

Message from the President

Creating “a local community better suited to bringing each person’s hope to life”

Looking Back at the Previous Mid-term Plan

As part of our 14th Mid-term Plan, entitled “NEXT STEP 2023 ~ connect and go beyond, for the future ~”, which was in effect from April 2020 to March 2023, we pursued a wide range of initiatives designed to improve “customer experience.” The Bank Group worked together to push forward with our DX strategy centered around our app, portal, and cashless operations while maintaining a focus on the smooth provision of financing and attentive support to customers’ businesses amidst the COVID-19 pandemic. In addition, we are working to create new value for our customers through the newly established companies “Chibagin Market Co., Ltd.” and “OnAd.Co Ltd.,” and our alliance strategy has seen major changes over the past three years, such as our new alliance with Sony Bank in addition to the further sophistication of our joint-initiatives with other Banks.

As a result of the Group’s unified efforts to promote these measures, we achieved all of our targets for FY2022, “profit attributable to owners of parent of 60.0 billion yen,” “consolidated ROE around 6.5%,” and “non-consolidated OHR of lower 50% range.” We felt we produced enough results.

Returning to Basics, Establishing Our Purpose and Vision

In April 2023, the Chiba Bank Group established its corporate Purpose and Vision. Chiba Bank possesses a solid business foundation that was built through the ongoing support of our many customers. Chiba Prefecture, our main region of business, is home to Narita International Airport, and a large number of public-private projects, mainly focused on the development of transportation infrastructure such as highways and railways, are progressing there. In March 2023, the Japan Railways Keiyo Line added its

Target Figures

	Results for FY2020	Results for FY2021	Results for FY2022	Targets for FY2022
Profit attributable to owners of parent	¥49.6 billion	¥54.4 billion	¥60.2 billion	¥60.0 billion
Consolidated ROE (based on shareholders’ equity)	5.65%	5.97%	6.38%	Around 6.5%
OHR (non-consolidated)	55.00%	52.02%	47.73%	Lower 50% range



Tsutomu Yonemoto
President
Group Chief Executive Officer (CEO)

first new station in 25 years with the opening of Makuhari Toyosuna Station. As such, the region has a great deal of potential in economic growth and is increasingly expected to develop further.

On the other hand, the values and behavioral patterns of people have changed significantly amid the rapid shift in social and economic conditions, including the COVID-19 pandemic, global climate change, accelerating digitalization, and emerging geopolitical risk. Furthermore, the deregulation of the banking industry is continuing and allows commercial banks to enter into a wide range of new business areas that lie outside the traditional scope of banking.

Faced with these kinds of irreversible changes, I often ask myself such questions as “what are we producing with our daily activities” and “what role should the Bank play in the lives of everyone who engages with us.” I have repeatedly asked myself these questions while engaging in active discussions with our executives and being sure to lend an ear to the opinions of our employees and customers.

When developing the Mid-term Plan, I got back to basics and decided to establish a

Purpose and Vision for the Bank. After a great deal of consideration, we formulated the purpose of “to create a local community better suited to bringing each person’s hopes to life,” which is not just to prioritize profit as banking-entity, but to encourage the pursuit of ideas that will resonate with all of our stakeholders, including our customers.

In addition to the “functional value” we have thus far provided mainly through our financial services, we will also seek to broaden our horizons as a business and deliver new “social value” in order to transform the local community into a place where all of the stakeholders’ hopes can come to life.

We believe that the “provision of social value” means further expanding non-financial services in addition to financial ones in order to contribute to addressing a wide range of social issues, including demographic aging, DX, and GX. These initiatives will contribute to sustainable growth and job creation for local companies and governments in the region and will bring about prosperous lifestyles for individuals through higher income and increased consumer

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spending. Our goal is to establish a system of values that resonates with all of our stakeholders and helps increase the number of the Bank's fans. This purpose contains our desire to be an ongoing close presence for each person and company in the region while responding to our stakeholders' hopes, including sustainable growth for businesses and investors, the achievement of prosperous lives for individuals, and the self-actualization of our employees. We also believe that this purpose will be a source of support for Group executives and employees to help reorient themselves whenever they have issues or doubts about their work.

If our purpose as a company is designed to answer the question "why," our "vision" then describes "where" we should be aiming.

In order to achieve this purpose, Chiba Bank has established a corporate vision of "an Engagement Bank Group that works closely with the community." By "engagement," we mean the deep connection we have with all of our stakeholders. This translates to a robust knowledge of our customers cultivated through a customer-centric business, a strong trust of our employees achieved through providing motivation and career growth opportunities, and a sense of understanding from our shareholders gained by sharing our growth strategies. By prioritizing these connections above all else and striving to provide values against these backdrops, the Bank Group will seek to keep growing together alongside the entire region.

By clearly defining our Purpose and Vision,



the Bank Group will help to lead the local community towards becoming a place where all of our stakeholders' hopes can come to life, while flexibly responding to the changes that will arise in the coming age.

