



The Chiba Bank, Ltd.

IR Day

April 6, 2021

Event Summary

[Event Name]	Chiba Bank IR Day	
[Date]	April 6, 2021	
[Time]	15:00 – 16:17	
[Venue]	Real + Webcast	
[Number of Speakers]	8	
	Hidetoshi Sakuma	President, Group CEO
	Tsutomu Yonemoto	Director and Senior Executive Officer
	Tadayoshi Shinozaki	Director and Senior Executive Officer, Group CSO, Group CDTO
	Yoichi Mataki	Executive Officer, General Manager of Payment Card Business Division
	Hideki Shibata	General Manager of the Digital Innovation Division
	Daisuke Miyashita	General Manager of the Business Planning Division
	Hiroaki Matsuoka	Deputy General Manager of the Digital Innovation Division
	Nobukazu Odaka	Executive Officer, General Manager of Corporate Planning Division

Presentation

Odaka: Thank you for taking time out of your busy schedules at the beginning of the fiscal year to participate in our IR Day meeting today.

We would like to thank you again for your continued understanding and cooperation in our IR activities.

I would like to introduce you to the participants of today's meeting. Please note that due to time constraints, the participants will remain seated.

As you look from the center to the right, Hidetoshi Sakuma, President and Group CEO. Tsutomu Yonemoto, Director and Senior Executive Officer; Tadayoshi Shinozaki, Director, Senior Executive Officer, Group CSO and Group CDTO. Next, from left to right, since the theme of today's presentation is to strengthen the DX strategy, the General Managers of the relevant divisions are participating. In the front row, Yoichi Mataka, General Manager of the Payment Card Business Division; Hideki Shibata, General Manager of the Digital Innovation Division; and, in the back row, Daisuke Miyashita, General Manager of the Business Planning Division; and Hiroaki Matsuoka, Deputy General Manager of the Digital Innovation Division.

During the question-and-answer session later on, the general managers of the relevant divisions will answer your questions in detail.

I am Nobukazu Odaka from the Corporate Planning Division. I serve as the moderator for today's meeting.

I will briefly explain the schedule for today.

There are two parts for today's meeting. In the first part, President Sakuma will explain the strengthening of our DX strategy in accordance with the materials. This will be followed by a video introduction of the new headquarters. Finally, as announced on March 22, a change in the presidency is scheduled for June, so President Sakuma and President-elect Yonemoto, Senior Executive Officer, would like to address you briefly.

The President will explain measures to strength the DX strategy.

1. Overview

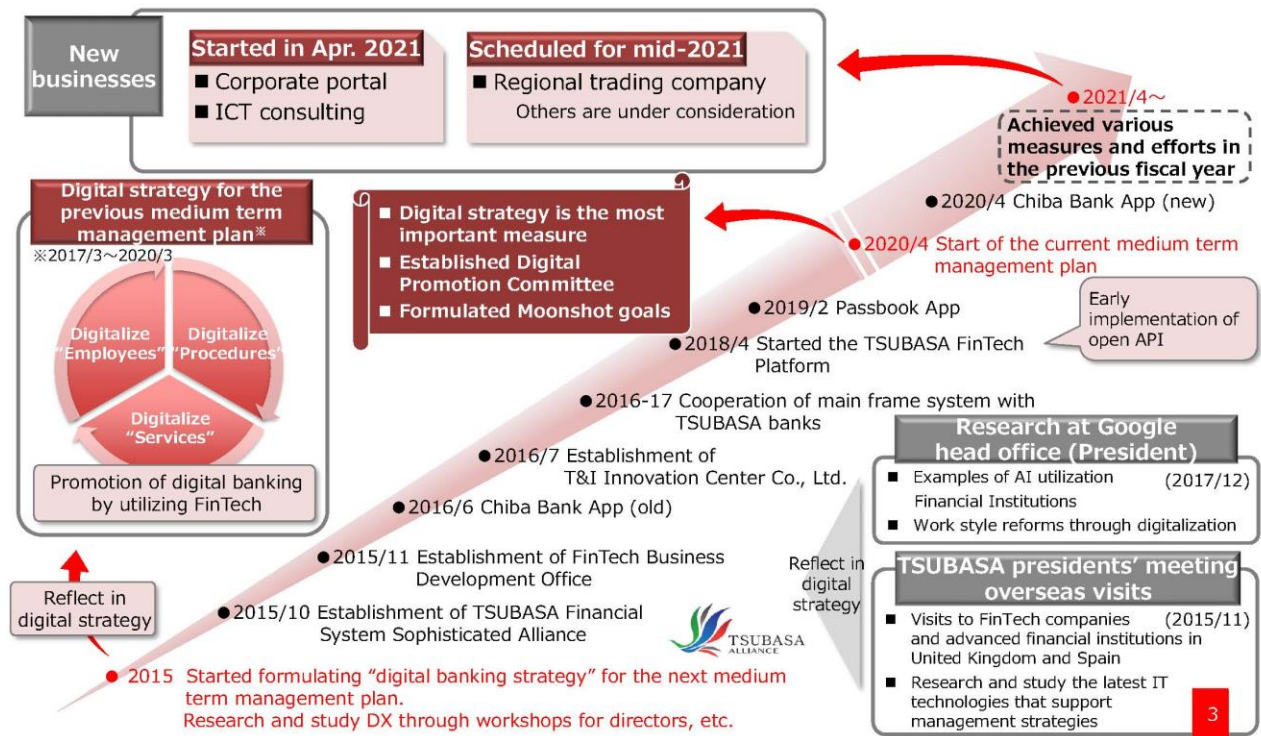
~ History of Our Digital Strategy ~

The 14th Medium Term Management Plan

NEXT STEP 2023

~ connect and go beyond, for the future ~

Executives and employees have been working together to promote digital strategies



Sakuma: Hello, everyone. I'm Sakuma, President and Group CEO. Thank you for taking time out of your busy schedules to participate in Chiba Bank's IR Day today.

First, I would like to talk about strengthening our DX strategy. Please see page 3.

In 2015, we started research and studies to develop a digital banking strategy. The Bank has been promoting its DX strategy as one of the key issues, as it was reflected in the previous medium-term management plan.

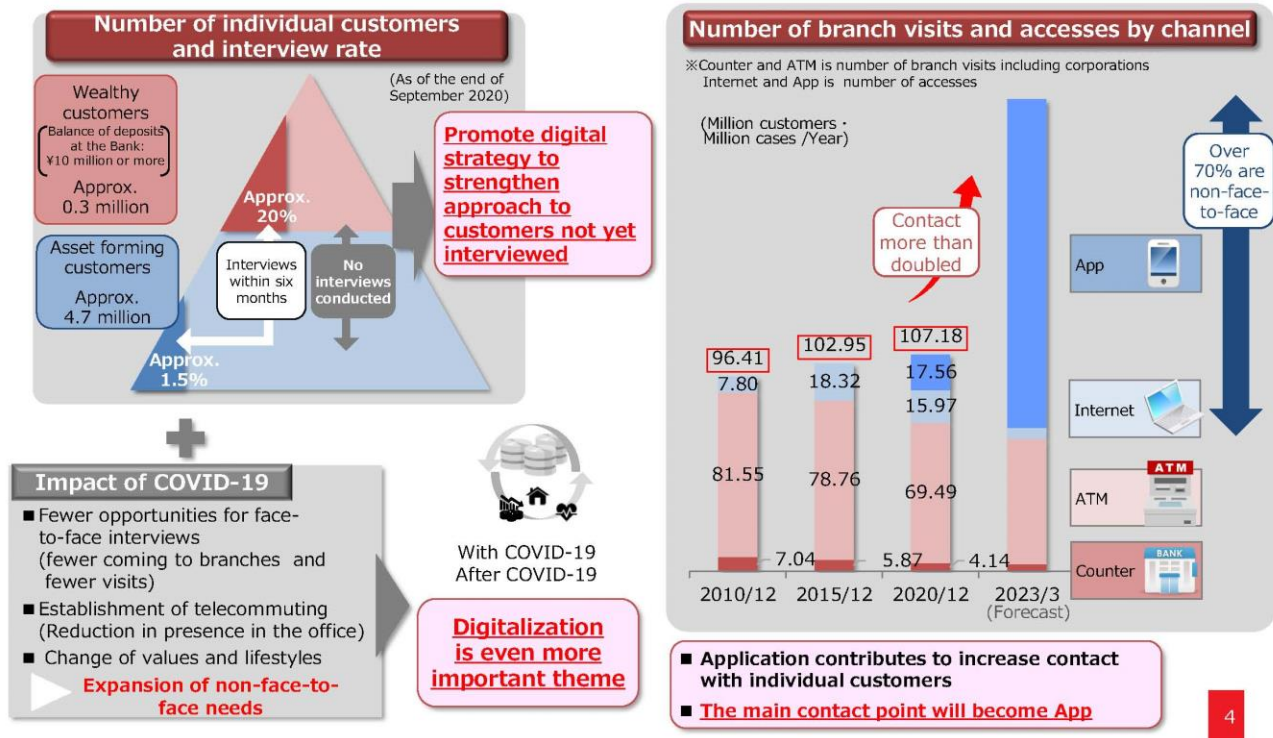
In addition, the TSUBASA alliance has been investigating and researching advanced financial technologies through overseas visits and study sessions by the presidents of the banks. We, banks in the TSUBASA alliance, have made steady progress. In 2016, the banks and IBM Japan jointly established T&I Innovation Center and, in 2018, we achieved to start an open API.

