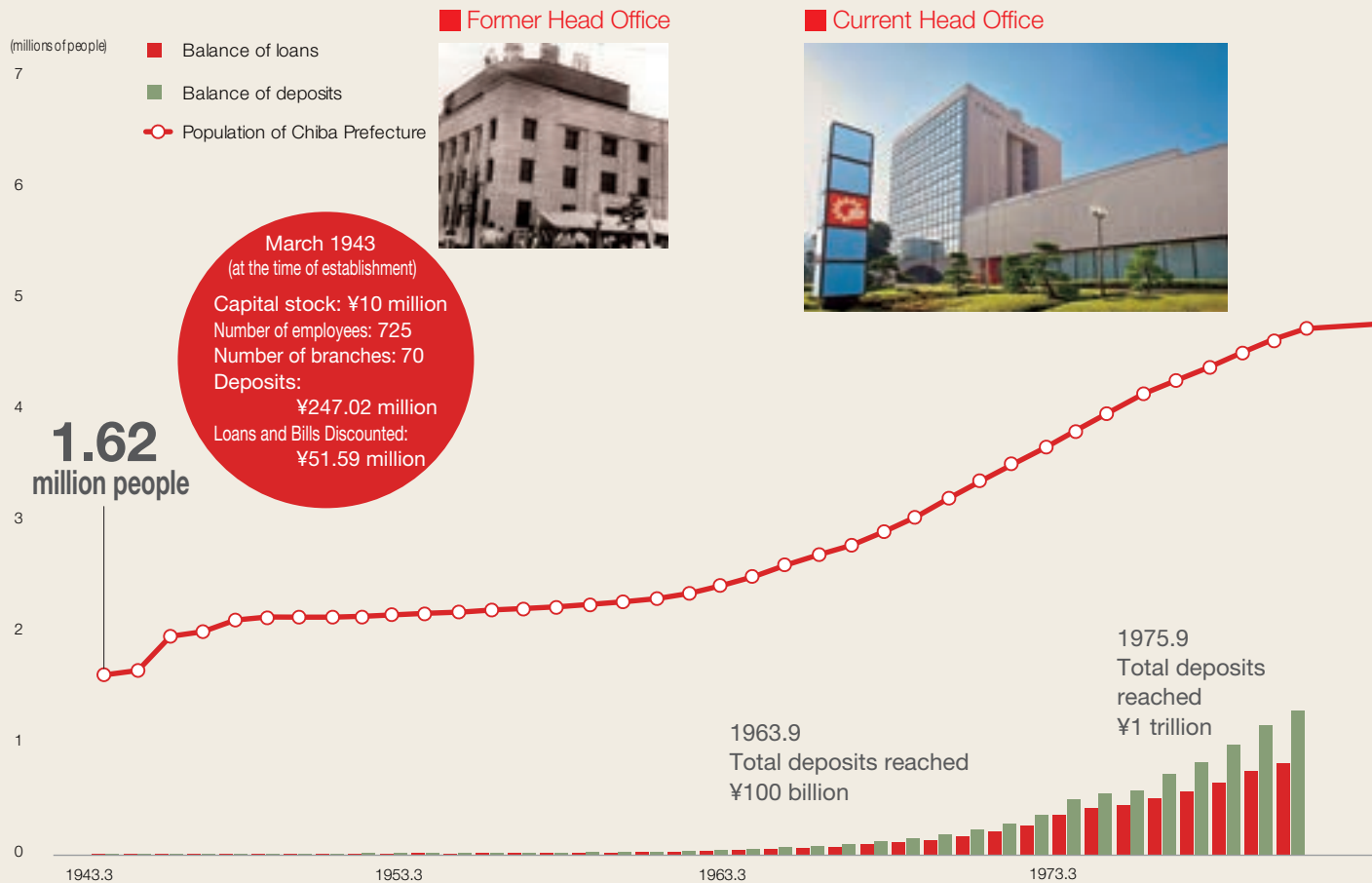


History of the Chiba Bank Group

Since its establishment in 1943, we have continued to grow in step with the region by actively responding to financial needs generated by the development of Chiba Prefecture.



Our Transition

1943.3

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

1960-

Deposits and loans grew in response to high economic growth

1964.2

Set a sunflower as the bank flower

1970.10

Listed on the 2nd section of the Tokyo Stock Exchange (changed to 1st section in August 1971)

1971.10

Started the first online system

1973.3

Built the new Head Office building and relocated the Head Office from Chuo to Chiba-minato

