

## Message from the CHRO

**We will develop diverse professionals to bring the hopes of our customers and personnel to life**

### Takashi Makinose

Director and Managing Executive Officer  
Group Chief Human Resources Officer (CHRO)



**Aim to be “an organization that creates new value by bringing together diverse specialists”**

The Chiba Bank Group views its “human resources” as its most important management capital. For the Group to deliver social value to our customers and the community, ongoing human resources development is essential. To this end, we aim to be “an organization that creates new value by bringing together diverse specialists” through the enhancement of human capital.

In particular, we have positioned “human resources development” and the “improvement of personnel engagement” as key challenges in human resources strategy. We will connect those challenges to the realization of the Group’s vision by giving employees a greater sense of reward in their work and establishing a workplace environment in which diverse personnel can demonstrate their capabilities.

**“Human Resources Development Policy” for the realization of our Purpose**

The Bank Group has established a new Human Resources Development Policy with the slogan “become someone who keeps fighting for the customer.” This slogan is used to share the personalities and ways of thinking desired by the Group among all employees and to inspire them to move forward to realize their own career aspirations. It was designed to encourage each of our employees to “be a partner who continues to keep fighting with customers, the community and colleagues.”

To help each of our employees to embody the Human Resources Development Policy, we undertook a review of our personnel evaluation systems. By drastically reviewing the previous evaluation items and replacing them with evaluation items based on the three elements of the Human Resources Development Policy, i.e., “Think things through,” “Utilize your own strengths,” and “Gain more supporters,” we will seek to enlighten our employees and instill these elements in them.

**Develop personnel who bring customers’ hopes to life**

The growth and advancement of human resources who can respond appropriately to our customers’ diverse values and to changes in the business environment are essential to the realization of our Purpose. In our aim to become an organization in which each of our employees has professional expertise and pride and is able to work with a sense of reward, we will actively promote investment in human capital with a focus on measures for human resources development.

We established our in-house academy, “Chibagin Academy”, as a learning environment in which each of our employees can obtain the knowledge and information that they need “anytime, anywhere.” A year after it opened, the Academy now has over 6,000 video courses, and we intend to continue enhancing the kind of learning content that employees need. The average time spent by employees learning with the Academy has reached 39 hours per annum, which indicates that a culture in which individual employees seek to acquire the knowledge that

they need of their own volition is gradually penetrating the Group.

To help our employees acquire expertise, we have actively implemented development programs to strengthen our employees’ consultation and proposal capabilities in both the corporate and retail businesses. This includes dispatching them as external trainees to different industries and rotating them among specialized departments at Head Office. We established a human resources development quota of 280 persons for the current Mid-term Plan, which is approximately double that in the previous Mid-term Plan.

We are also focusing on developing management personnel and have launched an individualized development program initiative, in which we select candidates for senior management and help them to acquire the knowledge and experience that they each lack.

Through such human resources development measures, we will aim to create a virtuous cycle in which professionals who can bring customers’ hopes to life are nurtured, those professionals then deliver “social value” to customers, by which local communities and the Group achieve sustainable growth, and the profits generated by that process are re-invested in our personnel.

