



To create a local community better suited to bringing each person's hope to life

CHIBA BANK

2025

The Chiba Bank, Ltd.

Integrated Report

**To create a local community
better suited to bringing
each person's hope
to life**

Purpose





Vision

**An Engagement
Bank Group
that works closely with
the community**

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Message from the President

Evolving our business model further with AI to realize the regional transformation

Tsutomu Yonemoto

President
(Representative Director,
Group Chief Executive Officer (CEO))

Using the Mid-term Plan as a stepping stone to the Group's further advancement

We are now in the final year of our 15th Mid-term Plan “Engagement Bank Group – Phase 1 –,” which began in April 2023. In that time, I perceived that the environment surrounding the region, our customers, and the Group has become more uncertain than ever. In Japan, amid long-term structural changes in society, such as the declining birthrate, aging population, and digitalization trends, rising prices and labor shortages are becoming increasingly serious. Overseas, in addition to shifts in monetary policies in various countries and growing geopolitical risks, factors such as the impact of U.S. tariff policies are further heightening uncertainty about the future. Meanwhile, with the revision of the Bank of Japan’s monetary policy and the advent of “a world with interest rates,” the business environment for the Group has taken a significant turn for the better.

In such an environment, we have pursued a

variety of initiatives for the “evolution of the customer-focused business model” that forms our guideline for operations in the Mid-term Plan. As a result, we have generally achieved our financial targets for the final year of the Mid-term Plan a year ahead of schedule. For this reason, we have revised our final year target for consolidated ROE (shareholders’ equity basis) by around 1% from the initial target to above 8%, and the target for consolidated profit by ¥10.0 billion to ¥85.0 billion, and we are accelerating the various measures to reach even greater heights.

In addition, we will work to enhance capital management by using accumulated profit to further strengthen shareholder returns and make strategic investments for the further growth of the Group, in our efforts to bring the hope of all stakeholders to life.



>> Major metrics in the 15th Mid-term Plan

	FY2023 Results	FY2024 Results	FY2025 Targets	FY2030 Target Level
Consolidated ROE (based on shareholders' equity)	6.40%	7.34%	Above 8% Above 7%	8% → Expect to achieve in FY2025
Profit attributable to owners of parent	¥62.4 billion	¥74.2 billion	¥85.0 billion ¥75.0 billion	¥100.0 billion → Expect to achieve during the next Mid-term Plan period
Consolidated net business income	¥91.7 billion	¥104.7 billion	¥125.1 billion ¥120.0 billion	
Consolidated common equity Tier 1 capital ratio*1	11.87%	11.97%	10.5% – 11.5%*2	
Consolidated OHR	48.76%	46.47%	45%	

*1 Based on full implementation of finalized Basel III standards (excluding valuation differences on securities)

*2 Aim to achieve range convergence by March 31, 2029

Message from the President

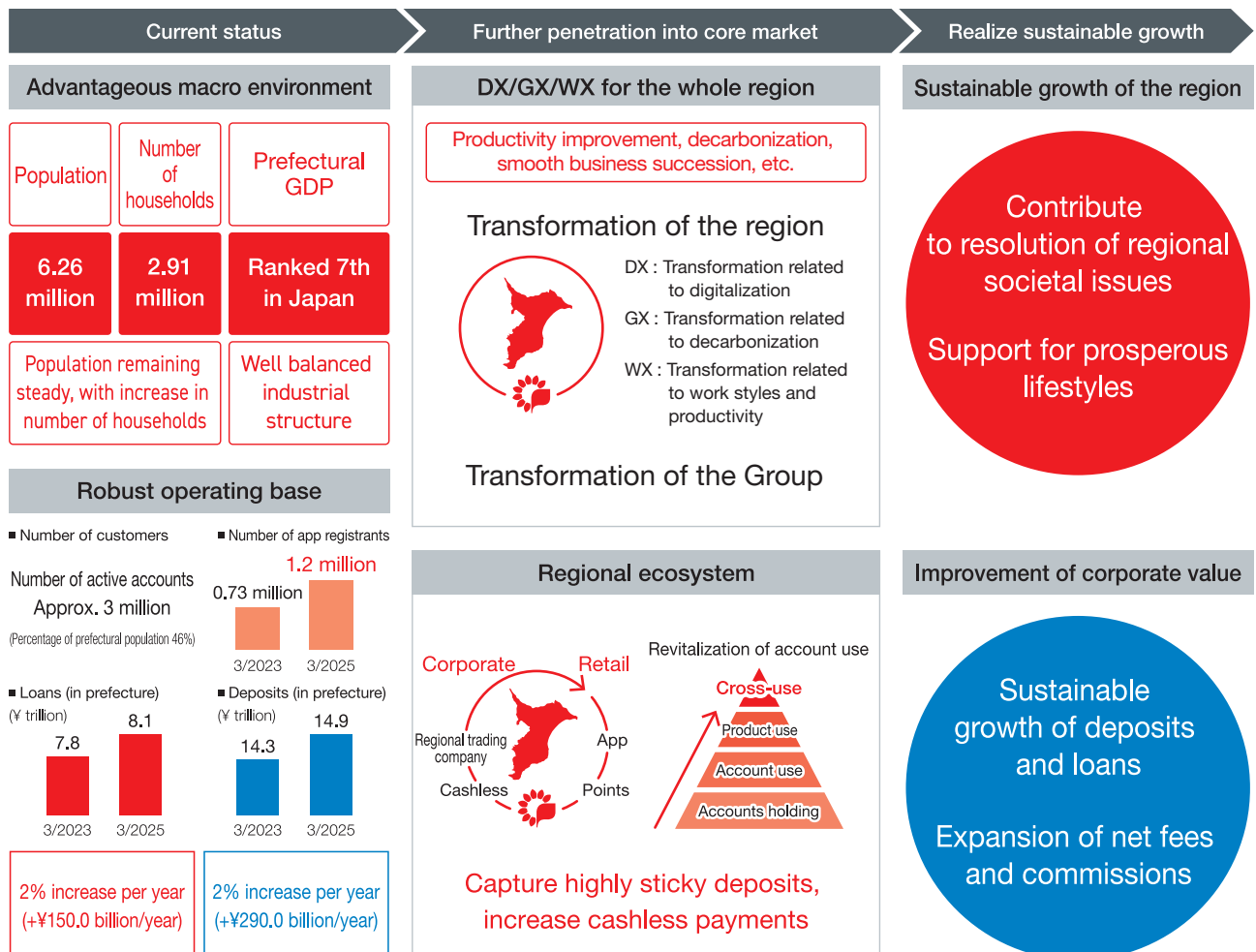
Three area-based growth strategies

The Chiba Bank Group is pursuing growth strategies from three area-specific perspectives, namely “Chiba Prefecture,” “outside Chiba” and “nationwide.”

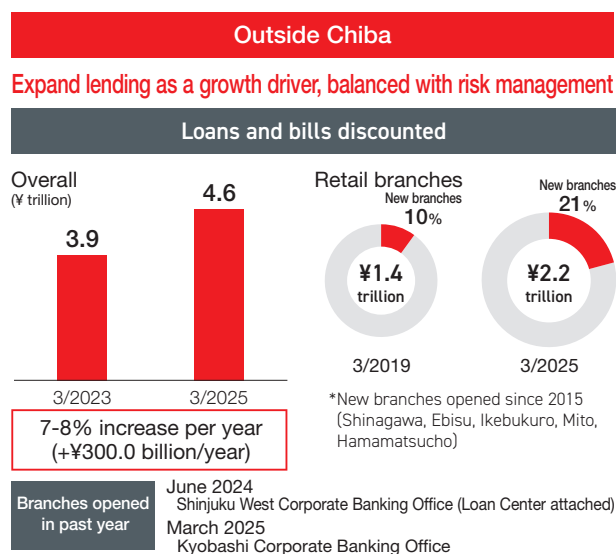
Firstly, for “Chiba Prefecture,” the Group’s core market, as a regional financial institution, we are committed to the enduring mission of contributing to the further advancement of Chiba Prefecture. We believe that the growth of the Group is indivisible from the sustainable growth of the local economy. We practice “sustainability management” that balances economic value and social value, and we will strengthen our commitment to sustainable growth more than ever.

Chiba Prefecture has an advantageous macro environment in terms of population, economic scale, and other attributes. With the relationships we have cultivated over the years, we have built a strong operating base, in which around 60% of Chiba Prefecture’s population hold accounts with Chiba Bank. Moreover, we will aim to increase our market share not only for deposits and loans, but also all manner of products and services through our efforts toward “Digital transformation (DX)/Green transformation (GX)/Work transformation (WX) for the whole region” to link the Group’s transformation in the areas of digital technology, decarbonization, work styles,

>> Growth strategy (Chiba Prefecture/core market)



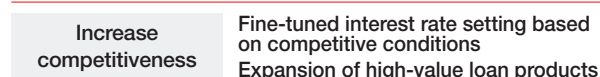
>> Growth strategy (outside Chiba/nationwide)



Business loans

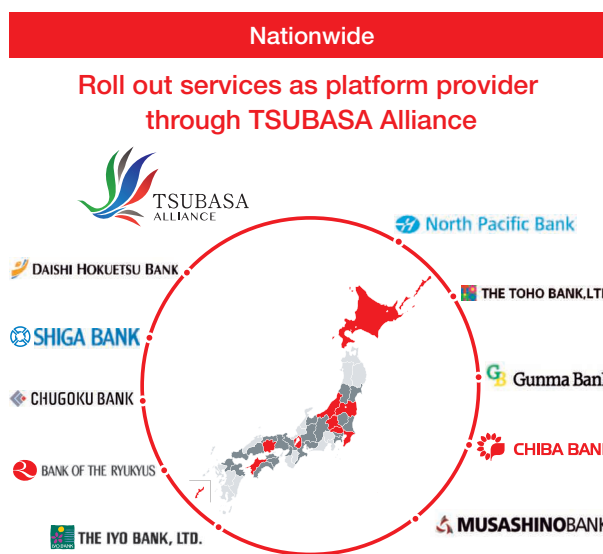


Housing loans



and productivity to the regional transformation.

Next, for the “outside Chiba” area, we have further increased our presence in the Tokyo metropolitan area, focused on central Tokyo. While controlling risk, we intend to further capture the upside of the Tokyo metropolitan area efficiently and with a sense of speed. In addition to opening new branches in growth regions that neighbor Chiba Prefecture, we will work to enhance early warning management through the use of AI and other technologies while expanding lending as a growth driver. Since opening our new Shinjuku West Corporate Banking Office in June 2024, we have been progressively expanding our network of branches, including the Kyobashi Corporate Banking Office in March 2025. As well as continuing this proactive branch opening strategy going forward, we will use frameworks



Combined total of Alliance banks

Total assets Approx. ¥100 trillion **Total deposits** Approx. ¥80 trillion **Total lending** Approx. ¥60 trillion

Largest after the three megabanks		
Core systems Sub-systems	Banking app	AML Center
FT common platform (API)	Corporate portal	Cashless operations
Coalition of administration center concept	Regional trading company	Further expansion

such as the Chiba-Musashino Alliance and Chiba-Yokohama Partnership to expand our market share in the Tokyo metropolitan area.

Finally, in the “nationwide” area, as a platform provider through collaboration with the TSUBASA Alliance and others, we intend to transform the services and functions into a platform in areas such as apps and AML, including core systems and sub-systems, and further deepen these collaborations and joint efforts to expand those domains, while aiming to improve our top-line revenue and reduce costs together with our alliance banks.

The TSUBASA Alliance has grown to a scale that rivals the megabanks. While taking maximum advantage of its economies of scale and networks, we will boldly and swiftly advance initiatives such as the collaboration and consolidation of various operations.

Message from the President

Three challenges for the Group's further growth

We recognize the following three points as our challenges for realizing the further growth of the Group.

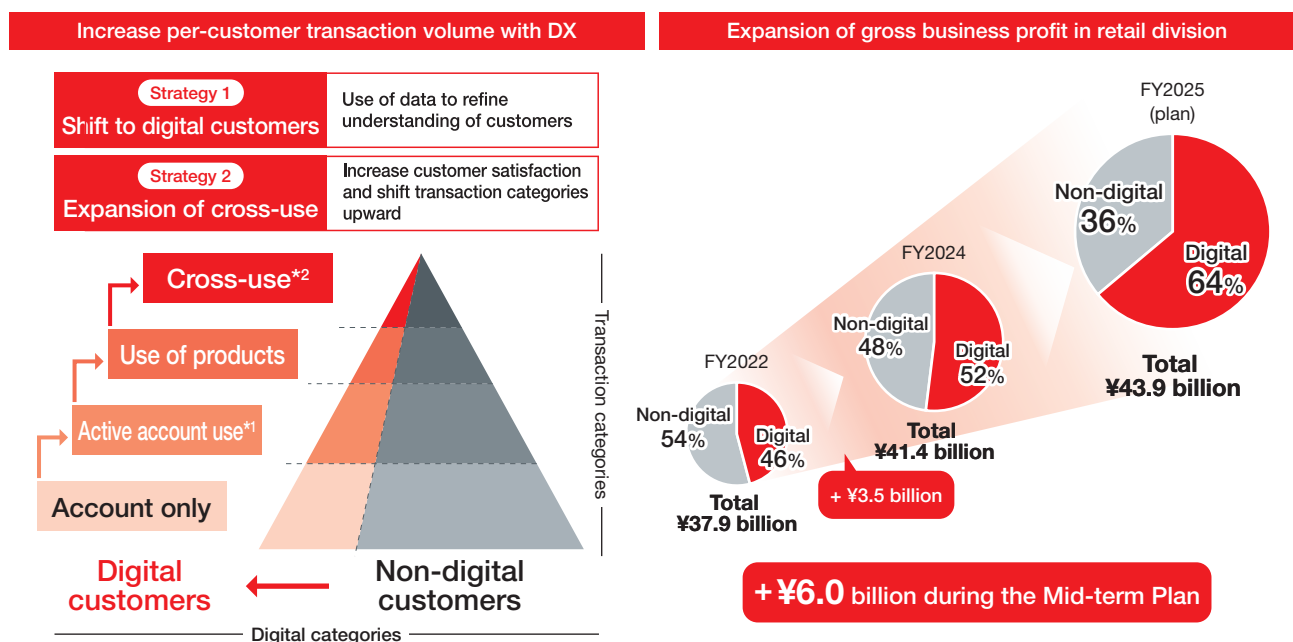
The first point is the enhancement of the retail business. Amid efforts to promote the multi-skilling of personnel engaged in face-to-face proposals, we are making steady progress in our initiatives aimed at transforming the mindsets of those personnel, reskilling, and the optimization of our sales organization. In particular, to make the solid operating base we have built up in our core market of Chiba Prefecture even stronger, we will evolve the needs-based ranking model using customer data and be conscious of one-to-one marketing to increase transaction volumes and expand cross-use. Given the ongoing trend of expansion of the Group's retail business as a whole, as well as aiming to expand gross business profit by further increasing per-customer transactions, we will promote further digitalization to lower the cost per transaction, in our efforts to further improve productivity.

The second point is the enhancement of integrated group management. In our core market, as we maintain our high share of deposits and lending, which are the core transactions with customers, we believe that we can spread the products and services offered by individual Group companies more widely. In addition to the pursuit of synergies with Group companies, by actively investing in new businesses that will contribute to their revitalization and taking maximum advantage of their respective potential, we intend to greatly accelerate the growth of the entire Group.

The third point is the enhancement of the deposits business. With the advent of a world with interest rates, the prolonged low interest rate environment is shifting toward a phase in which deposits carry value, and the importance of attracting deposits is being re-examined. Under these circumstances, along with the increase in the utilization rate of the app, I sense that, through improvements to customer convenience and the revitalization of accounts, the retention rate of individual deposits is on the rise.

In addition, by pursuing our "regional ecosystem strategy," which aims to build an economic zone that will create a virtuous cycle

>> Enhancement of retail business



*1. Active account use: Customers that satisfy one of the following conditions: receipt of wages/pension; balance of at least ¥300,000; or use of account transfer

*2. Cross-use: User of at least two types of product

within the region, we expect to be able to improve our engagement with customers and further build up highly sticky deposits.

To address these challenges, it is important for the Group to unite as one for the further enhancement of the customer experience. By serving our customers, and being a dependable presence to them over the long term, we will aim to increase the number of retail and corporate customers who are fans of the Group.

DX as a means of transformation and regional ecosystem strategy

We aim to further improve the customer experience by continuing to offer new products and services that are convenient and beneficial. DX is the means of that transformation, and our “regional ecosystem strategy” will be at the heart of our future strategies.

The Chibagin App serves as the starting point for transactions with our retail customers. By progressively adding financial and non-financial functions to the app to meet customers’ needs, we have gained more than 1.2 million registered users, and transactions via the app now account for over 40% of total transactions.

The transition from face-to-face to the app for major transactions is reducing the cost per customer transaction, leading to the improvement of the Group’s productivity.

In addition, by realizing our “regional ecosystem strategy,” which extends beyond the app to include cashless services, a loyalty program, and non-financial services centered on Chibagin Market, we will stimulate economic circulation among regional customers. We hope to stimulate consumption within the region by encouraging customers to use the points accrued through bank transactions and to use their cards at member stores, as well as delivering useful information to customers via the app to drive customer traffic to those stores. The image we have in mind is of a world that benefits all of us—customers, the local community, and the Group.

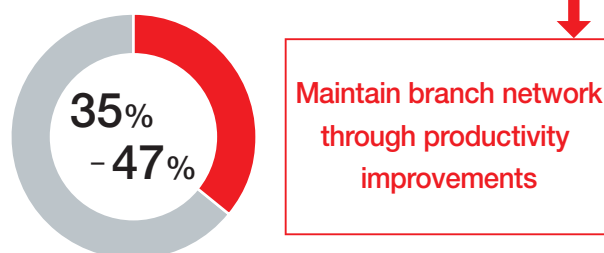


» Percentage of app registrants among active accounts (as of March 2025)



Within the Mid-term Plan period, increase to 1.5 million, 50%

» App transactions* as percentage of all transactions (as of March 2025)



* Opening savings accounts, remittance transfers, opening investment trust accounts, opening NISA accounts, card loan contracts

Message from the President

Evolution of our business model with AI

In October 2024, we made the AI solution company, EDGE Technology, part of our group companies. This was the first ever example of a regional bank acquiring a non-financial business through a TOB. We see this as a valuable opportunity to accelerate the advancement of our “DX for the whole region.”

In addition to the further strengthening of one-to-one marketing through the enhancement of products and services, by adding the AI domain to our ICT consulting services, we will be able to support our customers’ business transformation with services of higher quality. We will also promote the improvement of our own operational efficiency.

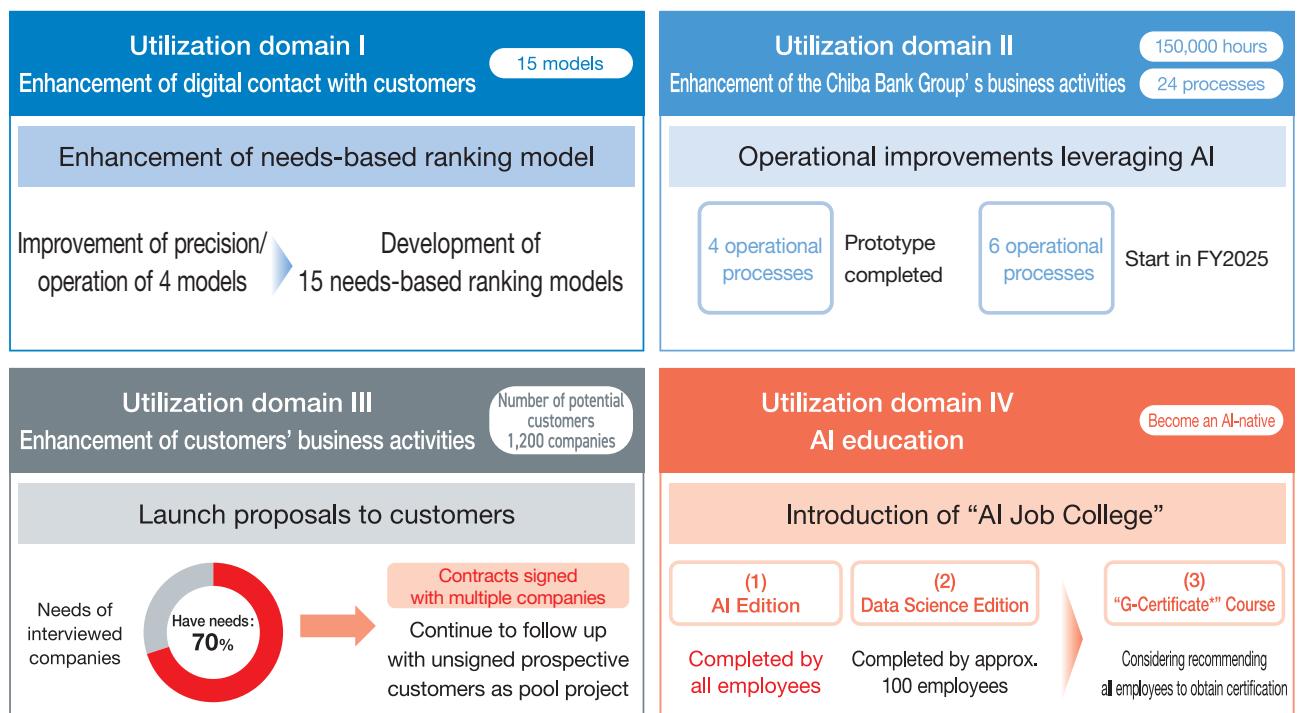
Specifically, we are strengthening the use of AI in four domains. In the first domain, “Enhancement of digital contact with customers,” we are advancing the development of 15 needs-based ranking models. In the second domain, “Enhancement of the Chiba Bank Group’s business activities,” we aim to reduce 150,000 hours of workload by reviewing

24 operational processes using AI. In the third domain, “Enhancement of customers’ business activities,” we are strengthening our approach to approximately 1,200 potential customers.

Finally, in the fourth domain, “AI education,” we are reinforcing AI-related human resource development for the Bank Group’s employees. We have introduced the “AI Job College” educational program provided by EDGE Technology, with all employees completing the basic course and approximately 100 employees completing the specialized data science edition. Furthermore, we have set a goal of achieving 2,000 certifications for the “G-Certificate” conducted by the Japan Deep Learning Association.

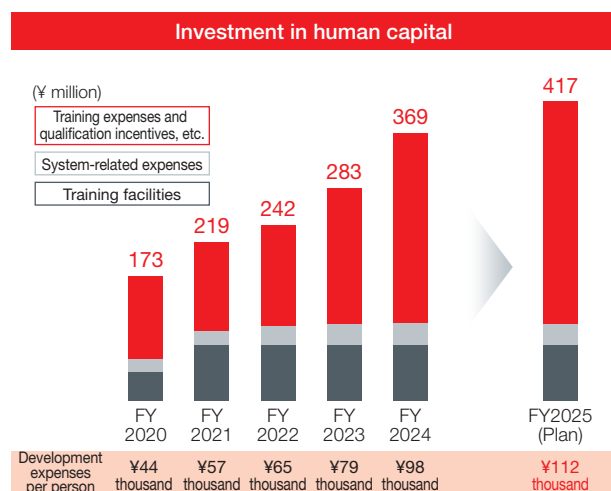
With the recognition that these various initiatives will be a major turning point for the Group’s business model, we have positioned this year as “First Year of AI,” and we will aim to realize the transformation of the entire region as an AI-native banking group.

>> DX/AI (collaboration with EDGE Technology)



*Deep Learning for GENERAL: JDLA Certificate, a certificate exam offered by Japan Deep Learning Association (JDLA) for the acquisition of AI and Deep Learning application literacy.

>> Human Capital Supporting Transformation



Strengthen links between business performance and employee remuneration

>> Implementation of wage increases and basic salary raises

7% average rise in annual wage

(From April 2025)

>> Expand stock ownership incentive plan

Stock ownership incentive payment

5% → 20%

Limit of eligible units (monthly)

20 units → 40 units

>> Increase starting salary

¥230 thousand/month → ¥260 thousand/month → ¥280 thousand/month
(From April 2025) (From April 2026)

Pursuit of expertise through advances in human resources strategy

While DX and AI will become our means of transformation, it is our personnel who will support those means. Human capital investment, including in human resources development, is critical to ensuring the Group's sustainable growth. Amid the growth in non-face-to-face transactions resulting from advances in digitalization, the provision of highly specialized services in face-to-face consulting operations will become a source of competitiveness, which we believe is a significant strength of the Group as a regional bank.

In line with the Group's Human Resources Strategy, we are fundamentally strengthening our initiatives in human resources development to become a "group of diverse specialists" that realizes customers' wishes. Leveraging the high degree of specialization thus acquired, as "individual comprehensive consultants," our personnel will help our individual customers' prosperous lifestyle through personalized

Human resources development

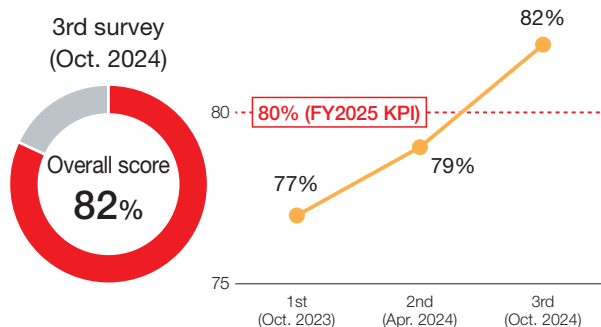
Previous Mid-term Plan results
(April 2020 – March 2023)

Current Mid-term Plan
(April 2023 – March 2026)



Dispatch area	March 2025 results (cumulative total)	Current Mid-term Plan (cumulative total)
Corporate sales personnel	30	50
Retail sales personnel	30	50
DX personnel	46	60
Other specialist personnel (external dispatch, etc.)	60	90
Management personnel	23	30
Total	189	280

Engagement score



proposals, and as "management assistants" for our corporate customers, they will engage closely with each customer to help solve their management issues and improve their productivity. In such ways, we will become a presence that customers can rely on to meet their needs in all manner of domains.

Additionally, to secure outstanding talent, as well as implementing continuous wage rises and increasing starting salaries, we have fostered management sensibilities in each employee and expanded our stock ownership incentive program so that they may share a common perspective with our shareholders.

Further, in line with the increasing diversity of values, we have stepped up our diversity initiatives to build a resilient and flexible organization. We are also reflecting the employee feedback absorbed directly from engagement surveys and various questionnaires in personnel measures in our efforts to increase employee engagement. We believe that our efforts to create an attractive workplace where all employees can continue to work with high motivation will ultimately lead to

Message from the President

the provision of better services to customers, or in other words, to the improvement of the customer experience.

Venturing into new businesses to help improve the customer experience

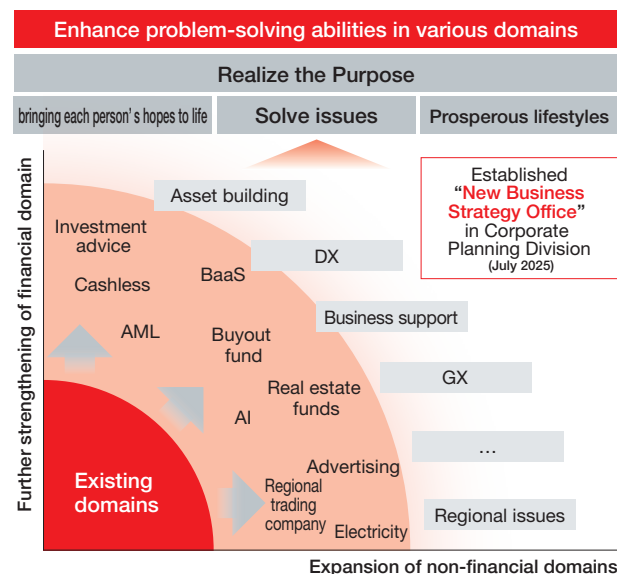
As customers' needs become more diverse and complex, in our aim to further improve the customer experience, it is essential that we expand our businesses on both financial and non-financial fronts. To this end, we are accelerating our efforts to venture into new businesses.

At Chibagin Market, which operates business as a regional trading company, e-commerce site operations and the crowd-funding business for local products are steadily expanding. Work continues on the full-scale development of systems for the "Chibagin Housing Concierge" housing-related service. In addition, in response to corporate customers' needs, we are concentrating efforts on the advertising business, real estate fund business, and buyout fund business as we work to deliver high value-added services to our customers.

In response to regional issues, Himawari Green Energy, which operates in the energy business, advanced its power plant projects in the cities of Kimitsu and Choshi in Chiba Prefecture, and we stepped up our "GX for the whole region" initiatives in close collaboration with individual local governments. Also, by incorporating agricultural business, Fresh Farm Chiba, into our group in March 2025, we are working to enhance our problem-solving capabilities in the region's primary industries. In addition, in the metaverse and NFT fields, we have already partially realized business commercialization and are strengthening our initiatives to provide next-generation services to our regional customers in the future.

To further accelerate our new business initiatives, we established a New Business Strategy Office within the Corporate Planning Division and enhanced our systems for promoting new businesses. We will work on this with greater speed than ever to improve the customer experience and strengthen our responses to regional issues.

>> Strengthening of new business



Initiatives for business improvement and recurrence prevention

Regarding the progress of the business improvement plan, which is one of the Group's most important management challenges, the Group united as one to promote initiatives for business improvement and recurrence prevention, and the implementation of all measures was completed. Viewing these initiatives as an opportunity to transform the Group's organizational culture, we have focused our efforts on the penetration of the Purpose, Vision, and Three Pledges.

Also, in addition to external evaluation to gauge how customers feel about these initiatives, we also focused on internal evaluation of employees' feelings. We have verified the effectiveness of the initiatives through various questionnaires and surveys, and by steadily running the PDCA cycle, we are facing each challenge squarely.

Further, to transform our organization from its previous top-down style to a bottom-up style, we are working to create a strong organization in which individuals think and act independently. Examples of initiatives in this regard include self-declared target setting by sales branches for the performance award system, and the formulation of the next Mid-term Plan for each sales branch. As these initiatives demonstrate, there is currently a tangible sense that change is happening across the entire Group. We will accelerate these moves further going forward.

The Three Pledges — Action principles for achievement of the Purpose and the fulfillment of fiduciary duty —

These pledges encourage employees to always pause and consider, before making customer proposals or business decisions, whether their actions contribute to:

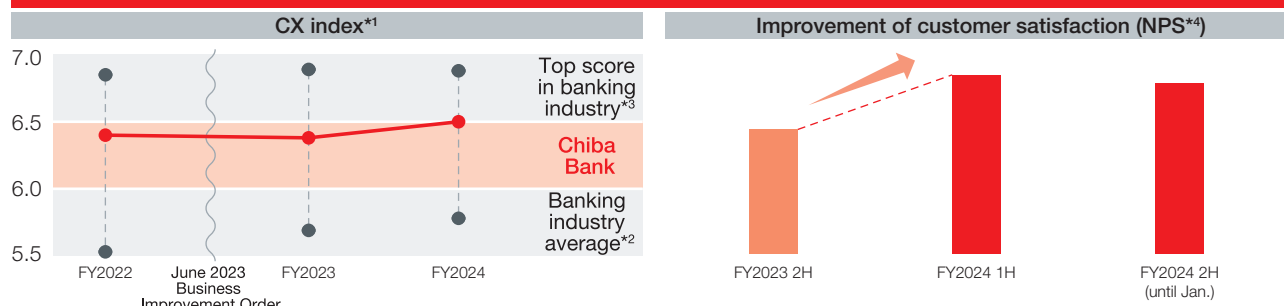
**realizing
the customer's wishes**

**solving
the customer's problems**

**enabling prosperous
lifestyles for customers**

>> Changes due to business improvement measures and verification of situation

External evaluation



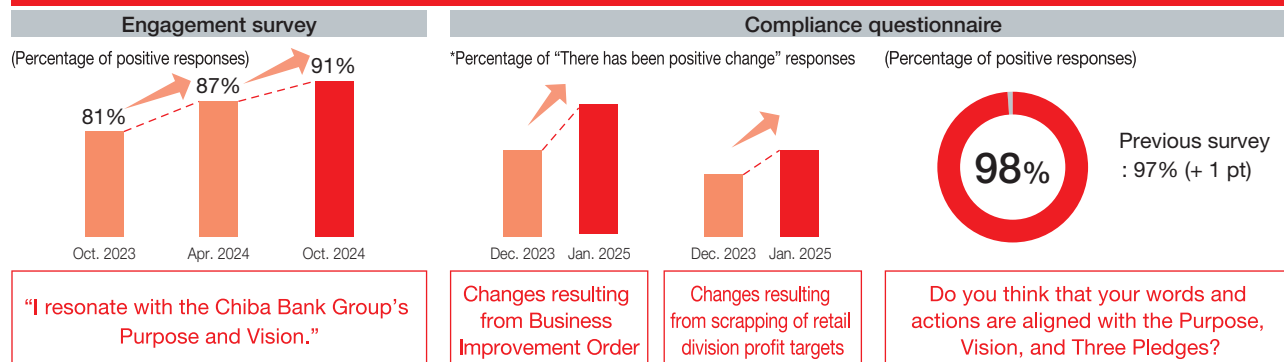
*¹ CX index is based on CXMM® of Nomura Research Institute, Ltd. CXMM® is a registered trademark of Nomura Research Institute, Ltd. <https://www.nri.com/en/service/solution/fis/cxmm>

*² The CX Benchmark Survey was conducted by Nomura Research Institute, Ltd.

*³ Top score among banks using CXMM® in the past year since the completion of analysis of the Bank's survey in each fiscal year

*⁴ NPS® is a registered trademark of Bain & Company, Inc., Fred Reichheld, and NICE Systems, Inc.

Internal evaluation



and strive to restore the trust that our customers and stakeholders held in us.

Commitment to the sustainable growth of the region

With its proximity to Tokyo, population decline in Chiba Prefecture has been relatively moderate, and the prefecture has a well balanced industrial structure and abundance of tourism resources, making it one of the most favorable markets in Japan. The key to unlocking Chiba's full potential will be the effective use of AI. We will work toward the realization of "DX/GX/WX for the whole region" from a long-term perspective, raising the productivity of not only the Group, but also our customers and the region as a whole. Our aim in doing so is to achieve sustainable growth alongside the region. Additionally, to strongly

advance these initiatives, in April 2025, we appointed a new Group Chief Sustainability Officer (CSuO) and established a new Sustainability Promotion Division.

In preparation for the next Mid-term Plan, which will start next fiscal year, we are proceeding with the formulation with "all-inclusive participation" as our key concept. Rather than top-down directives from head offices, we are adopting a bottom-up approach that values the opinions of each officer and employee of the Group and reflects them carefully in the Plan's measures. In addition to the boost provided by rising interest rates, through business model transformations driven by AI and strategic investment, we intend to draw up exciting growth scenarios that will exceed the expectations of all our stakeholders, including our customers, shareholders, and employees.

We sincerely appreciate your ongoing support.

Message from the Group CSO

We will achieve ROE above capital costs to enhance corporate value

Takashi Makinose

Director and Managing Executive Officer
(Group Chief Strategy Officer (CSO))

Steady progress in the Mid-term Plan. We will strengthen our efforts to achieve a PBR of above 1

Having achieved the Return on Equity (ROE) target in the Mid-term Plan a year ahead of schedule, we anticipate achieving the level of around 8% ROE (based on shareholders' equity) that we had declared as our target for FY2030 within the current fiscal year. We have steadily improved our ROE by fortifying our existing businesses, venturing into new businesses, and capitalizing on the recent rises in interest rates. However, the Bank's Price Book-value Ratio (PBR) is currently around 0.9, and we aim to achieve ROE in excess of capital costs, that is, a PBR of above 1 at an early stage through further efforts to increase ROE and Price-to-Earnings Ratio (PER).

Increase ROE: We will enhance the Bank Group's strengths and realize highly capital-efficient management

Three strengths

We believe the Bank Group's defining strengths are in three areas: "the operating base," "the financial base," and "alliances."

In terms of the operating base, in Chiba Prefecture, which has a large economy, we hold a large share of individual customers, app registrants, and deposits and loans.

In terms of the financial base, we build a stable management base by keeping Over Head Ratio (OHR), which is a measure of cost efficiency, and non-performing loan ratio low.

In terms of alliances, further deepening the TSUBASA Alliance, Chiba-Musashino Alliance, Chiba-Yokohama Partnership, and our collaboration with Sony Bank will not only improve our top-line revenue, but also contribute to lowering the OHR. By promoting an alliance strategy ahead of other banks,



we believe that our ability to generate synergies through collaboration is among the best in the regional banking sector. Going forward, we will continue to strengthen our alliances even further as our most critical differentiation strategy.

Improve RORA

For the improvement of Return on Risk-weighted Assets (RORA), we are strengthening our three initiatives of "investment in high RORA assets," "strengthening of fees and commissions" and "cost control."

In terms of investment in high RORA assets, we are steadily leveraging the rise in interest rates, and RORA on both retail and corporate loans has improved significantly. In addition, profitability of growth investments, such as investments and loans in private real estate funds, which we strengthened under the current Mid-term Plan, is extremely high, contributing to the increase in the bank's overall RORA.

In terms of strengthening of fees and commissions, the expansion of profits that do not leverage risk assets will help to increase RORA. In the current Mid-term Plan, we are expanding contact points with customers on both digital and face-to-face contact points by increasing the number of app users and enhancing our branch network. In the retail division, we are enhancing digital marketing with the use of AI and strengthening one-to-one marketing tailored to each customer. In the corporate division, we have seen a significant increase in advisory services and M&A consultations, and we will further expand corporate solutions income by helping business owners to solve their issues. These initiatives will

serve to bolster fees and commissions.

Regarding cost control, OHR is expected to fall to around 45% in the current fiscal year, indicating our maintenance of top-class cost efficiency among regional banks. Assisted by the effectiveness of our alliances, we have been able to achieve extremely high cost efficiency in areas such as system costs. By maintaining investment and cost discipline while continuing to make the necessary investments, I believe that it will be possible to lower our OHR even further. In terms of our non-performing loan ratio as well, in addition to stringent risk management systems and accompanying support to our customers, we will continue our efforts to control credit costs by advancing new initiatives such as the use of AI and linking with other banks' accounts through the corporate portal.

Managing within a target range for common equity Tier 1 capital ratio

In terms of capital management, having maintained adequate soundness, we will promote the effective use of capital towards achieving a target range for the common equity Tier 1 capital ratio. Through the enhancement of the Risk Appetite Framework (RAF), while making rational judgements based on ROE, OHR, and other metrics, we plan to further accumulate risk assets and conduct inorganic investments and DX investments. Regarding shareholder returns, as a result of the steady strengthening of dividends, we have revised our payout ratio to around 40%. Going forward, we will continue to pursue, in a well balanced manner, growth investments aimed at medium- to long-term

increases in ROE and further shareholder returns to increase capital efficiency.

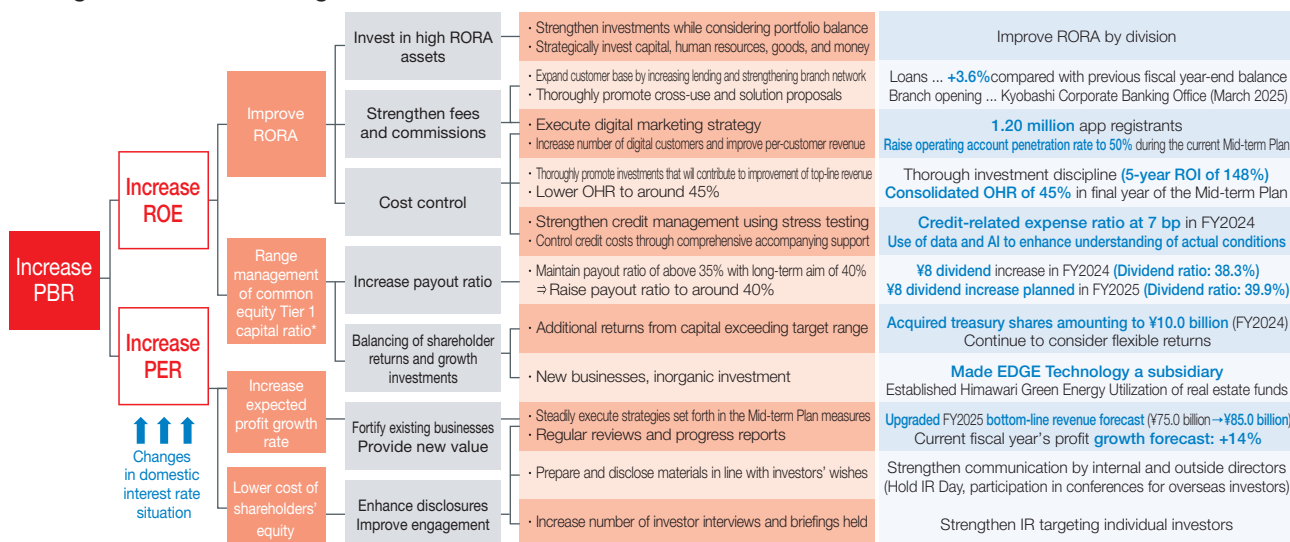
Increase PER: Disclose business risks appropriately to lower capital costs and strengthen IR activities

To lower our capital costs, we need to disclose the Bank's business risks appropriately and reduce investors' perceived risk. By lowering our OHR and non-performing loan ratio, whose low levels are already a strength of the Bank, even further and building a stable financial base, we will control earnings volatility and enhance the accuracy of our performance forecasts. In addition, by continuing to enhance our communication of these strengths and our strategies for medium- to long-term growth, we hope to raise expectations of the Bank Group's profit growth and achieve growth that exceeds those expectations.

Working closely with the local community to support bringing its hopes to life

To make the local community one that is able to bring all our stakeholders' hopes to life, including customers, shareholders and employees, the Bank Group will contribute to solving regional social issues. By steadily advancing initiatives in line with management strategy and growing sustainably alongside the region, we hope to realize the further enhancement of corporate value.

» Logic tree for increasing PBR



*Full implementation of finalized Basel III standards (excluding valuation differences on securities)

Outside Directors Roundtable Meeting

Aim to create a local community better suited to bringing each person's hope to life through sustainable management that continues to grow alongside the region

Ryoji Yoshizawa
Director
[Outside Director]

Mana Nabeshima
Director
[Outside Director]

Yasuko Takayama
Director
[Outside Director]

Takahide Kiuchi
Director
[Outside Director]

*Listed in the order of the photos



Outside Directors, Yasuko Takayama, Takahide Kiuchi, and Ryoji Yoshizawa, alongside newly appointed (in June) Outside Director Mana Nabeshima, held a roundtable meeting to exchange views on a range of topics, including expectations for the next Mid-term Plan (based on the current Plan), growth strategy, governance, and sustainability management.

How do you view this year, as the final fiscal year of the current Mid-term Plan?

Takayama The Group is on track to achieve most of the key financial targets outlined in its Mid-term Plan by FY2025. I see this year as a pivotal moment to lay the groundwork for the next Mid-term Plan. Looking ahead, accelerating inorganic growth, enhancing digital transformation (DX), and investing in human capital will be essential for expanding the Group's non-financial businesses.

The current Mid-term Plan, guided by the theme "Evolution of the customer-focused business model," sets a path toward FY2030. For the next plan, I hope we can take a backcasting approach—envisioning what we want the Group to look like in FY2035 or FY2040 and working backward to define the necessary steps.

So far, the Group has positioned DX, GX (green transformation), and WX (work transformation) as bases of value creation. I hope the Group will leverage its accumulated technologies and regional customer experience know-how to further advance its regional ecosystem strategy.

Yoshizawa I see this year as an opportunity to further build upon the successes of previous years, while simultaneously taking the critical first steps toward resolving the challenges highlighted in the FY2024 financial results.

One significant achievement from the past year was the substantial progress we made in the DX of the banking operations. Leveraging the scale of the TSUBASA Alliance, we advanced the development of our personal banking smartphone application. Furthermore,



to strengthen our anti-money laundering and counter-terrorist financing (AML/CFT) measures, TSUBASA-AML Center, a group company, began providing AML/CFT services, entrusted by four banks participating in the TSUBASA Alliance. I highly value this initiative not only for its contribution to the group's profitability but also for its role in improving operational efficiency of Japan's retail banking industry. Also, the addition of EDGE Technology, which offers AI solution services, to our group is another major positive, bringing significant benefits to our internal operations, product development, and customer transactions. We aim to further build upon these successes in the next Mid-term Plan.

On the other hand, a key challenge we face is the need for further evolution of our group strategy. The ratio of the consolidated net income to the non-consolidated net income has been declining, reaching 1.0x in FY2024. This indicates there's still significant room for growth within our group strategy. We need to meticulously examine each business operation, considering both synergies within the Group and the capital costs, to explore opportunities for rationalization and fundamental solutions.

What is your evaluation of the Bank's initiatives to increase PBR?

Yoshizawa To ensure the continued growth and success of the Group, we are boldly taking on new challenges, and central to this endeavor is advancing the risk management capabilities. While we are preparing to embrace necessary risks for growth, we are simultaneously maintaining tight control over those risks, ensuring we can continue to operate with sound and prudent management. For example, while some banks hold a large amount of held-to-maturity bonds to boost interest income, we have selectively limited our exposure in this area, but have consistently generated strong revenue through other conventional measures. Furthermore, our low Δ EVE*¹ (Economic Value of Equity) means our IRRBB (Interest Rate Risk in the Banking Book) ratio*² stood at a very conservative 4.73% as of March 31, 2025. This is well below the 15% limit set by Basel regulations and is a solid performance compared to both domestic and international banks.

Outside Directors Discussion Meeting

Conversely, with a consolidated Tier 1 common equity (CET1) ratio of 15.04% (as of March 31, 2025), our challenge lies in how to effectively leverage this robust capital base to execute the growth strategy. To improve our Return on Equity (ROE), we must continuously scrutinize the Internal Rate of Return (IRR) of both our existing and new businesses, ensuring they are projected to exceed our capital costs over the medium to long term.

Maintaining the lean and prudent management directly enhances the Bank's long-term corporate value, benefiting not only shareholders but all stakeholders. Therefore, we must continue to carefully evaluate the capital costs in our banking operations, aiming to improve our Price Book-value Ratio (PBR).

*1 Δ EVE: The change in a bank's Economic Value of Equity (EVE) in response to changes in interest rate.

*2 IRRBB Ratio: A metric that indicates the amount of Interest Rate Risk in the Banking Book (IRRBB) as a percentage of core capital (Tier 1 capital).

Could you tell us what kind of discussions took place regarding the acquisition of EDGE Technology?

Kiuchi To secure the Group's sustainable growth, actively investing its strong capital base is crucial. The acquisition of EDGE Technology was considered an appropriate use of capital, and all Outside Directors supported it positively.



However, since the bank is unfamiliar with AI business and EDGE Technology relies heavily on freelancers with specialized digital expertise, we carefully discussed the risks, especially given the business model's fundamental differences from banking. To mitigate the risk of losing key talent, we decided to maintain EDGE Technology's existing management and operational systems as much as possible post-acquisition.

Post-merger integration focuses on two key areas: "organizational unification and risk management" and "business promotion and contribution to the Chiba Bank Group's DX." In risk management, efforts are underway to align EDGE Technology's industry-specific risk standards with banking standards.

The Bank is currently generating synergies through AI-driven internal reforms and by offering AI solutions to customers. Key challenges include managing human resources and labor issues related to freelancers, as well as protecting their personal data, which must be addressed in line with new freelance laws.

We anticipate ongoing evaluation of acquisition opportunities and emphasize the importance of balancing active pursuit with careful risk management.



How do you assess the extent to which the Group's Vision, Purpose, and Three Pledges have been embraced across the organization?

Takayama The Bank established its Purpose and Vision in March 2023, aligning with the start of the current Mid-term Plan. Following the Business Improvement Order in June 2023, and driven by the management's strong commitment to transformation, the Group introduced the Three Pledges. These pledges encourage employees to always pause and consider, before making customer proposals or business decisions, whether their actions contribute to:

- realizing the customer's wishes,
- solving the customer's problems, or
- enabling prosperous lifestyles for customers.

The pledges apply across all operations and are easily understood by employees. To support their adoption, management has actively visited branches and workplaces, engaging employees through dialogue and various initiatives, effectively promoting the Purpose and Vision throughout the Group.

We are monitoring the state of that penetration from both internal and external perspectives. Internally, we conduct engagement surveys for employees every six months, through which we have confirmed increasing levels of awareness, understanding, and implementation of the Purpose and other principles. Externally, we annually conduct a customer experience (CX) survey of customers, and the positive changes in employees' behavior are reflected in the metrics of that survey.

The Board of Directors regards embedding the corporate philosophy and transforming corporate culture as key priorities. We will continue to support these efforts by having management provide timely progress reports, while Outside Directors oversee and offer recommendations from a supervisory standpoint.

Yoshizawa Since the second half of FY2024, we've shifted from a system of business goal



setting, where headquarters established sales targets, to one where each branch autonomously sets its own goals based on local and current market conditions. This change has enabled us to move towards a more customer-centric sales approach. We believe that by deeply embedding the Purpose, Vision, and Three Pledges, we are genuinely pursuing a customer-focused business model and have truly embraced the mindset of walking alongside our customers.

Mr. Kiuchi, you were recently appointed as Chairperson of the Nomination, Remuneration and Corporate Advisory Committee. What are your thoughts on the strengthening of governance?

Kiuchi Since Outside Directors make up a minority of the Board of Directors, influencing key matters such as executive nominations and compensation can be challenging. To address this, the Bank has established a voluntary Nomination, Remuneration, and Corporate Advisory Committee, primarily composed of Outside Directors. This committee aims to enhance the objectivity, timeliness, and transparency of the Board, thereby strengthening its governance and oversight functions through diverse, independent perspectives.

Outside Directors Discussion Meeting

As Chairperson of the Committee, I see it as my role to foster open and constructive dialogue. Given the Committee's smaller size, discussions tend to be more candid than those in the full Board of Directors meetings. However, a current challenge is that the insights and discussions from the Committee are not always effectively shared with internal directors. I am committed to finding better ways to communicate the essence of these discussions in a clear and accessible manner.

Ms. Nabeshima, you have recently been newly appointed as Outside Director. What kind of role do you hope to fulfill?

Nabeshima Throughout my career, I have worked with banks and securities firms across Japan and overseas, gaining experience in a variety of corporate cultures. I hope to apply this experience to governance through oversight and strategic advice, with the aim of enhancing the Group's corporate value.