Flow of Society

1941-1945

Asia-Pacific War

1950-1953

Korean War

1960.12

Formulation of a construction plan for the Keiyo Coastal Industrial Zone

1964.10

Tokyo Olympics

1973.10

First oil crisis

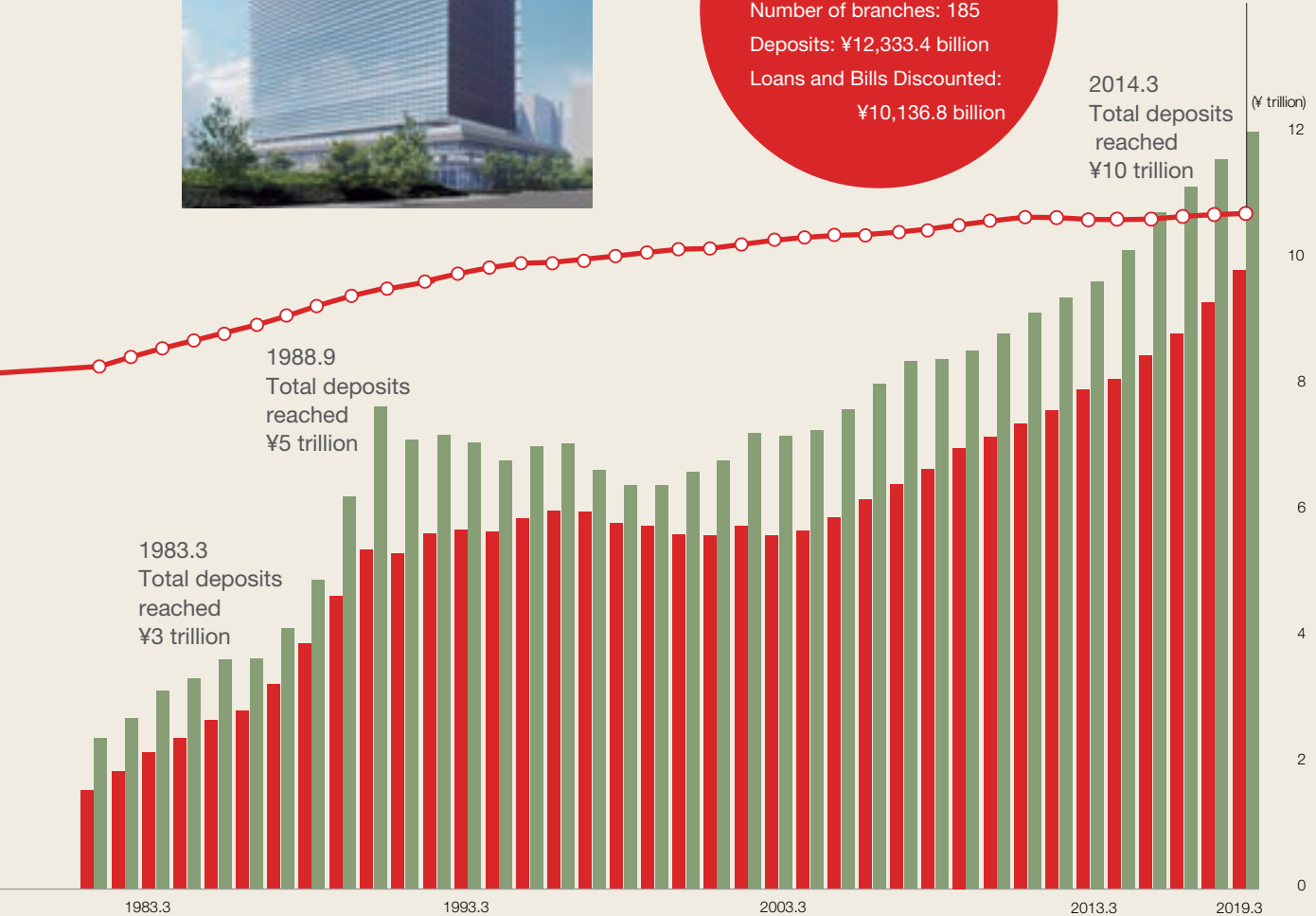
1978.5

Open of New Tokyo International Airport (Narita Airport)



March 2019
 Capital stock: ¥145 billion
 Number of employees: 4,224
 Number of branches: 185
 Deposits: ¥12,333.4 billion
 Loans and Bills Discounted: ¥10,136.8 billion

6.26 million people



Introduction

Summary

Growth Strategy for "Sustainable Management"

Addressing Social Issues to Achieve "Sustainable Management"

Management Base to Support "Sustainable Management"