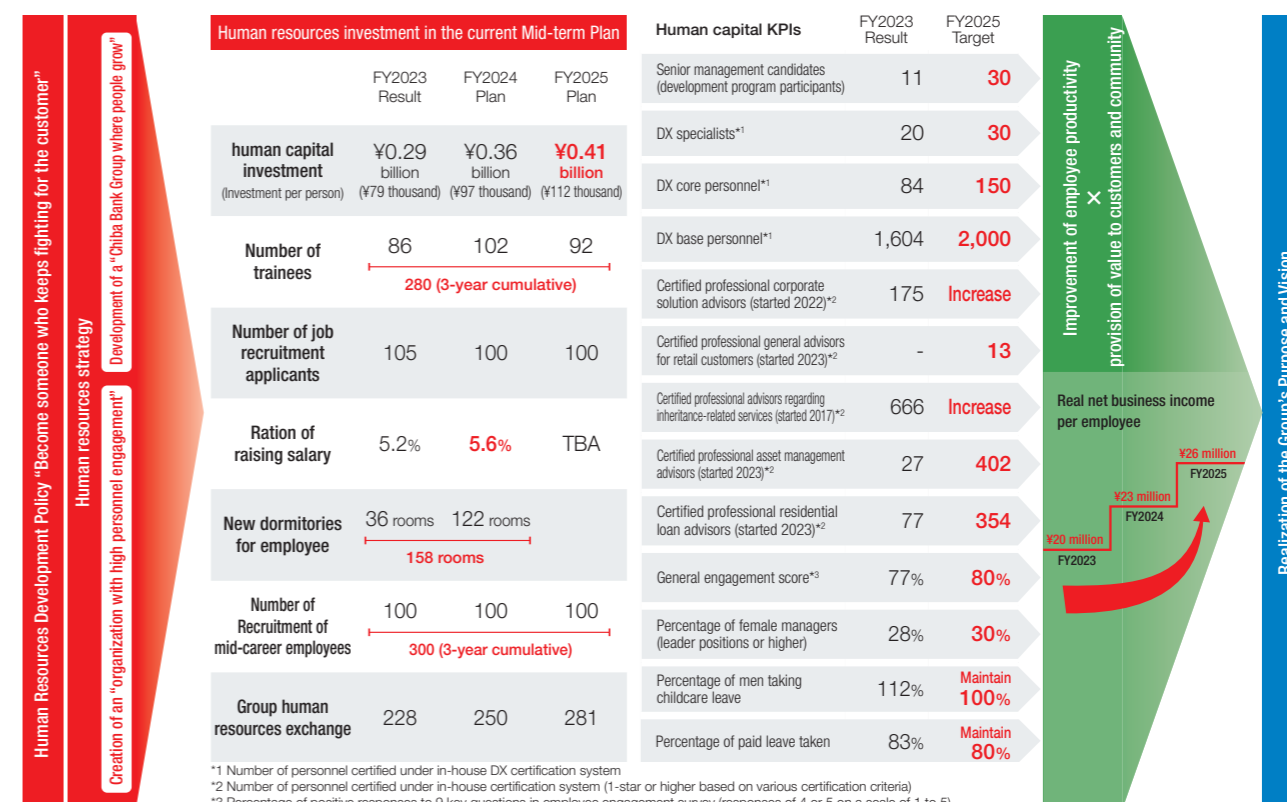
**Bringing employees’ hopes to life**

I believe that the realization of employees’ career aspirations at their companies and of their expectations of their companies will lead to the improvement of personnel engagement and allow them to demonstrate their full potential.

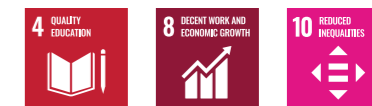
By listening carefully to each individual employees’ hopes, I am working to establish a workplace environment in which they can “work comfortably” and find “job satisfaction”. I am also working to promote diversity and inclusion and to conduct personnel exchanges among Group companies.

In my dealings with people, I am always conscious of “finding the good in others.” This is the same for everyone I encounter—customers, superiors, colleagues, subordinates and, of course, even family. When we consciously look for the good points in another person, we naturally come to acknowledge and respect that person. The fundamentals to doing a good job are to be sincere ourselves and to respect the people around us. I hope to foster a corporate culture in which each and every employee respects each other and strives to elevate each other.

### Human resources strategy and human capital KPIs for the realization of the Purpose



# Human Capital (Base IV)



## Group Human Resources Development Policy

Chiba Bank Group Human Resources Development Policy **“Become someone who keeps fighting for the customer”**

Three core elements	<b>Think things through</b>	Think through everything on your own, and take action and take on the challenge
	<b>Utilize your own strengths</b>	Have your own strengths and expertise
	<b>Gain more supporters</b>	Accomplish while connecting with others

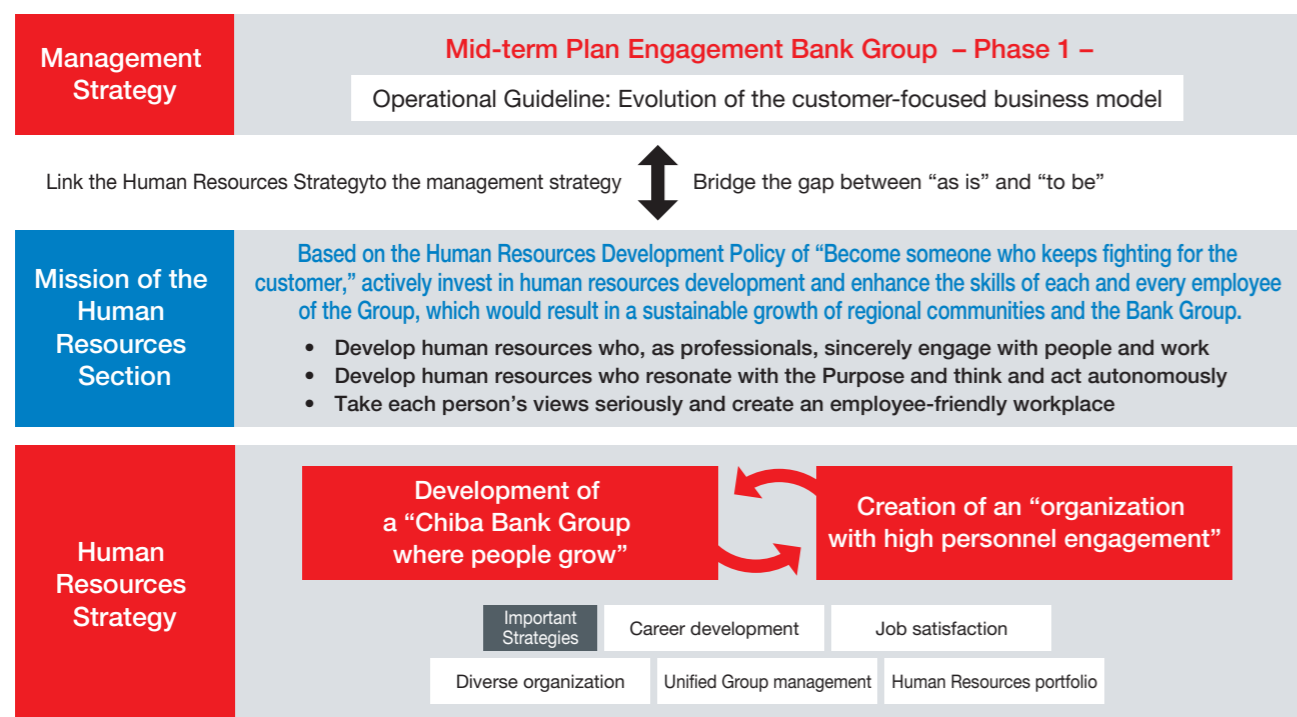
With the aim of the Bank Group becoming an organization that creates new value by bringing together diverse specialists, we have established the Human Resources Development Policy “Become someone who keeps fighting for the customer” with the idea that each and every employee should “be a partner who continues to keep fighting with customers, the community and colleagues.”

