



The Chiba Bank website
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Financial Results for FY2024 ended March 2025



May 23, 2025

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Financial Summary

- ◆ Top-line **gross business profit reached a record high on both non-consolidated and consolidated basis** (¥186.5 billion, +¥18.3 billion year-on-year)
- ◆ **Net income reached a record high for three consecutive years** (non-consolidated ¥74.2 billion (+¥13.6 billion year-on-year) / consolidated ¥74.2 billion (+¥11.8 billion year-on-year)
- ◆ **Credit-related expenses remained low at 75% of the plan and non-performing loan ratio was 0.91%, remaining at a low level** (down from the end of the previous fiscal year).
- ◆ The impact of U.S. reciprocal tariffs on the loan and securities portfolio is expected to remain minimal at this point, but the situation will be closely monitored.

Today's Point

- ◆ **Increasing corporate value and outlook for future growth**
Consolidated ROE in terms of shareholders' equity for FY2024 rose to 7.34% (+0.94 points year-on-year) (**achieved one year ahead of the mid-term plan target level**) as a result of increasing loans and deposits while taking in rising interest rates, promoting digital and new business initiatives, inorganic investments, and enhanced returns to shareholders.
Upward revision of financial targets for the final year of the mid-term plan [consolidated net income of ¥85.0 billion (+¥10 billion from the plan) and consolidated ROE of above 8% (+about 1.0% from the plan)] and **raising the return policy to "around 40% of dividend ratio."**
Aiming for the next mid-term management plan, the Bank will thoroughly implement capital management by upgrading RAF, and **aim to improve ROE further.**
- ◆ **Growth strategy**
Within Chiba Prefecture: Promote DX, GX, and WX throughout the entire region to expand all types of market share within the prefecture, and stimulate trade within the region by constructing a regional ecosystem.
Outside Chiba Prefecture: Promote growth drivers centered on loans, and control credit-related expenses by utilizing data on other banks' accounts deposit and withdrawal.
Nationwide: Develop services as a platformer through the TSUBASA Alliance.

Our Strengths

- Operating base: **Balance of domestic loans at term-end increased 3.3% year-on-year and remained steady**
Balance of deposits at term-end increased 1.9% year-on-year and remained steady (58% of the increase is due to retail deposits)
- Financial base: 1) **Consolidated OHR is 46.47%.** The Bank achieved both disciplined human capital investment and strategic spending, as well as OHR improvement, due to top-line improvement resulting from the interest rate hike.
2) **Non-performing loan ratio is 0.91%, which means maintaining asset soundness**
3) **Accelerate growth investment by utilizing stable capital**
- Alliances: Continue to implement measures swiftly through alliances with TSUBASA, Musashino Bank, Bank of Yokohama and Sony Bank

Summary of Financial Results



Summary of Financial Results

To create a local community better suited
to bringing each person's hope to life

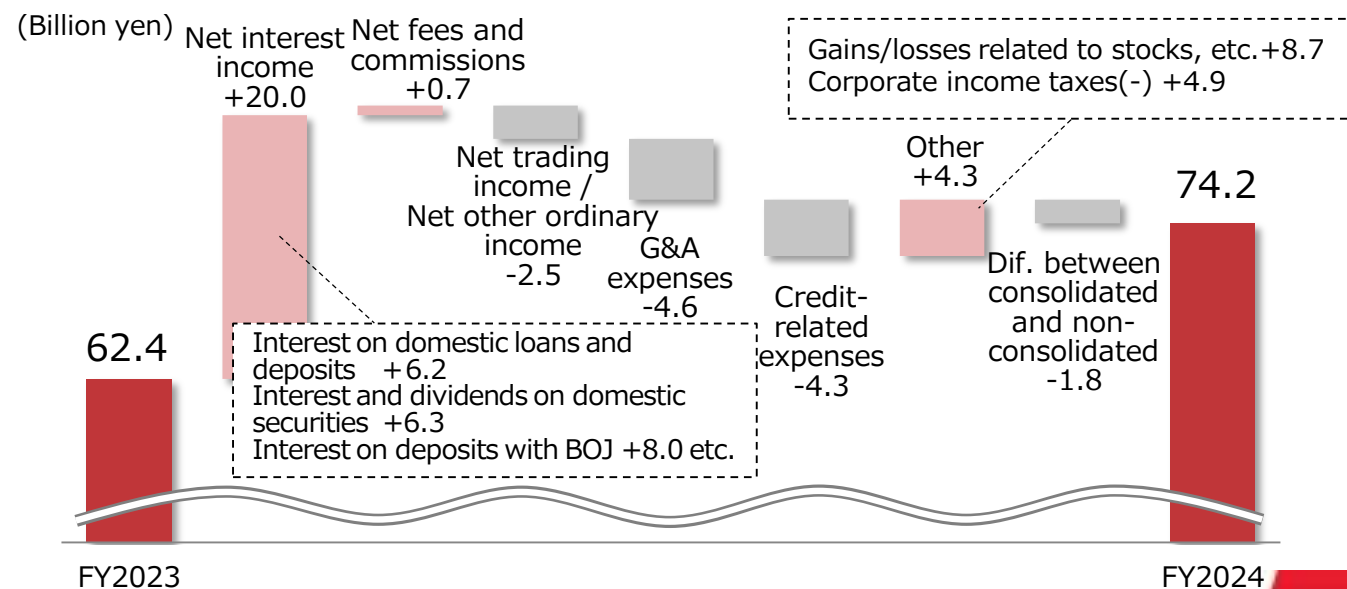
Net income reached record highs both on a consolidated basis and on a non-consolidated basis due to strong top-line performance

Non-consolidated		(Billion yen)	FY2023	FY2024	Change	FY2025 Plan
Gross business profit			168.2	186.5	18.3	208.1
Net interest income			136.6	156.7	20.0	175.2
Net fees and commissions			30.0	30.8	0.7	31.5
Net Trading income			1.1	1.1	0.0	1.4
Net other ordinary income			0.3	-2.1	-2.5	-0.1
Gains/losses related to bonds			-5.8	-6.7	-0.8	-1.7
G&A expenses (-)			85.1	89.7	4.6	94.0
Net business income (before provisions to general allowance for loan losses)			83.1	96.7	13.6	114.1
Core business income			88.9	103.4	14.5	115.8
Excl. gains/losses on the cancellation of investment trusts			87.4	100.8	13.4	114.6
Net provisions to general allowance for loan losses (-)			-	2.0	2.0	3.0
Net business income			83.1	94.6	11.5	111.1
Non-recurring gains/losses			2.9	10.3	7.3	10.5
Disposal of non-performing loans (-)			5.8	8.1	2.2	10.0
Reversal of loan loss reserves			0.3	-	-0.3	-
Gains/losses related to stocks, etc.			9.3	18.1	8.7	20.2
Ordinary profit			86.0	105.0	18.9	121.6
Extraordinary gains/losses			-0.2	-0.6	-0.3	-1.7
Net income			60.5	74.2	13.6	84.6
Credit-related expenses (-)			5.8	10.2	4.3	13.0

Consolidated		(Billion yen)	FY2023	FY2024	Change	FY2025 Plan
Ordinary profit			90.2	107.5	17.2	124.3
Profit attributable to owners of parent (Ref.)			62.4	74.2	11.8	85.0
Consolidated net business income (before provisions to general allowance for loan losses)			91.7	104.7	12.9	125.1

- ◆ **Net interest income YoY +20.0 billion yen**
Balance of loans at term-end (YoY +3.6%)
Domestic operations yield of loans and bills discounted (YoY +0.09%)
- ◆ **Net Fees and Commissions YoY +0.7 billion yen (record high for 5 consecutive fiscal years)**
Corporate solutions-related revenue (YoY +1.3 billion yen / record high for 14 consecutive fiscal years)
- ◆ **G&A expenses YoY +4.6 billion yen (same level as planned)**
- ◆ **Credit-related expenses YoY +4.3 billion yen (75% of projection)**
- ◆ **Net income reached record highs for 3 consecutive fiscal years on non-consolidated and consolidated basis**
- ◆ **Full year plan for record highs in both non-consolidated and consolidated net income**