While the Group is advancing its DX strategy, rapid societal changes demand further progress. Based on my experience at Singapore's DBS Bank, I believe acceleration requires technology divisions to lead management and the promotion of cross-functional, non-traditional initiatives.

To support new business development, strong governance is essential. Beyond training, robust oversight to make misconduct impossible and prompt issue escalation systems are critical. I will closely monitor risk management from this perspective.

With the recent appointment of a new Group Chief Sustainability Officer (CSuO), what are your expectations for the future direction of sustainability management within the Group?

Takayama Internal consensus on the importance of integrating financial and non-financial information is steadily growing. I believe the appointment of a Group CSuO at this point—when the foundation has been laid—is both timely and strategic. I expect the



Group CSuO to take comprehensive oversight of all non-financial domains within the Group.

Sustainability management plays a vital role in enhancing corporate value by building mutually beneficial relationships with stakeholders. At the core of that value lies intangible capital—such as intellectual, natural, human, and social capital, including brand equity. It is crucial for the Group to make these intangible assets more visible and measurable, to expand them, and to link them directly to long-term corporate value creation. Equally important is developing a compelling narrative that shows how each form of capital contributes to corporate value and how it will continue to do so. This will be essential in gaining the trust and support of investors and other stakeholders.

As Chairperson of the Board of Directors, I will continue to ensure that proposals related to management and strategy are thoroughly debated, while also closely monitoring the progress of the Group's value creation narrative and its associated KPIs.

Yoshizawa While we've observed a growing headwind against ESG in the United States, the Bank's commitment to incorporating ESG factors into the management—and more fundamentally, our pursuit of sustainable management—remains unchanged. We firmly believe it's crucial to focus on what is truly more sustainable, considering all



stakeholders, and to evolve our practices accordingly.

Change involves both “speed” and “scope,” and generally speaking, a common challenge for Japanese companies is that their changes tend to be slow and limited in breadth. In managing the Group, I want to ensure we support efforts to run the business with agility, unafraid to embrace change while carefully controlling risk, all with the aim of enhancing our corporate value over the medium to long term.

Nabeshima By closely examining whether our business strategies align with the Group’s Purpose and Vision and contribute to solving social issues, we can uncover new business opportunities that support sustainability management. At the same time, advancing DX will reduce costs and increase profitability. As our customers realize sustainable management and achieve steady profits, the Group can grow alongside them.

“Impact accounting”—which quantifies the social and environmental effects of a company’s activities in monetary terms and integrates them with financial accounting—is gaining attention. By strengthening its approach in this area, the Chiba Bank Group

can better define its position among financial institutions and maintain a competitive edge. Advancing sustainability management will also create new pathways for value creation.

Kiuchi The appointment of the new Group CSuO marks a significant advancement in the Group’s sustainability management. To not only catch up with peer institutions but also to establish a distinctive identity, the Group must pursue greater originality—especially by reexamining sustainability through the lens of its deep ties to the local community. As global sentiment toward sustainability, particularly in the United States, grows more uncertain, it is all the more important for the Group to strengthen its own approach. This includes reaffirming and revisiting its core principles and policies to ensure a clear, consistent, and community-focused sustainability strategy.

There is also room for improvement in how the Group communicates its initiatives to stakeholders. While the Bank’s website provides an explanation of its sustainability management, I see a need for more creativity and clarity in how this information is conveyed. Publishing accessible and engaging materials—such as sustainability reports—will be essential to ensuring stakeholders fully understand the Group’s efforts.

History of the Chiba Bank Group

The Chiba Bank Group, as a regional financial institution, meets the diverse needs of our customers and is expanding the scale of our business. Looking ahead, we will pursue continuous growth together with our regional communities.

(millions of people)

- Balance of loans
- Balance of deposits
- Population of Chiba Prefecture

7

▼ First Head Office



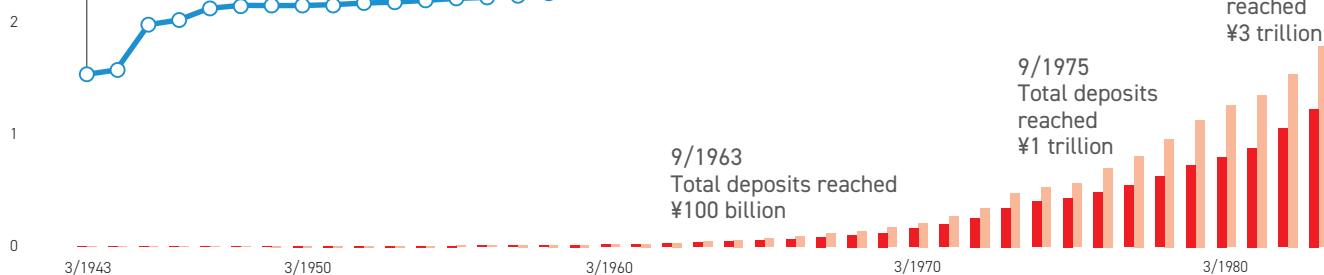
March 1943 (at the time of establishment)

Capital stock: ¥10 million
Number of employees: 725
Number of branches: 70
Deposits: ¥247.02 million
Loans and bills discounted: ¥51.59 million

▼ Second Head Office



1.62
million people



Establishment-

1960s-

1980s-

Our
Transition

Mar.1943

Founded as a result of the merger of three banks, Chiba Godo Bank, Omigawa Agricultural and Commercial Bank, and the Kujuhachi Bank

- 1960-** Deposits and loans grew in response to high economic growth
- Apr.1964** Entered into an agreement with Chiba Prefecture to be a designated financial institution for business handling
- Oct.1970** Listed on the 2nd section (at that time) of the Tokyo Stock Exchange
- Aug.1971** Changed to the 1st section (at that time) of the Tokyo Stock Exchange
- Oct.1971** Started operation of the first online system
- Mar.1973** Built the new Head Office building and relocated the Head Office from Chuo to Chiba-minato
- Oct.1973** Introduced the first CD machine at the Chiba Ekimae Branch
Issued "Chibagin Cash Card"

- Oct.1986** Appointed the first female Branch General Manager among Japanese banks
- Apr.1987** Opened first overseas branch in New York
- Feb.1990** Established Chibagin Research Institute
- Oct.1991** Established Oyumino Center
- Mar.1995** Held the first "Chibagin Cup" (J. League pre-season match)
- Mar.1998** Acquired Chuo Securities (currently Chibagin Securities) as a Group company

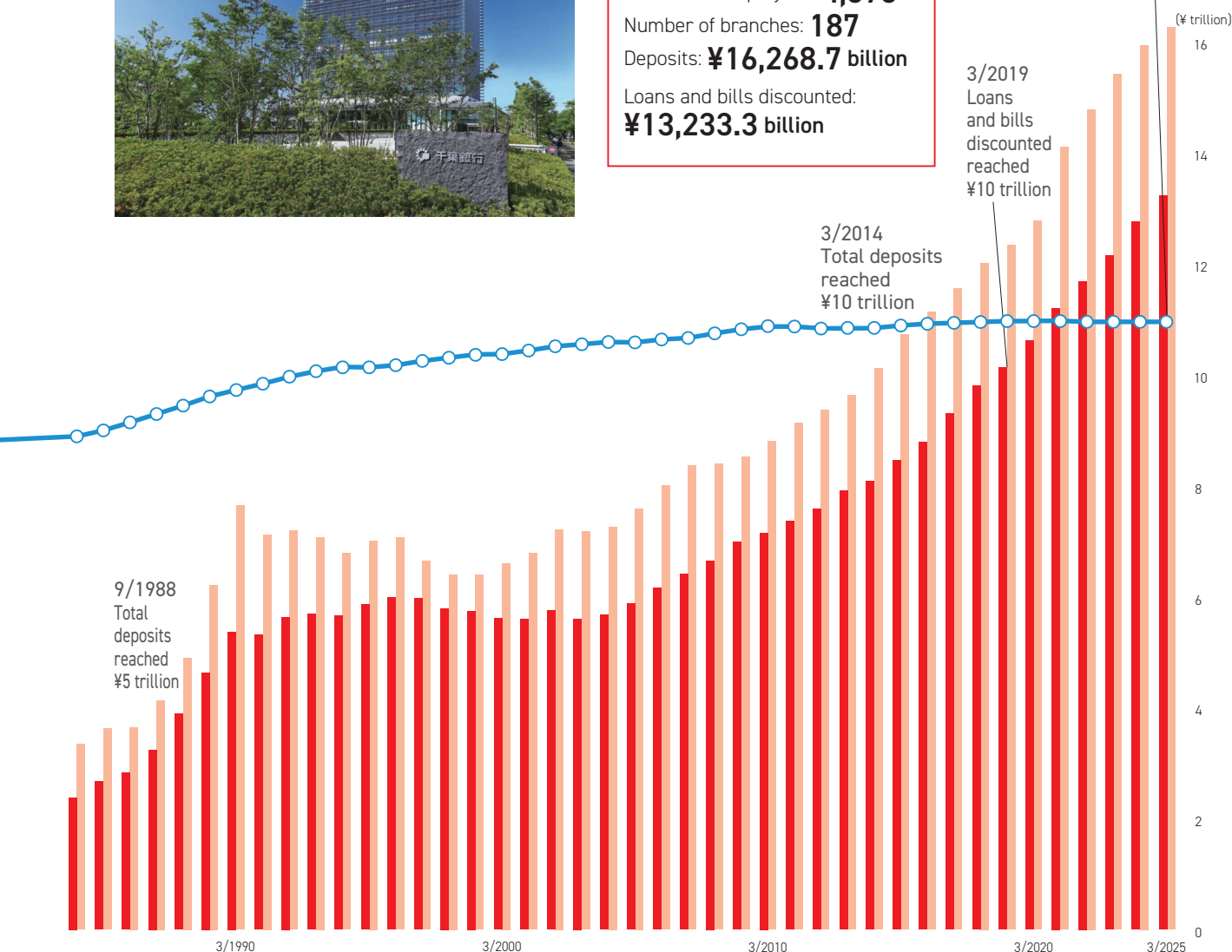
▼ Chibagin Head Office Building (completed construction in September 2020)



March 2025

Capital stock: **¥145 billion**
 Number of employees: **4,076**
 Number of branches: **187**
 Deposits: **¥16,268.7 billion**
 Loans and bills discounted:
¥13,233.3 billion

6.26
million people



2000s-

- Jan.2014** Completed construction of Muromachi Chibagin Mitsui Building
- Oct .2015** Launched the TSUBASA Alliance
- Mar.2016** The original character "Himarin" debuted
- Mar.2016** Launched the Chiba-Musashino Alliance
- Jul .2019** Launched the Chiba-Yokohama Partnership

2020s-

- Sep.2020** Completed construction of Chibagin Head Office Building
- May 2021** Established Chibagin Market
- Apr .2023** Established Himawari Green Energy
- Nov.2023** Established TSUBASA-AML Center
- Oct .2024** Acquired Edge Technology as a Group company
- Mar.2025** Acquired Fresh Farm Chiba as a Group company

Strengths of the Chiba Bank Group

Operating Base

The Bank has a branch network of 186 domestic locations, mainly in Chiba Prefecture, and 6 overseas locations.

In Japan, we have secured contact points with customers, and provided optimal services that meet customers' needs in the region by opening branches in Ibaraki Prefecture and Saitama Prefecture in addition to central Tokyo, which is adjacent to Chiba Prefecture, while also optimizing existing networks.

Overseas, we have branches in New York, Hong Kong, London, and Singapore and representative offices in Shanghai and Bangkok, which constitute a top-level overseas branch network as a regional bank.

With this branch network, we have achieved an overwhelming share of the market in Chiba Prefecture (40.8% share of lending and 28.7% share of deposits in the prefecture), our main operating area, as we serve as the main bank for over 20,000 companies, supporting the business activities of customers, and we are the designated financial institution of 44 out of 55 local governments in the prefecture.

Financial Base

The total assets (consolidated) of the Bank amounts to approximately ¥21.6 trillion, and loans and bills discounted (non-consolidated) exceeds ¥13 trillion. In addition, our consolidated profit (profit attributable to owners of parent) is ¥74.2 billion, boasting a top-class asset size and profitability among the regional banks.

Meanwhile, the low expense ratio is our major feature, with ROE (consolidated) at 7.34%, increasing for four consecutive terms, and OHR (consolidated) at 46.47%, in the mid-40% range. The stable ROE and low OHR show our efficient business operations.

Our total capital ratio (consolidated) is 15.04% and common equity Tier 1 capital ratio (consolidated) is 15.04%. We also maintain a high level of financial soundness with non-performing loan ratio (non-consolidated) of 0.91%, which is below 1%.

Thanks to these figures, the Bank remains high in external credit ratings (long-term) performed by credit rating agencies, such as A1 by Moody's, A- by Standard & Poor's, and AA- by Rating and Investment Information.

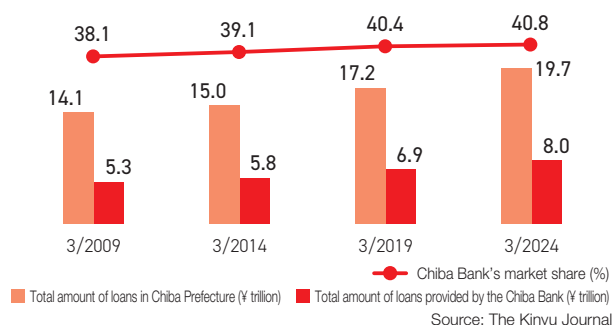
Alliances



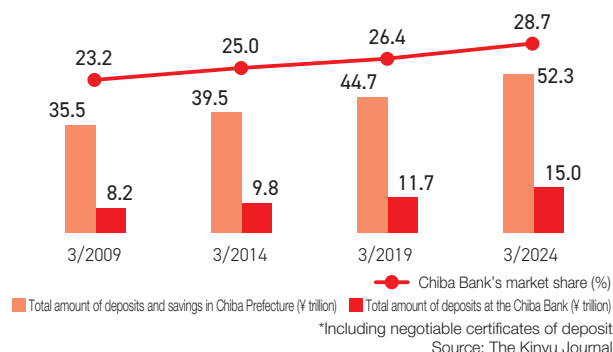
The Bank is deepening its alliances and partnerships with three main alliances, TSUBASA Alliance, Chiba-Musashino Alliance, and Chiba-Yokohama Partnership, and is collaborating with Sony Bank in various ways to improve our financial services through DX. The advanced alliance strategy which was established prior to other banks differentiates us from others to the greatest extent and has increased our presence.

The annual effect of the alliances on the Bank's PL is approximately ¥5.0 billion for the top line and approximately ¥3.0 billion for cost reduction, making a total of around ¥8.0 billion, which leads to the Bank's low OHR. We will strive to enhance corporate value of the Bank and our partner banks by utilizing the strength of the alliances and deepening collaboration. (See pages 57-60 for specific initiatives)

>> Loans in Chiba Prefecture



>> Deposits in Chiba Prefecture*



Solid business base

Domestic Network*¹

186 locations

Overseas Network

6 locations

Branches: New York, Hong Kong, London, Singapore
Representative Offices: Shanghai, Bangkok

Market Share of Loans
in Chiba Prefecture*²

40.8 %

Market Share of Deposits
in Chiba Prefecture*²

28.7 %

Designated Financial
Institution for

44 out of 55 local governments

Coordination Agreement
for Regional Revitalization
Concluded with

26 out of 55 local governments

*¹ 183 branches and 3 money exchange counters

*² Source: The Kinyu Journal, as of March 31, 2024

Top-Class Asset Size Among the Regional Banks

Total Assets (Consolidated): **¥21,631.2** billion

Loans and Bills Discounted
(Non-Consolidated): **¥13,233.3** billion

Deposits (Non-Consolidated): **¥16,268.7** billion

Robust Capital

Total Capital Ratio (Consolidated) **15.04** %

Tier 1 Common Equity Capital
Ratio (Consolidated) **15.04** %

Deeply Diverse Customer Base

Number of Accounts
Used to Receive Salaries **859** thousand customers

Number of Accounts Used
to Receive Pensions **497** thousand customers

Number of Housing
Loans Customers **207** thousand customers

Number of Companies Using
Chiba Bank as Their Main Bank* **21** thousand companies

*Source: Teikoku Databank

Top-Class Profitability Among the Regional Banks

Profit Attributable to Owners of
Parent (Consolidated) **¥74.2** billion

ROE (Consolidated, based on
Shareholders' Equity) **7.34** %

Low Expense Ratio

OHR (Consolidated) **46.47** %

Sound Loan Assets

Non-Performing Loan Ratio
(Non-Consolidated and based on
the Financial Reconstruction Act) **0.91** %

Excellent Ratings*

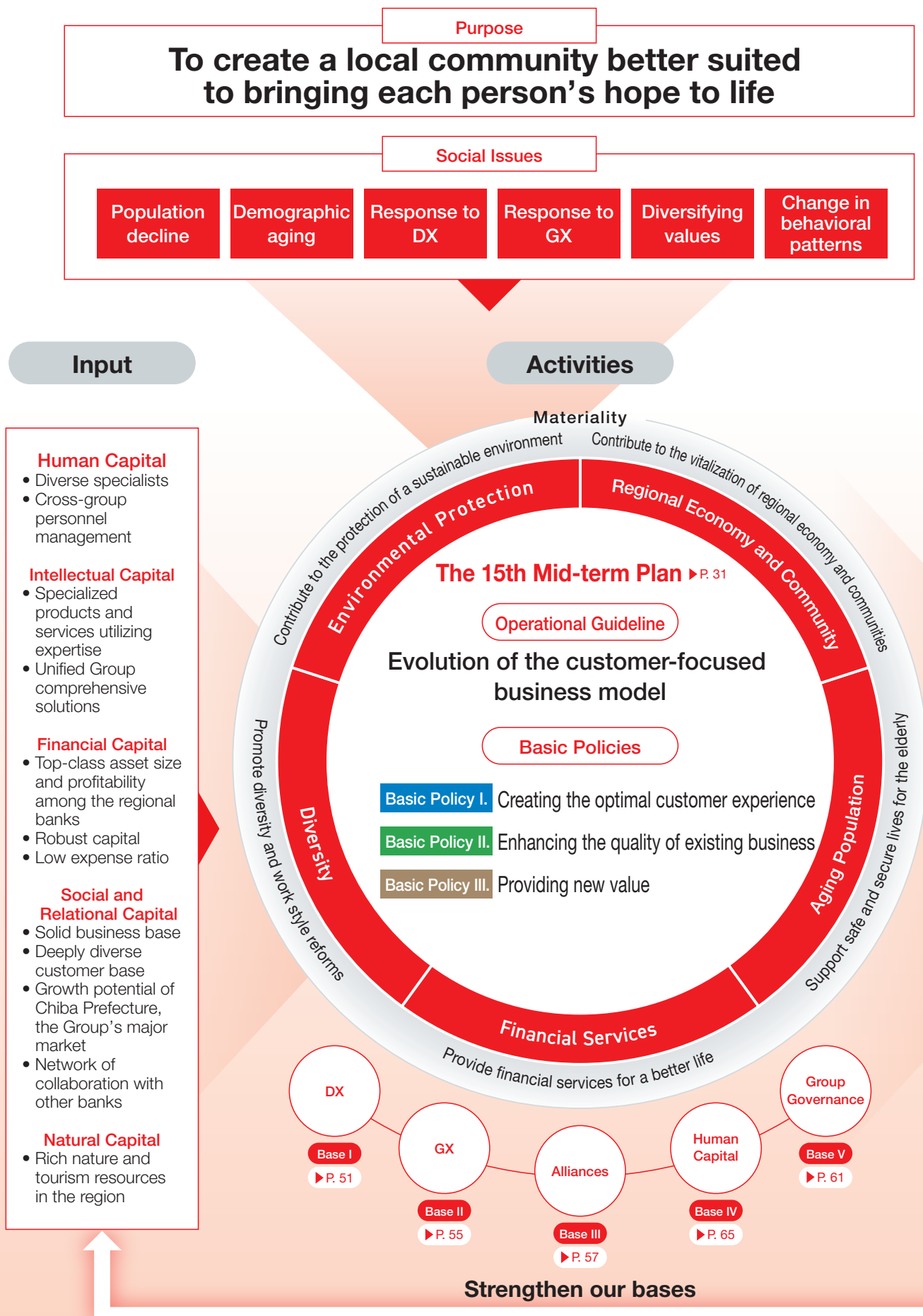
Moody's **A1** (Long-term) **P-1** (Short-term)

Standard & Poor's **A-** (Long-term) **A-2** (Short-term)

Rating and
Investment
Information **AA-** (Long-term)

*As of July 1, 2025

Value Creation Process



Vision

An Engagement Bank Group that works closely with the community

Impact

To lead the local community towards becoming
a place where all of our stakeholders' hopes can come to life

Contributing to achieving the SDGs and enhancing corporate value
through the creation of "functional value" and "social value"

Improve engagement

Output

Outcome

Functional value

Create **"functional value"** such as
providing financial functions

Financial services

Pursue significant
expertise

Non-financial services

Improve
convenience

KPI ▶ P. 32

	Targets for FY2025
Consolidated ROE (shareholders' equity basis)	Above 8%
Profit attributable to owners of parent	¥85.0 billion
Consolidated net business income	¥125.1 billion
Consolidated common equity Tier 1 capital ratio*1	10.5% to 11.5%*2
Consolidated OHR	45%

*1 Based on full implementation of finalized Basel III standards
(excluding valuation differences on securities)

*2 Aim to achieve range convergence by March 31, 2029

Social value

Create **"social value"** such as
contributing to solving regional issues

Solutions to regional social issues

Corporate business
and supporting
local governments

▶ P. 45

Sustainable growth
of companies
in the region



Job creation

Retail Business

▶ P. 43



Higher income



Increased consumer
spending, etc.

Prosperous lifestyles

Provision of
values that
resonate with
customers
||
Create more
fans

Employees Motivation and remuneration
Investors Dividend

▶ P. 39

Message from the Group CSuO



With our three “region-wide” transformations, we will help to solve social issues and contribute to the region’s sustainable growth

Mutsumi Awaji

Director and Senior Executive Officer
(Representative Director, Group Chief
Sustainability Officer (CSuO))

DX, GX and WX for the whole region

The Bank Group has grown alongside the advancement of Chiba Prefecture. With deep roots in the community that has supported us, we have transformed ourselves in line with the changing times. We will extend that transformation to the local community, and by contributing to solutions to the region’s social issues, aim for the revitalization of economic activity and the growth of the Bank Group.

Digital transformation (DX) for the whole region

Through the development of the Chibagin app, the enhancement of its services, and the issuance of the TSUBASA Chibagin VISA debit card, we have worked to enhance our non-face-to-face financial services and cashless services. By spreading these digital technologies throughout the entire region, we will increase the productivity of the region and contribute to the revitalization of economic activity.

Our efforts in improving the operational efficiency and productivity of the Bank Group have enabled us to propose enhancements to our customers’ operational processes. We have extended those proposals even further to local governments. We have started offering AI-based proposals in collaboration with EDGE Technology, which became a Group company through TOB last year, with which we will significantly broaden the options available to customers for solving their issues.

Green transformation (GX) for the whole region

Chiba Prefecture has one of the highest CO₂ emissions in Japan. To date, we have supported our customers’ efforts to reduce their CO₂ emissions through sustainable finance and other means. We now have over 1,000 qualified decarbonization advisors, and we expect to reach our ¥2 trillion target for sustainable finance execution ahead of schedule.

Himawari Green Energy now has three solar power generation plants in Asahi, Kimitsu, and Choshi in Chiba Prefecture, with a power generation capacity equivalent to approximately 40% of the Group’s annual power consumption. Chiba Prefecture also has strong potential as a supplier of renewable energy, as evidenced by its designated candidate sites for offshore wind power off the coast of Choshi, Isumi, and Kujukuri, the highest number of approved agrivoltaic projects in Japan due to its abundant farmland, and the nation’s largest production of

Purpose

To create a local community better suited to bringing each person's hope to life

Vision

An Engagement Bank Group that works closely with the community

“Chiba Bank Group Sustainability Policy”

Materiality	Initiatives related to Materiality	
Regional Economy and Community Contribute to the vitalization of regional economy and communities	● Support for regional revitalization (pages 73 and 74) ● Advisory services for business operators (page 45)	● Use of real estate funds (page 46)
Aging population Support safe and secure lives for the elderly	● Inheritance-related services and trust business (page 44)	● Initiatives to prevent financial crimes including wire transfer fraud (page 102)
Financial services Provide financial services for a better life	● Expanding features of the Chibagin app (page 51) ● Expanding features of Chibagin Business Portal (page 51)	● Promoting sustainable finance (page 47)
Diversity Promote diversity and work style reforms	● Diversity forums (page 71) ● Achievement of flexible work styles (page 70)	● TSUBASA cross-mentor (page 71)
Environmental protection Contribute to preserving a sustainable environment	● Support customers' decarbonization (page 55) ● Climate change responses and natural capital preservation initiatives (page 79-86)	● Himawari Green Energy's initiatives (page 56)

iodine, a raw material for perovskite solar panels. We aim to expand our renewable energy business while closely monitoring developments in emerging energy technologies. Going beyond the achievement of carbon neutrality for the Bank Group in FY2030, we will contribute to the GX of the region through sustainable finance, intermediation in non-fossil certificates and promoting local production and consumption of renewable energy.

Work transformation (WX) for the whole region

The Bank Group has worked on the adoption of remote work and flextime systems and the improvement of operational efficiency using digital technologies in its efforts to promote flexible work styles that suit the changing times and improve productivity.

In addition, in our longstanding efforts for women to participate actively in the workplace, we introduced a quota system for assigning women to corporate sales roles, which we expect to see a further rise in the number of women in supervisory and managerial roles. Men's work styles are also changing. The rate of childcare leave taken by men has reached 100%, and the average duration has extended to 28 days. Our investment in human resources is evolving into a system that supports growth and career advancement for all genders.

Going forward, we will share our promotion of diverse work styles, including balancing work with caregiving responsibilities, and our diversity & inclusion initiatives with local companies, thus contributing to work style reform and productivity improvement across the entire region.

We will engage in regional revitalization as a unified, Group-wide effort

Since establishing a Regional Revitalization Division in 2015, the Bank has engaged consistently in efforts to breathe new life into

the region. In FY2024, as a regional tourism development initiative, we worked to revitalize the areas along the Kominato Railway and Isumi Railway lines as part of the “Boso Cross Railway Tasuki Project.” Incorporating a digital stamp rally, NFT, and other digital technologies, this project involved many people in efforts to enhance the region's appeal.

We have also strengthened our support of professional sports teams with roots in the region. We recently launched a new title sponsorship for a basketball match. Meanwhile, soccer's Chibagin Cup will mark its 30th anniversary next year and remains much loved by many fans. We have also strengthened our career and finance education initiatives benefiting the region's children. In our outreach classes for elementary and junior high school students in particular, we are teaching children about the significance of working and the role of financial institutions.

As a regional financial institution, we are committed not only to providing advanced financial intermediary functions to medium-sized companies and SMEs but also to contributing to the revitalization of the regional economy as a united Group effort by collaborating with local governments, companies, and residents of the region.

The challenge of balancing solutions to social issues and economic growth, based on our Purpose and Vision

We believe that the Bank Group's corporate value can be enhanced by contributing to the growth of the region. As the inaugural CSuO, leveraging all of my experience to date, I will take on the challenge of balancing solutions to social issues and regional economic growth, and by sharing the benefits thus generated with the region, we aim to enhance the corporate value of the Bank Group.

Initiatives for the Final Year of Mid-term Plan

In order to realize our Purpose and Vision, we have established “**Evolution of the customer-focused business model**” as our operational guideline in the Mid-term Plan “**Engagement Bank Group - Phase 1 -**.” Based on the Plan, we will further increase engagement with customers by changing our perspective in providing products and services and creating the optimal customer experience.

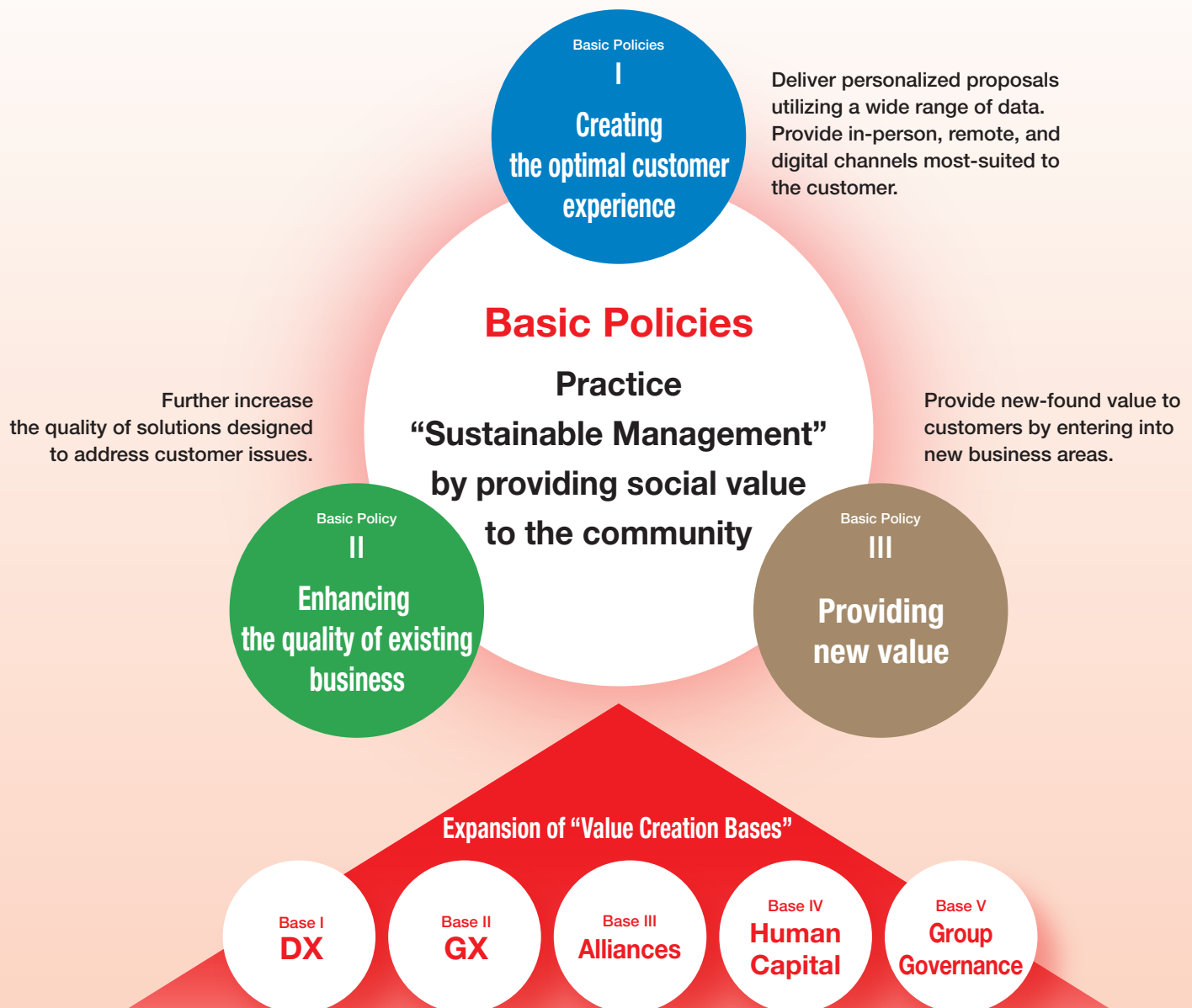
Centered on the **three “Basic Policies,”** we will further improve our customer service, and strengthen and expand the **five “Value Creation Bases,”** which are the foundation of these policies.

The 15th Mid-term Plan Engagement Bank Group

Phase 1 Plan Period: April 1, 2023 to March 31, 2026

Operational Guideline

Evolution of the customer-focused business model



Target Figures

	Previous Mid-term Plan		Current Mid-term Plan		
	Results for FY2022	Results for FY2023	Results for FY2024	Targets for FY2025	Target level for FY2030
Consolidated ROE (shareholders' equity basis)	6.38%	6.40%	7.34%	Above 8% Above 7%	8% →Expect to achieve in FY2025
Profit attributable to owners of parent	¥60.2 billion	¥62.4 billion	¥74.2 billion	¥85.0 billion ¥75.0 billion	¥100.0 billion →Expect to achieve during the next Mid-term Plan period
Consolidated net business income	¥81.8 billion	¥91.7 billion	¥104.7 billion	¥125.1 billion ¥120.0 billion	
Consolidated common equity Tier 1 capital ratio*1 (Before application of finalized Basel III standards)	10.57%	11.87%	11.97%	10.5% to 11.5%*2	
Consolidated OHR	47.37%	48.76%	46.47%	45%	

*1 Based on full implementation of finalized Basel III standards (excluding valuation differences on securities)

*2 Aim to achieve range convergence by March 31, 2029

Progress toward targets

The abovementioned five management KPIs, including a consolidated ROE, are set as financial targets in the Mid-term Plan “Engagement Bank Group - Phase 1 -.”

As long-term targets, we are aiming for a consolidated ROE of around 8% and a profit attributable to owners of parent of ¥100.0 billion in FY2030.

The business environment surrounding the Group has reached a major turning point with the advent of “a world with interest rates” and the rapid development of AI technology. At the same time, we also recognize that our social responsibility as a regional financial institution is more important than ever.

In this changing environment, the Group is focusing on enhancing the sophistication of its data utilization and expanding app and portal functions to create the optimal customer experience. In addition to further advancing the sophistication of deposit, lending, and consulting services, we are also promoting entry into new business areas utilizing digital technologies and AI to strengthen our efforts to solve customers' issues.

As a result, all figures in the interim year of the Mid-term Plan made good progress, including ¥74.2 billion in profit attributable to owners of parent.

In light of this progress, the Group has decided to upwardly revise the final year targets of the current Mid-term Plan. In addition, we expect to achieve our long-term goal set for FY2030 ahead of schedule.

Future responses

We recognize that it is important for the Group to develop along with the growth of its customers by further deepening its contribution to the community in order for the Group to grow sustainably. In addition, it is essential to further strengthen existing businesses and continue to take on the challenge of entering new business areas as a growth strategy. Furthermore, the changes that we have made as a corporate group through our efforts in the business improvement plan must be linked to our future growth.

While strengthening these initiatives, we will improve our productivity and capital efficiency through provision of values that resonate with customers.

Financial Results and Conditions

Financial Results for the Fiscal Year Ended March 31, 2025

Overview

Net interest income increased ¥20.0 billion year on year due to an increase in interest on loans and discounts and other factors, and net fees and commissions income increased ¥0.7 billion year on year. As a result, gross business profit increased by ¥18.3 billion year on year to ¥186.5 billion.

Although G&A expenses increased by ¥4.6 billion year on year mainly due to an increase in personnel costs resulting from wage increases and an increase in non-personnel expenses resulting from strategic investments, consolidated OHR declined by 2.2% from the previous fiscal year to the 46% level and maintained a high efficiency.

Real net business income increased by ¥13.6 billion year on year to ¥96.7 billion. The Bank's core business income excluding gains/losses on the cancellation of investment trusts was strong, increasing for six consecutive terms to ¥100.8 billion.

Credit-related expenses increased by ¥4.3 billion year on year to a provision of ¥10.2 billion primarily due to making preventive provisions for some loans in light of the current environment.

Ordinary profit increased by ¥18.9 billion year on year to ¥105.0 billion, and net income increased by ¥13.6 billion year on year to ¥74.2 billion. On a consolidated group basis, ordinary profit increased by ¥17.2 billion year on year to ¥107.5 billion and profit attributable to owners of parent increased by ¥11.8 billion year on year to ¥74.2 billion. Thus, ordinary profit and net income reached record highs for three consecutive terms on both a consolidated and non-consolidated basis.

Net interest income

Net interest income increased by ¥20.0 billion year on year to ¥156.7 billion.

Domestic net interest income increased by ¥17.6 billion year on year. Interest on loans and bills discounted increased by ¥15.7 billion year on year due to a steady increase in domestic loans and a 0.09% increase in the yield on loans, while interest on deposits also increased by ¥9.5 billion. In addition, interest and dividends on securities increased by ¥6.3 billion, mainly due to higher bond yields.

Overseas net interest income also increased by ¥2.4 billion due to an increase in interest on loans and bills discounted and interest and dividends on securities.

>> Summary of financial results for the Fiscal Year Ended March 31, 2025

(¥ billion)

(Non-consolidated)	FY2023	FY2024	YoY
Gross business profit	168.2	186.5	18.3
Net interest income	136.6	156.7	20.0
Net fees and commissions	30.0	30.8	0.7
Net trading income	1.1	1.1	0.0
Net other ordinary income	0.3	(2.1)	(2.5)
Gains/losses related to bonds	(5.8)	(6.7)	(0.8)
G&A expenses (-)	85.1	89.7	4.6
Real net business income	83.1	96.7	13.6
Core business income	88.9	103.4	14.5
Excl. gains/losses on the cancellation of investment trusts	87.4	100.8	13.4
Net provisions to general allowance for loan losses (-)	—	2.0	2.0
Net business income	83.1	94.6	11.5
Non-recurring gains/losses	2.9	10.3	7.3
Disposal of non-performing loans (-)	5.8	8.1	2.2
Reversal of loan loss reserves	0.3	—	(0.3)
Gains/losses related to stocks, etc.	9.3	18.1	8.7
Ordinary profit	86.0	105.0	18.9
Extraordinary gains/losses	(0.2)	(0.6)	(0.3)
Net income	60.5	74.2	13.6
Credit-related expenses (-)	5.8	10.2	4.3

(¥ billion)

(Consolidated)	FY2023	FY2024	YoY
Ordinary profit	90.2	107.5	17.2
Profit attributable to owners of parent	62.4	74.2	11.8
(Reference)			
Consolidated net business income (before provision to general allowance for loan losses)	91.7	104.7	12.9

>> Breakdown of net interest income

(¥ billion)

	FY2023	FY2024	YoY
Net interest income	136.6	156.7	20.0
Domestic	132.2	149.8	17.6
Interest on loans and deposits	104.2	110.4	6.2
Loans and bills discounted	104.5	120.3	15.7
Interest and dividends on securities	26.0	32.4	6.3
Other (market operations, etc.)	1.9	6.9	5.0
Overseas	4.4	6.9	2.4
Loans and bills discounted	27.1	30.3	3.1
Foreign securities	27.0	33.3	6.3
Other (funding, market operations, etc.)	(49.7)	(56.7)	(7.0)
Net interest income (excl. gains on the cancellation of investment trusts)	135.1	154.1	19.0
Gains on the cancellation of investment trusts	1.5	2.6	1.0

Net fees and commissions

Net fees and commissions increased to ¥30.8 billion, reaching record high for five consecutive terms.

Attributable to proposals that were based on the needs of corporate customers, corporate solutions fees and commissions increased by ¥1.3 billion year on year to reach a record high and led to the overall increase in net fees and commissions.

Cashless operations fees also increased to a record high.

Fees and commissions from investment trusts and personal annuities declined overall by ¥0.9 billion year on year due to a decrease in life insurance fees, despite an increase in investment trust fees.

>> Breakdown of net fees and commissions

(¥ billion)

(Non-consolidated)	FY2023	FY2024	YoY
Net fees and commissions	30.0	30.8	0.7
<Main breakdown>			
Investment trusts and personal annuities	5.9	4.9	(0.9)
Corporate solutions	16.6	18.0	1.3
Trust/inheritance-related business	1.5	1.5	(0.0)
Cashless operations	2.8	3.9	1.0
Payment and settlement transactions	12.9	13.1	0.1
Guarantee charges and group insurance costs (-)	13.9	14.6	0.7

Earnings Projections for the Fiscal Year Ending March 31, 2026

For the fiscal year ending March 31, 2026, gross business profit is projected to increase ¥21.5 billion year on year to ¥208.1 billion due to an increase in net fees and commissions of ¥0.7 billion, mainly on corporate solutions, in addition to an increase in net interest income of ¥18.4 billion due to an increase in domestic interest on loans and deposits as a result of an increase in loans and bills discounted and rising interest rates.

G&A expenses are projected to increase ¥4.2 billion year on year to ¥94.0 billion primarily due to wage increases and a rise in cost of strategic investments.

As a result, real net business income is projected to increase ¥17.3 billion year on year to ¥114.1 billion, and core business income excluding gains/losses on the cancellation of investment trusts is projected to increase ¥13.7 billion year on year to ¥114.6 billion.

Credit-related expenses, on the other hand, are conservatively projected to increase ¥2.7 billion year on year to ¥13.0 billion in light of the environment where impact on the economy has remained uncertain, such as the U.S. reciprocal tariff and rising prices.

As a result, ordinary profit is projected to increase ¥16.5 billion year on year to ¥121.6 billion and net income is projected to increase ¥10.3 billion year on year to ¥84.6 billion.

On a consolidated group basis, ordinary profit is projected to increase ¥16.7 billion year on year to ¥124.3 billion and profit attributable to owners of parent is projected to increase ¥10.7 billion year on year to ¥85.0 billion.

>> Earnings projections

(¥ billion)

(Non-consolidated)	FY2024	FY2025 (Plan)	YoY
Gross business profit	186.5	208.1	21.5
Net interest income	156.7	175.2	18.4
Net fees and commissions	30.8	31.5	0.7
Net trading income	1.1	1.4	0.2
Net other ordinary income	(2.1)	(0.1)	2.0
Gains/losses related to bonds	(6.7)	(1.7)	5.0
G&A expenses (-)	89.7	94.0	4.2
Real net business income	96.7	114.1	17.3
Core business income	103.4	115.8	12.3
Excl. gains/losses on the cancellation of investment trusts	100.8	114.6	13.7
Net provisions to general allowance for loan losses (-)	2.0	3.0	0.9
Net business income	94.6	111.1	16.4
Non-recurring gains/losses	10.3	10.5	0.1
Disposal of non-performing loans (-)	8.1	10.0	1.8
Reversal of loan loss reserves	—	—	—
Gains/losses related to stocks, etc.	18.1	20.2	2.0
Ordinary profit	105.0	121.6	16.5
Extraordinary gains/losses	(0.6)	(1.7)	(1.0)
Net income	74.2	84.6	10.3
Credit-related expenses (-)	10.2	13.0	2.7

(¥ billion)

(Consolidated)	FY2024	FY2025 (Plan)	YoY
Ordinary profit	107.5	124.3	16.7
Profit attributable to owners of parent	74.2	85.0	10.7

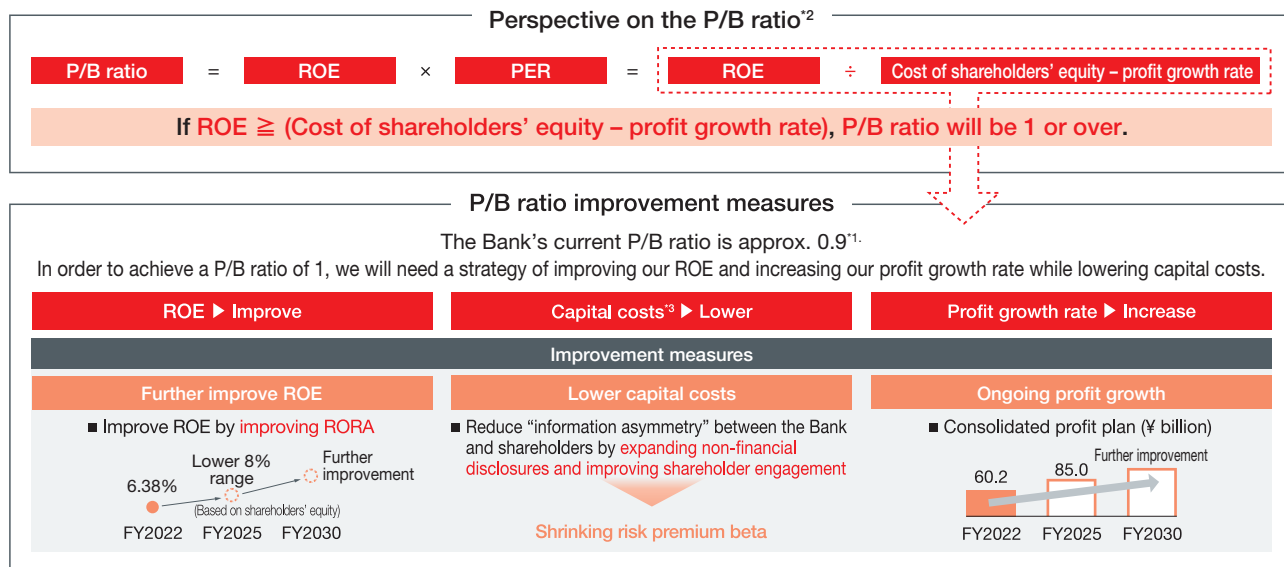
(Reference)

Consolidated net business income (before provision to general allowance for loan losses)	104.7	125.1	20.4
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P/B Ratio, Growth Strategy, Capital Policy

Improving Our P/B Ratio

The Bank's P/B ratio is approximately 0.9*1, which is a top-class figure for a regional bank. However, it has been trending below 1 for some time. In order to raise the ratio to a level higher than 1, we consider the ratio in terms of three factors: ROE, capital costs, and profit growth rate, and will implement a three-pronged improvement plan consisting of further improving our ROE, lowering capital costs, and sustainable profit growth.



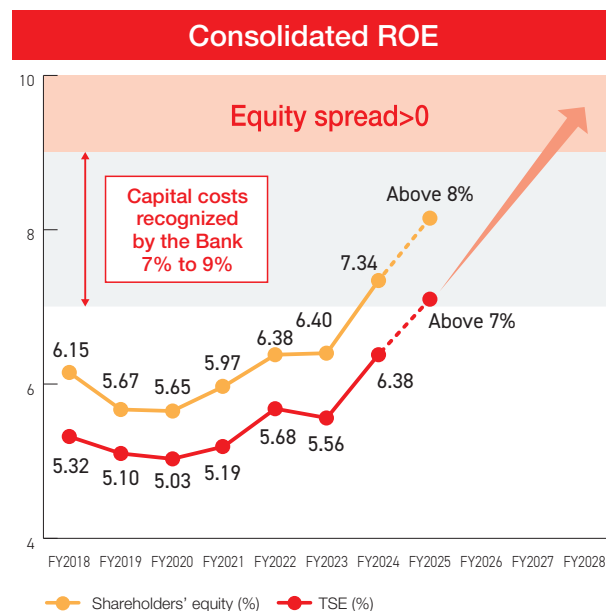
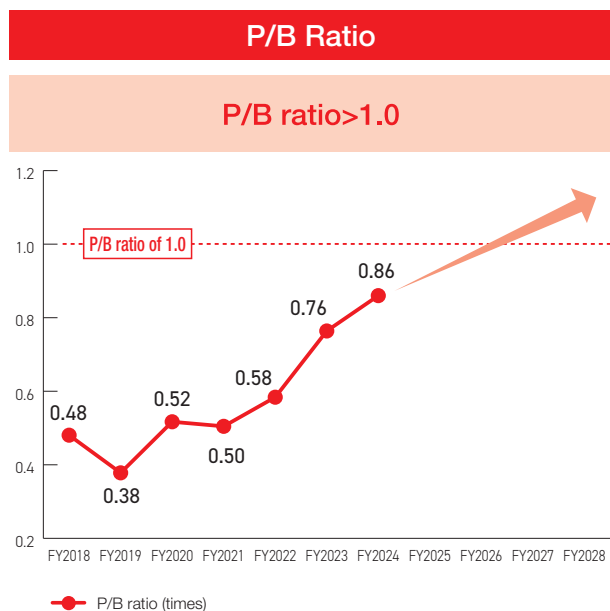
*1 Results for FY2024

*2 A more accurate formula is $\text{P/B ratio} = 1 + (\text{ROE} - \text{cost of shareholders' equity}) \div (\text{cost of shareholders' equity} - \text{growth rate})$. The formula shown here is presented as a practical simplified version.

*3 The Bank's administrative capital costs are estimated using CAPM and equity profit yields.

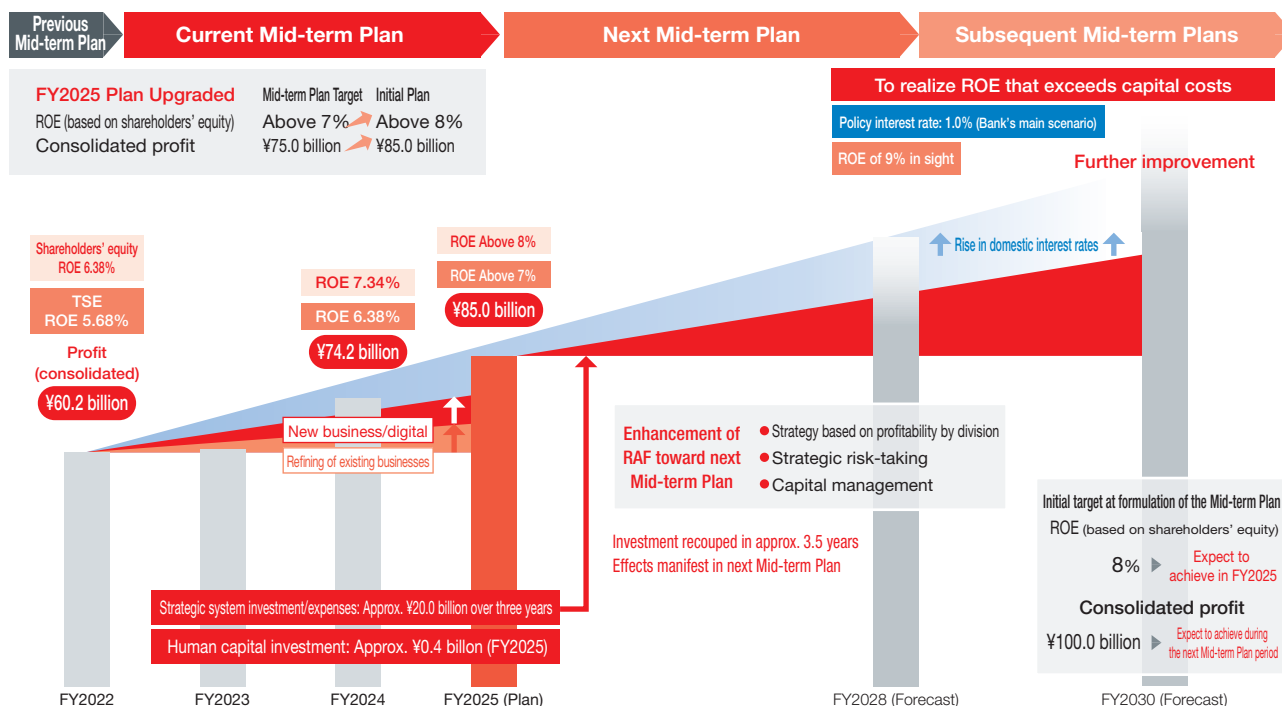
Trends in P/B ratio and consolidated ROE

P/B ratio and consolidated ROE have steadily increased as a result of the efforts of the Mid-term Plan. The Bank's capital costs are recognized to be around 7% to 9% based on CAPM estimates and equity profit yields, and the Bank aims to achieve a Tokyo Stock Exchange-based ROE of over 9% with a positive equity spread and a P/B ratio of over 1.