The three core elements of the Human Resources Development Policy are “think things through,” “utilize your own strengths,” and “gain more supporters.” We strive to develop and retain human resources by providing a variety of opportunities for “training, challenges, and practice” so that employees can refine their own skills and maximize their capabilities.

## Formulation of Human Resources Strategy That is Linked to Management Strategy

The Bank Group links its Human Resources Strategy to the management strategy to establish an organization that creates new social value toward the achievement of the Purpose and Vision.

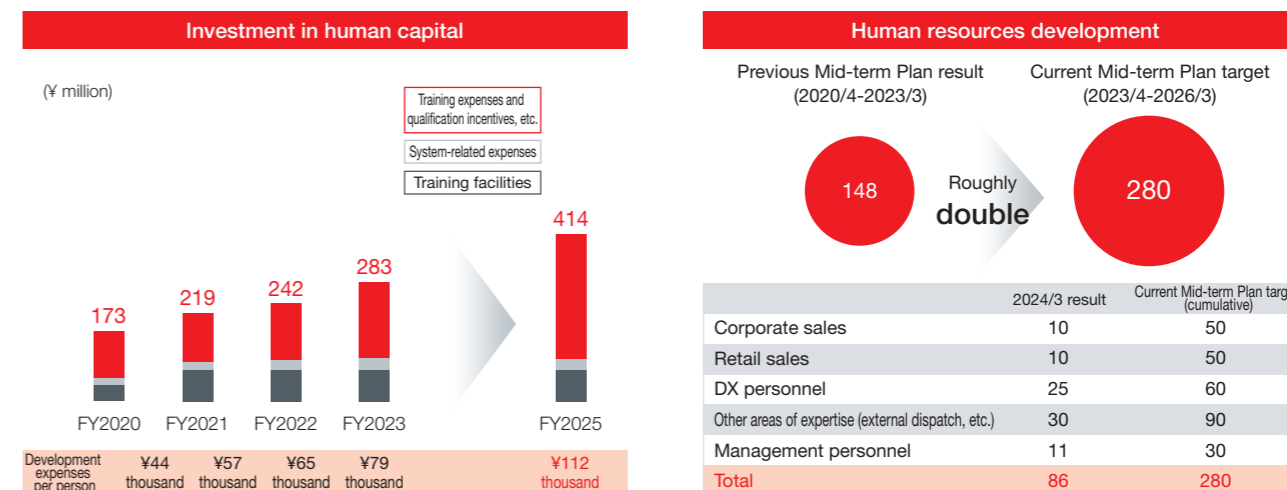
Under the two pillars of the Human Resources Strategy, which are the “development of a Chiba Bank Group where people grow” and the “creation of an organization with high personnel engagement,” we will bridge the gap between “as is” and where we aim “to be.” We will thus make the Bank Group an organization with diverse experts that provides new social value, and we will realize our customers’ hopes and the sustainable growth of the local community.



