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March 16, 2026

To whom it may concern,

Company name:	The Musashino Bank, Ltd.
Name of representative:	Kazumasa Nagahori, President (Securities code: 8336; TSE Prime)
Inquiries:	Katsuya Isonaka, Executive Officer, General Manager of General Planning and Management Division (TEL +81 48-641-6111)

## **New Medium-Term Management Plan "MCP 2/3"**

The Musashino Bank, Ltd. (President: Kazumasa Nagahori) (hereinafter referred to as the "Bank") hereby announces that it formulated a new medium-term management plan, MCP 2/3 that will start in April 2026.

### **1. Name of the Plan**

Medium-Term Management Plan "MCP 2/3 (two-thirds)"

### **2. Period of the Plan**

From April 1, 2026 to March 31, 2030 (4 years)

### **3. Overview of the Plan**

This plan is positioned as the second phase toward the realization of our long-term vision, "MCP (Musashino mirai-Creation Plan): Bringing together diverse values to open up the future of Saitama Prefecture with the region's No. 1 solution," during which we will establish a solid presence as the best partner to solve issues of the region and our customers.

In the regional economy, in addition to declining and aging population, rapid evolution of digital technologies, growing social demand for decarbonization, etc. are accelerating the trend of drastically changing the existing social and industrial structure.

In light of this trend of change, the Plan was formulated as an initiative to define social issues (materiality) of high importance for the Bank and its stakeholders, and to strengthen and utilize financial and non-financial capital to solve them.

Under this plan, we aim to realize the growth and well-being of our customers toward a sustainable future in our mother market, Saitama Prefecture, and further enhance our corporate values.

#### 4. Basic Strategy

< Basic Strategy I> Deepening to Value Co-creation Consulting As a partner in creating values for the future, we will provide optimal, advanced, and highly satisfying solutions from a long-term perspective.
< Basic Strategy II> Contributing to the Creation of New Values of Saitama Prefecture As a central player in improving Saitama's diverse attractions, including lifestyle, culture, and nature, we will provide effective support that meets the actual conditions of the region.
< Basic Strategy III> Strengthening the Management Foundation that Supports the Future We will further strengthen the management foundation that we have built to date as a source of value creation and establish it as a resilient management foundation to support the future.

#### 5. Target levels (FY 2029)

Consolidated ROE of 10% or more

Profit attributable to owners of parent of 30 billion yen or more

Core business profit of 40 billion yen or more

Core OHR (non-consolidated) of 55% or less

Inquiries regarding the matter:

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**“MCP”** Musashino mirai - **C**reation **P**lan

Phase **2**: 2026.4-2030.3

# Medium-Term Management Plan

## “MCP **2**/3”

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March 16, 2026

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The Musashino Bank, Ltd.

# Approach to Formulating the Medium-Term Management Plan “MCP 2/3”

- Guided by its unwavering Corporate Philosophy of “working in harmony with the local community it serves” and “maintaining a deep respect toward customers,” the Group has established the Long-term Vision “MCP.” The Medium-term Management Plan “MCP 2/3” represents our efforts to realize this vision.

## Mission

### Corporate Philosophy / Message

Working in harmony with the local community it serves / Maintaining a deep respect toward customers

As the only regional bank with its head office in Saitama Prefecture, we strive for lasting growth alongside our local community.

<Brand Message>

*More For You*

## Vision

### Long-Term Vision “MCP”

April 2023 – March 2033

「MCP」 Musashino mirai - Creation Plan

“Bringing together diverse value to create Saitama’s future with the region’s number one solutions”

Evolve into a partner that surpasses the expectations of communities and customers

Maximize the capabilities of the organization and employees

## Strategy

### Medium-Term Management Plan

New

April 2026 – March 2030

Medium-Term Management Plan “MCP 2/3”

Strengthening and leveraging the Bank’s capital to address material issues (Materialities)

Strengthening the deposit and loan business

Enhancing the problem-solving business

# Positioning of “MCP 2/3”

- “MCP 2/3” represents the second phase toward realizing the Long-term Vision and has been positioned as a period to establish a solid presence as the premier partner in addressing regional and customer issues.