Growth Strategy

The financial targets for the final year of the Mid-term Plan were largely achieved one year ahead of schedule, and the final-year consolidated ROE (based on shareholders' equity) was revised upward from the lower 7% range to the lower 8% range, while consolidated profit was raised from ¥75.0 billion to ¥85.0 billion. We will strengthen our initiatives to achieve sustainable growth and capital efficiency in the next Mid-term Plan and beyond.

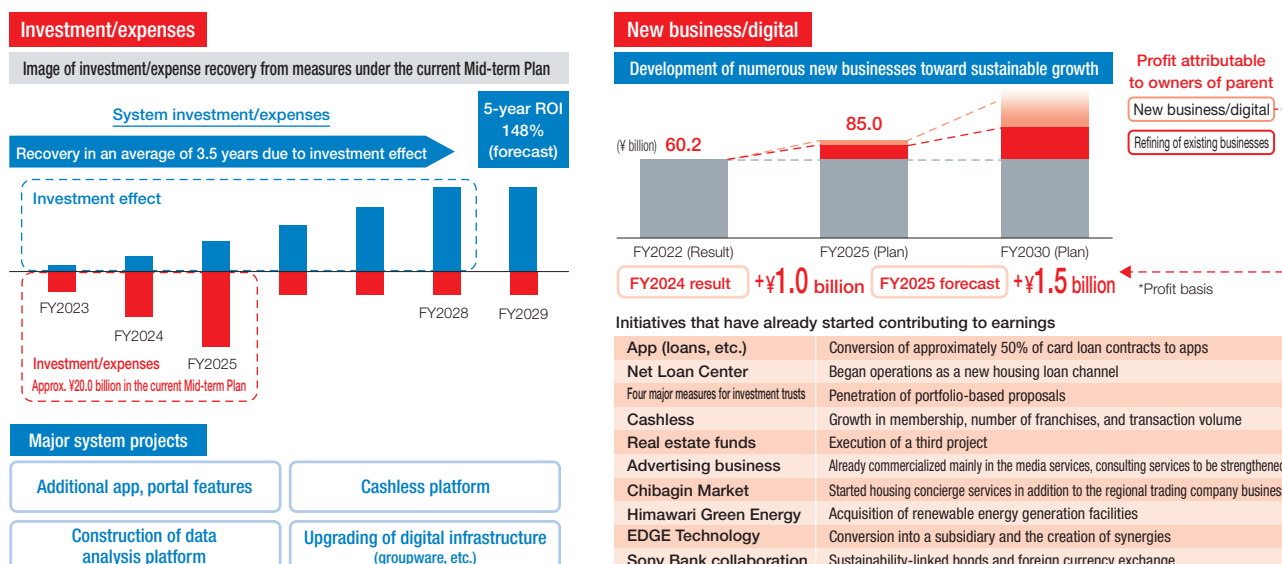


Allocation of management resources and digital/new businesses

We plan to invest a cumulative total of approximately ¥20.0 billion in system investments and expenses in the Mid-term Plan, mainly for the construction of apps, portals, and data analysis platforms, and we expect to see the effects of these investments during the period of the next Mid-term Plan.

As a result of fortifying new business/digital initiatives for sustainable growth, the earnings effect was +¥1.0 billion in the previous fiscal year* and +¥1.5 billion expected for the current fiscal year*, and we will further strengthen our initiatives going forward.

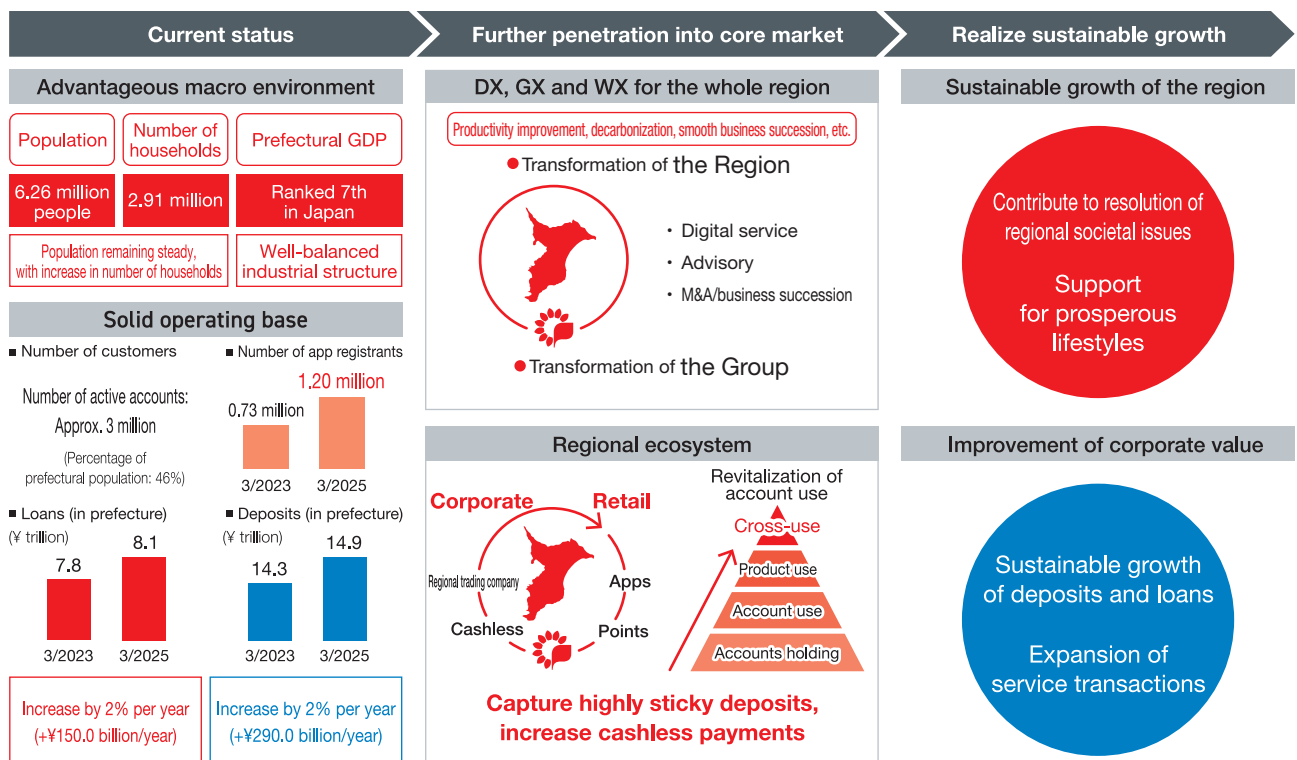
*Profit basis



P/B Ratio, Growth Strategy, Capital Policy

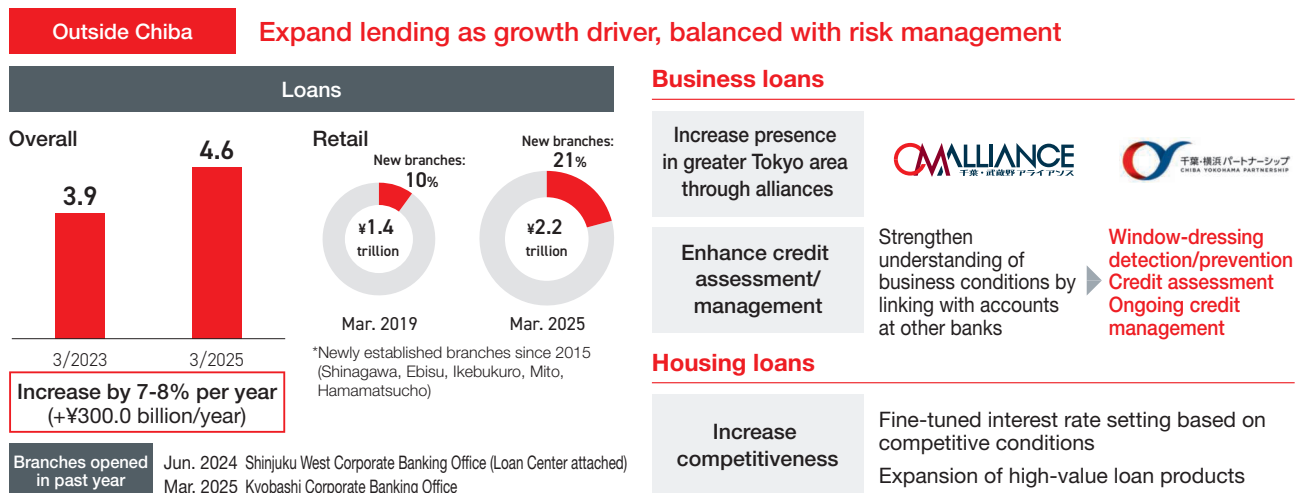
Growth strategy originating from three areas (Chiba Prefecture, outside the prefecture, nationwide)

In Chiba Prefecture, our core market where we have an advantageous macro environment in terms of demographics and economic scale, etc., we have built a strong operating base including the number of individual customers, app registrants, loans and deposits. We are promoting “DX, GX and WX for the whole region” that links the Group’s transformation in digital, decarbonization, working styles, and productivity with regional transformation, and aiming to build a regional ecosystem in which individuals and corporations generate a virtuous economic cycle within the region, thereby achieving both sustainable regional growth and an increase in our corporate value.



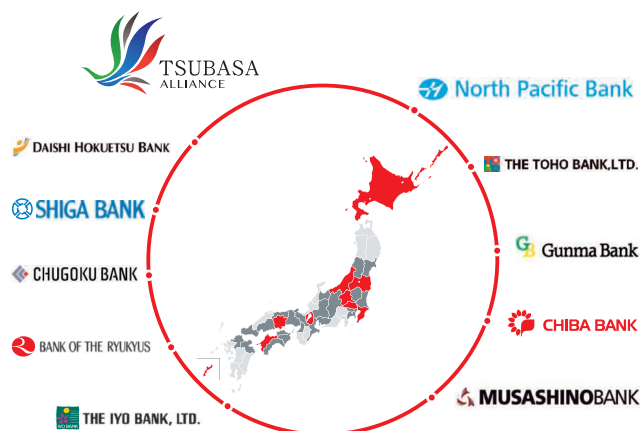
Outside Chiba Prefecture, we aim to expand lending as a growth driver while maintaining a balance with risk management. To this end, we will promote new branch openings and strengthen our understanding of management conditions by leveraging AI.

As for nationwide, we will expand various services and systems, including the banking app, as a platform through the TSUBASA Alliance.



Nationwide

Roll out services as platform provider through TSUBASA Alliance



Combined total of Alliance banks

Total assets	Approx. ¥100 trillion	Total deposits	Approx. ¥80 trillion	Total loans	Approx. ¥60 trillion
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Largest after the three megabanks

Banking app	FT common platform (API)	Regional trading company
Core systems	Corporate portal	Cashless business
Joint banking center concept	AML Center	Further expansion

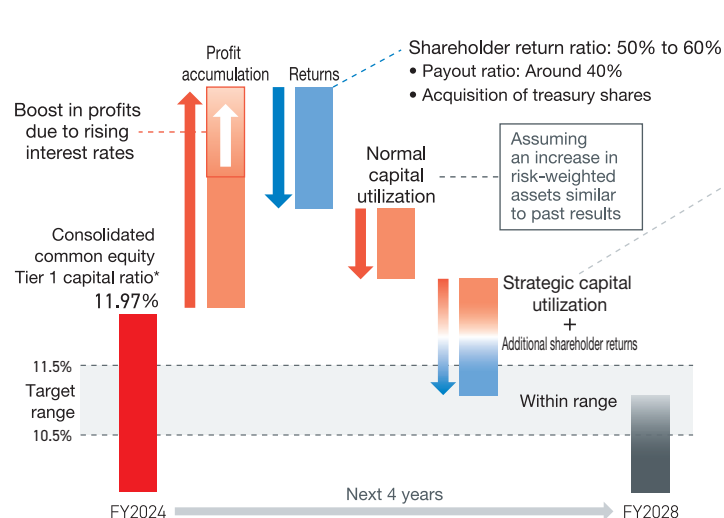
Capital Policy

Capital allocation

In terms of capital management viewpoint, our basic policy is to control the consolidated common equity Tier 1 capital ratio* in the range of 10.5% to 11.5%.

In preparation for the next Mid-term Plan, we will apply the profits to be accumulated going forward to normal capital utilization centered on shareholder returns that serve as a base and an increase in loan balances, and subsequently use them for strategic capital utilization and additional returns to achieve the range mentioned above. With regard to strategic capital utilization, we are working to enhance the risk appetite framework (RAF) for full-scale utilization in the next Mid-term Plan, and we will engage in rational risk-taking based on indicators such as ROE and OHR. For divisions that utilize risk-weighted assets and inorganic investments, investment and loan decisions will be made with an ROE target of over 10%, and for divisions that do not use risk-weighted assets, decisions will be made based on whether they will contribute to lowering OHR. Moreover, we will continue to strengthen DX investment.

>> Current outlook for the next Mid-term Plan



*Full implementation of finalized Basel III standards (excluding valuation differences on securities)

Strategic capital utilization

Enhancement of Risk Appetite Framework (RAF)

Rational risk-taking based on indicators such as ROE and OHR

Target ROE* Over 10%

*Based on financial indicators, assuming stable operations and realization of synergies

1 Accumulation of risk-weighted assets

Key decision indicators

Divisions that utilize risk-weighted assets: ROE increase

Divisions that do not use risk-weighted assets: OHR decrease

2 Inorganic investment

While considering all opportunities to increase ROE, we will prioritize investment opportunities in the following areas to make our services more advanced

Key investment areas: DX/AI, payment business

3 DX investment (accumulation of intangible assets)

Apps/portals/data analysis platforms, FT common platforms, core systems

P/B Ratio, Growth Strategy, Capital Policy

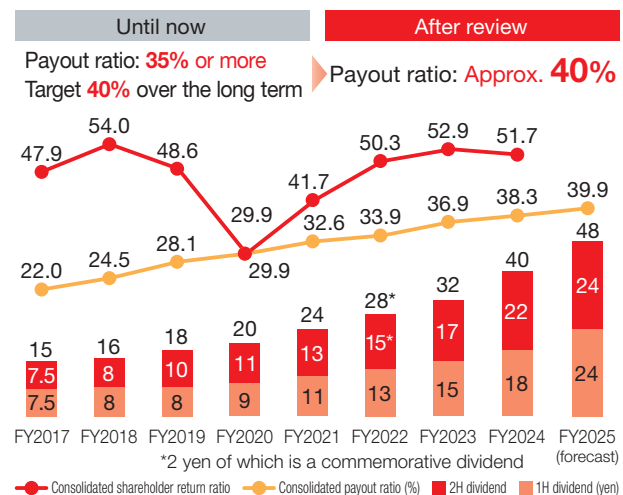
Shareholder returns

With regard to dividends, we have revised our return policy to aim for a payout ratio of approximately 40% as our long-term target.

We will also continue to consider flexible share buybacks.

We will improve earnings by steadily carrying out various measures and continue to implement shareholder returns that take into consideration the balance between investment for growth and a sound capital base.

>> Shareholder returns



Reduction of cross-shareholdings

In terms of cross-shareholdings, our policy is to maintain cross-shareholdings on a limited basis if a meaningful rationale for holding the shares is recognized, while reducing overall cross-shareholdings after having sufficient dialogue with clients to control stockholding risk and capital efficiency, etc.

We verify the quantitative holding effects of listed shares using indicators such as RAROA (risk adjusted return on assets)*.

The Board of Directors verifies the validity of the rationale for cross-shareholdings for each individual issue, based on the economic rationale and future prospects for the value of the shares, taking into consideration the financial and performance details of each company. For the fiscal year under review, these verifications were conducted as of the end of March 2025.

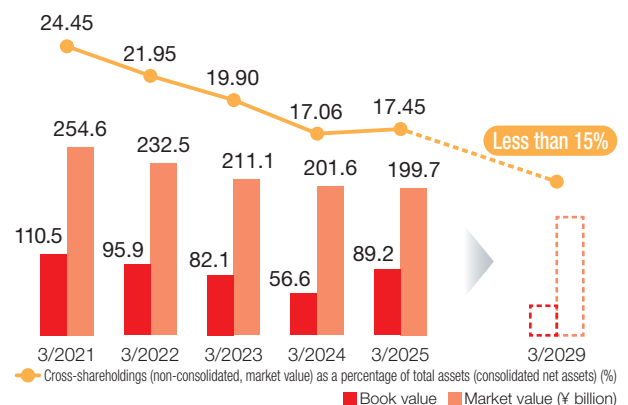
Even in cases where the rationale for cross-shareholdings is recognized to be reasonable, shares may be sold in accordance with the basic policy of reducing overall cross-shareholdings. Furthermore, we do not request continued holding of our shares by counterparties with which we mutually hold cross-shareholdings. If such counterparties express an intent to sell, etc. our shares, we do not interfere with such sales, etc.

The Bank intends to reduce the percentage of cross-shareholdings to less than 15% of total capital (consolidated net assets) on the balance sheet (market value) by the end of the next Mid-term Plan period (end of March 2029), while keeping a close eye on market price fluctuations due to rising stock prices.

In the current fiscal year, all shares of 9 stocks have been sold, and as of March 31, 2025, the amount of cross-shareholdings on the balance sheet (market value) was ¥199.7 billion, accounting for 17.45% of total capital (consolidated net assets).

Compared to the previous fiscal year, the number of stocks held has decreased while the percentage of cross-shareholdings has slightly increased, mainly due to the new acquisition of shares in Chiba Kogyo Bank and EDGE Technology.

>> Cross-shareholdings and ratio to total capital



*RAROA (risk adjusted return on asset) is calculated by deducting assumed provisions for equity holdings and capital costs associated with stock holdings from income from deposits and loans, service income, and dividend income of the issuing corporate group, and we verify the economic rationality of such holdings based on standard values established by the Bank. However, in consideration not only of confidentiality with the issuing corporate group, but also of our own trade secrets as a financial institution, the need to maintain trust, and customer protection, we refrain from disclosing the specific standard values, etc. for each judgment factor.

Communication with Stakeholders

Communication with Customers

The Bank utilizes customer feedback to improve management, and works to improve its services. Under the Mid-term Plan, we conduct CX (customer experience) surveys to quantitatively understand and verify the improvement of customer engagement and continuously pursue improvements to enhance customer satisfaction.

Communication with Shareholders

The Bank strives to enhance disclosure through the General Meeting of Shareholders, IR meetings, meetings with individual investors, and other IR events. In addition to IR meetings and individual meetings, we held briefings on the growth strategy and DX strategy in FY2024. Directors, including the President and outside directors, or Audit & Supervisory Board members participate in dialogues with shareholders and investors within a reasonable scope. In addition, feedback received in these dialogues is reported to directors and Audit & Supervisory Board Members through the Board of Directors. We will improve management based on that feedback.

Activity Results

Meetings, etc.	Number of times held	Presenter	Number of participants
The 118th Annual General Meeting of Shareholders	1	Directors, Audit & Supervisory Board members, etc.	93
Briefings for analysts and institutional investors			
IR meetings	2	President, CSO/CDTO	381
IR Day "Growth Strategy/DX Strategy"	1	President, CSO/CDTO	61
IR Day "Business Improvement Plan/Governance"	1	President	63
Small Meeting for financial results announcement	2	CSO/CDTO	149
Briefings for individual investors	8	CSO/CDTO	2,958
Individual meetings with analysts and institutional investors	Total of 267 (of which 115 were conducted by executives and 81 were with overseas investors)		

Dialogue details

Dialogues are held on a variety of topics, such as business performance, capital policy, alliance strategy, DX strategy, sustainability, and human capital. Q&A sessions in briefings for analysts and institutional investors are disclosed on the Bank's website.

Communication with Employees

Opinion exchange meeting with executives

To reflect the voice of frontline branch employees in management, we hold annual opinion exchange meetings with executives. Q&A sessions constitute the core part of the meetings, where branch employees ask questions related to management, share what they think of day-to-day work, and propose what measures should be taken. In FY2024, ten executives, including the President, held opinion exchange meetings at a total of 145 branches.

We also held opinion exchange meetings for the formulation of the next Mid-term Plan, where executives including the President engaged in repeated dialogue with employees from the headquarters, branches, and Group companies to discuss the ideal vision, current issues, and future initiatives. By directly exchanging opinions with a cumulative total of over 800 employees, we are strengthening the process of reflecting opinions from the frontline into management.

IR for employees (corporate briefing session)

IR for employees (corporate briefing session) was held for all Group employees as an opportunity for executives to directly explain information such as management strategies. The President and executives responsible for each strategy participated in the meeting and explained topics such as management strategy, group strategy, human capital management, and DX strategy. Real-time Q&A sessions were held to further deepen employee understanding of management and to deliver employee opinions directly to management, with the aim of realizing the Group's Purpose, which includes "each individual employee's hopes."



Message from the Group CBO (on Sales Strategy)

Delivering high-quality services tailored to each and every individual and corporate customer with the optimal timing

Kiyomi Yamazaki

Director and Senior Executive Officer
(Representative Director, Group Chief Business Officer (CBO), General Manager in charge of Business Promotion)

To create a local community better suited to bringing each person's hope to life



If we are to realize the Purpose and Vision, it is important to have a better understanding of our customers and to identify their existing and latent needs. By understanding those needs and making optimal proposals for bringing customers' hopes to life and solving their issues, we will evolve our business model into a customer-oriented model in which the Bank will grow together with our customers.

A more sophisticated sales organization

Amid significant changes in the environment surrounding the Bank, such as the transition to a world of positive interest rates and intensifying competition from other banks, including online banks, to offer our customers high value-added services quickly, we reinforced the divisions responsible for the integrated oversight of corporate and retail banking operations. We will work to make our sales organization more sophisticated by restructuring it to integrate sales promotion and product planning.

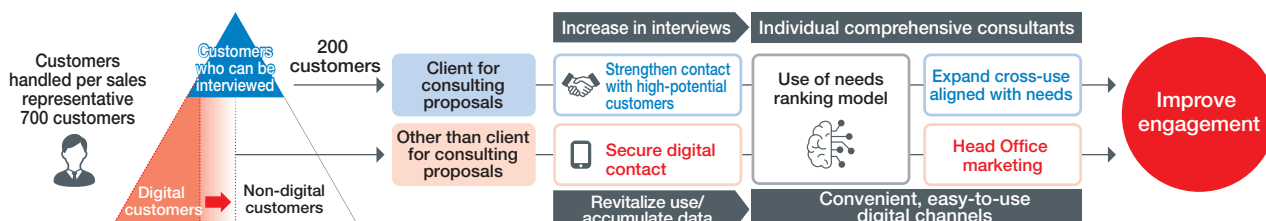
We have also established a new Main Bank Service Office to strengthen our accompanying support services to the region's core companies. Staffed by personnel with extensive frontline experience, the Main Bank Service Office will provide long-term support as a trusted business advisor for companies, through services such as the provision of high-quality information and solution proposals through advanced consultative sales.

Understanding our customers well to deliver optimal solutions

I will talk in specifics about our retail, corporate, and cashless businesses separately, starting with the retail business.

We will shift away from the conventional role-specific approach to proposals toward individual comprehensive consulting proposals that offer a variety of financial services tailored to our customers' diverse needs.

>> Review of individual sales activities



As individual comprehensive consultants, by making optimal proposals for diverse life events, we will offer customers the optimal customer experience and support them in achieving a prosperous lifestyle. We also hold regular seminars of various sizes for regional customers and employees of our corporate clients, with the aims of solving their money concerns and increasing their financial literacy. We aim to broaden our customer base by promoting awareness of our services as effective solutions to concerns and needs.

Next, in the corporate business, as “an assistant to management,” Head Office, the branches, and Group companies will work together to gain a full picture of the management issues of individual corporate customers and promptly make proposals that will help support their core business. Specifically, to help companies to enhance their ability to grow, we will offer solutions to management issues such as DX (digital transformation) and GX (green transformation) based on their owners’ vision and business plans. To support corporate revitalization and renewal, we will provide support through proposals for M&A, business succession planning, and buyout funds, leading the way among banks and other firms.

In addition, we hold Customer Contribution Information Meetings, where we share the needs and issues identified during interviews and discuss solutions that will contribute to our customers. We will provide more effective solutions to assist in solving social issues of the region.

In our cashless business, we are proceeding to build a “regional ecosystem” as a further evolution of our platform. This regional ecosystem connects individual and corporate customers through apps, cashless services, and

the regional trading company, with the aim of revitalizing the local economy. Our aim is to establish a win-win-win relationship, in which our individual customers, corporate customers, and the Bank all benefit, through initiatives such as enabling individual customers to shop more advantageously when shopping at our corporate clients’ stores and by offering increased point reward rates when they use their cards at designated shops. As well as contributing to the revitalization of the local economy, we believe that these initiatives will lead to improved customer engagement, growth in sticky liquid deposits, the expansion of payment transaction volumes, and the maximization of lifetime value.

Continuing to grow alongside the region

The Bank possesses rock-solid business foundations that can be attributed to the relationships of trust that we have built up with our customers over many years.

Also, as the megabanks and other regional banks in the prefecture continue to close and amalgamate branches, Chiba Bank has been able to maintain its branch network, giving us a structure that allows us to respond promptly and carefully to customers when they seek our advice. In addition to our strength in face-to-face services, we will further strengthen our digital touchpoints, which are highly convenient for customers who have limited opportunities for direct contact with the Bank.

Through a hybrid of digital and face-to-face services, we aim to further deepen our relationships with our existing customers and develop new customers to take with us into the future, in our aim to be a banking group that continues to grow alongside the region.

>> Regional ecosystem

Build a win-win-win relationship with individual and corporate customers



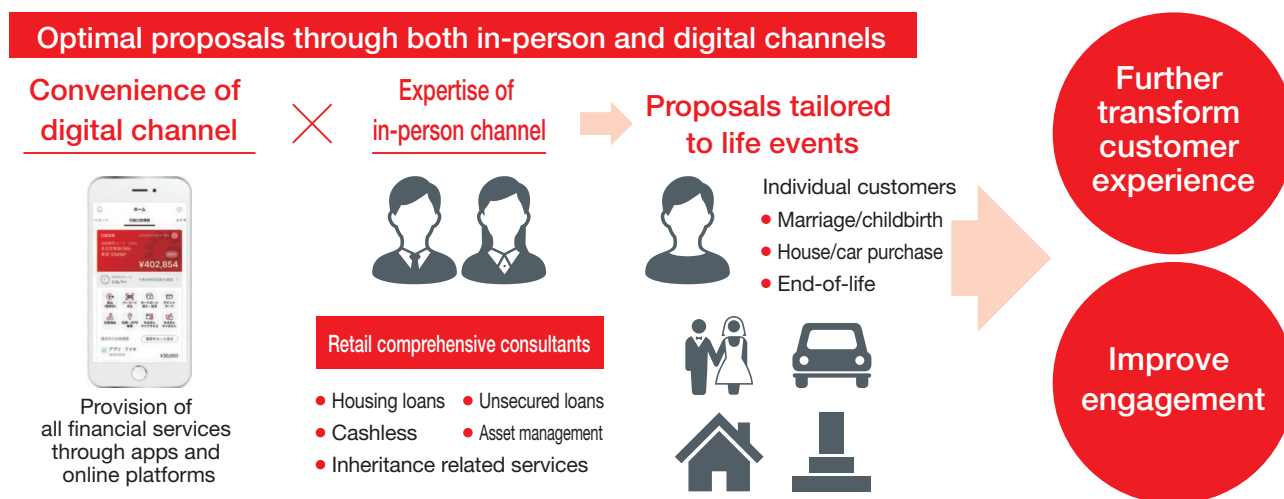
Retail Business

Individual values and lifestyles have diversified, and accordingly, the services that customers expect from financial institutions have changed. The Bank Group has worked to strengthen operational systems and various services to provide optimal services that meet the needs of retail customers.

Retail Comprehensive Consultants

We are strengthening our contact points with each individual customer by combining highly convenient digital channels such as apps with highly specialized in-person proposals.

Particularly in face-to-face meetings, we act as retail comprehensive consultants and offer proposals tailored to each customer's needs and life events from a wide range of products and services, rather than just single products, including asset management, housing loans, unsecured loans, cashless solutions, inheritance, and trust services in order to improve customer engagement.



Strengthening Operational Systems for Housing Loans in and Outside of Chiba Prefecture

In order to flexibly respond to changes in the social environment including soaring housing prices and diversification of work styles and to closely support the wishes and intentions of our customers to purchase houses, we have strengthened our operational systems mainly by expanding the number of personnel specializing in housing loans.

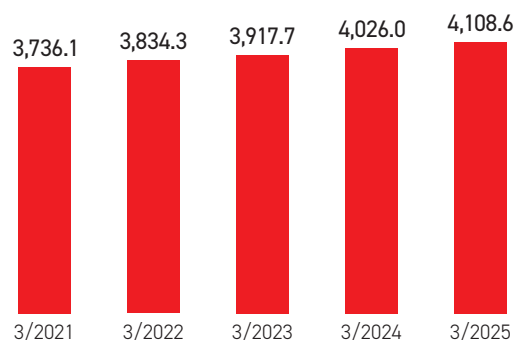
In Chiba Prefecture, we are conducting sales activities that respond to regional demand, such as increasing the number of personnel specializing in housing loans, strengthening our operational systems in the Joban area, and increasing the number of specialists in the Kisarazu area.

In addition, in order to further strengthen sales in Tokyo, where demand for housing remains strong, we have expanded the structure of the Tokyo Consumer Loan Center, and established the "Tokyo Consumer Loan Center Shinjuku Office" in the Shinjuku Nishi Corporate Banking Office in June 2024, to provide consultation services for housing loans in the West Tokyo area.

Housing loans play a very significant role as a gateway to individual customer transactions. We will flexibly review our operational systems in line with trends in housing needs and work to evolve products and systems that meet the trend of digitalization and the needs of customers.

>> Housing-related loan balance

(¥ billion)



Inheritance-Related Services and Trust Business

To solve issues in the 100-Year Life Society

We want our customers to use Chiba Bank throughout their lives, which is why in 2006 we became the first regional bank in Japan licensed to handle inheritance-related services by itself. Since then, we have supported many customers in solving the issues in a 100-Year Life Society as a close and accessible advisor.

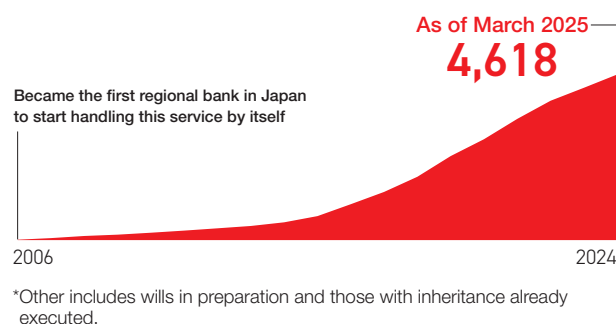
Two important preparations in a 100-Year Life Society

Preparation for dementia, etc.		Preparation for inheritance	
What if I can no longer go to the bank...	It's time to leave the rental property management to my successor...	Once the inheritance process starts, money cannot be withdrawn immediately...	Inheritance procedures are troublesome and a burden on my family...
Asset management trust Cumulative total of 2,033 applications	Family trust (civil trust) support service Cumulative total of 321 applications	Alternative testamentary trust Cumulative total of 1,380 applications	Testamentary trust Cumulative total of 7,070 applications

Handling status of testamentary trusts

Our testamentary trusts have been well received, as they enable customers to realize their desire of not causing trouble for heirs upon inheritance, with cumulative applications exceeding 7,000 since the start of the service.

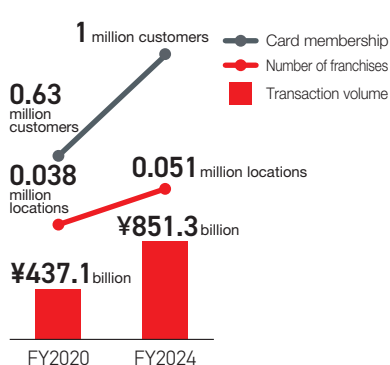
>> Number of wills in custody (testamentary trusts)



Cashless/Regional Ecosystem

In order to provide services to more customers in the expanding cashless payment market, the Bank launched the franchise business in 2019 and the TSUBASA Chibagin Visa debit card issuance business in 2020. As of the end of March 2025, the Group has 1 million card membership, 50,000 franchises, and is steadily growing transaction volume. We will continue to pursue improved customer convenience and link this to our regional ecosystem strategy, including a business partnership with SoftSpace, a Malaysian FinTech venture, in March 2025.

Card membership, number of franchises, and transaction volume



Increase franchises

Further enhance functions

From Oct. 2019
Launch of franchise business

From Oct. 2020
Launch of TSUBASA Chibagin Visa debit card issuance business

Business partnership with SoftSpace



*A FinTech company providing payment solutions to over 90 businesses in approximately 30 countries, mainly in Asia

Franchise system with smartphone-type payment terminals, etc.

Wallet functions in the app, etc.

**Improvement of customer convenience/
Regional ecosystem strategy**

Corporate Business

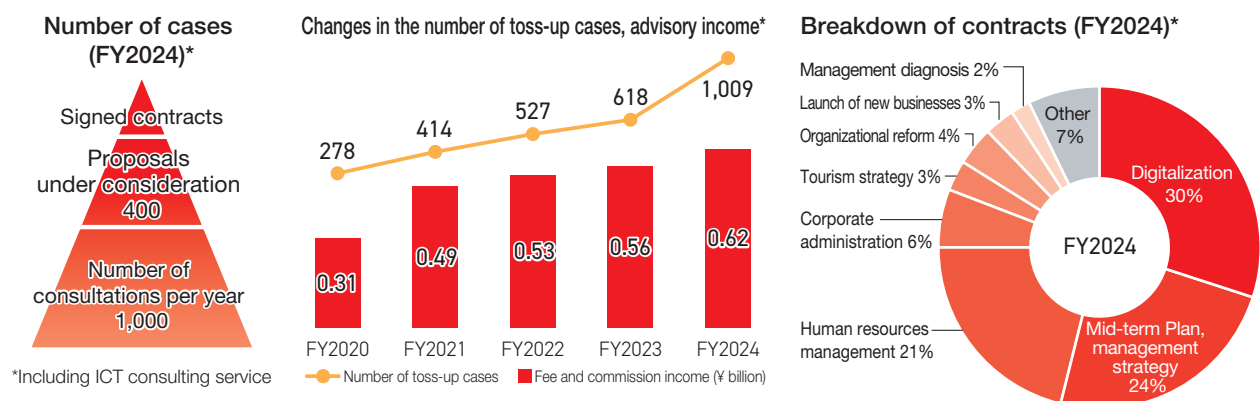
The business environment surrounding companies has been dramatically changing as seen in soaring raw material prices and labor shortages. The Bank Group conducts customer-oriented consulting by sharing management issues with various business operators, including individual business owners, small and medium enterprises, and major companies.

Main Initiatives

Advisory services for business operators

In advisory services for business operators, we carry out initiatives to improve customer engagement, including support for forming management strategies and business plans in anticipation of business expansion, support for creating human resources management systems, and lateral support for starting a new business in response to changes in the business environment.

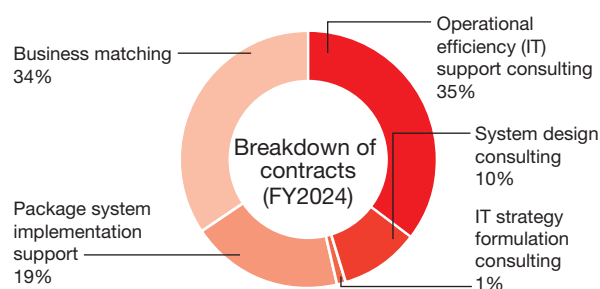
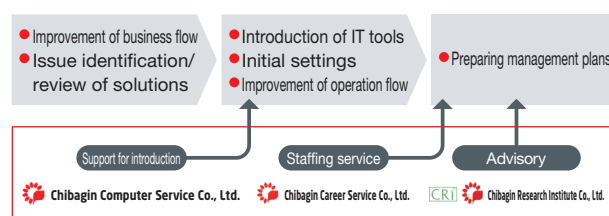
The number of contracts in FY2024 exceeded 200 for the second consecutive year, contributing to the increase in the Bank's commission income. The specific number of consultations is increasing, exceeding 1,000 per year (approximately 1.6 times year on year). We will continue to provide sophisticated consulting on our customers' management issues.



ICT consulting service

In our ICT consulting service launched in April 2021, we provide services that support digitalization to help improve customer productivity. We offer consulting on the introduction of the optimal system and IT tools independently from IT service providers to help solve customer issues. The number of consultations in FY2024 has exceeded 400, and we have increased consulting on workflow analysis to improve operational efficiency, support for system selection, and support for the introduction of no-code/low-code systems. We will continue our accompanying support services toward the digitalization of small and medium enterprises in the region.

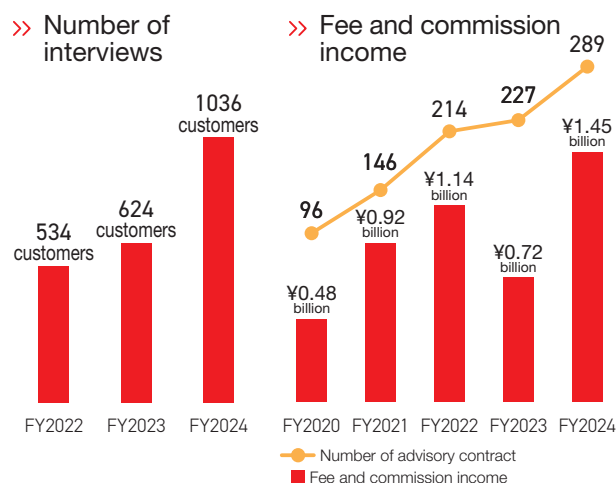
>> Providing accompanying support to business operators through ICT adoption



Business succession consulting services

Our business succession consulting services provide one-stop, speedy support for all options related to business succession (relatives, employees, M&As).

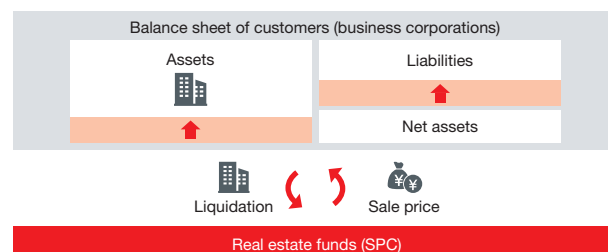
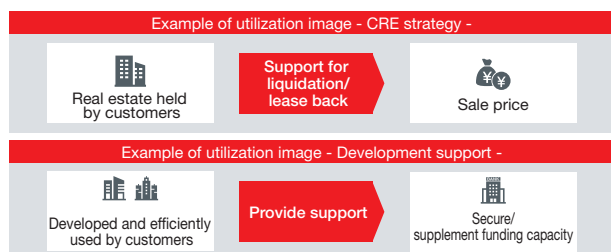
Interest, concerns, and worries among business owners regarding succession are on the rise, and the number of companies having interviews with the Business Succession Consulting Division has increased to a level exceeding 1,000 in FY2024. We will continue to provide detailed support tailored to each customer for their business succession needs in a timely and appropriate manner.



High-level solutions via real estate funds

To meet the increasingly diversified and sophisticated customer needs related to real estate, such as improving the balance sheet, raising growth capital, and realizing large-scale investments, we work with external experts to provide support utilizing real estate liquidation scheme. In August 2024, we established a fund backed by World Business Garden, the largest office building in Chiba Prefecture.

We will continue to dig deeper into the management and financial issues of each customer from the perspective of real estate, thereby providing custom-made optimal solutions.



>> Initiatives backed by World Business Garden (August 2024)



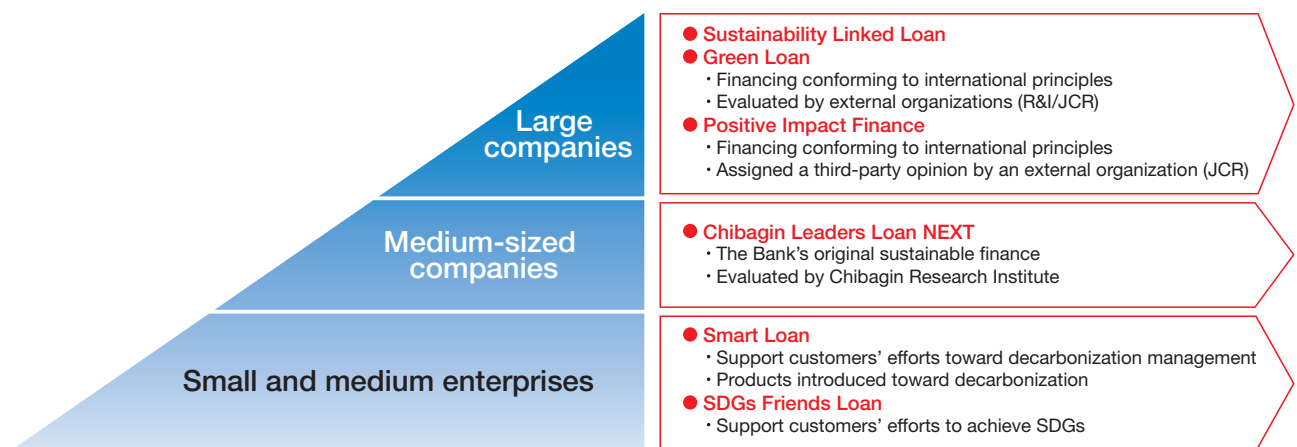
Corporate Business

Expansion of sustainable finance products

The Bank provides various loan products to promote customers' sustainability-oriented management in terms of finance.

For large companies, we offer a product lineup conforming to the Sustainability Linked Loan Principles and other international principles, such as the Chiba Bank Sustainability Linked Loan and Chiba Bank Green Loan, as well as the Chibagin Positive Impact Finance, which comprehensively analyzes and evaluates the impact of corporate activities on the environment, society, and economy in an aim to increase positive impacts and reduce negative ones.

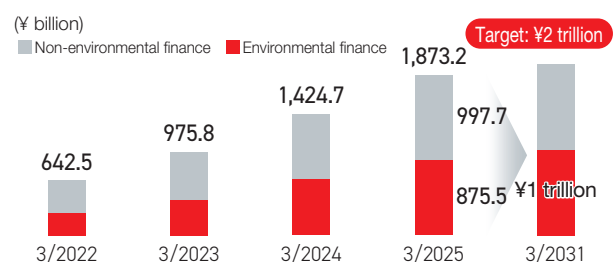
For medium-sized companies and small and medium enterprises, we launched new products in April 2025, including the Chibagin Leaders Loan NEXT, in which specialized departments of the Bank provide support to businesses for setting effective targets and so forth according to business size and management conditions and evaluated by the Chibagin Research Institute, and the Chibagin Smart Loan, which supports initiatives toward decarbonization management, and both of these products are being used by many customers.



>> Target for amount of sustainable finance and results

	Target amount (FY2019 to FY2030)	Actual amount [progress rate] (FY2019 to FY2024)
Sustainable finance	¥2 trillion	¥1,873.2 billion [93%]
Environmental finance	¥1 trillion	¥875.5 billion [87%]

>> Cumulative amount of sustainable finance

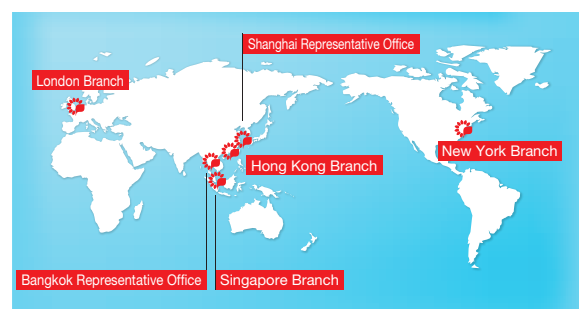


Overseas Business

Financial support utilizing the overseas network

In January 2025, we newly established the Singapore Branch to support customers' overseas expansion in the Asia-Pacific region and strengthen our local support system, and with this, our overseas branch network reached four branches, the largest among regional banks.

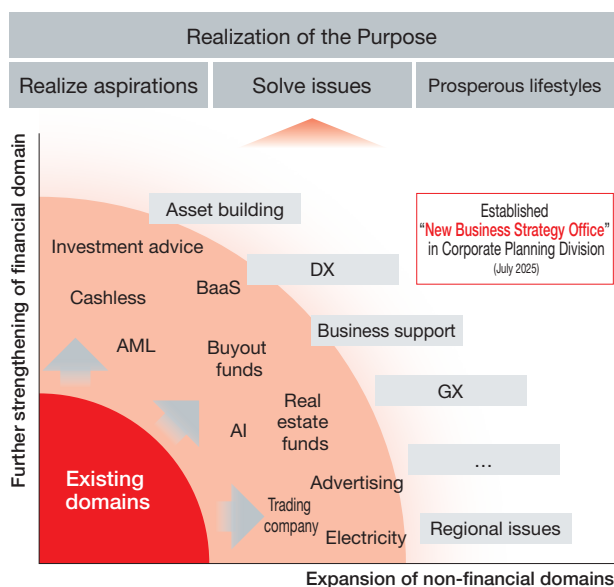
We provide support for overseas business expansion through our six overseas locations (four branches and two representative offices) and partner banks, including the latest information on the investment environment, market development, and financial support for local subsidiaries to businesses overseas and customers considering overseas expansion.



▲ Overseas network

New Business

The Bank is expanding its business areas in both financial and non-financial areas and enhancing the sophistication of its solutions to regional social issues through new business initiatives. In addition, to further strengthen new businesses, we established the New Business Strategy Office within the Corporate Planning Division in July 2025 to reinforce our internal structure.



Main initiatives since the start of the current Mid-term Plan

Regional trading company	Chibagin Market • EC/FC business expansion • Housing consultation services (trial underway)
Energy business Details on p.56	Himawari Green Energy • Started power generation business • Started intermediation of non-fossil certificates
Advertising business	• Started advertising media business • Started advertising consulting business
Buyout funds	• Established Chiba Engagement Fund No. 1
Anti-money laundering Details on p.58	TSUBASA-AML Center • Started operation (under contract from The Chiba Bank, DAISHI HOKUETSU BANK, CHUGOKU BANK, and North Pacific BANK)
AI Details on p.53	• Full acquisition of Edge Technology
Primary industry Details on p.62	• Full acquisition of Fresh Farm Chiba

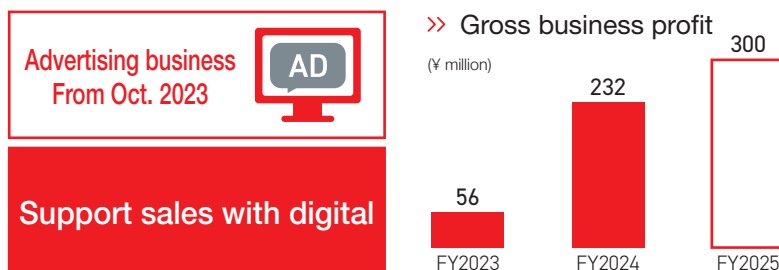
Chibagin Market Co., Ltd.

In addition to expanding our e-commerce site and crowdfunding businesses, we are preparing for full-scale development of the “Chiba Housing Concierge” housing-related services.



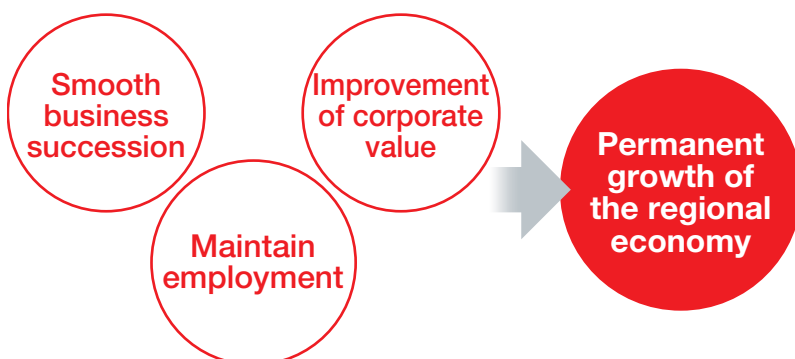
Advertising business

We are developing two businesses, the advertising media services and the advertising consulting services, and are accelerating efforts to achieve ¥300 million in gross business profit for FY2025.



Buyout funds

We aim to develop sustainably along with the regional economy by supporting local companies in smooth business succession, maintaining employment, and increasing corporate value. In September 2024, we launched the Chiba Engagement Fund and executed the first project.



Message from the Group CDTO



Aiming to be a banking group that serves its customers with “DX for the whole region”

Hideki Shibata

Managing Executive Officer (Group Chief Digital Transformation Officer (CDTO))

DX strategy initiatives

After serving as General Manager of the Digital Innovation Division from April 2021, and subsequently as General Manager of the Digital Strategy Division, I took on a new role as Group Chief Digital Transformation Officer (CDTO) in April this year. During that time, in addition to improving operational efficiency, we expanded our direct-channel products and services and built systems

for the integrated promotion of proposals that are individually tailored to each customer.

As well as expanding the functions available on the Chibagin app and the Chibagin Business Portal in our customer-targeted services, we promoted paperless and seal-less operational procedures within the Bank and focused our efforts on human resources development to support these strategies.

The cumulative number of registered account owners using the Chibagin app has exceeded 1.25 million as of June 30, 2025, and we are seeing growth in the use of digital channels for major transactions such as opening new accounts, transferring funds, and investment trusts. We have also taken on the challenge of an advertising business that leverages digital technologies and Web 3.0 initiatives in our endeavor to provide new customer experiences in non-financial businesses as well.

