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)
**The Chiba Bank Integrated Report 2019**

**Summary**

**History of the Chiba Bank Group**

- **1986.10** Appointed the first female Branch General Manager in Japan
- **1987.4** Opened New York Branch
- **1988.9** Total deposits reached ¥5 trillion
- **1983.4** Opened Tokyo Disneyland
- **1983.9** Plaza Accord
- **1986.4** Introduction of consumption tax

- **1989.12** Nikkei Stock Average recorded highest price ¥38,915.87
- **1991.3** Collapse of bubble economy
- **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** Opened Hong Kong Branch
- **1991.2** Opened London Branch

- **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 ¥17,054.98, 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”

---

**Financial and Corporate Data**

- **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
  - Total deposits reached ¥10 trillion

**Graphs and Charts**

- **1983.3** Total deposits reached ¥3 trillion
- **2014.3** Total deposits reached ¥10 trillion

**Note:** The image contains a layout of events and statistics related to the Chiba Bank Group, including historical landmarks and economic milestones. The diagram illustrates the growth of deposits over time, reflecting significant achievements and financial milestones. The report also highlights the bank’s approach to sustainable management and its response to various social issues and economic conditions.
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)

**Market Share of Loans in Chiba Prefecture**

- March 31, 2018
  - ¥16.8 trillion
- Market Share:
  - Chiba Bank: 40.4%
  - Second-tier regional banks: 18.3%
  - Shinkin banks: 7.4%
  - Credit cooperatives, labour banks, agricultural cooperatives: 7.7%
  - Regional banks (other than the Chiba Bank): 14.2%
  - City banks: 12.0%

**Market Share of Deposits and Savings in Chiba Prefecture**

- March 31, 2018
  - ¥43.8 trillion
- Market Share:
  - Chiba Bank: 26.0%
  - JAPAN POST BANK: 18.4%
  - Shinkin banks: 6.0%
  - Credit cooperatives, labour banks, agricultural cooperatives: 8.5%
  - Second-tier regional banks (other than the Chiba Bank): 18.5%
  - Regional banks: 24.4%

**Credit Ratings**

<table>
<thead>
<tr>
<th></th>
<th>Long-Term</th>
<th>Short-Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moody’s</td>
<td>A1</td>
<td>P-1</td>
</tr>
<tr>
<td>Standard &amp; Poor’s</td>
<td>A</td>
<td>A-1</td>
</tr>
<tr>
<td>Rating and Investment Information</td>
<td>AA-</td>
<td>—</td>
</tr>
</tbody>
</table>

Source: The Financial Journal
Summary
Financial Highlights

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

- **Consolidated:** ¥50.4 billion
- **Non-Consolidated:** ¥48.0 billion

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

- **Consolidated:** ¥72.4 billion
- **Non-Consolidated:** ¥67.0 billion

**Capital Ratio (Consolidated)**

- **Total Capital Ratio:** 12.63%
- **Common Equity Tier 1 Capital Ratio:** 11.97%

**ROE (Consolidated/Non-Consolidated)**

- **Consolidated:** 6.15%
- **Non-Consolidated:** 5.44%

**ROA (Non-Consolidated)**

- **Non-Consolidated:** 0.33%

**OHR (Non-Consolidated)**

- **Non-Consolidated:** 54.78%
Summary

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.
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.

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.”

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 companies that use Chiba Bank as their main bank

<table>
<thead>
<tr>
<th>21,227 companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>(No. 1 among the regional banks)</td>
</tr>
</tbody>
</table>

| 20,200 of them are based in Chiba Prefecture |

(Source: 2018 Teikoku Databank Survey)

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

<table>
<thead>
<tr>
<th>Branches in collaboration with alliance banks</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Branches in collaboration with alliance banks</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>010_9326487911909.indd   14</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019/09/25   11:04:05</td>
</tr>
</tbody>
</table>
Development and Utilization of Diverse Human Resources

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.

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

<table>
<thead>
<tr>
<th>Position</th>
<th>Number of women in senior positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
<td>2</td>
</tr>
<tr>
<td>Executive Officer (General Manager)</td>
<td>2</td>
</tr>
<tr>
<td>General Manager</td>
<td>4</td>
</tr>
<tr>
<td>Branch General Manager, Senior Manager, Senior Deputy General Manager</td>
<td>25</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage¹ (number) of women in management positions</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2007</td>
<td>2.0% (17)</td>
<td>20%</td>
</tr>
<tr>
<td>FY2018</td>
<td>15.1% (152)</td>
<td></td>
</tr>
<tr>
<td>FY2020</td>
<td>20%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage¹ (number) of women in leader positions²</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2007</td>
<td>9.4% (98)</td>
<td>30%</td>
</tr>
<tr>
<td>FY2018</td>
<td>30.7% (283)</td>
<td></td>
</tr>
<tr>
<td>FY2020</td>
<td>30%</td>
<td></td>
</tr>
</tbody>
</table>

¹ For the percentage of women in management positions and percentage of women in leader positions, 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**

<table>
<thead>
<tr>
<th>Environment Reform</th>
<th>Introduction of a chat tool</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procedures Reform</td>
<td>Improvement of efficiency in lending operations</td>
</tr>
<tr>
<td>Systems Reform</td>
<td>Introduction of telework system</td>
</tr>
<tr>
<td>Awareness Reform</td>
<td>Various training and awareness raising activities aimed at digitalization and productivity improvements for bank employees</td>
</tr>
</tbody>
</table>

The Chiba Bank Integrated Report 2019
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**

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 TSUBASASA Alliance are working to further improve collaboration, such as the joint sale of Green Bonds issued by the World Bank.
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.