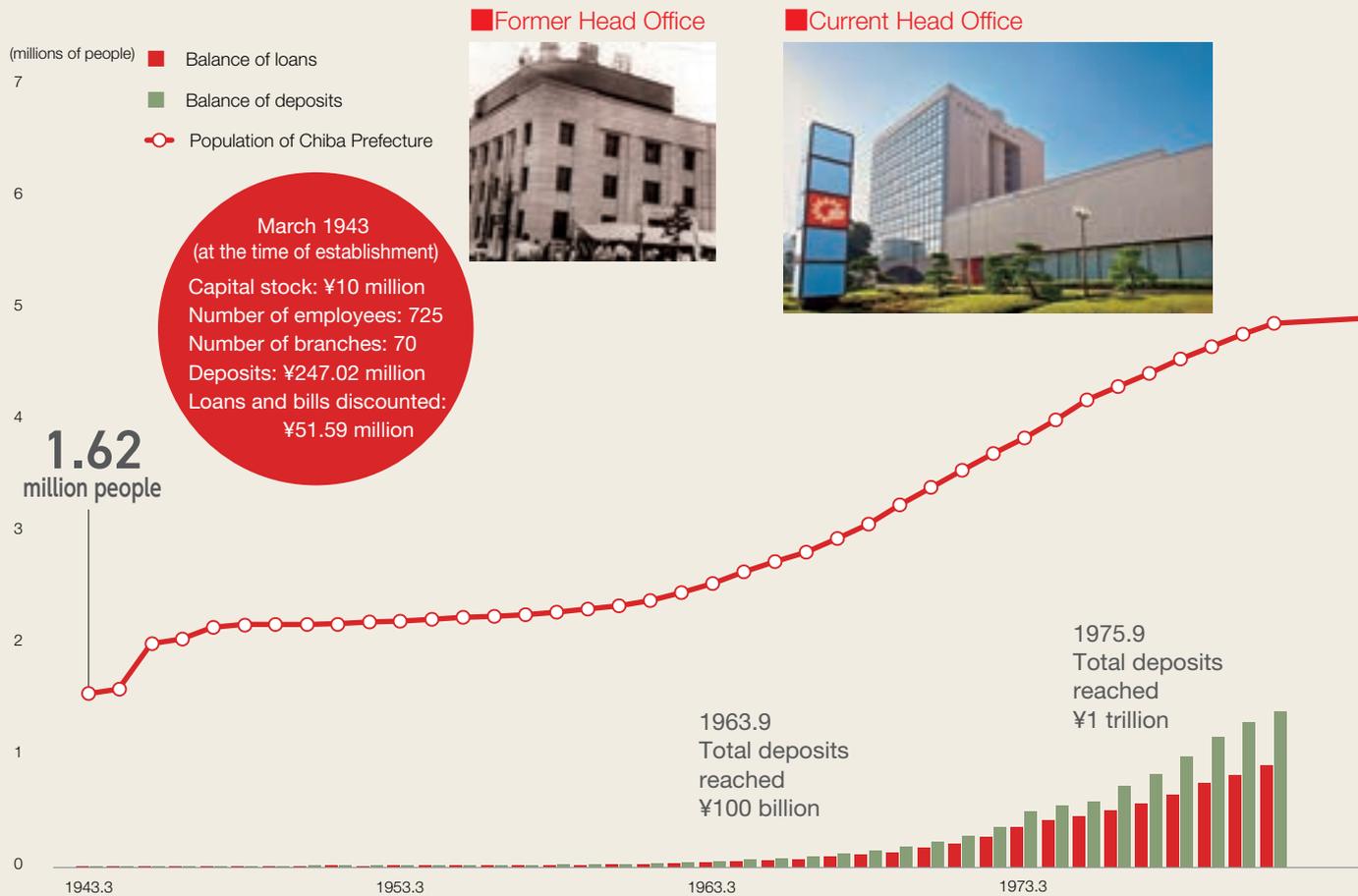


History of the Chiba Bank Group

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

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

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 Formulation of business plans

1964.10 - 11

Tokyo Olympics and Paralympics

1973.10

First oil crisis

1978.5

Open of New Tokyo International Airport (Narita Airport)

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

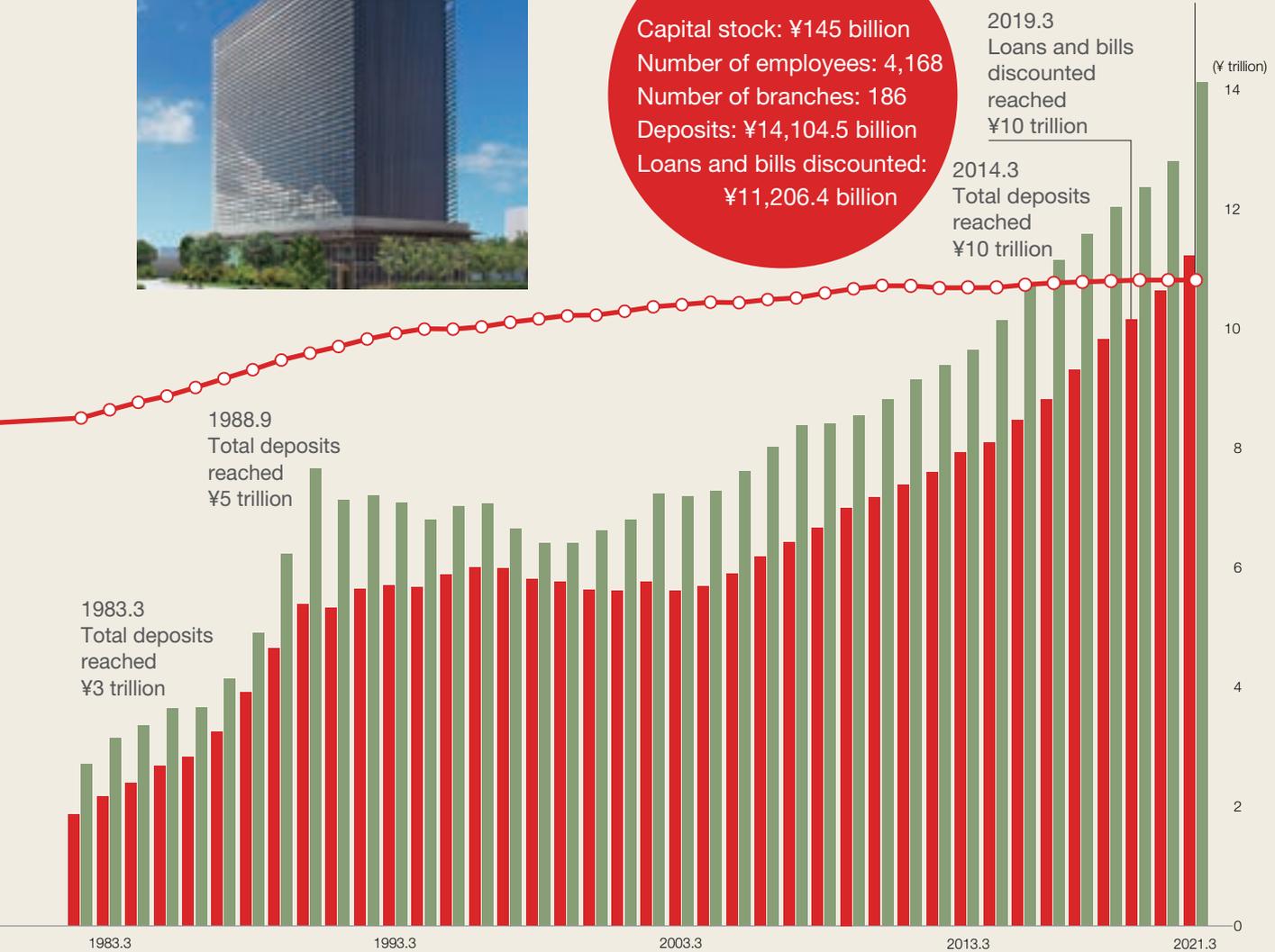
1995.1

Great Hanshin-Awaji Earthquake



March 2021
 Capital stock: ¥145 billion
 Number of employees: 4,168
 Number of branches: 186
 Deposits: ¥14,104.5 billion
 Loans and bills discounted:
 ¥11,206.4 billion

