

March 17, 2025

Company name: Mebuki Financial Group, Inc.  
Representative: Tetsuya Akino, President  
(Code number : 7167 Prime Market,  
Tokyo Stock Exchange)

## Formulation of the “Fourth Medium-Term Group Business Plan”

Mebuki Financial Group, Inc. (president: Tetsuya Akino) has formulated the “Fourth Medium-Term Group Business Plan” for the period from fiscal year 2025 to fiscal year 2027. We hereby announce its summary.

### Description

#### 1. The Fourth Medium-Term Group Business Plan

##### (1) Plan period

3 years (from April, 2025 to March, 2028)

##### (2) Basic strategy

The Fourth Medium-Term Group Business Plan is positioned to be a “Period for Accelerating Evolution toward Sustainable Growth” as the second phase to realize “A Value Creation Group Working Together with Local Communities,” set forth in the “Long-Term Vision 2030.”

In formulating the Medium-Term Group Business Plan, we have reorganized the key issues (materiality) that our Group will prioritize based on social issues that are important to both our Group and stakeholders.<sup>(\*1)</sup> To address this reorganized materiality, in the Fourth Medium-Term Management Plan, we will promote initiatives in which the reorganized materiality and business strategies are integrated. Furthermore, we aim to enhance corporate value by realizing the creation of both social and economic value.

#### (\*1) Reorganized Materiality

Business Materiality (Social issues to be addressed through business activities)	<ul style="list-style-type: none"><li>● Support the growth of local industries</li><li>● Contribute to a safe and prosperous lifestyle</li><li>● Contribute to decarbonized society and environmental conservation</li></ul>
Management Base Materiality (Social issues to be addressed as the management base supporting business activities)	<ul style="list-style-type: none"><li>● Provide high-quality services to be chosen by customers consistently</li><li>● Strengthen management base for value creation</li></ul>

#### ① Social Issues Solution Strategy

For the creation of social value by contributing to sustainable local communities, we aim to create positive social impacts through initiatives aimed at solving social issues linked to business materiality.

② Business Portfolio Strategy

For the creation of economic value through improved capital profitability, we will strategically allocate tangible and intangible management resources toward risk-taking in relatively high RORA segments and providing consulting functions for the realization of sustainable local communities, aiming for business growth.

Furthermore, in relatively low RORA segments, we will focus on improving RORA while diversifying the types and methods of risk-taking.

③ Management Base Resilience Strategy

For the creation of both social and economic value, we will strengthen the management base that supports value creation, thereby accelerating evolution toward the sustainable growth.

(3) Business objectives in fiscal year 2027

Business Objective Indicators		Target in FY2027
Business Objective Indicators	Consolidated ROE (Based on net assets)	9.0% or more
	Net Income Attributable to owners of the parent	90.0 billion yen or more
Social Impact Indicator	Value-added amount <sup>(*2)</sup>	Sustained increase

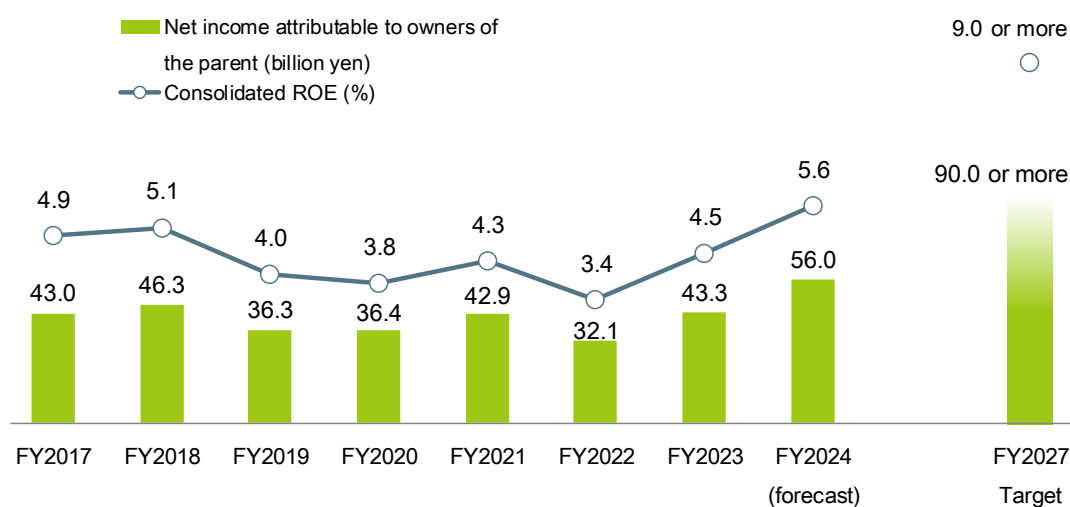
(\*2) Value-added amount for customers where our Group has proactively engaged in supporting their growth <sup>(\*3)</sup>

(\*3) Value-added amount is calculated with the method presented by Bank of Japan, and actual result for fiscal year 2023 is around 2 trillion yen.