In the medium-term management plan that started in April last year, we have further strengthened our DX promotion by setting the Moonshot Goals with our digital strategy as the most important measure.

1. Overview

~ Environmental Recognition ~

Non-face-to-face needs expanded more than expected due to the prolonged impact of COVID-19



Next, I will explain our perception of the current environment. Please turn to page 4.

The Bank has been promoting a digital strategy since before the COVID-19 pandemic in order to increase the number of contact points and stimulate transactions with customers who had not been able to meet with our employees with conventional approaches alone. Currently, with the prolonged effects of COVID-19, the number of customers visiting counters and ATMs continues to decline, and the non-face-to-face needs are expanding beyond expectations.

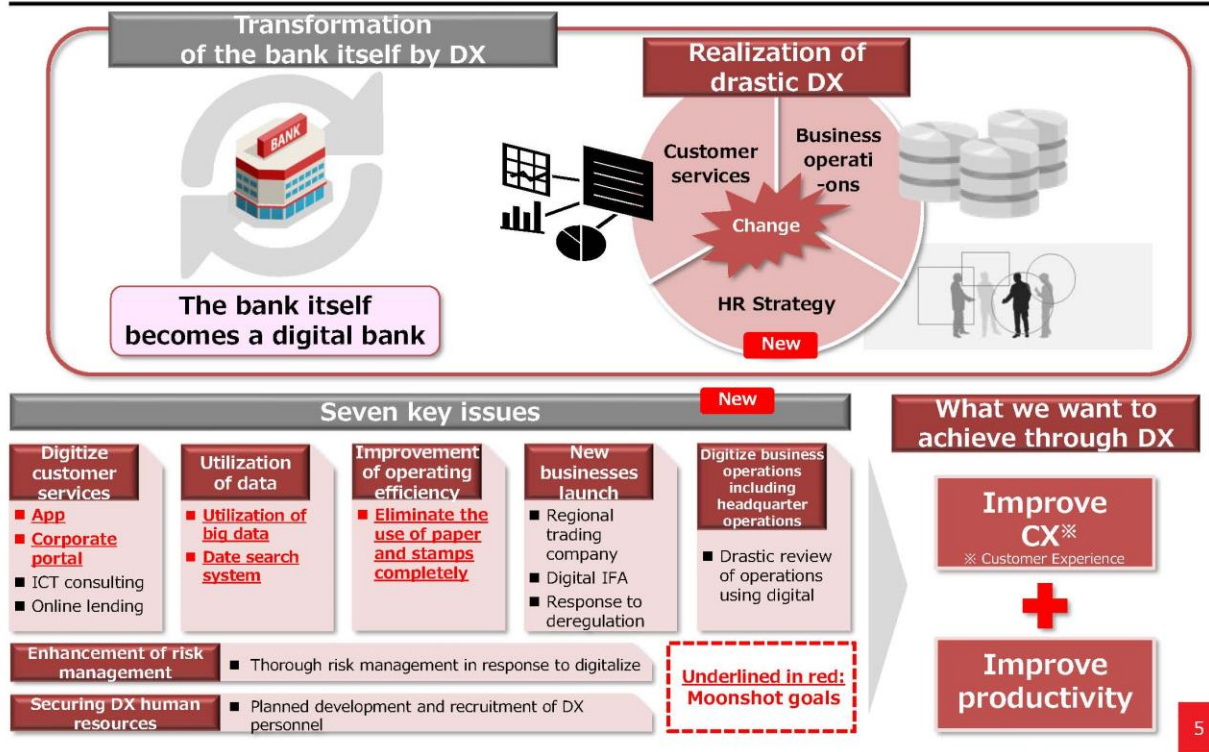
In the future, apps will be the main source of contacts with individual customers, and we expect that more than 70% of contacts will be non-face-to-face in 2 years.

We believe that we have been able to meet the various needs amid the COVID-19 pandemic to a certain extent through our efforts of the digital strategy to date. However, as the digitization in society has made rapid progress, we believe that we need to take another step forward and strengthen our systems to achieve our plan to transform the Bank into a digital bank.

1. Overview

~ Overview of Our DX Strategy ~

Added "Change of Human Resources Strategy" to the axis of DX promotion in order to transform the bank itself



Please see page 5.

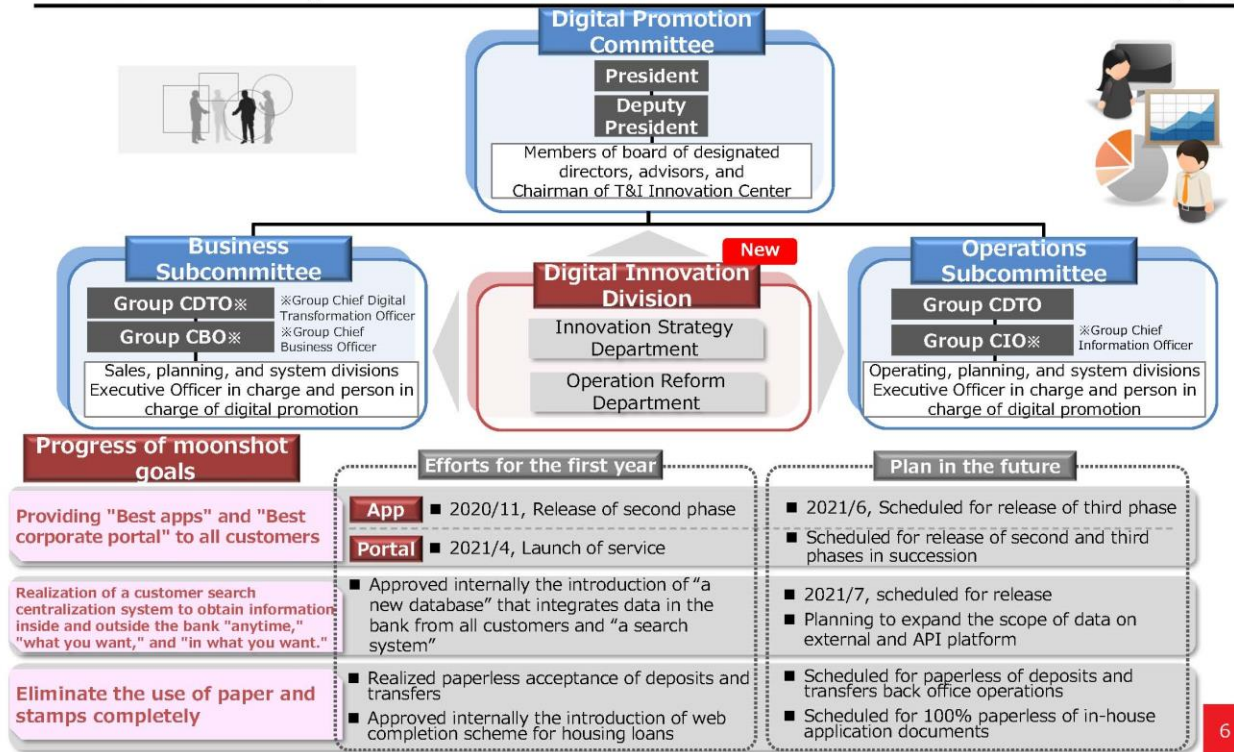
In the current medium-term plan, there are two pillars of the DX strategy: the transformation of services for customers and that of business operations. Toward drastic action to realize DX, we will aim at reforming the Bank itself, adding a reform of the personnel strategy as an axle.

We have identified the following seven key issues to be addressed: digitization of customer services; utilization of data; improvement of operating efficiency; new businesses; digitization of business operations; strengthening of risk management; and securing of human resources specializing in DX. The goal is to improve customer experience (CX) and increase productivity by proceeding with the seven key targets by the whole Group.

1. Overview

~ Revision of Organization ~

Established the "Digital Innovation Division" to oversee DX measures of the entire group



Please see page 6.

In order to address the seven key issues in a cross-organizational manner, we established the Digital Innovation Division, in April, comprised of dedicated DX specialists, and further strengthened our framework for DX promotion.

Led by the Group CDTO, the Digital Innovation Division will proceed with the reform under the overall supervision of the Digital Promotion Committee. We will promote DX, improve convenience, enhance resources, and reduce costs by carrying out the reform.

Although we have just completed the first year of the medium-term plan, we are beginning to see a concrete path toward the realization of the three Moonshot Goals that we aim to achieve by June 2022.

2. Moonshot Goals ① ~ Apps and Corporate Portal ~

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NEXT STEP 2023

~ connect and go beyond, for the future ~

Providing "Best apps" and "Best corporate portal" to all customers



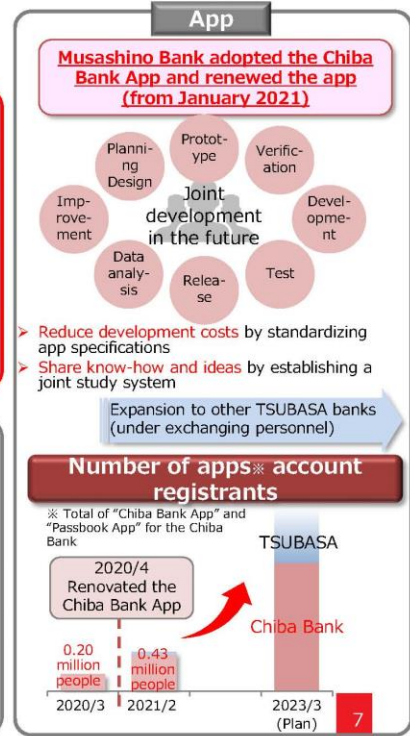
[Individuals]

Providing **"Best apps"** to all customers
~ Apps connected to customers' lifestyles and used always ~

[Corporations]

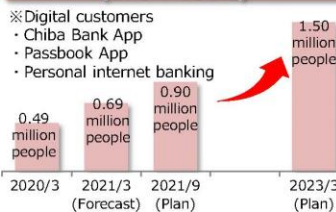
Providing **"Best corporate portal"** to all customers
~ Corporate Portal as a hub for all services and indispensable for business~

➔ Provide **"personalized information"** to customers

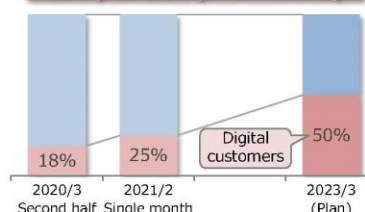


Digital customers

Number of digital customers (Individuals)



Gross business profits composition (Individuals)



Next, I would like to explain the progress of each individual Moonshot target. Please see page 7.

