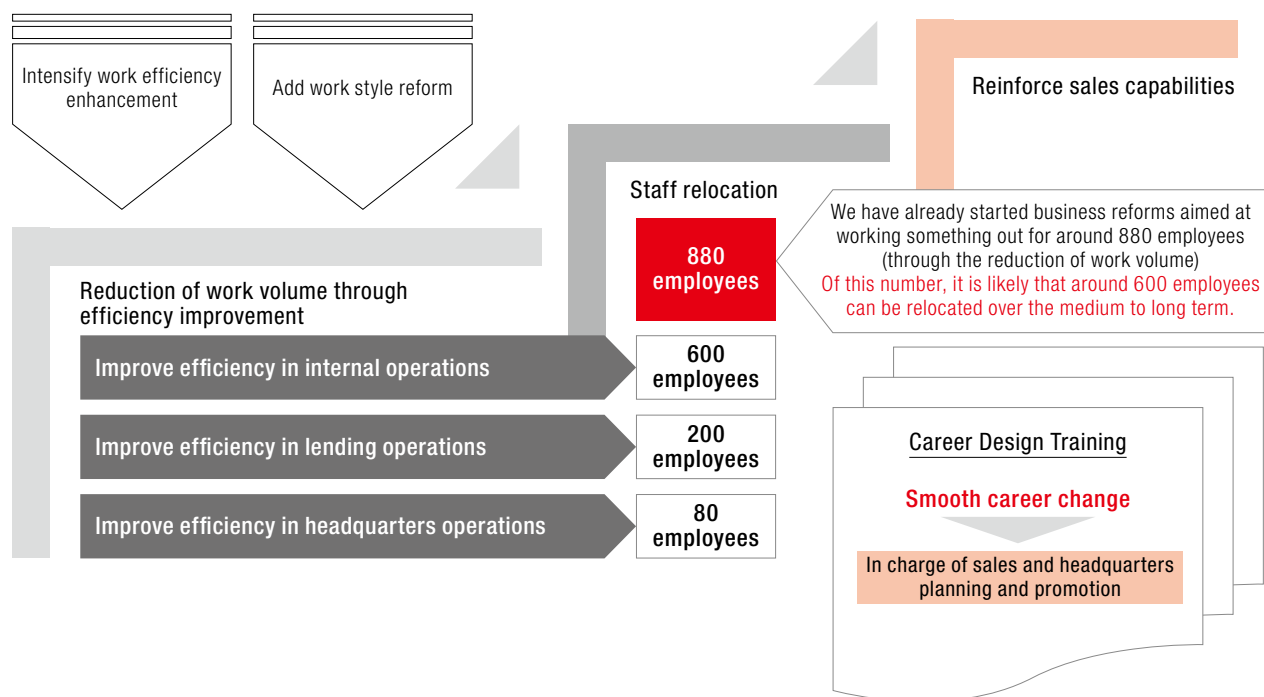


Business Efficiency Enhancement

In accordance with diversifying customer needs and the spread of digital technology throughout society, the absence of face-to-face contact has become more prevalent in services, which are now available at any time and any place. At the same time, it has become more important to have the ability to provide consulting services that offer optimal solutions and planning abilities that keep up with changes in the operating environment. It is imperative to strategically allocate personnel in high-value-added businesses in order to steadily achieve results and improve customer satisfaction.

The Chiba Bank aims to increase the efficiency of every business by spending proactively on IT and reassigning personnel to growth fields. By enhancing the skills and awareness of each and every employee, and emphasizing productivity in our approach to work, we will maintain and improve our competitiveness without increasing the total headcount.

Maintain the Total Number of Personnel and Reassign to Growth Fields through Business Reforms



Work Style Reforms

The Chiba Bank's efforts at work style reforms have been recognized by the Ministry of Economy, Trade and Industry and the Certified Health and Productivity Management Organization, earning us the designation of being one of the Excellent Enterprises of Health and Productivity Management.

With work style reforms focused on the four specific areas of "environment," "procedures," "systems" and "awareness," the Chiba Bank is creating a structure that specializes in high-value-added businesses by putting into place a thoroughly paperless work environment where communications do not rely on telephones and employees can work from anywhere outside the office.



Initiatives to Improve Productivity

The aim of the business reforms currently being undertaken is to reduce the volume of work through higher work efficiency and digital technologies, and then to reassign extra employees to growth fields in order to reinforce our sales capabilities.

To improve business efficiency, the Chiba Bank is advancing reforms in back-office work and counter services in branches, as well as in loan operations, based on the three concepts of simplification, systematization and centralization at the headquarters. As a result, the Chiba Bank estimates 880 employees will become redundant, including full-time and part-time employees, and plans to reassign about 600 employees over the medium to long term. By cutting down work volume, we aim to create a structure where business can be managed with fewer employees, while shedding employees through natural attrition in the future.

These reassignments will have a major impact on the roles and skills demanded of our employees. In order to smoothly facilitate career changes, we have held Career Design Training since January 2018. These training sessions are based on a curriculum designed to foster changes in perceptions among younger employees in particular, by explaining the Bank's future vision in relation to changes in the operating environment, as well as giving specific examples of work reforms. We are continuing to hold these training sessions.

Fundamental Concepts

Simplification: Simplify complex rules and procedures into logical, easy-to-understand workflows.

Systematization: Integrate and unify systems and customer data with the aim of automating inquiry and key entry work.

Centralization at the headquarters: Concentrate operations that have no contact with customers at the center instead of at sales branches.

Branch Management

The Chiba Bank is reviewing branch functions and networks within the context of demographics and digital technology in society. As of March 31, 2018, the Chiba Bank had 181 branches in Japan, mainly in Chiba Prefecture. We are moving to make branch management more efficient while taking care to ensure convenience for our customers by reassessing the services we provide in light of the number of customers who visit our branches, integrating neighboring branches as "branches in stores," and introducing lunch breaks at some branches.

Positioning the 23 wards of Tokyo as a strategic operating area, we have expanded our presence on the marketing side. In urban areas with large market scales, business has been brisk with the joint origination of syndicated loans and the cross-introduction of customers with the Musashino Bank. In June 2018, we jointly opened a sales base in Hamamatsucho. Overseas, we plan to share a representative office in Singapore in August 2018, while building a network of highly profitable branches inside and outside Japan.

Domestic Branch Network

(As of March 31, 2018)