Creating the optimal customer experience

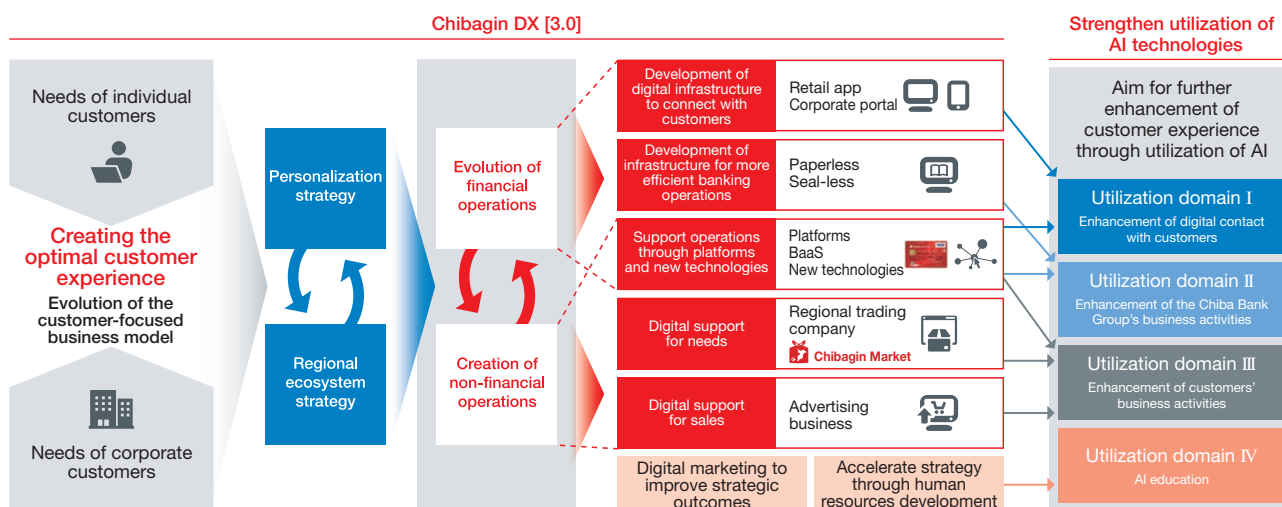
The top diagram on the opposite page shows the Bank's overall DX strategy [3.0]. The central focus of our strategy is creating the optimal customer experience. The main pillars for realizing this goal are our personalization strategy and regional ecosystem strategy.

The Analysis and Marketing Foundation that began operating in March 2025 is a key mechanism supporting these strategies. In addition to the data that we have accumulated to date, we are now able to collect data through apps, e-mails, and other sources and speed up the process from analysis to measurement of effectiveness. I believe that the “optimal customer experience” that we are aiming for involves enhancing our digital infrastructure to increase the number of customer contact points, making appropriate proposals when customers want them, and connecting them to smooth, comfortable procedures, including follow-up inquiries. I feel certain that this provision of integrated services will drive the further deepening of our relationships of trust and engagement with our customers.

Utilization of AI technologies

Artificial intelligence (AI) continues to evolve as a key technology for solving increasingly complex issues. We have positioned AI as not merely a

>> DX Strategy (Chibagin DX [3.0])



means to improve efficiency, but as a core technology for the evolution of “creating the optimal customer experience.” We are leveraging it to enhance digital contact with customers, the Group’s business activities, and customers’ business activities.

In our AI Solution Lab, which we established in September 2024, AI engineers fostered within the Group are playing a central role in the development of AI applications, such as role-playing simulations for training that will contribute to human resources development. Further, we have made EDGE Technology, an AI and data analytics firm that owns one of Japan’s largest AI-based human resources databases, a wholly owned subsidiary, thus establishing a system for fully utilizing AI’s potential. With these initiatives, we are working

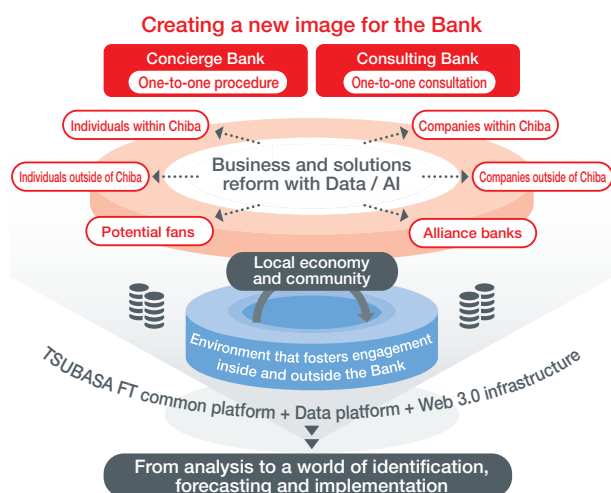
to create new value by tying technological innovation to solutions to regional issues.

Creating a new image for the Bank

The diagram at the bottom left shows the concept for DX Strategy [4.0], which we are considering for the next stage. In addition to our existing infrastructure, which includes the TSUBASA FinTech common platform and our data platform, we are considering the construction of Web 3.0 infrastructure. Using these digital platforms, we are aiming to improve the customer experience and make advances in the banking ecosystem through the use of collected data and AI-driven operational transformation.

I gain a real sense every day of the importance of creating value through the power of teamwork. As a financial institution that walks alongside customers in the local community, instead of relying solely on advances in digital technology, the power of the people who support and apply those technologies is crucial. The Group will continue to foster data- and AI-native professionals with the aim of creating new value through the power of teamwork. Further, by using the knowledge that we have cultivated to date to offer solutions and consulting services to customers, we hope to contribute to productivity gains in the region. Through deeper engagement with each customer, we will continue our challenge of realizing “DX for the whole region.”

>> DX Strategy (Chibagin DX [4.0])



DX (Base I)

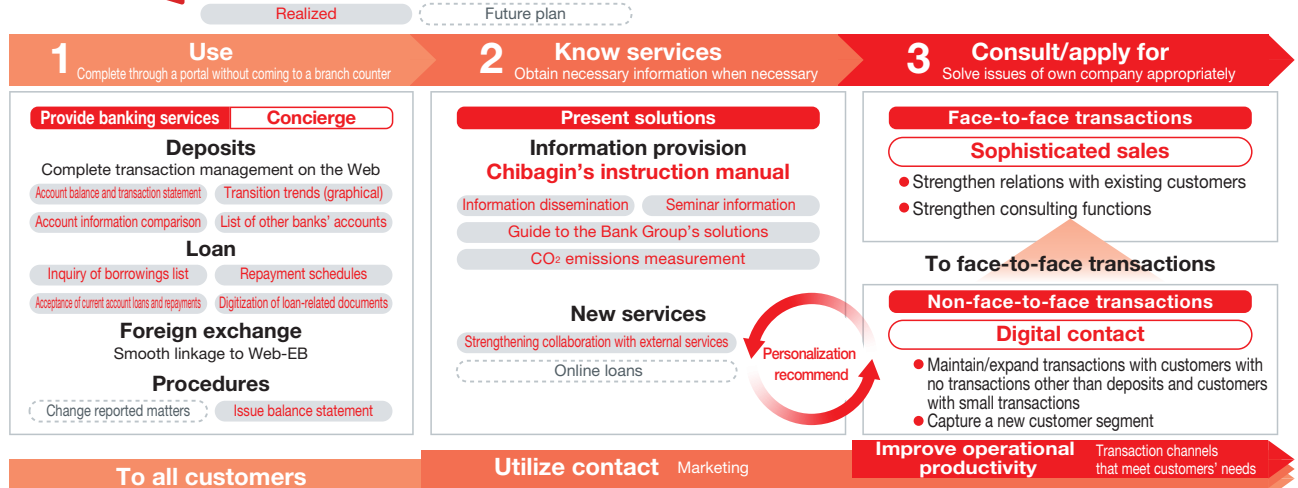
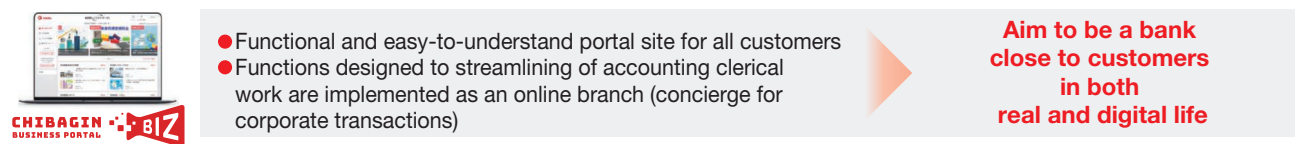
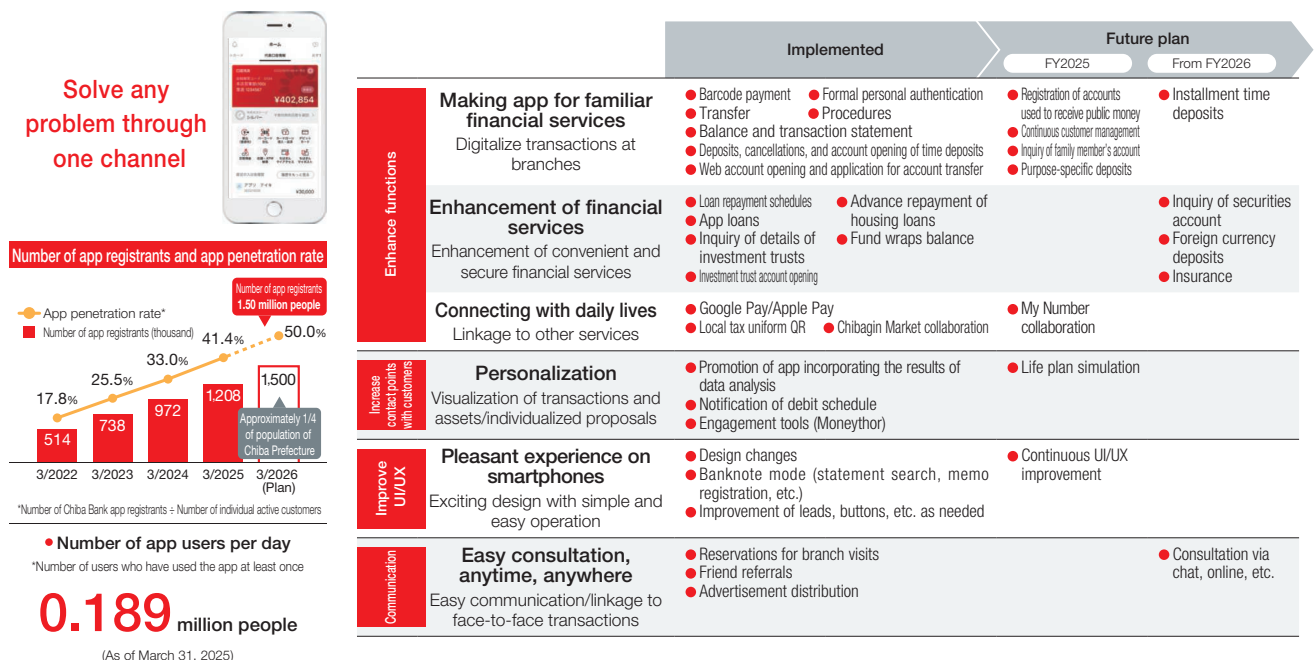
DX is an important management challenge for a company to maintain its competitiveness and grow. The Bank Group includes “DX (digital transformation)” as one of the value creation bases in its Mid-term Plan, and is working on various initiatives based on its DX strategy.

Main Initiatives

Apps/portal

The Chiba Bank app and Chibagin Business Portal are digital infrastructures that connect with customers, and we are gradually adding new functions to them for creating the optimal customer experience.

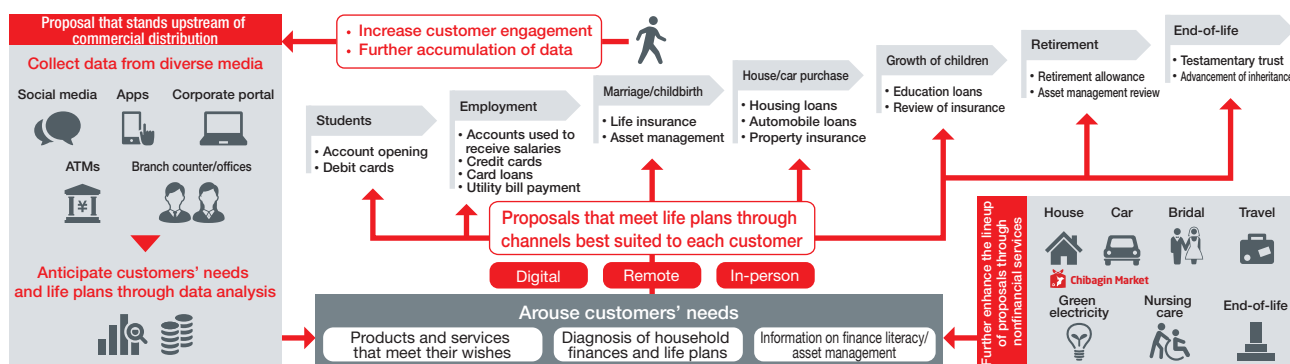
For the Chiba Bank app, in addition to enhancing financial services, we will work to develop functions that connect with customers’ daily lives and functions personalized to customers. For Chibagin Business Portal, we are enhancing basic functions as well as developing ancillary functions that are useful for customers’ business activities.



Digital marketing

We are working to estimate customers' interests, concerns, and problems through data analysis and promote efforts to deliver solutions to them by the most appropriate channels and timing.

We will improve customer experience by grasping the results of analysis of the needs of customers, etc. in an integrated manner at branches and headquarters, and making appropriate proposals through all channels.



Metaverse demonstration experiment

The Bank is considering the use of the metaverse space to reach new customer segments by providing new customer experiences. In FY2022, we surveyed users' receptivity to metaverse space, including for prospective employees, employees of local governments, and child-rearing generation, and in FY2023, we provided a pilot Metaverse Housing Exhibition Venue, the first of its kind for a financial institution, in cooperation with a real estate company. In addition, in FY2024, we launched metaverse game content on the Roblox platform in order to reach a wider youth demographic.



NFT (non-fungible token)

We distributed a race completion certificate as an NFT at the Chiba Aqua-Line Marathon in November 2024, and a support certificate as an NFT at the Chibagin Cup, a match sponsored under the Bank's name, in February 2025. We will continue to apply new technologies to the banking business to deliver new value to our customers.



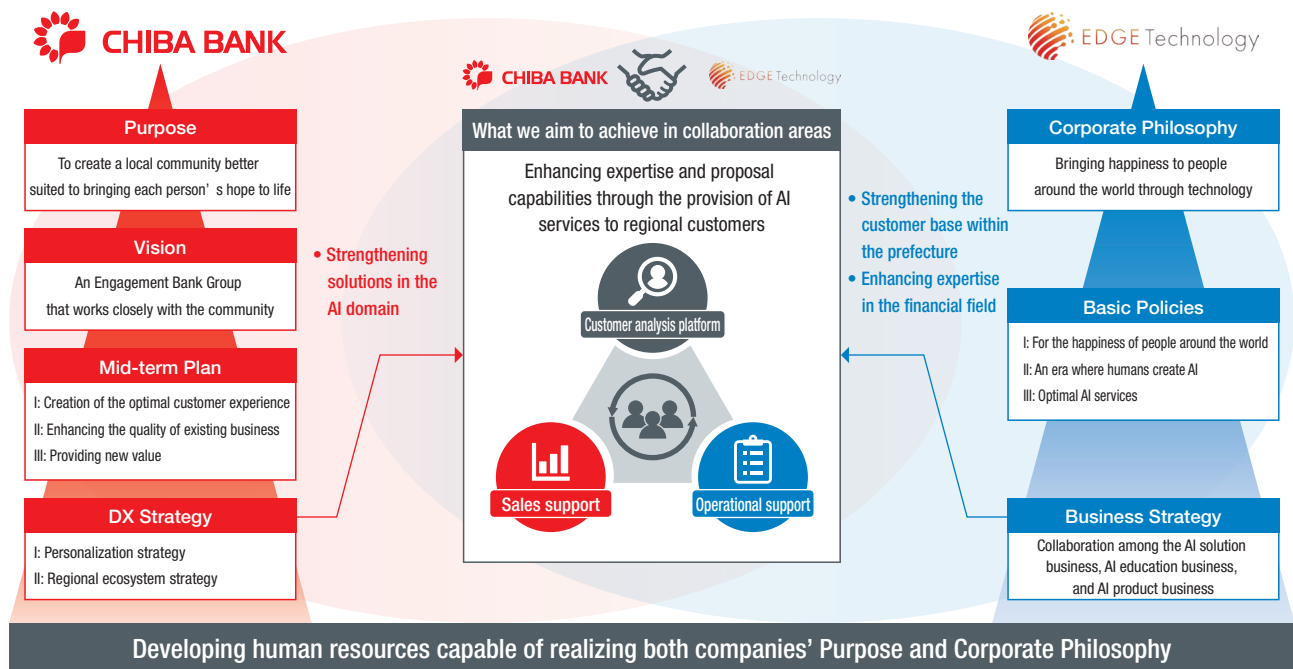
DX (Base I)

Strengthening of AI business

Through the acquisition of EDGE Technology as a subsidiary and PMI, we aim to create synergies totaling ¥3.0 billion over 5 years by addressing the following areas: (1) advances in digital contact points with customers, (2) advances in the Bank Group's operational activities, (3) advances in customers' operational activities, and (4) AI education.

Through these initiatives, the next Mid-term Plan will focus on the future vision of creating a new image of the bank by enhancing the sophistication of the DX strategy.

Specifically, by incorporating AI-based forecasting to enhance the customer experience, organizational culture, innovation, and the banking ecosystem as a whole, and by training a large number of data and AI-native human resources to evolve our operations, we aim to improve our consulting capabilities.



Anticipated synergies 5 year cumulative total ¥3.0 billion

Completed/in progress

Future plan

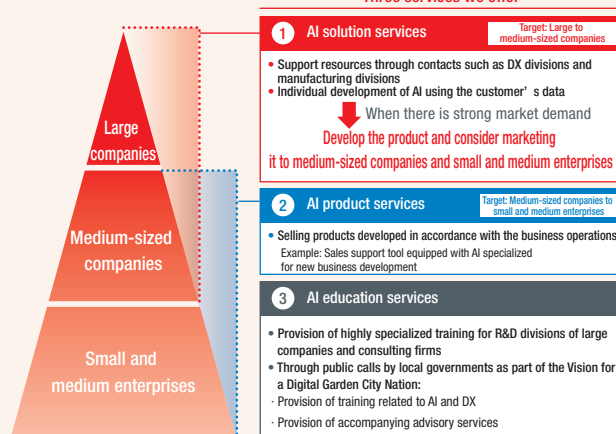
Field	Current status	Projected synergies (To be refined in the future)
Utilization field I Advances in digital contact points with customers	Establishment of "Marketing Model Upgrading Plan" for the Bank	Development of 15 models
	Realization of advanced models and expansion of target models	
Utilization field II Advances in the Bank Group's operational activities	Considering areas for efficiency improvements through AI (project No. 1)	Reduction of 150,000 hours
	Expansion of projects	
Utilization field III Advances in customers' operational activities	Confirmation of needs of AI solution target companies	1,200 potential customers
	Provision of AI solutions to clients with identified needs	
Utilization field IV AI education	Introduction of "AI Job College"	Becoming an AI-native corporate group
	Systematization of AI/data human resources development	

EDGE Technology Inc.

EDGE Technology, which became part of the Bank Group in October 2024, not only develops AI by handling customer data but also operates a project introduction website for freelancers, BIGDATA NAVI, thereby establishing one of the largest AI human resources databases in Japan. In Japan, where the declining birthrate and aging population continue, AI human resources with practical experience are scarce among IT professionals. The company not only utilizes necessary human resources from its proprietary AI human resources database for its own use, but also provides them to data-driven companies, government offices, and local governments to promote the social implementation of AI. In addition, it contributes to improving AI literacy by providing AI education services and supports the improvement of corporate productivity by selling AI-implemented products.

Provide optimal services tailored to the size and needs of customers, and support the utilization of data in all directions

Three services we offer



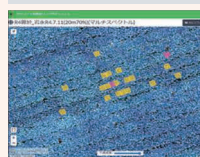
>> Initiatives for regional revitalization through AI

Kagoshima Prefecture

Example of AI utilization in fieldwork (1):

Technology to reduce root rot disease in sweet potato production areas using sensing drones and GPS loggers

Automatically determines the risk of root rot disease based on the shape of leaves in photos taken by a drone.



Source: Materials prepared by Associate Professor Eiji Kanda, Faculty of Agriculture, Kagoshima University

Shizuoka Prefecture

Example of AI utilization in fieldwork (2):

Automatic sorting of mandarin oranges Japan's first AI-powered fruit sorting facility

Judges the appearance quality of mandarin oranges and removes damaged fruit with greater accuracy



Source: JA Mikkabi official website

Ibaraki Prefecture

Example of training for business professionals

Creation of a plan to solve business issues digitally

Output the knowledge acquired through classroom lectures and field trips by creating a digitization plan



We will pursue the creation of corporate value as social infrastructure by circulating scarce and highly valuable AI human resources to regional communities.

Representative Director and President,
EDGE Technology Inc.

Yuta Shimada

A regional community is an ecosystem composed of companies of various business sizes that complement each other. The number of employees, use of digital tools, and capital investment levels vary depending on the size of the business. We hope to contribute to the development of regional communities by carefully listening to each customer's situation and proposing optimal solutions. For large and medium-sized companies, we provide the necessary human resources from our AI human resources database to the departments in charge of DX. We can also develop AI individually using the customer's big data. Among the AI that we have developed individually, those with strong market demand can be commercialized, enabling us to offer relatively low-cost services such

as subscriptions, making them accessible to small and medium enterprises. AI education services include customized training for large and medium-sized companies, and training for small and medium enterprises on the use of data through publicly solicited projects by local governments. As a next step, we will first develop services for companies and municipalities in Chiba Prefecture and the adjacent Tokyo metropolitan area through the Chiba Bank network. In addition, by strengthening collaboration with alliance banks, we aim to realize our vision as a social infrastructure that promotes social implementation of AI in regional communities through local financial institutions, thereby enhancing our corporate value.

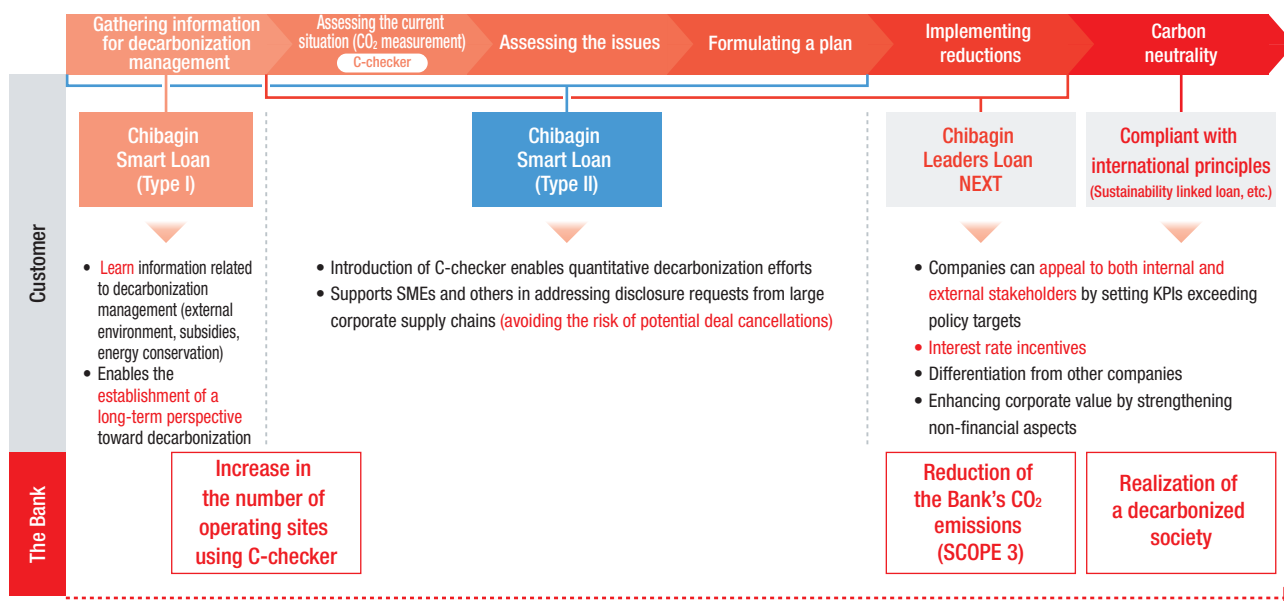
GX (Base II)

In order to protect the global environment, which is indispensable for realizing a sustainable society, the Bank Group will promote GX (green transformation) through sustainable finance initiatives and the promotion of renewable energy, thereby contributing to the realization of a decarbonized society in regional communities.

Main Initiatives

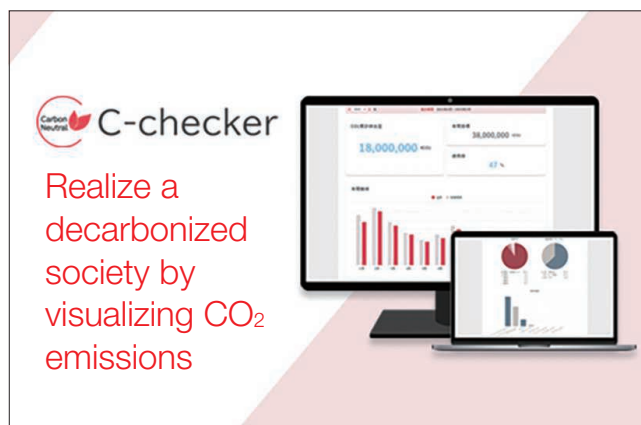
Toward customers' decarbonization

The Bank offers both financial and non-financial products for each step of the decarbonization process to achieve a decarbonized society. In April 2025, we established the Chibagin Smart Loan with the desire to support the efforts for decarbonization management of all business customers. The Chibagin Smart Loan is a product specifically designed to support decarbonization initiatives that targets a broader range of customers than before. Specifically, through dialogue with customers, we support the three steps of (1) gathering information on decarbonization, (2) assessing current CO₂ emissions, and (3) formulating a CO₂ emissions reduction plan, thereby accelerating decarbonization in regional communities and contributing to a sustainable future.



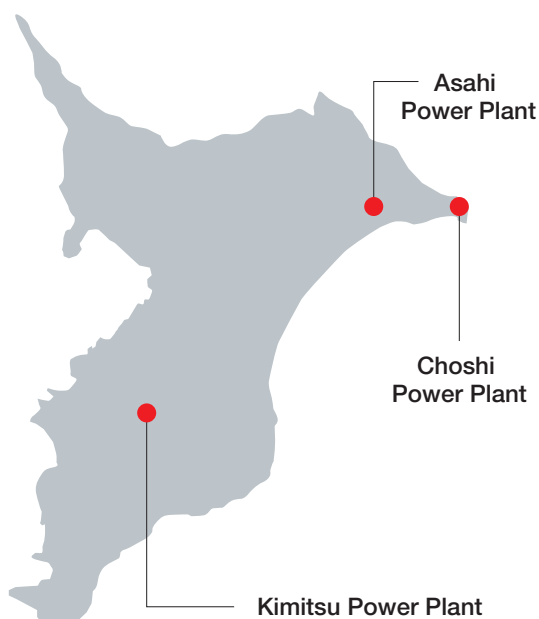
CO₂ emission measurement tool "C-checker"

The Bank Group developed a CO₂ emission measurement tool "C-checker" in September 2023, and offers it as a free service of the Chibagin Business Portal. Starting with "C-checker," which helps customers visualize their CO₂ emissions as a first step toward decarbonization, we support the formulation of CO₂ emission reduction plans and provide a solution menu such as solar power generation facilities and energy saving facilities in collaboration with business matching partners. In this way, we have established a system to support customers' GX activities in a comprehensive manner.



Himawari Green Energy Co., Ltd.

We established the electric power company Himawari Green Energy Co., Ltd. in April 2023 to promote local production and consumption of renewable energy. Currently, it is engaged in solar power generation business in Asahi City, Kimitsu City, and Choshi City whose annual power generation is equivalent to approximately 40% of the Chiba Bank Group's annual electricity consumption. We are also engaged in the intermediary business for non-fossil certificates as part of our decarbonization efforts. It will continue to accelerate its business utilizing renewable energy to contribute to the realization of a decarbonized society in the regional communities.



▲ Choshi Power Plant



▲ Kimitsu Power Plant

Support for new regional power companies

The Bank is working in collaboration with local governments, local companies, and chambers of commerce to achieve a decarbonized society (zero-carbon cities) in each region.

In February 2025, we co-invested with local governments, local companies, and chambers of commerce to establish Ichikawa Clean Energy Co., Ltd., a regional new power company in Ichikawa City, and in April 2025, Kashiwa Public Energy Co., Ltd. in Kashiwa City. Back in June 2016, we also invested in CHIBA Mutsuzawa Energy CO., LTD., a regional new power company in Mutsuzawa Town.

Regional new power companies aim to promote local production and consumption of electricity and economic circulation within the region (returning profits to the regional community), and going forward, they will contribute to the spread of renewable energy and regional revitalization by leveraging the solutions and networks of the Bank Group.



▲ Ichikawa Clean Energy Co., Ltd.



▲ Kashiwa Public Energy Co., Ltd.

Alliances (Base III)

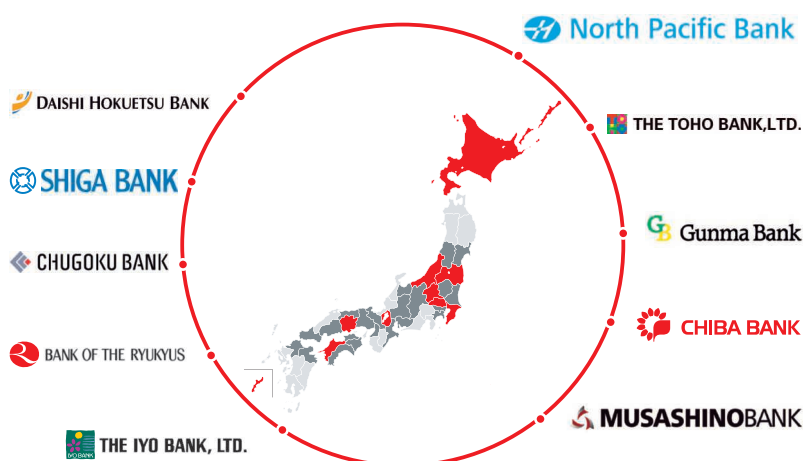
TSUBASA Alliance

TSUBASA Alliance is expanding in size year by year while firmly maintaining the independence of each bank as the largest framework of regional alliances in Japan, consisting of 10 top regional banks with solid management bases. Since its launch in October 2015, we will further deepen collaboration and joint usage while consolidating the knowledge of 10 banks, and we will further advance initiatives to improve the top line and reduce costs using the advantage of scale such as FinTech, use of joint clerical work and systems, as well as inheritance-related services, development of syndicated loans, international business, and utilization of group companies.



>> Basic data (total of 10 banks)
(As of March 31, 2025)

Total assets	Approx. ¥100 trillion
Deposits	Approx. ¥80 trillion
Loans and bills discounted	Approx. ¥60 trillion



Jointly funded company

Company	Investor	Business activities
TSUBASA Alliance Co., Ltd.	All 10 alliance banks	Planning and making recommendations on important issues and operational efficiency common to all banks Operation and implementation of AML programs
T&I Innovation Center Co., Ltd.	The Chiba Bank, DAISHI HOKUETSU BANK, CHUGOKU BANK, THE IYO BANK, THE TOHO BANK, North Pacific Bank, and IBM Japan	FinTech surveys and research Planning and development of financial services using FinTech
TSUBASA-AML Center Co., Ltd.	The Chiba Bank, DAISHI HOKUETSU BANK, CHUGOKU BANK, North Pacific Bank, and NRI	Joint operation of measures to prevent money laundering and terrorist financing (funds transfer analysis service)

T&I Innovation Center Co., Ltd.

Established in July 2016

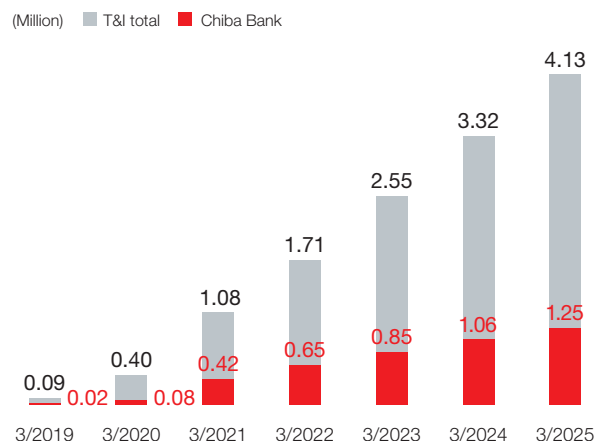


Company creating a network
between finance and technology

In July 2016, we established the T&I Innovation Center, which conducts FinTech surveys and research, and planning and development of financial services using FinTech.

The T&I Innovation Center develops and operates “TSUBASA FinTech common platform,” a platform for open API, and works with companies providing financial services to realize the speedy delivery of superior financial services.

>> T&I number of individual user IDs on the API platform



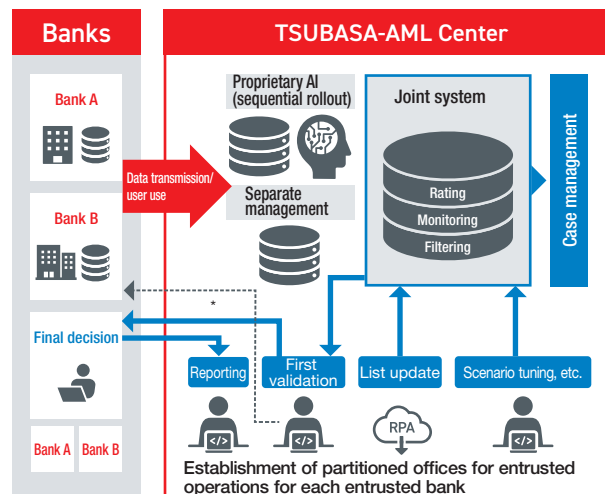
TSUBASA-AML Center Co., Ltd.

Established in November 2023

The TSUBASA-AML Center, established for the purpose of addressing social issues such as special fraud, began anti-money laundering and countering the financing of terrorism (AML/CFT) operations in April 2025, entrusted by the four investing banks: Chiba Bank, DAISHI HOKUETSU BANK, CHUGOKU BANK, and North Pacific Bank.

The Company utilizes the advanced financial IT solutions of Nomura Research Institute, Ltd. to centrally process a variety of measures such as transaction monitoring to accurately and quickly detect transactions suspected to be criminal use. By making these efforts a joint operation, we aim to achieve greater sophistication and efficiency in AML/CFT measures.

>> Overview of joint operations



*Each bank's terminal is installed, and access permissions to subsystems necessary for verification (CRM, images, etc.) are granted

TSUBASA/JUUDANKAI Joint Research Group

In March 2024, the two groups, which have system-related compatibility, launched a joint research group to share knowledge and expertise in three fields of systems, operational efficiency, and cybersecurity.

We will provide value-added services to regional communities and customers in cooperation with participating banks of the Research Group.



Alliance collaboration measures

■ Joint purchase of non-fossil certificates

In March 2025, a total of 5 million kWh of FIT non-fossil certificates generated in each bank's business area were purchased using Himawari Green Energy, an electric utility company in the Bank Group. The non-fossil certificates purchased are used to offset the CO₂ emissions from each bank's electricity use, contributing to a total reduction of approximately 2,100 tons of CO₂ (equivalent to the annual CO₂ emissions of about 5,000 ATMs).

■ Joint seminars

• Getting Started with TSUBASA! Asset Management Startup Seminar

A discussion by popular comedians and commentary by asset management professionals on asset management

• Bangkok TSUBASA Seminar & Networking Event 2025

Providing customers operating businesses in Thailand with the latest business information in Thailand and opportunities for networking

■ Human resources development

• TSUBASA Management School

Management training and networking event for general manager-level personnel at each bank

• TSUBASA Trainee System

Mutual understanding and further strengthening of collaboration among the alliance banks (personnel exchange)

Alliances (Base III)

Chiba-Musashino Alliance

The Chiba-Musashino Alliance was launched in 2016 as a new model for regional bank collaboration that does not involve management integration and aims for cooperation across all fields. The alliance generated collaboration synergies of ¥5.0 billion in FY2024.

The cumulative effect of Phase 2 (April 2021 to March 2026), which started in April 2021, reached ¥16.8 billion over four years, achieving the target of collaboration synergies of ¥15.0 billion over five years, one year ahead of schedule.

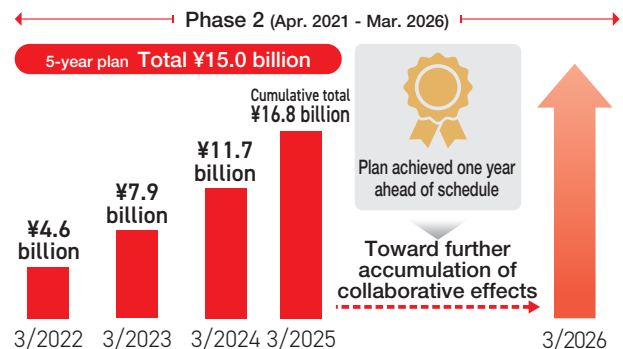
In FY2024, we continued short- and long-term personnel exchanges in each field, and joint in-person training sessions were held for the first time since the COVID-19 pandemic.

C-checker, a CO₂ emissions measurement tool developed by the Bank and Chibagin Computer Service, has also been introduced at MUSASHINO BANK and has been available to customers since October 2024.

By sharing the know-how and thinking of both banks and deepening mutual understanding, we will pursue joint operations and greater sophistication in various fields and continue to provide customers with value-added and highly convenient services.



>> Collaboration synergies (total of both banks)



>> 5-year plan for the Chiba-Musashino Alliance from 2021 to 2025

Mission	Provide added value and highly convenient services to our customers and the community by combining ideas of both banks.		
Vision	Realize an image of evolved regional banks as front-runners in regional bank collaboration.		
Measures	Concept	Front-runners in regional bank collaboration	Evolved regional banks
	Create Collaborate in new areas	Respond to digitalization (such as apps)	Create new business
	Match Accelerate standardization and joint usage	Expand the use of joint clerical work and standardization areas	Cooperation in cashless operations
	Advance Continue and deepen past initiatives	Strengthen existing measures such as assets and joint sales Promote co-syndicated loans and co-financing, sharing of knowhow, and personnel interactions	

Chiba-Yokohama Partnership

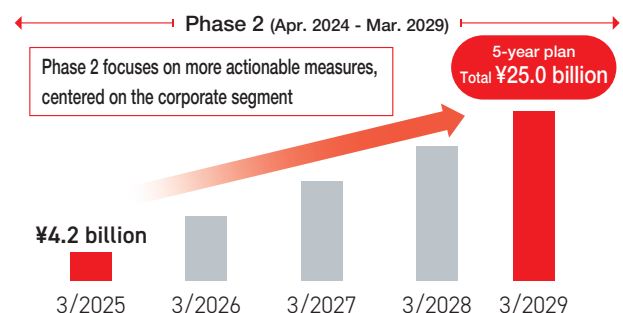
The Chiba-Yokohama Partnership, which started in July 2019 with a focus on collaboration in the sales, formulated a new 5-year plan for further cooperation starting in FY2024, and achieved collaboration synergies of ¥4.2 billion in the first year.

In addition to active mutual client referrals, mainly in Tokyo, we further strengthened our ability to provide solutions to corporate and individual clients by jointly arranging syndicated loans and holding joint seminars on themes such as dementia prevention and asset management.

Moreover, active information exchange was conducted in the digital and sustainability fields to enhance the products and services of both banks and strengthen their management foundations.



>> Collaboration synergies (total of both banks)



Going forward, we will continue to create value unique to our banks for customers, address regional issues, and contribute to the sustainable growth and revitalization of the regional economy.

>> 5-year plan for the Chiba-Yokohama Partnership from 2024 to 2028

Concept (what we aim to be)	"Improving the Presence in the Tokyo Metropolitan Area" - Creating Value for Customers that only Chiba and Yokohama can provide -
Corporate sector	● Expansion of cooperation among sales branches, mainly in Tokyo (Sustainable finance, real estate non-recourse loans, LBO loans) ● Exploration of overseas projects at overseas bases (Co-financing, seminars, business negotiation events)
Retail sector	● Collaboration that contributes to the realization of an asset management nation ● Efforts to implement for Fiduciary Duty (FD)
Digital sector	● Studying collaborative measures in the digital human resources development and advertising businesses ● Sharing knowledge and knowhow to create new digital businesses
Sustainability sector	● Strengthening efforts to contribute to the ESG strategies of both banks (decarbonization, human resources capital, governance, etc.)
Others	● Consideration of joint investment etc., for in-organic growth of both banks

Business Partnership with Sony Bank

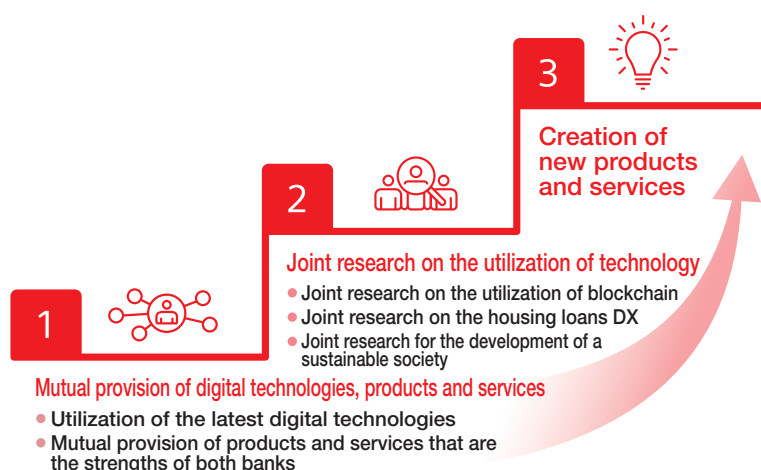
The business partnership with Sony Bank, for which a basic agreement was concluded in October 2022, is now in its third year.

This partnership is a business partnership between the two banks focusing on our joint-initiatives in the digital field, with the aim of concretizing measures while deepening the relationship between the two banks to create new products and services.

In July 2024, to improve engagement with housing loan customers, we welcomed the male vocal duo CHEMISTRY as our first attempt at offering a new customer experience in a hybrid-format music event combining offline (on-site) and online participation.

In April 2025, for the purpose of revitalizing the region and providing new technologies, we distributed a vehicle-type 3D model NFT in the planning of the Boso Cross Railway Tasuki Project and realized our efforts regarding the utilization of the latest digital technologies, etc.

Going forward, we will complement each other's strategies to generate significant synergies through cooperation of both banks with different business models (regional bank and online bank), aiming to achieve the sustainable growth of both banks and to enhance corporate value.

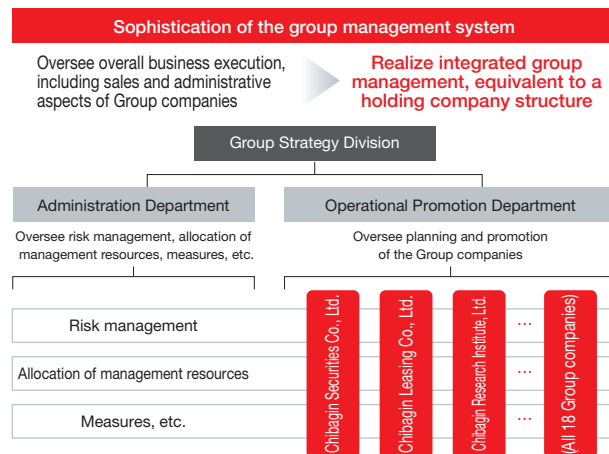


Group Governance (Base V)

Because it is necessary to take full advantage of the expertise of Group companies in order to realize the wishes of our customers, we are working to strengthen group governance as well as sales aspect.

Group Management System

The Group Strategy Division was established in April 2023 and oversees overall business execution, including sales and administrative aspects of Group companies, to realize integrated Group management, equivalent to a holding company structure. We are strengthening group governance in cooperation with the operations division responsible for supporting sales, and the group management department that carries out cross-organizational group management of operations under its jurisdiction.



Measures implemented

- Conducted employee questionnaires
- Introduction of a talent management system
- Creation of an executive skills matrix
- Opinion exchange meetings between the Bank's executives and Group company employees
- Introduction of communication tools
- Introduction of Chibagin Academy
- Evaluation of the effectiveness of the Board of Directors
- Collection of customer feedback

Leasing and venture capital

Chibagin Leasing Co., Ltd., Chibagin Capital Co., Ltd.

Credit guarantees and management

Chibagin Guarantee Co., Ltd., Chiba Servicer Co., Ltd.

Staffing service and outsourcing

Chibagin Career Service Co., Ltd., Chibagin Heartful Co., Ltd., Sobu Co., Ltd., TSUBASA-AML Center Co., Ltd.

Regional trading company

Chibagin Market Co., Ltd.

AI solutions

EDGE Technology, Inc.

Research and consulting

Chibagin Research Institute Co., Ltd., Chibagin Computer Service Co., Ltd., T&I Innovation Center Co., Ltd.

Securities and asset management

Chibagin Securities Co., Ltd., Chibagin Asset Management Co., Ltd.

Credit card

Chibagin Card Co., Ltd.

Energy production business

Himawari Green Energy Co., Ltd.

Agriculture

Fresh Farm Chiba Co., Ltd.



Opinion Exchange Meetings Between the Bank's Executives and Group Company Employees

To strengthen the structure for gaining an understanding on the overall situation of the Group and to enhance engagement by incorporating the voices of Group company employees into initiatives, we began holding "opinion exchange meetings with executives," previously held only at branches of the Bank, across all Group companies starting in FY2023, where the Bank's management team engages in two-way communication with Group company employees and directly listens to their opinions.

In FY2024, the second year of implementation, a total of 61 opinion exchange meetings were held throughout the Group, with the aim of incorporating as many opinions as possible by reducing the number of participants per meeting to deepen communication, and by conducting meetings by job level as much as possible.

The feedback from these opinion exchange meetings is utilized in cooperation with related divisions of the Bank for future measures and the enhancement of the Group's integrated management.

Fresh Farm Chiba Co., Ltd.

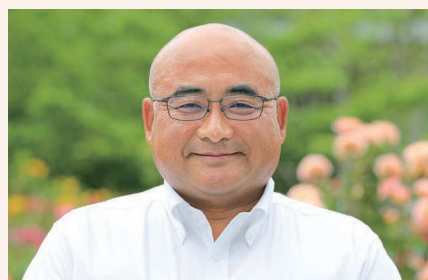
Fresh Farm Chiba, an agricultural corporation established together with 15 local companies and the Bank in March 2018, has been engaged mainly in rice cultivation in Minayoshi, Ichihara City, in order to resolve issues such as the decrease in the number of farmers due to the aging of farmers and the resulting increase in abandoned farmland.

In March 2025, it joined the Bank Group to further strengthen cooperation, while contributing even more to solving issues faced by primary industries in the region and taking on new business challenges.

Currently, it has also started initiatives beyond rice farming and will work to expand operations in primary industries and establish advanced models through the use of cutting-edge technologies and AI to contribute to solving the issues of the primary industry in the region.



Image source: AQUAPONI Co., Ltd.'s website



Contributing to the development of Chiba Prefecture's primary industries, with agriculture as a starting point

Representative Director and President,
Fresh Farm Chiba Co., Ltd.

Kuniharu Takeuchi

Fresh Farm Chiba started rice cultivation in the Minayoshi district of Ichihara City with an initial cultivation area of 2 hectares, and in FY2025, the eighth year of cultivation, the cultivation area has expanded to 14 hectares (about three times the size of Tokyo Dome). Going forward, we plan to further expand the scale of rice cultivation by taking over farmland from farmers in the same area who are considering withdrawing due to the absence of a successor.

In FY2024, we started growing Aroma Red Carrots in Yachimata City, as we took on the challenge of agriculture other than rice cultivation. In the future, we will strive to establish advanced farming styles such as smart agriculture and take

on the challenge of entering other primary industries such as aquaculture and fisheries.

Furthermore, we aim to contribute to the development of primary industries within the prefecture by leveraging the know-how and experience we have accumulated to roll out our business model and provide agricultural consulting, and by recruiting human resources who aspire to become agricultural managers and developing human resources strong in both agriculture and management.

Through primary industries, we will continue contributing to customers and regional communities by providing new value that the Bank Group has not been able to create until now.

Message from the Group CHRO

Developing diverse professionals to become a corporate group that is better able to bring customers' and employees' hope to life

Atsushi Imai

Managing Executive Officer (Group Chief Human Resources Officer (CHRO))



Aim to be “an organization that creates new value by bringing together diverse specialists”

The Chiba Bank Group views its “human resources” as its most important management capital and positions them as the foundation that supports sustainable growth. To become an organization that creates new value by bringing together diverse specialists, we are committed to investing in human capital, and we are establishing an environment where each one of the employees is able to demonstrate their abilities to their fullest potential. In particular, we have positioned “human resources development” and the “improvement of personnel engagement” as our key challenges, and we will align these challenges with the realization of the Group’s Purpose by establishing a workplace environment in which diverse personnel can feel a sense of reward in their work.

