

Directors, Audit & Supervisory Board Members and Executive Officers

Directors

(As of June 28, 2023)



Chairman
(Representative Director)
Hidetoshi Sakuma

- Apr. 1976 Joined the Bank
- Jun. 2003 Director, General Manager, Corporate Planning Division, the Bank
- Jun. 2006 Director and Managing Executive Officer, General Manager, Head Office, the Bank
- Jun. 2007 Director and Managing Executive Officer, Executive Officer in charge of Treasury Division and Treasury Operation Division, the Bank
- Mar. 2009 President, the Bank
- Jun. 2018 President, Group Chief Executive Officer, the Bank
- Jun. 2021 Chairman, Group Chief Executive Officer, the Bank
- Apr. 2023 Chairman (Representative Director), the Bank (current position)



President
(Representative Director)
Group Chief Executive Officer
Tsutomu Yonemoto

- Apr. 1987 Joined the Bank
- Jun. 2016 Executive Officer, General Manager, Business Promotion Division, the Bank
- Jun. 2017 Director and Managing Executive Officer, Executive Officer in charge of Treasury Division and Treasury Operation Division, the Bank
- Jun. 2018 Director and Managing Executive Officer, Group Chief Business Officer, General Manager, Business Promotion Management Division, the Bank
- Jun. 2019 Director and Senior Executive Officer, Group Chief Strategy Officer, General Manager, Corporate Planning Headquarters, Executive Officer in charge of Corporate Planning Division, Public Relations Division, New Head Office Project Office and Corporate Administration Division, the Bank
- Apr. 2020 Director and Senior Executive Officer, Group Chief Strategy Officer, Group Chief Digital Transformation Officer, General Manager, Corporate Planning Headquarters, Executive Officer in charge of Corporate Planning Division, Public Relations Division, New Head Office Project Office and Corporate Administration Division, the Bank
- Apr. 2021 Director and Senior Executive Officer, the Bank
- Jun. 2021 President, Group Chief Operating Officer, the Bank
- Apr. 2023 President, Group Chief Executive Officer, the Bank (current position)



Director and Senior Executive Officer
Group Chief Business Officer
General Manager,
Business Promotion
Management Division
Kiyomi Yamazaki

- Apr. 1988 Joined the Bank
- Jun. 2016 General Manager, Consumer Loan Business Division, the Bank
- Jun. 2017 General Manager, Business Promotion Division, the Bank
- Jun. 2018 Executive Officer, General Manager, Chuo Branch and Keisei-ekimae Branch, the Bank
- Apr. 2019 Executive Officer, Deputy to Executive Officer in charge of Prefectural Block, the Bank
- Jun. 2019 Executive Officer in charge of Domestic Business, in charge of Business Planning Division, Customer Service Division, Business Promotion Division, Corporate Business Division, Regional Revitalization Division, Trust Business Division, Consumer Loan Business Division, Payment Card Business Division, the Bank
- Apr. 2020 Executive Officer, General Manager, Head Office and Saiwaicho Sub Branch, the Bank
- Jun. 2020 Managing Executive Officer, General Manager, Head Office and Saiwaicho Sub Branch, the Bank
- Apr. 2021 Senior Executive Officer, Group Chief Business Officer, General Manager, Business Promotion Management Division, the Bank
- Jun. 2021 Director and Senior Executive Officer, Group Chief Business Officer, General Manager, Business Promotion Management Division, the Bank (current position)



Director and Senior Executive Officer
Group Chief Strategy Officer
Group Chief Digital
Transformation Officer
Mutsumi Awaji