6.27
million people



Summary

- 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
- 2016.5 - 9**
9 group companies relocated to Chibagin Makuhari Building
- 2016.7**
T&I Innovation Center Head of Loan Center
- 2019.7**
Launched the Chiba-Yokohama Partnership
- 2020.9**
Completed construction of Chibagin Head Office Building
- 2021.5**
Established Chibagin Market

- 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
- 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"
- 2016.1**
UK left the EU
- 2019.9**
Typhoon Faxai
- 2019.10**
Consumption tax raised to 10 %
- 2020.1**
UK left the EU
- 2020.3**
COVID-19 pandemic declared
- 2021.7 - 8**
Tokyo Olympics and Paralympics



Feature I

Completion of Our New Head Office Building

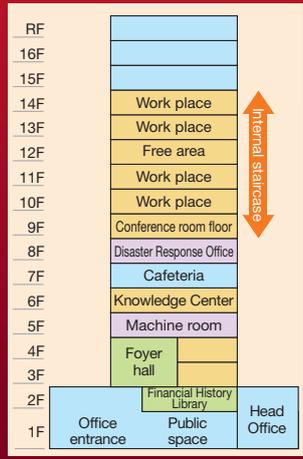
The Chiba Bank's new head office building (Chibagin Head Office Building) was completed in September 2020. Designed around the concept of a sailing ship forging across the ocean, the building is a bold expression of Chibagin's strong desire to pioneer the future as a new financial services group that goes beyond the existing framework of banking. We are planning a grand opening for the new building in 2023 to mark the completion of the whole site's construction and the Bank's 80th anniversary.



Our community-oriented head office building is now complete and boasts a comfortable working atmosphere and the highest level of safety and environmental performance.

Overview of Chibagin Head Office Building

Total site	24,992.98m ²
Building site	6,595.80m ²
Total floor space	46,878.25m ²
Structure	Steel construction (base-isolation structure)
Scale	16 floors, 2 penthouse floors (height approx. 90 m)



Coexist with Regional Communities

Built facilities that will serve as a new hub for interacting with local customers



Main hall and foyer

Can host concerts and be rented out to local customers*. In the event of an emergency, the hall, along with the main entrance area on the first floor, is designed to serve as a temporary refuge facility and a regional disaster prevention base.



FinTERRACE Chibagin Financial History Library



Offering written materials and videos that introduce the history of Chiba Bank, the world of finance, and the development of the Chiba prefectural economy*.

PORT Chibagin Co-working Space



A space for forging local start-up companies, inter-company co-creation communities, and business-matching*.

* The use of these facilities have been postponed in order to prevent the spread of COVID-19 infections.

Improve Productivity Through Work Style Reforms

Created a smooth-functioning, highly communicative work environment



Work place, internal staircase, free area, Knowledge Center

The office floors use a free-address system for each group. The desks are arranged in a hexagon grid formation to ensure an equal amount of distance between employees and encourage incidental communication. We have built an internal staircase that links the work place floors and created a free area on the middle floor that anyone can use freely. The Knowledge Center can house approximately 10,000 volumes and offers a wide range of books to help staff deepen their expertise and understanding. The adjacent service counter lends focused stationery and equipment.



Strengthen BCP

Attained a similar S rank earthquake-resistance grade as disaster prevention bases and base hospitals



Liquefaction countermeasures and base isolation

We have taken every possible measure to prevent liquefaction by improving the ground foundations. We have also used a base-isolation structure to reduce the intensity of a size 7 earthquake to that of a size 3 earthquake on the Japanese seismic measurement scale.



Emergency power generation room and cogeneration generator

The building boasts multiplex sources of electricity thanks to the installation of a private power generators that can operate uninterrupted for 72 hours and a cogeneration generator that can create electricity from gas.



Disaster Response Office

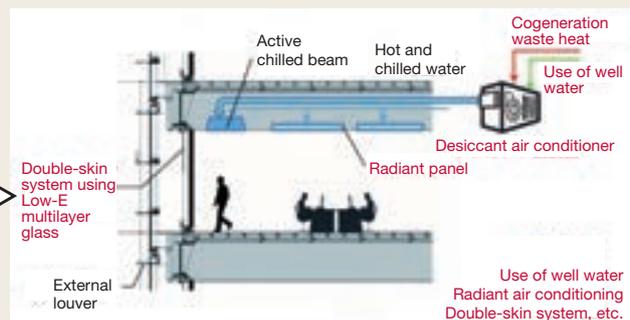
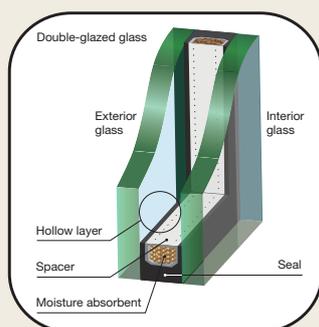
We have built a multi-display of eighteen 55-inch screens to strengthen business continuity measures in the event of a large-scale disaster.

Protect the Environment

Created a comfortable office environment while also reducing the building's environmental impact

Complex air-conditioning system and glass structure for superior environmental performance

The building utilizes natural energy and promotes energy conservation. It boasts an S-rank equivalent performance rating under Japan's Comprehensive Assessment System for Building Environmental Efficiency (CASBEE).



Realizing “Sustainable Management”

Social Issues

Society at Large

- Realization of sustainable society
- Countermeasures for global warming and climate change
- Regional revitalization

Monetary Environment

- Prolonged negative interest rate policy and overcome deflation
- Building assets in the 100-Year Life Society

Super-Aging Society

- Smooth business succession
- Financial services for the elderly

Technological Innovation

- Digitalization
- Cashless

Lifestyles

- Response to diversifying values

Human Resources

- Utilization of diverse human resources
- Response to increasing labor mobility

Natural Disasters

- Mitigating loss from intensification of natural disasters
- Development of social infrastructure

Social Issues Contributing to Solve Social Issues

Financial Services That Support the Growth

The Chiba Bank Group’s Mission

~ Strategies ~

Title

The 14th Medium Term Management Plan
NEXT STEP 2023
~ connect and go beyond, for the future ~
(Plan period: April 1, 2020 to March 31, 2023)

Basic Policy I

“We will continue to evolve closely with our customers”

- We will be a consulting partner that is closely linked to the lives of individual customers
- We will be the best partner as solving the diverse management issues of corporate customers
- We will continue to build branches that are both convenient and able to consult

Basic Policy III

“We will advance alliance strategies”

Basic Policy IV

“We will realize sustainable management”