Financial and Corporate Data

1986.10
Appointed the first female Branch General Manager in Japan

1987.4
Opened New York Branch

1989.4
Opened Hong Kong Branch

1991.2
Opened London Branch

1995.11
Opened Shanghai Representative Office

1998.3
Acquired Chuo Securities (currently Chibagin Securities) as a Group company

2006.12
Established Chibagin Heartful as a special subsidiary for the employment of people with disabilities

2008.3
Launched the TSUBASA project

2011.3
Opened Representative Office Registered in Singapore

2014.9
Opened Bangkok Representative Office

2015.10
Launched the TSUBASA Alliance

2016.3
Launched the Chiba-Musashino Alliance

1983.4
Open of Tokyo Disneyland

1985.6
Full-scale start of financial liberalization

1985.9
Plaza Accord

1989.4
Introduction of consumption tax

1989.12
Nikkei Stock Average recorded highest price ¥38,915.87

1991.3
Collapse of bubble economy

1995.1
Great Hanshin-Awaji Earthquake

1997.12
Tokyo Bay Aqua-Line opened

2002.9
Population in Chiba prefecture exceeded 6 million people

2005.4
Full implementation of the deposit payoff system

2008.9
Bankruptcy of Lehman Brothers

2009.3
Nikkei Stock Average reached ¥7,054.98, lowest price after the collapse of bubble economy

2009.12
Enforcement of the SME Finance Facilitation Act

2011.3
Great East Japan Earthquake

2013.4
The Bank of Japan decided to introduce "Quantitative and Qualitative Finance Easing Policy"

2016.1
The Bank of Japan decided to introduce "Negative Interest Rate Policy"

Main Data of the Chiba Bank Group

Fiscal Year Ended March 31, 2019

Total Assets (Consolidated)	:	¥14,964.1 billion
Loans and Bills Discounted (Non-Consolidated)	:	¥10,136.8 billion
Deposits (Non-Consolidated)	:	¥12,333.4 billion
Profit Attributable to Owners of Parent (Consolidated)	:	¥50.4 billion
ROE (Consolidated, Based on Shareholders' Equity)	:	6.15%
Total Capital Ratio (Consolidated)	:	12.63%
Common Equity Tier 1 Capital Ratio (Consolidated)	:	11.97%
Non-Performing Loan Ratio (Non-Consolidated, Based on the Financial Reconstruction Law)	:	1.19%
OHR (Non-Consolidated)	:	54.78%
Number of Employees	:	4,224
Number of Domestic Branches	:	182
Number of Overseas Branches	:	3 (New York, Hong Kong, London)
Number of Overseas Representative Offices	:	3 (Shanghai, Singapore, Bangkok)

Credit Ratings

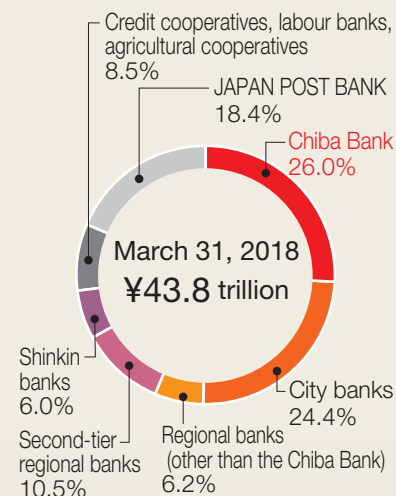
	Long-Term	Short-Term
Moody's	A1	P-1
Standard & Poor's	A	A-1
Rating and Investment Information	AA-	—

Market Share of Loans in Chiba Prefecture



Source: The Financial Journal

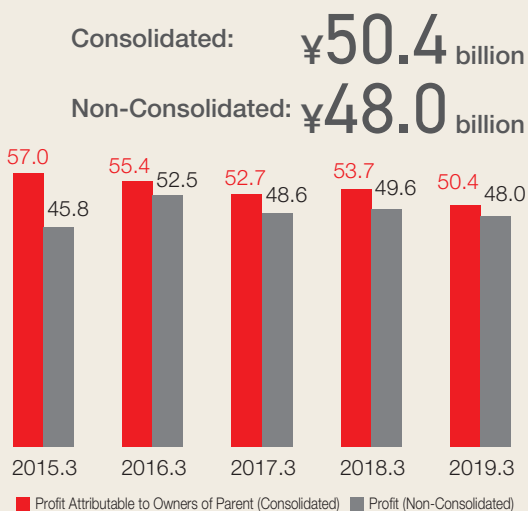
Market Share of Deposits and Savings in Chiba Prefecture



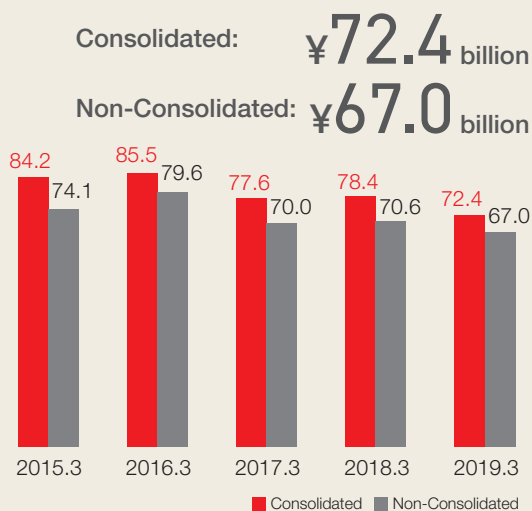
Source: The Financial Journal

Financial Highlights

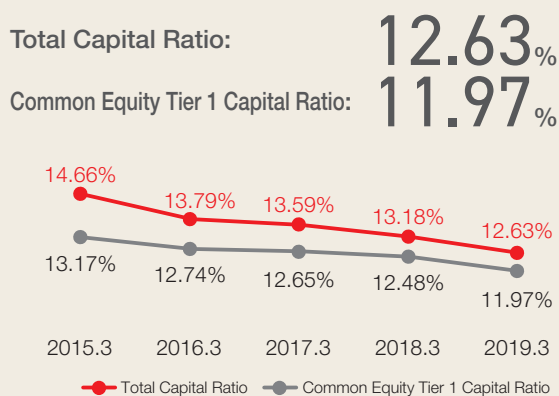
Profit (Consolidated/Non-Consolidated/¥ billion)



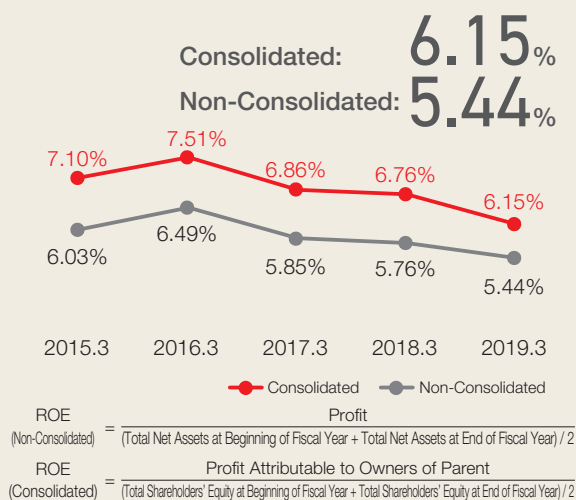
Ordinary Profit (Consolidated/Non-Consolidated/¥ billion)