- Apr. 1989 Joined the Bank
- Jun. 2018 General Manager, Regional Revitalization Division, the Bank
- Jun. 2019 Executive Officer, General Manager, Regional Revitalization Division, the Bank
- Apr. 2020 Executive Officer, General Manager, Corporate Business Division, the Bank
- Apr. 2021 Managing Executive Officer, Group Chief Human Resources Officer, Executive Officer in charge of Human Resources Division and Diversity Management Division, the Bank
- Jun. 2021 Director and Managing Executive Officer, Group Chief Human Resources Officer, Executive Officer in charge of Human Resources Division, Diversity Management Division and General Secretariat, the Bank
- Apr. 2022 Director and Managing Executive Officer, Group Chief Digital Transformation Officer, Group Chief Human Resources Officer, Executive Officer in charge of Digital Innovation Division, Human Resources Division, Diversity Management Division and General Secretariat, the Bank
- Apr. 2023 Director and Senior Executive Officer, Group Chief Strategy Officer, Group Chief Digital Transformation Officer, Executive Officer in charge of Corporate Planning Division, Group Strategy Division, Digital Strategy Division, Public Relations Division and Corporate Administration Division, the Bank (current position)

Directors

(As of June 28, 2023)



Director and Managing Executive Officer
Group Chief Human Resources Officer
Takashi Makinose

- Apr. 1990 Joined the Bank
- Jun. 2018 General Manager, Corporate Planning Division, the Bank
- Apr. 2019 General Manager, Hong Kong Branch, the Bank
- Apr. 2021 Executive Officer, General Manager, Human Resources Division, the Bank
- Apr. 2023 Managing Executive Officer, Group Chief Human Resources Officer, Executive Officer in charge of Human Resources Division, Diversity Management Division and General Secretariat, the Bank
- Jun. 2023 Director and Managing Executive Officer, Group Chief Human Resources Officer, Executive Officer in charge of Human Resources Division, Diversity Management Division and General Secretariat, the Bank (current position)



Director and Managing Executive Officer
Group Chief Risk Officer
Masayasu Ono

- Apr. 1990 Joined the Bank
- Jun. 2015 General Manager, Hong Kong Branch, the Bank
- Jun. 2017 General Manager, Corporate Administration Division, the Bank
- Dec. 2018 General Manager, Compliance Division, the Bank
- Apr. 2019 General Manager, Corporate Planning Division, the Bank
- Jun. 2019 Executive Officer, General Manager, Corporate Planning Division, the Bank
- Oct. 2020 Executive Officer in charge of New Businesses, the Bank
- Apr. 2021 Corporate Planning Division and Human Resources Division, (Supervisor of regional trading company business), the Bank
- May 2021 President and Representative Director, Chibagin Market Co., Ltd.
- Apr. 2023 Managing Executive Officer, Group Chief Risk Officer, Executive Officer in charge of Compliance and Risk Management Division and Service Quality Management Division, the Bank
- Jun. 2023 Director and Managing Executive Officer, Group Chief Risk Officer, Executive Officer in charge of Compliance and Risk Management Division and Service Quality Management Division, the Bank (current position)

Outside Directors

(As of June 28, 2023)



Director (Outside Director)
Yuko Tashima

- Apr. 1979 Prosecutor, Tokyo District Public Prosecutors Office
- Apr. 1992 Registered as Attorney at Law, Tokyo Bar Association Attorney at Law, Sawayaka Law Office (current position)
- Jul. 2006 Outside Director, Meiji Yasuda Life Insurance Company
- Jun. 2015 Outside Director, the Bank (current position)
- Oct. 2015 Outside Director, Kyushu Financial Group Inc.
- Jun. 2016 Outside Audit & Supervisory Board Member, Tokio Marine & Nichido Life Insurance Co., Ltd. (current position)
- Jun. 2021 Outside Director (Audit and Supervisory Committee Member), Kyushu Financial Group Inc. (current position)



Director (Outside Director)
Yasuko Takayama

- 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. 2015 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 (current position)
- Jun. 2019 Outside Director (Audit and Supervisory Committee Member), Cosmo Energy Holdings Co., Ltd. (current position)



Director (Outside Director)
Takahide Kiuchi

- 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)

Directors, Audit & Supervisory Board Members and Executive Officers

Audit & Supervisory Board Members

(As of June 28, 2023)



Standing Audit & Supervisory Board Member

Hironaga Fukuo

Apr. 1987 Joined the Bank
Apr. 2014 General Manager, Consumer Loan Business Division, the Bank
Jun. 2016 General Manager, Kashiwa Branch, the Bank
Jun. 2018 Executive Officer, General Manager, Human Resources Division, the Bank
Apr. 2021 Managing Executive Officer in charge of the Credit Unit, the Bank
Mar. 2023 Retired as Managing Executive Officer in charge of the Credit Unit, the Bank
Jun. 2023 Audit & Supervisory Board Member, the Bank (current position)