Changes in net income attributable to owners of the parent company (non-consolidated + consecutive and simple difference)



Difference between consolidated and non-consolidated decreased year-on-year mainly due to the integration of the Group's cashless business

Consolidated	(Billion yen)	FY2023	FY2024	Change
Consolidated net revenue		175.4	192.2	16.8
Net interest income		132.6	152.6	19.9
Net fees and commissions		40.9	40.6	-0.3
Net trading income		1.4	1.1	-0.3
Net other ordinary income		0.3	-2.1	-2.5
G&A expenses (-)		92.2	96.7	4.5
Credit-related expenses (-)		6.6	10.8	4.1
Net provisions to general allowance for loan losses (-)		0.0	2.2	2.1
Disposal of non-performing loans (-)		6.6	8.5	1.9
Gains/losses related to stocks, etc.		11.1	19.6	8.4
Gains/losses on equity-method investments		0.4	0.4	-0.0
Other		2.0	2.7	0.6
Ordinary profit		90.2	107.5	17.2
Extraordinary gains/losses		0.4	-0.6	-1.0
Net income pre-tax adjustment		90.6	106.8	16.1
Total corporate income taxes (-)		28.2	32.5	4.3
Net income		62.4	74.2	11.8
Profit attributable to non-controlling interests		-	-	-
Profit attributable to owners of parent		62.4	74.2	11.8
(Ref.)				
Consolidated net business income (before provisions to general allowance for loan losses)		91.7	104.7	12.9

Subsidiaries

[Consolidated subsidiaries]

*Showing profit/loss after reclassification for consolidated financial statements (Billion yen)

Company name	Investment ratio (including indirect)	Profit items (after deduction of inter-subsidiary dividends)	FY2023	FY2024	
					Change
Chibagin Securities Co., Ltd.	100%	Ordinary profit	0.1	-0.0	-0.1
		Net income	-0.1	-0.0	0.0
Chibagin Leasing Co., Ltd.	100%	Ordinary profit	0.7	0.7	0.0
		Net income	0.5	0.5	0.0
Chibagin Guarantee Co., Ltd.	100%	Ordinary profit	5.5	5.7	0.2
		Net income	3.6	3.8	0.2
Chibagin Card Co., Ltd.* ¹	100%	Ordinary profit	1.3	0.3	-0.9
		Net income	0.9	0.2	-0.7
Total of 5 other companies* ²	100%	Ordinary profit	0.4	0.3	-0.0
		Net income	0.9	0.2	-0.6
Total of 9 companies		Ordinary profit	8.2	7.2	-0.9
		Net income	5.8	4.8	-1.0

*1 In April 2024, Chibagin JCB Card Co., Ltd. and Chibagin Card co., Ltd. merge in an absorption-type merger (Chibagin Card Co., LTD. is the surviving company)

*2 In December 2024, acquisition of EDGE Technology as a wholly owned subsidiary

[Equity method subsidiaries]

Total of 6 companies	Net income according to equity method	0.4	0.4	0.0
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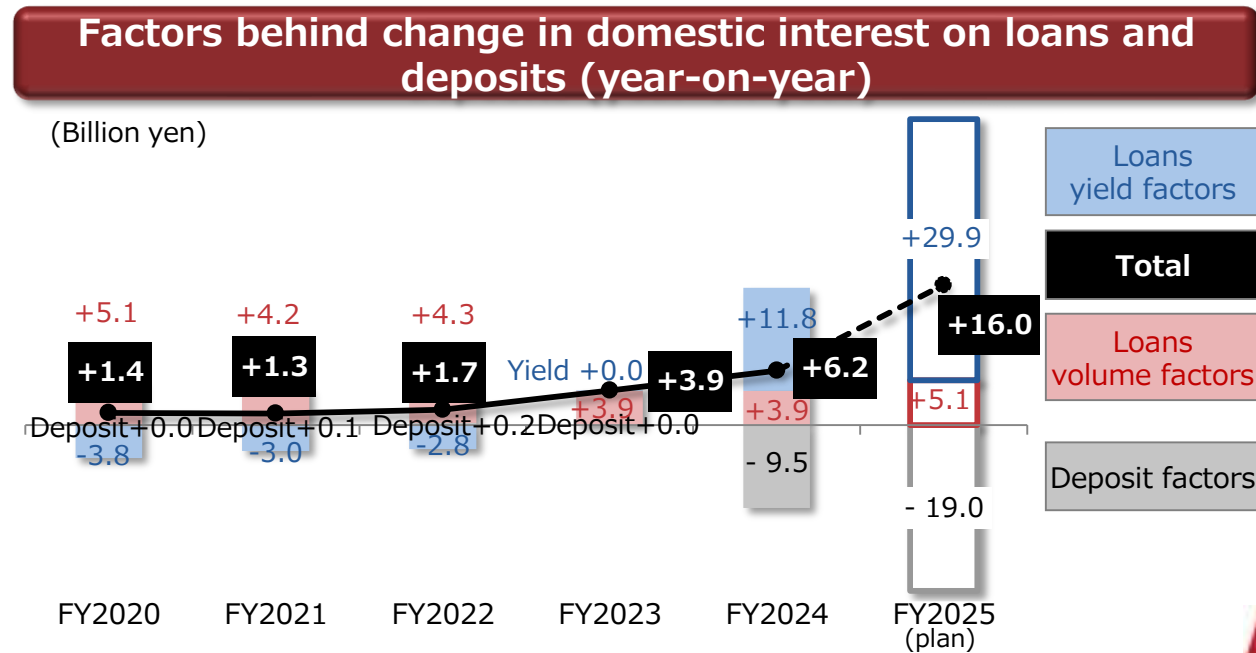
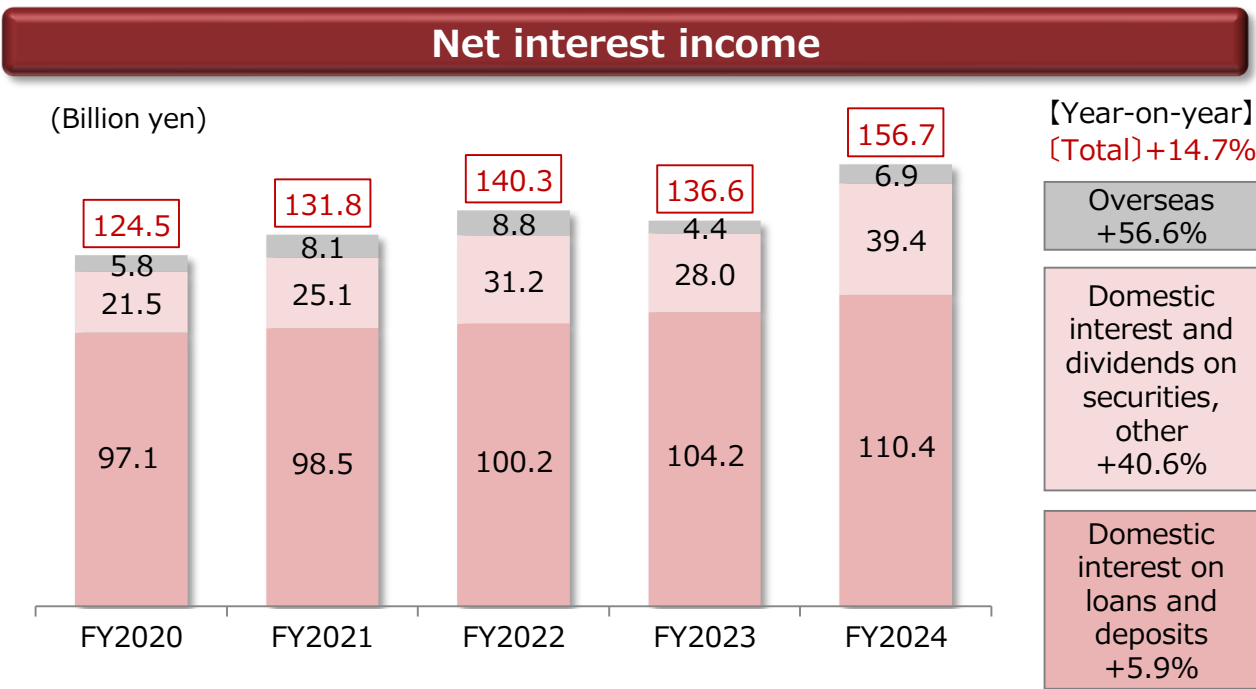
Dividends to parent company (-)	4.4	4.6	0.1
Dif. between consolidated and non-consolidated*3	1.8	*4 0.0	-1.8

*3 After adjusting for unrealized gains, etc.