## Investment in Human Capital

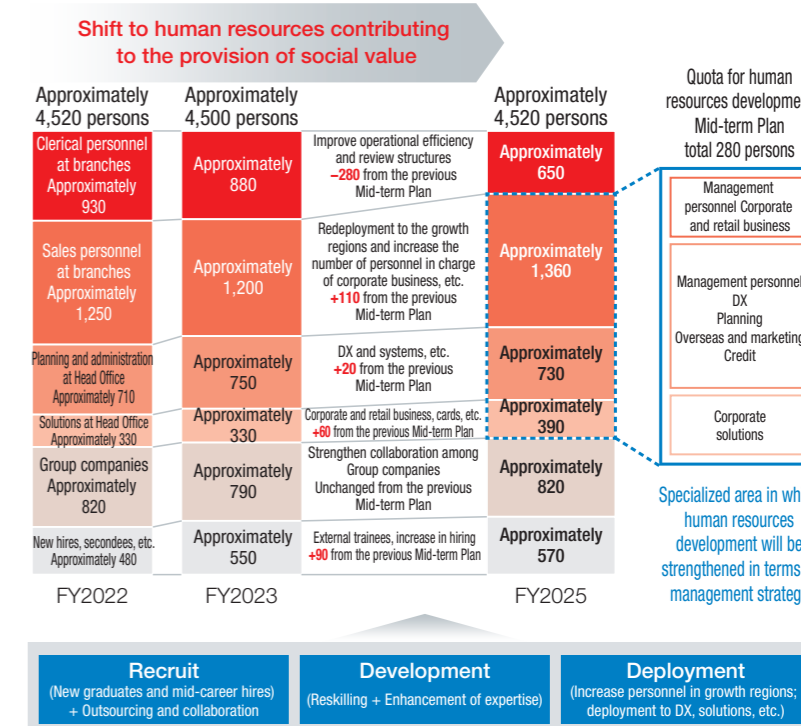
We believe that in order for the Bank Group to provide social value and achieve sustainable development together with the local community, developing human resources responsible for service provision is an urgent issue. Therefore, we will significantly expand our investment in human capital.

We will secure the budget for human capital investment in training and other human resources development, which is nearly double the previous budget, and expand external training and on-demand learning for specialists. In addition, we will establish a human resources development quota of 280 persons for the period of three years, and actively have them participate in programs to strengthen consulting proposal capabilities for both corporate and retail business, and dispatch them to different industries such as DX and ICT consulting. In this way, we will focus on continuously developing highly specialized personnel.



## Human Resources Portfolio to Achieve Management Strategy

By developing specialists and improving employee engagement, we will develop the overall Group’s human resources portfolio in line with the management strategy. While maintaining the total workforce, we will review how personnel are deployed by improving operational efficiency and reviewing operational structures, transfer personnel to the digital and corporate solution fields, and shift our human resources to those contributing to the provision of social value. We will recruit personnel with high capabilities and potential, develop human resources to hone their expertise, and place the right person in the right job based on each person’s strengths and career aspirations. In this way, we will fill the gap in both the quality and number of human resources to create an organization that can achieve the management strategy.



Pillar of Human Resources Strategy (1) Development of a “Chiba Bank Group where People Grow”

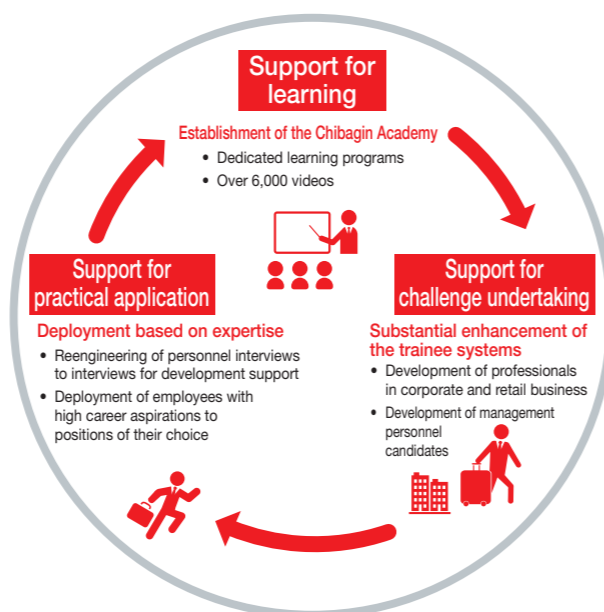
### Career Step Support for Each Employee

The Bank believes that employees realizing careers which they themselves hope to pursue will lead not only to value provision to our customers but also to job satisfaction and improved engagement for employees themselves. We are enhancing our career step support initiatives, where we actively offer opportunities for each employee to learn, take on challenges, and apply practically what they learn to realize his/her career goals.

As an initiative to acquire business knowledge, etc. required to realize their career goals, we have established the Chibagin Academy, a learning management system. We have provided an environment where employees can learn anytime, anywhere, with over 6,000 videos. At the same time, we have also provided functions to recommend leaning contents in accordance with each employee’s responsibilities and level.

In addition, employees are given opportunities to take on jobs of their choice. Specifically, job shadowing opportunities are available to allow employees to experience specialized work at the Head Office for a few days, and we are enhancing the FA system and the job recruitment system, where employees apply for new responsibilities.