Standing Audit & Supervisory Board Member

Kazuhiro Kikuchi

Apr. 1983 Joined the Ministry of Finance
Jul. 2011 Director General, Fukuoka Local Finance Branch Bureau
Jul. 2012 Director, Urban Renaissance Agency
Jul. 2014 Councillor, Cabinet Secretariat
Jul. 2016 Executive Director, Federation of National Public Service Personnel Mutual Aid Associations
Jul. 2017 Senior Executive Director, Federation of National Public Service Personnel Mutual Aid Associations
Jun. 2021 Outside Audit & Supervisory Board Member, the Bank (current position)



Standing Audit & Supervisory Board Member

Norikazu Takahashi

Apr. 1985 Joined the Bank of Japan
Aug. 2008 General Manager, Okayama Branch, 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 Auditor, The Financial Futures Association of Japan
Jun. 2021 Outside Audit & Supervisory Board Member, the Bank (current position)



Non-Standing Audit & Supervisory Board Member

Chigusa Saito

Apr. 1988 Joined the Bank
Oct. 2014 General Manager, Diversity Management Division, the Bank
Jun. 2016 General Manager, Human Resources Division, the Bank
Jun. 2017 Executive Officer, General Manager, Human Resources Division, the Bank
Jun. 2018 Executive Officer, General Manager, Operation Planning Division, the Bank
Apr. 2020 Executive Officer in charge of Special Appointment, the Bank
Jun. 2020 President and Representative Director, Chibagin Heartful Co., Ltd.
Jun. 2023 Audit & Supervisory Board Member, the Bank (current position)



Non-Standing Audit & Supervisory Board Member

Wataru Takahashi

Apr. 1975 Joined the Chiba Prefectural Government
Apr. 2008 Secretary General, Prefectural Assembly, Chiba Prefectural Government
Apr. 2009 Executive Director, Commerce, Industry and Labor Department, Chiba Prefectural Government
Apr. 2010 Executive Director, Policy and Planning Department, Chiba Prefectural Government
Apr. 2012 Executive Director, General Affairs Department, Chiba Prefectural Government
Apr. 2013 Vice-Governor, Chiba Prefecture
Jun. 2021 Outside Audit & Supervisory Board Member, the Bank (current position)

Executive Officers

(As of June 28, 2023)

Managing Executive Officer (In charge of Chiba Prefecture Business)
Hiroaki Aso
Managing Executive Officer (In charge of Market and International Business)
Nobukazu Odaka
Managing Executive Officer (General Manager of Head Office and Saiwaicho Sub Branch)
Yoichi Mataka
Managing Executive Officer (General Manager of Tokyo Head Office)
Yusuke Nishimura
Managing Executive Officer (In charge of Credit Unit)
Kyota Izumi
Managing Executive Officer (Group Chief Information Officer)
Kazunari Tanaka
Managing Executive Officer (In charge of Business Outside Chiba Prefecture)
Yukio Mikami
Executive Officer (General Manager of Funabashi Branch)
Junji Nakamura
Executive Officer (General Manager of Chuo Branch and Keisei-ekimae Branch)
Masayuki Sugihara

Executive Officer (General Manager of Regional Revitalization Division)
Eiji Odaka
Executive Officer (General Manager of Service Quality Management Division)
Kazue Miyake
Executive Officer (General Manager of Consumer Loan Business Division)
Masaki Miyauchi
Executive Officer (General Manager of Business Coordination Division)
Akihiro Nagaoka
Executive Officer (General Manager of Human Resources Division)
Atsushi Imai
Executive Officer (Group Deputy Chief Strategy Officer)
Akira Eshita
Executive Officer (General Manager of Digital Strategy Division)
Hideki Shibata
Executive Officer (General Manager of Asset Management and Consultation Division)
Shinichi Ito