## 「MCP」 Musashino mirai - Creation Plan

Long-Term Vision

Bringing together diverse value to create Saitama’s future with the region’s number one solutions

FY2023-2025

Build a solid foundation for the future

- Build a foundation to become a partner that surpasses expectations while remaining deeply aligned with local communities and customers
- Enable diverse work styles for our organization and employees and support employees’ proactive initiatives

Phase 1  
“MCP 1/3”

FY2026-2029

Establish a solid presence

- Demonstrate a strong presence as **the premier partner for solving issues**, with the deepest understanding of local communities and customers
- Acquire and demonstrate expertise across the organization, enabling each employee to **realize their desired career path**

Phase 2  
“MCP 2/3”

FY2030-2032

Become a partner that surpasses expectations

- Deliver value through the region’s number one solutions, becoming a partner that surpasses the expectations of local communities and customers
- Maximize the capabilities of the organization and its employees through organizational diversity and employees’ autonomous actions

Phase 3  
Next Medium-Term  
Management Plan

# Three Fundamental Strategies in "MCP 2/3"

- To address material issues (materialities) and enhance corporate value, we will pursue three fundamental strategies in "MCP 2/3."

## Material issues (Materialities)

 Sustainable development of the regional economy

 Realizing sustainable local communities

 Sustainable conservation and use of the regional natural environment

 Promoting the success of diverse human resources

 Establishing a resilient corporate governance and organizational structure

## Two themes of Long-Term Vision

Evolve into a partner that surpasses the expectations of communities and customers

Maximize the capabilities of organization and employees

## Three fundamental strategies to be addressed in "MCP 2/3"

Support that is even more deeply aligned with the community and customers

### <Fundamental strategy I>

**Deepening into value co-creation consulting**

- Co-creating diverse values with local communities and customers

### <Fundamental strategy II>

**Contributing to creating new values in Saitama**

- Maintaining and enhancing the unique strengths of Saitama

**Establishing our position as a partner in creating the future**

Creating a resilient organization by leveraging the established foundation

### <Fundamental strategy III>

**Strengthening the management foundation that supports the future**

- Strengthening organizational structures to support growth strategies

**Establishing a foundation that serves as the source of value creation**

**Improve ROE**

**Strengthen earning power**

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**Improve PER**

**Improve the expected profit growth rate / Reduce the cost of shareholders' equity**

# Overview of "MCP 2/3"

## 「MCP」 Musashino mirai - Creation Plan



**Plan period** April 2026 – March 2030 (4 years)

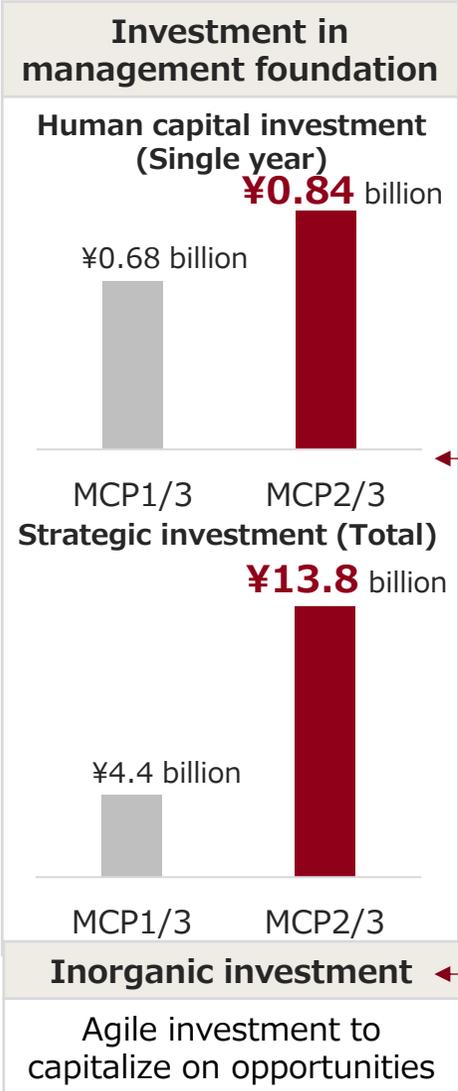
**Positioning** A period for **establishing a solid presence** as the premier partner that solves regional and customer issues