Evolution of the Customer-centric Business Model in the New Mid-term Plan

Our Mid-term Plan is the vehicle through which we can flexibly achieve the goals set forth in our Purpose and Vision, our universal principles.

The Bank launched its 15th Mid-term Plan (plan period: FY2023 to FY2025), entitled "Engagement Bank Group - Phase 1 -," which began in April 2023 and designates the next three years towards achieving "the evolution of the customer-focused business model." When we began formulating the plan, we worked to incorporate the opinions of the Mid-term Plan Development Committee, whose core members consist of employees from our branches.

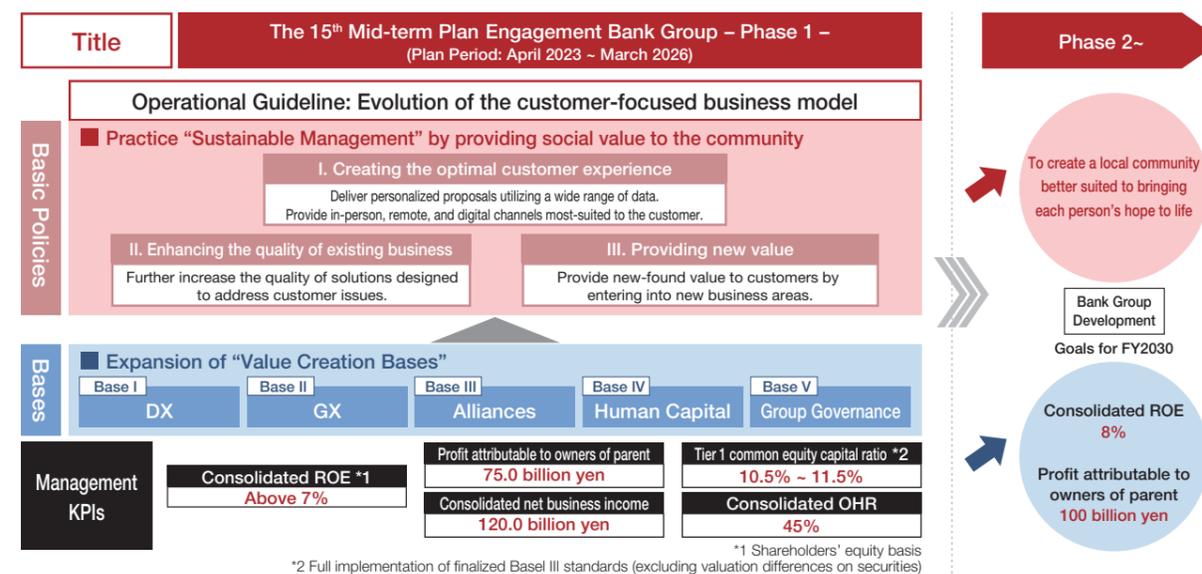
Our overall goal is to take the progress and results from Phase 1, then improve stakeholder engagement in Phase 2, and further expand our sales base and increase the number of the Bank's fans in Phase 3.

Our Mid-term Plan's operational guideline of "the evolution of the customer-focused business model" can otherwise be defined as dealing with the issues in our existing business model while shifting our perspective on the provision of products and services.

First, we are shifting from a proposal system centered on products to a strategy focused on making more personalized proposals. By doing so, we will be able to deliver product proposals with optimal timing based on the customer's life stage.

Secondly, we are shifting our proposal system from one based on emerging needs to one that stands upstream of commercial distribution. Through one-to-one marketing, we can deliver proposals that anticipate needs that our customers don't even realize they had and further expand the scope of customer transactions. Normally, when purchasing a house or car, a bank's role begins at the tail-end of the consumer activity, but we are now

Overview of the 15th Mid-term Plan



envisioning a Bank that is involved from the very beginning.

Third, we will expand our non-financial services in line with customer needs as it becomes more common for financial services to be offered by non-banks. We will strive to deliver a wide range of services by utilizing local commercial retailers and energy generation firms.

Fourth, we will develop optimal customer contact points in light of the unique advantages of digital, remote, and in-person methods based on the values and behavioral patterns of our customers. We offer our customers optimal channels suited to their needs, including in-person channels with the expertise of a consulting firm, virtual channels that aim for the convenience of a digital bank, and remote channels that use a hybrid system to achieve the benefits of both styles.

Our hope is to produce new value through "convenience" and "helpfulness" in a wide range of customer experiences, not only by being "nearby" to our customers. Through the steady accumulation of these daily transactions, our aim is to be as helpful as possible, whether for our retail customers as a "comprehensive money consultant" or for our corporate customers as "an assistant to management".

In our new Mid-term Plan, we have established

three basic policies: "creating the optimal customer experience," "enhancing the quality of existing business," and "providing new value." We also developed five value creation bases to support those policies: "DX," "GX," "alliances," "human capital," and "Group governance." By steadily implementing measures in accordance with our basic policies, we can achieve practical sustainability management by providing "social value" to the local community.