“Human Resources Development Policy” for the realization of our Purpose

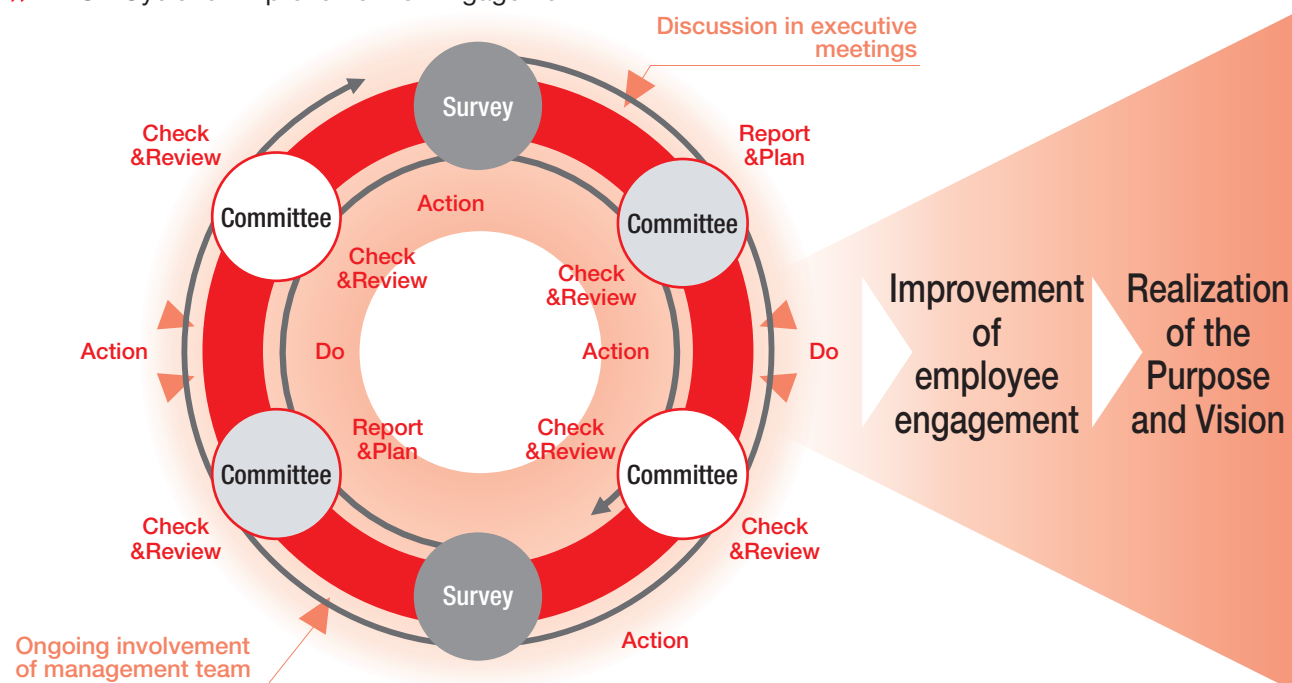
The Group has declared a human resources development policy of “Become someone who keeps running together,” and we are focusing efforts on the development of people who will “be a partner who continues to keep running with customers, the community and

colleagues.” To embody this policy, we have drastically reviewed our personnel evaluation system and reorganized it based on the three core elements of “Think things through,” “Utilize your own strengths,” and “Gain more supporters.” As this new evaluation system takes root, progress is also being made in enlightening employees, and we are endeavoring to instill a culture of more self-directed career development. I believe that providing employees with an environment that allows each of them to expand their own career potential and grow will lift up the entire organization and help to strengthen the value that we offer to the local community and our customers.

Develop personnel who bring customers' hope to life

The Group’s top priority is to develop professionals who can respond flexibly to our customers’ diverse values and to changes in the business environment for the realization of our Purpose. We are proceeding with the development of a learning environment with Chibagin Academy at its core, and we have increased the average study time per employee to over 50 hours. Through these efforts, a culture of voluntary, self-directed learning has been cultivated, making the advancement of specializations possible.

>> PDCA Cycle for Improvement of Engagement



To support employees taking on their first managerial positions at sales branches, the frontlines of customer experience, in confidently fulfilling their duties, we have introduced a Management Training Program aimed at developing their practical abilities by strengthening their knowledge, skills, and mindset. With three separate courses for branch general managers, senior deputy general managers for branch operations, and senior deputy general managers for sales and lending, the six-month program combines OJT, training, and video learning modules. This initiative will encourage employees to be more forward-thinking about their own careers and to take concrete action to realize their career goals.

These development measures create a virtuous cycle of the development of specialist professionals leading to the provision of “social value” to the local community and our customers. Through investment in human resources from many different angles, we will realize sustainable growth alongside the local community.

Bringing employees' hope to life

The realization of each employee's career goals and expected work styles is directly connected to improved engagement, the maximization of individual capabilities, and productivity improvements. Twice a year, the Group conducts a tailored engagement survey,

targeting all employees. Based on the results of this survey, we identify issues and incorporate them into various initiatives, including human resources development and personnel placement planning.

We have established an Engagement Improvement Committee that conducts cross-organizational discussion under the leadership of top management. We have established a structure for the thorough implementation of the PDCA cycle, from reporting of engagement survey results and identification of issues to consideration of responses and verification of the effectiveness of measures taken.

With this, we have responded swiftly to a variety of challenges, such as office environments, remuneration systems, and work volume optimization.

In addition, we have focused efforts on measures to support diverse work styles, including improving the employment terms and conditions for part-time workers. Through such initiatives, we are creating workplaces where employees can gain a sense of growth and fulfillment in their work, in our aim to be an organization in which each employee is able to bring their hope to life.

By providing an environment in which our employees feel that they want to grow in this company, we will improve engagement and spread the effects of those efforts to all stakeholders. In doing so, we will realize our Purpose and Vision.

Human Capital (Base IV)

Group Human Resources Development Policy

Chiba Bank Group Human Resources Development Policy “Become someone who keeps fighting for the customer”		
Three core elements	Think things through	Think through everything on your own, and take action and take on the challenge
	Utilize your own strengths	Have your own strengths and expertise
	Gain more supporters	Accomplish while connecting with others

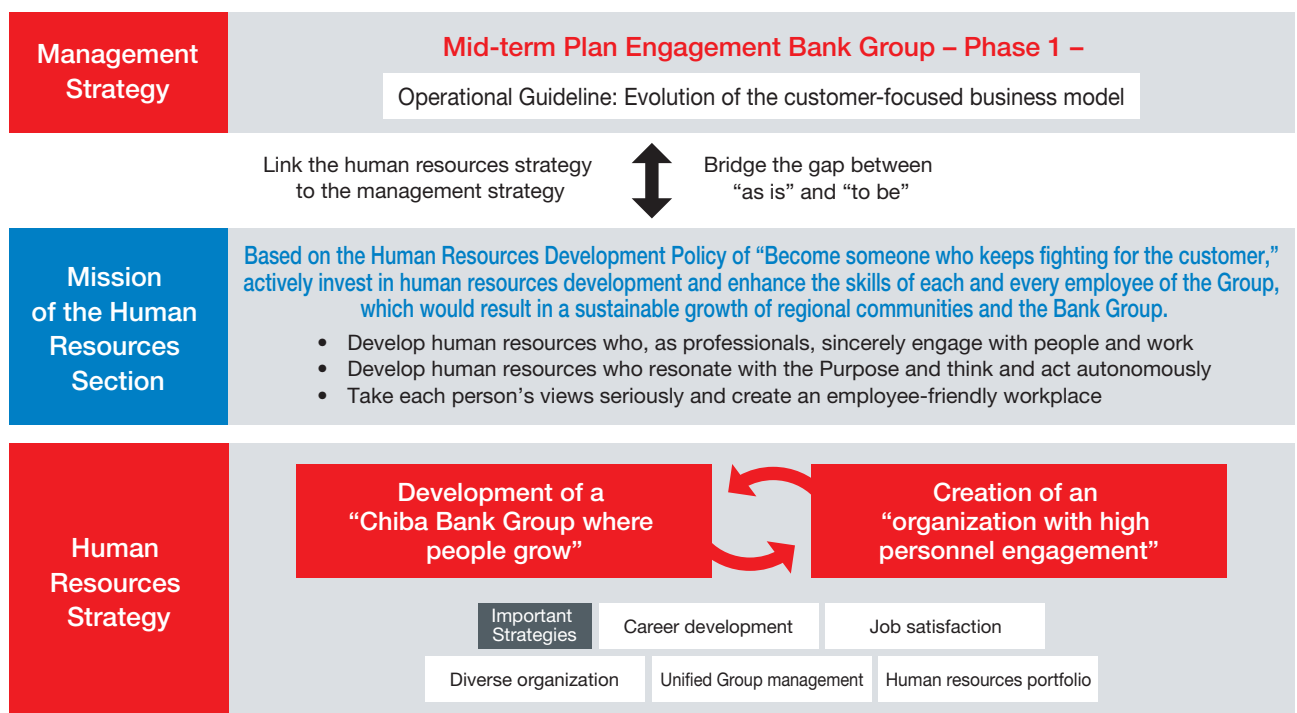
With the aim of the Bank Group becoming an organization that creates new value by bringing together diverse specialists, we have established the Human Resources Development Policy “Become someone who keeps fighting for the customer” with the idea that each and every employee should “be a partner who continues to keep fighting with customers, the community and colleagues.”

The three core elements of the Human Resources Development Policy are “think things through,” “utilize your own strengths,” and “gain more supporters.” We strive to develop and retain human resources by providing a variety of opportunities for “training, challenges, and practice” so that employees can refine their own skills and maximize their capabilities.

Formulation of Human Resources Strategy That is Linked to Management Strategy

The Bank Group links its human resources strategy to the management strategy to establish an organization that creates new social value toward the achievement of the Purpose and Vision.

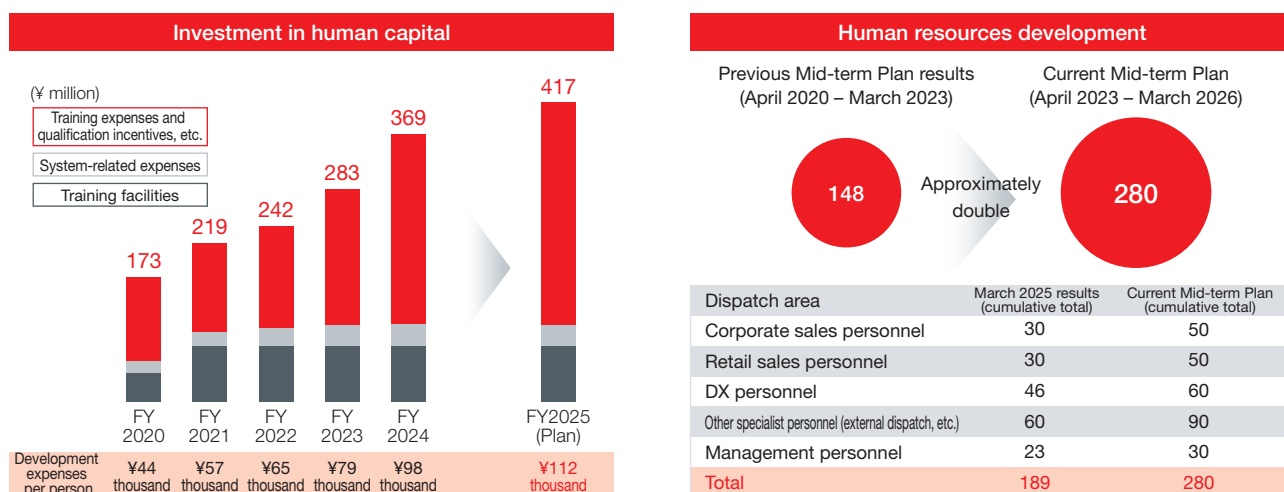
Under the two pillars of the human resources strategy, which are the “development of a Chiba Bank Group where people grow” and the “creation of an organization with high personnel engagement,” we will bridge the gap between “as is” and where we aim “to be.” We will thus make the Bank Group an organization with diverse experts that provides new social value, and we will realize our customers’ hopes and the sustainable growth of the local community.



Investment in Human Capital

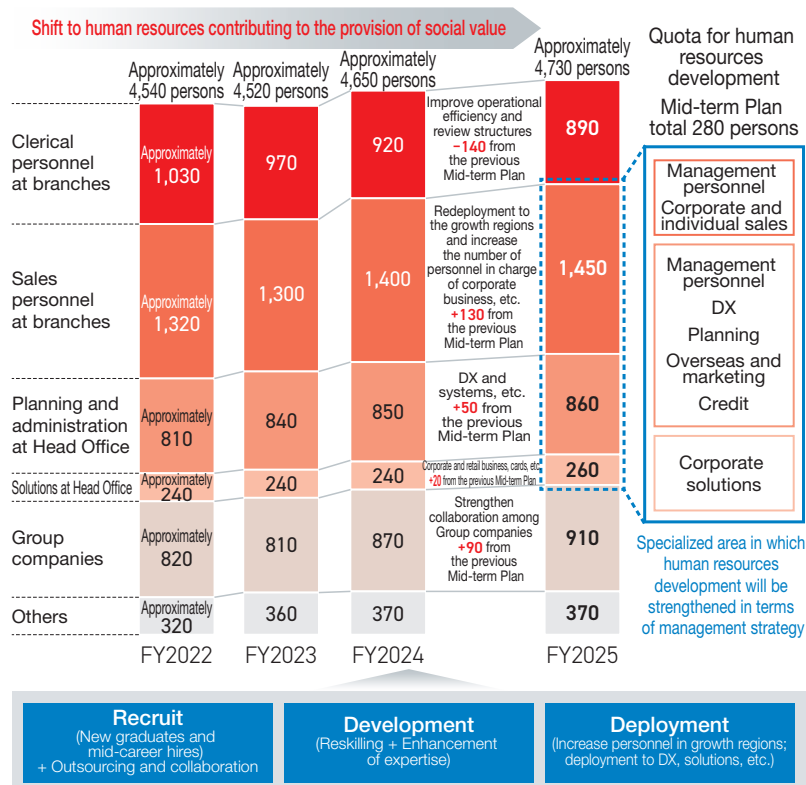
We believe that in order for the Bank Group to provide social value and achieve sustainable development together with the local community, developing human resources responsible for service provision is an urgent issue. Therefore, we are significantly expanding our investment in human capital.

We will secure the budget for human capital investment in training and other human resources development, which is nearly double the previous budget, and expand external training and on-demand learning for specialists. In addition, we will establish a human resources development quota of 280 persons for the period of three years, and actively have them participate in programs to strengthen consulting proposal capabilities for both corporate and retail business, and dispatch them to different industries such as DX and ICT consulting. In this way, we will focus on continuously developing highly specialized personnel.



Human Resources Portfolio to Achieve Management Strategy

By developing specialists and improving employee engagement, we will develop the overall Group's human resources portfolio. While strengthening our workforce by hiring new graduates and career professionals, we will also clarify the required skill sets in core human resource domains such as digital and corporate solutions, and build a portfolio based on the perspective of how many human resources are needed in which fields to provide social value. We will recruit personnel with high capabilities and potential, develop human resources to hone their expertise, and place the right person in the right job based on each person's strengths and career aspirations. In this way, we will fill the gap in both the quality and number of human resources to create an organization that can achieve the management strategy.



*Redefine personnel counts by looking at new hires as a competitive force from their first year with the Bank (October) through early training

Human Capital (Base IV)

Pillar of Human Resources Strategy (1)

Development of a “Chiba Bank Group where People Grow”

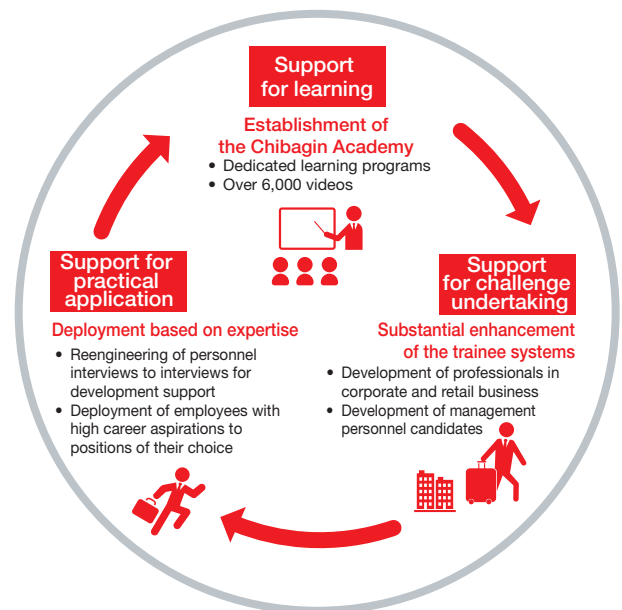
Career Step Support for Each Employee

The Bank believes that employees realizing careers which they themselves hope to pursue will lead not only to value provision to our customers, but also to job satisfaction and improved engagement for employees themselves. We are enhancing our career step support initiatives, where we actively offer opportunities for each employee to learn, take on challenges, and apply practically what they learn to realize his/her career goals.

As an initiative to acquire business knowledge, etc. required to realize their career goals, we have established the Chibagin Academy, a learning management system, and introduced it to all Group companies. We have provided an environment where employees can learn anytime, anywhere, with over 6,000 videos. At the same time, we have also provided functions to recommend leaning contents in accordance with each employee's responsibilities and level.

In addition, employees are given opportunities to take on jobs of their choice. Specifically, job shadowing opportunities are available to allow employees to experience specialized work at the Head Office for a few days, and we are enhancing the FA system and the job recruitment system, where employees apply for new responsibilities.

As career paths each employee pursues, we strengthen the three axes of “specialists, DX personnel, and management personnel” in our Mid-term Plan. We are developing human resources systematically by creating development systems for each area, such as the professional certification system, internal and external trainee systems, and the program for management personnel development.



Strengthen development of specialists, DX personnel, and management personnel

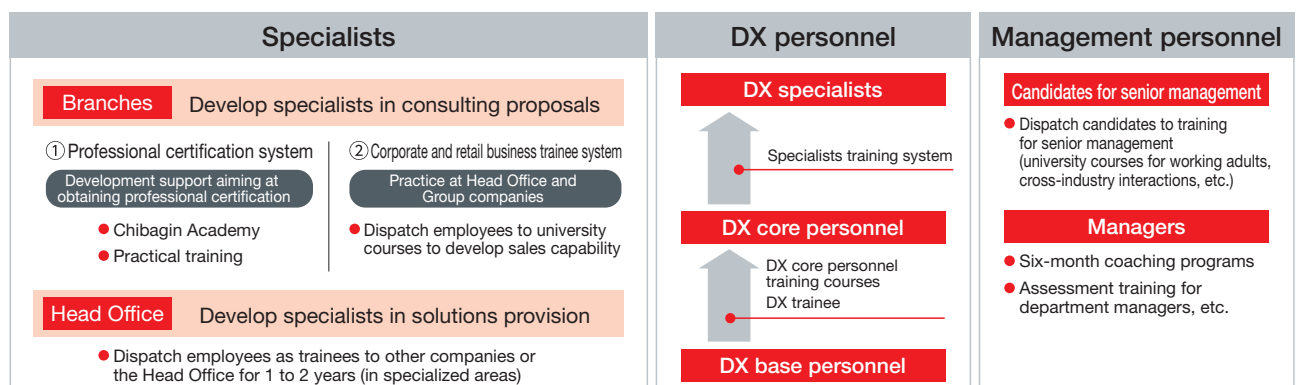
Increase the number of practical personnel who can provide value to customers

- Develop 50 trainees for corporate and retail business respectively
- Develop 90 Head Office specialist trainees



Increase the number of personnel who can lead the growth strategies

Increase the number of personnel who can accelerate the DX strategies



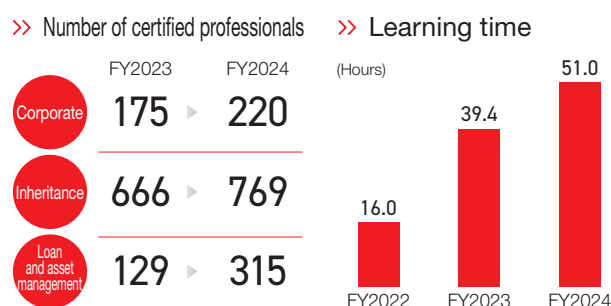
Enhancement of Corporate and Retail Business Personnel Development at Branches and the Professional Certification System

The Bank is developing corporate and retail business specialists, who interpret customer needs at branches and make consulting proposals. To visualize the stage of each eligible employee's development and increase their motivation, we have launched the professional certification system, where one to four stars are awarded in accordance with the certification criteria based on each employee's performance and other quantitative elements.

Criteria are set in the four areas of corporate, inheritance-related services, sale of financial products, and housing loans, and the certification is carried out every six months. The stage of development is measured for eligible employees across the Bank.

Based on this system, in FY2023 we launched the corporate sales and retail sales development program, which is a framework to develop specialists at branches systematically and allow employees in charge at branches to gain practical skills and experience necessary for reaching a higher level. This is a practical one-year program for corporate sales and a six-month program for retail sales, where participants experience in rotation a wide range of solution offering jobs at the Bank Head Office and specialized departments at Group companies.

Under the current Mid-term Plan, we plan to develop 100 specialists in total. Participants of the program are mainly employees who have a high interest in corporate and retail sales, recruited based on internal self-recommendation. Those who completed the program are assigned to branches where they can offer actual proposals to customers. We measure their performance after the participation in the program, thereby developing human resources systematically.



Enhancement of Head Office Specialist Development and Trainee Systems

The Bank Group actively dispatches trainees internally and externally to develop Head Office specialists in such areas as DX, ICT consulting, corporate solutions, and international affairs. In FY2024, 51 trainees were dispatched internally and externally, including to companies in other industries. We will continuously focus on the development of specialists through personnel dispatch to fields with high-level expertise. In addition, we support self-development by paying qualification incentives of up to ¥300 thousand to employees who obtain highly advanced qualifications (Small and Medium sized Enterprise Consultant, etc.).

Number of trainees dispatched in FY2024		Number of employees who obtained specialist qualifications	
DX/ICT	22	CMA	75
Megabanks	5	Small and Medium sized Enterprise Consultant	67
Consulting	2	1st grade Certified Skilled Professional of Financial Planning	267
Securities companies	2	Real Estate Transaction Agent	426
Government agencies	4	Labor and Social Security Attorney	15
Market and international divisions	5	Certified Public Accountant	1
Credit and audit divisions	11	Certified Public Tax Accountant	3
Total	51	Licensed Real Estate Appraiser	1

Enhancement of and Program for Management Personnel Development

The Bank has a program for management personnel development in place from the perspective of developing next-generation management personnel who lead the growth strategies.

We expand the pool of next-generation management personnel by implementing a program where participants at each level learn decision-making skills, finance theories, organizational management frameworks, and other kinds of expertise required of management personnel, in accordance with age, position, and other elements. (There were 12 participants in FY2024.)

In addition, we launched a development program in FY2023 for candidates for managerial positions of branches, such as General Managers and Senior Deputy General Managers, from the perspective of developing management-level employees at branches, etc. This is a personalized program where each candidate can gain knowledge and experience they lack. Through this initiative, we are enriching the pool of management-level personnel.

Human Capital (Base IV)

Pillar of Human Resources Strategy (2)

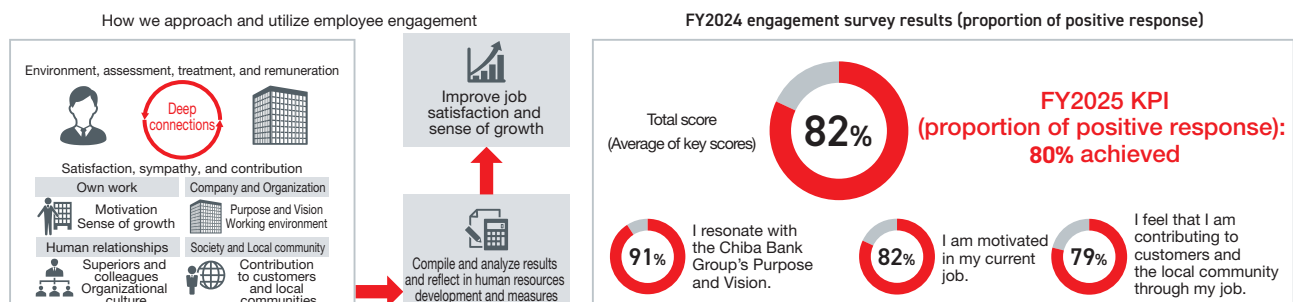
Creation of an “Organization with High Personnel Engagement”

Improve Employee Engagement

From the perspective of fulfilling employees’ aspirations, the Bank Group is working to improve employee engagement through various measures to promote self-development, enhance job satisfaction, and review compensation.

To accurately understand the status of employee engagement, we conduct semiannual engagement surveys, with questions independently designed based on advice from an external consultant.

In addition, as part of initiatives to improve engagement, we have produced a relay video titled the Relay of Thanks, based on actual words of appreciation received from customers, under the theme of gratitude from customers and those around us. The purpose of this initiative is to have employees rediscover the meaning and fulfillment of their work.



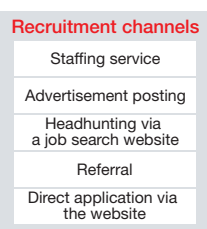
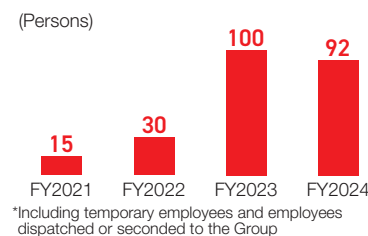
Enhancement of Human Resources Recruitment

When recruiting new graduates, the Bank Group focuses on the recruitment of human resources who resonate with our Purpose and Vision and keep fighting for the customer, not to mention the recruitment of human resources with high skills and potential. From FY2024 onward, the Bank will centrally recruit new graduates for the entire Group. The Bank Group thereby strives to provide diverse career paths and facilitates personnel exchanges within the Group.

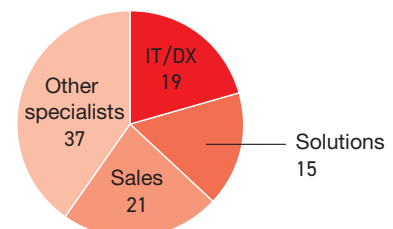
We try to bridge the gap between what applicants wish to do and the actual job at the Bank by providing a number of opportunities to experience hypothetical jobs at the Bank Group in briefings and internships, as well as to speak with actual employees.

To respond to changes in customers’ values and behavior driven by the external environment and promptly advance progressive initiatives without being bound by preconceived ideas, we consider it important to secure human resources who have high levels of expertise from other industries and companies and can immediately play an active role. We have therefore enhanced mid-career recruitment substantially, hiring 92 persons in FY2024.

>> Trends in mid-career recruitment



>> Breakdown of mid-career hires’ backgrounds



Health Management and Financial Wellness

Based on the belief that creating a company where employees are physically and mentally healthy and feel fulfilled in their work will lead to the provision of quality services to customers, the Bank has established the Health Management Declaration and is promoting measures to maintain and improve the health of its employees, with the President as the chief executive. As the practice of health management leads to the realization of the Purpose and Vision, we have formulated the Health Management Strategy Map, and through various measures such as walking campaigns, we are

working to reduce presenteeism (decrease in work efficiency due to health issues) and absenteeism (leave or absence due to health issues).

We also believe that supporting financial wealth of employees (financial wellness) is important, and we have established a corporate defined contribution pension plan and employees' share ownership plan to encourage employees participation.

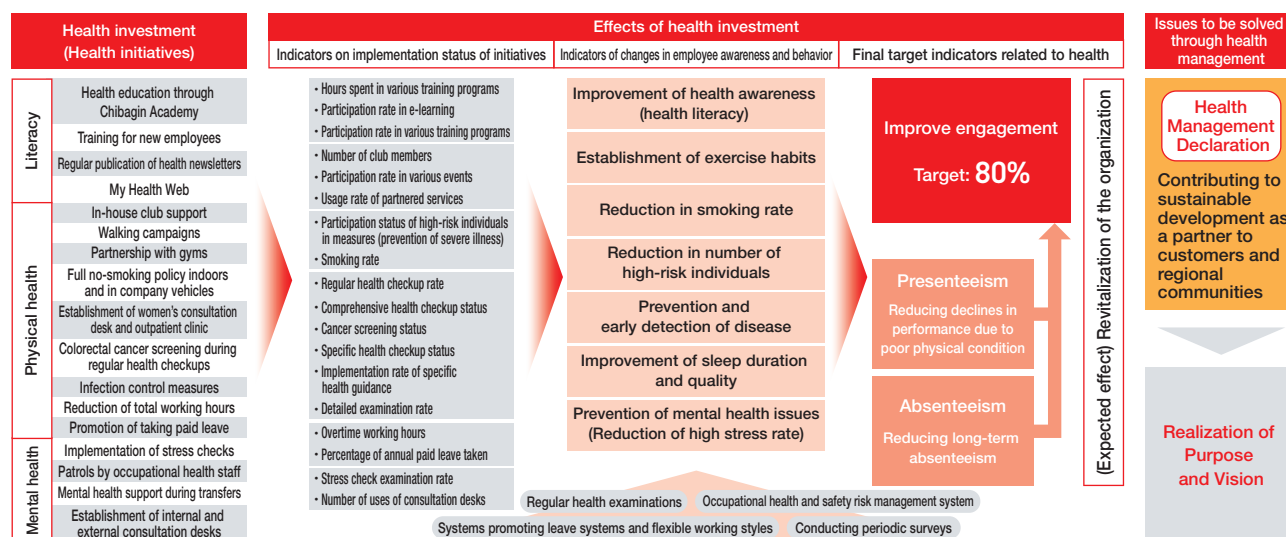
Health Management Declaration

We have established the Health Management Declaration to clearly state our approach and stance toward health management.

Chiba Bank is working to maintain and improve the physical and mental health of employees and to prevent infectious diseases, aiming to create a workplace where diverse human resources can work with motivation and contribute to the sustainable development of the regional economy as a partner to customers and regional communities.

President Tsutomu Yonemoto

>> Health Management Strategy Map



Better Treatment of Employees

To respond to each employee's hard work and improve engagement, we are raising our employees' working conditions, including their pay, to a competitive level. The wage increase level for FY2025 will amount to an average of approximately 7% on an annual income basis, combining the increase in regular monthly salary and scheduled raises (approximately 10% on a monthly regular salary basis), marking the fourth consecutive year of wage increases exceeding 4–5%. As part of wage increase efforts, the shareholding incentive program was expanded in July 2025. The incentive level of the employees' share ownership plan has been significantly increased from 5% to 20%, and the maximum contribution amount eligible for the incentive has been doubled.

In addition, treatment of non-regular employees has been improved through measures such as reviewing compensation for employees who continue to work after the age of 60 and revising hourly wages for part-time employees.

The Bank Group regards human resources as its most important management capital and believes that sustainable growth of the Group is achieved through the growth of its human resources. Going forward, we will continue to create an environment where employees can work with enthusiasm and make active investments to support their growth.

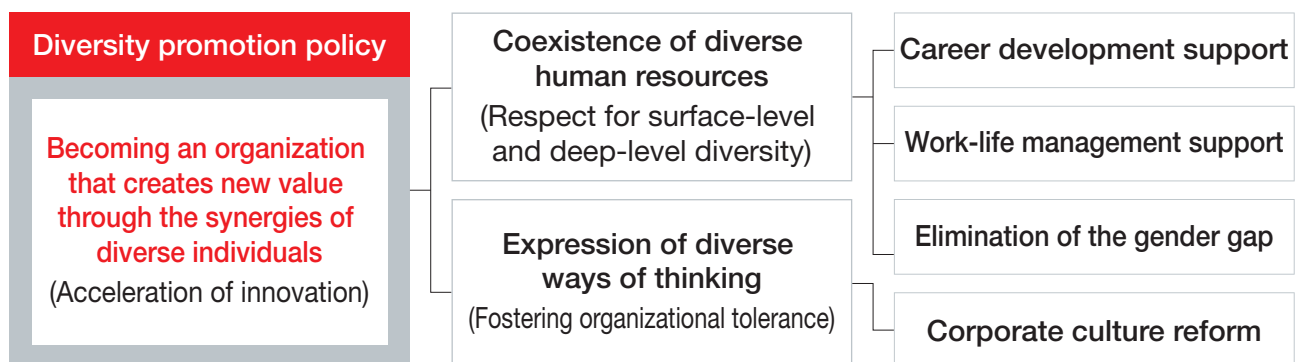
Achievement of Flexible Work Styles and Correction of Long Working Hours

We actively engage in work style reform to create a workplace where employees can feel job satisfaction, as well as to let diverse human resources play an active role. We have introduced remote work, flextime, and staggered working hours, as well as reformed business operations by utilizing IT and reviewing business processes. Through such initiatives, we work to improve productivity by allowing flexible work styles and correcting long working hours. In addition, employees are encouraged to take paid leave. The percentage of paid leave taken was 82% in FY2024.

Diversity

Diversity Promotion Policy

In order to fulfill our mission of contributing to the sustainable development of the regional economy, the Bank Group has positioned the promotion of diversity as a “management strategy for sustainable growth” and is actively working to become an organization that can harness the turbulence of the times by enabling diverse individuals to collaborate and leverage each other’s strengths. In order to accelerate innovation by combining diverse opinions, under the current Mid-term Plan, we are promoting initiatives with a focus on the four themes of career development support, work-life management support, elimination of the gender gap, and corporate culture reform. We will continue to return value to the regional communities by promoting the coexistence of diverse human resources and the expression of diverse ways of thinking.



Initiatives for Promoting Diversity & Inclusion

Diversity forums

To ensure that all employees, including employees of Group companies, understand the importance of diversity management and take action, we hold a diversity forum every year. The forums are attended by all executives, as well as representatives from each workplace and Group companies. The program of the forums includes messages from the top management, lectures by experts, opinion exchange between participants, and other workshops, creating a platform for mindset and behavior transformation toward diversity management.

Themes are selected in line with the issues of the time, and in FY2024, in order to further accelerate innovation brought about by diversity, a keynote speech was held under the theme of “Creating Innovation Through Diversity-oriented Thinking.” Participants deepened their understanding by complementing knowledge with lectures and exchanging opinions with each other after the lectures, including thoughts and impressions, and ideas on how to act on the ground. At the end, each participant declared what action they would take, which leads to concrete changes in behavior.

TSUBASA cross-mentor

Banks in the TSUBASA Alliance have the TSUBASA cross-mentor system in place, which is a cross-organizational mentoring system. The Bank has been serving as the secretariat since the launch of the initiative. The purpose of the program is to support female employees who are executive candidates, in terms of both skills and mindset. As mentees are matched with mentors from a different bank, the program offers fine-tuned advice on work from those in the same industry, as well as psychological safety that derives from speaking to someone in a different company.

In FY2024, in addition to online meetings, face-to-face meetings were encouraged, and many participants commented that being able to visit other banks and directly experience their corporate culture and atmosphere served as a positive stimulus. We will continue our efforts to develop female employees by utilizing the framework of the TSUBASA Alliance.

Participation in the Gender Equality Summit

In order to contribute to the promotion of diversity in the local community, Director and Senior Executive Officer Awaji spoke at the Gender Equality Summit held in October 2024 (hosted by the Chiba Prefecture Council for the Promotion of Gender Equality, Chiba Prefecture).

On the day of the event, Awaji served as both facilitator and panelist in a discussion with leaders from within the prefecture, including Governor Toshihito Kumagai of Chiba Prefecture, under the theme of “Roles of Leaders and Changing Consciousness,” where topics such as the importance of eliminating stereotyped gender roles, how to overcome related challenges, and how leaders should act were addressed, and communicated with business executives in attendance from companies across the prefecture.



>> Major diversity-related initiatives and external evaluation

2007	Chibagin Heartful was certified as a special subsidiary pursuant to the Act to Facilitate the Employment of Persons with Disabilities as a regional bank.
2014	Established the Diversity Management Division, and appointed the first female general managers (two persons).
2015	Appointed female outside directors (two persons). Opened an in-house nursery facility “Chiba Institute of Technology Himawari Nursery School” jointly with Chiba Institute of Technology. Signed the Chiba City Iku-Boss Joint Declaration.
2016	Obtained the Eruboshi (stage three) certification for good-standing companies.
2017	Appointed the first female Executive Officer. Obtained the Platinum Kurumin certification based on the Act on Advancement of Measures to Support Raising Next-Generation Children.
2018	Became the first regional bank to be selected as Nadeshiko Brand by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange (selected for five consecutive years until 2022) Opened in-house nursery facilities “Himawari Nursery Chiba” and “Himawari Nursery Kashiwa*”. *Closed on March 31, 2023
2019	Then-President Sakuma was awarded the Prime Minister’s Commendations to Contributors for Creating a Gender Equality Society by the Cabinet Office.
2020	Became the first financial institution to be selected as New Diversity Management Selection 100 Prime by the Ministry of Economy, Trade and Industry.
2021	Appointed the first female internal director. Became the first regional bank to win the Grand Prize in the Company Prize Advanced Division of the 2021 J-Win Diversity Award sponsored by nonprofit organization J-Win. Ranked first in the Nikkei DUAL survey “NIKKEI Top Companies Supporting Dual-income Parents with Childcare Needs”.
2022	Became the first bank to obtain the Platinum Eruboshi certification based on the Act on Promotion of Women’s Participation and Advancement in the Workplace. TSUBASA Diversity & Inclusion Declaration. Appointed the first female Chairperson of the Nomination, Remuneration and Corporate Advisory Committee.
2023	Obtained the Platinum Kurumin Plus certification based on the Act on Advancement of Measures to Support Raising Next-Generation Children.
2024	Appointed the first female representative director, as well as the first female Chairperson of the Board of Directors



Certified Outstanding Organization of KENKO Investment for Health

2025 Constituent of MSCI Japan Empowering Women (WIN) Select Index

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>> Data on active participation of women

- ① Number of women in senior positions (As of July 2025)
- Director: **3** ● Executive Officer and General Manager: **1** ● General Manager: **2**
 - Positions of General Manager, Senior Deputy General Manager, etc.: **133**

- ② Percentage of leadership positions held by women*: **30.8%** (As of July 2025)
(Percentage of supervisory and managerial positions held by women: **18.9%**)

*Staff with subordinates and staff in equivalent positions, such as branch manager, who are responsible for organizational management as responsible for operation.

>> Data on supporting balance between work and childcare

- ① In-house nursery facilities: **2 in Chiba Prefecture** (As of July 2025)
② Percentage of men taking childcare leave: **115.3%** (FY2024)

>> Data on number of employees with disabilities

Number of employees with disabilities: **158** (As of June 2025)

Contribution to Regional Communities (Regional Revitalization and Social Contribution Activities)

Providing social value by contributing to the resolution of regional issues is an important mission of the Bank Group. The Bank Group will contribute to the sustainable growth of regional communities by leveraging and collaborating with regional networks, including local governments and local companies.

Regional Revitalization

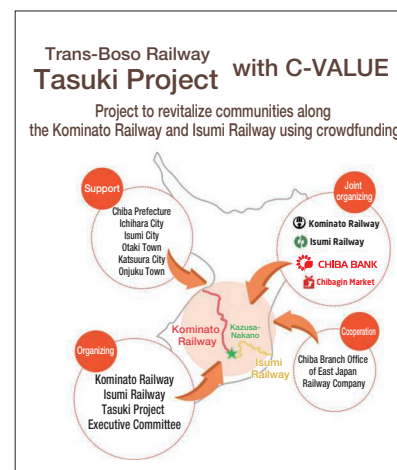
Holding the Trans-Boso Railway Tasuki Project

In August 2024, the Kominato-Isumi Railway Tasuki Project Executive Committee, consisting of Kominato Railway, Isumi Railway, Chiba Bank, and Chibagin Market, was established and the Trans-Boso Railway Tasuki Project was launched. This project utilizes C-VALUE, a reward-based crowdfunding site operated by the Bank Group's regional trading company, Chibagin Market, to support the realization of new products, services, and events created by businesses along the railway lines, with the aim of revitalizing communities along railway lines.

In December 2024, the first 10 crowdfunding projects were released and eight projects reached their targets. In April 2025, we held our first Musubime Machi Marche regional support event, and the second round of 11 crowdfunding projects was released.

Musubime Machi Marche, the venue for the announcement of new campaigns, is a market event held at Kazusa-Nakano Station, the junction point between the Kominato Railway and Isumi Railway, and its surrounding plaza. The event was named with the intention of connecting and energizing the towns (*machi*) along the railway lines through a market (*marche*) held at their junction (*musubime*). In addition to about 30 vendors offering a variety of local gourmet foods in one place, the event also featured Japanese drum performance by local children and dance shows, which provided great excitement to the approximately 1,500 people who visited the event.

Other special activities included a digital stamp collecting event covering 50 tourist spots along the lines, a 10x TSUBASA points campaign at participating stores along the railway lines, and the distribution of officially approved train-themed NFTs from both railway companies.



>> First round of crowdfunding businesses



>> Second round of crowdfunding businesses



>> Digital stamp collecting event



>> Distribution of NFTs (collaboration with Sony Bank)



Holding local government DX promotion trade fair

Continuing from 2023, in July 2024, we held “Local Government DX Promotion Trade Fair + Hybrid Seminar” at the Bank’s Head Office building.

In the three areas of online administrative services, counter service reform, and internal operations reform, 14 DX contents were exhibited at the trade fair, where visitors could actually experience them on demonstration machines, and seminars on the latest DX trends such as the use of generative AI were held to provide information that would help local governments solve problems.



Holding the Regional Revitalization Seminar

- Regional Revitalization through Food and Agriculture with Tourism -

In November 2024, we held the Regional Revitalization Seminar - Regional Revitalization through Food and Agriculture with Tourism - at the Bank’s Head Office building as an opportunity to propose solutions to the regional issues of regional revitalization faced by local governments.

In this seminar, Chibagin Market, and its partner, Noren-kai Co., Ltd. introduced specific examples of regional revitalization efforts in collaboration with local governments, including product development and branding in each region. We will continue to provide information and accompanying support to help local government resolve issues.



Support for the establishment of the Chiba Park Children’s Culture Promotion Executive Committee

The Bank supported the establishment of the Chiba Park Children’s Culture Promotion Executive Committee in June 2024. To provide children in the regional community with opportunities to experience culture and art not taught in schools, we established a cooperative framework linking industry, government, academia, and finance, centered around the Shibaniwa in Chiba Park.

Going forward, we hope and support that through the Shibaniwa No Terakoya, children will develop abundant creativity and sensitivity by enjoying and learning about culture and art, and grow into individuals who are rooted in and contribute to their local communities.



Initiatives in Narita area

In the area around Narita Airport, the construction of a new third runway and the consolidation of terminals and cargo areas at Narita International Airport, the full opening of the Ken-O Expressway, and the extension of the Kita Chiba Road, together with further functional enhancements to the airport, will significantly improve access to the transportation network in the Tokyo Metropolitan area. With various large-scale developments and community building underway, the area around Narita Airport has considerable potential for growth.

The Bank established the Narita Project Promotion Office in October 2018. For the development of the regional economy, we collaborate with nine cities and towns as well as business operators around Narita Airport to support development projects and prospective developers.



Contribution to Regional Communities (Regional Revitalization and Social Contribution Activities)

Social Contribution Activities

Education-related initiatives

Providing career and financial education

The Bank visits local schools to provide on-site classes on career and financial education. From February 2025, we have further enhanced the course program to provide a wider range of learning opportunities. These classes provide easy-to-understand lessons through real-life examples on topics such as what a job or profession is and the role of banks and their significance in society. In addition, by sharing knowledge useful for managing household finances and preventing financial problems, we are helping students enhance their financial literacy. Classes were provided to approximately 2,000 students in FY2024. More on-site classes will be offered in the future.

The Bank is committed to fully supporting the realization of each child's aspiration and aims to contribute to the regional communities.



Holding a private company training program for teachers

In July 2024, we hosted a private company training program for teachers, with eight elementary and junior high school teachers participating. Participants deepened their understanding of banking operations, the Bank's role as a regional financial institution, and its CSR initiatives during the training. At the end of the training, the participants developed original class content that could be applied at schools.



Hosting the Economics Koshien Chiba Tournament

In December 2024, we co-hosted the 19th national high school students' financial and economic quiz championship Economics Koshien in Chiba, together with Chiba Kogyo Bank.

Economics Koshien is a quiz event in which high school students from all over Japan compete in a competition on financial intelligence, with the aim of spreading financial and economic education to the high school students who will lead the next generation.

Six teams of 12 high school students from six high schools in the prefecture participated in the Chiba Tournament, and the winning team advanced to the national competition held in February 2025.



Initiatives to support sports

Sponsorship of the Chiba Aqua-Line Marathon 2024

In November 2024, the Bank sponsored the Chiba Aqua-Line Marathon 2024 as a gold sponsor. As a new initiative, Chibagin Presents Fun Run for Every Body! was held to allow people with disabilities and small children to run along the Aqualine, and provided opportunities for everyone to enjoy sports.



Title sponsorship of a home game hosted by the local basketball team

In November 2024, the Bank offered a title sponsorship for a game organized by the professional basketball club Altiri Chiba. This initiative, the first of its kind for the Bank, is intended to support the realization of the goal that the players and team staff, who share the vision of the team's hometown in Chiba Prefecture, are united in pursuit of, and the wishes of the fans who strongly support them. We set up a Chiba Bank booth at the venue and held events for the enjoyment of visitors.



Special sponsorship of the 29th Chibagin Cup

In February 2025, we became a special title sponsor of the 2025 J.League Pre-Season Match, 29th Chibagin Cup - JEF United Ichihara Chiba vs. Kashiwa Reysol.

With the aim of supporting local J-League teams and promoting local sports, the Bank has been a special co-sponsor of the Chiba Derby Match, a pre-season match between the two teams, since the first event in 1995. This year, approximately 300 people with disabilities were invited to the game through the home cities of JEF United Ichihara Chiba, Chiba City and Ichihara City.



Social welfare initiatives

Grant ceremony held for a public charitable trust, Chibagin Heartful Welfare Fund

In September 2024, Chibagin Heartful Welfare Fund, a public charitable trust, awarded a total of ¥7.89 million in grants to 15 organizations.

The fund supports social welfare activities conducted by social welfare corporations and volunteer groups in the form of grants with the aim of enhancing social welfare in Chiba Prefecture. Including the grant this year, a total of 187 grants have been awarded up until now, amounting to ¥108 million.



Donated food to Food Bank Chiba

Chibagin Food Drive* was held in October 2024.

This initiative is in cooperation with the food drive activities of Food Bank Chiba, under a comprehensive cooperation agreement related to food provision. We collected unused food from our employees' home, and donated a total of 230.47 kg of food to Food Bank Chiba.



*Chibagin Food Drive is an activity that aims to reduce food loss and support those in need by having employees bring surplus food at home to their workplace and delivering it to social welfare facilities and people in need through the Food Bank Chiba

Initiatives for Respecting Human Rights

The Bank Group recognizes that respect for human rights is a responsibility that companies must fulfill. In order to respect the human rights of all stakeholders, including executives and employees, customers, and suppliers, we are formulating a human rights policy, conducting human rights due diligence, and establishing grievance mechanisms based on the framework of the UN Guiding Principles on Business and Human Rights.

Policies, Guidelines, etc., Concerning Respect for Human Rights

Human rights policy

The Bank Group has established the Chiba Bank Group Human Rights Policy, which states that the Bank Group respects the human rights of all executives and employees, and will not tolerate discrimination, harassment, or human rights violation based on race, gender, nationality, etc.

For details of the Chiba Bank Group Human Rights Policy, see our website:
https://www.chibabank.co.jp/en/related/human_rights_policy

Corporate code of conduct

The Bank Group has declared the Chiba Bank Group's Corporate Code of Conduct and is committed to respect the human rights of all people, including executives and employees, and customers, as a company and a bank to take social responsibility and public mission.

For details of the Chiba Bank Group's Corporate Code of Conduct, see our website:
https://www.chibabank.co.jp/en/related/behavioral_policy

Annual statement on the UK Modern Slavery Act 2015

Based on the UK Modern Slavery Act 2015, we publish an annual statement on our initiatives to prevent human rights violations, including slave labor and human trafficking, not only at our London Branch but throughout the entire business operations of the Bank.

For details of the annual statement on the UK Modern Slavery Act 2015, see our website:
https://www.chibabank.co.jp/en/related/slavery_act

Governance Structure Regarding Respect for Human Rights

The Sustainability Promotion Committee, chaired by the President, deliberates and decides on policies regarding respect for human rights, reports regularly on progress, and works to respect human rights under the commitment of senior management. The deliberations by the Sustainability Promotion Committee are reported to the Board of Directors and are subject to their supervision.



Human Rights Due Diligence

The Bank Group implements human rights due diligence by creating a human rights issue map to identify and analyze the negative impacts that its business may have on human rights, implementing measures to prevent or mitigate them, verifying their effectiveness through regular monitoring, and disclosing information externally regarding the status of its response.

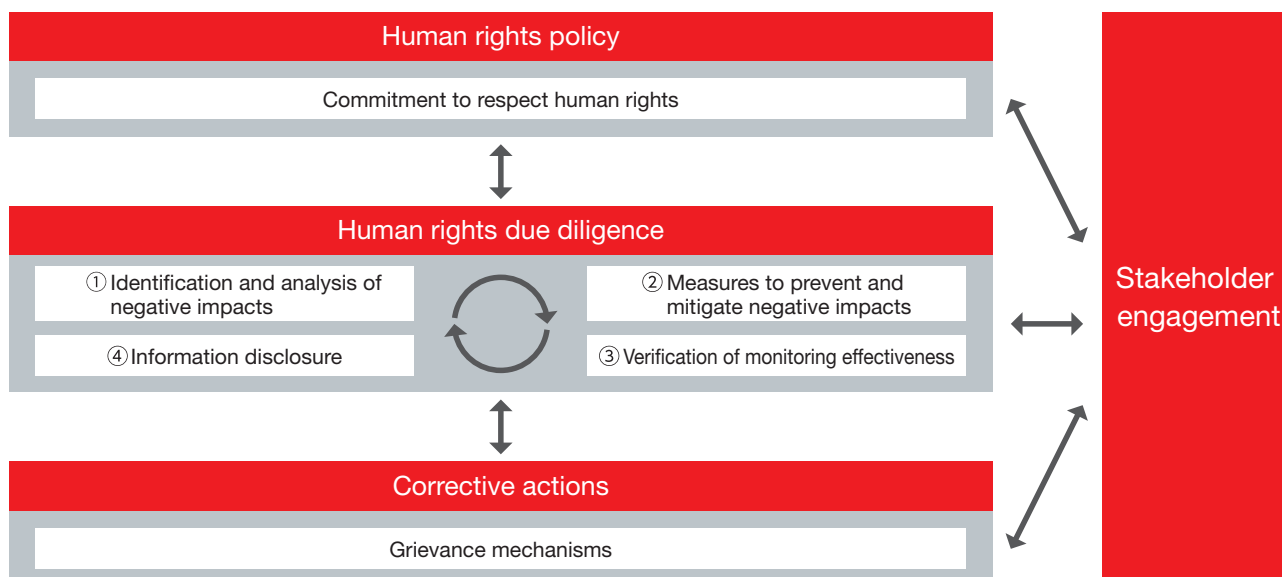
Employees	We conduct regular questionnaire surveys for employees to identify and monitor human rights violations. We also regularly hold training sessions and seminars for employees on topics such as harassment prevention and promotion of diversity and inclusion, and work to raise the awareness of employees regarding respect for human rights. In addition, through initiatives such as teleworking, staggered working hours, use of IT, and operational reforms by reviewing business processes, we are establishing a work environment that enables flexible work styles and correction of long working hours, so that employees can feel fulfilled in their work.
Borrowers and investees	The Policies on Loans have been revised to prohibit investments in and loans to businesses that engage in forced labor, child labor, and other human rights violations, as well as to prohibit new transactions with companies that may be involved in human rights violations, by checking for information regarding human rights violations when extending new credit. Moreover, we regularly conduct monitoring of customers with whom we already have investment or lending transactions, and we engage in dialogue with the customer and request improvements to the human rights violation if a human rights violation arises.
Suppliers	We have established the Chiba Bank Group Procurement Policy and directly distributed the Chiba Bank Group Human Rights Policy and the Chiba Bank Group Procurement Policy to our suppliers and ask them to understand and comply with the policies. In addition, we conduct monitoring once a year to confirm that the suppliers have no violations of human rights. For details of the Chiba Bank Group Procurement Policy, see our website: https://www.chibabank.co.jp/en/related/procurement_policy

Going forward, we will further advance the sophistication of human rights due diligence and promote appropriate disclosure of information and stronger engagement with stakeholders.