<b>Strategies</b>	<p><b>Establishing our position as a partner in creating the future</b></p> <p><b>Fundamental strategy I</b>  <b>Deepening into value co-creation consulting</b>  <ul style="list-style-type: none"> <li>•Corporate</li> <li>•Digital</li> <li>•Individual</li> <li>•Group</li> </ul> </p> <p><b>Fundamental strategy II</b>  <b>Contributing to creating new values in Saitama</b>  <ul style="list-style-type: none"> <li>•Regional revitalization</li> <li>•Sustainability</li> </ul> </p>	<p><b>Establishing a foundation that serves as the source of value creation</b></p> <p><b>Fundamental strategy III</b>  <b>Strengthening the management foundation that supports the future</b>  <ul style="list-style-type: none"> <li>•DX (Operational streamlining)</li> <li>•Human resources, DE&amp;I</li> <li>•Alliances</li> <li>•Governance</li> </ul> </p>
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<b>Target levels (in 4 years)</b>	<b>ROE (Consolidated)</b>	<b>Profit attributable to owners of parent</b>	<b>Net earnings from core business</b>	<b>Core OHR (Non-consolidated)</b>
	<b>10% or more</b>	<b>¥30.0 billion or more</b>	<b>¥40.0 billion or more</b>	<b>55% or less</b>

# Overall Picture of the Revenue Plan

- We will enhance the earning power of our overall business portfolio by “actively investing in the management foundation” and “accumulating risk assets.”
- In addition, we will work to further increase corporate value through appropriate capital allocation, growth investments, and shareholder returns.



**Revenue by segment (interest + services) and risk assets**

		FY2025	FY2029		
<b>RORA</b>		0.84%	<b>1.20%</b>		
<b>Achieve a Bank-wide RORA of 1.20% or higher</b>					
<b>Revenue from business divisions</b>	<b>Loans</b>	<b>Corporate</b>		<b>Individual</b>	
		FY2025	FY2029	FY2025	FY2029
	¥29.0 billion	<b>¥49.0 billion</b>	¥19.5 billion	<b>¥34.0 billion</b>	
	<b>Fees and commissions</b>	FY2025	FY2029	FY2025	FY2029
		¥4.8 billion	<b>¥6.2 billion</b>	¥4.6 billion	<b>¥6.1 billion</b>
	<b>Increase of ¥37.4 billion through business development, capitalizing on an environment with positive interest rates</b>				
<b>Risk assets</b>		FY2025	FY2029		
		¥1,300.0 billion	<b>¥1,560.0 billion</b>		
<b>Increase of ¥260.0 billion through appropriate risk-taking</b>					

