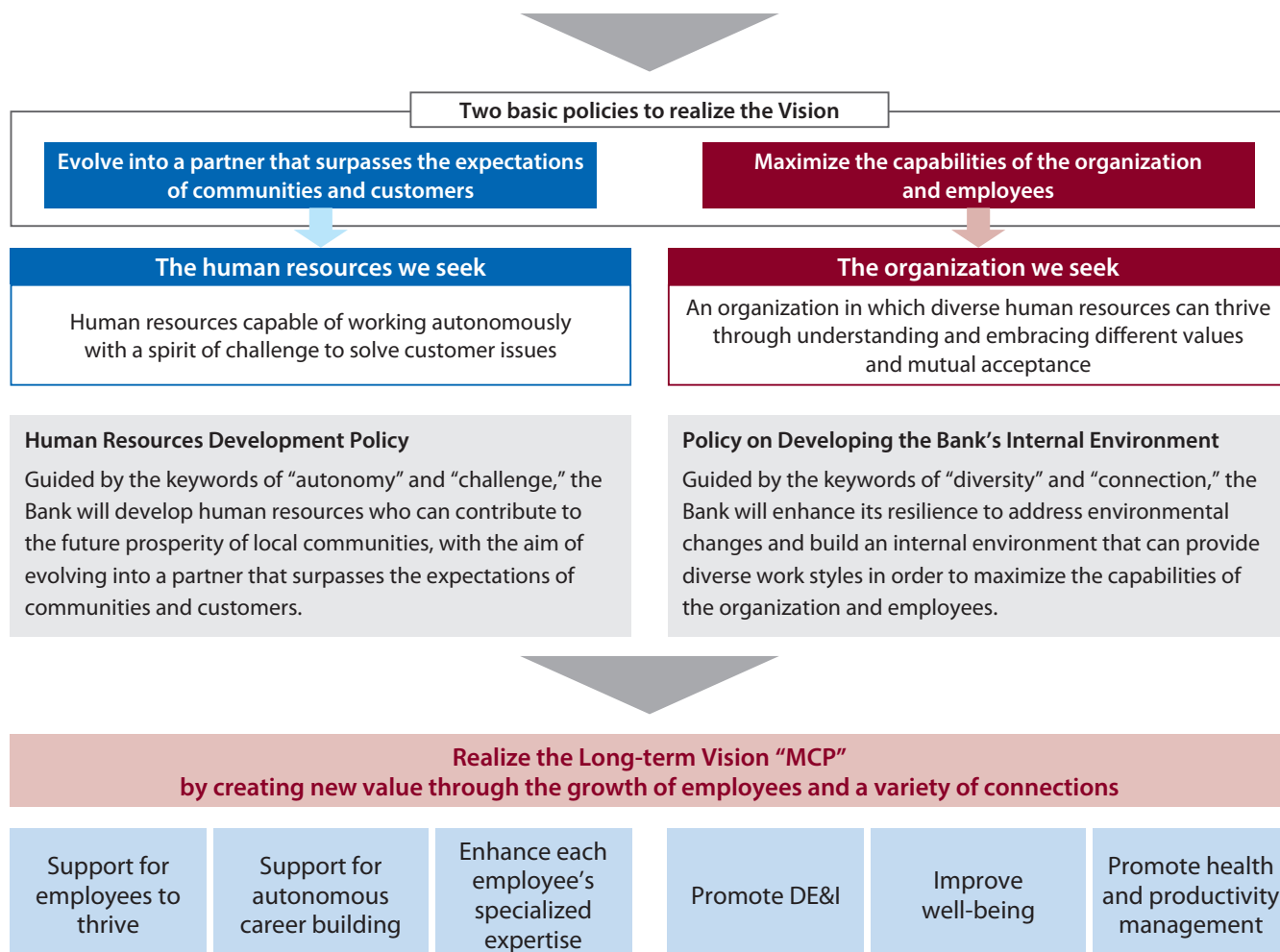


## ■ Practicing Human Capital Management

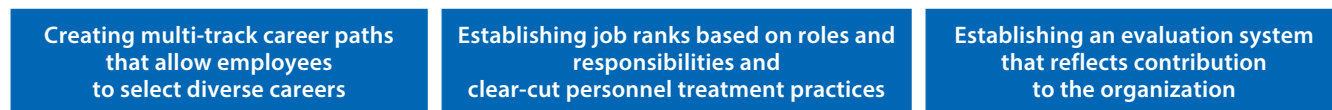
The Bank strives to practice human capital management in order to realize its Long-term Vision—“Bringing together diverse value to create Saitama’s future with the region’s number one solutions.”