The first of our Moonshot Goals is to provide the best apps and the best corporate portal to all of our customers. Delivering personalized information to customers through our apps and corporate portal, we aim to improve customer experience.

With the promotion of the Chiba Bank app, we plan to triple the number of highly profitable digital customers to 1.5 million people during the current medium-term plan, with the goal of gaining profit from digital customers accounting for 50% of the Bank's overall profit.

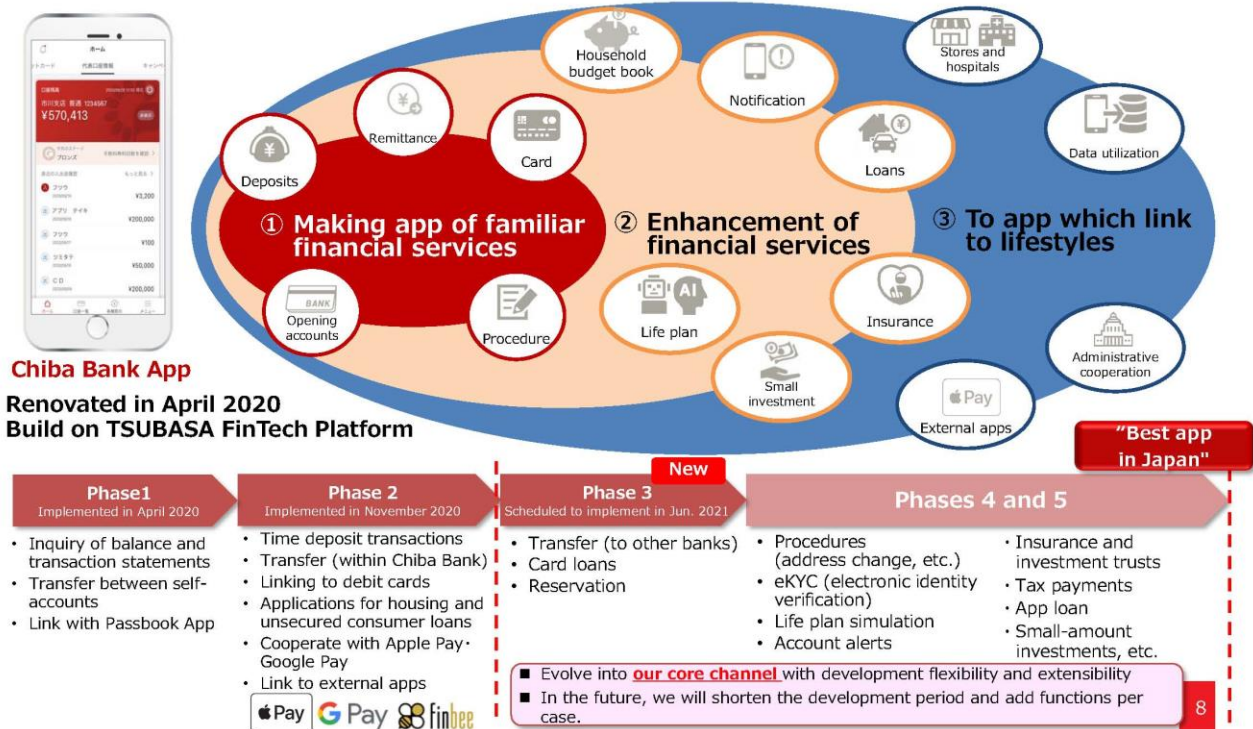
2. Moonshot Goals ① ~ Chiba Bank App ~

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NEXT STEP 2023

~ connect and go beyond, for the future ~

Towards “the app linked to lifestyles”



Next, I will explain the status of the development of the app, which is being jointly developed with Musashino Bank and other banks, and will be rolled out to banks in the TSUBASA alliance in the future. Please see page 8.

The number of account registrations for the Chiba Bank App has been steadily increasing since its upgrade in April last year, reaching 280,000 as of the end of February, which is about 30% of the planned 1 million by March 2023.

In November last year, we implemented Phase 2 of the project as planned, which includes linking to debit cards and linkage to external apps. In June, we plan to implement Phase 3, which will include card loans and in-store visit reservations.

From Phase 4 onward, we will focus on financial service functions with strong needs from customers. By shortening the development periods and realizing target items one by one, we aim to have the best app in Japan by June 2022.

In the future, we will aim to evolve the app so that it is linked to lifestyles, for example, connecting local businesses with local customers, by integrating it with a regional trading company, which is planned as a new business.

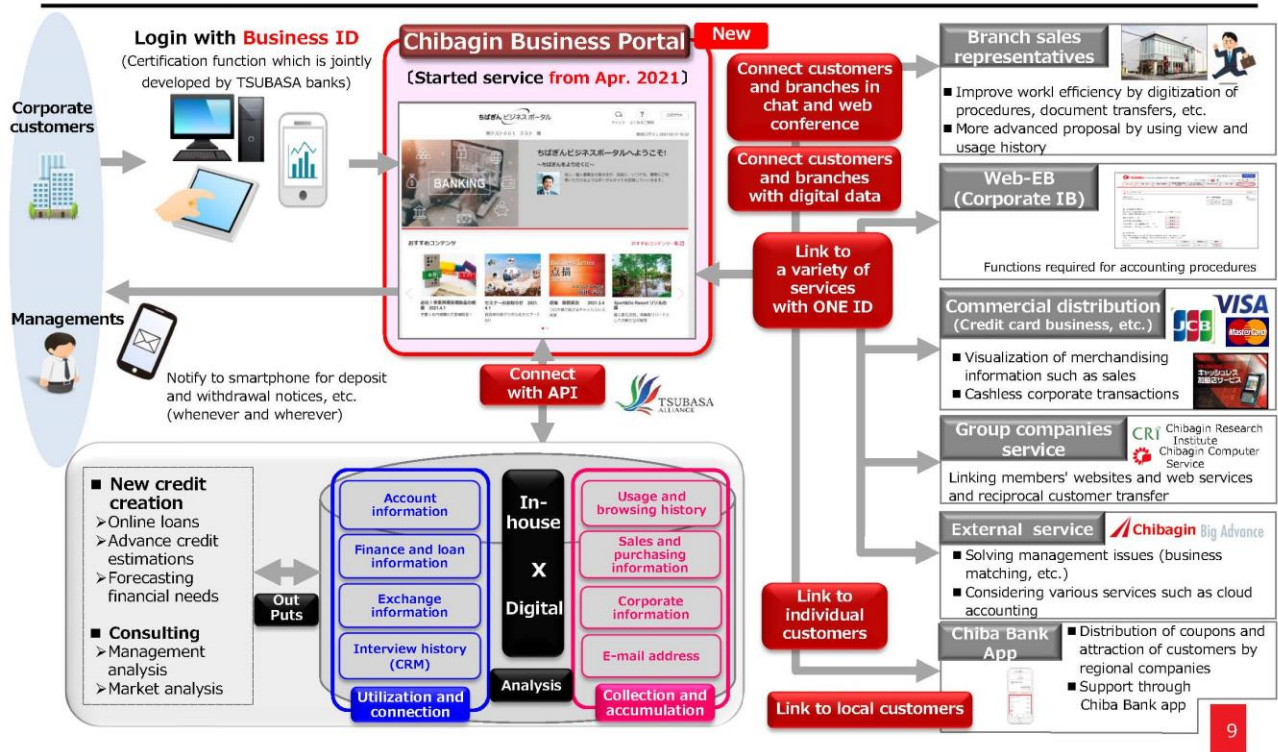
2. Moonshot Goals ① ~ Corporate Portal ① ~

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NEXT STEP 2023

~ connect and go beyond, for the future ~

A corporate portal to serve as a hub for all services essential to business activities



Please see page 9.

In April, we started providing services of the Chibagin Business Portal as scheduled as a new digital channel for corporate customers. This corporate portal has a function that allows customers and branch sales representatives to communicate and check account information over the internet.

In addition to connecting with Group companies and external services, the portal is linked to individual customers to become a hub for all corporate services and an indispensable digital contact point for business activities.