\* Figures for FY2025 are projections

**Active invest that contributes to increasing corporate value**

**Management targets**

**Consolidated ROE 10% or more**

**Profit attributable to owners of parent ¥30.0 billion or more**

**Net earnings from core business ¥40.0 billion or more**

**Core OHR (Non-consolidated) 55% or less**

\* Assuming a policy interest rate of 1.25%

**Capital adequacy ratio: Managed at a target level of approx. 10.5%**

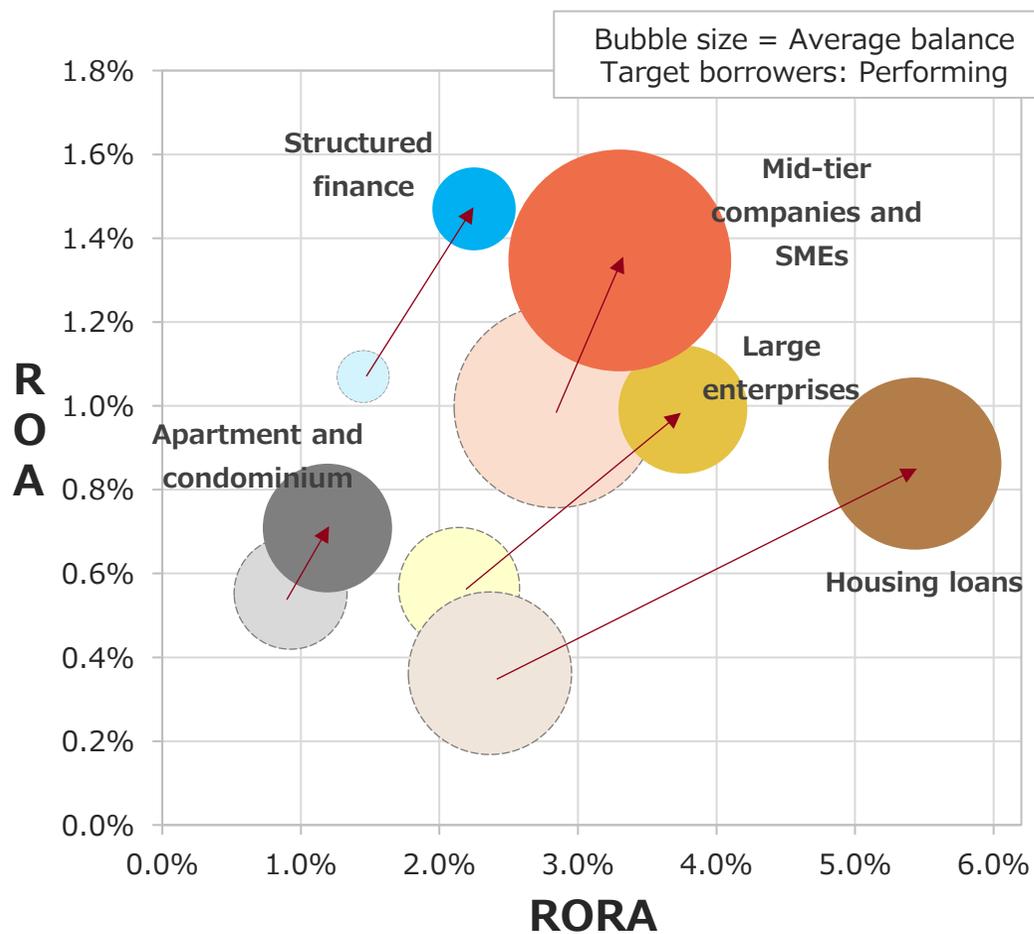
**Identify and invest in growth opportunities**

**Strengthen shareholder returns**

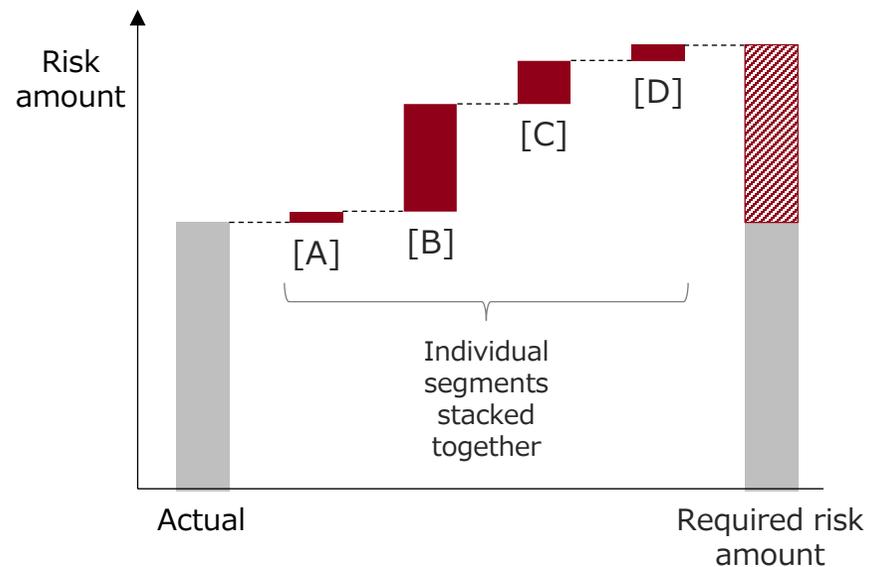
# Enhancing Earning Power of Business Portfolio

- With the advent of a world with positive interest rates, we will remain committed to securing appropriate spreads commensurate with credit risks.
- We will instill a RORA-focused mindset to accumulate high-RORA assets and implement sound profitability management.