Framework for Growth

~ Strengths of the Chiba Bank Group ~

Financial Capital

- Top-class asset size and earning capability among the regional banks
- Robust capital
- Low expense ratio

Intellectual Capital

- Industry-academia collaboration initiatives
- Specialized products and services utilizing expertise
- Comprehensive financial services offered by the entire group

(Balancing economic value and social value)

of Customers and Regional Communities

Contribute to the sustainable development of regional economies through the provision of the latest financial services as a partner for customers and regional communities

Vision

Enhance “customer experience” by deepening financial functions and creating new models for regional finance

Basic Policy II

“We will continue to create new value for our customers’ future”

- We will provide new value to our customers by using digital technology and all kinds of information resources
- We will create new value by taking on challenges that go beyond the framework of banking
- In order to provide new value and stand with our customers, we will further strengthen collaboration with other banks and companies in other industries
- We will strive to build a rewarding company by enhancing human resource development and realizing diverse work styles
- We will further strengthen our internal control structures, including governance, compliance, and risk management

Social Capital

- Solid business base
- Deeply diverse customer base
- Growth potential of Chiba Prefecture, the Group’s major market

Human Capital

- Human resource development with a focus on building expertise
- Extensive training program
- Utilization of employees with significant expertise

Management Base

- Improved productivity by achieving operational reforms
- Solid internal control structures

Co-creating Value with Stakeholders

- Shareholders** Improvement of corporate value in the medium to long term
- Customers** Demonstration of our financial intermediation function and advanced financial services
- Employees** Rewarding workplace where employees can demonstrate their full potential
- Regional Communities** Regional revitalization and coexistence with the natural environment

Contributing to Achieve the SDGs

“The Chiba Bank Group Declaration on SDGs”

Contribute to the vitalization of regional economy and communities



Support safe and secure lives for the elderly



Provide financial services for a better life



Promote diversity and work style reforms



Contribute to the protection of a sustainable environment



Strengths of the Chiba Bank Group

The Chiba Bank Group makes the best possible use of its resources, including financial capital, intellectual capital, social capital, and human capital, in order to continue to provide regional customers with valuable products and services.

Such capital consists the strengths of the Chiba Bank Group to realize sustainable management.

(As of March 31, 2021 or for the fiscal year ended March 31, 2021, unless otherwise noted)

Financial Capital

Top-Class Asset Size Among the Regional Banks

Total Assets (Consolidated):

¥17,898.1 billion

Loans and Bills Discounted (Non-Consolidated):

¥11,206.4 billion

Deposits (Non-Consolidated):

¥14,104.5 billion

Top-Class Profitability Among the Regional Banks

Profit Attributable to Owners of Parent (Consolidated)

¥49.6 billion

ROE (Consolidated, Based on Shareholders' Equity)

5.65%

Robust Capital

Total Capital Ratio (Consolidated)

12.79%

Common Equity Tier 1 Capital Ratio (Consolidated)

12.28%

Low Expense Ratio

OHR (non-consolidated)

55.00%

Excellent Ratings^{*1}

Moody's **A1** (Long-Term) **P-1** (Short-Term)

Standard & Poor's **A-** (Long-Term) **A-2** (Short-Term)

Rating and Investment Information **AA-** (Long-Term)

Sound Loan Assets

Non-Performing Loan Ratio (Non-Consolidated, Based on the Financial Reconstruction Law)

1.02%

*1 As of July 1, 2021

Intellectual Capital

Industry-Academia Collaboration Initiatives

Cumulative Number of Recipients of Grants and Awards ^{*2}

543

Status of Fiduciary Duty Initiatives

Customer-Oriented Investment Trust Sales Company Evaluation (R&I) ^{*3}

S

Specialized Products and Services Utilizing Expertise

Number of Contracts for Inheritance-Related Services (Excludes Contracts Signed for Other Banks in the Alliance)

1,578

Comprehensive Financial Services Offered by the Entire Group

Number of Group Companies

15 companies

Difference Between Consolidated and Non-Consolidated Profit

¥3.9 billion

*2 The figure represents the cumulative number of recipients as of FY2020. It includes the number of recipients of grant and award from the Chiba Bank as well as public interest corporations to which the Chiba Bank makes donations.

*3 Ratings are given by Rating and Investment Information, Inc. (R&I) to financial institutions, etc. upon request, based on the evaluation of their policies and efforts as to how they perform their customer-oriented business operations in their investment trust sales activities.

Social Capital

Solid Business Base

Domestic Network ^{*4} **186** locations

Overseas Network **6** locations

Branches: New York, Hong Kong, London
Representative Offices: Shanghai, Singapore, Bangkok

Market Share of Loans in Chiba ^{*5} **40.9** %

Market Share of Deposits and Savings in Chiba Prefecture ^{*5} **26.4** %

Designated Financial Institution for **44** out of 55 local governments

Coordination Agreement for Regional Revitalization Concluded with **22** out of 55 local governments

^{*4} 183 branches and 3 money exchange counters

^{*5} Source: The Kinryu Journal

^{*6} Source: Teikoku Databank

Deeply Diverse Customer Base

Number of Accounts Used to Receive Salaries **870 thousand** accounts

Number of Accounts Used to Receive Pensions **490 thousand** accounts

Number of Customers Receiving Housing Loans **200 thousand** customers

Number of Companies Using Chiba Bank as Their Main Bank ^{*6} **21 thousand** companies

Growth Potential of Chiba Prefecture, the Group's Major Market

Population of Chiba Prefecture **6,270 thousand**
(Sixth largest in Japan)

Increase in the Population of Chiba Prefecture **64 thousand**
(October 2015 → October 2020: Fourth largest increase in Japan)

Human Capital

Human Resource Development With a Focus on Building Expertise

Number of Trainees Dispatched

External Trainee **21**

Internal Trainee **39**

Extensive Training Program

Total Number of Training Sessions Taken by Employees (per annum) **11,722** times

Total Number of Employees Participated in Seminars on Days Off (per annum) **2,868**

Utilization of Employees with Significant Expertise

Real Estate Transaction Agent **416**

1st Grade Certified Skilled Professional of Financial Planning **210**

CMA **72**

Small and Medium Sized Enterprise Consultant **59**

Others ^{*7} **19**

^{*7} Labor and Social Security Attorney, Certified Public Tax Accountant, Certified Public Accountant, and Licensed Real Estate Appraiser

Strengths of the Chiba Bank Group

The Chiba Bank Group has many strengths as a regional financial institution, including its robust branch network and customer base, its operating base in thriving and growing Chiba Prefecture, and its ability to fulfill various needs as a unified group.

Backed by these major strengths, we will pursue sustainable management.

Strength 1 Solid Branch Network and Deeply Diverse Customer Base

The Chiba Bank has a branch network of 186 domestic locations and 6 overseas locations as of March 31, 2021.

In recent years, we have maintained a certain number of locations, secured contact points with customers, and provided optimal services by opening new branches in central Tokyo, which is adjacent to Chiba Prefecture, while also consolidating existing branches and reorganizing our branch network in the region.

With this branch network, we have won an overwhelming share of the market in Chiba Prefecture (40.9% share of lending and 26.4% share of deposits in the prefecture), our main operating base, and built a deeply diverse customer base. We play a role as the top bank in the region by supporting business activities as the main bank of more than 20,000 companies and strengthening coordination with local governments in the prefecture for regional revitalization.