*4 Impact of the difference between consolidated and non-consolidated results due to the acquisition cost of EDGE Technology shares and goodwill amortization: ▲0.5

Net interest income increased as a result of steady growth in domestic interest on loans and deposits

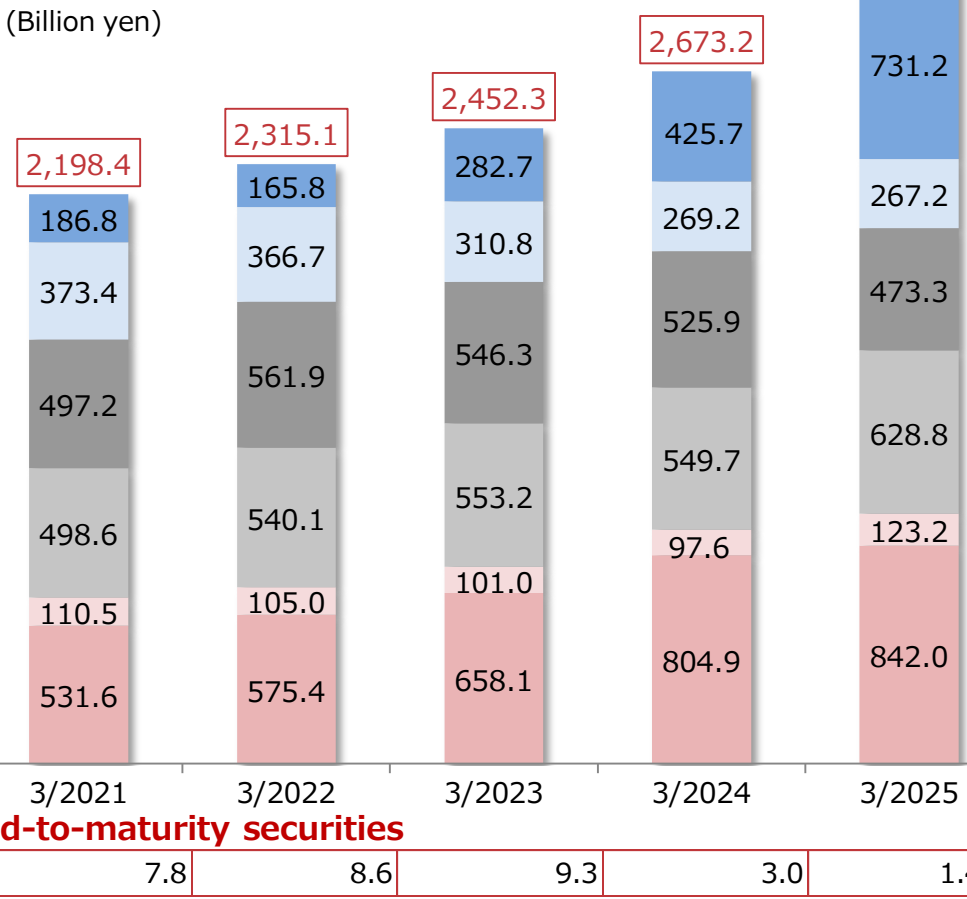
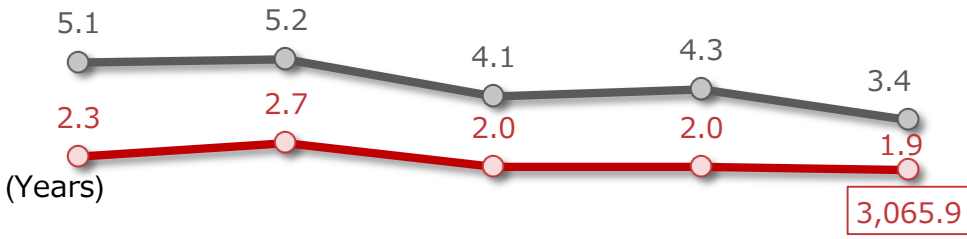
	(Billion yen)	FY2023	FY2024	Change	FY2025 Plan	Change
Net interest income		136.6	156.7	20.0	175.2	18.4
Domestic		132.2	149.8	17.6	168.8	18.9
Interest on loans and deposits		104.2	110.4	6.2	126.4	16.0
Loans and bills discounted		104.5	120.3	15.7		
Deposits incl. NCDs (-)		0.2	9.8	9.5		
Interest and dividends on securities		26.0	32.4	6.3	32.0	-0.3
Bonds		4.5	7.7	3.2		
Stock dividends		11.1	12.1	1.0		
Investment funds		1.6	2.8	1.2		
Investment trusts		8.7	9.5	0.7		
Gains on cancellations		1.7	2.1	0.4	0.7	-1.4
Other (market operations, etc.)		1.9	6.9	5.0		
Overseas		4.4	6.9	2.4	6.4	-0.5
Loans and bills discounted		27.1	30.3	3.1		
Foreign securities		27.0	33.3	6.3		
Foreign securities		25.1	30.6	5.4		
Foreign currency funds		1.3	1.7	0.3		
Investment trusts		0.4	0.8	0.4		
Gains on cancelations		-0.1	0.4	0.6	0.5	0.0
Other (funding, market operations, etc.)		-49.7	-56.7	-7.0		
Net interest income (excluding gains on the cancellation of investment trusts)		135.1	154.1	19.0	174.0	19.9
Gains on the cancellation of investment trusts		1.5	2.6	1.0	1.2	-1.4



Continue to manage portfolios with reduced risk, and maintain a high level of unrealized gains after taking into account hedges

Balance at end of securities*1 and average maturity*2

*1 Excluding unrealized gains/losses
*2 After hedging via asset swaps

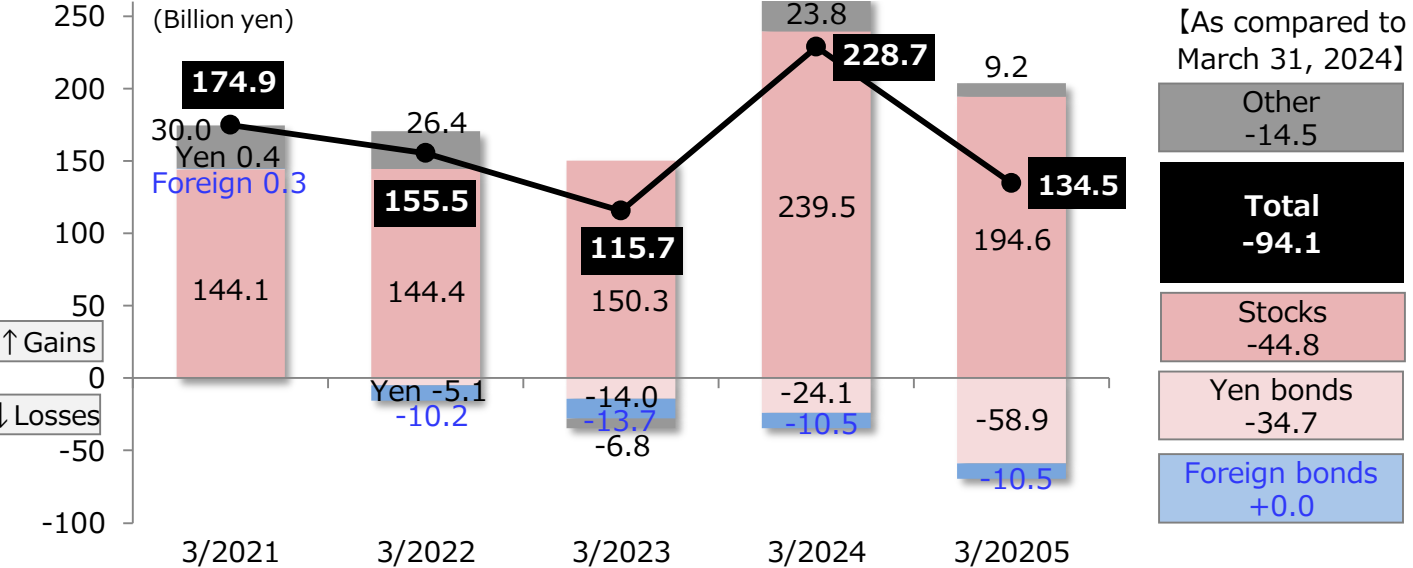


[As compared to March 31, 2024]