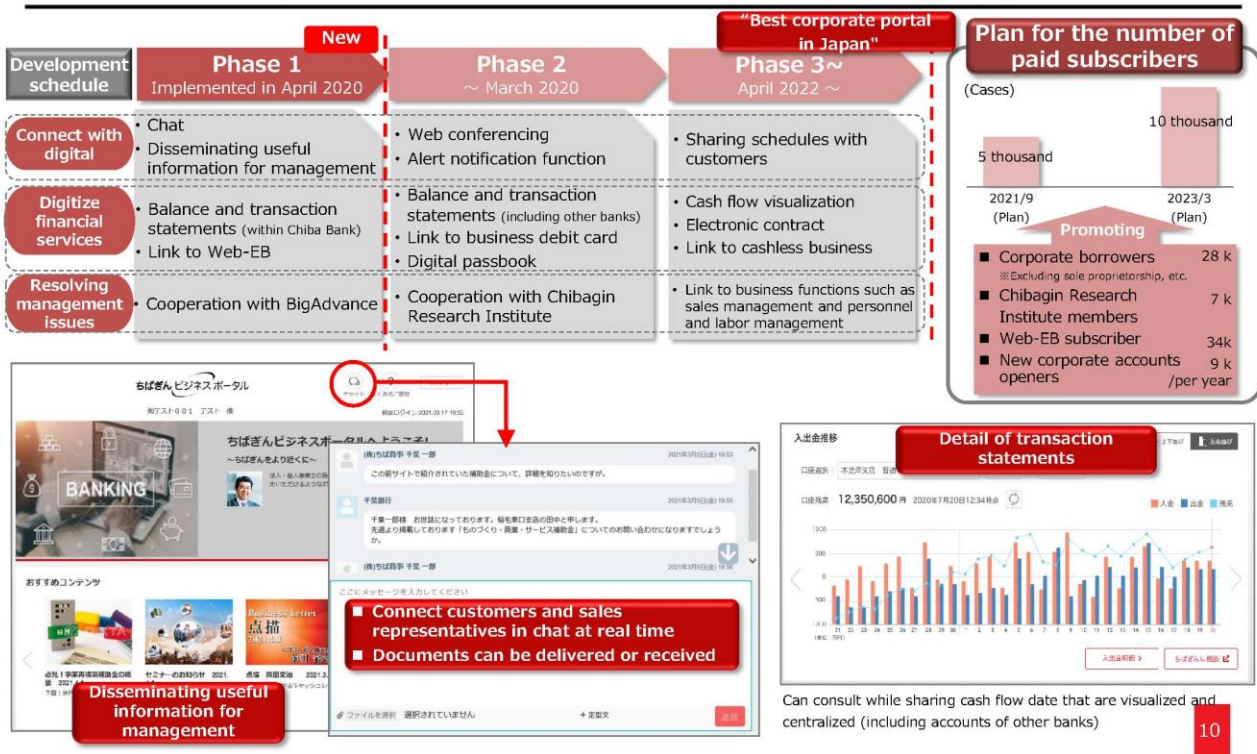
2. Moonshot Goals ① ~ Corporate Portal ② ~

The 14th Medium Term Management Plan

NEXT STEP 2023

~ connect and go beyond, for the future ~

Sophistication of sales activities adapted to the digital age



The following is a description of the specific services we offer. Please see page 10.

As of the launch of the services in April, the portal provides a function to digitize procedures and document exchanges by connecting customers and sales representatives via chat.

In the coming Phase 2, Phase 3, and so on, we aim to realize the best corporate portal in Japan by expanding its functions that enhance convenience and efficiency, such as the centralization of details of accounts like deposits and withdrawals, including accounts at other banks, as well as electronic contracts and web conferencing.

In addition, we will be able to make more sophisticated credit decisions by using earnings forecasts based on deposit and withdrawal records and the results of analysis of browsing and usage history. We will also provide advanced services that utilize digital technology, such as proposals tailored to the circumstances and needs of customers, to enhance our sales activities.

We plan to acquire 5,000 paying customers in the first half of the current fiscal year and 10,000 paying customers over the next 2 years by promoting the services to our corporate borrowers and new corporate account openers.

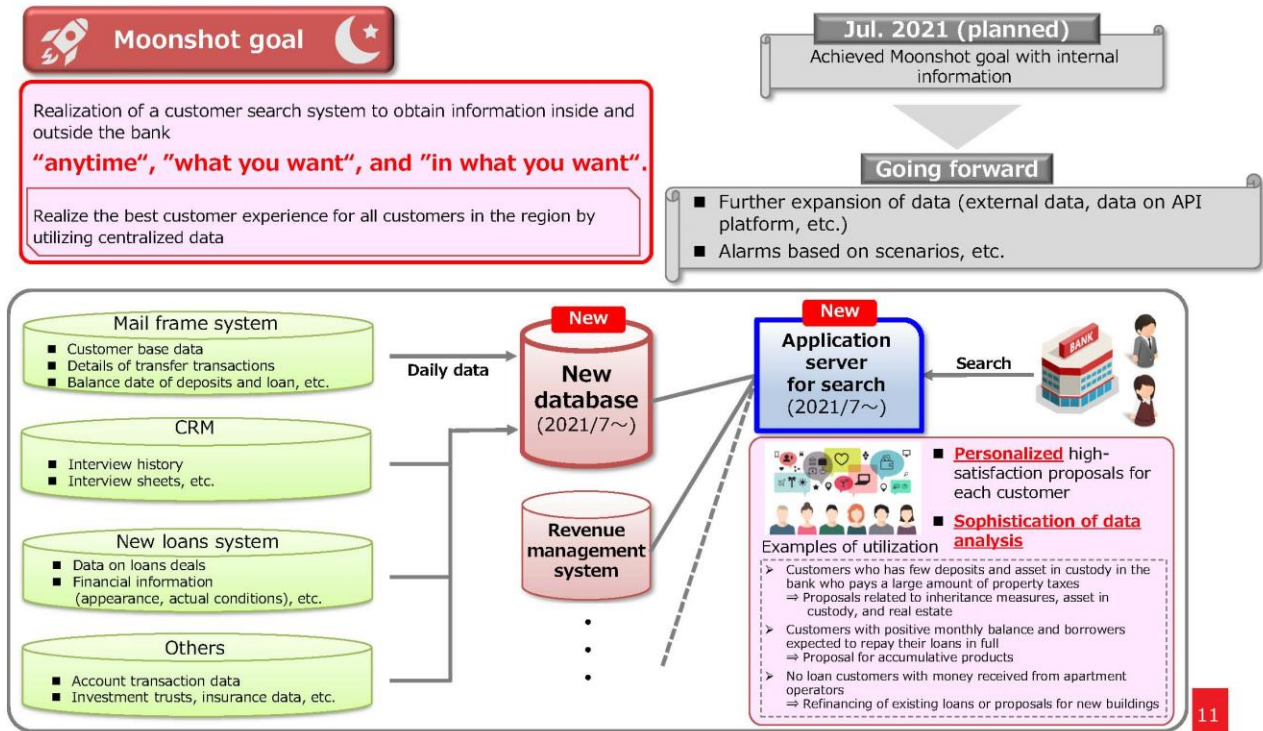
2. Moonshot Goals ② ~ Centralization of Data ~

The 14th Medium Term Management Plan

NEXT STEP 2023

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Achieve the best CX for all customers in the region by utilizing centralized data



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Please see page 11.

The second Moonshot Goal is to create a data search system that will allow to obtain information held both inside and outside the Bank at any time and in any form they want.

It used to be possible to utilize data in the database, but it took time and effort due to the multiple systems we had established.

By launching a new database and search application in July that unifies all customer data, we will achieve our Moonshot Goal for the information held in the Bank.

This will enable us to offer highly satisfying proposals that are personalized to each individual customer, such as proposals for inheritance measures and assets in custody for customers who pay a large amount of property tax but have a small balance of deposits or assets in custody at the Bank. We will also be able to refine targeting and marketing.

In the future, we will not only cover the internal data, but also expand the scope of the search system to external data and data on the common API platform to further enhance the sophistication of data analysis.

2. Moonshot Goals ③ ~ Work Efficiency Improvement ~

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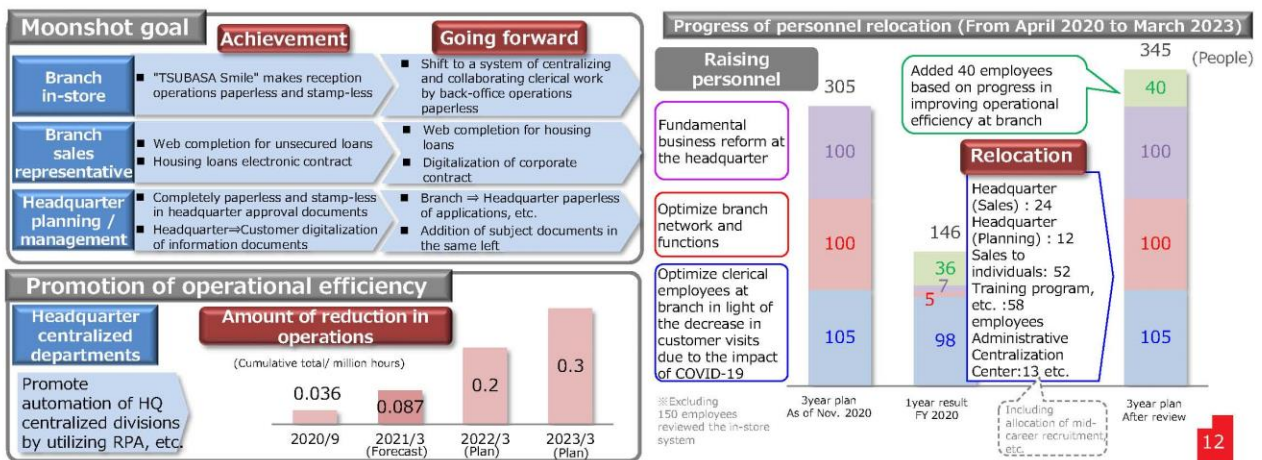
Automate operations and judgments, release from job location constraints

Moonshot goal

Eliminate the use of paper and stamps completely within the bank

By doing so

- > **Release staff from routine work and judgment**
Routine work and judgment are performed automatically by using data ⇒ Eliminate errors
- > **Release staff from the location constraints**
A series of jobs can be completed in remote locations as well.