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: 3 (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: 17
- Number of female executive officers: 1
- Attendance rate of the Board of Directors meetings*: 100% (attendance rate for outside directors: 100%)

*For the Board of Directors meetings held in FY2022

(As of June 28, 2023)

Skill Matrix

Name	Position	Expertise and experience of Directors and Audit & Supervisory Board members					
		Corporate management/Organizational management	Financial affairs/Accounting/Finance	Risk management/Legal affairs	Regional sales/Regional revitalization	International businesses/Market management	IT/Digital technology
Hidetoshi Sakuma	Chairman (Representative Director)	●	●	●	●	●	●
Tsutomu Yonemoto	President (Representative Director) Group Chief Executive Officer	●	●	●	●	●	●
Kiyomi Yamazaki	Director and Senior Executive Officer Group Chief Business Officer General Manager, Business Promotion Management Division	●	●	●	●	●	●
Mutsumi Awaji	Director and Senior Executive Officer Group Chief Strategy Officer Group Chief Digital Transformation Officer	●	●	●	●	●	●
Takashi Makinose	Director and Managing Executive Officer Group Chief Human Resources Officer	●	●	●	●	●	●
Masayasu Ono	Director and Managing Executive Officer Group Chief Risk Officer	●	●	●	●	●	●
Yuko Tashima	Director (Outside Director)	●	●	●	●	●	●
Yasuko Takayama	Director (Outside Director)	●	●	●	●	●	●
Takahide Kiuchi	Director (Outside Director)	●	●	●	●	●	●
Hironaga Fukuo	Standing Audit & Supervisory Board Member	●	●	●	●	●	●
Kazuhiro Kikuchi	Standing Audit & Supervisory Board Member (Outside Audit & Supervisory Board Member)	●	●	●	●	●	●
Norikazu Takahashi	Standing Audit & Supervisory Board Member (Outside Audit & Supervisory Board Member)	●	●	●	●	●	●
Chigusa Saito	Non-Standing Audit & Supervisory Board Member	●	●	●	●	●	●
Wataru Takahashi	Non-Standing Audit & Supervisory Board Member (Outside Audit & Supervisory Board Member)	●	●	●	●	●	●

*The list does not represent all the expertise and experience possessed by each person.

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.

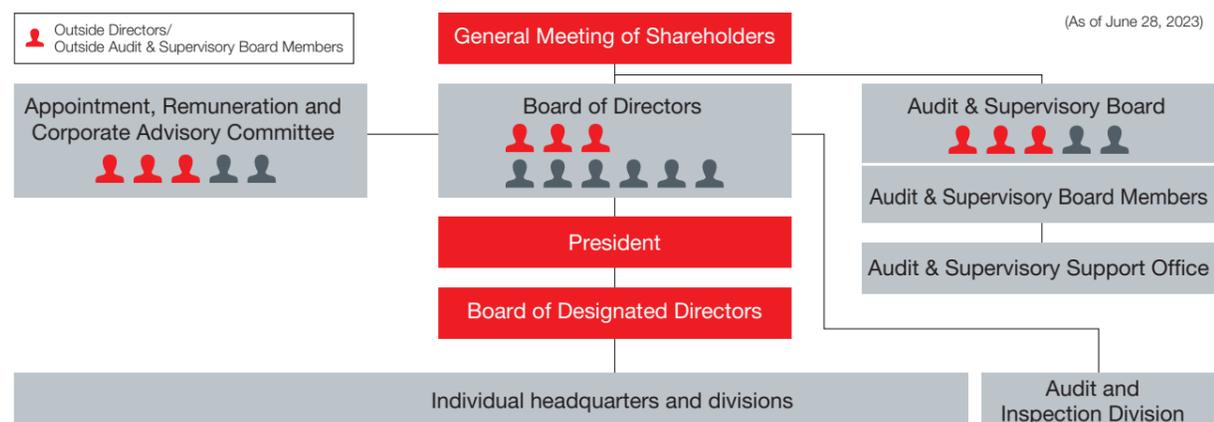
Initiatives to Strengthen Governance

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 28, 2023, we have a 33.3% ratio of outside directors (3 out of 9) and 33.3% ratio of female directors (3 out of 9).