**Long-term Vision “MCP (Musashino mirai-Creation Plan)” —  
“Bringing together diverse value to create Saitama’s future with the region’s number one solutions”**



## Overhaul of Personnel System

In July 2024, we completely overhauled our personnel system to further strengthen human capital management. As digitalization and other trends significantly reshape banking operations, human resources will require highly specialized expertise and business execution capabilities tailored to diversifying customer needs, services, and business activities, in addition to the traditional broad-based knowledge and skills expected of bank employees. In light of this situation, we aim to create a corporate culture in which every employee can autonomously build their careers and actively seek challenges.



## Key Points of the Personnel System Overhaul

Item	Description	
Course-based structure	<ul style="list-style-type: none"> <li>Abolish career course categories</li> </ul>	<ul style="list-style-type: none"> <li>Establish eight career routes according to business domain</li> </ul>
Job rank structure	<ul style="list-style-type: none"> <li>Clearly define the roles and expected behaviors required at each job rank</li> </ul>	<ul style="list-style-type: none"> <li>Primarily appoint young employees to senior positions at an earlier stage</li> </ul>
Personnel treatment structure	<ul style="list-style-type: none"> <li>Revise the salary table, including base salary raises</li> </ul>	<ul style="list-style-type: none"> <li>Revise the treatment of seniors</li> </ul>

## Indicators and Targets

### Human Resources Development

#### Support for Employees to Thrive

We will actively promote investment in human resources and bolster efforts to increase corporate value by fostering the success of employees with diverse strengths from their backgrounds.

	Results for the fiscal year ended March 31, 2024	Targets for the fiscal year ending March 31, 2026
Human resources investment per person	¥273,716	¥300,000
Training hours per person	35 hours 24 minutes	45 hours
Number of mid-career recruits	21 individuals	60 individuals (cumulative over 3 years)

#### Support for Autonomous Career Building

We will offer opportunities for all employees working at the Bank to autonomously take action to attain their desired careers, and we will support and encourage these actions.

We are continually appointing partners (non-regular workers) as regular employees (conversion to regular employees). We strive to provide the same level of assistance to partners as we do to regular employees, so that they can achieve their personal career goals.

	Results for the fiscal year ended March 31, 2024	Targets for the fiscal year ending March 31, 2026
Number of employees assigned through the job entry process	28 individuals	100 individuals (cumulative over 3 years)
Number of partner-to-employee conversions	8 individuals	30 individuals (cumulative over 3 years)

#### Enhance Each Employee's Specialized Expertise

We are focusing on improving each employee's problem-solving abilities.

	Results for the fiscal year ended March 31, 2024	Targets for the fiscal year ending March 31, 2026
Percentage of IT Passport qualification holders	64%	80%
Number of professional qualification holders*	211 individuals	300 individuals

\* Holders of highly specialized certifications, especially public certifications, such as the 1st grade Certified Skilled Professional of Financial Planning and Registered Management Consultant

### Development of the Bank's Internal Environment

#### Promote DE&I

The Bank recognizes that realizing an organization in which each member can express their individuality, accept one another's differences, and mutually cooperate will contribute to the organization's sustainable development. Based on this understanding, the Bank will strive to establish an environment that enables respect for values and exhibits diversity, regardless of gender or personal circumstances.

	Results for the fiscal year ended March 31, 2024	Targets for the fiscal year ending March 31, 2026
Ratio of female managers	15.3%	20%
Childcare leave acquisition rate for male workers	114.6%	100% or more
Gender wage gap	Overall 52.1%/Regular 64.3%/Non-regular 62.4%	—
Ratio of employees with disabilities	2.58%	2.8%

#### Improve Well-Being

The Bank recognizes that when employees, who are important stakeholders, feel fulfilled in their work at the Bank, this sense of fulfillment maximizes both the capabilities of the organization and employees. Based on this understanding, the Bank is working to realize diverse work styles and enhance employee benefits.