We have also set five management KPIs: 1) consolidated ROE above 7%, 2) profit attributable to owners of parent of 75.0 billion yen, 3) consolidated net business income of 120.0 billion yen, 4) Tier 1 common equity capital ratio of 10.5% to 11.5%, and 5) consolidated OHR of around 45%. Our long-term vision of the aforementioned 1) and 2) for FY2030 lies around 8% and 100.0 billion yen, respectively.

The Chiba Bank Group is taking a new step towards its goal "to create a local community better suited to bringing each person's hope to life."

Creating the "Optimal Customer Experience" through DX

We have once again positioned DX as a major topic in our new Mid-term Plan and are

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promoting a wide range of initiatives.

Firstly, in the three years starting from 2017, we utilized the TSUBASA Alliance framework in order to solidify our digital banking foundations, which included developing the “TSUBASA FfnTech joint platform,” a vehicle for providing digital services. Furthermore, in the three years starting from 2020, we rapidly reformed our digital infrastructure, including the Chibagin app and Chibagin Business Portal, while also developing data utilization and paperless/seal-less initiatives in addition to our focus on developing digital human resources.

This process of evolution has been referred to as Chibagin DX 1.0 and 2.0 respectively, and the new DX strategy established in the new Mid-term Plan will represent a version update to Chibagin DX 3.0. Through this strategy, we will be able to further accelerate initiatives designed “to create the optimal customer experience” as described in our basic policies.

There are two major components of our strategy to achieve the “creation of the optimal customer experience.”

The first is our “personalization strategy,” which consists of delivering optimal proposals with the proper timing by fully utilizing the data of customers who use our digital services. We will also make use of in-person and remote channels in addition to digital in order to deliver proposals that anticipate customer needs and

life plans through the best channel for each customer.

The second is our “regional ecosystem strategy,” which is premised on the idea of connecting local customers with local businesses to develop an active economic cycle. Up to this point, we have connected local businesses and retail customers in indirect ways such as through deposits and loans, but we will now begin to connect businesses and retail customers through a broad range of channels, including non-financial services, like our cashless operations and Chibagin Market Co., Ltd., as well as new platforms such as our advertising business.

In order to provide services with even greater added value, we will continue to improve our digital infrastructure for financial services, including the Chiba Bank app, while actively taking on the challenge of expanding our non-financial services and developing our advertising business in addition to utilizing new technologies, such as BaaS and the Metaverse.

❖ **“Human Resources”: A Starting Point for Growing in tandem with Customers and the Region**

In addition to our Purpose and Vision, we have also established a new human resources development policy with the slogan “become

someone who keeps fighting for the customer.”

This policy is designed to encourage each of our employees to work together to fight for our customers and the local community as a partner and can be summed by three phrases: “think things through,” “utilize your own strengths,” and “gain more supporters.”

“Think things through” is a message about trying to find another way to accomplish things, constantly interrogating whether or not current methods are actually correct, and thinking through your ideals and acting independently, even if that means failing, and not just remaining tied down to the existing way of doing things. Our goal is to foster an organization and corporate atmosphere in which everyone can express their ideas and keep taking on new challenges in order to achieve their goals.

“Utilize your own strengths” means always looking for ways to produce unique value. Many possibilities emerge when people with a diverse set of strengths and expertise come together. This way of thinking promotes actively incorporating new knowledge and information and aiming for new heights when putting things into practice, regardless of job position or age.

“Gain more supporters” is a call to involve those around you when working towards achieving a goal. Something impossible for one individual can be achieved through the efforts of a diverse group of people. That’s why I

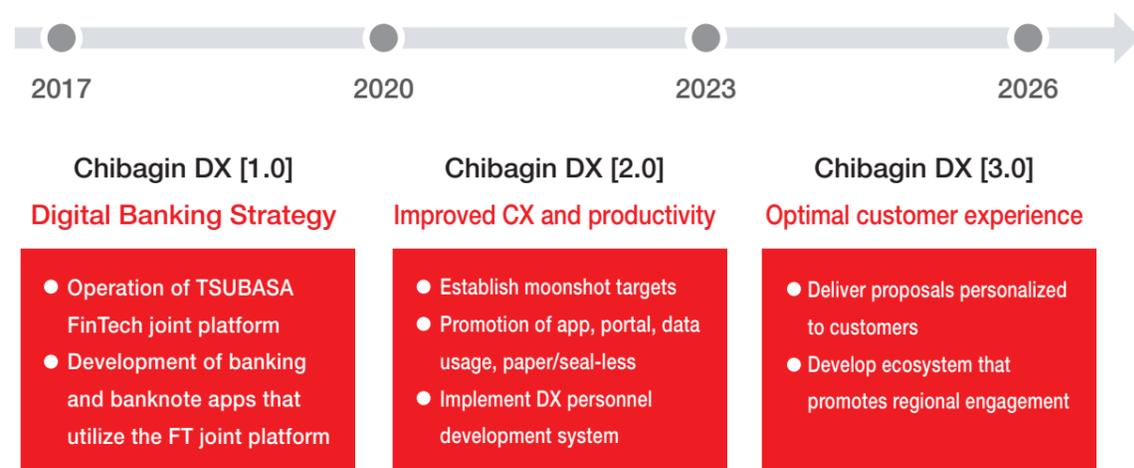
always tell my colleagues to treat each other with sincerity and respect.