Grievance Mechanisms

The Bank Group has established an internal hotline and conducts periodic surveys with employees, such as engagement surveys, to detect human rights violations and to protect and provide relief for victims.

We also collect requests and complaints related to respect for human rights through customer service offices, customer cards, and questionnaire surveys, and respond to all voices concerning human rights from our customers.



Climate Change Responses and Natural Capital Preservation Initiatives (Disclosure based on the TCFD and TNFD Recommendations)

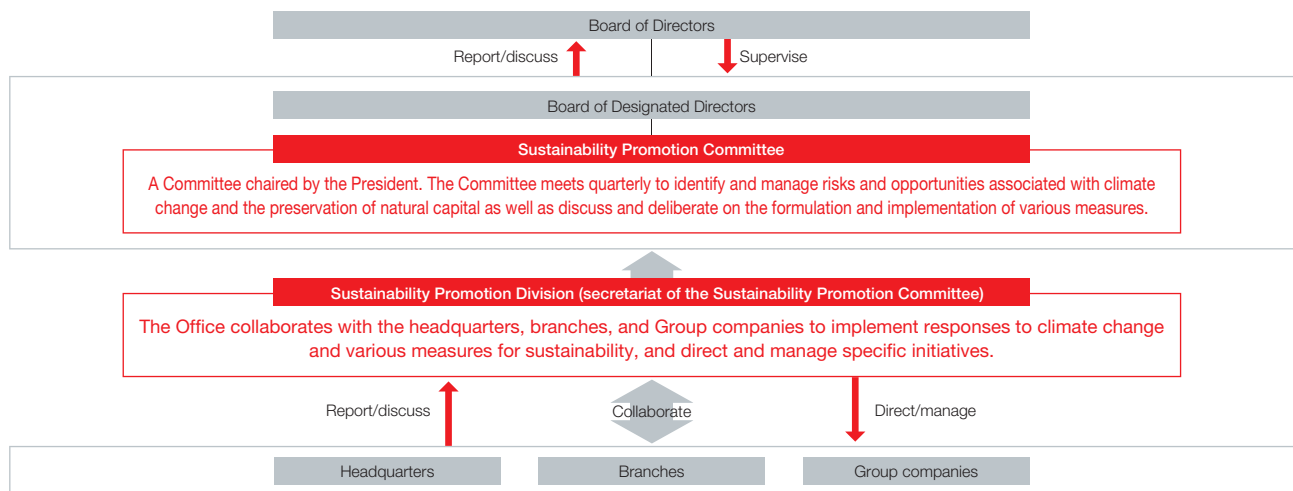
The Bank Group announced its endorsement of the TCFD recommendations and registered as a TNFD Adopter, and has since proactively disclosed information on its climate change responses and natural capital preservation initiatives in accordance with items of the TCFD's and TNFD's disclosure recommendations.

Governance

Climate Change

Natural Capital

The Bank Group has built a flexible and solid governance system to identify and manage dependencies, impacts, risks, and opportunities associated with climate change and the preservation of natural capital.



Supervision by the Board of Directors

The identification and management of dependencies, impacts, risks, and opportunities associated with climate change and natural capital, and formulation and implementation of various measures are discussed and deliberated by the Sustainability Promotion Committee on a quarterly basis. Discussions and deliberations in the Committee are periodically reported to the Board of Directors.

Key initiatives for dependencies, impacts, risks, and opportunities associated with climate change and natural capital are determined at or reported to the Board of Directors after separate discussion by the Board of Designated Directors.

Various policies, management plans, etc. related to responses to climate change and natural capital preservation initiatives

The Bank Group has incorporated items related to climate change responses and natural capital preservation into the Chiba Bank Group Sustainability Policy and various policies and management plans, and taken various measures.

Chiba Bank Group Sustainability Policy	The Chiba Bank Group Sustainability Policy states that we promote environmental initiatives including climate change responses and natural capital preservation throughout the entire Group.
Chiba Bank Group Declaration on SDGs	The Chiba Bank Group Declaration on SDGs stipulates that environmental protection is a key priority issue (materiality) to be dealt with, and various measures in response to climate change and nature-related initiatives are being taken.
Chiba Bank Group Environmental Policy	In order to contribute to the realization of sustainable regional communities, the Chiba Bank Group Environmental Policy sets forth our policy for addressing environmental issues such as environmental conservation initiatives and responses to climate change risk through our business activities.
Chiba Bank Group Human Rights Policy	The Chiba Bank Group Human Rights Policy stipulates that we will respect human rights through our business activities, and we are implementing initiatives in consideration of stakeholders based on this policy when engaged in environment-related initiatives.
The 15th Mid-term Plan	GX (green transformation) is set as one of the value creation bases in the 15th Mid-term Plan, and initiatives for decarbonization are incorporated as an important strategy of the Mid-term Plan.

Strategy

Climate Change

Risks and opportunities associated with climate change

The Bank Group qualitatively analyzes risks (physical and transition risks) and opportunities associated with climate change over short- (less than five years), medium- (five to 10 years), and long-term (over 10 to 30 years) horizons. Specific risks and opportunities associated with climate change and their impact on the Bank's business, strategy, and financial plan are as follows.

Risks and opportunities	Specific risks and opportunities and their impact on the Bank's business, strategy, and financial plan	Time horizon*
Risks		
Physical risks		
Credit risk	Damage to the Bank's real estate collateral due to large-scale storm and flood	Short to long term
	Deterioration in business performance due to stagnation of business of financing customers as a result of their operations being hampered by large-scale storm and flood to their business locations	Short to long term
	Financing customers closing down their operations due to damage from sea level rises to their business locations	Long term
Operational risk	Interrupting or discontinuing our branch operation as a result of large-scale storm and flood	Short to long term
Transition risks		
Credit risk	Deterioration in business performance of financing customers as a result of revision to climate change laws and regulations and taxes	Medium to long term
	Deterioration in business performance of financing customers as a result of a failure to invest in decarbonization technologies or excessive investment burden in new technologies	Medium to long term
	Deterioration in business performance of financing customers as a result of decreased demand for traditional products and services	Short to long term
	Deterioration in business performance of financing customers as a result of rapid fluctuations in resource prices due to progress toward a decarbonized society	Medium to long term
Reputational risk	Drop in our share price and difficulties in raising funds as a result of the deterioration of the Bank's reputation due to its continued over-investments and loans in the fossil fuel-related sectors	Short to long term
Opportunities		
Products and services	Increase in initiatives for sustainable finances including renewable energy-related loans	Short to long term
	Increase in consulting services related to decarbonization support	Short to long term
	Increase in demand for funds driven chiefly by infrastructure investment for disaster countermeasures and business continuation	Short to long term
Cost reduction	Reduction of operation costs through high-efficiency operations such as saving of energy	Short to long term

*Short-term (less than five years), medium-term (five to 10 years), and long-term (over 10 to 30 years)

Initiatives for risks and opportunities associated with climate change

The Bank Group has identified and recognized risks and opportunities associated with climate change, and taken following measures as its main strategies.

CO₂ emissions reduction	With the aim of realizing a carbon-free society, the Bank Group is striving to reduce its CO₂ emissions from its own emissions. Promotion of energy saving in buildings and introduction of environmentally-friendly vehicles Introduction of electricity derived from renewable energy sources Installation of solar power plants through Himawari Green Energy Co., Ltd., a company engaged in energy generation business
Support for decarbonization management	We are engaging in various activities to support our customers' decarbonization management. Provision of CO₂ emission measurement tool "C-checker" Decarbonization consulting Identification of greenhouse gas emissions and promotion of dialogue using the ESG evaluation sheet Promotion of customer engagement through measurement of Financed Emissions
Promotion of sustainable finance	We have strengthened our efforts in sustainable finance that will contribute to mitigation of and adaptation to climate change risks. Promoting renewable energy-related loans, such as financing the installation of solar power generation facilities Provision of various loan products including green loans, sustainability linked loans, and Chibagin Leaders Loan NEXT Active investment in green bonds and sustainability linked bonds Setting target for the amount of sustainable finance
Enhance climate change risk management	We have selected "delays in responding to climate change" as a top risk and are strengthening risk management. Selecting and managing "delays in responding to climate change" as one of the top risks that are highly significant in terms of impact and probability Formulation of Policies on Loans and stricter credit to fossil fuel-related sectors Managing credit and operational risks associated with climate change through an integrated risk management system

We will strive to sophisticate our analysis methods for physical and transition risks associated with climate change on a continual basis, to manage risks, take appropriate countermeasures, and disclose information.

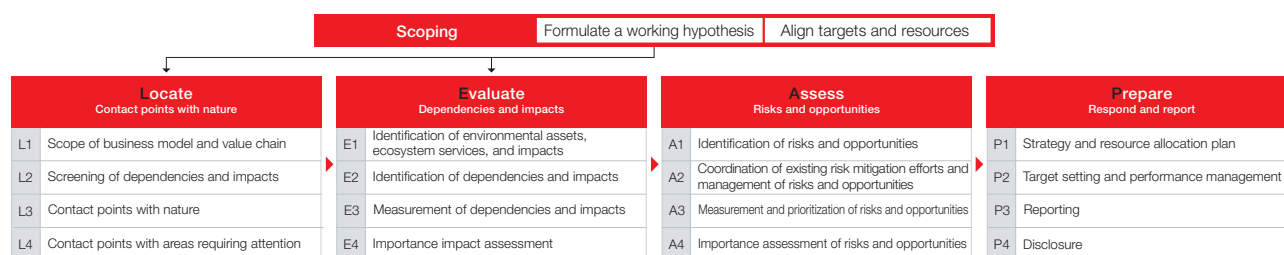
	Physical risks	Transition risks
Scenario	RCP4.5 scenario and RCP8.5 scenario (4°C scenario) of the Intergovernmental Panel on Climate Change (IPCC)	IEA's NZE scenario Net Zero 2050 and Below 2°C scenario of NGFS
Analysis target	The Bank's real estate collateral (only that for general lending) The Bank's financing customers (general business corporations)	Oil and gas and coal industries Electric utilities industry Steel and chemical industries Air transport industry
Analysis method	Analyze the amount of increase in net credit costs based on the deterioration of business performance of financing customers, calculated based on the damage to the Bank's real estate collateral as a result of typhoon, torrential rain and other storm and flood damage and the percentage of the Bank's building site submerged	Analyze the amount of increase in net credit costs due to changes in borrower classification by estimating the business performance and financial status of financing customers through 2050, based on the IEA's NZE scenario and other factors
Analysis period	Up to 2050	Up to 2050
Analysis result	Increase in net credit costs: ¥8.0 to ¥9.0 billion	Increase in net credit costs: maximum ¥30.0 billion

(fiscal year)	2019	2020	2021	2022	2023	2024	2025	2026	2027	...	2030	(t-CO2)			
Net emissions (SCOPE 1 and 2)	18,783	19,016	18,429	12,316	5,350	5,029	...	...	...	...	0				
The Bank's initiatives	Announced our endorsement of the TCFD recommendations (December 2019)														
	Implementation of energy saving measures (such as replacing lighting with LED lighting and upgrading air conditioning equipment) and introduction of environmentally-friendly vehicles into sales vehicles														
	Establishment of Chiba Bank Group Environmental Policy														
	FY2030 Carbon Neutrality Declaration														
	Switching the electricity contracted by the Bank to electricity derived from renewable energy sources and obtaining third-party assurance for CO ₂ emissions														
	Established Himawari Green Energy Co., Ltd.														
	Started operation of Asahi Power Plant														
	Started intermediation of non-fossil certificates														
	Acquired Kimitsu Power Plant														
												Started operation of Choshi Power Plant			
(fiscal year)	2019	2020	2021	2022	2023	2024	2025	2026	2027	...	...	...	2036	...	2050
SCOPE 3 (category 15)	—	—	6,315,148	12,622,906	12,995,173	15,742,179	Strengthen initiatives for carbon neutrality in 2050								Realization of a decarbonized society
							Zero credit for coal-fired power generation								
Support customers' decarbonization	Introduction of sustainable finance products (SDGs Leaders Loan, SDGs Friends Loan, etc.)														
	Provision of decarbonization consulting services														
	Start measuring CO ₂ emissions in category 15 ⇒ gradually expand the scope of aggregation														
	Start operating ESG evaluation sheet														
	Provision of CO ₂ emission measurement tool "C-checker"														
	Support the purchase of non-fossil certificates through Himawari Green Energy														
							Introduction of new sustainable finance products (Chibagin Leaders Loan NEXT and Chibagin Smart Loan)								

Natural Capital

LEAP approach

The Bank Group analyzes dependencies and impacts on natural capital using the LEAP approach developed by TNFD in order to disclose items recommended by TNFD.



Heat map of dependency and impact on natural capital

To understand the dependencies and impacts of borrowers on natural capital, a heat map was created using the nature-related risk analysis tool ENCORE to analyze the degree of dependency and impact for each sector. The analysis found that overall, borrowers show a high dependency on water-related items (such as water supply and water flow regulation) and disaster prevention-related items (such as soil and sediment retention and flood mitigation), and have significant impacts through water, soil, and air pollution (such as emissions of toxic pollutants to water and soil). Going forward, we will identify key sectors based on the degree of dependency and impact of each sector and the Bank's loan balance ratio, and proceed with investigations into the regional characteristics of borrowers' operating sites and identification of risks and opportunities, focusing on those key sectors.

		Dependencies																				Impacts																			
		Ecosystem services																				Impacts on nature																			
		Provisioning services			Regulating and maintenance services														Cultural services			Input				Output															
Sectors		Biomass provisioning	Genetic material	Water supply	Other provisioning services	Global climate regulation	Rainfall pattern regulation	Local climate regulation	Air filtration	Soil quality regulation	Soil and sediment retention	Solid waste remediation	Water purification	Water flow regulation	Flood mitigation	Storm mitigation	Noise attenuation	Pollination	Biological control	Nursery population and habitat maintenance	Dilution by atmosphere and ecosystems	Mediation of sensory impacts (other than noise)	Recreation-related services	Visual amenity services	Education, scientific and research services	Spiritual, artistic and symbolic services	Area of land use	Area of freshwater use	Area of seabed use	Volume of water use	Other biotic resource extraction	Other abiotic resource extraction	Emissions of GHG	Emissions of non-GHG air pollutants	Emissions of toxic pollutants to water and soil	Emissions of nutrient pollutants to water and soil	Generation and release of solid waste	Disturbances (e.g. noise, light)	Introduction of invasive species		
	Energy																																								
	Chemicals																																								
	Construction Materials																																								
	Metals & Mining																																								
	Paper & Forest Products																																								
	Real Estate																																								
	Transportation																																								
	Automobiles																																								
	Apparel & Consumer Durables																																								
	Consumer Services																																								
	Beverage & Food																																								
	Agricultural Products & Services																																								
	Pharmaceuticals																																								
	Gas & Water Utilities																																								
	Electric Utilities																																								
Others																																									

Climate Change Responses and Natural Capital Preservation Initiatives (Disclosure based on the TCFD and TNFD Recommendations)

Nature-related risks and opportunities

The Bank Group qualitatively analyzes nature-related risks (physical and transition risks) and opportunities over short- (less than five years), medium- (five to 10 years), and long-term (over 10 to 30 years) horizons. Specific nature-related risks and opportunities and their impact on the Bank's business, strategy, and financial plan are as follows.

Risks and opportunities			Specific risks and opportunities and their impact on the Bank's business, strategy, and financial plan	Time horizon*
Risks	Physical risks	Credit	Concerns about business continuity/deterioration in business performance of financing customers caused by natural disasters associated with natural capital degradation	Medium to long term
		Credit	Deterioration in business performance of financing customers as a result of revision to climate change laws and regulations and taxes	Medium to long term
	Transition risks	Credit	Deterioration in business performance of financing customers as a result of decreased demand for traditional products and services	Short to long term
		Reputation	Deterioration of the Bank's reputation due to its inadequate response to the preservation of natural capital	Short to long term
		Reputation	Deterioration of the Bank's reputation due to the negative impact of the borrower's business on natural capital	Short to long term
Opportunities	Products and services		Increase in opportunities for investment and loans for conservation and restoration of natural capital	Medium to long term
			Increase in consulting and business matching opportunities related to natural capital	Short to medium term
	Cost reduction		Cost reduction associated with reduction of paper consumption and waste volumes	Short to long term

*Short-term (less than five years), medium-term (five to 10 years), and long-term (over 10 to 30 years)

Initiatives to address nature-related risks and opportunities

Forest conservation and CO₂ reduction through biochar production

Chiba Prefecture has extensive bamboo forests, and bamboo damage caused by neglected bamboo forests is an issue.

The Bank produced biochar in Sakura City, Chiba Prefecture, and engaged in forest conservation through bamboo forest maintenance. Biochar is effective in storing CO₂ in the ground for a long period of time, and we have also contributed to CO₂ reduction by spreading 108 kg of biochar on farmland at Fresh Farm Chiba.



Forest management activities for the Chibagin Forest

Since 2003, the Bank has been implementing forest management activities using "Corporate Forest Business" in Chiba Prefecture. These activities strive to restore the coastal shelter forest, which has become sparse due to damage from pine weevils and the tsunami caused by the Great East Japan Earthquake. We thus aim to enhance disaster mitigation effects at the time of the tsunami and promote tourism by improving the landscape.



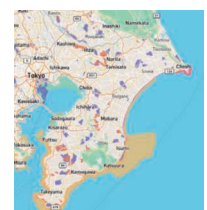
Measuring resources consumption and waste volumes from business activities

	Water consumption (m ³)	Paper consumption (t)	Waste volume (t)
FY2024	52,288	31	429

Data from the head office building, Oyumino Center building, and Soga Center building. Water consumption is the total volume of water and sewage.

Study of the impact of the Bank's business location on nature

In order to analyze the impact of the Bank's business activities on natural capital, we conducted a survey of the relationship between the Bank's business locations and areas requiring attention (protected areas, KBAs, etc.) using methods such as IBAT*¹ from the perspective of the importance of biodiversity. Water stress was also evaluated using Aqeduct.*² As a result, although no areas with high water stress were identified, five of the Bank's business locations were found to be situated in areas requiring attention. The impact on nature is assessed to be limited because these business locations are mainly involved in office operations.



Areas requiring attention

- Key Biodiversity Areas
- Local environmental conservation areas
- Nationally designated wildlife protection areas
- Ramsar wetlands
- Natural environment conservation areas
- Quasi-national parks
- Prefectural natural parks
- Green space environmental conservation areas
- Prefectural designated wildlife protection areas

*1 IBAT is a tool recommended by the TNFD that enables the survey of nature-related information for specific sites using geospatial data on important nature-related information.

*2 Aqeduct is an online water risk assessment tool developed by the World Resources Institute.

Risk Management

Climate Change

Natural Capital

Identification and assessment of risks and impacts

The Bank Group recognizes climate change and nature-related risks (physical and transition risks) as risks that have significant impact on the management of the Group, and has strengthened management of these risks after having identified and assessed their specific details by time horizon (short, medium, and long term). For natural capital, a heat map of dependency and impact was created for borrowers and investees. The Sustainability Promotion Division and the Compliance and Risk Management Division cooperate to identify and assess these risks and impacts, and report the analysis results at the Sustainability Promotion Committee and other meetings.

Top risk management

The Bank Group selects those risks surrounding our business that are highly significant in terms of impact and probability as “top risks” in the Board of Directors. In selecting and managing top risks, a risk map covering a wide range of risk events is produced and discussed, including by the outside directors and Group companies, after which a report is presented to the ALM Committee and the Board of Directors.

In order to strengthen the management of climate change and nature-related risks, we have designated “delays in responding to climate change” as a top risk and “delays in responding to natural capital and biodiversity” as a sub-risk (a risk equivalent to a top risk).

Integrated risk management

The Bank Group assigns divisions to manage risks for each form of risk, and the Compliance and Risk Management Division centrally monitors these risks and discusses risk countermeasures. The Group Chief Risk Officer (CRO) reports the status of risks to the Board of Directors. In addition, to ensure an effective risk management system, the Audit and Inspection Division conducts audits to determine whether risks are appropriately managed and reports the audit results to the Board of Directors.

Climate change and nature-related risks are categorized into credit risk related to borrowers' business activities and operational risk in continuous operation of our branch locations, in light of the results of qualitative and quantitative analyses, and integrated into the above risk management system.

Formulation of Policies on Loans and stricter credit to specific sectors

The Bank Group has formulated and announced its Policies on Loans for businesses that are considered to involve significant environmental and social risks or negative impacts, and for specific sectors where lending efforts are expected to have a huge environmental and social impact.

Furthermore, we have established a stricter credit examination system in which we determine the lending for fossil fuel-related sectors that are considered to have a huge impact on global warming after receiving opinions of divisions in charge of sustainability.

For full text of the Policies on Loans, see our website:
https://www.chibabank.co.jp/en/related/loan_policy

>> Overview of the Policies on Loans

Prohibition	● Businesses that have negative impact on Ramsar wetlands and UNESCO World Heritage sites
	● Businesses that violate the Washington Convention
	● Credit to newly established or expanded coal-fired thermal power plants
	● Credit to new coal mining projects and expansion of existing facilities
	● Credit to mountaintop removal coal mining
Strict response	● Credit to oil and gas sector, credit to palm oil farm development
	● Credit to deforestation business
	● Credit to large-scale hydropower plant

Climate Change Responses and Natural Capital Preservation Initiatives

(Disclosure based on the TCFD and TNFD Recommendations)

Metrics and Targets

Climate Change

Natural Capital

Carbon Neutrality Declaration

The Paris Agreement came into effect in 2016 as an international framework on issues of climate change. The Agreement sets a common global long-term goal of keeping the global average temperature increase well below 2°C above pre-industrial levels and pursuing efforts to limit it to 1.5°C.

The Bank supports the Paris Agreement and announced its goal of “achieving net zero CO₂ emissions by FY2030” in March 2022, and has been working on reducing CO₂ emissions.

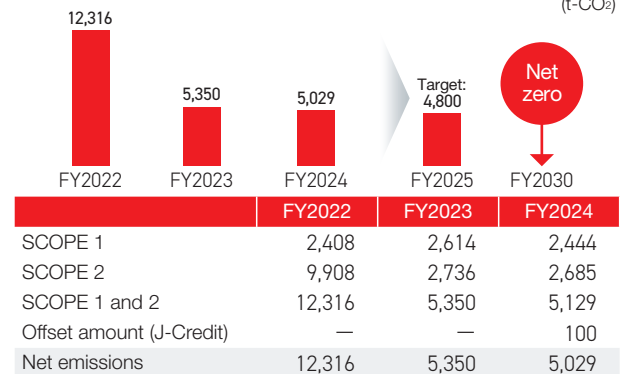
CO₂ emissions

CO₂ emissions in FY2024 was 5,029 t-CO₂, a decrease of 6% from the previous fiscal year. We are taking measures to achieve carbon neutrality, including the use of electricity derived from renewable energy sources, the use of non-fossil certificates through Himawari Green Energy, a Group company engaged in energy generation business, and offsetting emissions through J-Credit.

We will continue to promote energy saving measures such as replacing lighting with LED lighting and introducing environmentally-friendly vehicles.

The Bank has measured and disclosed CO₂ emissions in SCOPE 3 category 15 since FY2021. We will continue to expand the scope of measurement through utilization of PCAF database and other resources, while supporting our customers' efforts for decarbonization, and strive to reduce CO₂ emissions in SCOPE 3 category 15 to achieve a decarbonized society in 2050.

>> Changes in CO₂ emissions (SCOPE 1 and 2, net emissions) (t-CO₂)



*The scope of calculation is the Bank and the Bank Group companies.

*An independent third-party assurance from SOCOTEC Certification Japan has been obtained since FY2021.

>> Changes in CO₂ emissions (SCOPE 3)

(t-CO₂)

	FY2022 ^{*1}	FY2023 ^{*1}	FY2024
Category 1 (Purchased goods and services)	8,961	9,634	10,517
Category 2 (Capital goods)	35,222	24,536	40,601
Category 3 (Fuel- and energy-related activities not included in SCOPE 1 or 2)	2,855	2,824	2,691
Category 4 (Transportation and distribution (upstream))	1,297	1,363	1,348
Category 5 (Waste generated in operations)	204	234	517
Category 6 (Business travel)	618	968	1,002
Category 7 (Employee commuting)	1,436	2,241	2,356
Category 15 (Investments ^{*2})	12,622,906	13,422,825	15,742,179

*1 An independent third-party assurance from SOCOTEC Certification Japan was obtained. (Excluding Category 15 in FY2022.)

*2 Estimate values were used for companies whose emissions were not measured or not disclosed. Loan amount of approximately ¥7.9 trillion in FY2024 for companies measured is equivalent to 95.4% of loans to general business corporations and individual business owners (excluding public and private funds).

>> Breakdown of SCOPE 3 Category 15 (FY2024)

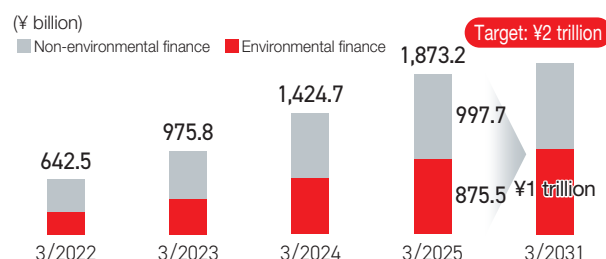
Industries	Emissions (t-CO ₂)	Carbon intensity (t-CO ₂ /¥ million)	Data quality score
Oil Gas Coal	364,787	2.3	2.2
Electric utilities	1,279,233	26.5	3.9
Air transportation	72,372	2.9	2.5
Maritime transportation	258,646	13.8	2.4
Rail transportation	21,548	1.6	1.6
Trucking services	639,669	3.4	3.8
Automobiles and components	38,677	3.7	1.8
Metals and mining	1,235,212	11.5	1.9
Chemicals	491,022	6.2	2.1
Construction materials	818,358	17.0	3.0
Capital goods	233,511	3.9	2.6
Capital goods (buildings, etc.)	1,425,032	4.2	3.5
Real estate management and development	638,312	0.7	3.7
Beverages	36,154	2.7	3.3
Agriculture	119,063	6.2	3.8
Packaged foods and meats	665,692	4.6	3.3
Paper and forest products	177,517	3.8	2.9
Others	7,227,373	2.5	3.5
Total	15,742,179	—	3.5

Promotion of sustainable finance

The Bank Group regards the type of investments and loans where funds are used to solve environmental and social issues as “sustainable finance,” and has strengthened its initiatives, setting the target of ¥2 trillion of the amount of sustainable finance from FY2019 to FY2030 (of which target for the amount of environmental finance ¥1 trillion).

The amount of sustainable finance that has been executed by FY2024 (fiscal year ended March 31, 2025) is ¥1,873.2 billion (progress rate 93%), and that of environmental finance in it is ¥875.5 billion (progress rate 87%).

>> Cumulative amount of sustainable finance



Key examples of sustainable finance

- Sustainability linked loans
- Green loans
- Positive impact finance
- Chibagin Leaders Loan NEXT
- Chiba Bank SDGs Friends Loan
- Chibagin Smart Loan
- Chibagin SDGs Private Placement Bonds
- Renewable energy-related loans
- Project finance for creating social infrastructure
- Funds for environmentally-friendly houses (Sustainable Housing Support Discount)
- Environmentally-friendly renovation funds (renovation loan)
- Funds for purchasing environmentally-friendly vehicles (car loans)
- Fixed income investment such as green bonds, sustainability linked bonds

Status of carbon-related assets

Based on the revision of the TCFD recommendations in October 2021, we have expanded the target sectors for carbon-related assets in FY2022 to include the energy,* transportation, materials and buildings, and agriculture, food, and forest products sectors. The loans, acceptances and guarantees, foreign exchange, and private placement bonds (hereinafter the Loans, etc.) for the carbon-related assets account for around 37.76% of the Bank's Loans, etc. as of March 31, 2025. Loans, etc. for coal-fired power generation account for 0.08% of the Bank's Loans, etc., and credit for coal-fired power generation is scheduled to be zero by the end of March 2037.

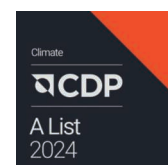
*Oil and gas, coal, and electric (excluding renewable energy business) utilities

Industries		Percentage of the Loans, etc.
		FY2024
Energy	Oil and gas, coal	0.70%
	Electric utilities	0.56%
	Subtotal	1.26%
Transportation	Air transportation	0.07%
	Marine transportation	0.39%
	Rail transportation	0.47%
	Trucking services	1.21%
	Automobiles and components	0.19%
	Subtotal	2.36%
Materials and buildings	Metals and mining	0.85%
	Chemicals	0.99%
	Construction materials	0.22%
	Capital goods	0.80%
	Capital goods (buildings, etc.)	2.17%
	Real estate management and development	27.33%
	Subtotal	32.39%
Agriculture, food, and forest products	Beverage	0.27%
	Agriculture	0.12%
	Packaged foods and meats	0.95%
	Paper and forest products	0.39%
	Subtotal	1.74%
Total		37.76%

CDP climate change

In the climate change survey conducted by CDP* in 2024, our efforts to address climate change and the transparency of our disclosures were recognized, and the Bank was selected as an A List company, the highest rating.

*An international non-governmental organization that collects, evaluates, and discloses information on the environment from companies, local governments, etc.



Directors, Audit & Supervisory Board Members and Executive Officers

Directors



President
(Representative Director,
Group Chief Executive Officer)
Tsutomu Yonemoto

Apr. 1987 Joined the Bank
Jun. 2016 Executive Officer, General Manager, Business Promotion Division
Jun. 2017 Director and Managing Executive Officer
Jun. 2018 Director and Managing Executive Officer (Group Chief Business Officer, General Manager in charge of Business Promotion)
Jun. 2019 Director and Senior Executive Officer (Group Chief Strategy Officer, General Manager in charge of Corporate Planning)
Apr. 2020 Director and Senior Executive Officer (Group Chief Strategy Officer, Group Chief Digital Transformation Officer, General Manager in charge of Corporate Planning)
Apr. 2021 Director and Senior Executive Officer
Jun. 2021 President (Representative Director, Group Chief Operating Officer)
Apr. 2023 President (Representative Director, Group Chief Executive Officer) (current position)



Director and
Senior Executive Officer
(Representative Director,
Group Chief Business Officer,
General Manager in charge of
Business Promotion)
Kiyomi Yamazaki

Apr. 1988 Joined the Bank
Jun. 2018 Executive Officer, General Manager, Chuo Branch and Keisei-ekimae Branch
Apr. 2019 Executive Officer, Deputy in charge of Prefectural Block
Jun. 2019 Executive Officer in charge of Domestic Business (Senior Deputy General Manager in charge of Business Promotion)
Apr. 2020 Executive Officer, General Manager, Head Office and Saiwaicho Sub Branch
Jun. 2020 Managing Executive Officer, General Manager, Head Office and Saiwaicho Sub Branch
Apr. 2021 Senior Executive Officer (Group Chief Business Officer, General Manager in charge of Business Promotion)
Jun. 2021 Director and Senior Executive Officer (Group Chief Business Officer, General Manager in charge of Business Promotion)
Apr. 2024 Director and Senior Executive Officer (Representative Director, Group Chief Business Officer, General Manager in charge of Business Promotion) (current position)



Director and
Senior Executive Officer
(Representative Director, Group
Chief Sustainability Officer)
Mutsumi Awaji

Apr. 1989 Joined the Bank
Jun. 2019 Executive Officer, General Manager, Regional Revitalization Division
Apr. 2020 Executive Officer, General Manager, Corporate Business Division
Apr. 2021 Managing Executive Officer (Group Chief Human Resources Officer)
Jun. 2021 Director and Managing Executive Officer (Group Chief Human Resources Officer)
Apr. 2022 Director and Managing Executive Officer (Group Chief Digital Transformation Officer, Group Chief Human Resources Officer)
Apr. 2023 Director and Senior Executive Officer (Group Chief Strategy Officer, Group Chief Digital Transformation Officer)
Apr. 2024 Director and Senior Executive Officer (Representative Director, Group Chief Strategy Officer, Group Chief Digital Transformation Officer)
Apr. 2025 Director and Senior Executive Officer (Representative Director, Group Chief Sustainability Officer) (current position)
Jun. 2025 Outside Director, Narita International Airport Corporation (current position)



Director and Managing
Executive Officer
(Group Chief Strategy Officer)
Takashi Makinose

Apr. 1990 Joined the Bank
Apr. 2021 Executive Officer, General Manager, Human Resources Division
Apr. 2023 Managing Executive Officer (Group Chief Human Resources Officer)
Jun. 2023 Director and Managing Executive Officer (Group Chief Human Resources Officer)
Apr. 2025 Director and Managing Executive Officer (Group Chief Strategy Officer) (current position)

(As of June 27, 2025)



- Apr. 1990 Joined the Bank
- Jun. 2019 Executive Officer, General Manager, Corporate Planning Division
- Oct. 2020 Executive Officer in charge of New Businesses
- Apr. 2021 Corporate Planning Division and Human Resources Division (Supervisor of regional trading company business)
- May 2021 President and Representative Director, Chibagin Market Co., Ltd.
- Apr. 2023 Managing Executive Officer (Group Chief Risk Officer)
- Jun. 2023 Director and Managing Executive Officer (Group Chief Risk Officer)
- Oct. 2023 Director and Managing Executive Officer (Group Chief Risk Officer, General Manager in charge of Corporate Management) (current position)

Outside Directors (As of June 27, 2025)



- Apr. 1980 Joined Shiseido Co., Ltd.
- Apr. 2006 General Manager, Consumer Information Center, Shiseido Co., Ltd.
- Oct. 2008 General Manager, Consumer Relations Department, Shiseido Co., Ltd.
- Apr. 2009 General Manager, Social Affairs and Consumer Relations Department, Shiseido Co., Ltd.
- Apr. 2010 General Manager, Corporate Social Responsibility Department, Shiseido Co., Ltd.
- Jun. 2011 Audit & Supervisory Board Member (standing), Shiseido Co., Ltd.
- Jun. 2015 Advisor, Shiseido Co., Ltd.
- Jun. 2015 Outside Director, the Bank (current position)
- Jun. 2016 Outside Director, Nippon Soda Co., Ltd.
- Jun. 2016 Outside Audit & Supervisory Board Member, Mitsubishi Corporation
- Jun. 2017 Outside Audit & Supervisory Board Member, Yokogawa Electric Corporation
- Jun. 2019 Outside Director (Audit and Supervisory Committee Member), Cosmo Energy Holdings Co., Ltd. (current position)
- Jun. 2024 Outside Director, Yokogawa Electric Corporation



- Apr. 1987 Joined Nomura Research Institute, Ltd.
- Jun. 2002 Head, Japanese Economic Research Unit, Economic Research Department, Nomura Research Institute, Ltd.
- Jun. 2004 Deputy Head, Economic Research Department and Head, Japanese Economic Research Section, Financial & Economic Research Center, Nomura Securities Co., Ltd.
- Jun. 2007 Managing Director, Head, Economic Research Department and Chief Economist, Financial & Economic Research Center, Nomura Securities Co., Ltd.
- Jul. 2012 Member of the Policy Board, the Bank of Japan
- Jul. 2017 Executive Economist, Nomura Research Institute, Ltd. (current position)
- Jun. 2020 Outside Director, the Bank (current position)



- Apr. 1987 Joined The Ashikaga Bank, Ltd.
- Oct. 1998 Joined Westdeutsche Landesbank Girozentrale (WestLB)
- May 2001 Joined Standard & Poor's (currently S&P Global Ratings)
- Apr. 2004 Director (Senior Analyst), Financial Institutions Ratings, Japan, Standard & Poor's
- Apr. 2017 Senior Director, Financial Institutions Ratings, Japan, S&P Global Ratings
- Nov. 2023 Managing Director, Financial Institutions Ratings, Japan, S&P Global Ratings
- Jun. 2024 Outside Director, the Bank (current position)



- Aug. 1991 Joined Citibank, N.A., Tokyo Branch
- Oct. 2000 Joined Goldman Sachs Japan Co., Ltd.
- Jan. 2015 Joined DBS Bank Ltd.
- Aug. 2016 Representative Director and CEO, DBS Securities (Japan) Co., Ltd.
- Sep. 2016 Country Head of Japan, DBS Bank Ltd.
- Jan. 2020 Executive Officer, Head of Sales, HiJoJo Partners Inc.
- Jul. 2020 Vice Chairman, DIGITAL GRID Corporation (current position)
- Dec. 2020 Representative Director, Wakiaiai Co., Ltd. (current position)
- Jun. 2021 Outside Director, Nichirei Corporation (current position)
- Jun. 2025 Outside Director, the Bank (current position)

Directors, Audit & Supervisory Board Members and Executive Officers

Audit & Supervisory Board Members

(As of June 27, 2025)



Standing Audit & Supervisory Board Member
Hironaga Fukuo

Apr. 1987 Joined the Bank
Jun. 2018 Executive Officer, General Manager, Human Resources Division
Apr. 2021 Managing Executive Officer in charge of the Credit Unit
Mar. 2023 Retired as Managing Executive Officer in charge of the Credit Unit
Jun. 2023 Standing Audit & Supervisory Board Member, the Bank (current position)



Standing Audit & Supervisory Board Member
Chigusa Saito

Apr. 1988 Joined the Bank
Jun. 2017 Executive Officer, General Manager, Human Resources Division
Jun. 2018 Executive Officer, General Manager, Operation Planning Division
Apr. 2020 Executive Officer in charge of Special Appointment
Jun. 2020 President and Representative Director, Chibagin Heartful Co., Ltd.
Jun. 2023 Audit & Supervisory Board Member, the Bank
Standing Audit & Supervisory Board Member, Chibagin Computer Service Co., Ltd. (current position)
*Retired on June 30, 2025
Jun. 2025 Standing Audit & Supervisory Board Member, the Bank (current position)



Standing Audit & Supervisory Board Member
(Standing Outside Audit & Supervisory Board Member)
Norikazu Takahashi

Apr. 1985 Joined the Bank of Japan
Jul. 2005 Associate Director-General, Secretariat of the Policy Board, the Bank of Japan
Aug. 2008 General Manager, Okayama Branch, the Bank of Japan
May 2011 Associate Director-General, Currency Issue Department, the Bank of Japan
May 2012 Deputy Director-General, Currency Issue Department, the Bank of Japan
Nov. 2013 General Manager, Sendai Branch, the Bank of Japan
May 2015 General Manager, Information System Services Department, the Bank of Japan
Jun. 2016 Executive Director, The Center for Financial Industry Information Systems
Jun. 2021 Auditor, The Financial Futures Association of Japan
Standing Outside Audit & Supervisory Board Member, the Bank (current position)



Audit & Supervisory Board Member
(Outside Audit & Supervisory Board Member)
Yukio Anazawa

Apr. 1986 Joined the Chiba Prefectural Government
Apr. 2013 Director General, Property Management Division, General Affairs Department, Chiba Prefectural Government
Apr. 2014 Director General, Facility Management Division, General Affairs Department, Chiba Prefectural Government
Apr. 2015 Director General, Transportation Planning Division, Policy and Planning Department, Chiba Prefectural Government
Apr. 2016 Director General, General Affairs Division, General Affairs Department, Chiba Prefectural Government
Apr. 2018 Executive Director for Distribution and Sales, Chiba Prefectural Government
Apr. 2020 Executive Director, Agriculture, Forestry and Fisheries Department, Chiba Prefectural Government
Apr. 2021 Vice-Governor, Chiba Prefecture
Jun. 2025 Outside Audit & Supervisory Board Member, the Bank (current position)



Audit & Supervisory Board Member
(Outside Audit & Supervisory Board Member)
Yukiko Matsuoka

Apr. 1991 Joined Chuo Shinko Audit Corporation
Aug. 2001 Registered as a Certified Public Accountant
Oct. 2013 Joined Sakai Tax Accounting Firm
Jan. 2017 Established Yukiko Matsuoka Certified Public Accountant Office (current position)
Mar. 2019 President and Representative Director, 99 Palisade Co., Ltd. (currently Matsuoka Research Institute of Economics and Management Co., Ltd.)
Jun. 2022 Outside Director, ARTNATURE INC. (current position)
Jun. 2025 Outside Audit & Supervisory Board Member, the Bank (current position)

(Reference)

Group CEO: Group Chief Executive Officer
Group CBO: Group Chief Business Officer
Group CSuO: Group Chief Sustainability Officer
Group CSO: Group Chief Strategy Officer
Group CRO: Group Chief Risk Officer
Group CIO: Group Chief Information Officer
Group CHRO: Group Chief Human Resources Officer
Group CDTO: Group Chief Digital Transformation Officer

Executive Officers

(As of June 27, 2025)

Managing Executive Officer (In charge of Market and International Business)
Nobukazu Odaka

Managing Executive Officer (In charge of Chiba Prefecture Business)
Yoichi Mataka

Managing Executive Officer (In charge of Credit Unit)
Kyota Izumi

Managing Executive Officer (Group CIO)
Kazunari Tanaka

Managing Executive Officer (In charge of Business Outside Chiba Prefecture)
Yukio Mikami

Managing Executive Officer (General Manager of Head Office and Saiwaicho Sub Branch)
Masaki Miyauchi

Managing Executive Officer (Group CHRO)
Atsushi Imai

Managing Executive Officer (Group CDTO)
Hideki Shibata

Managing Executive Officer (General Manager of Corporate Planning Division)
Shinichi Ito

Executive Officer (General Manager of Operation Division)
Yumiko Mitsuoka

Executive Officer (General Manager of Narita Branch)
Yoshitaka Furumoto

Executive Officer (General Manager of Chuo Branch and Keisei-ekimae Branch)
Ryosuke Terauchi

Executive Officer (General Manager of Group Strategy Division)
Tatsuya Onishi

Executive Officer (In charge of Special Appointment)
Taro Kanzawa

Executive Officer (General Manager of Tokyo Head Office)
Shigeru Saito

Executive Officer (General Manager of Human Resources Division)
Makoto Ito

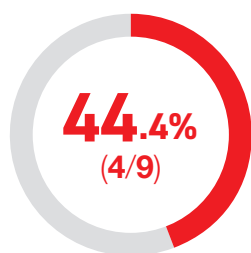
Executive Officer (General Manager of EDP System Division)
Yoshinori Nishisaka

Executive Officer (General Manager of Operation Planning Division)
Hiroaki Matsuoka

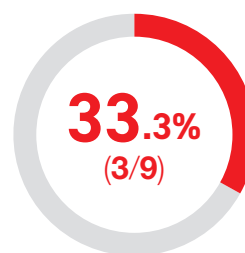
Executive Officer (President and Representative Director of Chibagin Capital Co., Ltd.)
Hiroki Matsumoto

Executive Officer (General Manager of Corporate Business Division)
Makoto Sakamoto

>> Ratio of Independent Outside Directors



>> Ratio of Female Directors



- Organizational structure: Company with an audit & supervisory board
- Number of Directors: 9
- Number of outside directors: 4 (All of them are independent officers)
- Number of female directors: 3
- Number of Audit & Supervisory Board members: 5

- Number of outside Audit & Supervisory Board members: 3 (All of them are independent officers)
- Number of executive officers: 20
- Number of female executive officers: 1
- Attendance rate of the Board of Directors meetings*: 99.3%
(attendance rate for outside directors: 100%)

*For the Board of Directors meetings held in FY2024

(As of June 27, 2025)

>> Skills Matrix

*The matrix does not exhaustively show the specialty and experience of each of the Directors and Audit & Supervisory Board Members.

Name/Position		Specialties and Experience of Directors and Audit & Supervisory Board Members						
		[Corporate management]	[Corporate finance and accounting/ Finance]	[Risk management/ Legal affairs]	[Regional sales]	[International businesses/ Market operations]	[IT/DX]	[Sustainability]
Tsutomu Yonemoto	President (Representative Director, Group CEO)	●	●	●	●	●	●	
Kiyomi Yamazaki	Director and Senior Executive Officer (Representative Director, Group CBO, General Manager in charge of Business Promotion)		●	●	●	●		
Mutsumi Awaji	Director and Senior Executive Officer (Representative Director, Group CSuO)		●	●			●	●
Takashi Makinose	Director and Managing Executive Officer (Group CSO)		●	●	●	●		●
Masayasu Ono	Director and Managing Executive Officer (Group Chief Risk Officer, General Manager in charge of Corporate Management)	●	●	●		●		
Yasuko Takayama	Director (Outside Director, Chairperson of the Board of Directors)			●				●
Takahide Kiuchi	Director (Outside Director, Chairperson of Nomination, Remuneration and Corporate Advisory Committee)		●	●		●	●	
Ryoji Yoshizawa	Director (Outside Director)		●	●		●		●
Mana Nabeshima	Director (Outside Director)	●	●	●		●	●	●
Hironaga Fukuo	Standing Audit & Supervisory Board Member		●	●	●			
Chigusa Saito	Standing Audit & Supervisory Board Member	●	●	●				
Norikazu Takahashi	Standing Audit & Supervisory Board Member (Standing Outside Audit & Supervisory Board Member)		●	●		●	●	
Yukio Anazawa	Audit & Supervisory Board Member (Outside Audit & Supervisory Board Member)		●	●				●
Yukiko Matsuoka	Audit & Supervisory Board Member (Outside Audit & Supervisory Board Member)		●	●				

Contents of each skill item

[Corporate management] Experience as a top executive of a company or other organization, with the ability to execute in order to maximize business results.

[Corporate finance and accounting/Finance] Knowledge of banking finance and accounting, and financial business backed up by business experience.

[Risk management/Legal affairs] The ability to correctly identify and assess the risks involved in banking. Knowledge of legal matters related to the banking industry and the ability to perform their duties in an appropriate and sound manner.

[Regional sales] Familiarity with the products and services offered by the Bank, and to have the knowledge, experience and ability to contribute to the resolution of issues faced by regional customers.

[International businesses/Market operations] Global perspective based on overseas experience, and to have knowledge, experience, and ability related to overseas business and market operations.

[IT/DX] Knowledge of IT and DX, and able to contribute to the enhancement of the DX promotion system and the associated human resource development, utilization of new technologies, and advancement of cyber risk management.

[Sustainability] Knowledge, experience and ability to contribute to the sustainable growth of the Bank by addressing environmental, social and community issues.

Initiatives for Business Improvement and Recurrence Prevention in Response to Administrative Actions

On June 23, 2023, the Bank was the subject of administrative actions (Business Improvement Order) for situations where a problem related to investor protection is recognized by the Kanto Local Finance Bureau, pursuant to Article 51, Paragraph 2 of the Financial Instruments and Exchange Act, regarding the financial instruments intermediary business related to the solicitation and sales of structured bonds. Also, in accordance with Article 51 of the Financial Instruments and Exchange Act, Chibagin Securities was the subject of administrative actions (Business Improvement Order) from the Kanto Local Finance Bureau regarding business operations that violated the suitability principle for solicitation of sales of structured bonds.

Recognizing these to be matters of the utmost gravity, following thorough root cause analysis, on July 24, 2023, the Bank and Chibagin Securities submitted to the Kanto Local Finance Bureau their respective business improvement reports including recurrence prevention measures. In addition, having clarified management responsibility, we imposed disciplinary action on those involved.

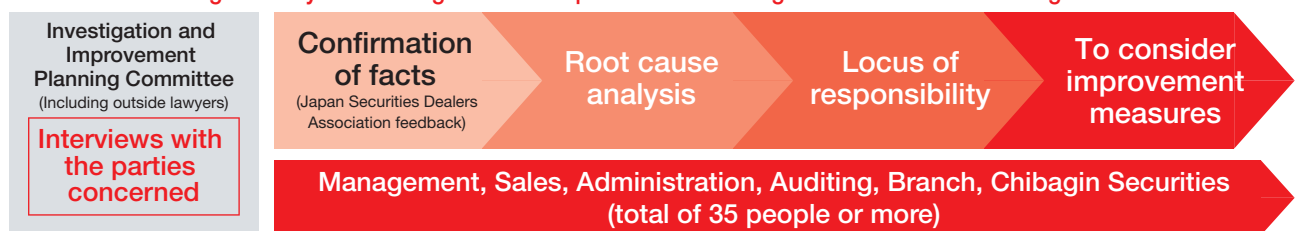
We have subsequently continued to report quarterly on the progress of our initiatives for business improvement and recurrence prevention based on the business improvement reports.

Root Cause Analysis and Formulation of a Business Improvement Plan

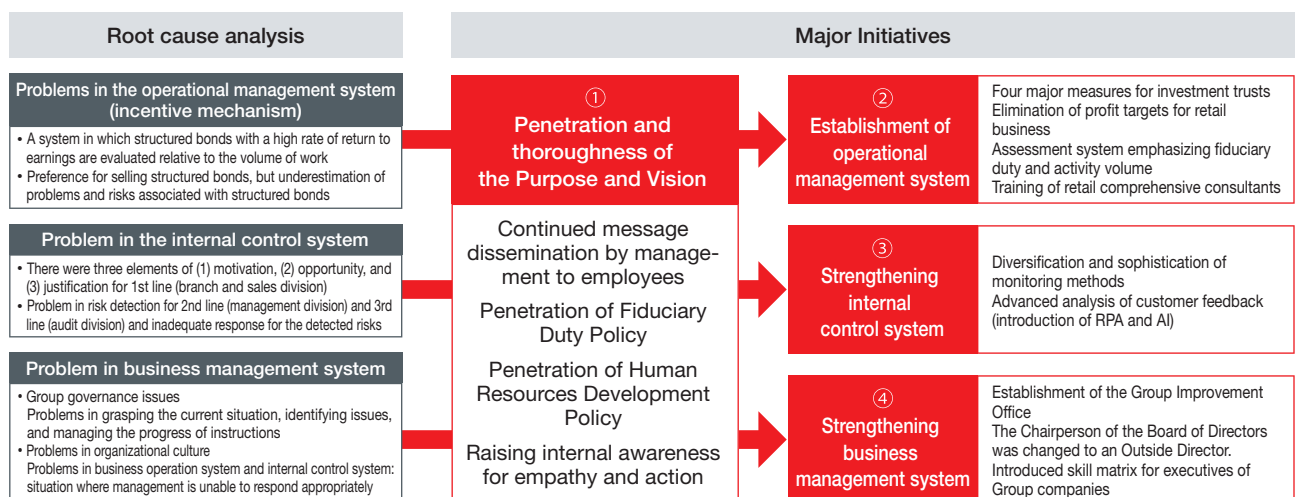
Following confirmation of the facts and root cause analysis by the Investigation and Improvement Planning Committee and discussions at several meetings of the Board of Directors and the Nomination, Remuneration and Corporate Advisory Committee, the Bank recognizes that the root causes of the matters subject to the administrative actions were issues concerning operational management, internal control, and business management systems and has formulated respective improvement and recurrence prevention measures.