2003	Introduced the executive officer system	2019	Conducted evaluation on the effectiveness of the Board of Directors by collaborating with an external evaluation firm Formulated the “Policy on Corporate Governance”
2010	Abolished directors’ retirement benefits Introduced equity-based remuneration in the form of stock options	2020	Assigned Group Chief Digital Transformation Officer (CDTO)
2011	Put the Audit and Inspection Division under direct control of the Board of Directors	2021	Assigned Group Chief Human Resources Officer (CHRO) Revised the director remuneration framework Abolished the position of Advisor role and reviewed the content of Advisor to the President Assigned the first female internal director
2013	Appointed an outside director	2022	Appointed an outside director as the chair of the Appointment, Remuneration and Corporate Advisory Committee
2015	Began evaluating the effectiveness of the Board of Directors Appointed two female outside directors Established the Corporate Advisory Committee (currently the Appointment, Remuneration and Corporate Advisory Committee)	2023	Established the Group Strategy Division that oversees overall business execution of Group companies
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		

Corporate Governance Structure



Board of Directors

The Board of Directors consists of nine directors, including three independent outside directors (the ratio of outside directors is 33.3%). 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, we acknowledge the importance of actions such as advancing the level of Group governance, and we will engage in efforts such as strengthening supervision by the Board of Directors.

Main decisions and reports

1st quarter	<ul style="list-style-type: none"> Status of cross-shareholdings Progress status of mid-term plan Top risk management method 	<ul style="list-style-type: none"> Evaluation of the effectiveness of the Board of Directors Status of alliance and partnership activities Policy on Customer-oriented Business Operations
2nd quarter	<ul style="list-style-type: none"> Compliance with the 2015 UK Modern Slavery Act and status of SDGs initiatives Status of activities by sales divisions of Group companies Dialogue with shareholders 	<ul style="list-style-type: none"> Joint implementation of external evaluation, etc. of internal audit structure Acquisition of treasury shares Progress toward numerical targets for promotion of women to managerial positions and future plans
3rd quarter	<ul style="list-style-type: none"> Progress status of DX initiatives Status of compliance program implementation Status of integrated risk management Status of risk management in Group companies 	<ul style="list-style-type: none"> Appointed the chair (outside director) of the Appointment, Remuneration and Corporate Advisory Committee Status of initiatives for human resources strategy
4th quarter	<ul style="list-style-type: none"> Formulation of Purpose and Vision and the 15th Mid-term Plan Business performance plan Formulation of compliance program 	<ul style="list-style-type: none"> Investment, expense budget, and personnel plan Results of external evaluation, etc. of internal audit structure Internal Audit Plan Establishment of an energy generation subsidiary

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 two outside Audit & Supervisory Board members, 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.

Appointment, Remuneration and Corporate Advisory Committee

We have established the Appointment, 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 three independent outside directors and two internal directors appointed by a resolution of the Board of Directors. In addition, since October 2022, an outside director serves as its chair 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 Appointment, 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. Representative directors are determined by the Board of Directors following deliberations by the Appointment, 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 a representative director 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 Appointment, 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 Appointment, 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.

<Candidates for Audit & Supervisory Board Members>

Candidates for Audit & Supervisory Board members are determined at a meeting of the Board of Directors that is participated by independent outside directors, following deliberations by the Appointment, Remuneration and Corporate Advisory Committee 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

Successors to the representative directors are determined by the Board of Directors following deliberations by the Appointment, 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 Appointment, 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 Appointment, 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 Appointment, 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
Yuko Tashima (June 2015)	Has a high level of expertise as an attorney, with experience as an outside director at other non-financial companies as well as experience in public service, including as a member of the Financial System Council of the Financial Services Agency.
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.

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
Kazuhiro Kikuchi (June 2021)	Has a high level of expertise gained through experience as Councillor of Cabinet Secretariat and Senior Executive Director of the Federation of National Public Service Personnel Mutual Aid Associations, etc., as well as extensive knowledge in public administration overall.
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.
Wataru Takahashi (June 2021)	Has extensive knowledge mainly in public administration gained through holding numerous important positions including Vice-Governor of Chiba Prefecture.