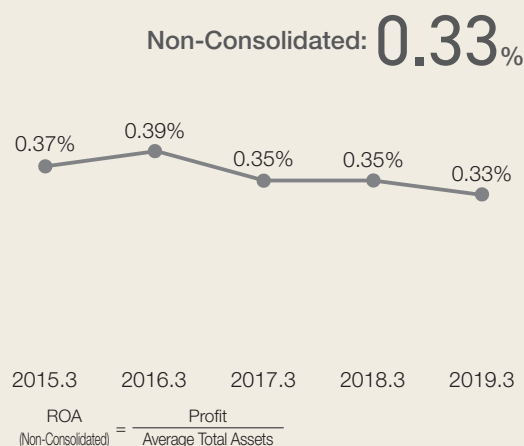
Capital Ratio (Consolidated)



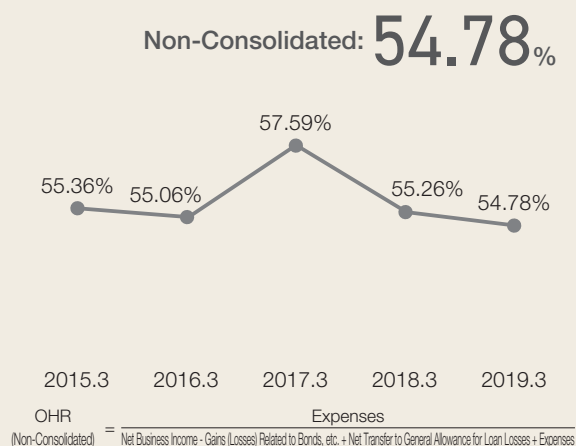
ROE (Consolidated/Non-Consolidated)



ROA (Non-Consolidated)



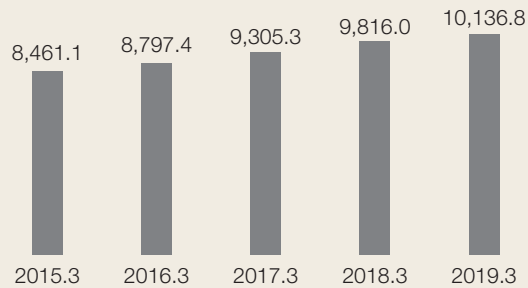
OHR (Non-Consolidated)



Financial Highlights

Loans and Bills Discounted (Non-Consolidated/¥ billion)

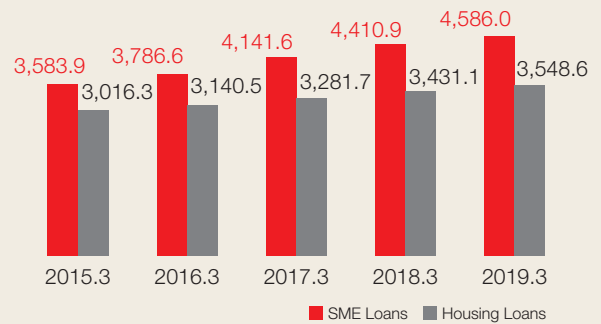
Non-Consolidated: **¥10,136.8** billion



SME Loans/Housing Loans (Non-Consolidated/¥ billion)

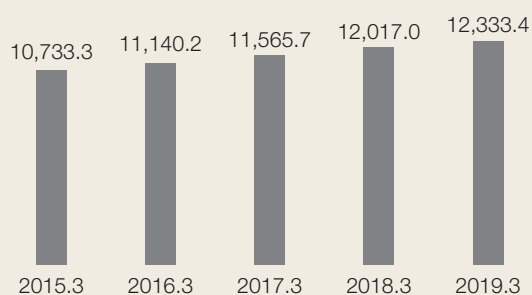
SME Loans: **¥4,586.0** billion

Housing Loans: **¥3,548.6** billion



Deposits (Non-Consolidated/¥ billion)

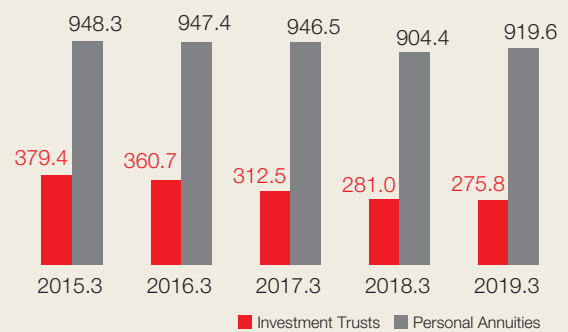
Non-Consolidated: **¥12,333.4** billion



Investment Trusts/Personal Annuities (Non-Consolidated/¥ billion)

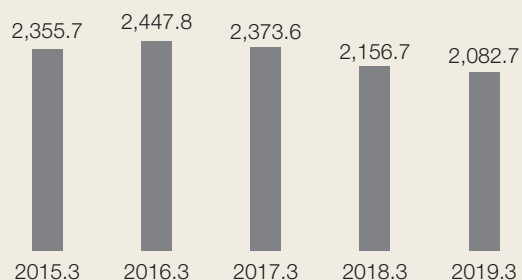
Investment Trusts: **¥275.8** billion

Personal Annuities: **¥919.6** billion



Securities (Non-Consolidated/¥ billion)