Value-added amount = Ordinary profit + Personnel expenses + Rent expenses + Depreciation expenses + Financial expenses + Taxes and duties

End

(Reference) Trends of Consolidated ROE (based on net assets) / Net income attributable to owners of the parent



**Inquiries:**

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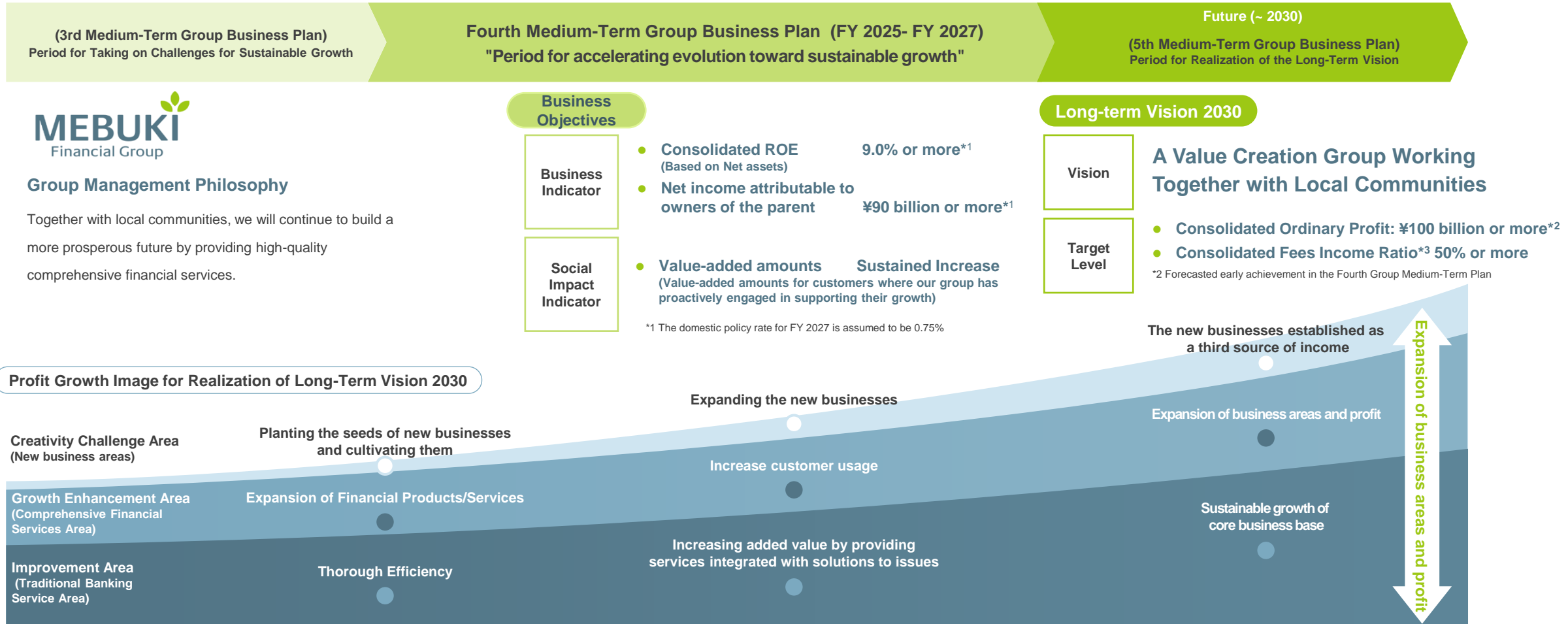
# Fourth Medium-Term Group Business Plan

(Plan period: April 1, 2025 to March 31, 2028)

Abridged Edition

# Positioning of the Fourth Medium-Term Group Business Plan

- The Fourth Medium-Term Group Business Plan aims to achieve a substantial increase in net income attributable to owners of the parent and build a sustainable profit structure by addressing the following issues: "Enhancing fees income from customers by advancing group-wide initiatives to provide solutions to issues of local communities and customers", "Appropriate asset allocation for profit growth following the monetary policy normalization in Japan", and "Further enhancement of productivity across the Group".



