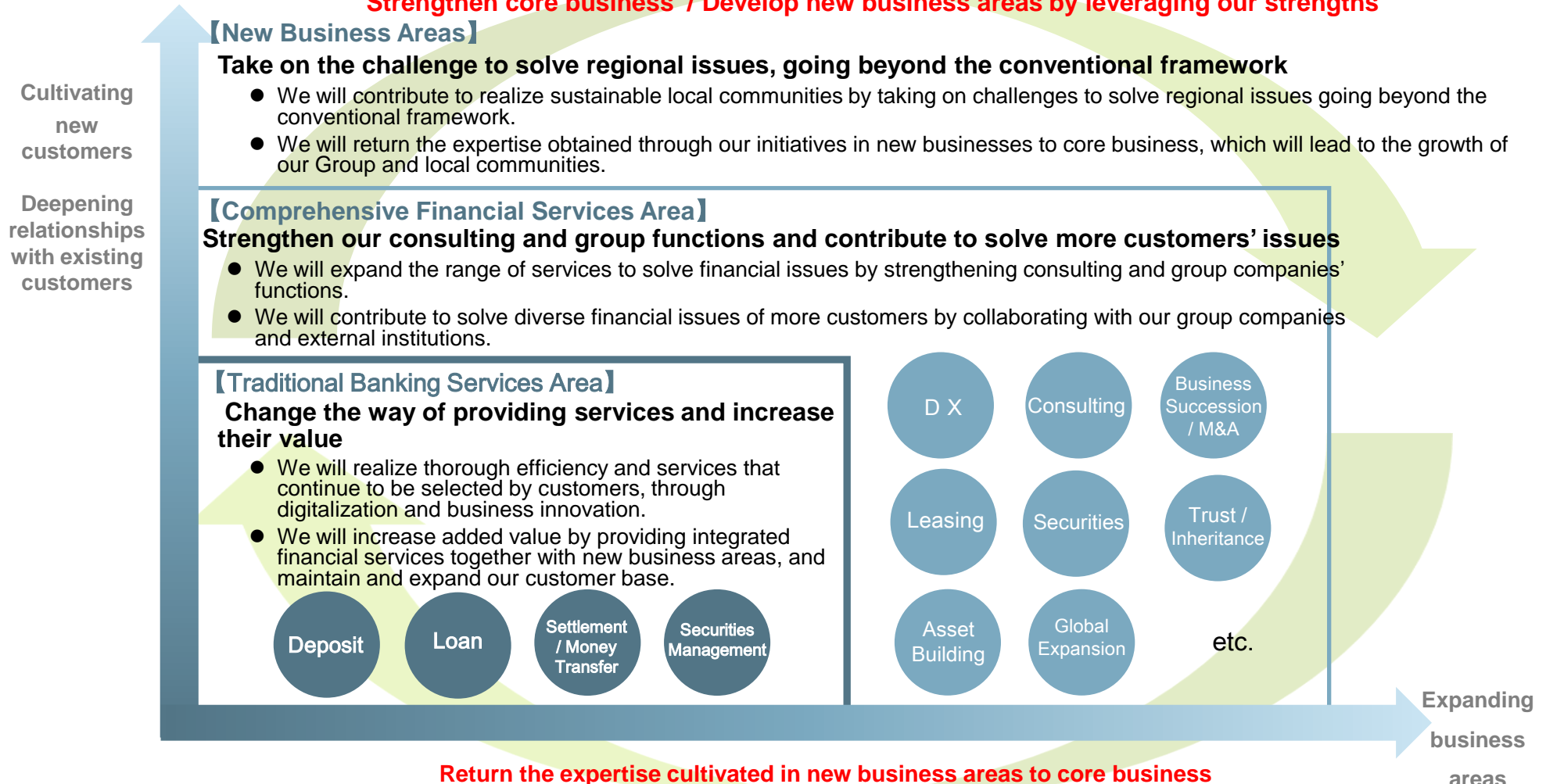
(\*2) Consolidated fee income = Fee from customers of Banks + Gross profit from customers of other group companies

(\*3) Income from customers = Difference of interests between loans and deposits + Consolidated fee income ※excluding securities' income

## 2. Approach to Realization of Long-Term Vision 2030

- To realize our long-term vision, we will strengthen our core business areas such as traditional banking and comprehensive financial services and take effort to expand our business areas by leveraging our strengths.
- We will create new value by taking on challenges to solve regional issues beyond the framework of conventional financial services and returning the expertise obtained through these initiatives to our core business.

