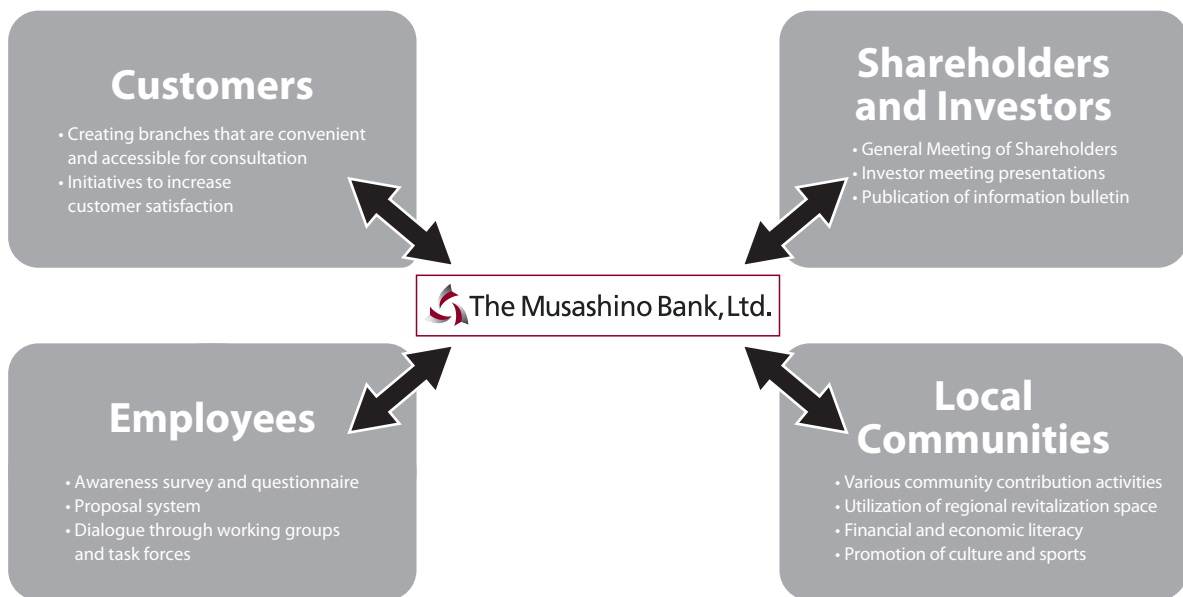


# Communication with Stakeholders

Musashino Bank aims to promote higher quality business operations and corporate activities, and to increase its corporate value through communication with various stakeholders, including customers, shareholders and investors, employees, and local communities.



## Communication with Customers

We will focus on initiatives to enable all customers to use our services with greater confidence and comfort. By listening to customer feedback, we will strive to enhance our services and develop our human resources with a view to increasing customer satisfaction.

## Communication with Shareholders and Investors

We value the dialogue we have at general shareholders' meetings and investor meeting presentations. We also publish an integrated report and mini-disclosure booklet, as well as a website, in order to promote deeper understanding of the Bank and to disclose information appropriately.

## Communication with Employees

We are working to improve our operations by reflecting feedback from our employees through measures such as conducting awareness surveys and questionnaires, as well as operating a proposal system and so forth. We also create opportunities for dialogue between employees and management by calling for participation in working groups and task forces. In this way, we are actively incorporating employees' opinions in management.

## Communication with Local Communities

We actively engage in various community contribution activities, while also using the regional revitalization space, M's SQUARE, at our Head Office to focus on regional communication and co-creation. Moreover, we are also actively engaged in initiatives such as financial and economic literacy and promotion of culture and sports.

### Communication and Co-creation with Community Members

At the regional revitalization space, M's SQUARE, located on the second floor of the Head Office building, we disseminate information about the attractions of the region and challenges to be addressed, as well as host events that serve as networking forums for community members, in coordination with local governments, companies, organizations and other partners.



Market for products made with wheat grown in Saitama



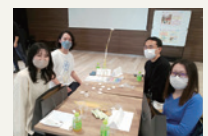
Parasports Experience Event

### Toward Solving Social Issues

The Bank organizes a Food Drive Movement in which unused food is collected and donated to volunteer-run children's cafeterias in Saitama Prefecture, in order to support the healthy development of local children. Furthermore, young carers who act as caregivers to family members have become a social concern. Working closely with Saitama Prefecture, support organizations, and other partners, the Bank actively provides support by holding networking meetings for young carers, and seminars for supporters.



Food drive initiative



Networking event for young carers