Our aim is to achieve a virtuous cycle, starting from human resources development, of employee growth, provision of “social value” to customers, sustainable growth of the local community and the Bank Group, and investment of the profit acquired through these activities on human resources development again.

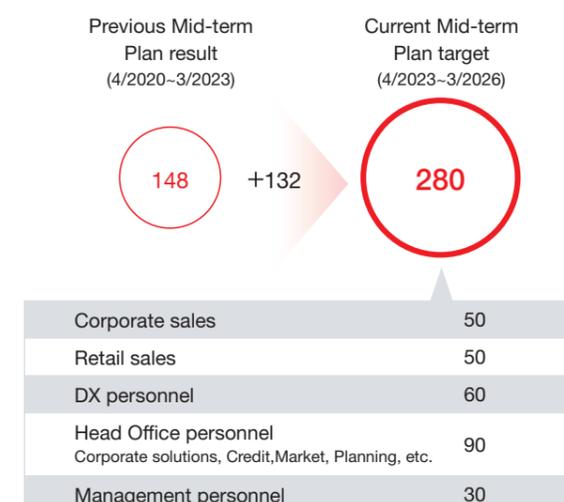
Furthermore, we positioned enhancing employee growth and engagement as major facets of the Mid-term Plan and are actively working to provide our employees with opportunities for self-actualization. In practice, this involves training a total of 280 employees over the three years of the Mid-term Plan, double the number of the previous plan, by expanding opportunities for employee growth, such as trainee, temporary transfer, and active inter-Group interactions. In addition, we will review our compensation structure to reward each individual’s hard work, including proactive wage increases, and strive to create a workplace where all employees can maintain a satisfying work life, including further strengthening our diversity and inclusion initiatives. We believe that maximizing the capabilities and motivation of our employees while working to increase their engagement will enhance our organizational strength and become the driving force that propels us through the harsh economic environment.

We believe that by steadily achieving progress in our Mid-term Plan which includes these important strategies, we will be able to draw out the Bank’s latent capabilities and achieve dramatic growth. We will continue to strive to become a Bank Group that continues to grow in order to create a local community better suited to bringing the hope of each person that interacts with the Bank, including our customers, shareholders, and employees, to life. We sincerely appreciate your ongoing support.

Creating maximum customer value through DX strategy



Number of trainees



Message from the CSO/CDTO



Aiming to be a banking group that truly serves its customers and the regions

Mutsumi Awaji

Director and Senior Executive Officer
Group Chief Strategy Officer (CSO)
Group Chief Digital Transformation Officer (CDTO)

Accelerate DX strategy and create “the optimal customer experience” that goes beyond the Bank

Chiba Bank has been proactive in its efforts toward DX to date, and we will accelerate our DX strategies further in our recently launched new Mid-term Plan.

The Chiba Bank app, our finance platform for individual customers, continues to be upgraded, including the launch of handling of investment trusts in FY2023. Our target is to increase the number of registered users of the app from the current 730,000 to 1.5 million, about a quarter of the population of Chiba Prefecture, by FY2025.

We are also working to expand the features available on our portal website for corporate customers. In the next three years, we plan to raise the percentage of borrowers using the portal to 70% and increase the number of contracts from the current level of approximately 35,000 to 60,000.

Also, we plan to offer financial and lifestyle-related services to the region’s leading businesses, universities, and other entities on our financial and non-financial platforms through API, with the aim of building a “regional ecosystem” as an economic circulatory system within the region.

On Metaverse, we have held events for local government employees and the child-raising generation, and we are conducting trials for its

commercialization. Our regional trading company, Chibagin Market Co., Ltd., is considering the provision of concierge services related to home purchases as a form of lifestyle service.

Strengthening of operational efficiency

While continuing to make non-face-to-face transactions such as the app and the portal more convenient, to bring added sophistication to our branches, where customers can consult with our staff at a more leisurely pace, we are pursuing three measures, namely the expansion of non-face-to-face channels, lightweight branches, and more efficient headquarter operations.

Efforts to reduce the volume of operations in the three years of the previous Mid-term Plan resulted in the achievement of our target of 400,000 hours saved, and we will aim for a further saving of 300,000 working hours in the next three years. The hours saved through operations reductions have been put toward the redeployment of 360 personnel to the sales and planning divisions, and we are planning a further redeployment of 370 personnel in the new Mid-term Plan. We will use the hours saved through efficiency improvements to make better proposals to customers. We are pursuing operational reforms through a suggestion scheme based on feedback from our people working on the frontlines, and the branches and corporate headquarters will continue to work together to pursue efficiency improvements.