## ROA/RORA by borrower segment



## Risk-taking approach



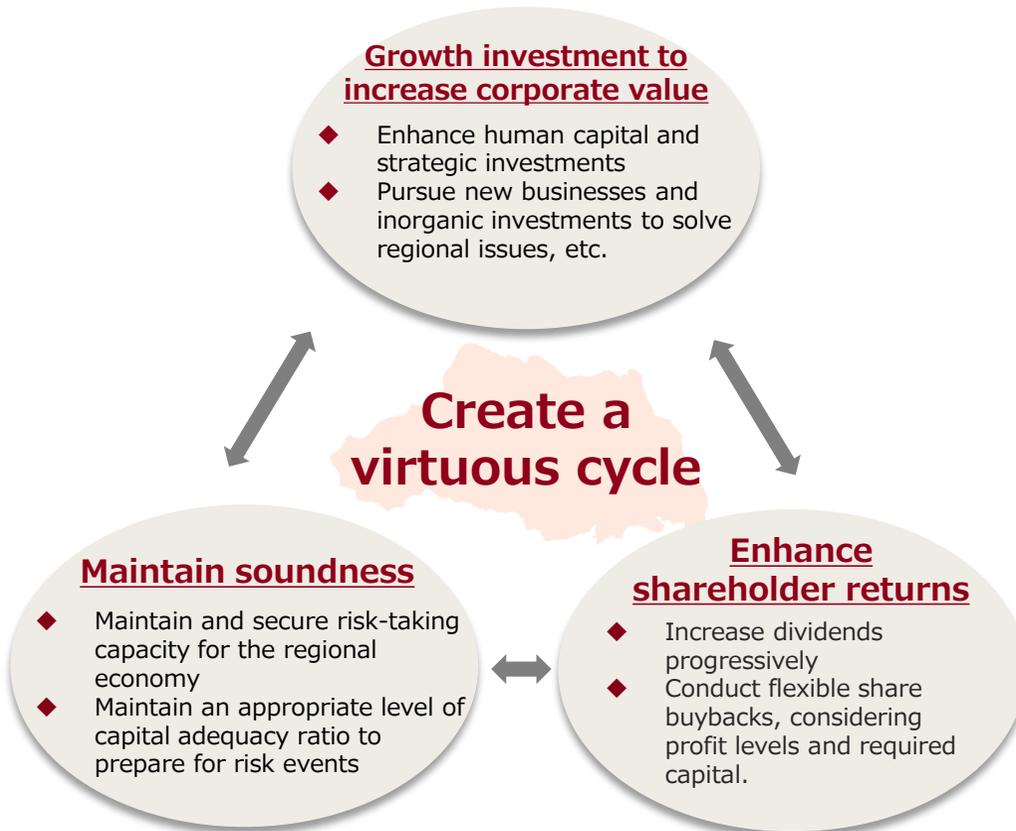
Primary segment	Policy
[A] Large enterprises	✓ Tokyo-based sales leveraging alliances
[B] Mid-tier companies and SMEs	✓ Face-to-face consulting sales
[C] Apartment and condominium	✓ Strengthen sales to high-net-worth individuals
[D] Housing loans	✓ Enhance relationships with real estate agents