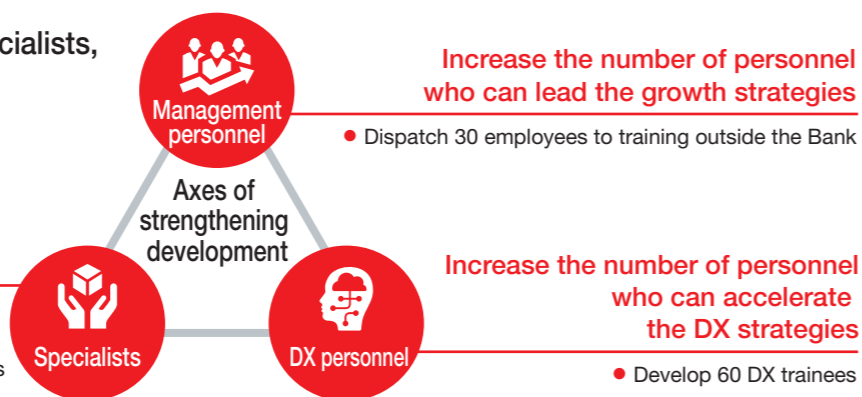
As career paths each employee pursues, we strengthen the three axes of “specialists, DX personnel, and management personnel” in our Mid-term Plan. We are developing human resources systematically by creating development systems for each area, such as the professional certification system, internal and external trainee systems, and the program for management personnel development.



### Strengthen development of specialists, DX personnel, and management personnel

#### Increase the number of practical personnel who can provide value to customers

- Develop 50 trainees for corporate and retail business respectively
- Develop 90 Head Office specialist trainees



Specialists	DX personnel	Management personnel
<p><b>Branches</b> Develop specialists in consulting proposals</p> <p>Professional certification system</p> <ul style="list-style-type: none"> <li>Development support aiming at obtaining professional certification</li> <li>Chibagin Academy</li> <li>Practical training</li> </ul> <p>Corporate and retail business trainee system</p> <ul style="list-style-type: none"> <li>Practice at Head Office and Group companies</li> <li>Dispatch employees to university courses to develop sales capability</li> </ul> <p><b>Head Office</b> Develop specialists in solutions provision</p> <ul style="list-style-type: none"> <li>Dispatch employees as trainees to other companies or the Head Office for 1 to 2 years (in specialized areas)</li> </ul>	<p><b>DX specialists</b></p> <ul style="list-style-type: none"> <li>Specialists training system</li> </ul> <p><b>DX core personnel</b></p> <ul style="list-style-type: none"> <li>DX core personnel training courses</li> <li>DX trainee</li> </ul> <p><b>DX base personnel</b></p>	<p><b>Candidates for senior management</b></p> <ul style="list-style-type: none"> <li>Dispatch candidates to training for senior management (university courses for working adults, cross-industry interactions, etc.)</li> </ul> <p><b>Managers</b></p> <ul style="list-style-type: none"> <li>Six-month coaching programs</li> <li>Assessment training for department managers, etc.</li> </ul>

### Enhancement of Corporate and Retail Business Personnel Development at Branches and the Professional Certification System

The Chiba Bank is developing corporate and retail business specialists, who interpret customer needs at branches and make consulting proposals. To visualize the stage of each eligible employee’s development and increase their motivation, we have launched the professional certification system, where one to four stars are awarded in accordance with the certification criteria based on each employee’s performance and other quantitative elements.

Criteria are set in the four areas of corporate, inheritance-related services, sale of financial products, and housing loans, and the certification is carried out every six months. The stage of development is measured for eligible employees across the Bank.

Based on this system, in FY2023 we launched the corporate sales and retail sales development program, which is a framework to develop specialists at branches systematically and allow employees in charge at branches to gain practical skills and experience necessary for reaching a higher level. This is a practical one-year program where participants experience in rotation a wide range of solution offering jobs at the Bank Head Office and specialized departments at Group companies. Under the current Mid-term Plan, we plan to develop 100 specialists in total. Participants of the program are mainly employees who have a high interest in corporate and retail sales, recruited based on internal self-recommendation. Those who completed the program are assigned to branches where they can offer actual proposals to customers. We measure their performance after the participation in the program, thereby developing human resources systematically.

Area	Number of employees	System started in
Corporate solutions	175	FY2022
Sales of financial products	27	FY2023
Inheritance-related services	666	FY2017
Housing loans	77	FY2023

### Enhancement of Head Office Specialist Development and Trainee Systems

The Bank Group actively dispatches trainees internally and externally to develop Head Office specialists in such areas as DX, ICT consulting, corporate solutions, and international affairs. In FY2023, 55 trainees were dispatched internally and externally, including to companies in other industries. We will continuously focus on the development of specialists through personnel dispatch to fields with high-level expertise. In addition, we support self-development by paying qualification incentives of up to 300 thousand yen to employees who obtain highly advanced qualifications (Small and Medium sized Enterprise Consultant, etc.).