Moreover, considering that ensuring thorough penetration of the Purpose and Vision throughout the organization is the key to achieving improvement with respect to all these issues, the Purpose and Vision Penetration Project Team is spearheading cross-organizational initiatives, while reflecting the expertise of external advisors.

50 or more meetings held by the Investigation and Improvement Planning Committee after receiving the recommendation



▲ Process for formulation of the business improvement plan



▲ Overview of the business improvement plan based on root cause analysis

Progress of Initiatives for Business Improvement and Recurrence Prevention

Regarding the overall progress of the initiatives, all measures under the business improvement plan have been completed as a result of steadily implementing various initiatives based on the improvement plan, including the ongoing review of the performance award system, enhancement of the operational management system such as target setting through voluntary declarations by branch offices, the introduction of a text mining tool to enhance analysis of complaints and requests, verification of the self-declared target setting process, and full-scale implementation of a culture audit concerning the impact on awards and bonuses.

We will continue verification of the effectiveness of these measures through various internal and external surveys and questionnaires, such as an engagement survey and NPS® questionnaire surveys, in an effort to enhance effectiveness through a Plan-Do-Check-Act (PDCA) cycle. The progress of the initiatives is disclosed on our website in conjunction with quarterly reports to the Kanto Local Finance Bureau.

The Bank Group will work tirelessly to prevent a deterioration of awareness of the incident, and all executives and employees will work together to become a financial institution group that is trusted by its customers and the regional communities.

*NPS® is a registered trademark of Bain & Company, Inc., Fred Reichheld, and NICE Systems, Inc.

Progress of the initiatives as of March 31, 2025:
https://www.chibabank.co.jp/en/news/topic20250415_01

Submitted business improvement plan on July 24, 2023

At present

Establishment of frameworks based
on the business improvement plan

Execution and effectiveness
verification of each measure

Penetration/Establishment

▲ Roadmap for business improvement and recurrence prevention

>> List of Major Measures

① Penetration and thoroughness of the Purpose and Vision	Implementation timing	Implementation ^{*1}	Addition ^{*2}
Displaying the Purpose and Vision on internal PCs and business cards	September 2023	●	
Reviewed Fiduciary Duty Policy, established Fiduciary Duty Handbook	October 2023	●	
Established Three Pledges	October 2023	●	●
Monthly Fiduciary Duty Study Meeting involving all employees	October 2023	●	●
Career support based on human resource development policies at personnel interviews	October 2023	●	●
Discussion by project team (two subcommittees under the project team)	December 2023	●	●
On the 23rd of every month, distributed video messages by Directors	December 2023	●	
Start of Fiduciary Duty Hearing	December 2023	●	●
Senior management and compliance training	December 2023	●	
Implemented Fiduciary Duty Special Award	2H of FY2023	●	●
Linking performance reviews to human resource development policies	April 2024	●	●
② Establishment of operational management system	Implementation timing	Implementation ^{*1}	Addition ^{*2}
Implemented the four major measures concerning investment-type financial instruments	April 2023	●	
Specialist training in retail comprehensive consulting	April 2023	●	
Training and video distribution for Fiduciary Duty, behavioral change to focus on activity volume	September 2023	●	●
Elimination of the Bank's profit targets for the retail departments	October 2023	●	
Eliminated return-of-profit incentives completely from Chibagin Securities' transactions based on the Bank referral	October 2023	●	

*1 Implementation completed or ongoing (out of a total of 57 measures, major measures are listed.)

*2 Additional measures after submission of the business improvement plan

③ Strengthening internal control system	Implementation timing	Implementation ^{*1}	Addition ^{*2}
Conducted engagement survey	September 2023	●	
Opened Chotto line to Group companies	September 2023	●	
Newly established practical training for newly appointed internal administration supervisors	October 2023	●	
Introduced conformity verification tools	March 2024	●	
Introduced 360-degree evaluation to Group companies	August 2024	●	
Review of the 2nd line system (Establishment of the Customer Support Monitoring Office)	October 2023	●	
Customer interviews by headquarters staff about sales of financial products	December 2023	●	●
Advanced analysis of customer feedback (introduction of RPA and AI)	September 2024	●	
Diversification and sophistication of monitoring methods (Phone recording system, voice and video recording of visits)	August 2024	●	
President is in charge of the Audit Department and deeply involved in PDCA.	October 2023	●	
Introduced culture audits	March 2024	●	
Strengthening Group cooperation in auditing departments through participation of the Bank's Audit Department in the meetings of Chibagin Securities' Audit Department	September 2023	●	
④ Strengthening business management system	Implementation timing	Implementation ^{*1}	Addition ^{*2}
Dispatch of Directors and general managers from the Bank to Chibagin Securities	April 2023	●	
Establishment of the Group Improvement Office	October 2023	●	
Implemented customer satisfaction surveys at all Group companies	November 2023	●	●
The Chairperson of the Board of Directors was changed to an Outside Director.	April 2024	●	
One on one meetings between the President and Group company presidents	September 2023	●	
Opinion exchange meetings between the Bank's Directors and Group companies	September 2023	●	
Introduced skill matrix for executives of Group companies	April 2024	●	

Message from the Group CRO

Work on reform of organizational culture and strengthening of internal control systems to gain trust from customers

Masayasu Ono

Director and Managing Executive Officer
(Group Chief Risk Officer (CRO), General Manager in charge of Corporate Management)



Organizational culture reform under the Three Pledges

Since we were issued with administrative actions (Business Improvement Order) in June 2023, the Bank and Chibagin Securities have implemented Group-wide measures to improve business and prevent a recurrence, based on the business improvement plan.

In the administrative departments, we are promoting various measures with a sense of speed, focusing particularly on reforming our organizational culture and strengthening our internal control systems. Our business improvement measures are gaining a certain level of recognition, as evidenced by the steady increase in customer satisfaction ratings in our regular customer surveys.

Our objective in reforming our organizational culture is to correct the Group's predisposition toward focusing on profit maximization, which was behind the administrative actions (Business Improvement Order).

The improvement of performance is a major mission of corporate activities. However, I believe that it is also the result of our efforts to serve and satisfy our customers and local community, which is another of our key missions. By earning appropriate returns for serving and satisfying our customers, we aim to improve our business performance and strengthen our corporate strength. This, in turn, enables us to raise our stock price and dividend so we can receive stable investments, and maintain stable employment. We will also be able to expand the range of services that we provide through new businesses and investment in digital

transformation (DX), thereby driving further growth. Through the repetition of this cycle, we will provide firm support to our customers and local community and contribute firmly to their sustainable growth. I believe that the sustainable relationships among our customers, local community, and the Group, which is aligned with the traditional philosophy of *sanpo-yoshi* "benefit for all three parties," represents the very essence of what a regional financial institution should aspire to.

The Group established the Three Pledges, which serve as the standard of conduct and decision-making for all officers and employees. To ensure that the officers and employees constantly keep the Three Pledges in mind in all aspects of daily operations, we have continuously worked to instill and embed them by sending video messages from the president and other members of the management team on Fiduciary Duty (FD) Day every month. We are now receiving a significant increase in compliments and expressions of appreciation from our customers, and many of our employees are saying that they are able to put into practice that approach of listening carefully to customers and prioritizing what employees can and should do for them.

In addition, to instill this approach and put it into practice, the sales division is advancing reforms to its performance goal-setting and award systems. These initiatives are being continuously reviewed by incorporating opinions from a wide range of employees.

Strengthening internal control systems based on customer feedback

Regarding the strengthening of our internal control systems, we consolidated our second-line functions in the Compliance and Risk Management Division, for which I am responsible as the General Manager in charge of Corporate Management. We have also increased our staff numbers in this area, and established a Customer Support Monitoring Office. In FY2024, we worked primarily on the following three key measures.

(1) We began monitoring data from conversations recorded during product and service explanations (only where the customer has given their consent to the recording). To ensure the transparency and fairness of the sales process and to leverage this measure to improve quality in the future, we first implemented it for transactions of financial instruments (investment trust, insurance, etc.). Since then, we have extended its scope to some loan transactions of the Bank and some of Chibagin Securities' transactions.

(2) In addition to expanding the scope of customer surveys, we have begun face-to-face interviews with customers by the second-line function. As well as monitoring the progress of improvements through customer feedback (opinions, requests, complaints, etc.), to leverage that feedback for future improvement of quality, customer surveys, which had previously been conducted for financial instruments transactions at the Bank, now also cover some corporate transactions such as solution provision and some Group company transactions.

(3) We began qualitative and quantitative analysis with the introduction of text mining tools for the analysis of customer feedback collected from various channels. To share issues and make improvements more promptly, as well as to improve quality in the future, feedback received

from the customers of Group companies is now included in this process.

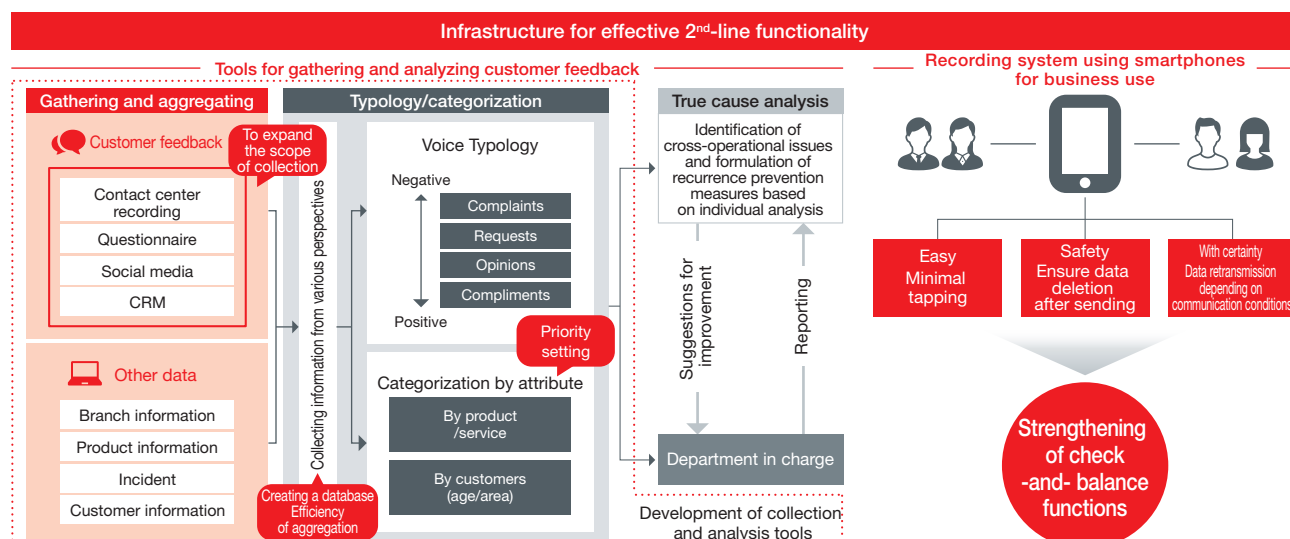
In these ways, in addition to the existing processes of checking documents and monitoring negotiation records, we are strengthening our initiatives based on customer feedback in our efforts to continuously improve the risk detection and response capabilities of the Group.

Business improvement is something for customers and the local community to evaluate

We are committed to creating social value and accomplishing the Group's Purpose, namely, "to create a local community better suited to bringing each person's hope to life," while offering practical value to achieve the Group's Vision, "an Engagement Bank Group that works closely with the community." We believe that the evaluation of business improvements that are still in progress should be received from customers and the local community, based on our attitude of responding sincerely to the expectations and trust of our customers and the local community through our continued efforts to implement and realize these measures.

Whenever I receive words of encouragement or criticism from customers, I recall my maxim: "Know what is sufficient." Remember, the point is not to constantly overextend yourself. The important thing is to proceed modestly and diligently, acting with a sense of satisfaction and gratitude while being aware of our own capacity. Exercise self-discipline while continuously endeavoring to remedy any insufficiency.

Never forgetting this mindset, we will continue to advance each initiative aimed at achieving our business improvements.



Corporate Governance Structure

The Bank Group bases all of its corporate activities on the Chiba Bank Group's Corporate Code of Conduct. In addition, in the mid-term plan, we have included "Group Governance" as one of our value creation bases as part of our drive to advance the level of corporate governance.

In complying with the Code and realizing these policies in our efforts to further strengthen and enhance corporate governance, we will contribute to the realization of a sustainable local community through appropriate cooperation with diverse stakeholders and strive for sustainable growth and the improvement of corporate value in the medium to long term.

Initiatives to Strengthen Governance

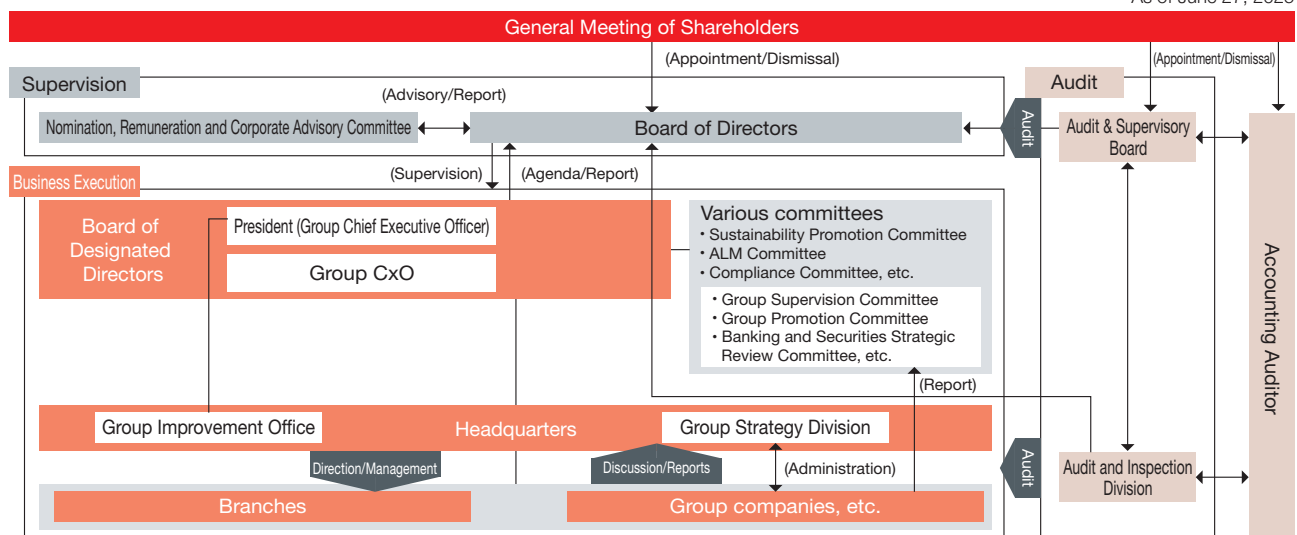
Corporate governance has been enhanced through such measures as the executive officer system introduced in 2003 and the appointment of outside directors which began in 2013.

Currently as of June 27, 2025, we have a 44.4% ratio of independent outside directors (4 out of 9) and a 33.3% ratio of female directors (3 out of 9).

2003	Introduced the executive officer system	2021	Assigned Group Chief Human Resources Officer (CHRO) Revised the director remuneration framework (Introduced restricted stock remuneration system) Abolished the position of Advisor role and reviewed the content of Advisor to the President Assigned the first female internal director
2010	Abolished directors' retirement benefits Introduced equity-based remuneration in the form of stock options	2022	Appointed an outside director as the Chairperson of the Nomination, Remuneration and Corporate Advisory Committee
2011	Put the Audit and Inspection Division under direct control of the Board of Directors	2023	Established the Group Strategy Division that oversees overall business execution of Group companies
2013	Appointed an outside director	2024	Appointed an outside director as Chairperson of the Board of Directors Assigned the first female representative director Changed the term of office of a director (shortened from 2 years to 1 year) Revised the director remuneration framework (Introduced the performance-linked restricted stock remuneration system) Conducted an evaluation of the effectiveness of the Board of Directors at the Bank and major Group companies with the support of a third-party professional organization
2015	Began evaluating the effectiveness of the Board of Directors Appointed two female outside directors Established the Corporate Advisory Committee (currently the Nomination, Remuneration and Corporate Advisory Committee)	2025	Assigned Group Chief Sustainability Officer (CSuO)
2018	Formulated the Information Disclosure Policy Introduced the Group Chief Officer System Raised the ratio of outside directors on the Board of Directors to one-third		
2019	Conducted evaluation on the effectiveness of the Board of Directors by collaborating with an external evaluation firm Formulated the "Policy on Corporate Governance"		
2020	Assigned Group Chief Digital Transformation Officer (CDTO)		

Corporate Governance Structure

As of June 27, 2025



Board of Directors

The Board of Directors consists of nine directors, including four independent outside directors (the ratio of independent outside directors is 44.4%). The Board of Directors makes decisions about management policies and other important matters and supervises the execution of business by the directors and executive officers.

The Bank has also adopted an executive officer system. This system provides for the clear separation of the roles of the directors, who reach decisions on important matters, supervise the execution of business operations, and perform other tasks, and the role of the executive officers, who conduct business operations.

In response to the issuance of Business Improvement Orders by the Kanto Local Finance Bureau to Chiba Bank and Chibagin Securities in June 2023, we acknowledge the importance of actions such as advancing the level of Group governance, and we are engaging in efforts such as strengthening supervision by the Board of Directors, including appointment of an outside director as the Chairperson of the Board of Directors in April 2024.

Main Agenda Items and Decisions in FY2024

1st quarter	● Status of cross-shareholdings ● Status of initiatives for human resources strategy ● Partial change to the Policy on Customer-oriented Business Operations and announcement of the status of initiatives	● Evaluation of the effectiveness of the Board of Directors ● Chibagin Securities' internal audit plan for FY2024 ● Status of holding of meetings of the Nomination, Remuneration and Corporate Advisory Committee
2nd quarter	● Compliance with the 2015 UK Modern Slavery Act and status of initiatives toward sustainability management ● Tender offer for shares, etc. of EDGE Technology, Inc. ● Establishment of a new sub branch	● Formulation of a basic policy against customer harassment ● Status of top risk management response ● Status of Group company activities
3rd quarter	● Status of initiatives for enhancement of corporate value ● Status of alliance and partnership activities and transaction results of TSUBASA Alliance Co., Ltd.	● Progress status of mid-term plan ● Partial revision of the internal audit plan ● Status of initiatives for human resources strategy ● Report on customer feedback
4th quarter	● Selection of top risks ● Acquisition of shares of Fresh Farm Chiba Co., Ltd. to make it a subsidiary and formulation of a management plan ● Progress status of DX strategy	● Formulation of a business performance plan ● Status of initiatives toward sustainability management ● Formulation of internal audit plan and partial revision of internal audit implementation rules

Audit & Supervisory Board

The Bank has adopted the form of a company with an audit & supervisory board with five Audit & Supervisory Board members, including a majority of three outside Audit & Supervisory Board members. In particular, three of the Audit & Supervisory Board members, including an outside Audit & Supervisory Board member, are standing Audit & Supervisory Board members. They attend meetings of the Board of Directors and other important meetings, check important documents, and perform audits of the headquarters and branches to conduct objective and reasonable audits of the status of business execution. We believe that this system provides an adequate management supervisory function.

Nomination, Remuneration and Corporate Advisory Committee

We have established the Nomination, Remuneration and Corporate Advisory Committee as an advisory body to the Board of Directors. To ensure objectivity, timeliness, and transparency of procedures, this Committee comprises four independent outside directors and three internal directors appointed by a resolution of the Board of Directors. In addition, since October 2022, an outside director serves as its chairperson to ensure the Committee's independence.

Corporate Governance Structure

Policies for Appointment and Dismissal of Directors and Nomination of Directors and Audit & Supervisory Board Members

<Candidates for Internal Directors>

Candidates for internal directors are determined by the Board of Directors, following deliberations by the Nomination, Remuneration and Corporate Advisory Committee the majority of which comprise independent outside directors, based on the President's recommendations of persons who, based on a deep understanding of the Bank's basic management policy, possess knowledge and experience to enable the appropriate, fair, and efficient execution of bank business management, as well as sufficient social trust, with the aim of achieving our management strategy. In selecting the President, the Bank has established the qualities required of a representative, and the President is determined by the Board of Directors following deliberations by the Nomination, Remuneration and Corporate Advisory Committee on persons suitable for representing the Bank selected from among internal directors. In the event of occurrence of a serious obstacle to the execution of duties as the President or when a representative director falls under reasons for disqualification,* dismissal of such representative director shall be determined by the Board of Directors following deliberations by the Nomination, Remuneration and Corporate Advisory Committee.

*Reasons for disqualification

- The representative director is deemed to have a relationship with antisocial forces
- The representative director is deemed to have violated laws, regulations, or internal regulations

<Candidates for Outside Directors>

Candidates for outside directors are determined by the Board of Directors, following deliberations by the Nomination, Remuneration and Corporate Advisory Committee the majority of which comprise independent outside directors, based on the President's recommendations of persons who mainly possess specialist knowledge and experience in areas other than the Bank's business operations and are deemed capable of contributing to the Bank's sustainable growth and corporate value enhancement over the medium to long term based on their insights in view of the skill matrix.

<Candidates for Audit & Supervisory Board Members>

Candidates for Audit & Supervisory Board members are determined at a meeting of the Board of Directors, following deliberations by the Nomination, Remuneration and Corporate Advisory Committee that is composed of a majority of independent outside directors and consent by the Audit & Supervisory Board, based on the President's recommendations of persons who possess knowledge and experience to enable the appropriate, fair, and efficient performance of audits on the execution of duties by directors, as well as sufficient social trust.

Succession Planning

A successor to the President is determined by the Board of Directors following deliberations by the Nomination, Remuneration and Corporate Advisory Committee the majority of which comprise independent outside directors, in view of desired personnel requirements, personnel training policy and plan, as well as the status of training, etc. The status of deliberation is reported, as appropriate, to the Board of Directors.

<Desired personalities of candidates (nomination policy)>

Images of desired personalities of candidates are deliberated by the Nomination, Remuneration and Corporate Advisory Committee in view of qualities and abilities required as management, as well as the business environment surrounding our Group and the direction of its future business strategies, and are shared by the Board of Directors. Whether to review the images of desired candidates for successors or not in accordance with changes in the business environment, etc. is deliberated as appropriate.

<Review of candidates' personalities and training schemes>

The Nomination, Remuneration and Corporate Advisory Committee members review personalities of candidates based on a third-party evaluation, etc. by an external specialized organization. The committee then considers policies and plans for training candidates to help them become a person qualified for the position.

<Candidate selection process>

Candidates are proposed by the President (including reappointment, replacement and dismissal of directors including representative directors) and determined by the Board of Directors following deliberations on the consistency, etc. with the nomination policy and training policy by the Nomination, Remuneration and Corporate Advisory Committee.

Reasons for the Appointments of Outside Directors and Audit & Supervisory Board Members

The Bank appoints outside directors who are deemed to be capable of contributing to the enhancement of corporate value over the medium to long term, through a further enhancement of the decision-making and supervisory functions of the Board of Directors, by leveraging the knowledge and experience of said persons in the Bank's management.

Name (Appointment)	Reasons for Appointment as Outside Director
Yasuko Takayama (June 2015)	Has experience as a manager of customer service and CSR divisions and as a standing Audit & Supervisory Board member of a major cosmetics company, as well as experience as an outside director at other non-financial companies.
Takahide Kiuchi (June 2020)	Has both domestic and international experience as an economist and, in addition to having accumulated significant expertise, was responsible for carrying out deliberations regarding monetary policies as a member of the Policy Board, the Bank of Japan.
Ryoji Yoshizawa (June 2024)	Has experience in credit analysis of financial institutions as Managing Director of Financial Institutions Ratings, Japan at a major rating agency and in supervision of rating standards and analysis techniques for banks around the world as a member of the agency's highest internal council for analysis.
Mana Nabeshima* (June 2025)	Has extensive knowledge in finance overall gained through experience working at an investment bank in the U.S., as well as experience serving as the first Representative Director and CEO of the Japanese subsidiary of a major foreign securities company and also as an officer of other businesses.

*Name in family register: Mana Tokoi

The Bank appoints outside Audit & Supervisory Board members who are deemed to help further strengthen the audit function by leveraging the knowledge and experience of said persons in the Bank's management.

Name (Appointment)	Reasons for Appointment as Outside Audit & Supervisory Board Member
Norikazu Takahashi (June 2021)	Has a high level of expertise gained through experience as General Manager of branches and General Manager of Information System Services Department of the Bank of Japan, etc., as well as extensive knowledge in finance overall.
Yukio Anazawa (June 2025)	Has extensive knowledge mainly in public administration gained through holding numerous important positions including Vice-Governor of Chiba Prefecture.
Yukiko Matsuoka (June 2025)	Has a high level of expertise gained through experience working at an audit corporation and an accounting firm and through establishing a certified public accountant office, as well as extensive knowledge in accounting overall.

Support Systems for Outside Directors and Audit & Supervisory Board Members

<Outside Directors>

The Bank has placed staff in the General Secretariat and Corporate Planning Division to support the outside directors and provides them with information and support necessary for the execution of their duties in an appropriate and timely manner to ensure that outside directors fully play their roles as supervisors of the management. We continuously give outside directors opportunities for deepening their understanding about the Bank's management strategy and activities with the aim of enhancing deliberations by the Board of Directors, by means such as provision of materials and explanations for the Board of Directors meeting in advance, provision of individual explanations on important matters, attendance at main committee meetings, visiting and holding dialogues at affiliated business offices in the Group, participation in main IR events, etc., and provision of information related to the Bank's activities whenever necessary. In addition, the Bank provides outside directors with opportunities to undergo training by third-party organizations at the Bank's expense.

<Outside Audit & Supervisory Board Members>

In order for Audit & Supervisory Board members to conduct audits, etc., and to operate the Audit & Supervisory Board smoothly, the Audit and Supervisory Support Office was established independent of the executive officers. The general manager of the Audit and Supervisory Support Office promptly reports to the Audit & Supervisory Board members and liaises and cooperates closely with them. In order to ensure independence from directors, the Bank obtains the consent of Audit & Supervisory Board members regarding personnel changes, etc. In addition, by attending various meetings including the Board of Directors, providing individual explanations on important matters, visiting and engaging in dialogue with headquarters divisions and branches, and reviewing important documents, we provide timely and appropriate information on the Bank's activities to the Audit & Supervisory Board members, thereby continuously offering opportunities to deepen their understanding of the Bank's management strategies and activities. In addition, the Bank provides outside directors with opportunities to undergo training by third-party organizations at the Bank's expense.

Corporate Governance Structure

Remuneration of Directors and Audit & Supervisory Board Members

The remuneration system for Directors and the percentage of remuneration by type are considered by the Nomination, Remuneration and Corporate Advisory Committee the majority of which comprise independent Outside Directors, as appropriate in response to changes in the business environment, with reference to companies of similar size to the Bank and related industries and business categories.

Remuneration of the Bank's directors is determined by the Board of Directors based on the remuneration regulations established by the Board of Directors, following deliberations by the Nomination, Remuneration and Corporate Advisory Committee to ensure transparency, fairness, and rationality.

Remuneration Structure and Components

Directors (Excluding Outside Directors)

- Remuneration consists of basic compensation (70%), bonuses (10%), and equity-based remuneration (20% (fixed RS: 10%, performance-linked RS: 10%)). (RS: Restricted stock)
- The amount of basic compensation, bonuses, and equity-based remuneration (fixed RS: 10%, performance-linked RS: 10%) is determined based on rank.
- The Bank introduced fixed RS and performance-linked RS remuneration plans with the objectives of granting incentives aimed at sustainable improvement of the corporate value of the Bank through the achievement of the performance targets set forth in the Mid-term Plan and the medium- to long-term improvement of the Bank's performance, as well as further sharing value with shareholders.

Outside Directors

- Based on the role in supervising the execution of business, the remuneration system is not linked to performance, but rather is limited to "basic remuneration."

Audit & Supervisory Board Members

- In order to ensure independence, remuneration for Audit & Supervisory Board members is not linked to performance, but is limited to "basic remuneration."

Group Management Systems

Group Chief Officers* (CxO) are assigned responsibility for their areas of supervision, thereby creating a Group-wide corporate management system. Starting in April 2025, in light of our growing social responsibilities as a regional financial institution, we have appointed a Group Chief Sustainability Officer (CSuO) to promote group-wide sustainability management with a long-term perspective that aims to achieve a balance between economic value and social value, particularly in addressing social and environmental issues. Efforts are made to ensure proper operations in the Group. In addition to the assignment of responsible directors to supervise each Group company, the dispatch of Audit & Supervisory Board Members, audits by the Bank's Audit and Inspection Division, and other initiatives under the Group Companies Management Regulations, Group companies are required to consult with and report to the Bank about their important business execution in accordance with the Prior Consultation and Reporting System. In FY2024, the Group Supervision Committee met twice with the aim of understanding the management status of each Group company and their various issues. The Group Promotion Committee also met twice with the aim of demonstrating synergy effects through further collaboration between the Bank and Group companies. The Group Strategy Division has been established to oversee overall business execution, including sales and administrative aspects of Group companies, to realize integrated group management and sophisticated Group governance. In addition, from the perspective of clarifying responsibility, one division from each company has been designated as that company's operations division, and a group management department has been established to realize optimal allocation of management resources in addition to the management of risk across the Group that has taken place until now.

*The following Group Chief Officers are assigned:

- Group Chief Executive Officer (CEO)
- Group Chief Business Officer (CBO)
- Group Chief Sustainability Officer (CSuO)
- Group Chief Strategy Officer (CSO)
- Group Chief Risk Officer (CRO)
- Group Chief Information Officer (CIO)
- Group Chief Human Resources Officer (CHRO)
- Group Chief Digital Transformation Officer (CDTO)

Evaluation of the Effectiveness of the Board of Directors

The Bank has been verifying whether the Board of Directors is properly performing the functions of decision making and supervision, which are required of them. Since FY2015, the Bank carries out an evaluation of the effectiveness of the Board of Directors annually to enhance those functions. In addition, in FY2018 and FY2023, we utilized an external evaluation firm to enhance the objectivity and accuracy of evaluations.

In FY2024, based on the results of the evaluation by an external evaluation firm in the previous fiscal year, we conducted questionnaires and individual interviews with directors and Audit & Supervisory Board members and evaluated effectiveness from both quantitative and qualitative perspectives. The evaluation covered initiatives for business improvement and recurrence prevention, the roles and functions of the Board of Directors, the content of its discussions, the status of its operations, and its composition, as well as the status of the Nomination, Remuneration and Corporate Advisory Committee and the self-evaluation of each individual Director and Audit & Supervisory Board Member. In addition, we verified the status of the Group CxOs' performance of their functions, including their individual evaluations, as an important issue. Moreover, the Group companies also conducted an evaluation of effectiveness through questionnaires and individual interviews with some directors and Audit & Supervisory Board members.

The overview of the results of the evaluation of the effectiveness of the Board of Directors for FY2024 is as follows.

(1) Considering the findings below, the Bank has judged that the functions of decision making and supervision are performed properly by the Board of Directors and its effectiveness is ensured.

- All directors and Audit & Supervisory Board members, whether they are internal or outside officers, aim for the continuous growth of the Chiba Bank Group together with the local community. This is done through the provision of value based on the Purpose and Vision, against a backdrop of deep connections with stakeholders, including customers, employees, and shareholders. They are also deepening debate on key strategies, such as DX strategy, alliance strategy, and human capital strategy, and freely exchange their opinions based on mutual understanding with a strong sense of unity.
- Board discussions are displaying increasing depth as internal directors voice opinions based on their rich experience in every area of the financial business, and outside directors and Audit & Supervisory Board members make recommendations based on their specialized knowledge in diverse fields and voice their opinions from an independent and objective standpoint. With the Chairperson of the Board of Directors now being an outside director and the number of outside directors increasing from three to four, discussions have become even more invigorated, with opinions being exchanged from even more diverse perspectives.
- We appropriately monitored the degree of penetration of the Purpose and Vision and the progress of business improvement through reports on the results of customer feedback collection and analysis and CX survey and engagement survey results in order to understand and discuss changes in awareness as the Board of Directors.
- With the aim of enabling the Group Chief Officer System to further fulfill its roles, each CxO has taken steps to strengthen Group governance, including in-depth examination of essential issues in each management area, including Group companies, and reporting to the Board of Directors for discussion on matters that should be addressed in the future.
- The Nomination, Remuneration and Corporate Advisory Committee, which continues to have a majority of outside directors, increased the number of meetings and deepened and enhanced its discussion not only on nomination and remuneration but also on matters related to important management issues. Efforts to ensure the objectivity, timeliness, and transparency of this committee were also made, including reporting by the outside director who chairs the committee on the committee's work to the Board of Directors.

(2) Based on the results of the evaluation, the Bank will further improve the effectiveness of the Board of Directors, improve business, and prevent recurrence by addressing the following issues.

- The Bank is promoting the transformation of the organizational culture through the instilling of the Purpose and Vision. The Board of Directors will not only monitor the instilling of the Purpose and Vision but also ensure that all initiatives are based on the Purpose and Vision.
- In order to enhance the discussion of important strategies and other matters at meetings of the Board of Directors, the Company will review the annual agenda setting, including narrowing down the items to be reported, and clarify the priority items to be discussed through meetings with outside directors and Audit & Supervisory Board members.
- We will work to further enhance Group governance through clarifying the functions and roles of Group Chief Officers and enhancing discussions on Group company strategies.

Internal Audit

At the Bank, the Audit and Inspection Division, which is independent of the units subject to auditing, verifies and evaluates the appropriateness and effectiveness of the internal management systems including compliance and risk management. The division also makes recommendations, etc. on improvement methods for problem areas, in order to ensure the sound and proper management of business operations and thereby contribute to the achievement of management goals.

The Audit and Inspection Division reports directly to the Board of Directors and conducts internal audits of branches, headquarters, Group companies, etc. in accordance with the Internal Audit Regulations and the Internal Audit Plan, a plan established every fiscal year and approved by the Board of Directors. The division regularly reports the results and findings of internal audits to the Internal Audit Committee and the Board of Directors. Problem areas from the perspective of compliance and risk management and improvement measures are examined during this process.

Moreover, the division strives to increase the sophistication of internal audits by implementing measures, such as enhancing the check and supervisory functions, adapting to changes in the environment, improving the audit quality (including external evaluation), hiring and training specialized human resources, and strengthening audits of overseas branches and Group companies.

Considering the issuance of the Business Improvement Order by the Kanto Local Finance Bureau to the Bank and Chibagin Securities to be a matter of the utmost gravity, we are implementing recurrence prevention measures, including the strengthening of collaboration between the Bank's Audit and Inspection Division and Chibagin Securities' Audit and Inspection Division and strengthening of the audit function.

Compliance

The Bank Group is a corporate group that fulfills its social responsibility and public mission as a part of society. To instill awareness of compliance more firmly, the Group established the Chiba Bank Group's Corporate Code of Conduct in April 2021. To continue to be a bank that is trusted by customers, we are committed to thorough compliance and undertake business activities in an ethical and responsible way.

Compliance Structure

The Bank positions compliance as the foundation of all its business operations, and believes it important to conduct all of our business activities fairly and in good faith, by complying with all laws and regulations relating to banking transactions, by observing all internal rules and regulatory requirements pertaining to our role in society, and by avoiding actions that would fall short of normal social expectations. The Bank thus works to instill compliance across its operations.

As for specific measures, the Bank regularly convenes the Compliance Committee, which is chaired by the President and consists of directors, executive officers, and general managers as members, to review concrete practical plans and measures, etc. to instill compliance. The Compliance and Risk Management Division oversees the Bank's overall compliance-related tasks such as through the administration of compliance regulations and manuals, the preparation and monitoring of training programs, and periodic checks on the compliance and risk management situations. In addition, each division of the headquarters monitors branch-level compliance and provides advice.

Consistent Implementation of Basic Policies and Formulation of Compliance Program

We established The Chiba Bank Group's Corporate Code of Conduct to clarify the code of conduct for employees. We also established our Compliance Manual, which contains specific guidelines, to instill these rules.

Every fiscal year, the Board of Directors establishes a compliance program to provide a specific action plan for achieving further improvements in compliance activities.

The execution of this program is checked on a regular basis by the Board of Directors and the Compliance Committee.

The Chiba Bank Group's Corporate Code of Conduct

- 1 Establishing Unwavering Trust
- 2 Providing High-Quality Financial Services
- 3 Contribution to Regional Economy and Community
- 4 Thorough Compliance with Laws, Rules and Other Fundamental Principles
- 5 Transparent Management
- 6 Respecting Human Rights
- 7 Responsibility to Help Realize a Sustainable Society
- 8 Opposition to Antisocial Forces and Prevention of Money Laundering, Etc.

Protecting Customers and Personal Information

The Bank has established a “Management Policy for Customer Protection and Offering Greater Convenience,” and all employees receive guidance and training designed to ensure that everyone conducts business with sincerity and fairness in order to protect customers and offer them greater convenience.

We sincerely listen to requests and complaints from customers and properly deal with disputes, if any, in accordance with the purport of the financial ADR system.*1

We regard personal information*2 as a valuable asset entrusted to us by our customers and strictly manage customer information in accordance with the Pronouncement of Policies Concerning Appropriate Protection and Utilization of Personal Information (Pronouncement Concerning Protection of Personal Information).

*1 The financial ADR system is an out-of-court dispute settlement procedure in the financial sector, designed to solve disputes in a simplified and prompt manner without going to court through the involvement of a fair and neutral third-party organization. The Bank has signed a basic agreement to implement the procedure with the Japanese Bankers Association and the Trust Companies Association of Japan, which are designated dispute resolution organizations under laws and regulations.

*2 Personal information includes personal identification numbers and specific personal information that includes a personal identification number.

Initiatives to Prevent Money Laundering, etc. and Financial Crimes

In accordance with the Anti-Money Laundering and Anti-Terrorist Financing Policy, responding to changes in the internal and external environments, the Bank appropriately evaluates risks of money laundering, financing of terrorism, proliferation financing, and other violations of economic sanctions involved in transactions it carries out, and implements measures according to the risks involved. In addition, we are reinforcing measures to protect customers' assets from a variety of financial crimes such as wire transfer fraud.

Moreover, to respond appropriately to the expected increase in the complexity and sophistication of money laundering, etc. and financial crime techniques, we are devising measures to address these risks with the banks participating in the TSUBASA Alliance. In April 2025, the TSUBASA-AML Center, established in November 2023 through a joint investment with Daishi Hokuetsu Bank, Ltd., the Chugoku Bank, Ltd., and Nomura Research Institute, Ltd., began contracting work from four banks, the Bank, Daishi Hokuetsu Bank, Chugoku Bank, and North Pacific Bank, and launched joint business operations that utilize a shared system for transaction monitoring, filtering, and related activities. Going forward, the TSUBASA-AML Center will gradually be contracted from other TSUBASA Alliance participating banks, and aiming to further enhance sophistication and efficiency.

Initiatives to Strengthen Compliance and Risk Management of the Group Companies

The Compliance and Risk Management Division is enhancing capabilities to oversee and manage Group companies by determining the status of compliance and the risk management of each Group company in a timely and appropriate manner and providing necessary support and guidance, etc. through mutual and detailed exchanges of opinions between the Division and the Group companies.

Opposition to Antisocial Forces

The Bank maintains links with police authorities, lawyers, and other external organizations as a structure to provide appropriate countermeasures against unreasonable demands, interference, or other inappropriate approaches from antisocial forces. Moreover, the Bank has put organized crime disclaimers in various contract documents and deposit account regulations, and is actively taking measures to eliminate relationships with antisocial forces. Furthermore, the group companies are also taking measures similar to those of the Bank to counteract antisocial forces, and the status of implementation of such measures is controlled and managed by the Bank.

Customer-oriented Business Operations

To improve our service and the marketability of the Group's financial products and various services, we compile feedback, including requests and complaints from customers and the opinions of branches, and step up our responses in our efforts to increase customer satisfaction. As a regional financial institution that works closely with its customers, we will continue to pursue customer-oriented business operations (fiduciary duties).

Initiatives for Instilling Customer-oriented Business Operations

The Three Pledges action principles and customer-oriented business operations

On June 23, 2023, the Bank and Chibagin Securities received administrative actions (Business Improvement Order) for situations where a problem related to the protection of investors is recognized regarding the financial instruments intermediary business. Recognizing these to be matters of the utmost gravity, the Group is further strengthening customer-oriented initiatives to prevent recurrence and recover trust, and the Three Pledges action principles are at the core of these efforts.

The Three Pledges declare customer-oriented business operations, with the principle of always stopping and considering, that is, refraining from prioritizing the Bank's own convenience, taking a moment to face the customer sincerely, and then thinking and acting on what can and should be done to be of service to the customer.

The Three Pledges are set forth in the Policy on Customer-oriented Business Operations (Fiduciary Duty Policy) as the axis of action and decision-making in all business operations and services provided by the Bank Group, and are distributed as portable cards for the constant awareness of officers and employees. In addition, we have designated a monthly Fiduciary Duty Day and we continue to send video messages from the President, Group Chief Risk Officer, and Group Chief Business Officer to officers and employees of the Group to communicate the management team's aspirations in an effort to instill and establish customer-oriented business operations.



Seven policies and action plans for customer-oriented business operations

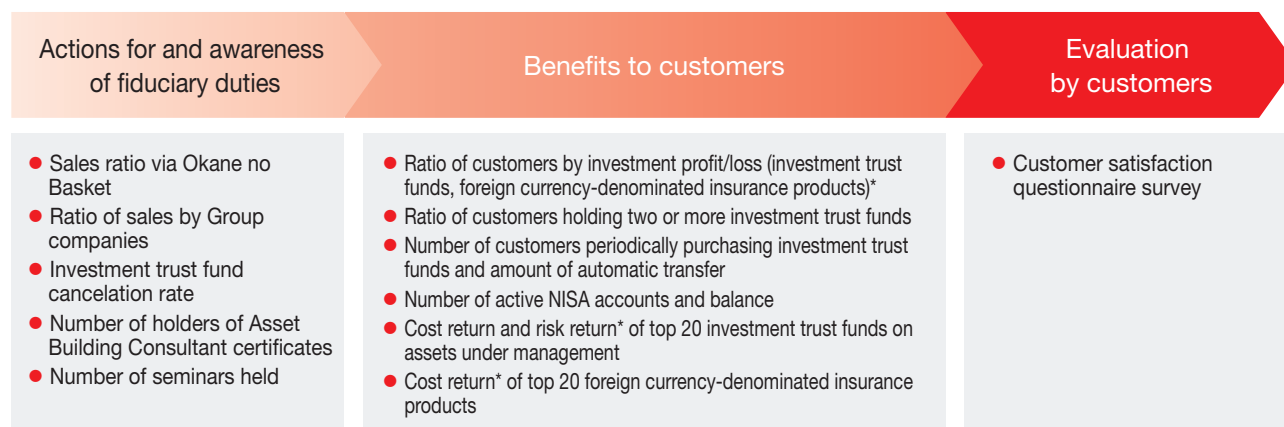
In asset management-related operations, to help customers better understand the Bank's specific initiatives and framework for a customer-oriented approach, on July 1, 2025, the Fiduciary Duty Policy was reorganized into seven items, and the specific initiatives (action plans) under each item were significantly revised.

Seven items of the Fiduciary Duty Policy

- 1 We will listen carefully to customers, get to know them well, and be there for them.
- 2 We will make proposals appropriate for each individual customer to help realize their aspirations, solve their problems, and achieve an abundant lifestyle.
- 3 We will provide transparent, clear, and accurate explanations from the customer's perspective and offer timely and appropriate after-sales follow-up.
- 4 We will provide information in line with changes in lifestyles and other aspects of the lives of customers as a partner that supports customers.
- 5 We will establish a lineup of products and services that contribute to the realization of the best interests of our customers.
- 6 We will develop a system to improve the skills of our employees to realize the above.
- 7 We will foster an organizational culture to put into practice customer-oriented business operations and verify the status of this culture.

Moreover, to measure the extent to which customer-oriented business operations are practiced and the best interests of customers are pursued, we have established quantitative indicators (KPIs) and conduct regular monitoring. We also conduct qualitative evaluation through interviews with employees and other means. Necessary improvements are made based on the results of such evaluation.

>> Major Quantitative Indicators (KPIs)

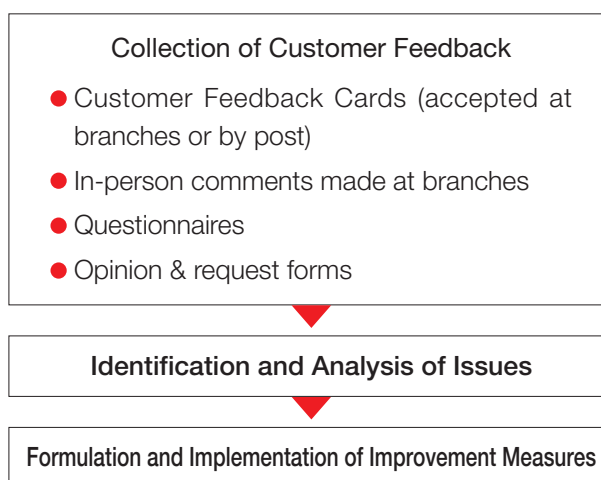


Marked with * are indicators based on the "common KPIs comparable across investment trust distributors" and "common KPIs comparable across foreign currency-denominated insurance distributors" published by the Financial Services Agency in June 2018 and January 2022, respectively.

- The Policy on Customer-oriented Business Operations and Action Plan are available on our website (Japanese only).
<https://www.chibabank.co.jp/company/services/strategy/fd>
- For the status of KPIs, please refer to the Status of Initiatives in FY2024 under the Policy on Customer-oriented Business Operations available on our website (Japanese only).
https://www.chibabank.co.jp/f/fiduciary_duty_2025_0701_02

Efforts to Improve Service Quality by Listening to Customer Feedback

We are stepping up guidance and oversight for the headquarters and branches with the aim of improving the quality of the Group's products and services by compiling a wide variety of feedbacks including requests and complaints from customers and opinions of branches. Specifically, for requests and complaints directly received from customers and gathered through questionnaires and other means, after analyzing the trends and causes we will create or revamp products and services from the customer's perspective. We will also test the effectiveness of these efforts and make further improvements to raise quality.



Risk Management

As part of our efforts to maintain sound management, the Bank Group has developed a Basic Policy on Risk Management, which focuses on accurate understanding and analysis of risks, promotion of risk quantification and management through figures, and timely and appropriate reporting. We are working in line with this basic policy to build a robust risk management system to manage a variety of risks, including credit risk, market risk, liquidity risk, and operational risk.

Top Risk Management

The Bank Group selects and manage those risks to our business that are highly significant in terms of impact and probability as “top risks.” In selecting top risks, a risk map covering a wide range of risk events inside and outside the Group is produced, also reflecting the opinions of external experts. Then, after discussion, including by the outside directors and Group companies, the Board of Directors selects top risks. For the selected top risks, risk scenarios (alarm points) are set under the management of Group CxO in charge of each top risk, and specific measures are considered and implemented. Through such top risk-based operations, we are striving to ensure deeper risk communications and sharing of risk awareness within the Group, leading to forward-looking risk management.

>> Top Risks in FY2025

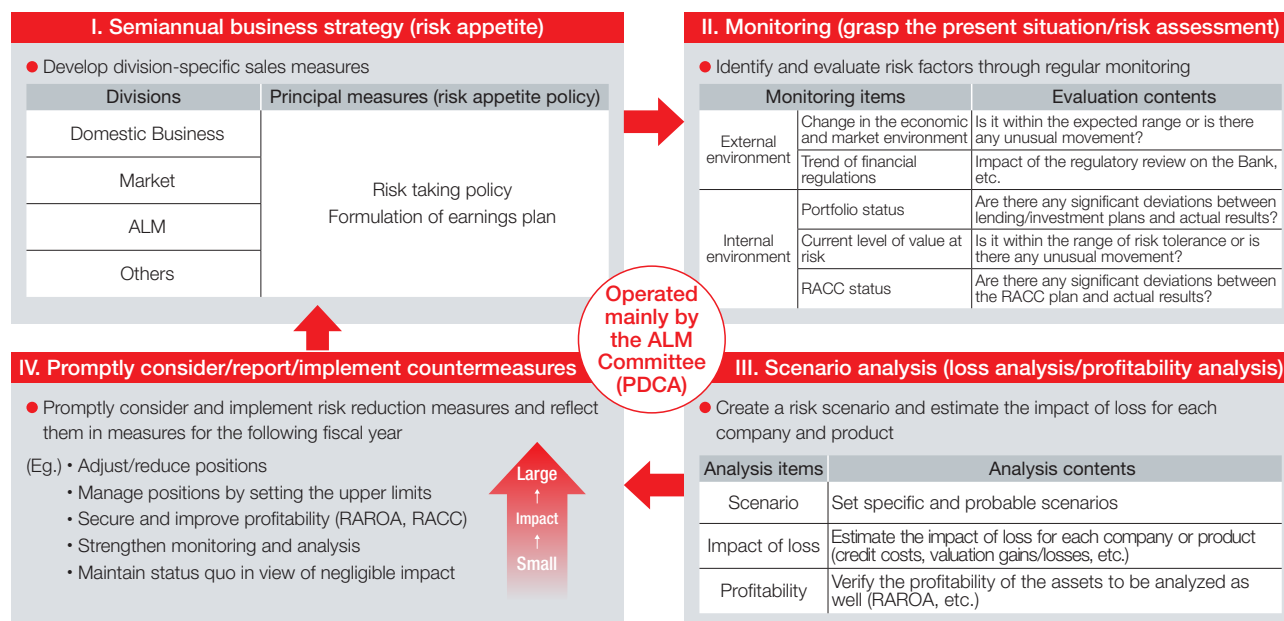
Top risks	Risk countermeasures (examples)
Decline in profitability due to deterioration in operating base	Diverse initiatives to solve regional social issues Expansion of revenue base through business expansion into new industries and new business lines
Delays in IT and digitalization (including AI) and deficiencies in governance	Expanding app/portal features, systematic development of DX personnel
Stagnation of sustainable growth due to lack of human resources and talent	Strengthening hiring, improving engagement, and enhancing the development of trainees, etc.
Loss of trust due to insufficient customer-oriented business operations	Thorough implementation and instilling of customer-oriented business operations (fiduciary duties)
Inappropriate acts or omissions by officers and employees	Ensuring fair and honest behavior and strengthening the instilling of appropriate corporate culture
Inadequate measures against money laundering	Thorough implementation of filtering and screening, and strengthening collaboration with alliances
Increase in credit costs	Vigorous management support, core business support, and business succession support to poorly performing customers
Destabilization of the deposit base	Promoting the adoption of our deposit accounts as the main accounts for individual and corporate customers
Instability in the foreign currency financing environment and decline in the value of market investment assets	Compliance with liquidity risk management indicators and expansion of funding sources and methods Setting and management of market risk management indicators, such as valuation profit/loss alarm points for each asset
Cyber-attack	Strengthening cybersecurity countermeasures and improving the ability to respond to attacks when an attack occurs
Major system failure	Prevention of occurrence and development of contingency plans
Suspension of business due to large-scale natural disaster, etc.	Reinforcement of business continuity preparedness through effective training, etc.
Delay in response to climate change	Sophisticated simulation of transition and physical risks

Risk Appetite Framework (RAF)

The Bank defines risk appetite as the type and total amount of risk-taking required to achieve its business plan, and utilizes a risk appetite framework (RAF), which is a system to verify the appropriateness of the risk-return balance and the estimated impact of loss when a stress events occur.