# Capital Policy

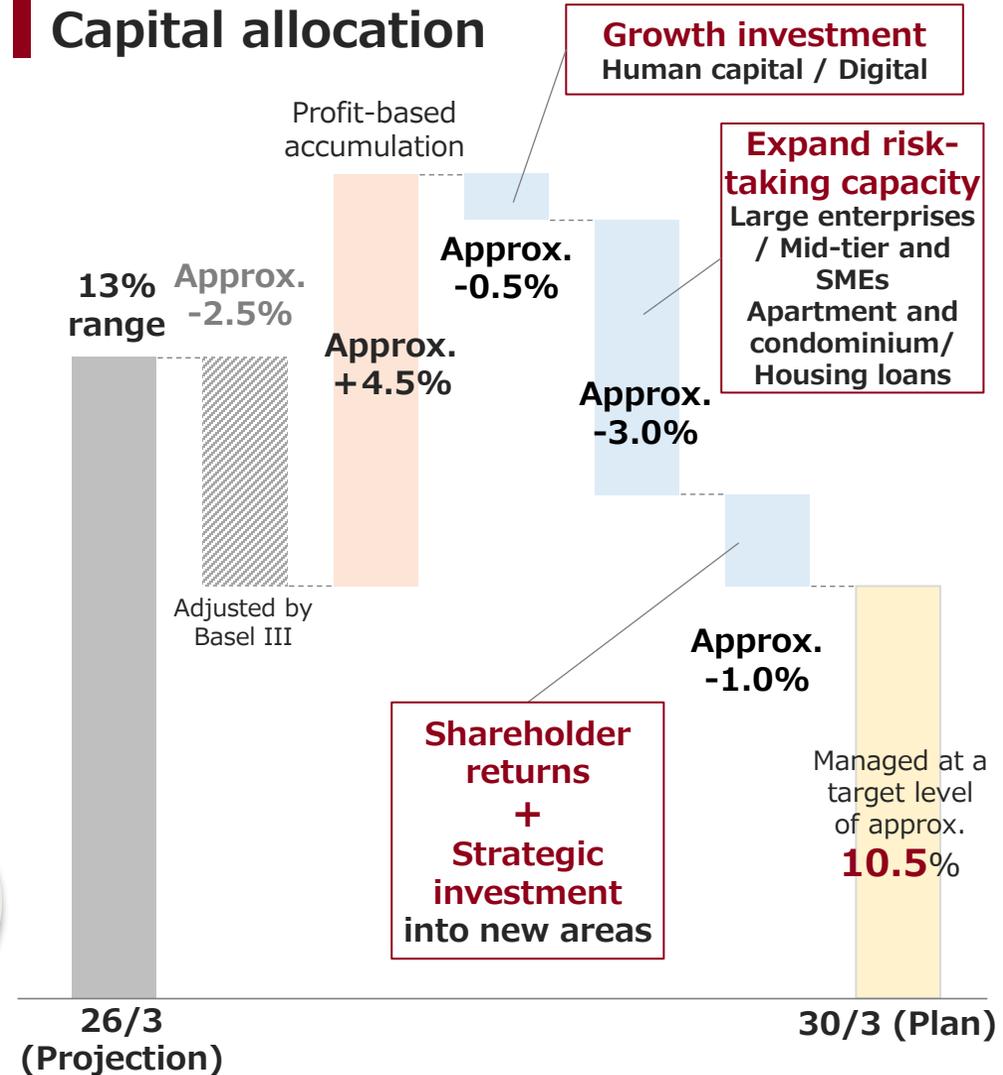
- We will appropriately manage our capital adequacy ratio, targeting approximately 10.5%, including preparations for risk events on the scale of the 2008 global financial crisis.

## Basic approach

- Leverage our robust capital base to execute balanced capital management, focusing on: growth investment to increase corporate value, maintaining soundness, and enhancing shareholder returns.