- Average remaining maturity of yen bonds -0.8 years
- Average remaining maturity of foreign bonds -0.0 years
- (Total) +14.6%
- Government bonds +71.7%
- Municipal bonds -0.7%
- Corporate bonds, etc. -9.9%
- Investment trusts, etc. +14.3%
- Stocks +26.1%
- Foreign currency securities +4.6%

Unrealized gains/losses on other securities

After taking into account unrealized gains/losses on deferred hedge swaps



[As compared to March 31, 2024]

- Other -14.5
- Total -94.1
- Stocks -44.8
- Yen bonds -34.7
- Foreign bonds +0.0

Impact of U.S. reciprocal tariffs

Unrealized gains on other securities temporarily decreased due to market fluctuations in April, but **recovered to the same level as the end of March as of the end of April.**

Continue strict risk control in light of high volatility conditions.

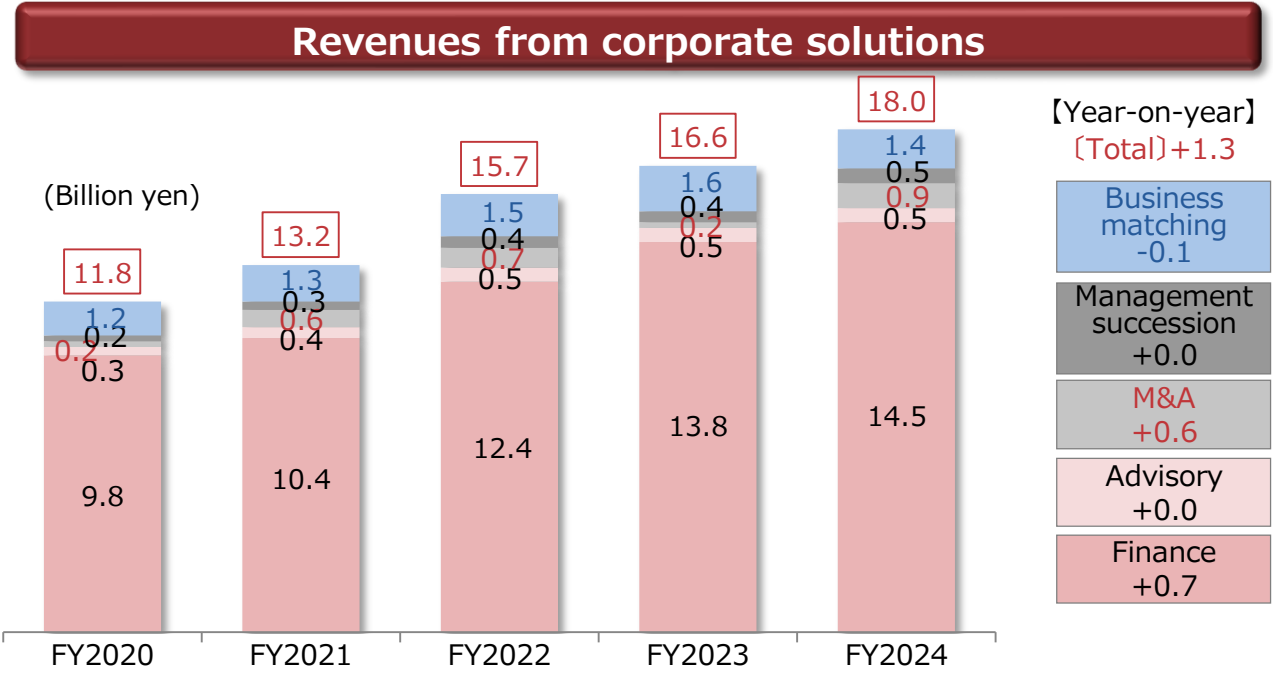
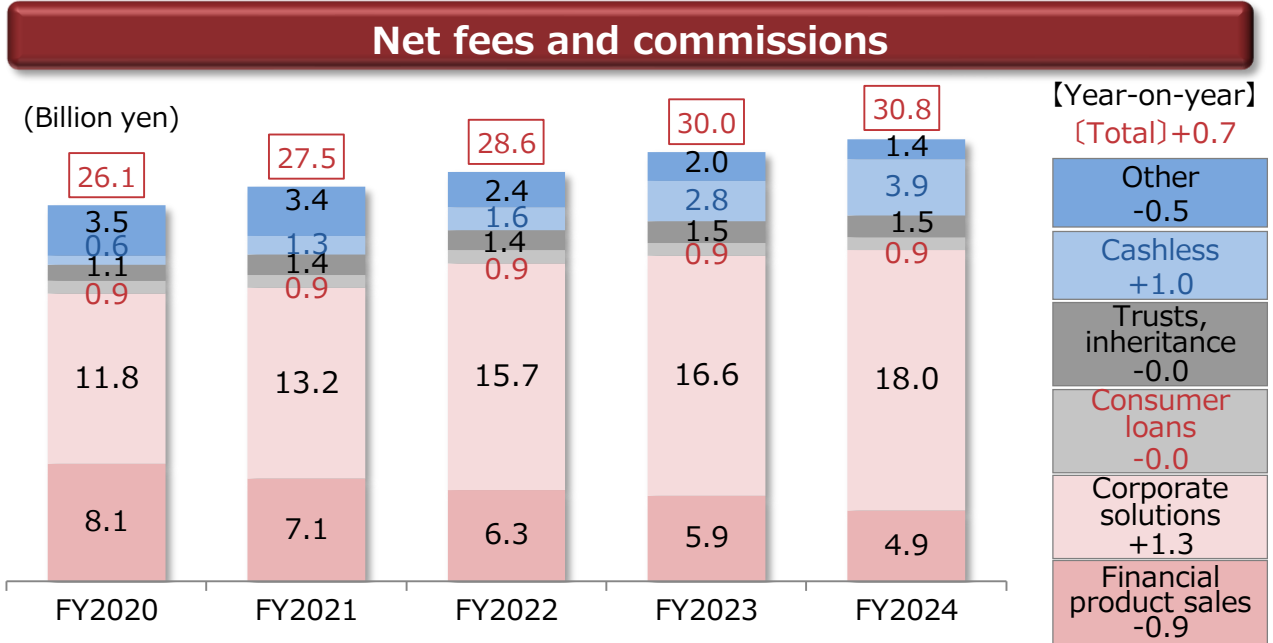
Consideration of loss-cutting on low-yield bonds

Buying floating-rate bonds

Achieved record highs for the fifth consecutive fiscal year due to favorable trends in corporate solutions and cashless services

(Billion yen)	FY2023	FY2024	Change	FY2025 Plan	Change
Net fees and commissions	30.0	30.8	0.7	31.5	0.7
Fees and commissions received	53.5	56.8	3.2		
Fees and commissions payments (-)	23.5	26.0	2.5		
<Main breakdown>					
Investment trusts and personal annuities	5.9	4.9	- 0.9	4.4	- 0.5
Investment trusts (trust fees)	1.8	1.9	0.0		
Investment trusts (sales fees)	0.7	0.9	0.1		
Annuities and whole-life insurance	1.3	1.0	- 0.2		
Level-premium life insurance	1.7	0.9	- 0.7		
Financial instrument intermediary	0.1	-	- 0.1		
Corporate solutions*	16.6(16.7)	18.0(18.2)	1.3(1.5)	19.0	0.9(0.7)
Finance	13.8	14.5	0.7		
Advisory contracts	0.5	0.5	0.0		
M&A	0.2	0.9	0.6		
Management succession	0.4	0.5	0.0		
Business-matching	1.6	1.4	- 0.1		
Advertising business	(0.0)	(0.2)	(0.1)		
Consumer loans	0.9	0.9	- 0.0	1.2	0.3
Trust/inheritance-related business	1.5	1.5	- 0.0	1.6	0.0
Cashless operations	2.8	3.9	1.0	4.1	0.2
Payment and settlement transactions	12.9	13.1	0.1	13.8	0.7
Guarantee charges and group insurance costs (-)	13.9	14.6	0.7	15.4	0.8

*Advertising business commissions are included in the Corporate Solutions segment from FY2026/3 (results after reclassification in parentheses).