(For details on the RAF, please refer to “Management and Disclosure of Major Risks by Risk Category” and “Methods for Fostering a Risk Culture within the Bank” in the Disclosure Report “Explanation of the Status of Capital Adequacy, etc.”) (Japanese only)

Overview of Risk Appetite Framework

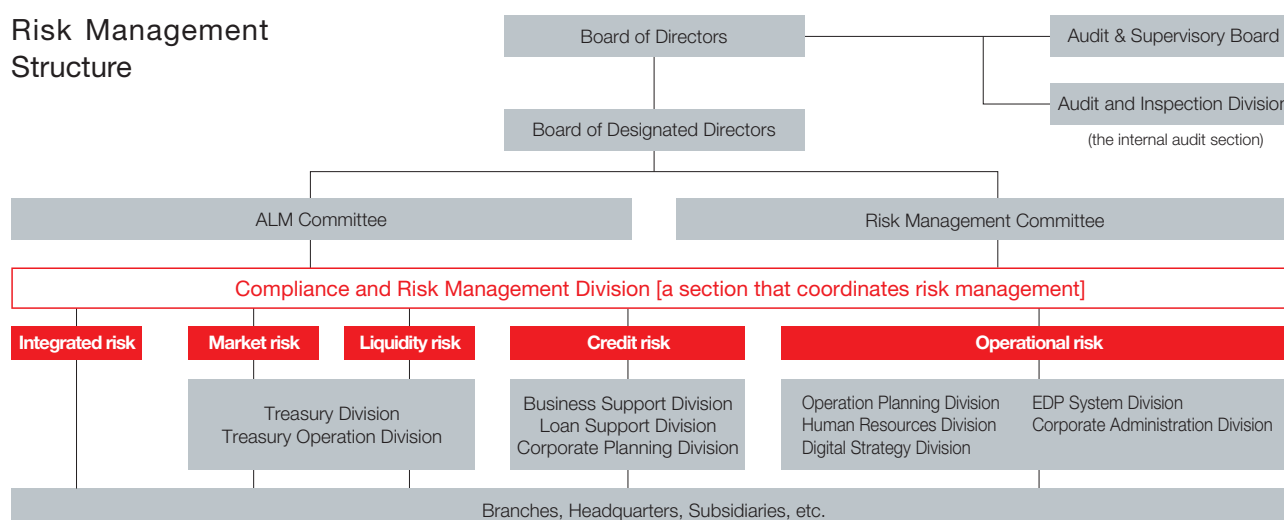


*RAROA: Risk Adjusted Return on Asset

Integrated Risk Management System

The Bank Group assigns departments to manage risks for each form of risk, and each committee discusses risk countermeasures under the supervision of the Compliance and Risk Management Division. The Group Chief Risk Officer (CRO) reports the status of risks to the Board of Directors. To ensure an effective risk management system, the Audit and Inspection Division conducts audits for each risk category to determine whether risk is appropriately managed and reports the audit results to the Board of Directors.

Risk Management Structure



Three lines of defense: The Bank's risk management system has been built in accordance with the three lines of defense model that the Basel Committee on Banking Supervision recommends in its Corporate Governance Principles for Banks.

- First line:** Operations divisions, which autonomously manage risks while conducting business operations in compliance with regulations, procedures, and other rules.
- Second line:** Corporate divisions that have jurisdiction over individual operational risks and the section that comprehensively oversees and manages the broader risks of the Group.
- Third line:** The internal audit section that evaluates and verifies the appropriateness and effectiveness of the Group's internal management systems from an independent standpoint.

Risk Management

Integrated risk management

The Bank Group periodically reports to the Board of Directors the results of the verification of the adequacy of capital with respect to integrated risk, which is the sum of credit risk, market risk, and operational risk that can be managed through risk quantification. In addition, through stress tests, we verify capital adequacy based on the expected increase in value at risk based on certain stress scenarios. The results of stress tests are also reflected in capital policies such as dividends and acquisitions of treasury shares.

Furthermore, as a framework for integrated risk management, the Group has introduced and utilizes a risk capital allocation system to set and manage the maximum amount of risk capital used to control the occurrence of losses.

Credit Risk	Market Risk	Liquidity Risk		Operational Risk
		Funding Risk	Market Liquidity Risk	
The risk of incurring a loss because of a decline in, or total loss of, the value of owned assets as a result of deterioration in the financial soundness of debtors	The risk of incurring a loss due to a change in the value of owned assets as a result of fluctuations in interest rates, prices of securities or other financial instruments, or exchange rates	The risk of incurring a loss due to failure to maintain funding as a result of the inability to secure necessary funds or the necessity of procuring funds at significantly higher interest rates than usual due to the worsening of the financial institution's financial position or other circumstances	The risk of incurring a loss due to the inability to trade on markets or the necessity of trading at prices significantly less favorable than usual due to market turmoil or other circumstances	The risk of incurring losses due to the inappropriateness of business processes, activities of directors and employees, or systems or external events

Credit risk management

The Group has developed a rigorous credit risk management system centered on an internal credit rating system and engages in individual credit management and credit portfolio management. In the self-assessment of assets, the Group implements appropriate write-offs and provisions.

The Risk Management Committee meets regularly, in order primarily to consider credit risk management policy and to monitor the operation of the internal credit rating system and the credit portfolio.

Market risk and liquidity risk management

The Group manages risk by setting risk limits for the amount of market risk for each product, such as securities investments and other market transactions or loans and deposits, in an effort to ensure management soundness. In regard to market transactions, moreover, the Group sets upper limits for market investments according to the balance and alarm point of valuation differences, and implements risk control by reviewing investment policy each quarter.

In addition, the Bank manages funding risk by operating within a certain limit on market funding amounts and by maintaining a certain minimum level of assets that can be converted to cash in a short time. Moreover, market liquidity risk is controlled by setting position limits for each market transaction.

The market section consists of the transaction execution unit, the business administration unit, and the risk management unit, which creates a reciprocal and mutually reinforcing management structure. The section that manages risk strives to avoid increases in liquidity risk by identifying and assessing various factors that affect liquidity risk and monitoring the observance of limits. The Bank has established a business continuity plan that provides for a rapid response across the Bank in the event of unforeseen circumstances that could affect the Bank's funding.

Operational risk management

The Group categorizes the various forms of operational risk into clerical risk, system risk and cybersecurity risk, human risk, tangible asset risk, reputational risk, and AI risk, and the corporate divisions that have jurisdiction over operational risks collaborate in performing risk management under the overall management of the Compliance and Risk Management Division.

In addition, we have established a management system in which the Risk Management Committee monitors the state of operational risk losses and improves and corrects problem areas. In addition, to ensure the effectiveness of management, the Group has introduced Control Self Assessment (CSA).

Clerical Risk	System Risk	Cybersecurity Risk	Human Risk	Tangible Asset Risk	Reputational Risk	AI Risk
The risk of incurring a loss due to the failure to perform accurate clerical work, clerical accidents or fraud, or the failure to perform official obligations or provide explanations to customers	The risk of incurring a loss resulting from a leak or falsification of information owned by the Bank or the unauthorized use, failure, or incorrect operation of computer systems	The risk of incurring a loss from the occurrence of a risk event that falls under system risk due to cyber-attacks	The risk of incurring a loss due to workplace safety, discrimination, or the like	The risk of incurring a loss from damage to buildings or facilities, or the like	The risk of incurring a loss due to loss of public confidence resulting from deterioration of the Bank's reputation or the like	The risk of incurring a loss caused by the development, provision, or use of AI

*The Compliance and Risk Management Division and the corporate divisions that have jurisdiction over operational risks jointly manage legal risk and compliance related risk included in the various risk categories.

<System risk and cybersecurity risk management>

At the Bank Group, the EDP System Division and the Compliance and Risk Management Division work together to implement various measures in response to system risks and cybersecurity risks, which have become increasingly important and noteworthy in recent years. The Cyber Security Management Office was newly established within the EDP System Division in April 2025. This makes it possible to further enhance our response to system failures and cyber-attacks, and to manage risks in a timely and appropriate manner.

As specific measures against system risk, the Bank duplicates hardware and circuits for backbone systems to ensure continuation of business even in the event of a failure. In addition, the Bank has implemented the preparation of a contingency plan to provide for unforeseen circumstances such as large-scale disasters and conducts training in preparation for ATM failure on bank holidays.

As measures against cybersecurity risk, we have implemented measures to prevent the intrusion of unauthorized programs including computer viruses and have developed steps to ensure the data protection of important computer systems. We also carry out regular training to ensure the effectiveness of the management and readiness systems that we have developed for the event of a cyber-attack.

Regarding the internet based services that we provide to customers, we take measures to prevent denial-of-service attacks and computer system access by unauthorized persons as well as strictly confirm that each transaction is made by the actual customer. We regularly pursue initiatives to raise the awareness of our employees regarding the increasing sophistication of impersonation e-mails, as well as the handling of suspicious or unfamiliar e-mails.

As a result of the various measures, we have not experienced a cyber risk event such as a data breach. However, as cyber-attacks are becoming more sophisticated each year, we will continue to collect information and implement measures at appropriate times.

<AI risk management>

In April 2025, anticipating the active use of AI technology, the Bank Group formulated and announced the Chibagin AI Policy, which is the basic policy for the active use of AI technology, as well as the basic policy for risk management within the Group, the roles and responsibilities of the corporate divisions that have jurisdiction over operational risks, and the reporting system in the event of a loss event.

At the Bank, we have established a risk governance framework with the Digital Strategy Division as the first line, the Compliance and Risk Management Division and the EDP System Division as the second line, and the Audit and Inspection Division as the third line. Based on the concept of a risk-based approach, which understands the magnitude of risk (severity of harm and its likelihood) depending on the form of AI utilization and matches the degree of countermeasures to that magnitude of risk, we implement AI risk management mindful of both offense and defense through documentation such as technical specifications and control ledgers, and the systematization of evaluation and decision-making flows related to AI risks.

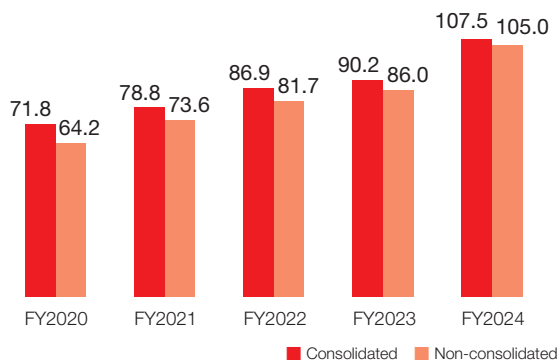
Business continuity system

The Bank Group maintains a business continuity system to allow essential operations to continue for the preservation of the financial system during an unexpected disaster such as an earthquake or pandemic as well as the rapid restoration of operations that the Bank Group would be forced to suspend during an emergency and mitigation of the impact. While keeping in mind that human life is our first priority, we will continue to enhance its business continuity framework so that customers can use the Bank Group's financial services with confidence, by upgrading its systems in line with the basic concept of operational resilience, including countermeasures against large-scale earthquakes such as an earthquake directly under the Tokyo Metropolitan area, as well as a variety of risks such as increasingly severe storm and flood damage in recent years and epidemics.

Financial Highlights

>> Ordinary Profit (Consolidated/Non-consolidated/¥ billion)

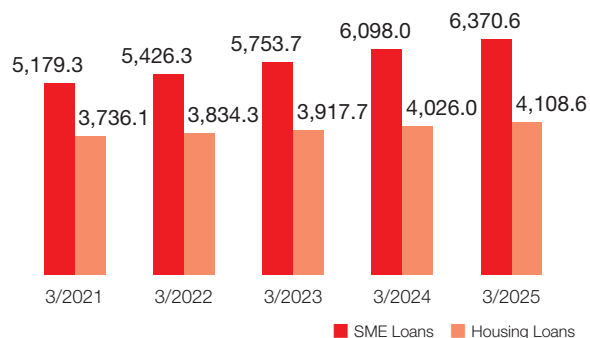
Consolidated: **¥107.5** billion Non-consolidated: **¥105.0** billion



>> SME Loans/Housing Loans (Non-consolidated/¥ billion)

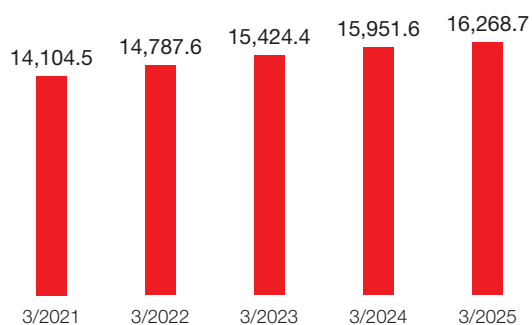
SME Loans: **¥6,370.6** billion

Housing Loans: **¥4,108.6** billion



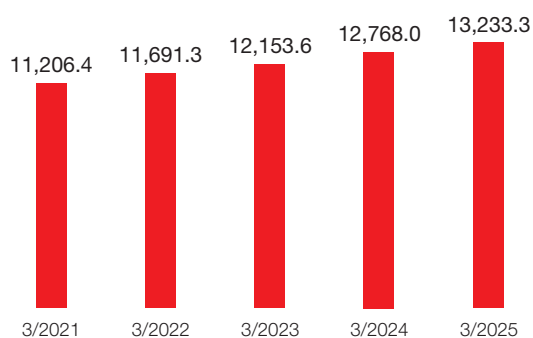
>> Deposits (Non-consolidated/¥ billion)

Non-consolidated: **¥16,268.7** billion



>> Loans and Bills Discounted (Non-consolidated/¥ billion)

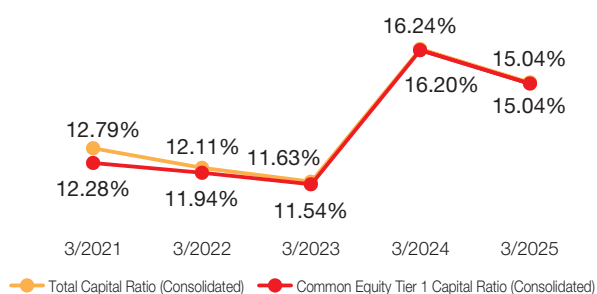
Non-consolidated: **¥13,233.3** billion



>> Capital Ratio

Total Capital Ratio (Consolidated): **15.04%**

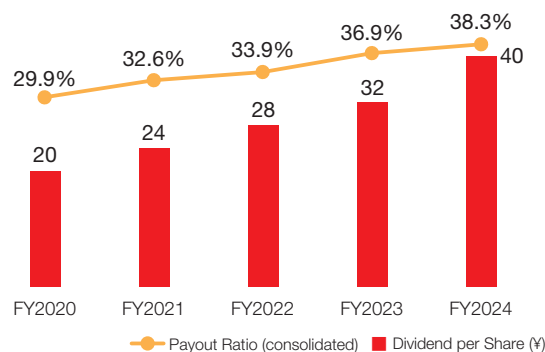
Common Equity Tier 1 Capital Ratio (Consolidated): **15.04%**



>> Dividends Paid

Payout Ratio (consolidated): **38.3%**

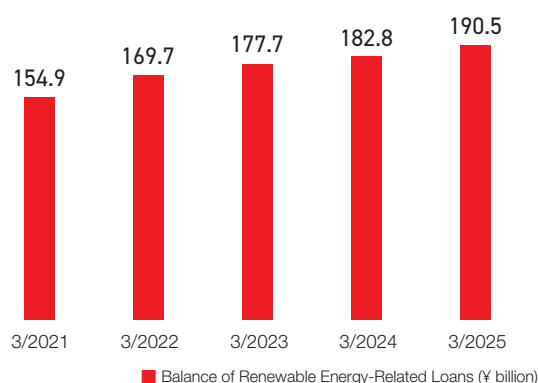
Dividend per Share: **¥40**



Non-financial Highlights

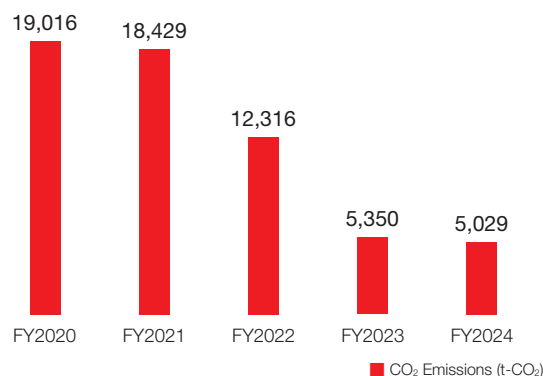
>> Initiatives to Promote Renewable Energy

Renewable Energy-Related Loan Balance: **¥190.5** billion



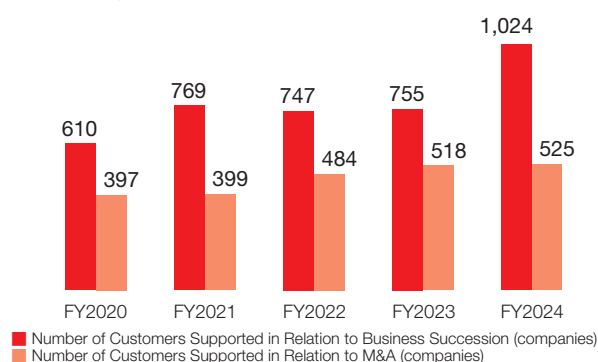
>> CO₂ Emissions (Scope 1 and 2)

CO₂ Emissions: **5,029** t-CO₂



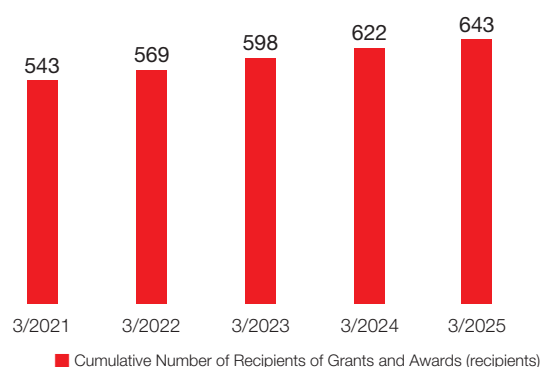
>> Number of Customers Supported in Relation to Business Succession/M&A

Number of Customers Supported in Relation to Business Succession: **1,024**
Number of Customers Supported in Relation to M&A: **525**



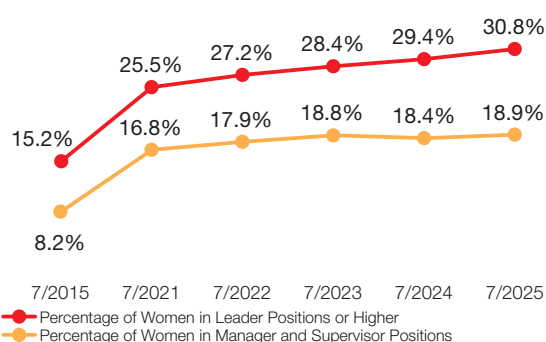
>> Support for Industrial Development and Technological Innovation

Cumulative Number of Recipients of Grants and Awards: **643** recipients



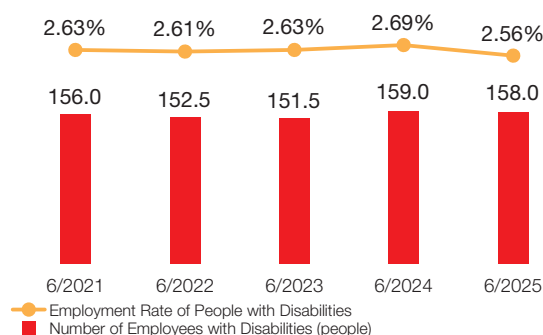
>> Initiatives to Promote the Active Participation of Women

Percentage of Leadership Positions Held by Women: **30.8%**
(Percentage of Supervisory and Managerial Positions Held by Women: **18.9%**)



>> Efforts Toward the Employment of People with Disabilities

Employment Rate of People with Disabilities (Group): **2.56%**
Number of Employees with Disabilities (Group)*: **158.0**



*The numbers of employees with disabilities may include a fraction of less than one as they are the figures used for calculating the employment rate of people with disabilities.

Financial and Corporate Data

Five-Year Summary (Consolidated)

The Chiba Bank, Ltd. and Consolidated Subsidiaries
Years ended March 31

	Millions of Yen*1					Thousands of U.S. Dollars*2
	2025	2024	2023	2022	2021	2025
For the Year						
Total Income	¥ 362,183	¥ 311,701	¥ 278,467	¥ 236,185	¥ 232,943	\$ 2,422,311
Total Expenses	255,358	221,032	191,797	157,807	161,481	1,707,857
Profit before Income Taxes	106,825	90,668	86,670	78,378	71,462	714,454
Profit	74,259	62,440	60,276	54,498	49,641	496,650
Profit Attributable to Non-controlling Interests	—	—	—	—	—	—
Profit Attributable to Owners of Parent	74,259	62,440	60,276	54,498	49,641	496,650
At Year-End						
Total Assets	¥21,631,292	¥21,323,895	¥19,787,882	¥19,104,764	¥17,898,168	\$144,671,568
Loans and Bills Discounted	13,183,185	12,721,829	12,107,066	11,646,721	11,166,329	88,170,044
Securities	3,178,969	2,906,067	2,576,106	2,482,224	2,401,246	21,261,162
Deposits	16,715,335	16,307,293	15,903,940	15,324,161	14,543,283	111,793,310
Net Assets	1,145,190	1,181,503	1,061,115	1,059,091	1,041,756	7,659,113
Capital Ratio (BIS guidelines)	15.04%	16.24%	11.63%	12.11%	12.79%	15.04%
PER (Times)	13.42	14.57	10.36	9.86	10.85	13.42
PBR (Times)	0.86	0.76	0.58	0.50	0.51	0.86

	Yen					U.S. Dollars
Per Share						
Profit	¥ 104.17	¥ 86.53	¥ 82.52	¥ 73.47	¥ 66.82	\$ 0.70
Net Assets	1,618.89	1,651.46	1,464.45	1,436.74	1,401.40	10.83

*1 Japanese yen amounts are presented in millions of yen by rounding down figures below one million. As a result, the totals in Japanese yen in the supplementary information do not necessarily agree with the sums of individual amounts.

*2 U.S. dollar amounts are shown solely for the convenience of the readers of this Integrated Report and are translated at the rate of ¥149.52 to \$1.00, the exchange rate prevailing at March 31, 2025.

Consolidated Balance Sheet

The Chiba Bank, Ltd. and Consolidated Subsidiaries
As of March 31, 2025

	Millions of Yen*1		Thousands of U.S. Dollars*2
	2025	2024	2025
Assets			
Cash and Due from Banks	¥ 4,245,781	¥ 4,689,382	\$ 28,396,076
Call Loans and Bills Bought	448,130	391,822	2,997,130
Receivables under Securities Borrowing Transactions	1,379	1,950	9,225
Monetary Claims Bought	23,156	23,121	154,870
Trading Assets	16,496	27,426	110,327
Money Held in Trust	6,900	10,903	46,148
Securities	3,178,969	2,906,067	21,261,162
Loans and Bills Discounted	13,183,185	12,721,829	88,170,044
Foreign Exchanges	5,571	6,084	37,265
Other Assets	338,967	378,746	2,267,038
Tangible Fixed Assets	125,295	123,612	837,985
Intangible Fixed Assets	23,927	14,633	160,030
Net Defined Benefit Asset	37,407	28,707	250,183
Deferred Tax Assets	2,946	3,128	19,706
Customers' Liabilities for Acceptances and Guarantees	24,854	27,565	166,228
Allowance for Loan Losses	(31,675)	(31,087)	(211,850)
Total Assets	¥21,631,292	¥21,323,895	\$144,671,568
Liabilities			
Deposits	¥16,715,335	¥16,307,293	\$111,793,310
Call Money and Bills Sold	1,415,022	1,499,383	9,463,767
Payables under Repurchase Agreements	50,565	44,481	338,187
Payables under Securities Lending Transactions	214,190	203,429	1,432,521
Trading Liabilities	9,435	21,450	63,106
Borrowed Money	1,637,445	1,523,260	10,951,347
Foreign Exchanges	845	1,171	5,655
Bonds Payable	44,831	120,792	299,834
Borrowed Money from Trust Account	16,892	15,564	112,978
Other Liabilities	314,202	305,193	2,101,405
Net Defined Benefit Liability	605	688	4,051
Provisions for Directors' Retirement Benefits	232	192	1,556
Provisions for Reimbursement of Deposits	421	637	2,820
Provisions for Point Loyalty Programs	693	790	4,639
Reserves under Special Laws	23	24	157
Deferred Tax Liabilities	29,815	60,070	199,409
Deferred Tax Liabilities for Land Revaluation	10,688	10,401	71,487
Acceptances and Guarantees	24,854	27,565	166,228
Total Liabilities	¥20,486,102	¥20,142,392	\$137,012,456
Net Assets			
Capital Stock	¥ 145,069	¥ 145,069	\$ 970,232
Capital Surplus	122,134	122,185	816,841
Retained Earnings	837,898	796,209	5,603,922
Treasury Shares	(75,104)	(72,800)	(502,302)
Total Shareholders' Equity	1,029,997	990,662	6,888,694
Valuation Difference on Available-for-sale Securities	80,195	159,893	536,352
Deferred Gains or Losses on Hedges	17,650	16,279	118,049
Revaluation Reserve for Land	9,594	9,929	64,171
Remeasurements of Defined Benefit Plans	7,752	4,738	51,847
Total Accumulated Other Comprehensive Income	115,193	190,840	770,419
Total Net Assets	¥ 1,145,190	¥ 1,181,503	\$ 7,659,113
Total Liabilities and Net Assets	¥21,631,292	¥21,323,895	\$144,671,568

*1 Japanese yen amounts are presented in millions of yen by rounding down figures below one million. As a result, the totals in Japanese yen in the supplementary information do not necessarily agree with the sums of individual amounts.

*2 U.S. dollar amounts are shown solely for the convenience of the readers of this Integrated Report and are translated at the rate of ¥149.52 to \$1.00, the exchange rate prevailing at March 31, 2025.

Consolidated Statement of Income

The Chiba Bank, Ltd. and Consolidated Subsidiaries
For the year ended March 31, 2025

	Millions of Yen* ¹		Thousands of U.S. Dollars* ²
	2025	2024	2025
Income			
Interest Income:			
Interest on Loans and Discounts	¥159,075	¥140,388	\$1,063,905
Interest and Dividends on Securities	61,733	49,166	412,878
Other Interest Income	18,071	9,027	120,866
Trust Fees	84	93	563
Fees and Commissions	65,003	63,127	434,751
Trading Income	1,142	1,438	7,643
Other Ordinary Income	5,520	7,239	36,922
Other Income	51,551	41,219	344,782
Total Income	¥362,183	¥311,701	\$2,422,311
Expenses			
Interest Expenses:			
Interest on Deposits	¥ 41,452	¥ 29,148	\$ 277,235
Interest on Borrowings and Rediscounts	6,878	3,428	46,005
Other Interest Expenses	37,932	33,360	253,694
Fees and Commissions Payments	24,431	22,262	163,402
Trading Expenses	20	—	139
Other Ordinary Expenses	7,664	6,870	51,262
General and Administrative Expenses	96,761	92,225	647,147
Other Expenses	40,216	33,736	268,972
Total Expenses	¥255,358	¥221,032	\$1,707,857
Profit before Income Taxes	106,825	90,668	714,454
Income Taxes—Current	31,619	28,847	211,472
Income Taxes—Deferred	946	(619)	6,332
Profit	¥ 74,259	¥ 62,440	\$ 496,650
Profit Attributable to Owners of Parent	¥ 74,259	¥ 62,440	\$ 496,650

*1 Japanese yen amounts are presented in millions of yen by rounding down figures below one million. As a result, the totals in Japanese yen in the supplementary information do not necessarily agree with the sums of individual amounts.

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Non-Consolidated Balance Sheet

The Chiba Bank, Ltd.
As of March 31, 2025

	Millions of Yen*1		Thousands of U.S. Dollars*2
	2025	2024	2025
Assets			
Cash and Due from Banks	¥ 4,236,671	¥ 4,685,342	\$ 28,335,147
Call Loans	448,130	391,822	2,997,130
Receivables under Securities Borrowing Transactions	1,379	1,950	9,225
Monetary Claims Bought	18,032	18,007	120,605
Trading Assets	15,414	26,519	103,094
Money Held in Trust	—	2,103	—
Securities	3,162,013	2,876,803	21,147,761
Loans and Bills Discounted	13,233,344	12,768,009	88,505,513
Foreign Exchanges	5,571	6,084	37,265
Other Assets	252,791	296,726	1,690,690
Tangible Fixed Assets	118,680	116,991	793,741
Intangible Fixed Assets	15,498	14,379	103,652
Prepaid Pension Cost	26,107	21,889	174,612
Customers' Liabilities for Acceptances and Guarantees	22,454	25,345	150,179
Allowance for Loan Losses	(25,510)	(24,702)	(170,618)
Total Assets	¥21,530,580	¥21,227,274	\$143,997,998
Liabilities			
Deposits	¥16,791,910	¥16,391,141	\$112,305,449
Call Money	1,415,022	1,499,383	9,463,767
Payables under Repurchase Agreements	50,565	44,481	338,187
Payables under Securities Lending Transactions	214,190	203,429	1,432,521
Trading Liabilities	9,435	21,450	63,106
Borrowed Money	1,619,707	1,505,734	10,832,711
Foreign Exchanges	845	1,171	5,655
Bonds Payable	44,831	120,792	299,834
Borrowed money from Trust Account	16,892	15,564	112,978
Other Liabilities	258,863	247,446	1,731,297
Provisions for Reimbursement of Deposits	421	637	2,820
Provisions for Point Loyalty Programs	649	732	4,343
Deferred Tax Liabilities	21,279	51,428	142,319
Deferred Tax Liabilities for Land Revaluation	10,688	10,401	71,487
Acceptances and Guarantees	22,454	25,345	150,179
Total Liabilities	¥20,477,758	¥20,139,139	\$136,956,653
Net Assets			
Capital Stock	¥ 145,069	¥ 145,069	\$ 970,232
Capital Surplus	122,134	122,185	816,841
Retained Earnings	767,280	725,618	5,131,623
Legal Retained Earnings	50,930	50,930	340,625
Other Retained Earnings	716,350	674,688	4,790,999
Treasury Shares	(75,104)	(72,800)	(502,302)
Total Shareholders' Equity	959,379	920,072	6,416,394
Valuation Difference on Available-for-Sale Securities	66,197	141,853	442,731
Deferred Gains or Losses on Hedges	17,650	16,279	118,049
Revaluation Reserve for Land	9,594	9,929	64,171
Total Valuation and Translation Adjustments	93,442	168,062	624,951
Total Net Assets	¥ 1,052,821	¥ 1,088,134	\$ 7,041,345
Total Liabilities and Net Assets	¥21,530,580	¥21,227,274	\$143,997,998

*1 Japanese yen amounts are presented in millions of yen by rounding down figures below one million. As a result, the totals in Japanese yen in the non-consolidated financial statements do not necessarily agree with the sums of individual amounts.

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Non-Consolidated Statement of Income

The Chiba Bank, Ltd.
For the year ended March 31, 2025

	Millions of Yen*1		Thousands of U.S. Dollars*2
	2025	2024	2025
Income			
Interest Income:			
Interest on Loans and Discounts	¥159,258	¥140,522	\$1,065,134
Interest and Dividends on Securities	65,742	53,102	439,692
Other Interest Income	17,989	8,921	120,315
Trust Fees	84	93	563
Fees and Commissions	56,786	53,478	379,794
Trading Income	1,159	1,128	7,752
Other Ordinary Income	5,472	7,228	36,601
Other Income	21,858	13,311	146,194
Total Income	¥328,352	¥277,787	\$2,196,045
Expenses			
Interest Expenses:			
Interest on Deposits	¥ 41,476	¥ 29,150	\$ 277,399
Interest on Borrowings and Rediscounts	6,815	3,373	45,585
Other Interest Expenses	37,928	33,349	253,669
Fees and Commissions Payments	26,057	23,521	174,277
Trading Expenses	20	—	139
Other Ordinary Expenses	7,664	6,870	51,262
General and Administrative Expenses	89,711	85,754	599,996
Other Expenses	14,301	9,984	95,650
Total Expenses	¥223,977	¥192,004	\$1,497,977
Profit before Income Taxes	104,375	85,783	698,069
Income Taxes—Current	29,379	25,858	196,495
Income Taxes—Deferred	763	(646)	5,108
Profit	¥ 74,231	¥ 60,571	\$ 496,466

*1 Japanese yen amounts are presented in millions of yen by rounding down figures below one million. As a result, the totals in Japanese yen in the non-consolidated financial statements do not necessarily agree with the sums of individual amounts.

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Group Companies

Group Companies

The Chiba Bank, Ltd.
As of June 27, 2025

Securities and asset management businesses

Company	Principal business	Corporate profile	
Chibagin Securities Co., Ltd.* Chiba Chuo Twin Building, 2nd Tower 2F, 2-5-1, Chuo, Chuo-ku, Chiba-shi, Chiba 260-0013	Securities business	Established: March 27, 1944 Capital: ¥4,374 million	Bank's voting rights: 100%
Chibagin Asset Management Co., Ltd. 2-13-7, Kotobashi, Sumida-ku, Tokyo 130-0022	Investment management, investment advice	Established: March 31, 1986 Capital: ¥200 million	Bank's voting rights: 40% Subsidiaries' voting rights: 30%

*Branches of Chibagin Securities Co., Ltd. [20branches]: Head Office, Ichihara Branch, Kisarazu Branch, Tateyama Branch, Yachiyo Branch, Kamagaya Branch, Narita Branch, Tsudanuma Branch, Ichikawa Branch, Funabashi Branch, Mobara Branch, Asahi Branch, Togane Branch, Kashiwa Branch, and Matsudo Branch (all the above in Chiba Prefecture), Tokyo Head Office (Tokyo), Saitama Head Office, Urawa Branch, Soka Branch, and Tokorozawa Branch (all the above in Saitama Prefecture)

Research and consulting business

Company	Principal business	Corporate profile	
Chibagin Research Institute, Ltd. Chibagin Makuhari Building, 1-10-2, Nakase, Mihama-ku, Chiba-shi, Chiba 261-0023	Research, surveys, and consulting	Established: February 28, 1990 Capital: ¥150 million	Bank's voting rights: 31.77% Subsidiaries' voting rights: 68.23%
Chibagin Computer Service Co., Ltd. Chibagin Makuhari Building, 1-10-2, Nakase, Mihama-ku, Chiba-shi, Chiba 261-0023	Software development, commissioned computation tasks	Established: April 1, 1980 Capital: ¥150 million	Bank's voting rights: 48.67% Subsidiaries' voting rights: 51.33%
T&I Innovation Center Co., Ltd. KABUTO ONE Building 11F, 7-1, Nihonbashi Kabuto-cho, Chuo-ku, Tokyo 103-0026	Research and investigation of IT and financial technologies, development and sales of software	Established: July 1, 2016 Capital: ¥100 million	Bank's voting rights: 40%

Leasing and venture capital business

Company	Principal business	Corporate profile	
Chibagin Leasing Co., Ltd. Chibagin Makuhari Building, 1-10-2, Nakase, Mihama-ku, Chiba-shi, Chiba 261-0023	Leasing	Established: December 15, 1986 Capital: ¥100 million	Bank's voting rights: 49% Subsidiaries' voting rights: 51%
Chibagin Capital Co., Ltd. Chibagin Makuhari Building, 1-10-2, Nakase, Mihama-ku, Chiba-shi, Chiba 261-0023	Operation and management of investment funds, M&A advisory business	Established: May 29, 1984 Capital: ¥100 million	Bank's voting rights: 30% Subsidiaries' voting rights: 70%

Credit card business

Company	Principal business	Corporate profile	
Chibagin Card Co., Ltd. World Business Garden Marive East 9F, 2-6-1, Nakase, Mihama-ku, Chiba-shi, Chiba 261-7109	Credit card and credit guarantee business	Established: February 16, 1989 Capital: ¥100 million	Bank's voting rights: 48.49% Subsidiaries' voting rights: 51.51%

Staffing service and outsourcing business

Company	Principal business	Corporate profile	
Chibagin Career Service Co., Ltd. Chibagin Makuhari Building, 1-10-2, Nakase, Mihama-ku, Chiba-shi, Chiba 261-0023	Staffing service business, accounting and general administration entrustment service business	Established: December 22, 1989 Capital: ¥20 million	Bank's voting rights: 100%
Chibagin Heartful Co., Ltd. 4-1-10, Masago, Mihama-ku, Chiba-shi, Chiba 261-0011	Outsourcing of operational business	Established: December 1, 2006 Capital: ¥10 million	Bank's voting rights: 100%
Sobu Co., Ltd. Chibagin Makuhari Building, 1-10-2, Nakase, Mihama-ku, Chiba-shi, Chiba 261-0023	Rental and maintenance of the Chiba Bank's office buildings and welfare facilities, purchase and sale of supplies and consumer goods	Established: September 7, 1959 Capital: ¥20 million	Bank's voting rights: 100%
TSUBASA-AML Center Co., Ltd. World Business Garden Marive East 19F, 2-6-1, Nakase, Mihama-ku, Chiba-shi, Chiba 261-7119	Exchange transaction analysis business	Established: November 1, 2023 Capital: ¥85 million	Bank's voting rights: 50%

Credit guarantees and management business

Company	Principal business	Corporate profile	
Chibagin Guarantee Co., Ltd. 3-17-5, Inage-higashi, Inage-ku, Chiba-shi, Chiba 263-0031	Loan guarantees, fee collection services	Established: May 1, 1978 Capital: ¥54 million	Bank's voting rights: 45.63% Subsidiaries' voting rights: 54.37%
Chiba Servicer Co., Ltd. Chibagin Makuhari Building, 1-10-2, Nakase, Mihama-ku, Chiba-shi, Chiba 261-0023	Management and collection of claims	Established: October 1, 2001 Capital: ¥500 million	Bank's voting rights: 100%

AI solutions

Company	Principal business	Corporate profile	
EDGE Technology, Inc. Daiwa Kanda Mikuracho Building, 7-1, Kandamikiracho, Chiyoda-ku, Tokyo 101-0038	Provision of AI solution services and AI education services, development and sales of AI products	Established: May 12, 2014 Capital: ¥98 million	Bank's voting rights: 100%

Regional trading company

Company	Principal business	Corporate profile	
Chibagin Market Co., Ltd. Tsukamoto Dai-Chiba Building 2F, 2-3-1 Fujimi, Chuo-ku, Chiba-shi, Chiba 260-0015	Regional trading company	Established: May 10, 2021 Capital: ¥100 million	Bank's voting rights: 100%

Energy generation business

Company	Principal business	Corporate profile	
Himawari Green Energy Co., Ltd. 1-2 Chiba-minato, Chuo-ku, Chiba-shi, Chiba 260-8720	Renewable energy power generation/sales operations	Established: April 28, 2023 Capital: ¥50 million	Bank's voting rights: 100%

Agriculture

Company	Principal business	Corporate profile	
Fresh Farm Chiba Co., Ltd. 283-16 Ushiku, Ichihara-shi, Chiba 290-0225	Agriculture	Established: March 16, 2018 Capital: ¥44.5 million	Bank's voting rights: 100%

Messages

Chiba Bank's Value Creation

Growth Strategy for Value Creation

Human Capital Management

Contribution to Local Community Society, and Environment

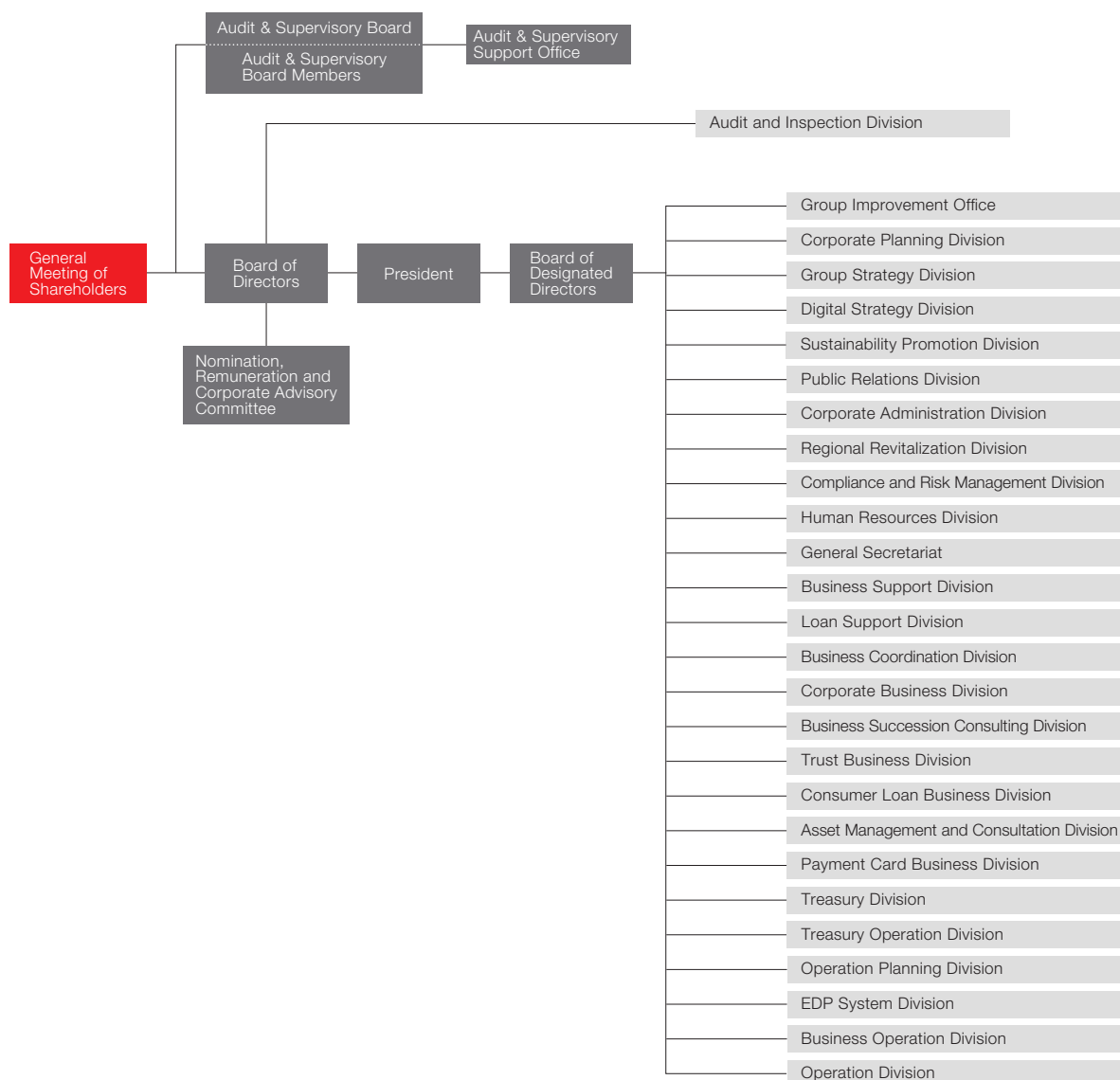
Management Base Supporting Value Creation

Financial and Corporate Data

Organization and Corporate Data

Organization

The Chiba Bank, Ltd.
As of June 27, 2025



International Directory

The Chiba Bank, Ltd.
As of March 31, 2025

Head Office

1-2, Chiba-minato, Chuo-ku, Chiba-shi,
Chiba 260-8720, Japan
Telephone: 81-43-245-1111
<https://www.chibabank.co.jp/en>

Treasury Operation Division

1-5-5, Nihonbashi Muromachi, Chuo-ku,
Tokyo 103-0022, Japan
Telephone: 81-3-3270-8459 Fax: 81-3-3242-1735
SWIFT Address: CHBAJPJT

Treasury Division

1-5-5, Nihonbashi Muromachi, Chuo-ku,
Tokyo 103-0022, Japan
Telephone: 81-3-3231-1285 Fax: 81-3-3242-1736

New York Branch

1133 Avenue of the Americas, 15th Floor, New York, N.Y.
10036, U.S.A.
Telephone: 1-212-354-7777 Fax: 1-212-354-8575
SWIFT Address: CHBAUS33

Hong Kong Branch

Unit 2510, One Pacific Place, 88 Queensway, Hong Kong
Telephone: 852-2840-1222 Fax: 852-2840-0507
SWIFT Address: CHBAHKHH

London Branch

3rd Floor, Regina House, 1 Queen Street, London EC4N
1SW, The United Kingdom
Telephone: 44-20-7315-3111 Fax: 44-20-7236-2205
SWIFT Address: CHBAGB2L

Singapore Branch

50 Raffles Place, #17-05 Singapore Land Tower,
Singapore 048623
Telephone: 65-6438-4525 Fax: 65-6438-6890
SWIFT Address: CHBASGSG

Shanghai Representative Office

Room 707, Shanghai International Trade Center,
2201 Yan-An Road (West),
Shanghai, P.R.C. 200336
Telephone: 86-21-62780482 Fax: 86-21-62780422

Bangkok Representative Office

No.98 Sathorn Square Office Tower, 20th Floor, Room 2008,
North Sathorn Road, Silom, Bangrak, Bangkok 10500, Thailand
Telephone: 66-2-163-2723 Fax: 66-2-163-2725

Corporate Data

The Chiba Bank, Ltd.
As of March 31, 2025

Principal Shareholders

The ten largest shareholders of the Bank and their respective shareholdings as of March 31, 2025 were as follows:

	Number of Shares (in thousands)* ¹	Percentage of Total Shares Issued* ² (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	108,056	15.27
Custody Bank of Japan, Ltd. (Trust Account)	40,707	5.75
Nippon Life Insurance Company	26,870	3.79
STATE STREET BANK AND TRUST COMPANY 505223	24,576	3.47
SUMITOMO LIFE INSURANCE COMPANY	18,302	2.58
Meiji Yasuda Life Insurance Company	17,842	2.52
The Dai-ichi Life Insurance Company, Limited	16,219	2.29
STATE STREET BANK AND TRUST COMPANY 505001	15,099	2.13
Sompo Japan Insurance Inc.	14,037	1.98
STATE STREET BANK WEST CLIENT - TREATY 505234	11,069	1.56

Excluded from the figures above are 98,132 thousand treasury shares in the name of the Chiba Bank, Ltd. (Excludes one thousand shares which, although registered in the name of the Chiba Bank, Ltd. on the shareholder list, are not actually owned by the Bank.)

*1 Rounded down to the nearest thousand

*2 Rounded down to two decimal places

Corporate Profile

Established	March 1943
Network	183 offices (161 branches, 19 sub branches, 3 virtual branches)
	3 money exchange counters
	51,629 off-branch ATM locations (including 11,460 E-net ATM locations at convenience stores, 26,089 ATM locations jointly with Seven Bank, Ltd., 13,846 ATM locations jointly with Lawson Bank, Inc.)
	4 branches (New York/Hong Kong/London/Singapore)
	2 representative offices (Shanghai/Bangkok)
Number of Employees*	4,076
Total Assets	¥21,530.5 billion (Non-Consolidated)
Deposits	¥16,268.7 billion (Non-Consolidated)
Loans and Bills Discounted	¥13,233.3 billion (Non-Consolidated)
Capital Stock	¥145.0 billion
Total Capital Ratio (BIS guidelines)	15.04% (Consolidated) 14.14% (Non-Consolidated)
Authorized Number of Shares	2,500,000 thousand
Number of Issued Shares	805,521 thousand
Number of Shareholders	41,309
Stock Listing (Code)	Tokyo Stock Exchange (8331)
Transfer Agent	Sumitomo Mitsui Trust Bank, Limited 1-4-1 Marunouchi, Chiyoda-ku, Tokyo 100-8233

Figures as shown are rounded down in principal.

* Number of employees includes transferred employees but excludes temporary staff and one-year contract employees.

Editorial Policy

This document has been edited in order for stakeholders to easily understand the overview and business strategies of the Chiba Bank Group. The International Integrated Reporting Framework advocated by the IFRS Foundation (former IIRC) and other guidelines were used for reference in the editing of this report. This report contains forward-looking statements, including financial outlook. They are based on future outlook and forecasts, which the Bank deems reasonable at the time of publication. They do not constitute a promise by the Bank that these will be realized. Actual results may differ from those expressed in the forward-looking statements due to changes in conditions.

Reporting Period: April 2024 - March 2025 (The document includes some information from April 2025 onwards.)

THE CHIBA BANK, LTD.

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