	Results for the fiscal year ended March 31, 2024	Targets for the fiscal year ending March 31, 2026
Average number of paid leave days taken per person	13.4 days	15 days
Overtime hours per person	12 hours 11 minutes	11 hours
Employee satisfaction	72.4%	Consistently improve, with a target of 100%

#### Promote Health and Productivity Management

The Bank recognizes that practicing health and productivity management is an important activity that leads to improved employee engagement. Based on this understanding, the Bank will strengthen efforts to improve employee productivity in order to achieve enduring corporate growth.

	Results for the fiscal year ended March 31, 2024	Targets for the fiscal year ending March 31, 2026
Stress check participation rate	96.2%	100%
Number of employees on long-term leave due to illness or related reasons	27 individuals	Reduce in stages

## Human Resources Development Initiatives

As the issues confronting customers and communities become more diversified, employees must have a broad range of knowledge and skills. In this environment, the Bank encourages employees to acquire a broad range of knowledge and skills, including in fields that are not an extension of traditional banking operations, such as digital technology and IT. In addition to increasing the sophistication of training programs, the Bank is developing its educational environment through e-learning and other programs, as part of efforts to enhance support for each individual to take the initiative to meet challenges.

### Fostering Professional Human Resources

The Bank has long worked to encourage employees to acquire qualifications that aid in financial planning and problem-solving for companies. Under the Medium-term Management Plan “MCP 1/3,” the Bank is redoubling these efforts, along with focusing anew on developing human resources with knowledge and skills in fields such as digital technology and IT.

Field	Qualifications
Financial planning and problem-solving for companies	1st Grade Certified Skilled Professional of Financial Planning, Small and Medium Enterprise Management Consultant
Digital technology and IT	IT Coordinator, Fundamental Information Technology Engineer
Others	Securities Analyst, Certified Internal Auditor, Career Consultant, MBA, etc.



### Raising the Sophistication of Human Resources Development

The Bank is focused on employee development and working to establish a corporate culture that develops people in order to contribute to the sustained growth of the regional economy. The Bank actively supports each employee's career building by enhancing operational training, level-based training, and on-the-job training, among other initiatives.

#### MCP Academy

The Bank is working to develop human resources who will serve as its future leaders and possess advanced consulting skills and specialized knowledge.

<b>Musashino MBA</b>	Identifying and nurturing human resources who have the potential to serve as future leaders of the organization
<b>Consulting Skills Enhancement Course</b>	Systematically nurturing employees in a short period of time, equipping them with the capabilities and skills necessary to perform their duties

### Challenge Support Program

The Challenge Support Program provides financial assistance to cover the costs of acquiring professional qualifications through courses not offered by MCP Academy, as well as the costs of attending external courses, such as university adult education programs and MBA programs.

### Initiatives to Develop the Bank's Internal Environment

The Bank is working to develop workplaces that allow all employees to work energetically and in good health over the long term while fulfilling their roles in their private lives, including family and community responsibilities.

<b>Support for balancing work and family</b>	<b>Various types of support for childbirth and childcare</b>
<b>Childcare leave comprising five days of paid leave</b>	<b>Holding regular prenatal seminars for spouses</b>
<b>Senior partner program</b>	<b>Employee rehiring program</b>
<b>Work-Life Balance Handbook</b>	<b>Special leave program for encouraging community activities</b>

### Diversity, Equity, and Inclusion Initiatives

Recognizing that respecting employees' diverse values contributes to the Bank's organizational resilience, we are focusing on implementing diversity, equity, and inclusion initiatives.

#### Alumni Recruitment and Referral Recruitment

In an effort to promote the success of diverse human resources, we have implemented alumni recruitment and referral recruitment since February 2024. Alumni recruitment involves the reemployment of the Bank's former employees, while referral recruitment involves the recruitment of individuals who wish to join the Bank through referrals from its employees.

#### Special Subsidiary The Musashino Harmony

The Musashino Harmony Co., Ltd. was established with the goal of increasing opportunities for people with disabilities to thrive. The company currently has 11 employees and its operations include printing business cards and making novelty items.

#### Health and Productivity Management Initiatives

To help strengthen and enhance each employee's health, the Bank conducts regular stress checks and arranges for a public health nurse to conduct routine consultations and health counseling at all branches, and it makes efforts such as strengthening measures against passive smoking and promoting participation in walking events and other health-related activities.

As a result of these efforts, the Nippon Kenko Kaigi has recognized the Bank as a 2024 Health and Productivity Management Outstanding Organization (under the large enterprise category).