Please see page 12.

The third Moonshot Goal is to reduce the use of paper and stamps generated inside the Bank to zero, and we are well on our way to achieving this goal by June 2022.

The introduction of TSUBASA Smile, an OTC terminal, has made reception operations paperless and stamp-less, and we are continuing efforts to make back-office operations completely paperless.

This will enable the checking function to be carried out at a remote location, allowing for the concentration of administrative work at the headquarters and, in the future, the establishment of a common system that will allow the alliance partner banks to share administrative departments.

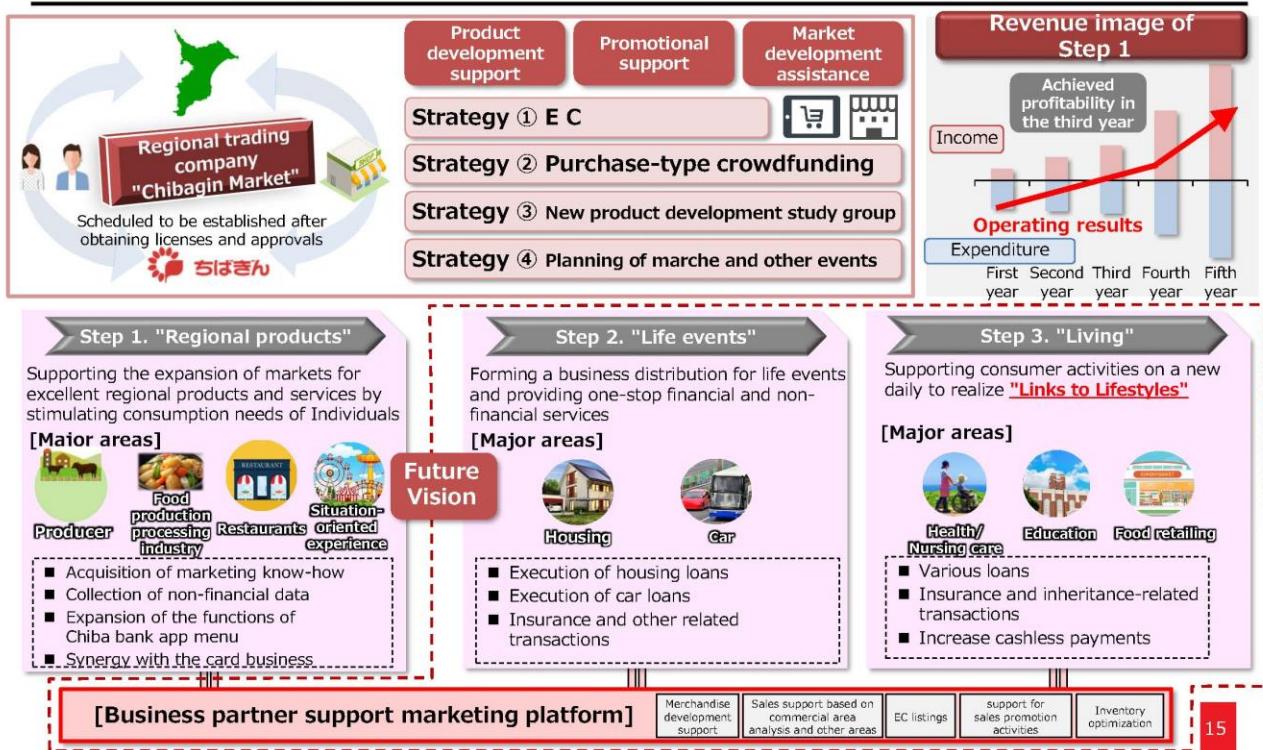
We also aim to reduce the workload by 300,000 hours, or the equivalent of 150 employees, during the medium-term plan period by promoting the use of RPA and other measures to improve work efficiency, and we achieved a reduction of 87,000 hours during the previous fiscal year.

In addition to the reduction in workload, the Bank has optimized its branch network and branch personnel in light of the impact of COVID-19, which has resulted in the reallocation of approximately 150 employees over the previous fiscal year, mainly to the sales and planning divisions. By this, we can expect that the top line will be strengthened and the services will be improved in the future.

Specific initiatives for paperless and stamp-less are described on pages 13 and 14. Please take a look at them later.

3. New Attempt for DX ~ Regional Trading Company ~

Regional trading company becomes hub to build an economic circulation system within the region



Next, we will introduce our new initiatives for DX. Please see page 15.

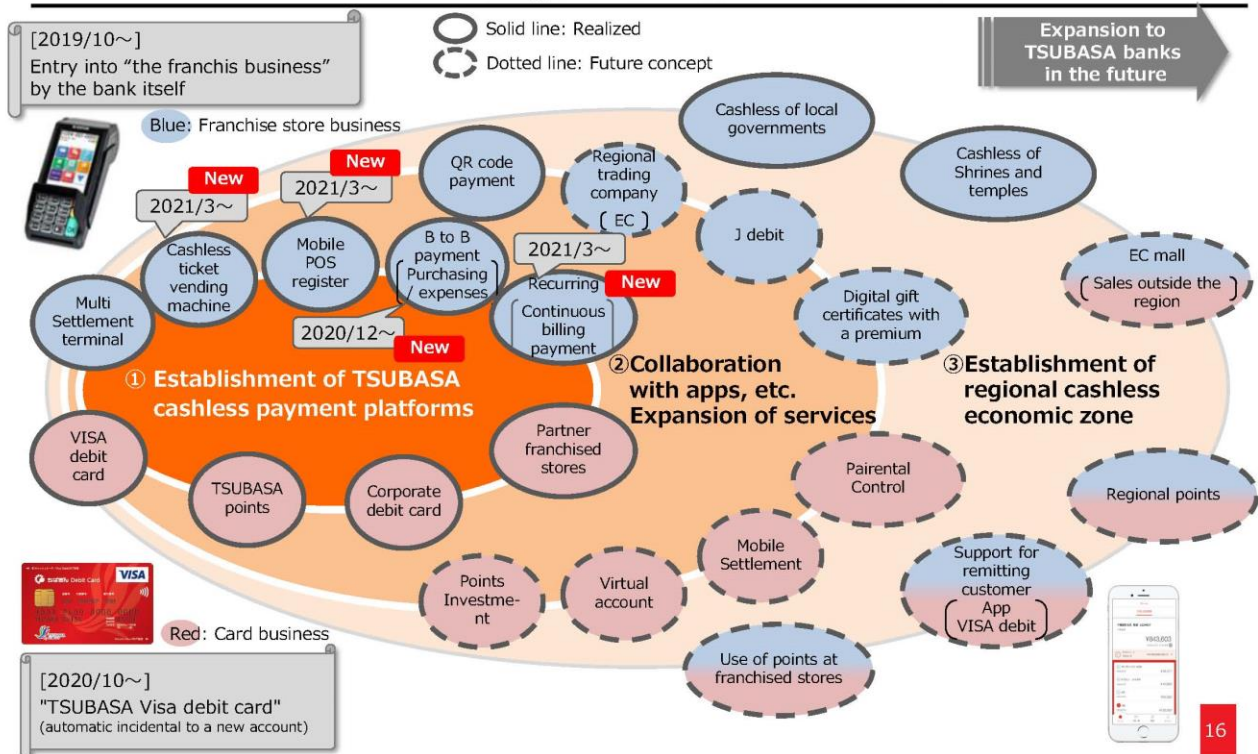
I would like to explain the regional trading company, Chibagin Market, which we are planning to establish with the aim of building an economic circulation system within our operating region.

Initially, by advancing four measures, including e-commerce and purchase-based crowdfunding, we will develop a series of services from product development to sales channel development and promotion, fusing digital and real operations.

In the future, we aim to gradually expand the scope of its services to cover life events and daily living, such as housing, cars, health, and nursing care. We will improve the earning power of the overall Group since the regional trading company and the Bank will jointly provide their services.

3. New Attempt for DX ~ Cashless ~

Establish a regional cashless economic zone



Please see page 16.