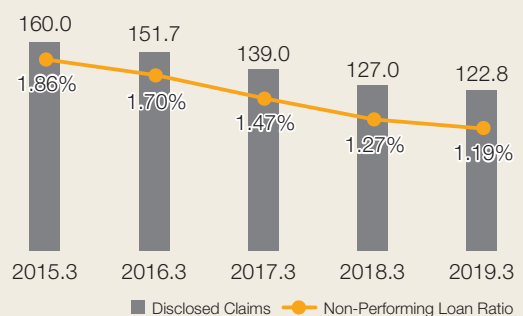
Non-Consolidated: **¥2,082.7** billion



Disclosed Claims under the Financial Reconstruction Law (Non-Consolidated/¥ billion)

Disclosed Claims under the Financial Reconstruction Law: **¥122.8** billion

Non-Performing Loan Ratio (Based on the Financial Reconstruction Law): **1.19%**



Non-Financial Highlights

Number of Borrowers and Balance of Loans Based on Evaluation of Business

Number of Borrowers: **31,577**

Percentage of Borrowers: **67.3%**

Balance of Loans: **¥4,303.1 billion**

(As of March 31, 2019)

Number of Borrowers Supported in Relation to Startup/Business Succession/M&A

Number of Borrowers Supported in Relation to Startup: **2,694**

Number of Borrowers Supported in Relation to Business Succession: **538**

Number of Borrowers Supported in Relation to M&A: **242**

(Fiscal Year Ended March 31, 2019)

Balance of Renewable Energy-Related Loans

¥104.2 billion

(As of March 31, 2019)

Private Placement Bonds for Regional Revitalization* Underwritten Amount:

Cumulative **¥42.8 billion**

Private Placement Bonds for Sports Support* Underwritten Amount:

Cumulative **¥3.0 billion**

Amounts Contributed through Both Programs:

Cumulative **¥75 million**

* Details are described on page 51. (As of March 31, 2019)

Promotion of the Active Participation of Women

Ratio of Women in Management Positions: **15.1%** (152 people)

Ratio of Women in Leader* Positions: **30.7%** (283 people)

(Fiscal Year Ended March 31, 2019)

* Employees who have subordinates, such as Branch Managers, and employees with equal status, who are in charge of organizational management and are responsible for their work

Employment of People with Disabilities

Employment Rate of People with Disabilities (Group Total): **2.75%**

(Fiscal Year Ended March 31, 2019)

Number of Employees with Disabilities at Chibagin Heartful: **29 people**

(As of March 31, 2019)

Ratio of Outside Directors

33.3%
(**3** out of **9** people)

(As of March 31, 2019)

Efforts to Improve Financial Literacy

Number of Participants in Financial Education Related Events: **1,327 people**

Number of Visitors to the Chibagin Financial History Library: **1,015 people**

(Fiscal Year Ended March 31, 2019)

We operate mainly in Chiba Prefecture, Japan's sixth largest prefecture in terms of population. With favorable geographic conditions and a mild climate, the prefecture has thriving agriculture and fishing industries, and one of Japan's most prominent industrial areas along the coast of Tokyo Bay, giving the prefecture a well-balanced industrial structure. The prefecture is becoming a travel destination amid strong inbound tourism demand. In addition, given that multiple projects including the Ken-O Expressway, which is slated to be completed in FY2024, and the strengthening of the functions of Narita Airport will generate economic effects, the prefecture's rapid economic growth is expected to continue.

Potential of Chiba Prefecture

Development of transportation infrastructure

Following the opening of the Chiba section of the Tokyo-Gaikan Expressway last year, all sections of the Ken-O Expressway are scheduled to open in FY2024. It will improve access between Chiba Prefecture and other Tokyo metropolitan areas, improve the efficiency of logistics, and revitalize tourist traffic, which will promote further progress in economic integration with the Tokyo metropolitan area.

Strengthening of the functions of Narita Airport

The Four Party Council on Narita Airport reached an agreement in March 2018 to enhance capacity of the airport including the construction of the third runway. A large increase in the working population and development of the surrounding areas can be expected through the strengthening of the functions of the airport, and the synergies between this development and the opening of the Ken-O Expressway are expected to revitalize Chiba Prefecture overall.

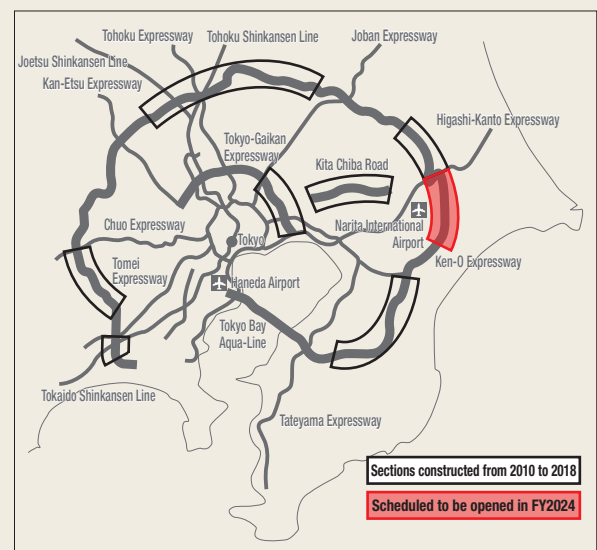
Development as an International Medical City

Narita City, designated as a National Strategic Special Zone, is undergoing urban development in an aim to become an international medical city. Significant economic effects can be anticipated from the concentration of medical institutions including medical universities in response to healthcare needs accompanying the aging of society.