Strength 2 Chiba Prefecture, a Thriving Operating Base

Chiba Prefecture, the Chiba Bank Group's main operating base, has a well-balanced industrial structure comprised of commerce, agriculture, and fishing industries.

In terms of commerce, Chiba Prefecture has oil refineries, petrochemical, steel, and other companies, which form an industrial complex in the Keiyo Industrial Zone, as well as airport-related industries and international distribution, which are concentrated in the area around Narita Airport, the gateway to Japan. The Makuhari New City area is anchored by Makuhari Messe, one of Asia's leading convention centers, and forms a multifunctional international business city, while Kazusa Akademia Park is anchored by the Kazusa DNA Research Institute and is home to international-level research and development.

With its mild climate, Chiba Prefecture also is foremost among Japan's agricultural prefectures and is developing highly productive urban agriculture. Surrounded by Tokyo Bay and the Pacific Ocean, Chiba Prefecture is also one of Japan's leading fishing prefectures with diverse and thriving fishing grounds.

In addition, Chiba Prefecture, which is part of the metropolitan region adjacent to the Tokyo capital, not only boasts Japan's sixth largest population at more than 6.27 million people, but also has high potential for economic growth. Construction on the Kita Chiba Road and the Ken-O Expressway is underway, and other new road networks such as a second Bayshore Route and a northwest access road (Chiba Kashiwa Road) are also in mind, which are expected to further expand distribution.

Backed by such a prosperous operating base, and as the top bank in the region, the Chiba Bank Group satisfies the basic conditions for sustainable growth.

Strength 3 Comprehensive Financial Services Offered by the Entire Group to Meet the Diverse Needs of the Region

At the Chiba Bank Group, 15 group companies work together to meet the diverse needs of regional customers, utilizing functions of each company such as securities and asset management, research and consulting, leasing and venture capital, credit cards, outsourcing and staffing services, credit guarantees and management, and a regional trading company.

Chibagin Securities has established a stable business foundation with 20 branches in the Tokyo Metropolitan area. It is also strengthening a group collaboration with securities companies of the financial institutions participating in the TSUBASA Alliance.

Chibagin Asset Management has been

expanding its investment product portfolio and assets under management, such as ESG funds provided for the Bank of Yokohama and the Musashino Bank in February 2020. Highly commended for its performance, Chiba Asset Management won a Refinitiv Lipper Fund Awards Japan 2021 for best company in the investment trust equity category.

As the only think tank in the prefecture, **Chibagin Research Institute** has been entrusted with the formulation of comprehensive plans for local governments, etc. **Chibagin Computer Service** offers IT solutions and **T&I Innovation Center** conducts FinTech surveys, research, and development.

Chibagin Leasing leverages on the Bank's customer base, and the number of customers with contracts and leasing assets are steadily increasing. **Chibagin Capital** offers management and M&A advisory services for business succession and corporate value improvement funds.

Chibagin JCB Card and **Chibagin DC Card** recruit member stores and offers corporate credit cards for cashless payments.

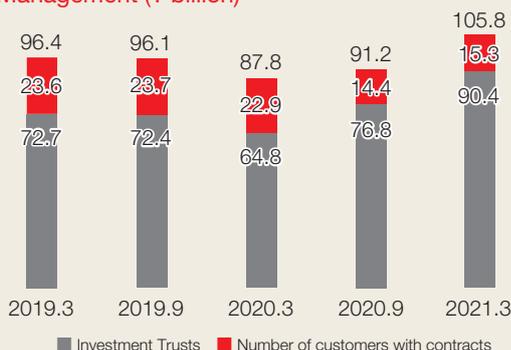
Chibagin Career Service is strengthening its staffing services in response to customers' needs for personnel. **Chibagin Heartful**, a special subsidiary for the employment of people with disabilities, performs contracted clerical services for the Company, as well as makes business cards and rubber stamps, stuffs envelopes, and sends direct mails. **Sobu** is engaged in the rental and maintenance of the Bank's office buildings and welfare facilities.

Chibagin Guarantee provides loan guarantee and fee collection services for housing loans and unsecured loans, and **Chiba Servicer** manages and collects claims under entrustment and purchases such claims.

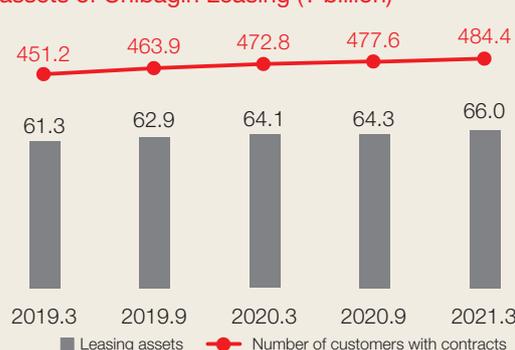
In addition, **Chibagin Market** was established in May 2021 as a regional trading company. This company operates e-commerce and crowdfunding sites, and conducts planning and development for regional brand products.



■ Assets under management of Chibagin Asset Management (¥ billion)



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



Feature II Combatting COVID-19

COVID-19, continuing to spread since last year, has seriously affected society and the economy, and caused major changes in human behavior. We have many loan customers whose business activities have been severely damaged.

In order to fulfill its mission as the top bank in the region, the Chiba Bank will do its best to provide financial and other support to customers who are affected by COVID-19, as well as create an environment where bank transactions can be trusted, including Internet, smartphone, and other remote transactions.

Measures to Prevent the Spread of Infection and Activities to Provide Support

● Branch Initiatives

The Bank has been working to prevent the spread of COVID-19 with the top priority on the health and safety of our customers. We have taken various measures so that our customers can visit branches and use ATMs safely, such as placing hand alcohol disinfectants in all branches and installing acrylic shields at teller counters.

We ask customers to wear masks and offer remote transactions using the Chiba Bank app, internet banking, and the Chibagin Business Portal.

● Measures within the Bank

Banks are part of the social infrastructure, and as such, we believe it is very important to stop the spread of COVID-19 within the Bank Group.

We have made efforts to prevent the spread of infection, such as having all employees wear masks, placing alcohol disinfectants in all branches and offices, installing acrylic shields in offices, promoting telework, introducing split shifts, and switching to online meetings.

● Support for Medical Institutions

In May 2020, in order to support medical personnel on the frontlines, we donated 8,000 face shields to Chiba University Hospital, which has actively accepted patients infected with COVID-19.

In February 2021, we also donated 10 million yen to this hospital. This fall, the hospital plans to purchase an ambulance that will be used to transport critically ill patients who need ECMO (extracorporeal membrane oxygenation) and for DMAT (disaster medical assistant team) activity during emergencies such as natural disasters, and our donation will be used to help purchase these.

■ Face shield donation ceremony



Loans related to COVID-19

●Chibagin Disaster Restoration Financing Program (COVID-19)

In February 2020, the Bank added COVID-19 to the Chibagin Disaster Restoration Financing Program, which had previously covered natural disasters such as typhoons and earthquakes. Then in May, we extended loan terms, and in February 2021, we extended the availability of this financing program for another year.

●Fee waivers

Since March 2020, the Bank has waived fees to change loan conditions for corporate and individual customers affected by COVID-19. In March 2021, we extended the fee waiver period to September 30 due to the prolonged effects of the pandemic.

The fee waiver includes business loans, housing loans, and other consumer loans (home renovation loans, car loans, and student loans).