Expenses increased due to implementation of strategic investment, but OHR improved due to increase of top-line.

G&A expenses / OHR

Non-consolidated (Billion yen)	FY2023	FY2024	Change	FY2025 Plan	Change
G&A expenses (-)	85.1	89.7	4.6	94.0	4.2
Personnel (-)	40.4	41.6	1.2	44.0	2.3
Non-personnel (-)	38.3	41.2	2.8	43.1	1.8
Taxes (-)	6.3	6.8	0.4	6.9	0.0
OHR	49.30%	46.56%	-2.73%	44.8%	-1.7%

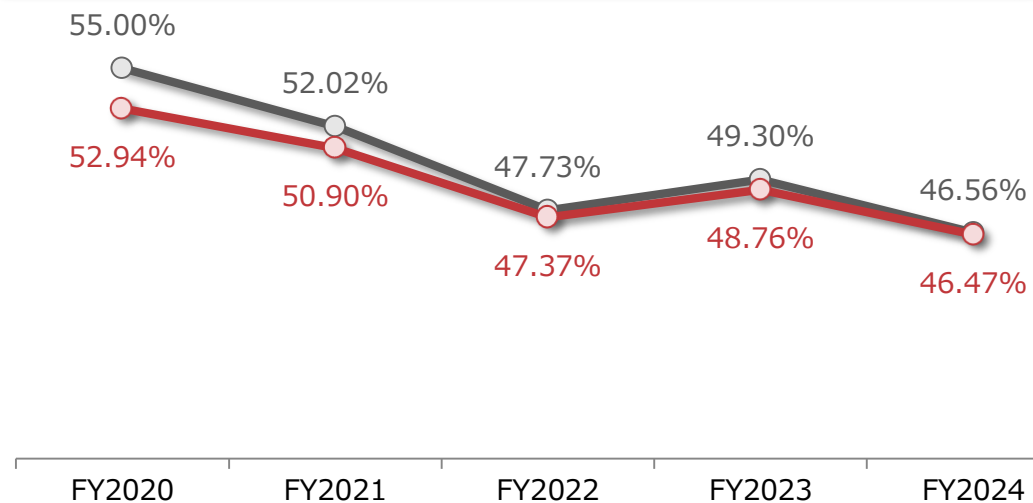
Consolidated					
OHR	48.76%	46.47%	-2.28%	44.3%	-2.0%

* OHR: Expenses / (net business income – bond-related gains/losses, etc. + net provisions to general allowance for loan losses + expenses)

Major factors behind increase in G&A expenses

(Billion yen)	FY2024 (results)		FY2025 (plan)	
Personnel (-)	+1.2	Pay raises +0.9	+2.3	Pay raises +0.9
		Increase in personnel +0.4		Increase in personnel +0.4
		Decrease in retirement benefit expenses -0.9		Increase in retirement benefit expenses +0.4
Non-personnel (-)	+2.8	Strategic investments +1.1	+1.8	Strategic investments +1.8
		Increase in depreciation +0.6		Regular investments +0.8
		Regular investments +0.3		Increase in depreciation +0.2
		Efficiency and cost reduction -0.3		Efficiency and cost reduction -0.7
Taxes (-)	+0.4	Increase in consumption tax +0.3	+0.0	

Trends in OHR



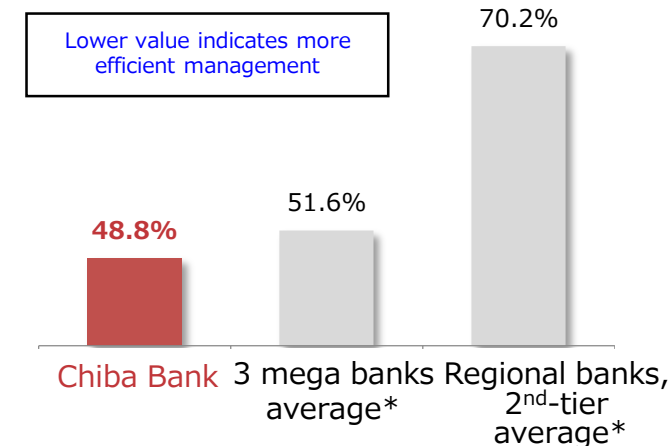
【Year-on-year】

Non-consolidated
OHR
-2.73%

Consolidated
OHR
-2.28%

OHR comparison with other banks

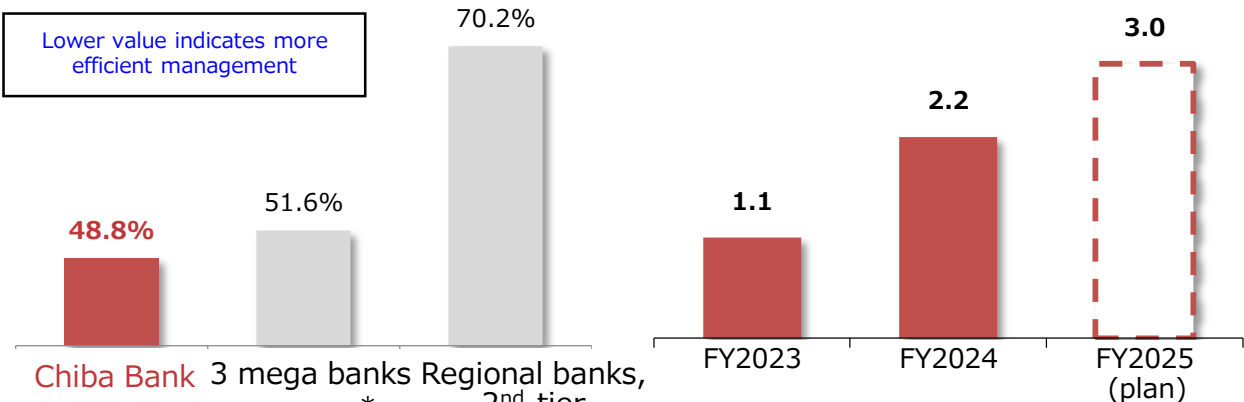
〔FY2023 non-consolidated basis〕
〔Expenses / (gross business profit – bond-related gains/losses)〕



*Source: Simple average calculated from Nikkin Report
〔Result differs from Bank calculations, quoted here for comparison only〕

Reduction in existing expenses (Mid-term plan total)

(Billion yen)



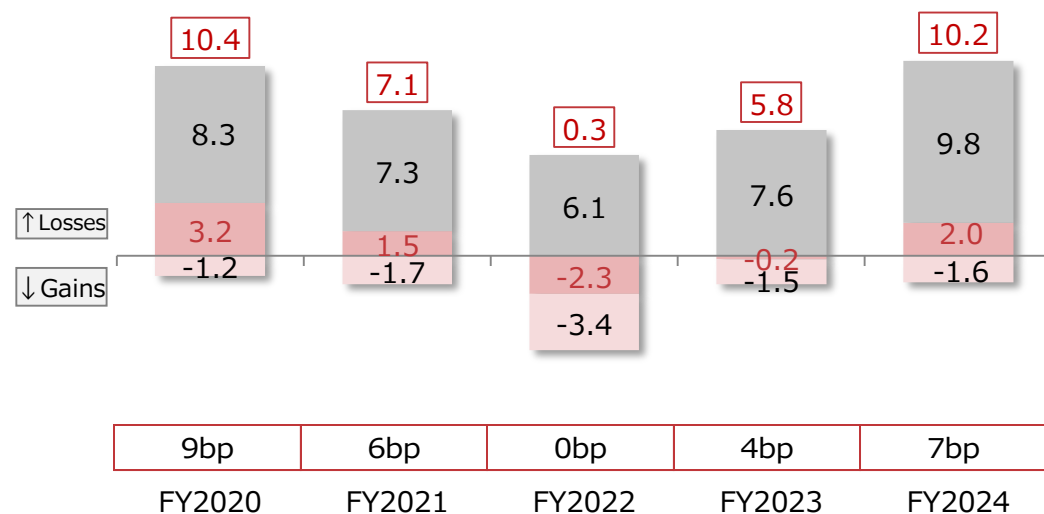
Despite an increase in credit-related expenses, the NPL ratio remains low