Prefecture becoming a travel destination

The number of foreign visitors to Japan reached 31.19 million in 2018, and is forecast to increase further ahead of the Tokyo Olympic and Paralympic Games. The number of tourists visiting Chiba Prefecture increased for a sixth consecutive year as the prefecture was becoming a travel destination.

Status of transportation Infrastructure Development



Extension of Ken-O Expressway

Taiei JCT to Matsuo-Yokoshiba IC (scheduled to be opened in FY2024)
Priority development of access roads to areas in Chiba Prefecture

Development of Narita Area

Third runway (Runway C) at Narita Airport
Designated as a National Strategic Special Zone (medical universities, concentration of hospitals, etc.)

Tokyo Olympic and Paralympic Games

Makuhari Messe in Chiba City (fencing, taekwondo, wrestling/goalball, sitting volleyball, para-taekwondo and wheelchair fencing)
Tsurigasaki Beach in Ichinomiya Town, Chosei-gun (Surfing)

Solid Customer Base

We maintain a large share in the prefecture compared with regional banks in other prefectures with a higher population and have a strong customer base.

As the top bank in the prefecture, customers' expectations for us are high, and over 21,000 companies use Chiba Bank as their main bank. In 2018, we were the number one regional bank for a tenth consecutive year since the survey was started.

Furthermore, in recent years, business with customers from outside the prefecture has also steadily grown as we have expanded branches into Tokyo.

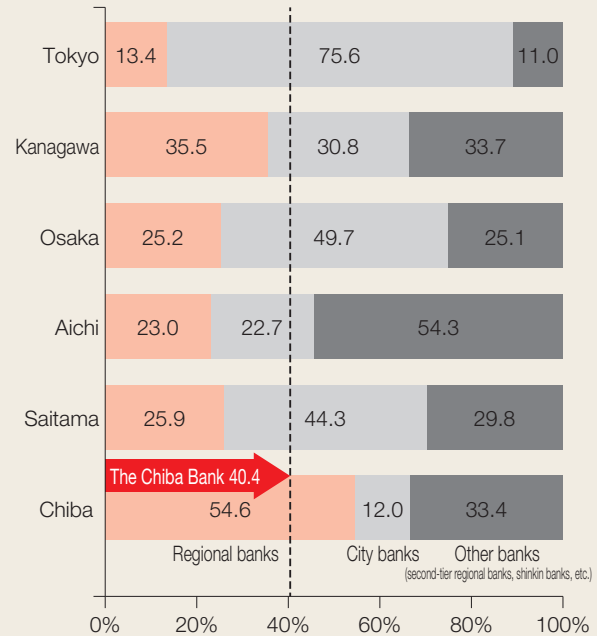
■ Number of companies that use Chiba Bank as their main bank

21,227 companies
(No. 1 among the regional banks)

20,200 of them are based
in Chiba Prefecture

(Source: 2018 Teikoku Databank Survey)

■ Loan share in the top 6 prefectures in terms of population



Source: The Financial Journal (As of March 31, 2018)

Branch Network

We have a dense network of branches mainly in Chiba Prefecture. The Bank is reviewing branch functions and networks within the context of demographics and digitalization in society. We are engaged in branch management while taking account of 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.

Meanwhile, we have expanded our presence in the 23 wards of Tokyo, as a “strategic operation area.”

Branches in collaboration with alliance banks

In June 2018, the Chiba Bank and the Musashino Bank jointly opened a sales office

in Hamamatsucho, and are planning to open the Ikebukuro Branch as a joint branch in October 2019. We are also planning to open our corporate banking office in the Toho Bank's Mito Branch in October 2019.

■ Number of branches in Japan and overseas (as of March 31, 2019)

Chiba	160 branches
Tokyo	15 branches
Saitama	3 branches
Ibaraki	3 branches
Osaka	1 branch
Overseas	3 branches 3 representative offices

While aiming to become the “best retail” banking group, we are pursuing the development of professional human resources as a key management issue. In addition, we promote diversity to respect and utilize every employee as we promote work style reforms to create comfortable and rewarding workplaces.

Development of Professional Human Resources

Visualization of skills and prompt enabling of young employees

In order to develop professional human resources with a wide range of business skills and a high level of expertise, we have developed a database of employee work skills and conduct practical training depending on the skills of each employee. In addition, we dispatch employees to specialty departments and other companies and hold workshops where participants from different industries can interact with each other.

Trainees dispatched to inside/outside the bank (Fiscal Year Ended March 31, 2019)

1. Trainings held outside the Bank

Advanced financial techniques (4 trainees), overseas business practices (2 trainees), research on overseas conditions (1 trainee), portfolio management (1 trainee), securities (1 trainee), industry research (1 trainee), different industries (8 trainees)

2. Trainings held inside the Bank

Corporate credit and reconstruction (12 trainees), promotion of investment-type financial products (6 trainees), corporate business (2 trainees), markets (2 trainees), foreign exchange (1 trainee), will trusts and business succession (1 trainee)

Hiring of external human resources

We actively engage in mid-career hiring so that we can take advantage of external human resources with expertise. We hire specialists in various fields including asset management, trusts, international business, and law (15 hires in Fiscal Year Ended March 31, 2019, including those seconded to the Bank) and we effectively use the advanced skills of such human resources.