●Loans related to COVID-19

We have launched many initiatives, including primarily cash flow support, to customers affected by COVID-19.

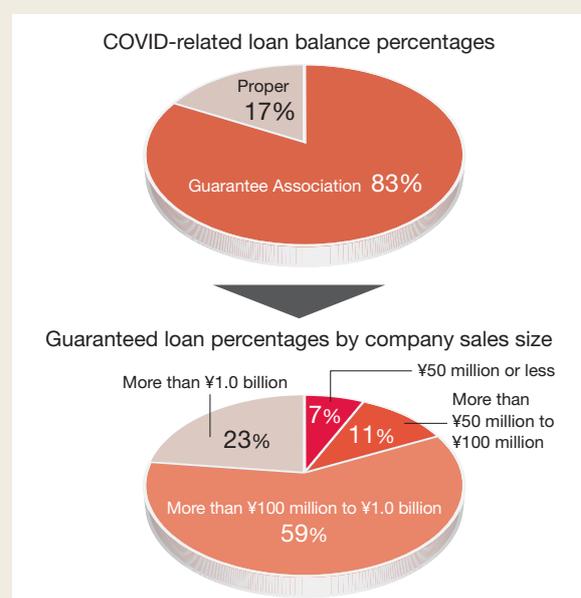
Through March 31, 2021, we provided approximately 16,000 loans related to COVID-19, amounting to 700.0 billion yen.

Guaranteed loans comprise 83% of the total loan balance, of which 77% have been provided to small and mid-sized enterprises (SMEs) with net sales of 1.0 billion yen or less.

The Bank will continue to solidly support customers, fulfilling its role and mission as the top bank in the region even during the COVID-19 pandemic.

■Loans related to COVID-19 and changes in loan conditions (as of March 31, 2021)

	Loan execution	
	Number of loans provided	Amount (¥ billion)
New loans	15,997 cases	¥696.4 billion
Proper	797 cases	¥330.8 billion
Guarantee Association	15,200 cases	¥365.6 billion
Change of conditions	1,122 cases	—
Corporations	391 cases	—
Loans	731 cases	—



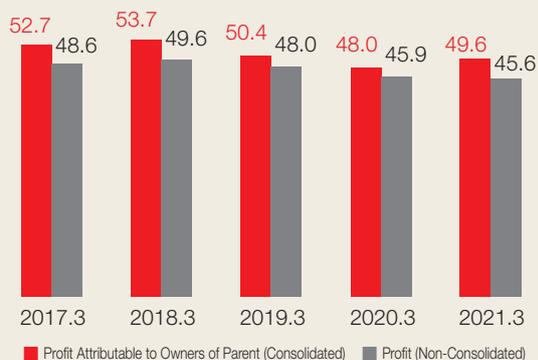
Financial Highlights

Profit

(Consolidated/Non-Consolidated/¥ billion)

Consolidated: **¥49.6** billion

Non-Consolidated: **¥45.6** billion



Ordinary Profit

(Consolidated/Non-Consolidated/¥ billion)

Consolidated: **¥71.8** billion

Non-Consolidated: **¥64.2** billion



Capital Ratio (Consolidated)

Total Capital Ratio: **12.79%**

Common Equity Tier 1 Capital Ratio: **12.28%**



ROE (Consolidated/Non-Consolidated)

Consolidated: **5.65%**

Non-Consolidated: **5.00%**



$$\text{ROE (Non-Consolidated)} = \frac{\text{Profit}}{(\text{Total Net Assets at Beginning of Fiscal Year} + \text{Total Net Assets at End of Fiscal Year}) / 2}$$

$$\text{ROE (Consolidated)} = \frac{\text{Profit attributable to owners of parent}}{(\text{Total Shareholders' Equity at Beginning of Fiscal Year} + \text{Total Shareholders' Equity at End of Fiscal Year}) / 2}$$

ROA (Non-Consolidated)

Non-Consolidated: **0.27%**



$$\text{ROA (Non-Consolidated)} = \frac{\text{Profit}}{\text{Average Total Assets}}$$

OHR (Non-Consolidated)

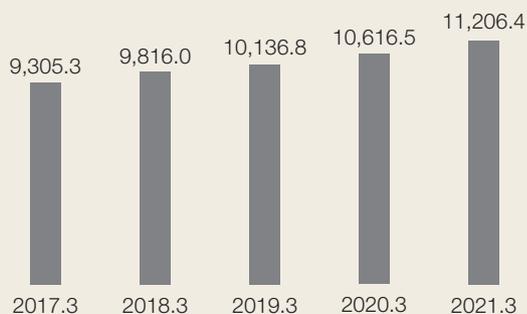
Non-Consolidated: **55.00%**



$$\text{OHR (Non-Consolidated)} = \frac{\text{Expenses}}{\text{Net Business Income - Gains (Losses) Related to Bonds, etc.} + \text{Net Transfer to General Allowance for Loan Losses} + \text{Expenses}}$$

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

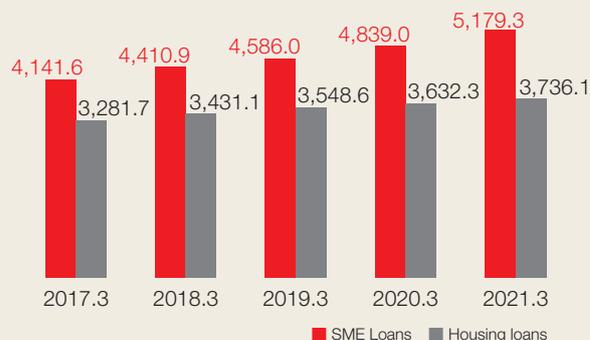
Non-Consolidated: **¥11,206.4** billion



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

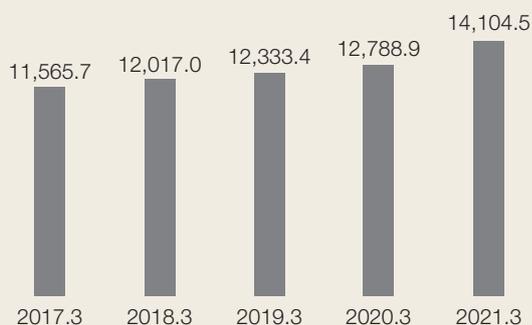
SME Loans: **¥5,179.3** billion

Housing Loans: **¥3,736.1** billion



Deposits (Non-Consolidated/¥ billion)

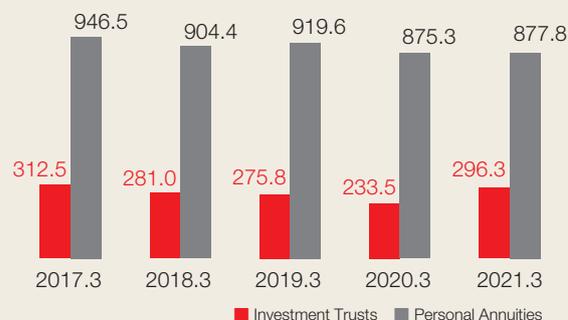
Non-Consolidated: **¥14,104.5** billion



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

Investment Trusts
Outstanding Balance: **¥296.3** billion

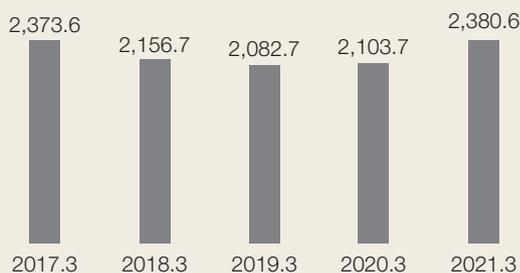
Personal Annuities
Outstanding Balance: **¥877.8** billion