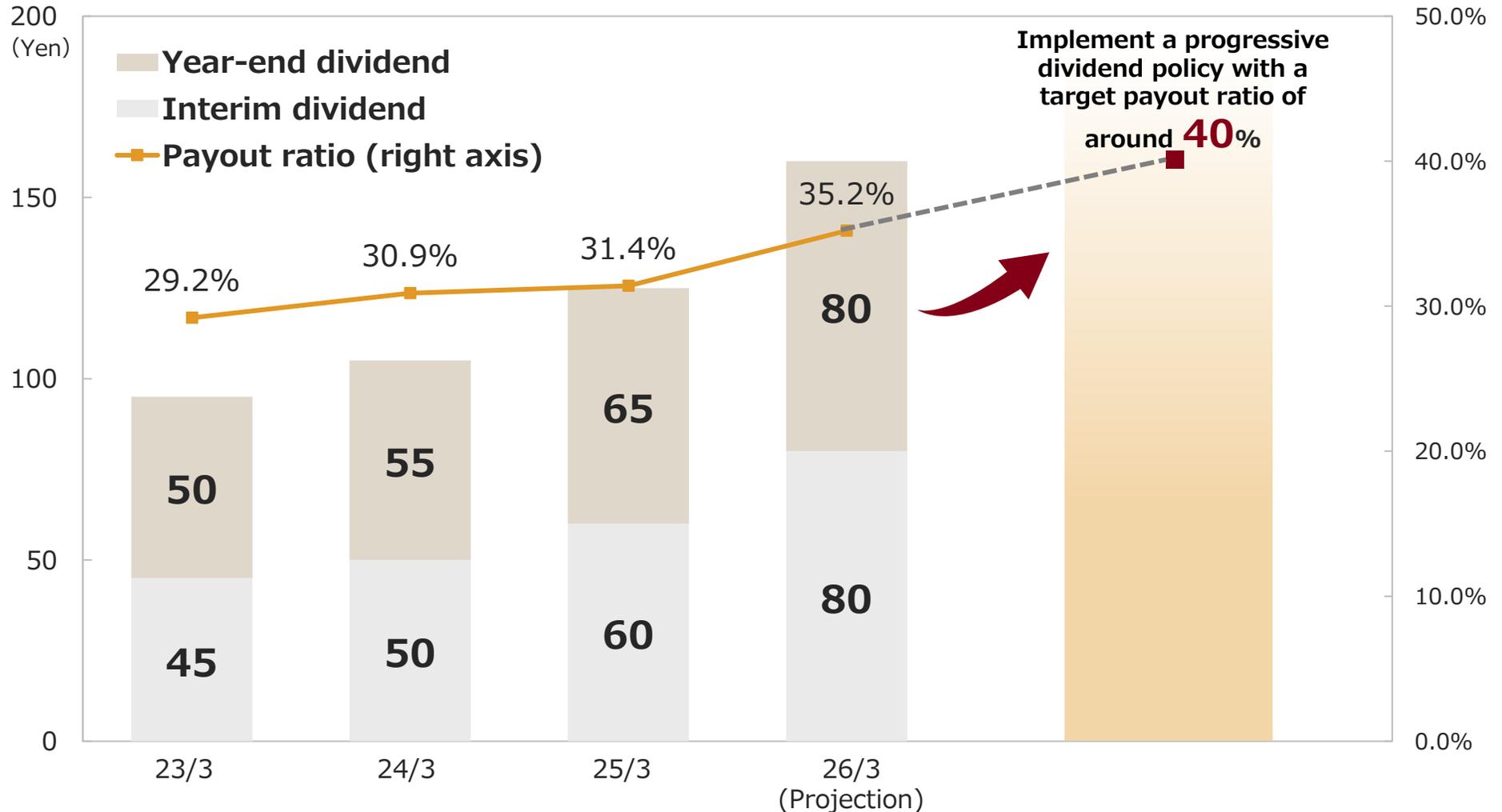
## Capital allocation



# Shareholder Return Policy

- We adopt a progressive dividend policy as our basic approach, targeting a payout ratio of approximately 40%.
- We will implement share buybacks flexibly, balancing profit growth with necessary capital levels.