**Strengthen core business / Develop new business areas by leveraging our strengths**



### 3. Summary of the Third Medium-Term Group Business Plan

- The Third Medium-Term Group Business Plan is positioned to be a “Period for Taking on Challenges for Sustainable Growth.”
- While strengthening our management structure by innovating traditional banking services and deepening comprehensive financial services, we will take effort to sow and nurture in “New Business Areas” and aim to contribute to local communities beyond the framework of conventional financial services.



**Basic Strategies**

- 1 . Pursue a business model to support local communities
- 2 . Build a sustainable management base
- 3 . Develop human resources and promote active participation

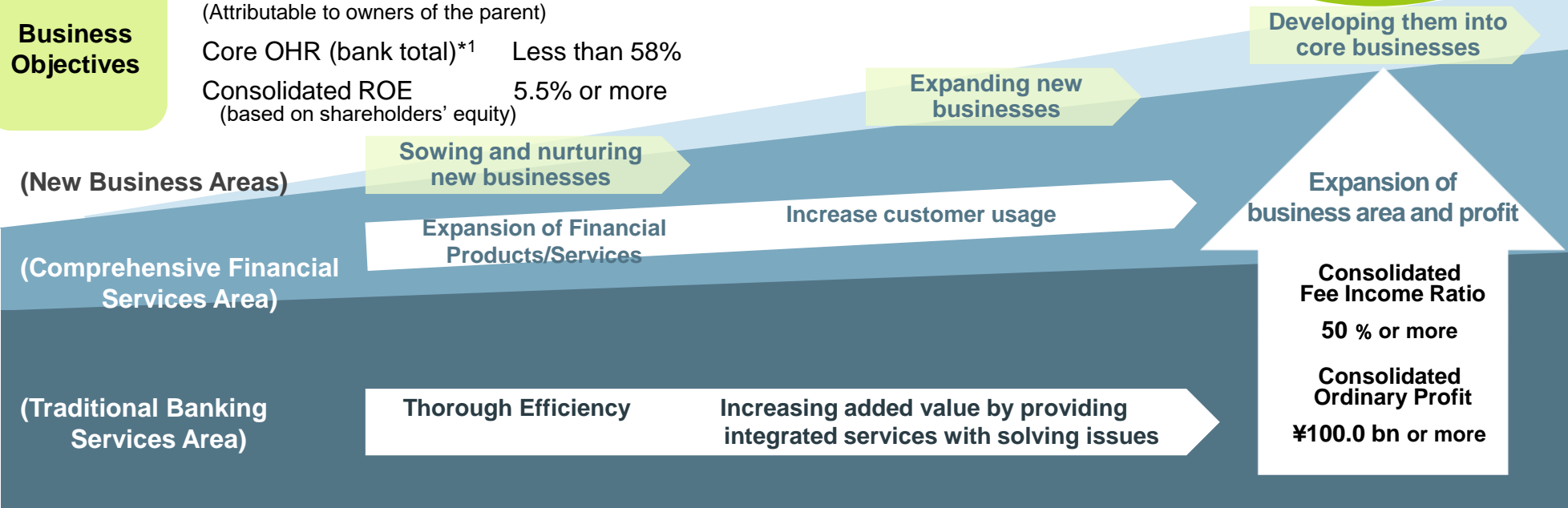
**Business Objectives**

Consolidated net income    ¥ 52.0 bn or more  
(Attributable to owners of the parent)