Nurturing human resources who will create “the optimal customer experience”

To develop human resources who will lead the promotion of DX in future in a systematic way, we introduced a DX certification system in October 2021. This initiative is progressing at a rapid pace, taking only six months to achieve our initial target of 1,000 people who have a certain degree of DX literacy. To consolidate the structure for the promotion of this system, we have greatly increased our target in the new Mid-term Plan. To bring added depth and breadth to the core personnel for the promotion

of DX, in addition to those already working in DX operations at corporate headquarters, we will clarify the requirements for certification as DX personnel and appoint DX core personnel in the branches. These are just some of the ways in which we are pursuing the development of DX personnel across the entire Bank.

Responding to customers’ needs across the entire Group

With the objective of achieving close collaboration among Group subsidiaries, we established the Group Strategy Division in April 2023. The Bank Group already has 16 companies, making us a group with diverse functions. As well as companies that have entered new domains, such as Himawari Green Energy Co., Ltd. that was established in 2023, our existing Group subsidiaries are changing their service offerings in response to changes in the times and in customers’ needs. We will continue to enhance our structure to enable us to meet customers’ needs across the entire Group.

My goal is to create more fans of Chiba Bank

While promoting digitalization, we will leverage our enhanced network of branches to deepen our connections with our customers even more than before. While on the one hand, regular financial transactions can be easily performed using the app and other means, we will provide face-to-face consulting for more complex inquiries, such as inheritance and business funds. We will also venture into new domains that transcend the framework of the banking business. Our advertising business, which we launched in May 2023, is one new proposal that we make to customers, leveraging the Bank’s digital channels.

We will offer the optimal proposals at the optimal time for various services that transcend the framework of the banking business, and from our dual contact points of the digital and the physical, we want people to see us as a convenient bank and to turn many customers into “fans of Chiba Bank.” That is my goal, to create more fans of Chiba Bank.

Outside Directors Discussion Meeting



Aiming to practice Purpose-based management and to build an Engagement Banking Group

Outside directors, Yuko Tashima, Yasuko Takayama, and Takahide Kiuchi, held a discussion meeting to exchange their opinions on the newly established Purpose, Vision, and new Mid-term Plan and on the expectations for the future of the Bank Group.

What was your involvement as outside directors in the process of formulating the Purpose, Vision, and new Mid-term Plan?

Kiuchi: We began discussing the essence of the Purpose, Vision, and new Mid-term Plan in earnest at our directors' training camp in August 2022. For me personally, it was the first time being involved in the formulation of the Bank's Mid-term Plan since I became an outside director. My impression was that it was not a matter of the management team forcing their intentions on staff from the top down, and that, instead, it was a sophisticated process involving multifaceted verification that took into account the opinions of wide-ranging stakeholders, including customers, investors, and employees. Within that process as well, in

my role as an outside director, I made a point of providing perspectives from outside the Bank.

For example, I posed the question about whether or not the word "regional" should be included in the Purpose. I was concerned that it might confine the Bank Group's business development to a "regional" concept and place constraints on it. However, through discussions, we were able to reach a common recognition that the word "regional" was a broader concept that included not only the Bank's mother market of Chiba Prefecture but other areas as well, through members of our banking alliance.

I believe that the Purpose that was ultimately established is an excellent one that expresses, in an easily understood way, the Bank Group's fundamental intention to contribute and strengthen engagement not only through the banking business in its narrow sense, but

through other, non-financial services as well in order to bring each person's hope to life.

Could you tell us what your expectations are for management based on Purpose and Vision?

Takayama: I believe that, broadly speaking, the Purpose has two roles. One is the role of unifying organizational awareness within the Bank and enhancing unifying forces within the Group. Employees of the Bank Group would have joined the Group with the desire to be of service to the region in some way, but what they are aiming for after that and further down the track will differ for each individual. I believe that this clearly defined Purpose will consolidate those intentions and ambitions of individual employees into one.

The other role of the Purpose is to increase empathy in our communications with external stakeholders. The ability to explain our identity and intentions properly will give rise to dialogue, and the repetition of such dialogue will lead to empathy and a sense of trust.

There are three things I expect from the management team in terms of the Purpose and Vision. The first is for the management team to take every opportunity to convey the Purpose in their own words and to ensure that it is understood and penetrates throughout every corner of the Group's organization, so that it will lead to the implementation of our activities. The second is to make the Purpose the central axis of management decisions. Whose hope would an initiative be for, for what reason would it be implemented, would it lead to the solution of social issues in the region, would it strengthen the bonds with stakeholders? It is important to return to the Purpose and Vision on a daily basis and keep asking these kinds of questions. My third expectation is coordination with human resources development. To develop the kind of human resources that are needed for the realization of the Purpose, we have established "Become someone who keeps fighting for the customer," as our new human resources development policy, with the three core elements of "Think things through," "Utilize your own strengths," and "Gain more supporters." To think things through not only regarding the benefit to the region, but about for what reason and for whom something is being done. To hone one's own expertise to enable solutions to regional issues. And to create supporters outside the organization and fans in the region.