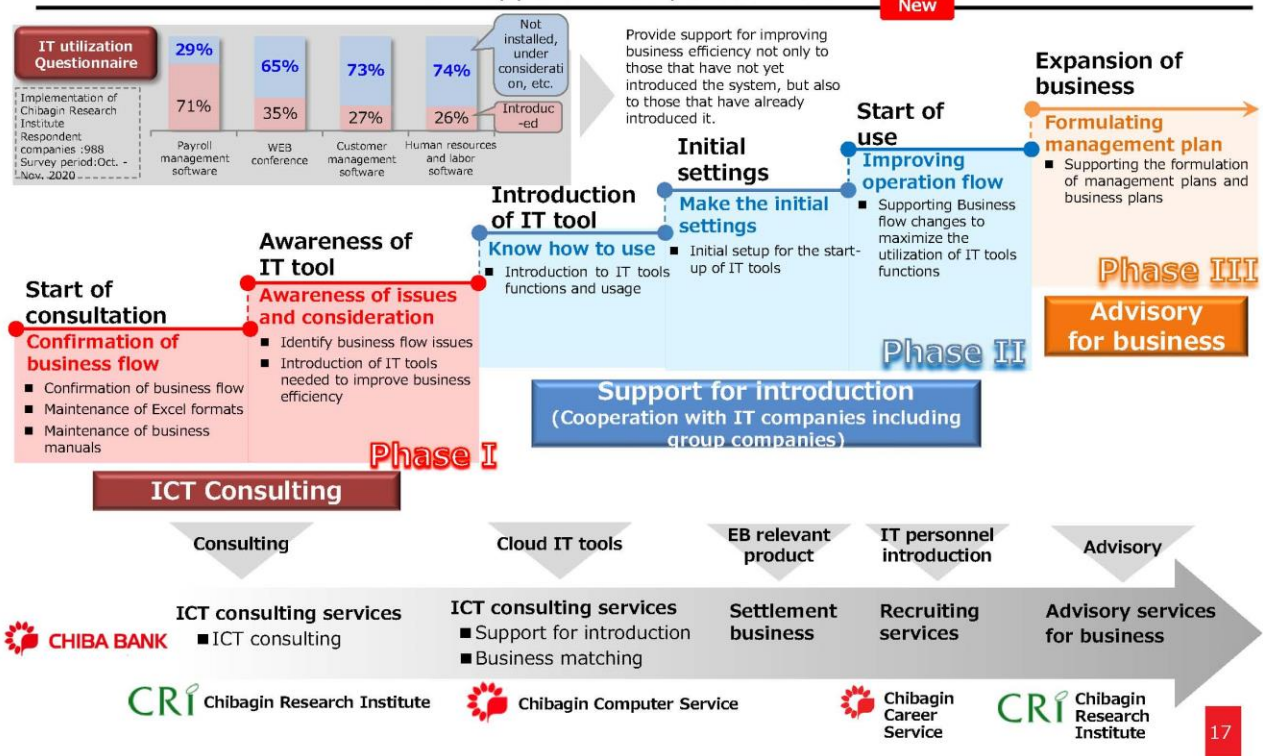
In the cashless business, which is one of the pillars of the medium-term management plan to strengthen earnings, the TSUBASA Visa debit card, which was launched in October last year, has been performing well, achieving the initial 6-month target of obtaining 60,000 customers in four months.

The franchised store business, which has been somewhat sluggish in terms of the number of franchisees due to the COVID-19 pandemic, has been enhancing convenience by launching a series of new services in the second half of the previous fiscal year, such as ticket vending machines, point-of-sale cash registers, BtoB payments, and recurring payments. So, we expect that the number of franchisees will increase and the business will contribute to earnings in the future.

By providing sales support to franchisee customers, including remitting users of the app and Visa debit card, we will aim to build a cashless economic zone in our region.

3. New Attempt for DX ~ ICT Consulting ~

ICT support for corporate customer



Please see page 17.

We conducted an IT utilization questionnaire with our client companies, for whom we are the main financing bank, and found that the introduction of IT is still slow, especially among small and medium-sized enterprises.

As society as a whole becomes increasingly DX-oriented, it will be important for us as a regional financial institution to help not only our Bank but also our customers in the region in adopting IT. That is why we started the ICT consulting business in April.

The entire Group, including Chibagin Computer Service and Chibagin Research Institute, will work together to promote business efficiency through the use of IT tools and support customers in improving their productivity.

In line with the shift to IT, we hope to use our advisory service to provide consistent support for our clients' core businesses, including management and business planning, and to help them expand their businesses.

For regional governments, we also offer a wide range of services to help them improve their IT and business efficiency.

Active senior couple.
They have a vague anxiety in the 100-year of life.
They want to enjoy their pastime, and to live the rest of my life in abundance.
Such a vague anxiety but hope to be fulfilled,
"connect and go beyond, for the future"
We have drawn up a picture of the future supported by Chiba Bank's digital services.



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Please see page 18.

We would like to show you a five-minute concept movie about the future of our digital services.

Video: We live in an age of the 100-year-life, right? We're trying to be prepared, but we're worried about a lot of things. Now, let me simulate a life money plan. Based on your personal data, we can apply AI analysis based on your assets and family structure, taking into account the trends in the world. We will also use healthy life expectancy data.

I wish I could do the things we've been discussing, but I'm worried about the future. That's right. With this much financial room, I'm sure you'll have no problem traveling abroad once every few years, as you hope. There are some recommended plans that may match your needs as well.

Honolulu, I've always wanted to run a marathon overseas. If you have a target, you'll be more motivated to go for a morning jog. I'll summarize the most recommended plan based on the subsequent long-term stay. Thank you. I'm looking forward to it.

Dad, are you fine? I'm fine. Well, did you have fun in Hawaii? Wonderful. Welcome back, Miki. I'm home, Mom. This is the one you asked for. Thank you. You'll drink. Dad, I've come by car. I can't drink even in a self-driving car. Why don't you stay the night? You'll have a day off tomorrow. There's so much to talk about. Hmm, I'll drink then.

It's nice, isn't it? Will you really buy it? Where is it located? I found a nice place in Kujukuri. You just ran a marathon in Honolulu the other day. Actually, they're connected. Is that right?

It has been great since the trip to Honolulu that was recommended to me. You also completed the marathon successfully. How is your health? I had pains all over the body the next day, it was tough. But I was able to relax for a while, you know. The hotel on the beach was amazing. I want to go back there. I'm glad to hear that it suits your taste. I really want to live there. I wanted to be able to run in the morning and have that kind of lifestyle. So, you know, I'd like to revise my plans so that I can have more room for enjoying amusements. I understand. I'll expand the new data.

When I look at this, I see that land prices around our house in Funabashi have unexpectedly gone up. For that matter, how about selling your house and moving to the seaside? There is also a plan to renovate a used house. The difference from the expected average value will also increase the margin of cash assets.

That will be good for us. I wonder if there is a good place to live. We have real estate agents specializing in the Chiba coastal area and architectural designers who might be able to help you. Could I make a proposal if you don't mind? Please do. I've got another one to look forward to. It's true. Thank you.

I see. Thinking back, Miki's introduction to the dealer and Takashi's wedding ceremony. From the wedding to the honeymoon, they totally depended on the Chiba Bank. It's safe to say that they know us well and can be with us for a long time. Takashi said that he will be doing well in Boston. He'll be fine anywhere. That's right. The bottle is empty. I've got another good one. You did. Take care of yourself. It's okay.

Hello. Congratulations on the new house! Thank you. Thank you so much for your help. Oh, my God, it's my son. I'll be in touch. Yes, we are waiting for you.

Hello? It's unusual for you to call me from there. I heard from Miki that the preview is today. What do you think, isn't it quite fashionable? Yes, it's very good. When we move over here, show your face. Yes, sometimes. Actually, I have a surprise for you too. We're having a baby. I'll take you when the baby is born, Dad. No, Grandpa and Grandma. Good for you.

To the future, connect and go beyond. Chiba Bank.

Sakuma: What do you think? It may seem like a distant future, but with the accelerating digitization of society as a whole, the day may soon come when the experiences as you have seen will become a reality.

We will continue to proactively incorporate the ever-evolving digital technology to continue to provide the value that our customers demand.

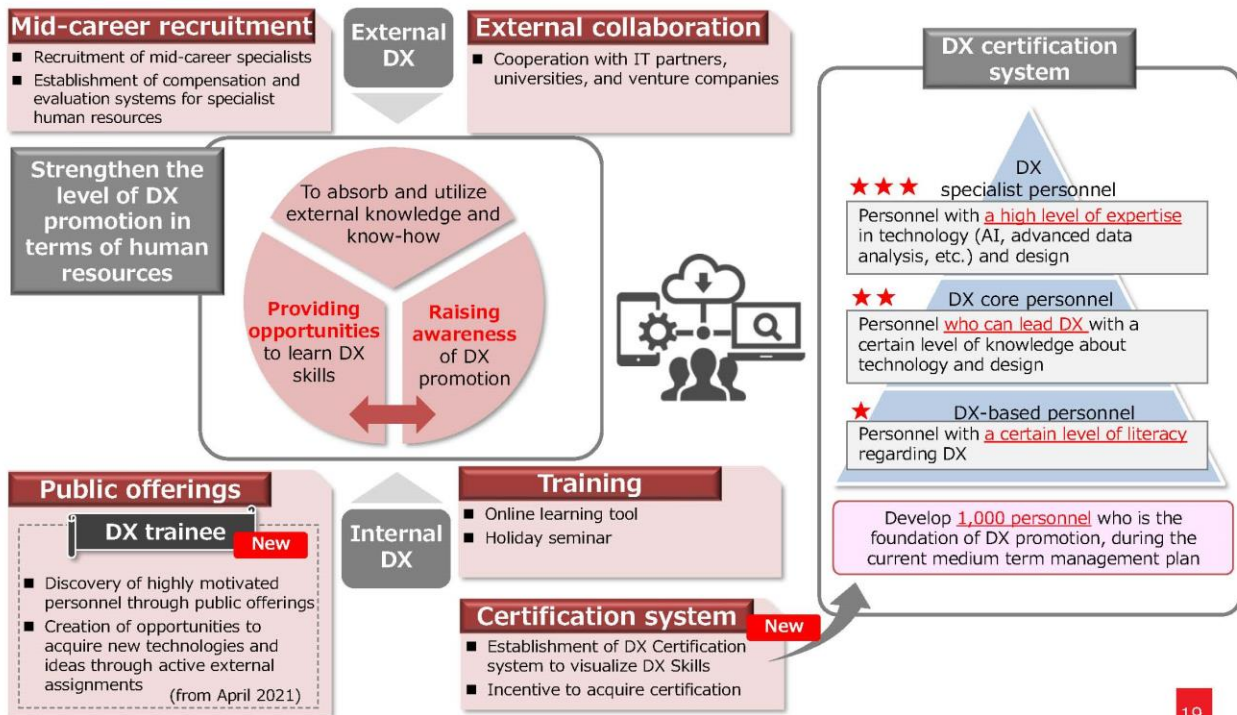
4. Reform of Human Resources Strategy ~ Retainment and Development of DX personnel ~