\*3 Consolidated Fees Income Ratio = Consolidated fees income <sup>(\*)4</sup> ÷ Income from customers <sup>(\*)5</sup> \*4 Consolidated fees income = Fees income from customers of Banks + Gross profit from customers of other Group companies

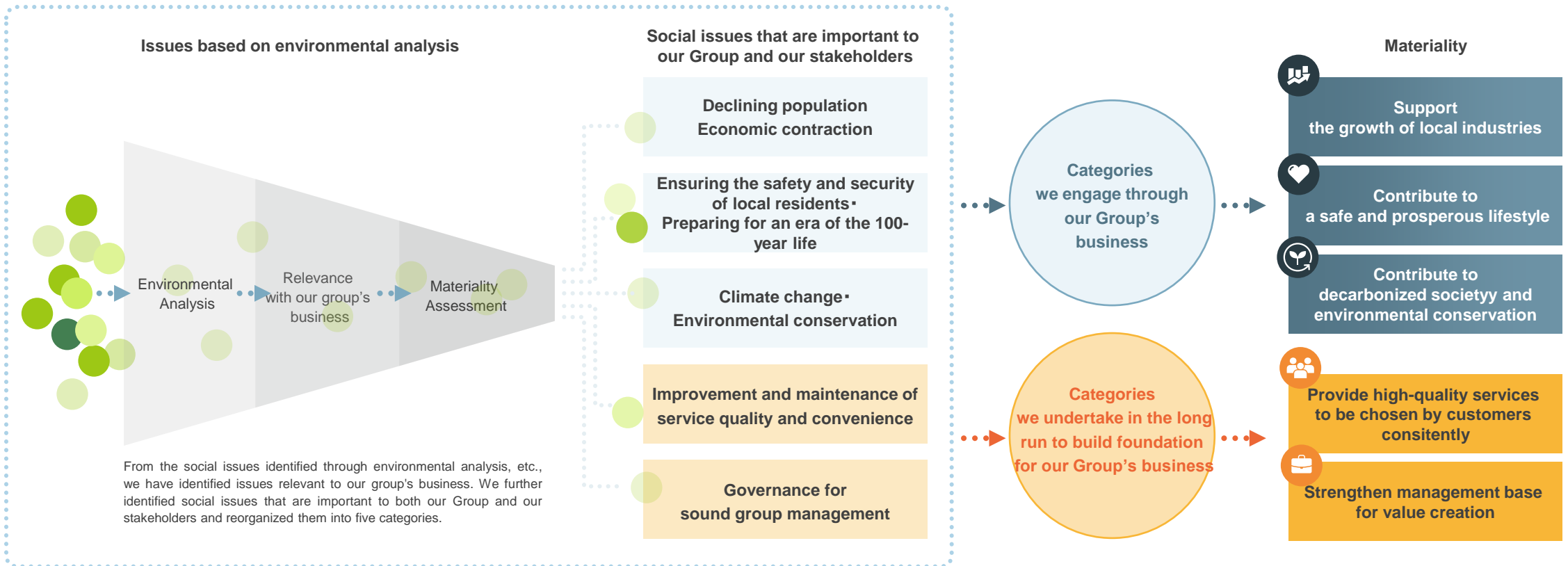
\*5 Income from customers = Interest income from loans over interest expense for deposits + Consolidated fees income \*Excluding securities' income

# Reorganization of Materiality

- Based on environmental analysis and in accordance with our Group Sustainability Policy, we have reorganized the key issues (“Materiality”) that our Group will prioritize.