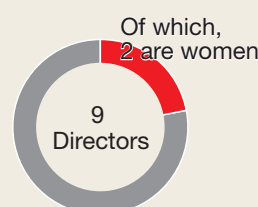
Further Promotion of Diversity

The promotion of diversity is positioned as a management strategy for sustainable growth, and we are promoting the active participation of women that account for approximately 40% of employees and people with disabilities. In recognition of these efforts, the Bank was selected as a Nadeshiko Brand for a second consecutive year by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange for a company excelling in the promotion of the active participation of women.

Promotion of the active participation of women

We are making diligent efforts to help women form careers and expand their roles at work, with achievements that include being the first bank in Japan to promote a woman to the position of Branch General Manager (1986), and there has been considerable growth in the number of women appointed to management positions at the Bank. In addition to two female directors, there are six female General Managers including two Executive Officers, and 25 women in Branch General Manager class (including Senior Manager and Senior Deputy General Manager) positions.

Status of participation of women



Number of women in senior positions

Director	2
Executive Officer (General Manager)	2
General Manager	4
Branch General Manager, Senior Manager, Senior Deputy General Manager	25

(As of July 1, 2019)

	FY2007	FY2018	FY2020 Target
Percentage ^{*1} (number) of women in management positions	2.0% (17)	15.1% (152)	20%
Percentage ^{*1} (number) of women in leader positions ^{*2}	9.4% (98)	30.7% (283)	30%

^{*1} For the percentage of women in management positions and percentage of women in leader positions, the figures for FY2007 are those as of March 31, 2008, and the figures for FY2018 and FY2020 are those as of July 1, 2019 and the targets for July 1, 2021, respectively.

^{*2} Employees who have subordinates, such as Branch Managers, and employees with equal status, who are in charge of organizational management and are responsible for their work.

In-house nursery facilities

As part of efforts to provide an environment where employees can take care of their children while working in order to balance their careers with childrearing, the Bank has set up Himawari Nursery School for the children of Group employees. In 2018, we opened two new Himawari Nursery School in Chiba City and Kashiwa City, bringing the total of Company-led nursery facilities to three locations.

Talent Bank for Regional Banks

We act as the secretariat for the Talent Bank for Regional Banks, an organization that assists regional bank employees in continuing their careers. In the event that an employee plans to quit due to a move into a new home as a result of life changes, such as getting married or accompanying a working spouse who is transferred to another location, the Talent Bank will introduce the employee to another regional bank in the area of their new home. As of March 2019, a total of 171 employees have found new work this way.

Efforts toward the employment of people with disabilities

Chibagin Heartful Co., Ltd., a subsidiary founded in December 2006, has been certified as the first regional bank special subsidiary for the employment of people with disabilities. As of March 31, 2019, 29 persons with disabilities work creating slips used at the bank and entering data.

Promotion of work style reforms

Work style reforms for us aim to make the bank a comfortable and rewarding workplace so that everyone desires to work there and we are pursuing reforms in the four areas of “environment,” “procedures,” “systems,” and “awareness.” We steadily implement measures aimed at stimulating communication between executives and employees, improving efficiency of cross-sectional operations, achieving paperless administration and approvals, and introducing systems that allow employees to flexibly choose work locations and times.

Diversity-related awards

March 2015	Ministry of Economy, Trade and Industry “FY2014 Diversity Management Selection 100”
December 2015	Cabinet Office “Awards to Commend Leading Companies Where Women Shine (Prime Minister’s Award)”
April 2016	Ministry of Health, Labour and Welfare “L Star” (top-ranked) designation
August 2017	Ministry of Health, Labour and Welfare “Platinum Kurumin” certified
March 2018	Ministry of Economy, Trade and Industry and Tokyo Stock Exchange “FY2017 Nadeshiko Brand”
November 2018	Ministry of Health, Labour and Welfare “FY2018 Minister Prize in Equal Employment/Work-Life Balance, Excellence Award (Family-Friendly Enterprises Category)”
March 2019	Ministry of Economy, Trade and Industry and Tokyo Stock Exchange “FY2018 Nadeshiko Brand” (for a second consecutive year)



Specific efforts of work style reforms

Environment Reform	Introduction of a chat tool Introduction of a digital conference tool
Procedures Reform	Improvement of efficiency in lending operations Introduction of digital workflow
Systems Reform	Introduction of telework system Introduction of flex-time system
Awareness Reform	Various training and awareness raising activities aimed at digitalization and productivity improvements for bank employees

We provide optimal solutions to satisfy the needs of customers through the collective strength of the 14 group companies that have a broad lineup of financial products and services. The Group Chief Officer System (CxO) was introduced in FY2018 to create a group-wide corporate management system, while strengthening the business structure of the group companies by assigning personnel strategically. We will further develop these strengths by expanding to provide functions to alliance banks.