The 14th Medium Term Management Plan

NEXT STEP 2023

~ connect and go beyond, for the future ~

Securing DX personnel through "five measures" that will be leaders in the transformation of the bank itself by DX



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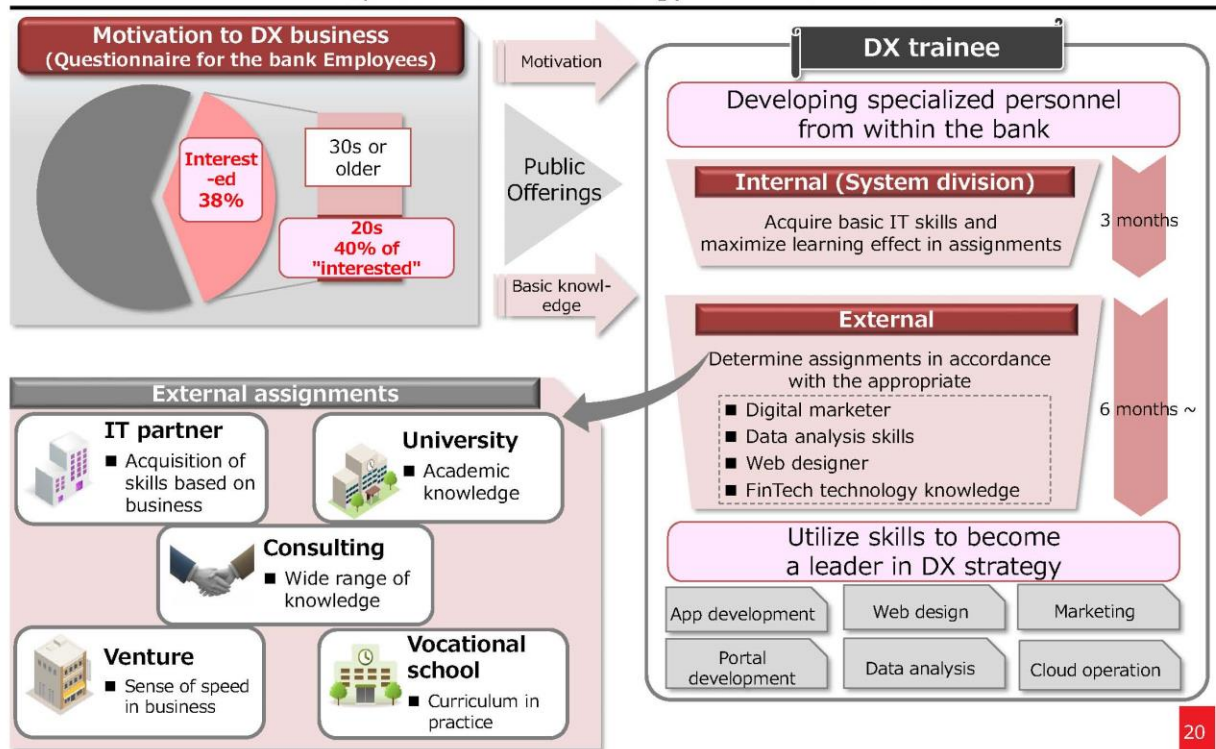
I will continue the presentation to explain the change in the human resources strategy. Please see page 19.

We will take five steps to develop and secure the DX personnel who will be responsible for transforming the Bank itself through DX.

First, we will develop a system to absorb and utilize knowledge and expertise from outside the bank through mid-career recruitment and external collaboration, and promote DX from outside the Bank.

At the same time, we will strengthen the Group's level of DX promotion in terms of human resources by providing opportunities to acquire skills within the Bank and raising awareness of DX promotion through public offerings, training and certification systems. By doing so, we aim to secure 1,000 employees over the next 2 years to serve as a base for DX promotion.

Develop leaders in DX strategy from within the bank



Please see page 20.

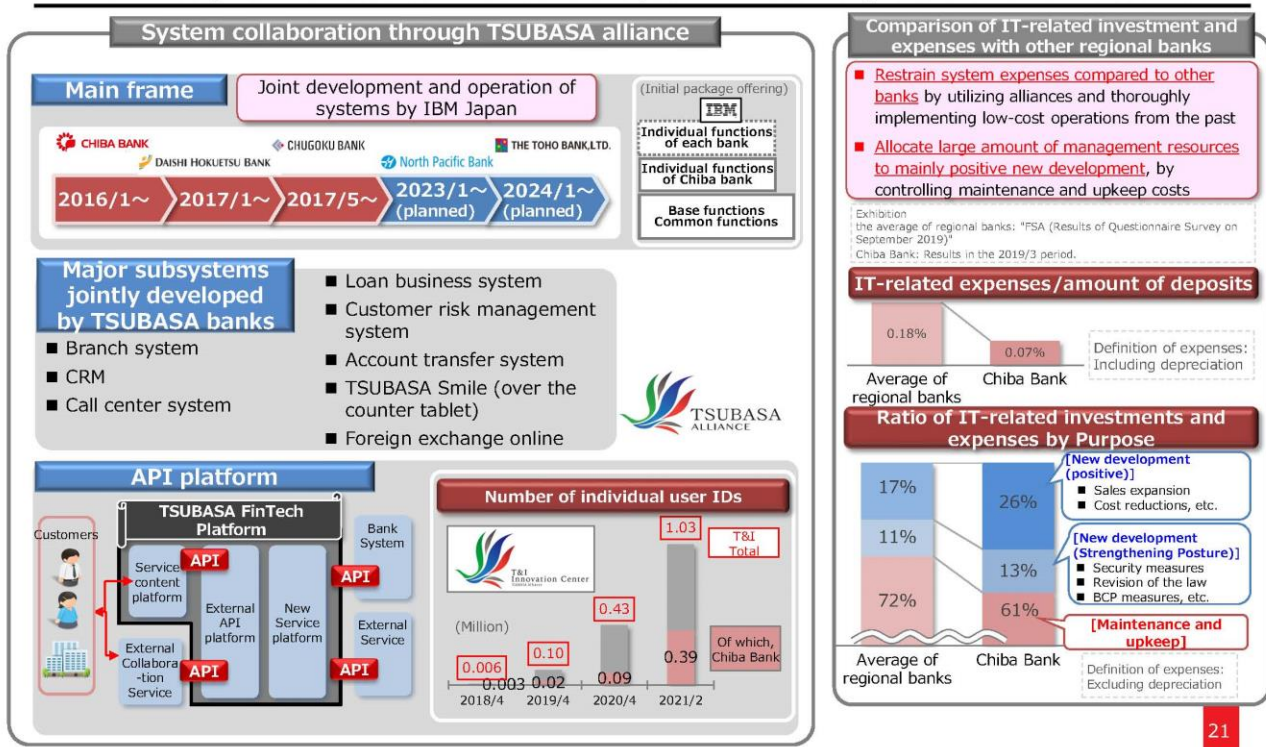
In April, we launched the DX Trainee System to train DX specialists within the Bank.

According to a questionnaire with Bank employees, about 40% of them are interested in DX operations, and many of them are from the younger generations, so there are many candidates for future DX personnel within the Bank.

Employees who are motivated and have basic knowledge of IT are selected as DX trainees through public offerings and sent to venture companies, IT partners, universities and other external locations to create opportunities to learn new skills and ideas.

After acquiring a variety of IT skills during the trainee period, the trainees will be assigned to DX-related departments and are expected to play a key role in the Bank's DX strategy.

Utilize system collaboration to control system-related expenses at alliance banks



Please see page 21.

Finally, I would like to explain the status of the Bank's system.

The main frame system, which is the foundation of the Bank, is jointly developed and operated by banks in the TSUBASA alliance.

In addition, we are working on the joint operation of more than 300 subsystems in the Bank. Moreover, T&I Innovation Center, which was jointly established with banks in the TSUBASA alliance and IBM Japan, has developed a common API platform.

Through the use of these alliances and the thorough implementation of low-cost operations from the past, we have been able to keep our system costs under control compared to other banks, and as a result, we have been able to allocate more management resources to positive IT investments.

We will continue to actively invest in IT, which is essential for our DX strategy, to improve customer services and business efficiency, and in the future, we aim to become a digital bank that provides digital services like the ones you saw in the video.

That is all for the explanation from me. Thank you very much for your kind attention.

Odaka: Thank you very much. Now we would like to show you a video introduction of the new headquarters. Please see the screen in the center.

Video: Chiba Bank has built the new Chiba Bank Headquarters as a symbol of its coexistence with regional customers and the regional community. Here is an overview.

In September 2020, after 2 years and 3 months of construction, Chiba Bank completed the construction of the new Chiba Bank Headquarters, next to the existing head office. The new headquarters is a 16-story building with a building area of 6,595 square meters and a total floor area of 46,878 square meters.