My expectation is that the Purpose and the Human Resources Development Policy will always be implemented in tandem, and that the company will grow as the group.

What is your assessment of the new Mid-term Plan?

Tashima: After re-examining the awareness of all employees from its foundations, we have established the Purpose and Vision anew, and in the new Mid-term Plan, we have adopted a basic policy of evolving into a business model of offering products and services that respond to the needs of customers, by focusing on customers taking center place. In line with the greatly changing social environment, we will develop diverse services in non-financial fields that go beyond the banking business.

Some initiatives are not things that will be accomplished in the next three years; instead, they have been positioned as first steps toward FY2030. There is tremendous significance in the fact that the Plan has been formulated from large, lofty perspectives, and my assessment is that the Plan shows major promise for the future. Even since becoming an outside director, my sense is that the Bank Group has made great strides in its evolution, including the expansion of its alliances, and I believe that the new Plan will lead to even further leaps forward.

Outside Directors Discussion Meeting

Could you tell us what domains you think will be particularly important in the new Mid-term Plan?

Kiuchi: The initiatives in the new Mid-term Plan will, of course, delve deeper into the financial area which has always been its strength. However, the expansion of its non-financial business, which is a new frontier for the Group, will also be crucial. The cashless platform and the business of Chibagin Market Co., Ltd. continue to grow, and there is major potential for more growth into the future. I am also looking forward to initiatives for the expansion of new businesses, such as the advertising business, BaaS business, real estate funds, and other areas, which will contribute to the revitalization of the regional economy. In addition, I believe that the Bank will leverage the strengths of the trust and customer base that it has cultivated over many years to fulfil its role as a platformer that connects individuals and companies, and in doing so, identify the diverse needs of customers.

The Group's goal is to become a familiar presence that meets customers' needs in all manner of situations of daily life through these initiatives, and to be "Chiba Bank, my family's bank, whenever, wherever, whatever." I believe that this will connect to the Bank Group's Purpose. I believe that presenting this new image of the Bank will result in the stock market evaluating the Bank in a new way, which will lead to a major improvement in P/B ratio.

Takayama: In addition to the expansion of non-financial businesses, a key point of the new Mid-term Plan is that the Group is fully committed to pursuing its "Evolution of a customer-focused business model." The Bank has long talked about being "customer-focused," but a major change in the new Plan is the clear presentation of customer journeys, to create more fans of the Bank Group among both individual and corporate customers. It is highly significant that the Bank Group clarified its intention to place itself in our customers' shoes at all times and to have the Group subsidiaries and new businesses offer the optimal products and services and solve customers' issues throughout their lifetime.

While each of the five value creation bases are important, the one concerning human resources is particularly critical. In the new Mid-term Plan, I hope to see the Group take on the challenge of various systems and mechanisms



Director
[Outside Director]
Yasuko Takayama

related to human resources, and focus its efforts on the development of human resources with specializations in particular. My impression is that, compared with when I first became an outside director, the organizational culture has changed to be more accepting of individuality and diversity. I expect that, within that culture, employees will work hard together and hold deeper debates, through which more new ideas and challenges will be born.

Tashima: I am of the same opinion regarding human resources development. For the Bank, its people are its most important asset, and I hope that it and the Group subsidiaries will unite in that view and focus their efforts even more on human resources development. In the development of DX personnel, I believe that a major strength of the Bank is that it is working to instill in all employees an awareness of transforming Chiba Bank anew, such as ensuring that all employees are knowledgeable about DX and giving employees of all generations opportunities to re-learn.

Also, the Bank Group has been engaging in diversity with great enthusiasm, but I would like to see it make even further strides in that regard. To understand what the Bank Group's many different individual and corporate customers want from the Bank Group and to provide services that will satisfy them, it is essential that it thinks its products and services through from diverse perspectives.

Could you tell us what your expectations are regarding the future of the Bank Group?

Kiuchi: In addition to fulfilling its social role as a regional financial institution based in Chiba Prefecture, I hope to see the Group expand its frontiers, both geographically and in terms of business, and open up opportunities for growth.

In non-financial areas, the Bank and the Group subsidiaries are already active in various lines of business, but with the further progress of deregulation, they will be able to develop many more businesses.

Also, the Group's business is gradually taking on greater breadth by expanding its geographical footprint through alliances, partnerships, and digital initiatives. Results are also starting to be seen in M&As and business successions as well, with more matches with companies in regions other than Chiba Prefecture. By passing on the benefits gained from businesses that transcend the region, the Group will be able to further strengthen its initiatives in Chiba Prefecture. I would like to see the Group look beyond Chiba toward the Tokyo Metropolitan area and, in future, beyond that to the rest of Japan, and beyond Japan toward the world.