Securities

(Non-Consolidated/¥ billion)

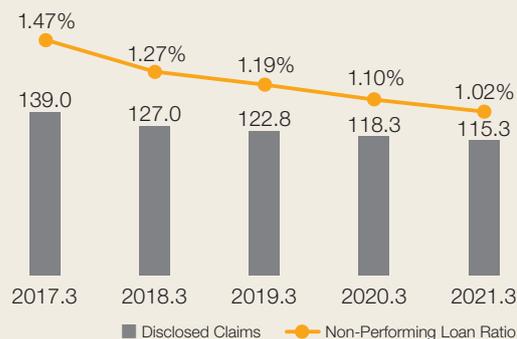
Non-Consolidated: **¥2,380.6** billion



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

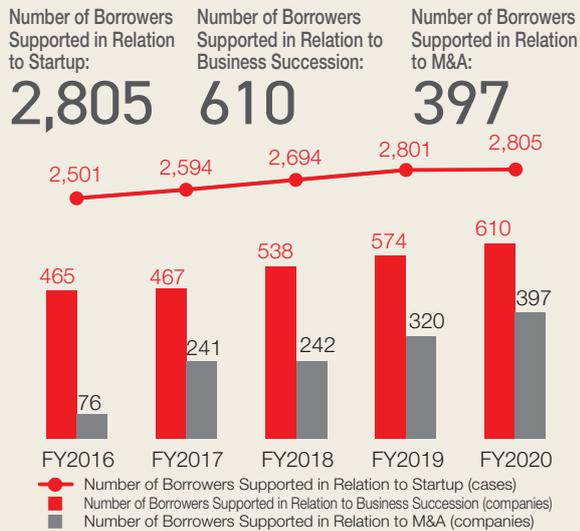
Disclosed Claims under the
Financial Reconstruction Law: **¥115.3** billion

Non-Performing Loan Ratio
(Based on the Financial
Reconstruction Law): **1.02%**

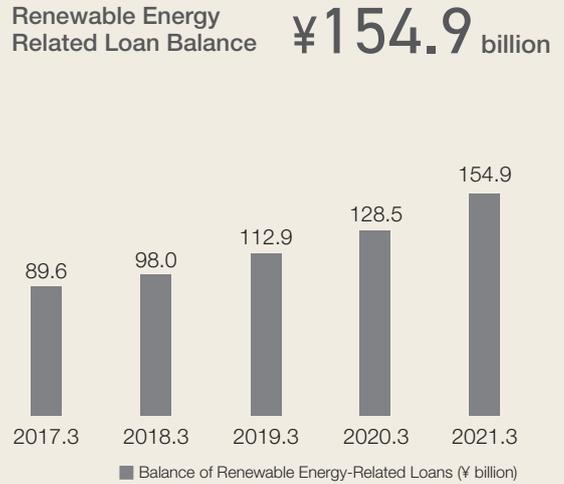


Non-Financial Highlights

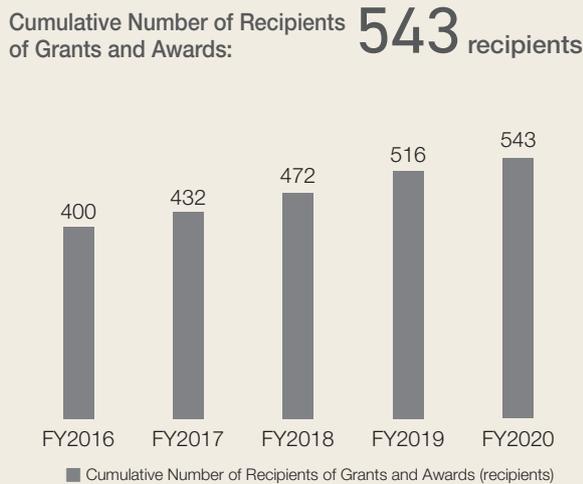
Number of Borrowers Supported in Relation to Startup/Business Succession/M&A



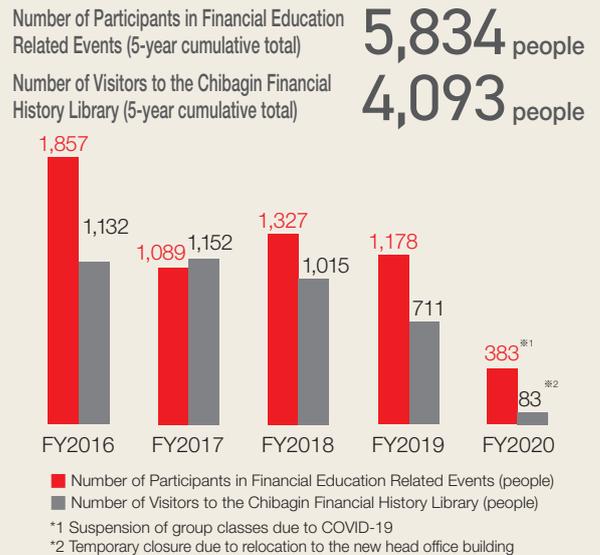
Initiatives to Promote Renewable Energy



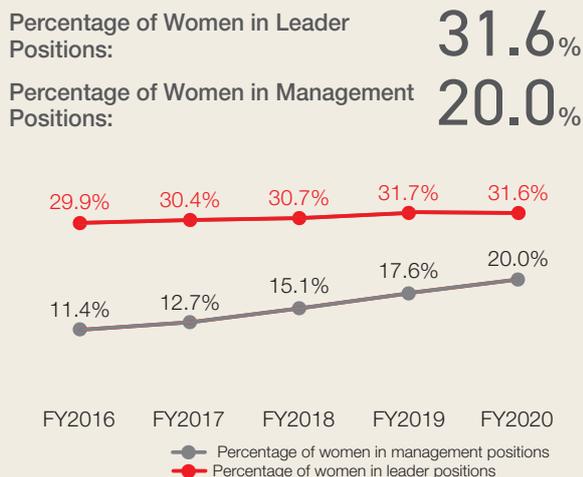
Support for Industrial Development and Technological Innovation



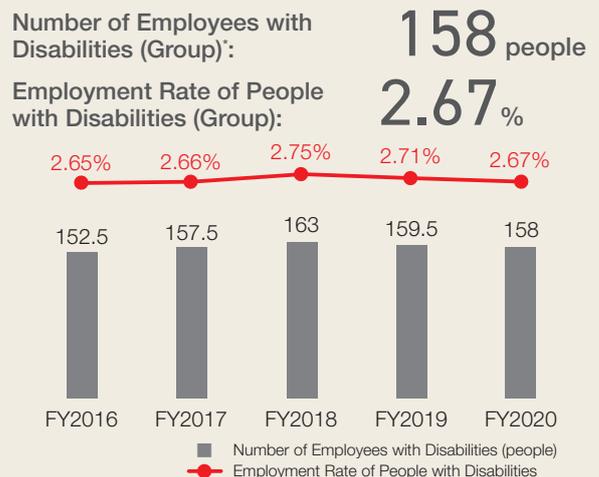
Efforts to Improve Financial Literacy



Initiatives to Promote the Active Participation of Women



Efforts Toward the Employment of People With Disabilities



*The numbers of employees with disabilities may include a fraction of less than one as they are the figures used for calculating the employment rate of people with disabilities.