Chiba Bank Group Companies



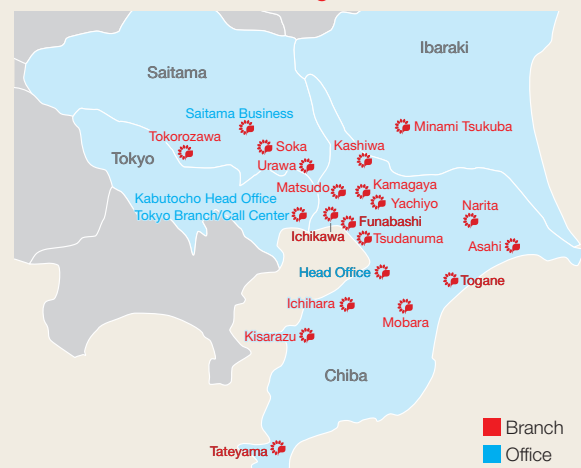
Chibagin Securities Co., Ltd.

June 2018 marked the 135th anniversary of Chibagin Securities, originally established as a regional securities firm with a stable business foundation with 21 branches in the Tokyo metropolitan area.

It started providing financial instruments intermediary services with the Musashino Bank in 2017. We have opened four branches in Saitama Prefecture (Saitama Business Office, Urawa Branch, Soka Branch, and Tokorozawa Branch) and response to sophisticated asset management needs, including the sale of structured bonds, for the Musashino Bank’s customers.

Securities companies under some financial institutions participating in the TSUBASA Alliance are working to further improve collaboration, such as the joint sale of Green Bonds issued by the World Bank.

Branch network of Chibagin Securities



Chibagin Asset Management Co., Ltd.

Chibagin Asset Management currently originates dedicated funds and provides products for the Chiba Bank, the Musashino Bank, the North Pacific Bank, and the Toho Bank. Assets under management are increasing steadily.

Chibagin Leasing Co., Ltd.

Lease intermediary services by the Bank itself were launched from April 2015. We conduct effective activities by using the Bank's customer base and functions of group companies. Number of customers with contracts and leasing assets are gradually increasing.

Chibagin JCB Card Co., Ltd./ Chibagin DC Card Co., Ltd.

Along with the spread of cashless payments, the balances of shopping handled by Chibagin JCB Card and Chibagin DC Card are also steadily growing. We will further strive to increase the transaction volume by promoting to develop credit card member stores and corporate credit card customers.

Chibagin Career Service Co., Ltd.

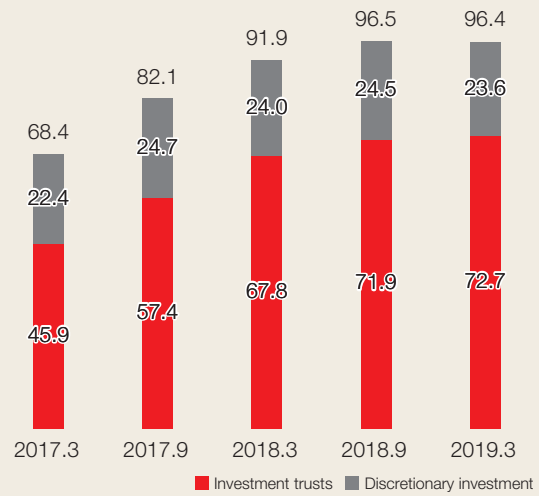
Chibagin Career Service has started staffing services in response to customers' needs for personnel such as executives to handle management, successors, and technical experts. We will actively contribute to resolving issues facing our corporate customers, including a shortage of successors and human resources.

Chibagin Research Institute, Ltd.

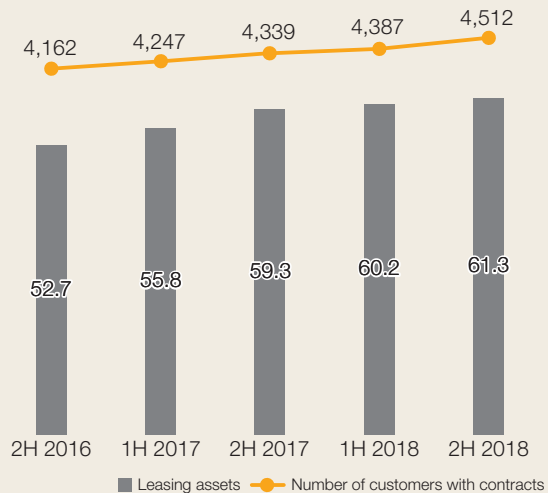
As the only think tank in the prefecture, Chibagin Research Institute has received contracts for a variety of work, including the formulation of regional revitalization measures and comprehensive planning for local governments. In addition, the company has been involved in business planning of corporate customers, as part of advisory services started by the Bank.

The collective strength of the 14 group companies, including the above companies as well as **Chibagin Computer Service**, offering IT solutions, **Chibagin Capital**, offering fund management and M&A advisory services, and **T&I Innovation Center**, conducting FinTech surveys, research, and development together with alliance banks, is combined to provide solutions to customers.

Assets under management of Chibagin Asset Management (¥ billion)



Number of customers with contracts and leasing assets of Chibagin Leasing (¥ billion)



Research contracts Chibagin Research Institute has received

Major research project	Contracted by
Project for Planning Strategy to Achieve of Regional Revitalization Surrounding Narita Airport	Chiba Prefecture
Formulation of Urayasu City Industrial Promotion Vision	Urayasu City
Assistance in Asahi City Lifetime Active Community Commercialization	Asahi City
Assistance in Sodegaura City's New Comprehensive Planning	Sodegaura City
Project for Regional Resources Discovery	Tako Town