Number of trainees dispatched in FY2023		Number of employees who obtained specialist qualifications	
DX/ICT	25	CMA	70
Megabanks	5	Small and Medium sized Enterprise Consultant	60
Government-affiliated and other financial institutions	2	1st grade Certified Skilled Professional of Financial Planning	252
Consulting and research	6	Real Estate Transaction Agent	422
Securities companies	1	Labor and Social Security Attorney	14
Fintechs	2	Certified Public Accountant	1
Government agencies and economic organizations	3	Certified Public Tax Accountant	2
Market and international divisions	3	Licensed Real Estate Appraiser	1
Credit and audit divisions	8		

### Enhancement of and Program for Management Personnel Development

The Bank has a program for management personnel development in place from the perspective of developing next-generation management personnel who lead the growth strategies. We expand the pool of next-generation management personnel by implementing a program where participants at each level learn decision-making skills, finance theories, organizational management frameworks, and other kinds of expertise required of management personnel, in accordance with age, position, and other elements. (There were 11 participants in FY2023.) In addition, we launched a development program in FY2023 for candidates for managerial positions, such as General Managers and Senior Deputy General Managers, from the perspective of developing management-level employees at branches, etc. This is a personalized program where each candidate can gain knowledge and experience they lack. Through this initiative, we are enriching the pool of management-level personnel.

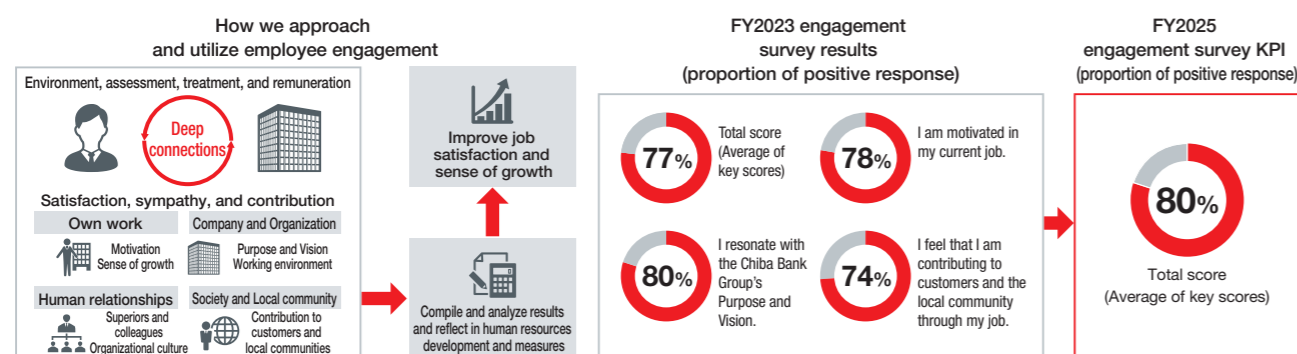
Pillar of Human Resources Strategy (2) Creation of an “Organization with High Personnel Engagement”

### Improve Employee Engagement

The Bank Group believes that bringing employees’ hopes to life will increase employee engagement, and is working on various measures from the perspective of what employees expect from the Bank, including “human resources development,” “diversity,” and “development of workplace environment.”

To accurately understand the status of employee engagement, we conduct semiannual engagement surveys, with questions independently designed based on advice from an external consultant. We have set the standard (KPI) we aim to achieve by FY2025.

A 360-degree assessment is also conducted. The results, in combination with the engagement survey results, serve as employees’ voices and inform personnel measures and a better workplace environment. By driving forward such a system, we strive to improve engagement.

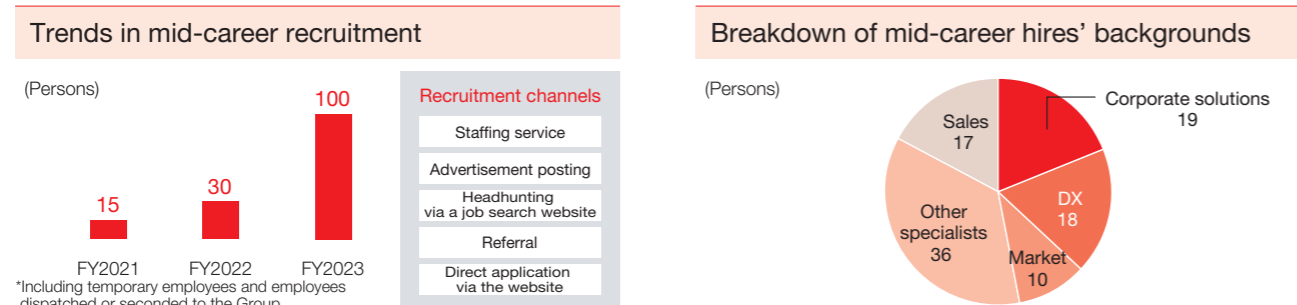


### Enhancement of Human Resources Recruitment

When recruiting new graduates, the Bank Group focuses on the recruitment of human resources who resonate with our Purpose and Vision and keep fighting for the customer, not to mention the recruitment of human resources with high skills and potential. From FY2024 onward, the Chiba Bank will centrally recruit new graduates for the entire Group. The Bank Group thereby strives to provide diverse career paths and facilitates personnel exchanges within the Group.

We try to bridge the gap between what applicants wish to do and the actual job at the Bank by providing a number of opportunities to experience hypothetical jobs at the Bank Group in briefings and internships, as well as to speak with actual employees.

To respond to changes in customers’ values and behavior based on changes in the external environment and promptly advance progressive initiatives without being bound by preconceived ideas, we consider it important to secure human resources who have high levels of expertise from other industries and companies and can immediately play an active role. We have therefore enhanced mid-career recruitment substantially, hiring 100 persons in FY2023.