Financial Results and Conditions

Financial Results for the Fiscal Year Ended March 31, 2021

● Summary of financial results

In the fiscal year ended March 31, 2021, non-consolidated gross business profit increased ¥3.3 billion year on year to ¥156.0 billion. Net interest income increased by ¥0.9 billion, net fees and commissions income increased by ¥3.5 billion, and core net business income excluding gains (losses) on cancellation of investment trusts increased by ¥2.0 billion.

Net credit costs increased by ¥0.9 billion due in part to making preventive provisions.

As a result, non-consolidated profit was ¥45.6 billion and profit attributable to owners of parent was ¥49.6 billion.

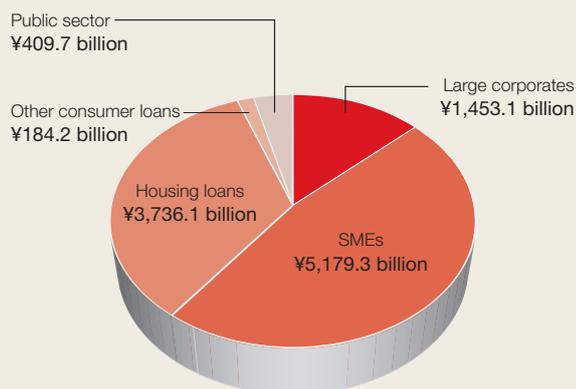
● Increase in domestic loans and bills discounted

The balance of domestic loans and bills discounted increased by ¥586.4 billion or 5.6% from the end of the previous fiscal year to ¥10,962.6 billion.

A steady growth was maintained as loans for business operations increased 7.7% and housing loans increased 2.8% due to efforts made in loans related to COVID-19.

Domestic loans and bills discounted by region saw 4.0% increase in branches in Chiba Prefecture and 9.1% in branches outside Chiba Prefecture, showing a steady increase in both regions.

■ Balance of domestic loans and bills discounted (by category)



■ Summary of financial results

(¥ billion)

(Non-consolidated)	2020/3	2021/3	YoY
Gross business profit	152.7	156.0	3.3
Net interest income	123.6	124.5	0.9
Net fees and commissions income	22.6	26.1	3.5
Trading income	1.8	1.7	(0.0)
Profit from other business transactions	4.5	3.5	(1.0)
Gains (losses) related to bonds	3.2	(0.3)	(3.6)
Expenses (-)	81.9	86.0	4.1
Real net business income	70.8	70.0	(0.7)
Core net business income	67.5	70.3	2.8
Excluding gains (losses) on cancellation of investment trusts	64.2	66.2	2.0
Net transfer to general allowance for loan losses (-)	1.2	3.2	1.9
Net business income	69.5	66.7	(2.7)
Non-recurrent income and losses	(1.6)	(2.5)	(0.8)
Disposal of non-performing loans (-)	8.2	7.1	(1.0)
Gains (losses) related to stocks, etc.	2.6	5.8	3.1
Ordinary profit	67.8	64.2	(3.6)
Extraordinary income (loss)	(3.8)	(0.3)	3.5
Profit	45.9	45.6	(0.2)
Net credit costs (-)	9.5	10.4	0.9

(¥ billion)

(Consolidated)	2020/3	2021/3	YoY
Ordinary profit	72.6	71.8	(0.7)
Profit attributable to owners of parent	48.0	49.6	1.6

■ Balance of domestic loans and bills discounted (by region)

(¥ billion)

	2020/3	2021/3	Change	% of Change
Domestic loans and bills discounted	10,376.2	10,962.6	586.4	5.6%
Branches in Chiba Prefecture	7,172.1	7,465.0	292.9	4.0%
Branches outside Chiba Prefecture	3,204.0	3,497.5	293.5	9.1%

Financial Results and Conditions

Financial Results for the Fiscal Year Ended March 31, 2021

● Increase in net fees and commissions income

Net fees and commissions income increased ¥3.5 billion year on year to a record high of ¥26.1 billion.

Corporate solution-related fees led overall with an increase of ¥1.7 billion due to multiple large syndicate loans made in collaboration with alliance banks.

We will continue to strengthen our earning capability by providing a wide range of solutions for customer issues.

● Controlling interest rate risks while diversifying investments

The balance of securities (excluding unrealized gains (losses)) increased ¥187.1 billion from the end of the previous fiscal year to ¥2,198.4 billion.

Although the average duration of securities has become somewhat longer due to the low interest rate environment, we manage our portfolio by diversifying risks and pay close attention to the balance between liquidity and profitability.

● Low OHR

Expenses increased by ¥4.1 billion year on year to ¥86.0 billion due in part to recording expenses related to the new head office building.

OHR increased by 0.3 points year on year to 55.0%, but we still maintain a high enough efficiency compared with the averages of other banks.

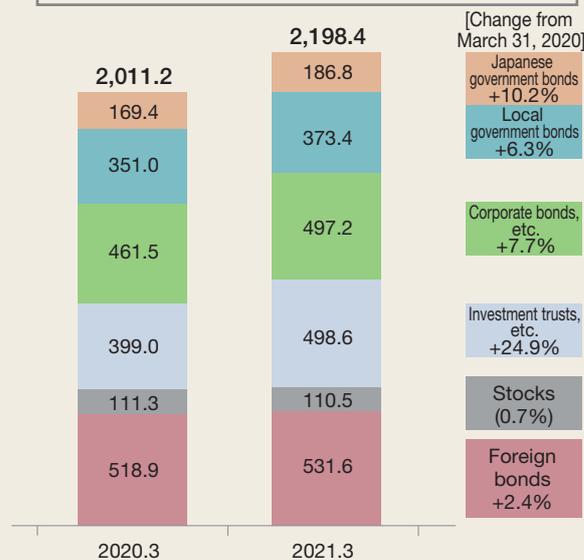
■ Breakdown of net fees and commissions income

	(¥ billion)		
	2020/3	2021/3	YoY
Net fees and commissions income	22.6	26.1	3.5
(Primary items)			
Corporate solutions related	9.8	11.6	1.7
Financial products related	7.7	8.1	0.4
Trust business and inheritance-related services related	1.2	1.3	0.0
Cashless business related*	0.5	0.6	0.0

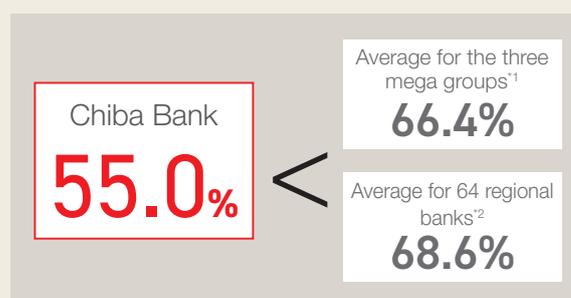
*The existing payment card business related guarantee payment fees were reclassified from "loan payment insurance premiums and guarantee fees" to "cashless business related" (including the past fiscal year).