Credit-related expenses

(Billion yen)	FY2023	FY2024	Change	FY2025 Plan	Change
Credit-related expenses (-)	5.8	10.2	4.3	13.0	2.7
Net provisions to general allowance for loan losses	-0.2	2.0	2.3	3.0	0.9
Disposal of non-performing loans (-)	6.1	8.1	2.0	10.0	1.8
Write-offs/net provisions to specific allowance, etc. (-)	7.6	9.8	2.1	11.5	1.6
Net provisions to specific allowance for loan losses (-)	-0.1	-0.2	-0.1	1.0	1.2
New downgrades (-)	8.6	11.2	2.5	12.0	0.7
Existing non-performing loans (-)	0.2	0.2	0.0	0.4	0.1
Collections, etc.	1.2	1.6	0.4	0.9	-0.7
Recoveries of written-off claims	1.5	1.6	0.1	1.5	-0.1
Net credit cost ratio (-)	4bp	7bp	3bp	9bp	1bp

Net credit costs(-)transition

(Billion yen)



【Year-on-year】
〔Total〕+4.3

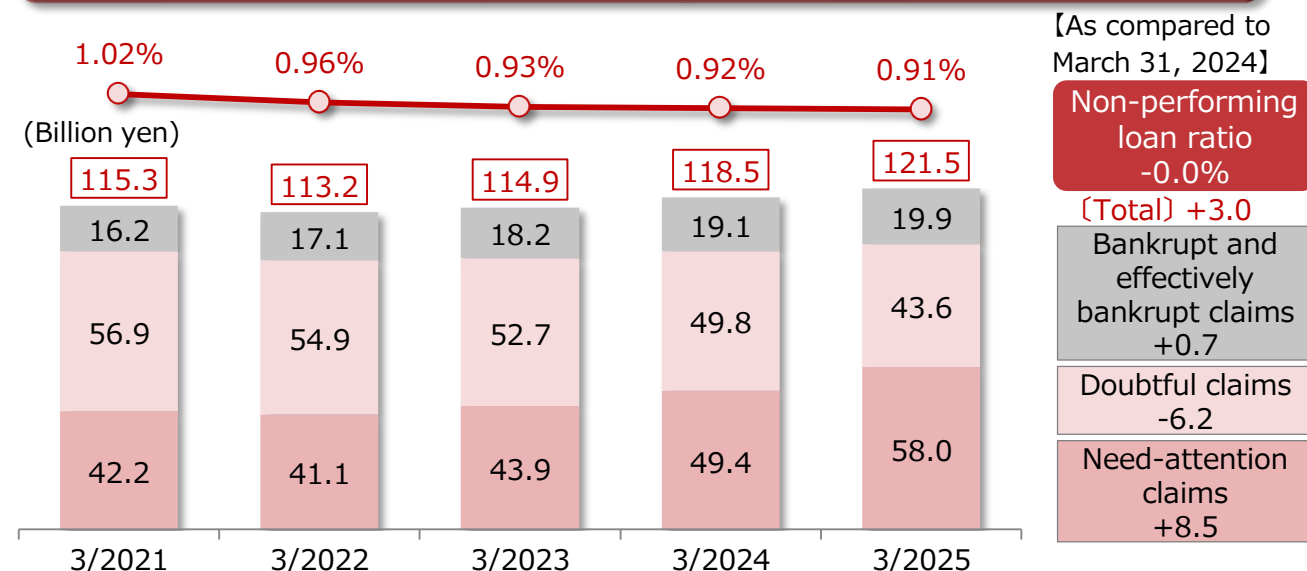
Write-offs / Net provision to specific allowance, etc. (-)
+2.1

Net provisions to general allowance for loan losses (-)
+2.3

Recoveries of written-off claims
-0.1

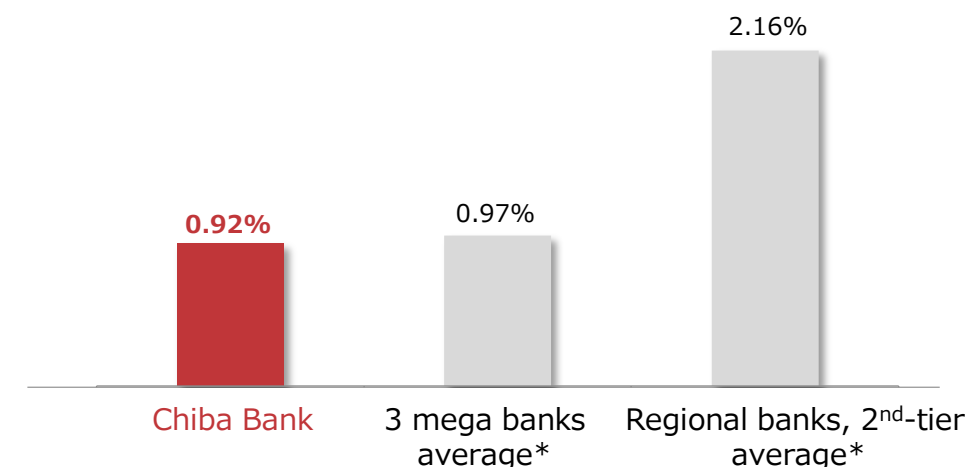
Ratio (-)
+3bp

Disclosed claims under the Financial Reconstruction Act / non-performing loan ratio



Non-performing loan ratio comparison with other banks

〔FY2023 non-consolidated basis〕



* Source: Simple average calculated from Nikkin Report

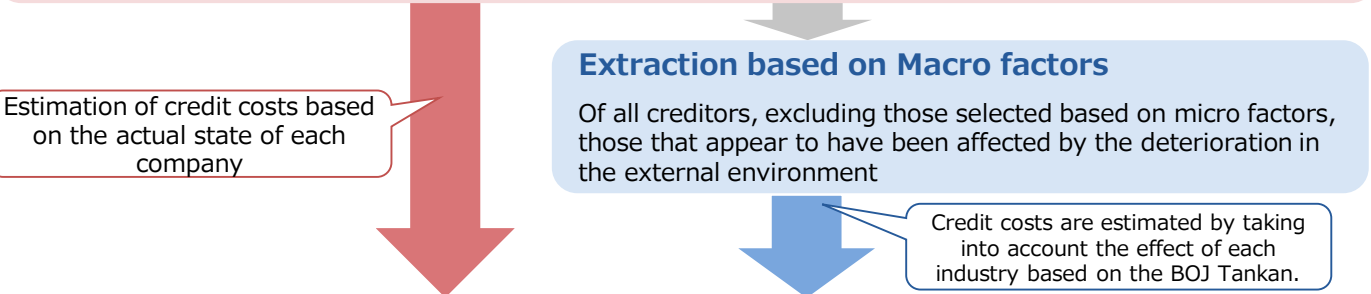
Accurate assessment of credit status / implementation of support for accompanying

Stress testing

Test targets: All credit customers

Extraction based on micro factors

- ① Borrowers with a Group **credit amount of ¥0.1 bil. or more** (excluding residential real estate leasing, finance, and public sectors, etc.)
- ② Borrowers whose financial condition has been **independently ascertained** by the credit examination section



(billion yen)	Micro factor	Macro factors	Total	
FY2025 1H	6.8	2.0	8.8	full year
FY2025 2H	4.9	6.5	11.4	20.2

■ **Expansion scope and refinement of stress impact projections**

Expanded the scope of verification in micro analysis from the second half of the previous fiscal year.