Chiba Prefecture is located on the Boso Peninsula, surrounded by the sea, and Chiba's life has been blessed by the sea since ancient times. The design of the new Chiba Bank Headquarters is based on an image of a sailing ship that will move grandly across the vast ocean of Chiba toward the future.

The Chiba Bank Headquarters was built based on four concepts: coexistence with the regional community; improved productivity by innovative work styles; strengthening BCP; and consideration for the environment. We will introduce the Chiba Bank's Headquarters according to these four concepts.

As a bank that works together with regional customers, coexistence with the regional community is the most important theme for us. The Chiba Bank Headquarters was designed to be a base for new interaction with regional customers and business creation, by making the customers feel familiar with it.

Let us show you around the Headquarters. Proceeding through the entry, you will find yourself in the office entrance. The office entrance is an impressive space with the theme of the land of Chiba. In the public space that connects the office entrance and the Head Office, 27 large digital-signage screens welcome you. Here, we will introduce some of the beautiful natural scenery that Chiba Prefecture boasts. Please enjoy the realistic images.

The Head Office on the first floor was designed based on the concepts of tradition and dignity, with the additional concepts of progressiveness and future. Depending on the purposes of customers' visits, they will be welcomed in four areas: the quick area, multi-purpose booth area, digital area, and VIP area.

Let's go to the second floor. The Chiba Bank financial reference center, which was opened as part of the Bank's 70th anniversary celebrations, is reopened as FinTERRACE. Here, visitors can learn about the history of Chiba Bank and finance, as well as the development of society in Chiba Prefecture through materials and videos. There are also fun exhibits as a place for financial education for learning about money.

In the space next to FinTERRACE, we prepared Chiba Bank Co-working space, called PORT, which provides support for regional start-up companies, co-creation communities among companies, and opportunities for business matching. It can also be used as a place for satellite use to support the work style reform.

Going up to the third floor leads to the foyer in front of the Main Hall. The walls of the foyer are decorated with a magnificent tapestry of Kyoto Nishijin textiles as a symbol of the Chiba Bank Headquarters.

This is a faithful reproduction of "Tosei," the fusuma paintings by master painter Kaii Higashiyama, for the Mieido Hall of Toshodaiji Temple in Nara, by KAWASHIMA SELKON TEXTILES CO.,LTD., a leading manufacturer of Nishijin textiles in Kyoto, using the traditional techniques of tapestry. Kaii Higashiyama is a painter with deep connections to Chiba Prefecture who had worked for over 50 years at his home in Ichikawa, Chiba Prefecture. Please enjoy the delicate finish of over 600 colors of silk yarns, which were dyed especially for this work, hand-woven by craftsmen using the traditional techniques over a period of about two years.

The Main Hall will be used for large conferences and shareholders' meetings, and will also be open to the regional community for concerts and theatrical plays. In the event of a disaster, the entrance on the first floor and the foyer on the third floor can accommodate up to 700 people who have difficulty returning home.

Chiba Bank is providing a variety of support to reform the way its employees work and improve their productivity. At the Chiba Bank Headquarters, employees can flexibly choose where and when to work in order to promote cross-organizational management and stimulate communication among the staff.

The workplace is on the 10th through 14th floors. An internal staircase is installed in the center of each floor to connect the floors vertically, facilitating communication with other departments and floors, and creating an office environment where people naturally cross their paths.

The internal staircase is designed to resemble the mast of a sailing ship moving forward in the ocean. The driving force for the future of Chiba Prefecture will gather on the floors. The free area on the 12th floor, the middle floor of the workplace floors, is a space where employees from different floors and departments can flexibly interact with each other and create new value. The concept is "Borderless x Timeless." In addition to the multi-work areas where you can choose where to work according to your purpose and feeling, and the solo work areas, there are agile work areas where you can work in teams to develop projects quickly.

There is a cafeteria on the seventh floor. This floor features a circular layout and an interior with a ship motif. The cafeteria can accommodate various meetings and events by moving the glass sliding wall and table arrangement.

The sixth floor is a knowledge center with a library corner where you can read and borrow books that have been collected. Each person can relax and deepen their knowledge and expertise. The service counters will also lend stationery and equipment to support detailed operations.

In addition, we are improving our office environment by securing social distancing as a measure against COVID-19.

In order to protect human life and maintain and continue to provide financial services to our customers in the event of any disaster, various disaster prevention measures have been implemented at the Chiba Bank Headquarters. The large training room on the eighth floor will be used as the disaster countermeasures office in the event of a disaster. Live images and various information from each site are displayed simultaneously on a large 55-inch, 18-sided multi-display for centralized management and disaster countermeasures.

In addition, the emergency stockpile warehouse has enough supplies for 700 evacuees for 3 days. In order to ensure safety, many advanced technologies have been adopted at the Chiba Bank Headquarters. In addition to taking all possible measures to prevent liquefaction, we have adopted a base isolation structure that reduces the shaking of the entire building and can reduce a seismic intensity of 7 to an intensity of around 3. These measures have enabled the building to achieve an earthquake-resistant grade of S, equivalent to that of a disaster prevention center or a base hospital. To ensure that operations can be carried out even in the event of a disaster, we have taken all possible measures, including the installation of a private power generator that can operate for 72 hours, and a gas-based cogeneration generator, as well as the use of solar power generation.

Environmental considerations have become a serious responsibility for all companies. At the Chiba Bank Headquarters, we are implementing a variety of environmentally friendly initiatives aimed at promoting energy conservation, effective use of resources, and reducing greenhouse gas emissions. In order to maintain a comfortable office environment while reducing the environmental impact, the building makes effective use of natural energy, in addition to utilizing a double-skin glass structure and radiant air conditioning. As a result of these various efforts, the building has environmental performance equivalent to S rank in CASBEE, the Comprehensive Assessment System for Built Environment Efficiency.

Change of president

After deliberation by the Nomination, Compensation, and Management Advisory Committee, change of president is scheduled in June
*Subject to approval at the General Meeting of Shareholders



Hidetoshi Sakuma
(age 68)
In 1976 graduated from Waseda University, School of Political Science and Economics



Tsutomu Yonemoto
(age 56)

In 1987 graduated from Waseda University, School of Commerce



Joined Chiba Bank in April 1976
Mar. 2009 President
Jun. 2018 President (Group CEO*)
Scheduled to be appointed Chairman in June 2021 (Group CEO)

* Group CEO: Group Chief Executive Officer

Joined Chiba Bank in April 1987
Apr. 2006 General Manager of Mimomi Branch
Oct. 2008 General Manager of Tsuga Branch
Jun. 2010 General Manager of Hong Kong Branch
Jun. 2012 General Manager of Akihabara Branch
Jun. 2014 General Manager of Corporate Planning Division
Jun. 2016 Executive Officer, General Manager of Business Promotion Division
Jun. 2017 Managing Executive Officer
Jun. 2018 Managing Executive Officer (Group CBO*)
Jun. 2019 Senior Executive Officer (Group CSO*)
Apr. 2020 Senior Executive Officer (Group CSO and CDTO*)
Scheduled to be appointed President in June 2021 (Group COO*)

* Group COO: Group Chief Operating Officer
* Group CSO: Group Chief Strategy Officer
* Group CBO: Group Chief Business Officer
* Group CDTO: Group Chief Digital Transformation Officer



Sakuma: We will replace our President and Representative Director, subject to approval at the general meeting of shareholders on June 25. Following meetings of the Appointment, Remuneration and Corporate Advisory Committee and the Board of Directors, Yonemoto, Director and Senior Managing Executive Officer, will assume the position of Representative Director and President as Group COO.

I will continue to serve as Group CEO and will assume the role of Chairman of the Board. I will work together with the new President to manage the Company.

I took over the presidency from the previous President in March 2009, in the midst of the global financial crisis. With the introduction of negative interest rates and other adverse factors, the environment has been difficult for financial institutions, but we have always kept our customer-first policy in mind and have made efforts to develop the economy in Chiba Prefecture while firmly dealing with our regional customers.

Having concluded three alliances and moved into the new headquarters, which will serve as our base for DX promotion, I came to the conclusion that I should change my role as President this year, considering that we have established the foundation of our Bank and I have served as President for 12 years, and also considering my age and other factors.

In order to ensure the sustainable growth of Chiba Bank, I frankly believe that I should transfer the presidency to Yonemoto.

The new President, Yonemoto, has a good balance between offense and defense, with experience in domestic and international sales branch management, and corporate planning and corporate business at the headquarters.

I hope that he and the rest of the management team will work together to take good care of regional customers and contribute to the revitalization of Chiba Prefecture's economy as a regional financial institution.

Now, Yonemoto will give a few words of greetings.

Yonemoto: Thank you very much for taking time out of your busy schedules to join us today. I am Yonemoto, and I will assume the position of President and Representative Director on June 25.

For the past 2 years, I have been in charge of planning as Group CSO and, since April last year, I have supervised the DX strategy as CDTO.

Although the environment surrounding regional financial institutions continues to be difficult, we are determined to achieve further growth by taking advantage of the accelerating digital wave as an opportunity to make a breakthrough in the changing environment of the COVID-19 disaster.

Since about half of my time as a banker has been spent on business sites, I would like to bring the distance between customers and business sites closer than ever before. At the same time, I would like to deepen the existing businesses and deal with initiatives for new businesses as dual mainstays to reveal the Bank's potential.

I will keep in mind the management policy that I inherited from President Sakuma and renew my commitment to the development of the economy of Chiba Prefecture and Chiba Bank.

I look forward to your continued support, guidance, and patronage.