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 to enhance 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 to main committee meetings, engaging in dialogues with directors as well as general managers, 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 assumes these roles and 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, Audit & Supervisory Board members attend meetings of the Board of Directors and other important meetings and are provided with important documents of the Bank, which ensure that information is communicated timely and properly.

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 Appointment, 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 Appointment, Remuneration and Corporate Advisory Committee to ensure transparency, fairness, and rationality.

Remuneration Structure and Components

Directors (Excluding Outside Directors)

- Remuneration consists of basic compensation (75%), bonuses (5%), and equity-based remuneration (20%).
- The amount of basic compensation, bonuses, and equity-based remuneration is determined based on rank.
- Equity-based remuneration takes the form of a restricted stock remuneration system to strengthen the linkage of stock price of the Bank and remuneration for Directors, and to raise management awareness for improvement of corporate value through further value sharing 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. Under the Group Companies Management Regulations, efforts are made to assure proper operations in the Group through initiatives such as the assignment of responsible directors to supervise each Group company, the dispatch of Audit & Supervisory Board Members, oversight of compliance and risk management by the Compliance and Risk Management Division, and audits by the Bank's Audit Division. 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 newly 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 new 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 Strategy Officer (CSO)
- Group Chief Risk Officer (CRO)
- Group Chief Business Officer (CBO)
- Group Chief Information Officer (CIO)
- Group Chief Digital Transformation Officer (CDTO)
- Group Chief Human Resources Officer (CHRO)

Evaluation of the Effectiveness of the Board of Directors

Since FY2015, the Bank has been verifying whether the Board of Directors is properly performing the functions of decision making and supervision, which are expected of them. The Bank carries out an evaluation of the effectiveness of the Board of Directors annually to enhance those functions.

In FY2022, the Bank conducted a questionnaire survey and individual interviews with the directors and Audit & Supervisory Board members to evaluate effectiveness from both quantitative and qualitative aspects.

The overview of the results of the evaluation of the effectiveness of the Board of Directors for FY2022 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 established this fiscal year, against a backdrop of deep connections with stakeholders, including customers, employees, and shareholders. They are also deepening debate on the formulation of the mid-term plan and key strategies such as DX strategy and human resources 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.
- The quality of debate in the Board of Directors has been improved by strengthening the provision of information to outside directors through such means as visits to Group companies and business offices, accompanying Audit & Supervisory Board members on on-site audits, and the resumption of interviews with senior management employees.
- Efforts are also being made to further improve the effectiveness of the Board of Directors by strengthening the administration of instructions and recommendations in the Board of Designated Directors and the Board of Directors and providing feedback.
- The Appointment, Remuneration and Corporate Advisory Committee also deepened its discussion of corporate governance and fulfilled its role appropriately. Efforts to ensure the objectivity, timeliness, and transparency of this committee were also made by changing to the appointment of an outside director as chair.

(2) The Bank recognizes the importance of deepening discussion that reflects environmental changes surrounding the Chiba Bank Group, while maintaining the direction of current initiatives, and of raising the level of Group governance through the engagement of Group Chief Officers, centering on the Group Strategy Division that has been newly established to oversee overall business execution, including sales and administrative aspects of Group companies. Through these efforts, the Bank will strive to further enhance the effectiveness of the Board of Directors.

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 reports the results and findings of internal audits to the Internal Audit Committee and the Board of Directors, both of which, as a general rule, meet once a month. Problem areas from the perspective of compliance and risk management and improvement measures are examined during this process.

In order to conduct efficient and effective internal audits, the Audit and Inspection Division works to conduct risk-based internal audits which determine the themes, frequencies and depths of audits based on the types and degrees of risk while taking into account the management team's recognition of risk. In addition, the division strives to increase the sophistication of internal audits by taking measures, such as enhancing the check and supervisory functions, adapting to environmental changes, improving the audit quality (including external evaluation), training specialized human resources, strengthening audits of overseas branches and Group companies, and collaborating on audits with alliance banks.