Takayama: The Bank has a major sense of presence as financial services infrastructure, mainly in Chiba Prefecture. However, for it to become a corporate group with a sense of presence in a broader sense, I would like it to aim to be both a "conciierge" and "producer." A "conciierge" is a presence that is able to make use of the many and varied services that the Group possesses to embed itself deeply into the daily lives of the region's people and to offer optimal services that extend into every corner of their lives. A "producer" is a presence that



Director
[Outside Director]
Yuko Tashima

connects the many and varied stakeholders in the region and creates new value and jobs from those connections, thus contributing to the development of the region and to the creation of its appeal.

The Bank is a leader among regional banks and a model for other regional banks. In future, I expect to expand its sphere of activity into broader areas and becoming a financial group with a presence that will take its place among the mega-banks.

Tashima: The Bank is a regional bank that represents Chiba Prefecture, and in FY2022, President Yonemoto served as Chair of the Regional Banks Association of Japan. As a banking group that has a major role to play, I hope that it will continue with its efforts to support Japan into the future.

Chiba Prefecture is a large prefecture, and as depopulation progresses in certain areas, its population is declining. Many regional banks around the country are facing the challenge of steering their management through these trends of depopulation and population decline. I hope to seeing the Bank Group becoming a model case of management for such banks. My

impression of the Bank Group is that it actively takes on new challenges, and I hope that it will continue to do so without fear and keep striding forward into the future as a leader among regional banks.



Message from the CBO/Message from the CHRO



Message from the Chief Business Officer (CBO)

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

Kiyomi Yamazaki

Director and Senior Executive Officer
Group Chief Business Officer (CBO)
General Manager, Business Promotion Management Division

that are individually tailored to their specific concerns.

Next, in the corporate business, as an “assistant to management,” we will become a partner that is indispensable to the region and our customers and propose customer-oriented solutions of high quality.

In addition, as more financial institutions withdraw from or change their functions in areas within the prefecture, the role of the Bank, with its strong, solid network of branches, has become even greater. By responding firmly to the region’s expectations, we will aim to further expand our share of lending and corporate transactions in the prefecture. In areas outside the prefecture, we will continue our proactive branch development and accelerate our growth.

Acting swiftly and continuing to grow alongside the region

I have adopted “swift and decisive” as my personal motto, and from my very early days with the Bank, I have always strived to respond swiftly to customers seeking consultations. The Bank’s rock-solid business foundations can be attributed to the relationships of trust that we have built up with our customers over many years. Customers’ trust is earned by the accumulation of swift, accurate, and careful responses. This is part of the culture of our sales representatives and one of their strengths. As well as leveraging that strength to further deepen our existing relationships with our customers, we will develop new customers to take us into the future in our aim to be a banking group that continues to grow alongside the region.

Combining the physical and the digital to build customer contact points that are stronger than ever

If we are to realize the Purpose, it is important that Staffs on the ground in the business deliver high-quality services that are tailored to each and every individual and corporate customer with the optimal timing. By combining the physical, which is a strength of regional financial institutions, with the digital, which targets groups that we have been unable to reach before, we will build customer contact points that are stronger than ever.

In the headquarters organization that supports Staffs on the ground, in April 2023, we established a new Business Coordination Division to coordinate the business departments across the boundaries of products and services and a new Group Strategy Division to further strengthen proposals made as a Group. Staffs on the ground in the business and headquarters will unite as one to propose the optimal solutions.

Understanding our customers well and meeting their expectations

I will talk in specifics about our retail and corporate businesses separately. Firstly, regarding our retail business, the lifestyles and needs of our individual customers are infinite in their variety. For this reason, if we are to make optimal proposals, our first step must be to understand our customers well. By analyzing data accumulated from transactions to date in addition to basic information about customers, we will anticipate their needs and, as their “general money consultant,” propose solutions

Human Resources Development Policy for the realization of our Purpose

“Think things through,” “Utilize your own strengths,” and “Gain more supporters.” These are the three core elements of our recently established Human Resources Development Policy. The words may be simple, but they are imbued with many different intentions. As it is important to instill these elements in our employees, we will implement a variety of measures, both tangible and intangible, such as reviewing our course structure for specialist positions and our personnel evaluation systems, and introducing a coaching program for executive management personnel.

Human Resources Development Policy is tied to the Purpose, and for us to realize that Purpose, I believe that my greatest mission is to develop human resources who embody this Human Resources Development Policy.

Human Resources Strategy to provide powerful support for employees’ growth

Our Human Resources Strategy has two major pillars, namely the development of a “Chiba Bank Group where people grow” and the creation of an “Organization with high personnel engagement.” In particular, we will provide full support for every individual employee’s career steps. We will encourage them to think about their own careers independently and provide opportunities for training, challenges, and practice to realize those careers.

In a first for a regional bank, we have provided training opportunities through the Chibagin Academy, our in-house academy using the learning management system of Cornerstone. The academy has over 4,000 video courses, and in the first month after it opened, they had been accessed by 70% of employees. Some employees even studied for more than 100 hours in a month. This has given

Takashi Makinose

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

Message from the Chief Human Resources Officer (CHRO)

Foster a corporate culture of respecting and elevating each other

me a sense of an extremely strong appetite for learning across all cohorts, and while regretting that we have been unable to satisfy that appetite until now, I hope to expand our investment in human capital and support our employees’ ambitions.