■ Balance of securities (excluding unrealized gains (losses))

Average duration of securities (including floating rate bonds)				
	2020.3		2021.3	
Yen bonds	4.2 years		5.1 years	
Foreign bonds	1.7 years		2.3 years	



■ OHR level comparison



*1 Expenses ÷ (Consolidated gross business profit – Gains (losses) related to bonds)
[Fiscal year ended March 2021]: Calculated by the Bank based on disclosed information

*2 Expenses ÷ (Non-consolidated gross business profit – Gains (losses) related to bonds)
[Six months ended September 2020]: Disclosed by the Regional Banks Association of Japan

Earnings Projections for the Fiscal Year Ending March 31, 2022

● Summary of earnings projections

For the fiscal year ending March 31, 2022, gross business profit is projected to increase ¥3.4 billion year on year to ¥159.5 billion.

Net interest income is projected to be ¥126.4 billion owing in part to an expected increase in domestic interest on loans and bills.

Net fees and commissions income is projected to increase ¥1.8 billion to ¥28.0 billion, primarily owing to continued increases in solution-related income from corporate customers and income related to the cashless business.

As we expect a ¥0.4 billion decrease in expenses and a ¥0.4 billion decrease in net credit costs, non-consolidated profit is projected to be ¥49.0 billion, up ¥3.3 billion year on year, and profit attributable to owners of parent is projected to increase ¥2.3 billion year on year to ¥52.0 billion.

Despite the difficult economic environment, we will continue to strengthen our earning capability by putting together various measures.

■ Earnings projections

(¥ billion)

(Non-consolidated)	2021/3	2022/3 (Projection)	YoY
Gross business profit	156.0	159.5	3.4
Net interest income	124.5	126.4	1.8
Net fees and commissions income	26.1	28.0	1.8
Trading income	1.7	2.5	0.7
Profit from other business transactions	3.5	2.6	(0.9)
Gains (losses) related to bonds	(0.3)	1.0	1.4
Expenses (-)	86.0	85.5	(0.4)
Real net business income	70.0	73.9	3.9
Core net business income	70.3	72.9	2.5
Excluding gains (losses) on cancellation of investment trusts	66.2	68.9	2.6
Net transfer to general allowance for loan losses (-)	3.2	1.0	(2.2)
Net business income	66.7	72.9	6.1
Non-recurrent income and losses	(2.5)	(3.9)	(1.4)
Disposal of non-performing loans (-)	7.1	9.0	1.8
Gains (losses) related to stocks, etc.	5.8	3.5	(2.3)
Ordinary profit	64.2	69.0	4.7
Extraordinary income (loss)	(0.3)	(0.5)	(0.1)
Profit	45.6	49.0	3.3
Net credit costs (-)	10.4	10.0	(0.4)

(¥ billion)

■ Net credit costs

(¥ billion)

	2021/3	2022/3 (Projection)	YoY
Net credit costs (-)	10.4	10.0	(0.4)
Net transfer to general allowance for loan losses (-)	3.2	1.0	(2.2)
Disposal of non-performing loans (-)	7.1	9.0	1.8
Write-offs / Net transfer to specific allowance for loan losses, etc. (-)	8.3	10.5	2.1
New downgrades (-)	8.7	11.0	2.2
Decreases in collateral value, etc. (-)	0.4	0.5	0.0
Collections, etc.	0.7	1.0	0.2
Recoveries of written-off claims	1.2	1.5	0.2

(Consolidated)	2021/3	2022/3 (Projection)	YoY
Ordinary profit	71.8	75.5	3.6
Profit attributable to owners of parent	49.6	52.0	2.3

Medium Term Management Plan Progress

The 14th Medium Term Management Plan

NEXT STEP 2023

~ connect and go beyond, for the future ~ April 1, 2020 to March 31, 2023

Vision Enhance “customer experience” by deepening financial functions and creating new models for regional finance

The term “customer experience (CX)” refers “not only to the value of products we offer and the satisfaction gained at the moment of transactions with the Bank but also to the total experience, spanning from present to future, including the emotion and sense gained by the customer as a result of interacting with the Bank.”

Basic Policy I “We will continue to evolve closely with our customers” “Four key strategies” for evolving existing businesses

Key Strategy 1 Personal Business
Strengthen consulting functions that are closely linked to the lives of individuals

Key Strategy 2 Corporate Business
Increase capabilities for solving management issues as a partner

Key Strategy 3 Regional Revitalization
Strengthen initiatives for regional revitalization by increasing capabilities for solving regional issues

Key Strategy 4 Branches and Channels
Optimize branch functions and other aspects that support the enhancement of customer contact

Basic Policy II “We will continue to create new value for our customers’ future” “Two key strategies” for creating new services and businesses

Key Strategy 5 Digital and Information
Provide new value through the use of digital technologies and all types of information resources

Key Strategy 6 New Businesses
Create new services and operate new businesses beyond the existing framework

Basic Policy III “We will advance alliance strategies” “Two key strategies” for realizing Basic Policy I and Basic Policy II

Key Strategy 7 Collaboration with Other Banks
Advance collaboration with other banks

Key Strategy 8 Cross-Industry Collaboration
Enhance collaboration with companies in other industries

Basic Policy IV “We will realize sustainable management” “Four key strategies” that are the foundations for realizing the vision of the Medium Term Management Plan

Key Strategy 9 Human Resources
Build a rewarding company and enhance human resource development (organizational culture and human resources)

Key Strategy 10 BPR
Improve productivity and promote flexible work styles

Key Strategy 11 SDGs
Enhance SDGs initiatives together with the region

Key Strategy 12 Business Management Structures
Establish solid management foundation

Target Figures

●Progress toward targets

	Targets for FY2022 (Final Fiscal Year)	Results for FY2020	(Reference) Results for FY2019
Profit attributable to owners of parent	¥60.0 billion	¥49.6 billion	¥48.0 billion
Consolidated ROE (based on shareholders' equity)	Mid- 6%	5.65%	5.67%
OHR (non-consolidated)	Lower 50% range	55.00%	54.61%

The medium term management plan “NEXT STEP 2023 ~ connect and go beyond, for the future ~” is a three-year plan starting in April 2020 with the following figures as its target indicators: (1) profit attributable to owners of parent, (2) consolidated ROE (based on shareholders' equity), and (3) OHR (non-consolidated).

The effects of COVID-19 have been prolonged, and there is still no end in sight, but we have made efforts to meet the financing needs of corporate and individual customers, accumulate fees and commissions income from corporations through large-scale biomass power generation equipment projects, and reduce expenses. Overall profit has also grown for Group companies, and the difference between consolidated and non-consolidated profit has expanded to ¥3.9 billion.

All figures in the first year of the Medium Term Management Plan made good progress, including ¥49.6 billion in profit attributable to owners of parent versus a target of ¥48.5 billion.

In new business, we established Chibagin Market Co., Ltd. as a regional trading company and began to consider establishing a remote financial consulting company with Daishi Hokuetsu Bank, Chugoku Bank, and Nomura Holdings.

We also set three moonshot goals ((1) provide the best app and portal; (2) make it possible to obtain the desired information in the desired format at any time; and (3) eliminate the use of paper and seals), and we are pressing forward with our digital transformation (DX) strategy.

●Responding to future issues

Performance results in the first year of the Medium Term Management Plan were steady, but the effects of COVID-19 have been prolonged, and the declining birthrate, aging population, continued low interest rate policy, and so forth continue to create a harsh environment for the Bank, so we recognize the need to further strengthen group-wide management.

In addition, while restructuring our personnel strategy of training and recruitment that is more flexible than ever before, we will pursue management with a focus on sustainability, such as strengthening our response to SDGs including decarbonization.