Taking into account the deterioration of macroeconomic indicators due to U.S. Reciprocal Tariffs.

New non-performing loans forecast (plan)

¥12.0 billion is expected for stress testing of about 60%.

Review of FY2024 2H

(52% in 2H of the fiscal year as shown below)

(billion yen)	Micro factor	Macro factors	Not anticipated at the time of testing	Total
Initial forecast	9.2	1.9	-	11.1 (a)
Actual results	5.3 (b)		0.5	5.8 (c)

From stress test forecast borrowers (b)/(c) = 91.0%...Maintains high accuracy

Actual New non-performing loans of stress testing forecast (c)/(a) = 52%

Solution Review Meeting

- ① External environmental impact survey (monthly assessment)
 - ② Individual toss-up from branches
 - ③ Thematic surveys (printing, construction, etc.)
 - ④ AI score, predicted bankruptcy figures, AI ratings
- Always grasp the actual status of clients

Solution Review Meeting

Borrowers that require rehabilitation support in light of the size of their business and its impact on the regional economy

Designated Attention Claims committee

Chairman: Executive in Charge of Credit Unit

Assessing the actual situation of the target borrowers at the meeting, identifying and sharing management issues with management, investigating new risk factors, and identifying target borrowers

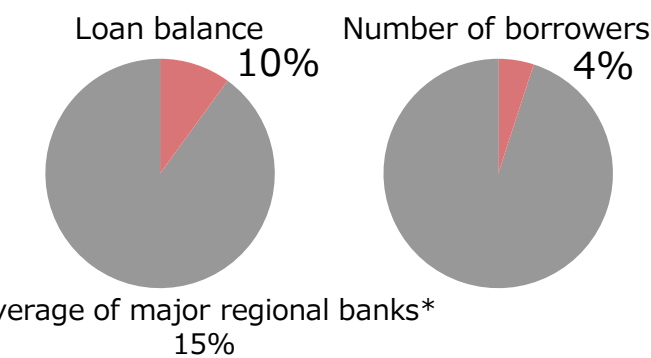
Headquarters sales department, Headquarters credit review department and Group companies

New designation or cancellation of borrowers
Discussion of action policy

Impact of U.S. cross-tariff on borrowers

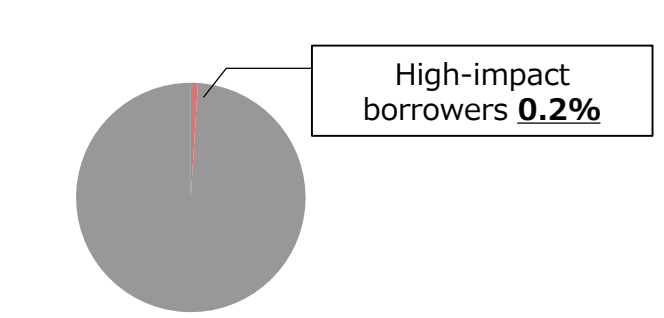
Percentage of domestic loans accounted for by the manufacturing sector

(excluding individuals and public sector)



Impact survey (April 2025)

*Borrowers with a group credit of ¥0.1 bil. or more

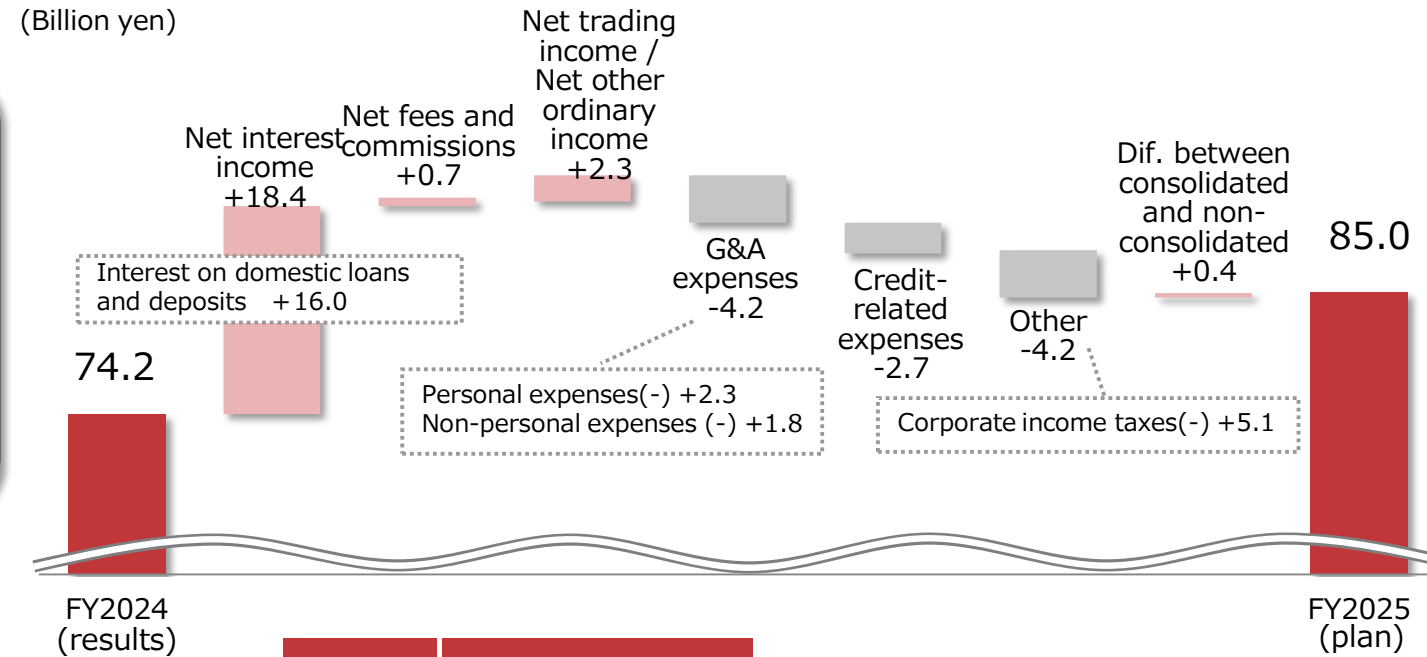


*Average of top 5 banks by market capitalization (excluding Chiba Bank, some on a non-consolidated basis)

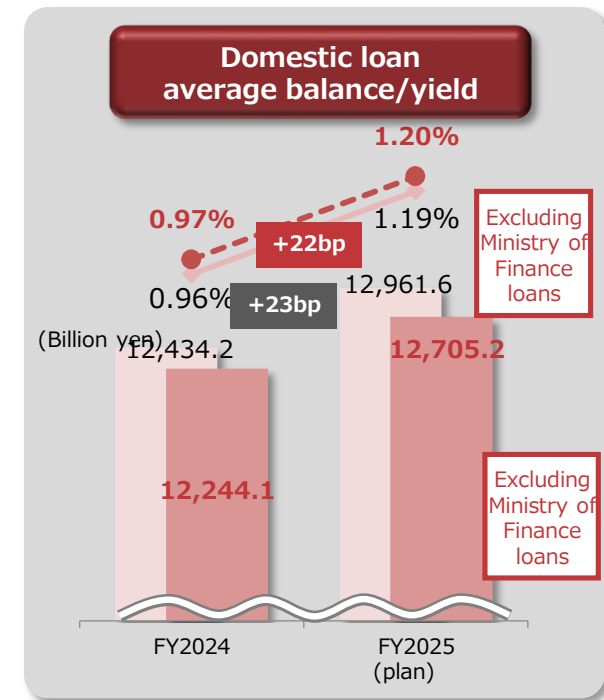
Non-consolidated			
(Billion yen)	FY2024	FY2025 (Plan)	Change
Gross business profit	186.5	208.1	21.5
Net interest income	156.7	175.2	18.4
Net fees and commissions	30.8	31.5	0.7
Net Trading income	1.1	1.4	0.2
Net other ordinary income	-2.1	-0.1	2.0
Gains/losses related to bonds	-6.7	-1.7	5.0
G&A expenses (-)	89.7	94.0	4.2
Net business income (before provisions to general allowance for loan)	96.7	114.1	17.3
Core business income	103.4	115.8	12.3
Excl. gains/losses on the cancelation of investment trusts	100.8	114.6	13.7
Net provisions to general allowance for loan losses (-)	2.0	3.0	0.9
Net business income	94.6	111.1	16.4
Non-recurring gains/losses	10.3	10.5	0.1
Disposal of non-performing loans (-)	8.1	10.0	1.8
Reversal of loan loss reserves	-	-	-
Gains/losses related to stocks, etc.	18.1	20.2	2.0
Ordinary profit	105.0	121.6	16.5
Extraordinary gains/losses	-0.6	-1.7	-1.0
Net income	74.2	84.6	10.3
Credit-related expenses (-)	10.2	13.0	2.7