### Health Management and Financial Wellness

To create a workplace where employees are physically and mentally healthy and find their work rewarding, the Bank has made the Health Management Declaration. We take measures to maintain and enhance employee health, such as organizing 1-on-1 meetings with the occupational physician for employees who work long hours, providing health checkups and cancer screenings, and holding walking events. We thus work to reduce presenteeism (decrease in work efficiency due to health issues) and absenteeism (leave or absence due to health issues).

We also believe that supporting financial wealth of employees (financial wellness) is important. In addition to the establishment of a corporate defined contribution pension plan and employees’ share ownership plan to encourage employees participation, we have concluded a corporate service agreement with On Ad Co. Ltd. to provide employees with asset management consultation services offered by On Ad as part of employee benefit, thereby strengthening relevant initiatives.

### Better Treatment of Employees

To recognize each employee’s hard work and improve engagement, we are raising our employees’ working conditions, including their pay, to a competitive level. The Bank increased employee wages by more than 5% in FY2023, and plans to further raise wages, including base salary, by more than 5.6% in FY2024.

### Achievement of Flexible Work Styles and Correction of Long Working Hours

We actively engage in work style reform to create a workplace where employees can feel job satisfaction, as well as to let diverse human resources play an active role. We have introduced remote work, flextime, and staggered working hours, as well as reformed business operations by utilizing IT and reviewing business processes. Through such initiatives, we work to improve productivity by allowing flexible work styles and correcting long working hours. In addition, employees are encouraged to take paid leave. The percentage of paid leave taken was 83% in FY2023.

MESSAGE

#### Making a broader range of proposals while taking advantage of previous job experience

**Shota Fujiwara**  
Area Manager Yachiyo Branch



As an area manager, I give advice to retail sales representatives in the Yachiyo block on ways of sales promotion, in addition to engaging in my own promotional activities. I previously worked in sales at a securities company, working in different locations across Japan for about 11 years. I, however, found it difficult to keep moving around the country when my third child was born. I became interested in working for the Chiba Bank and joined the Bank because I would be able to keep working in finance and retail sales, work in Chiba, where I am from, and make a wider range of proposals to

customers than I had done at a securities company. After starting at the Bank, I realized that the Chiba Bank is trusted by local people and offers a wealth of services that can respond to the trust. I believe that I have been able to offer services that meet a wider range of needs, while taking advantage of my previous job experience. Although I was initially nervous about being a mid-career hire, I now feel that employees are properly recognized for their activities whether they have joined the Bank as new graduates or mid-career hires, and am motivated in work.



## Message from the General Manager of the Diversity Management Division



**Promoting a cultural reform unconstrained by precedents to create a workplace where everyone can demonstrate their full potential and play an active role**

**Chikako Watanabe** Diversity Management Division General Manager

Committee, comprised of diverse members from different position levels and departments.

In addition, all workplaces have a General Manager for Diversity Management (department manager) and a Diversity Management Leader. This creates a structure where the significance of diversity management is made known to every corner of the organization.

We will contribute to the improvement of the Chiba Bank Group's corporate value by further spreading the importance of diversity management across the Group, while accelerating existing initiatives, such as controlling unconscious biases, ensuring psychological safety, respecting individuality in supporting career development, and improving engagement.

As a management strategy to survive in the rapidly changing and unpredictable times, the Bank's executives and employees are united in promoting diversity.

While diversity management is often discussed in the context of women's empowerment, the principal aim is to create a workplace environment where each employee can demonstrate their full potential and play an active role regardless of gender or other attributes.

To this end, it is important to reflect diverse values in the measures we take. In planning measures, we work with the Diversity Management

## Initiatives for Promoting Diversity & Inclusion

### Holding diversity forums

To ensure that all employees, including employees of Group companies, understand the importance of diversity management and take action, we hold a diversity forum every year. The forums are attended by all executives, as well as representatives from each workplace and Group companies. The program of the forums include messages from the top management, lectures by experts, opinion exchange between participants, and other workshops, creating a platform for mindset and behavior transformation toward diversity management.

Themes are chosen from timely topics. The FY2023 forum took place under the theme of "What we need to create organizations and workplaces that nurture engagement." Participants deepened their understanding by complementing knowledge with lectures and exchanging opinions with each other after the lectures. At the end, each participant declared what action they would take, which leads to concrete changes in behavior.

### Holding a formula and complementary food seminar for balancing work with parenting

As part of support for balancing work with parenting, we held a seminar featuring liquid formula for employees who are in the parenting age group. Reducing the burden of childcare by taking advantage of liquid formula and other products and services not only contributes to a smooth return to work after childcare leave but also facilitates active involvement in parenting regardless of gender by lowering the hurdle for taking care of children. In the seminar, male employees who fed liquid milk for the first time expressed confidence in their ability to take on the task. Encouraging couples to share parenting responsibilities in breastfeeding, where the burden tends to fall more on women, would help mothers work. By raising awareness toward the elimination of gender gap not only at work but also at home, we will promote the creation of an environment where everyone can work to their full potential.