Core OHR (bank total)\*1    Less than 58%

Consolidated ROE            5.5% or more  
(based on shareholders' equity)

**Long-Term Vision 2030**  
**A Value Creation Group Working Together with Local Communities**



\* 1 Core OHR = Expenses + Core gross business profit (Gross business profit \* 2 - gain/losses on bond transactions)  
 \* 2 Excluding gains/losses on cancellation of investment trusts and remuneration from “Special Deposit Facility to enhance the resilience of the regional financial system” and “Special Funds-applying Operations to facilitate financing in response to COVID-19” by Bank of Japan

## 4. Basic Strategies of the Third Medium-Term Group Business Plan

- In the Third Medium-Term Business Plan, we will pursue a business model to support local communities aimed at contributing to them through new value creation.
- Toward new value creation, we will work to build a sustainable management base by promoting Digital Transformation(DX), etc., and to develop human resources and promote their active participation.

	Basic Strategy 1 Pursue a business model to support local communities	Basic Strategy 2 Build a sustainable management base	Basic Strategy 3 Develop human resources and promote active participation
<b>New Business Areas</b>	<p>【Specific Strategy 1-3】 <b>Challenges to expand business areas</b></p> <ul style="list-style-type: none"> <li>● Provide value beyond the conventional framework utilizing the strengths of our Group and investments</li> </ul>	<p>【Specific Strategy 2-1】 <b>Promoting DX</b></p> <ul style="list-style-type: none"> <li>● Provide new services by utilizing digital technology and data, increase the added value of conventional services</li> </ul>	<p>【Specific Strategy 2-2】 <b>Enhancing group management</b></p> <ul style="list-style-type: none"> <li>● Organizational development related to DX and sustainability</li> <li>● Business management response to expansion of business areas</li> </ul>
<b>Comprehensive Financial Services Area</b>	<p>【Specific Strategy 1-2】 <b>Deepening comprehensive financial services</b></p> <ul style="list-style-type: none"> <li>● Strengthen consulting and group functions and contribute to solve more customers' issues</li> </ul>	<p>● Accumulate, analyze and utilize data obtained through digital channel and face-to-face channel</p>	<p><b>Developing and securing human resources who can create value</b></p> <ul style="list-style-type: none"> <li>● Trainee dispatch About <b>120 people</b> (3 year cumulative)</li> <li>● Developing employees' digital skills DX personnel <b>400 people</b> (end of Mar.2025) Basis of DX personnel <b>3,000 people</b> (end of Mar.2025) * Expected at the end of Mar. 2022 : 1,000 people</li> </ul>
<b>Traditional Banking Services Area</b>	<p>【Specific Strategy 1-1】 <b>Innovating traditional banking services</b></p> <ul style="list-style-type: none"> <li>● Enhance customers' convenience utilizing digital technology and non-face-to-face services</li> <li>● Increase the value of services by strengthening consulting function and providing integrated services for solving issues</li> </ul>	<p>● Accelerate business innovation</p> <p>● Expand non-face-to-face and remote procedures</p>	<p><b>Implementing diversity / Initiatives for job satisfaction</b></p> <ul style="list-style-type: none"> <li>● Expanding working opportunities for female employees  Female employees ratio in positions equivalent to assistant manager or higher <b>35% or more</b> (end of Mar.2025) * Expected at the end of Mar. 2022 : 31%</li> </ul>
	<p>【Specific Strategy 1-4】 <b>Diversification of securities management / investments and financing</b></p> <ul style="list-style-type: none"> <li>● Strengthen profitability with appropriate risk-taking</li> </ul>	<p>● Generating management resources by promoting DX etc.</p> <p>Reducing and reviewing business operations About <b>580 people</b> (3 year cumulative)</p> <p>Cost reduction <b>¥3.0 bn</b> (compared to FY21, the final year of 2nd medium-term plan)</p>	