

Medium-term management plan “Plan for Creating the Future Together: Stage III”

Demonstrating the Results and Taking on New Challenges

The plan, which covers the four-year period from FY 2023 to FY 2026, is the final stage of our long-term management plan and the “First medium-term management plan of the Chugin Financial Group.”

Through the following “Three growth strategies,” we will demonstrate the results of the reforms implemented in Stages I and II, and seek to achieve the KPIs of our long-term management plan, while taking on new challenges for the decade to come.

1 “Deepening” the Revitalization of Regional Economies and SDGs

Drawing out the allure and potential of communities and contributing to “Sustainable development of the communities”

Revitalization of regional economies	▶ Reinforce measures, start-up support, and SDG activities that are rooted in DX/SX and address communities as a whole
Local support activities	▶ Provide solutions that apply to everything from upstream to downstream ▶ Reinforce sustainable finance
Life plan support activities	▶ Support the realization of customer life plans ▶ Reinforce support for stable asset building and dependable asset succession

Corresponding materialities



2 Creating Innovation

Creating “New value” in order to achieve further growth

DX	▶ Promote business process reforms and develop next-generation channels and digital human resources
New businesses	▶ Create new, unique Group businesses through collaboration
Alliance	▶ Actively engage in regional alliances, community alliances, and alliances across industry lines

Corresponding materialities



3 Strengthening our Group Management Foundation

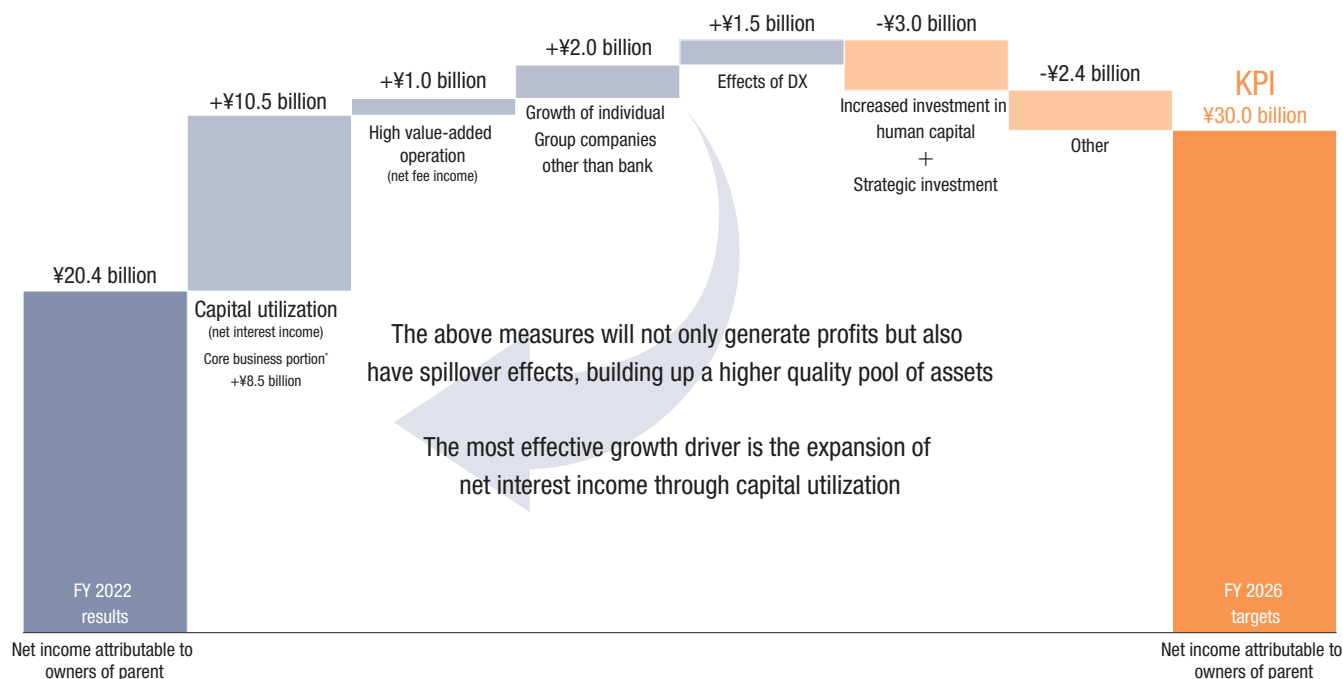
Building a “Solid foundation” for implementing our growth strategies

Portfolio	▶ Optimize our business portfolio and strategically allocate management resources
Financial capital	▶ Carry out appropriate financial operations from the perspectives of financial soundness, profitability, and shareholder returns
Human capital	▶ Significantly expand “Human capital investment” in line with business strategy
Diversity	▶ Reinforce hiring and advancement of diverse human resources
Governance	▶ Refine internal control system throughout the Group

Corresponding materialities



Conceptual Image of Profit Growth



* Core business: Regional business loans, personal loans, etc.

We plan to build up high quality assets by taking a wide-ranging and comprehensive approach to initiatives throughout the Group, starting with upstream business, to address the issues faced by regional societies and customers.

Growth of individual Group companies +¥2.0 billion

Enhance ability to provide customers with composite proposals by utilizing co-operation with the bank, which is their strengths
Leverage various insights and knowledge to lead efforts to solve the issues faced by communities, going beyond the bounds of finance alone

High value-added operation +¥1.0 billion

Advanced consulting to address customer issues
(Corporate) Integrated solutions that apply to everything from upstream to downstream
(Personal) Coordinate to take optimal approach based on customer life events and needs

Effects of DX +¥1.5 billion

Grow top line and gain access to more resources through reforms of business process and next-generation channel

Capital utilization +¥10.5 billion

Overall asset strategy (increase asset balance by ¥1 trillion, focusing on loans)

- Core fields: Increase in regional loans through sustainable financing, revitalization of regional economies, and share expansion
- Strategic operation fields: Reinforce strategic fields such as renewable energy, community equity, overseas branch utilization, and new businesses, including leasing
- Marketable operation fields: Pursue high risk/return (RORA, etc.) through integrated operation of loans and securities

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2 Creating Innovation

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