Closely supporting the intentions of each and every employee

The Bank positions its human resources as its most important management capital, and I believe that our most critical task is to develop relationships of deep trust with our employees by offering them a sense of reward in their work and opportunities to grow. I want to listen to the intentions of each and every employee and support them in realizing those intentions. And in doing so, I hope to make the Bank a company where as many employees as possible feel proud to work.

In my dealings with people, I am always conscious of “finding the good in others.” This is the same for everyone I encounter — customers, superiors, colleagues, subordinates and, of course, even family. When we consciously look for the good points in another person, we naturally come to acknowledge and respect that person. The fundamentals to doing a good job are to be sincere ourselves and to respect the people around us. My goal is to ensure that not a single person resigns because of their workplace environment, and to achieve this, I hope to foster a corporate culture in which each and every employee respects each other and strives to elevate each other.



Bank Employees Supporting Chiba Bank's Value Creation

Amid major changes in the economic and social environment, the work of the Bank's employees and the roles expected of them are becoming increasingly diverse. Each and every one of our employees is supporting Chiba Bank's value creation by demonstrating their respective skills to the maximum extent from their respective positions.

Creating new banking businesses brought by diverse personnel

Hideki Shibata

Executive Officer
General Manager of Digital Strategy Division



Businesses that make use of digital tools and data are bringing change to the banking business. For example, with the advances in banking apps, as well as the customers whose faces we could see at the branches or when we called on them, digital tools now allow us to reach many customers who we were previously unable to meet.

In the Mid-term Plan, it is the mission of the Digital Strategy Division to proceed with digital transformation (DX) and create new "banking businesses" in order to closely support the wishes and intentions of individual customers and make banking services more convenient for customers to use.

To advance that mission, in addition to the skills of our younger employees and the experience and knowledge of our veteran employees and mid-career hires, we will bring together the abilities of our diverse personnel through a variety of measures, such as an Idea Pitch Contest, which will give shape to all employees' ideas and opinions, and a DX supporter system, in which all employees can take ownership of DX and express their own opinions. In this way, as an entire Group, we will create "new banking businesses."



Reflecting the opinions of the people working on the frontlines as a member of the Mid-term Plan Formulation Committee

Natsumi Sugiyama

Business Research and Overseas Credit Department
Business Support Division

For the formulation of the Mid-term Plan, from March 2022, 22 Bank employees, as members of the Mid-term Plan Formulation Committee, were divided into three teams, namely Corporate Business, Retail Business, and Headquarters Functions, and held discussions over a period of three months about the Bank's vision for the future. I strived to express opinions that had solutions to issues in the Corporate Business in mind, and I am pleased to say that many opinions from the viewpoint of the people working on the frontlines were reflected in the new Mid-term Plan, such as the

operational guidelines, "Evolution of a customer-centric business model."

As espoused in the Mid-term Plan, the Bank is highly motivated toward human resources development. Until recently, I have mainly been involved in credit screening of Japanese and overseas companies, but I am now working hard to upgrade my skills in the area of structured finance, using my department's assistance scheme for obtaining qualifications and other schemes. Going forward, I will strive to further reinforce my specialist knowledge in the hope of using it to shape my own career.



Relationships built at a close distance to customers engender trust

Emiko Hatsuda

General Manager
Yachiyo-Midorigaoka Branch

The Bank's strength lies in the fact that we are operating at a truly close distance to the people of the region. We are also making progress with digital contracts and remote consultations, but because we have branches in individual areas, our people are able to call on our customers frequently, and customers also find it easy to visit our branches. My own branch has many individual customers, so we have many people of all ages come into the branch, including people with small children, students, and senior citizens. Every day, I have a real sense that we are a presence that is needed by the people of the area.

I tell the members of my branch to value sincerity. In particular, our less experienced staff may have difficulty responding immediately to customers' questions due to their lack of knowledge, or they may take a long time to respond. However, as long as they do not try to give a vague, stopgap answer and they engage directly with the customers' request and respond with sincerity, that sincerity is bound to be conveyed to the customer. I believe that such sincere dealings by each and every member will engender trust in the Bank among the people of the region.

Engaging with customers with enthusiasm is the best part of my job

Tomohiro Kondo

Corporate Banking Section
Yotsukaido Branch



As Corporate Customer Liaison, I am in charge of our corporate customers in our area. The size and industry of the businesses operated by those customers vary widely, from individual business owners to mid-sized companies. I take care to build relationships of trust with them as their "consultant" by facing them with sincerity and working closely with them with empathy. I also focus my efforts on gaining a good understanding of my customers, which helps me to propose high value-added

solutions to their issues. Because I engage with customers with enthusiasm, hearing their expressions of appreciation is the best part of my job.

My goal for the future is to contribute to customers' business expansion and solutions to their management issues by offering support in both financial and non-financial areas, to be a familiar presence that they feel comfortable consulting with about anything, and to share in my customers' joy.