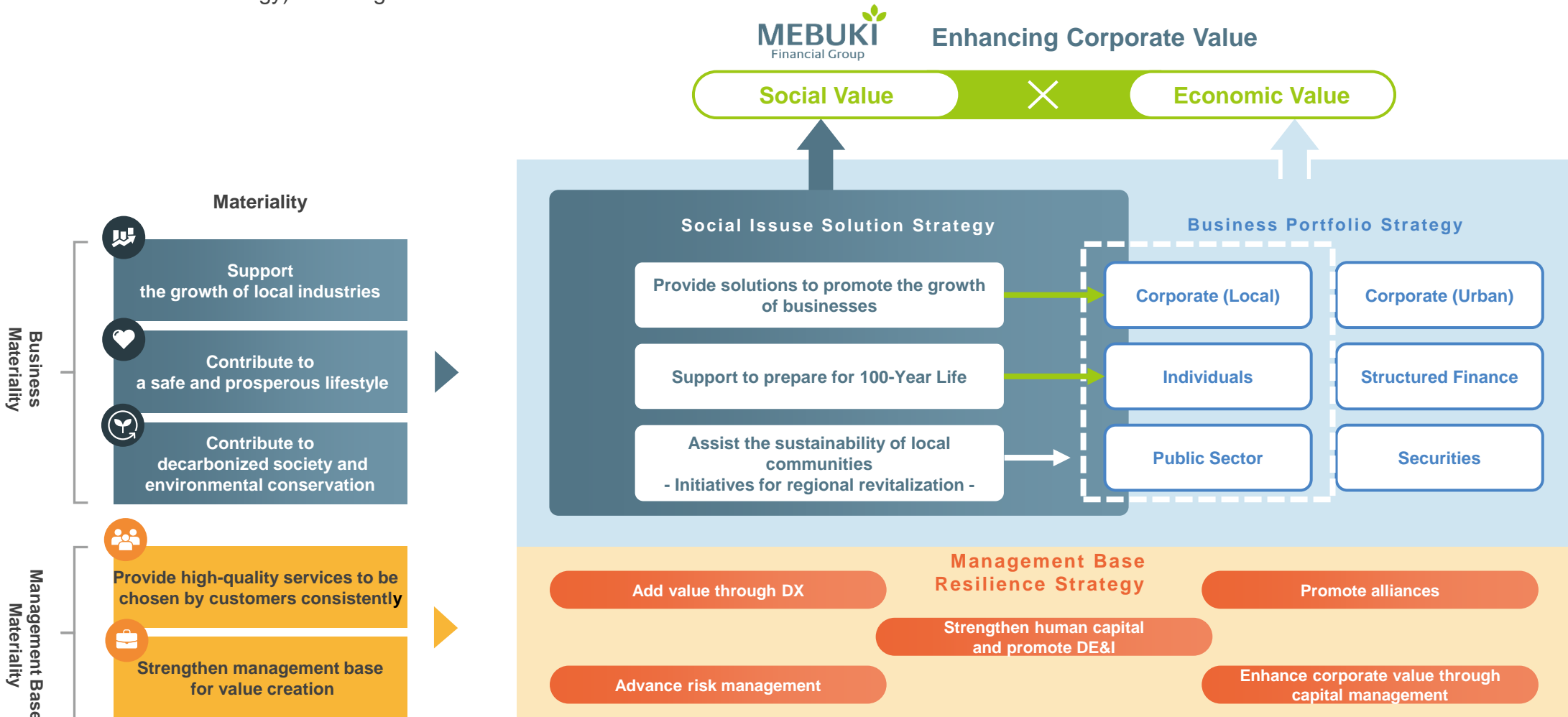
## Group Sustainability Policy

Based on the Mebuki Financial Group Philosophy “Together with local communities, we will continue to build a more prosperous future by providing high-quality comprehensive financial services”, Mebuki Financial Group and our Group companies will support solving issues in the Regions we operate, while contributing to the achievement of sustainable growth of local communities as well as the improvement of our corporate value.