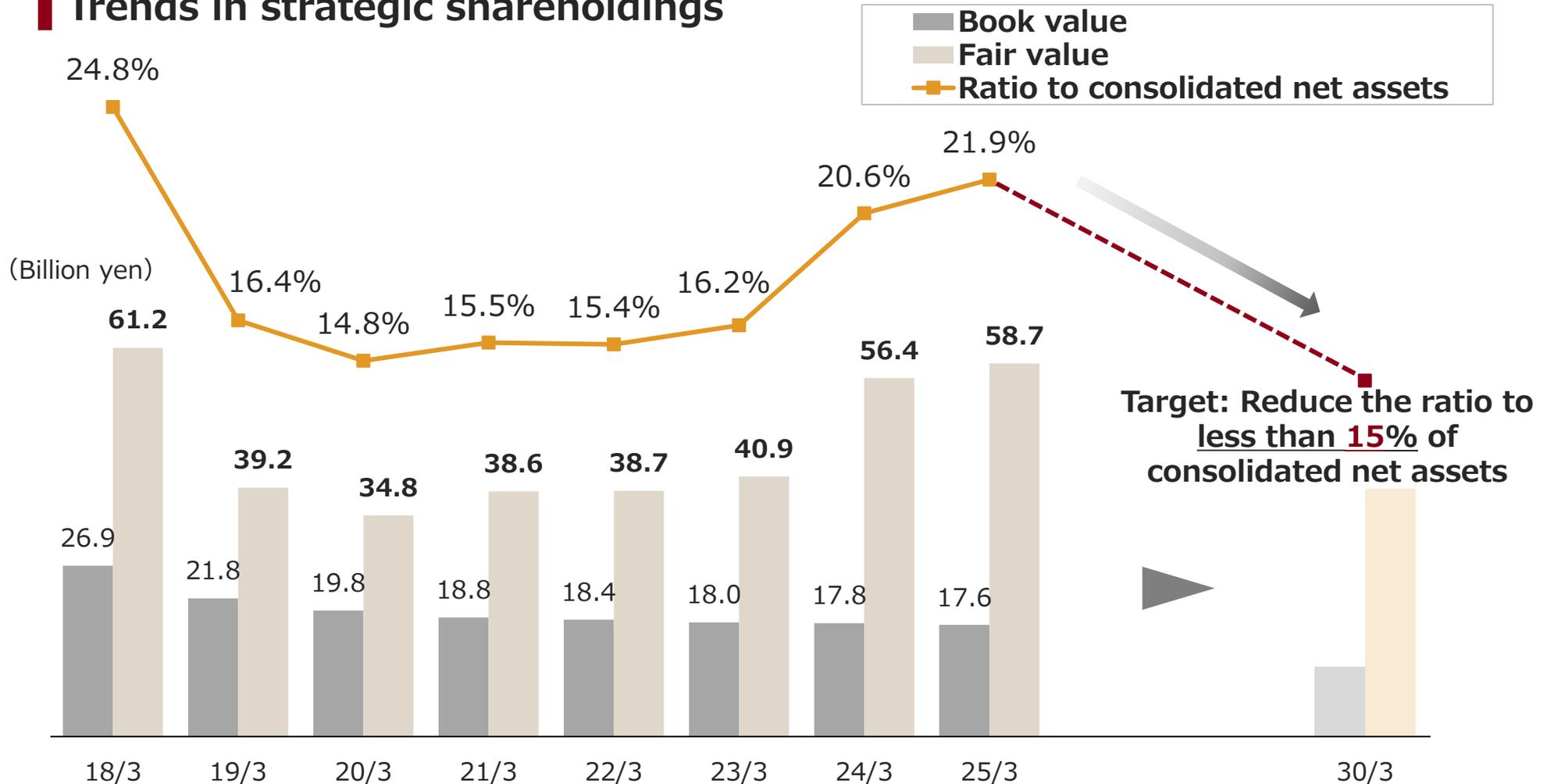
## Trends in dividends and payout ratio (consolidated)



# Plan for Reducing Strategic Shareholdings

- We will accelerate the reduction of strategic shareholdings through sufficient dialogue, except for those expected to enhance our corporate value or contribute to regional economic development by maintaining or advancing relationships with investees.

## Trends in strategic shareholdings



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**Contact for inquiries regarding this document:**

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