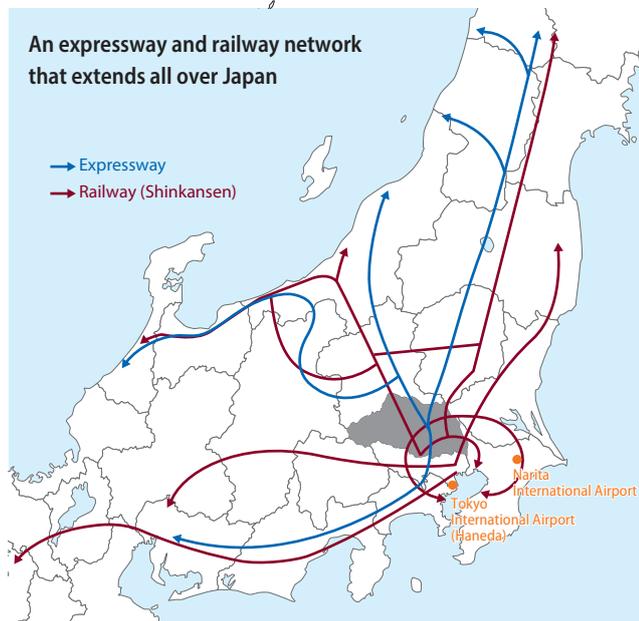
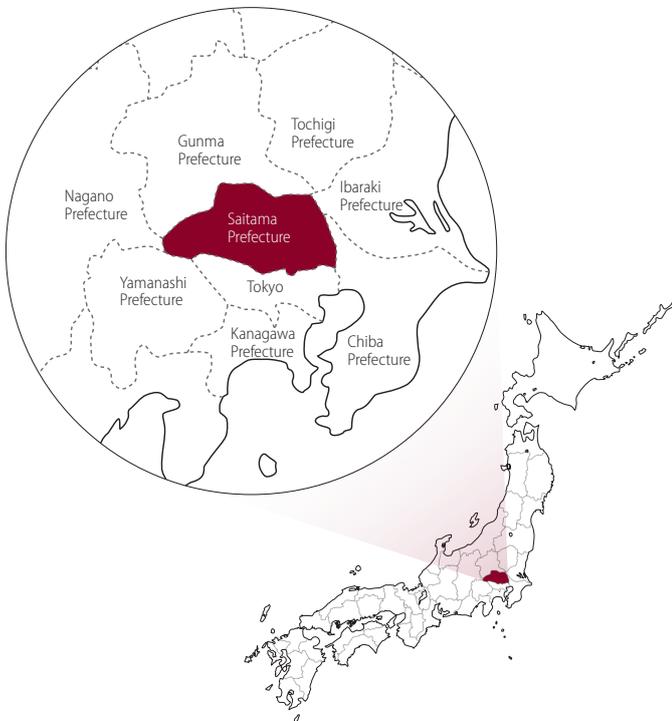


Operational Base of Saitama Prefecture/Alliance Strategy

Musashino Bank's Operational Base

The Bank's operational base is Saitama Prefecture, which has a high concentration of logistics and production bases due to its well-developed transportation infrastructure, including the Ken-O Expressway and a nexus for all six of the Shinkansen bullet train lines in East Japan. Total production in Saitama Prefecture is around ¥23 trillion, making it the fifth largest prefectural economy in Japan. A large number of companies have relocated there from outside the prefecture, with the net increase from corporate relocations over the 10-year period from 2011 to 2020 standing at 582 companies, the highest in the country for 10 consecutive years. In this environment, the Bank recognizes that its mission is to promote locally rooted finance, and we strive to provide our corporate clients with a smooth supply of funds and other support for their core operations.



Alliance Strategy

Following the Chiba-Musashino Alliance, the Bank has now entered into the TSUBASA Alliance. While fully leveraging the benefits of wide-area partnerships, we will further accelerate strategic alliances, contributing to the sustainable growth of regional society through the provision of high-value-added financial services to customers while firmly retaining autonomy in management.

Chiba-Musashino Alliance



The Bank has formulated a new five-year plan that began in April 2021 as the second phase on the fifth anniversary of the Chiba-Musashino Alliance, a comprehensive business alliance concluded with Chiba Bank in March 2016. We will refine the partnership into an alliance as a model for deeper regional banks collaboration.

New Five-Year Plan

— Model for Deeper Regional Banks Collaboration —
(fiscal 2021–fiscal 2025)

Mission:

Provide value-added and highly convenient services to customers and communities by integrating ideas from both banks

Vision:

Realize the evolution of regional banks as a frontrunner in regional banks collaboration

Alliance effect:

Total of ¥15 billion between both banks (fiscal 2021–fiscal 2025)

TSUBASA Alliance



The TSUBASA Alliance, Japan's largest alliance of regional banks with participation from 10 banks representing different regions from Hokkaido to Okinawa, involves working together on new issues such as increasing the sophistication of financial services and cashless banking while leveraging the benefits of wide-area partnerships. The joint venture TSUBASA Alliance Co., Ltd. was established in July 2020 and the AML (Anti-Money Laundering) Center in October 2020 to jointly conduct operations related to the prevention of money laundering and financing of terrorism, such as ongoing customer due diligence, while bringing together the knowledge and expertise of each bank.

- Musashino Bank
- Chugoku Bank
- North Pacific Bank
- Gunma Bank
- Chiba Bank
- Iyo Bank
- Shiga Bank
- Daishi Hokuetsu Bank
- Toho Bank
- Bank of The Ryukyus