## Promoting diversity in the management team

Of the Bank's nine Directors, three (33.3%) are women. In 2022, Outside Director Tashima became the first female chairperson of the Nomination, Remuneration and Corporate Advisory Committee. In April 2024, Director and Senior Executive Officer Awaji was given the right of representation to be the first female representative director. At the same time, Outside Director Takayama became the first female chairperson of the Board of Directors. We believe that diversity in the management team enables decision making based on multiple perspectives and helps drive innovation and enhance governance. To maintain diversity in decision-makers, we will develop diverse human resources, including women, as executive candidates, with an eye to improving corporate value.

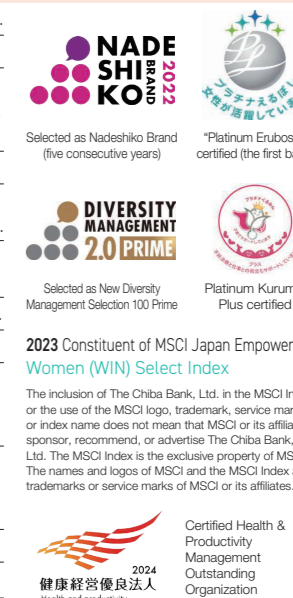
## TSUBASA cross-mentor

Banks in the TSUBASA Alliance have the TSUBASA cross-mentor system in place, which is a cross-organizational mentoring system. The Bank has been serving as the secretariat since the launch of the initiative. The purpose of the program is to support female employees who aim to be executive candidates, in terms of both skills and mindset. As mentees are matched with mentors from a different bank, the program offers fine-tuned advice on work from those in the same industry, as well as psychological safety that derives from speaking to someone in a different company.

In FY2023, an all-hands in-person meeting was held to strengthen the relationship between participants. We also introduced mentoring training to help participants put high quality mentoring into practice, thereby enhancing the effectiveness of the measure.

## Major diversity-related initiatives and external evaluation

2007	Chibagin Heartful was certified as a special subsidiary pursuant to the Act to Facilitate the Employment of Persons with Disabilities as a regional bank.
2014	Established the Diversity Management Division, and appointed the first female general managers (two persons).
2015	Appointed female outside directors (two persons). Opened an in-house nursery facility "Chiba Institute of Technology Himawari Nursery School" jointly with Chiba Institute of Technology. Signed the Chiba City Iku-Boss Joint Declaration.
2016	Obtained the Eruboshi (stage three) certification for good-standing companies.
2017	Appointed the first female Executive Officer. Obtained the Platinum Kurumin certification based on the Act on Advancement of Measures to Support Raising Next-Generation Children.
2018	Became the first regional bank to be selected as Nadeshiko Brand by the Ministry of Economy, Trade and Industry and the Tokyo stock Exchange (selected for five consecutive years until 2022). Opened in-house nursery facilities "Himawari Nursery Chiba" and "Himawari Nursery Kashiwa." *Closed on March 31, 2023
2019	Then-President Sakuma was awarded the Prime Minister's Commendations to Contributors for Creating a Gender Equality Society by the Cabinet Office.
2020	Became the first financial institution to be selected as New Diversity Management Selection 100 Prime by the Ministry of Economy, Trade and Industry.
2021	Appointed the first female internal director. Became the first regional bank to win the Grand Prize in the Company Prize Advanced Division of the 2021 J-Win Diversity Award sponsored by nonprofit organization J-Win. Ranked first in the Nikkei DUAL survey "NIKKEI Top Companies Supporting Dual-income Parents with Childcare Needs".
2022	Became the first bank to obtain the Platinum Eruboshi certification based on the Act on Promotion of Women's Participation and Advancement in the Workplace. TSUBASA Diversity & Inclusion Declaration. Appointed the first female Chairperson of the Nomination, Remuneration and Corporate Advisory Committee.
2023	Obtained the Platinum Kurumin Plus certification based on the Act on Advancement of Measures to Support Raising Next-Generation Children.
2024	Appointed the first female representative director, as well as the first female Chairperson of the Board of Directors



## Data on active participation of women

Number of women in senior positions (all items as of July 2024)  
 ● Director: **3** ● Executive Officer and General Manager: **1** ● General Manager: **3**  
 ● Positions of Senior Deputy General Manager, General Manager, etc.: **123**  
 Percentage of leadership positions held by women\*: **29.4%**  
 (Percentage of supervisory and managerial positions held by women: **18.4%**)

\*Staff with subordinates and staff in equivalent positions, such as branch manager, who are responsible for organizational management as responsible for operation.

## Data on supporting balance between work and childcare

In-house nursery facilities: **2 in Chiba Prefecture** (As of July 2024)  
 Percentage of men taking childcare leave: **112.8%** (FY2023)

## Data on number of employees with disabilities

Number of employees with disabilities: **151.5** (As of June 2023)