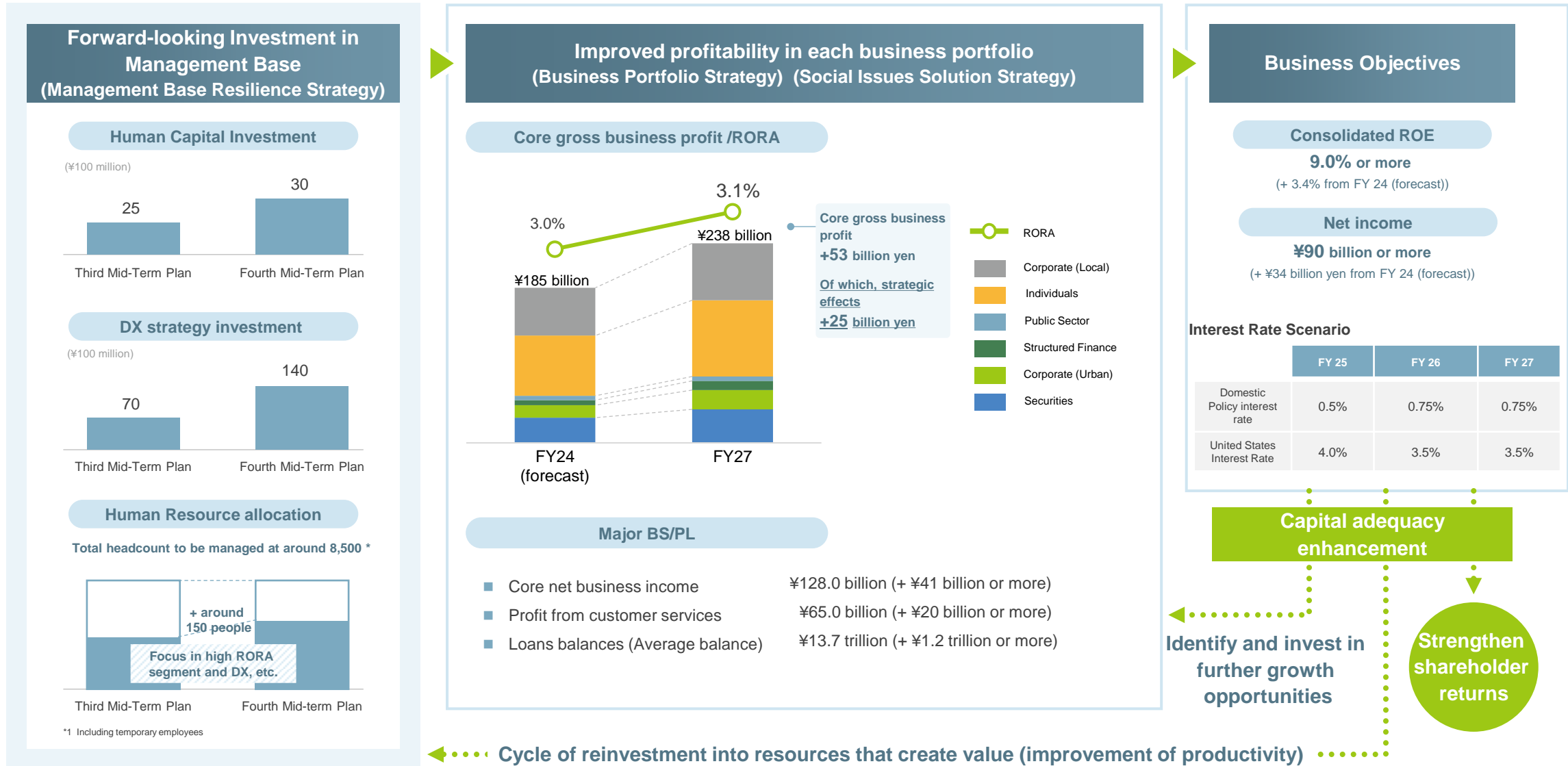


# Overview and Strategic Structure of the Fourth Medium-Term Group Business Plan

- The Fourth Medium-Term Group Business Plan aims to enhance corporate value by creating both social and economic value. In this plan, we will advance initiatives in which the reorganized materiality and business strategies (social issues resolution strategy, business portfolio strategies, and management base resilience strategy) are integrated.



# Performance Targets - Overview



# Performance Targets - Business Objectives and Long-Term Vision 2030

## ■ Business Objectives

In addition to consolidated ROE (based on net asset) and net income attributable to owners of the parent as performance indicators for economic value, we set our business objectives for value-added amounts as performance indicators for social value. We strive to achieve these target performance indicators presented in the below table by carrying out the respective strategies.

		FY 2024 Actual (Forecast)	FY 2027 Plan	Change
Business Indicators (Economic Value)	Consolidated ROE (Based on Net assets)	5.6%	9.0% or more	+3.4%pt
	Net income attributable to owners of the parent	56 billion yen	More than 90 billion yen	+34 billion yen
Social Impact Indicator (Social Value)	Value-added amounts* <sup>1</sup> (Value-added amounts for customers where our group has proactively engaged in supporting their growth)	Approx. ¥2 trillion (FY 2023 results)	Sustained increase	-

## ■ Long-Term Vision 2030 (Formulated in March 2022)

We plan to achieve the target consolidated ordinary profit in the long-term vision ahead of the schedule considering the changes in economic and market landscape such as monetary policy change.

We continue to strengthen consolidated fees income leveraging our core business base.

	FY 2024 Actual (Forecast)	FY 2027 Plan	Change	(Reference) Long-term Vision (FY 2030)
Consolidated Ordinary Profit	¥80 billion	More than 130 billion yen	+50 billion yen	More than 100 billion yen
Consolidated Fees Income Ratio (amount of fees income)	Around 40% (¥70 billion)	Around 40% (Around 75 billion yen)	±0%pt (+5 billion yen)	More than 50%

\*1 Value-added amounts are calculated with the following methodology presented by the Bank of Japan (Value-added amount = Ordinary profit + Personnel expenses + Rent expenses + Depreciation expenses + Financial expenses + Taxes and duties).