Consolidated			
(Billion yen)	FY2024	FY2025 (Plan)	Change
Ordinary profit	107.5	124.3	16.7
Profit attributable to owners of parent	74.2	85.0	10.7
(Ref.)			
Consolidated net business income (before provisions to general allowance for loan)	104.7	125.1	20.4

Breakdown of Profit Attributable to Owners of Parent (non-consolidated + difference between consolidated and non-consolidated results)



(Billion yen)	FY2024	FY2025 Plan	Change
Net interest income	156.7	175.2	18.4
Domestic	149.8	168.8	18.9
Interest on loans and deposits	110.4	126.4	16.0
Interest and dividends on securities	32.4	32.0	- 0.3
Gains/losses on cancellations	2.1	0.7	- 1.4
Overseas	6.9	6.4	- 0.5
Gains/losses on cancellations	0.4	0.5	0.0
Net fees and commissions	30.8	31.5	0.7
Investment trusts and personal annuities	4.9	4.4	- 0.5
Corporate solutions	18.0(18.2)	19.0	0.9(0.7)
Consumer loans	0.9	1.2	0.3
Trust/inheritance-related business	1.5	1.6	0.0
Cashless operations	3.9	4.1	0.2
Payment and settlement transactions	13.1	13.8	0.7
Guarantee charges and group insurance costs (-)	14.6	15.4	0.8



*Advertising business commissions are included in the Corporate Solutions segment from FY2026/3 (results after reclassification in parentheses).

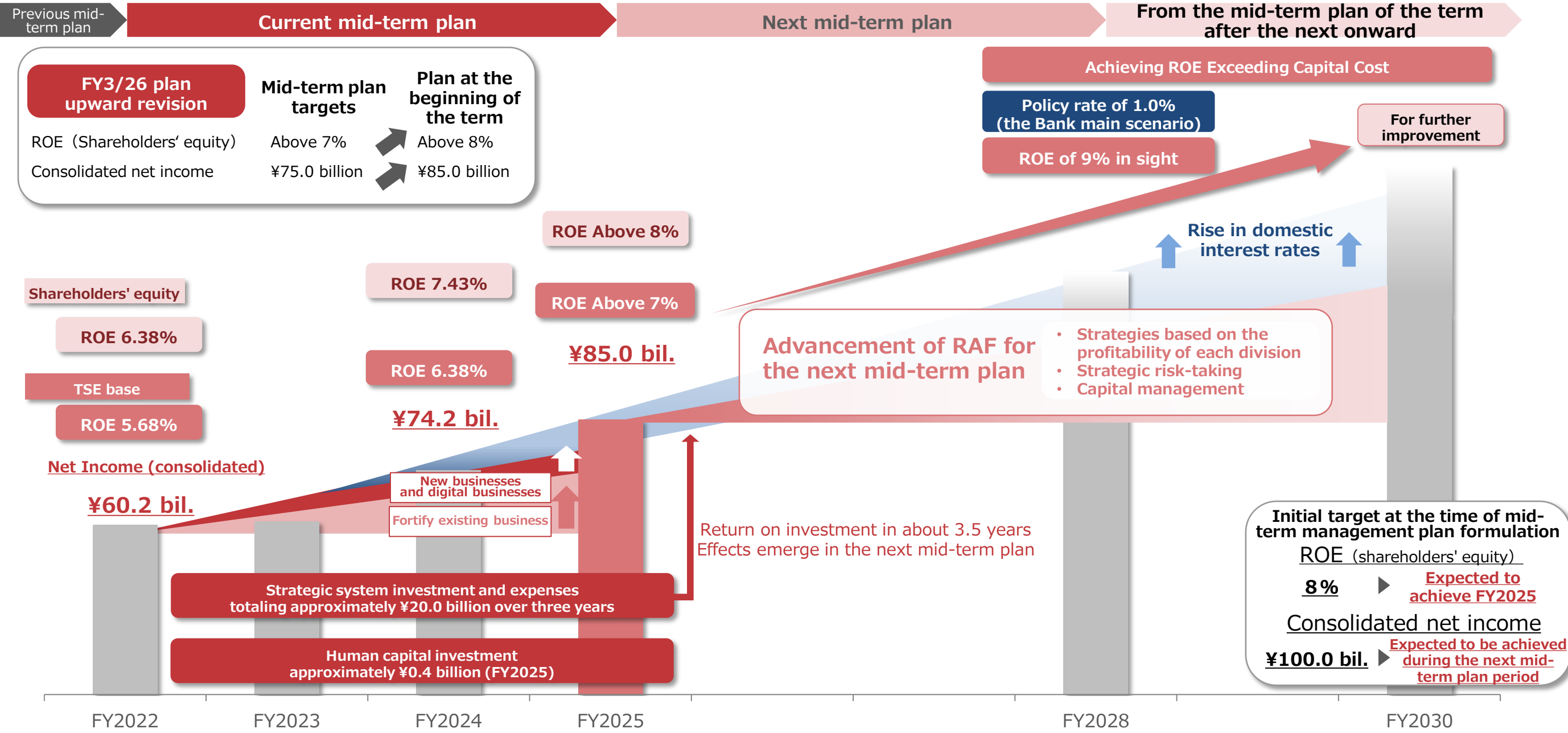
Today's Point



Long-term Growth Outlook (Simulation)

To create a local community better suited to bringing each person's hope to life

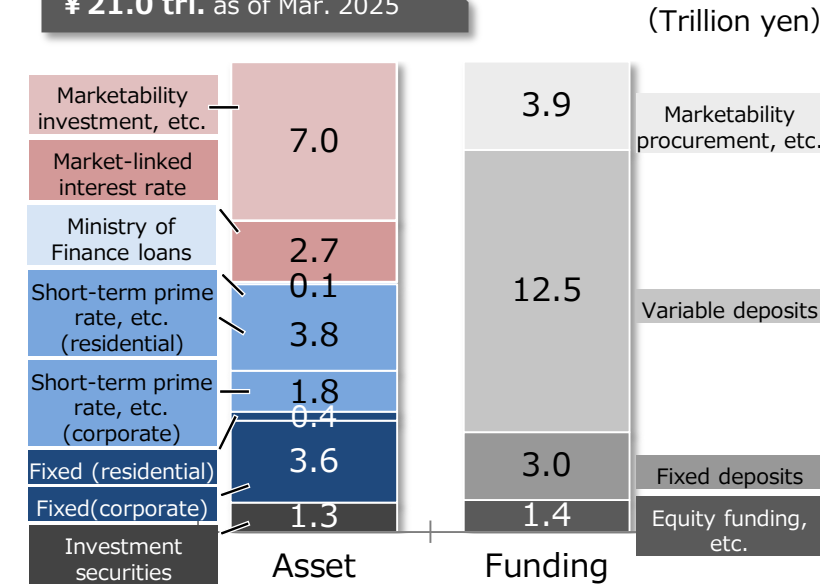
Increased financial targets in the current mid-term plan. Strengthening efforts to achieve sustainable growth and improve capital efficiency from the next mid-term plan.



Estimate the effect of the BOJ's policy rate change on interest rates

JPY investment and funding structure

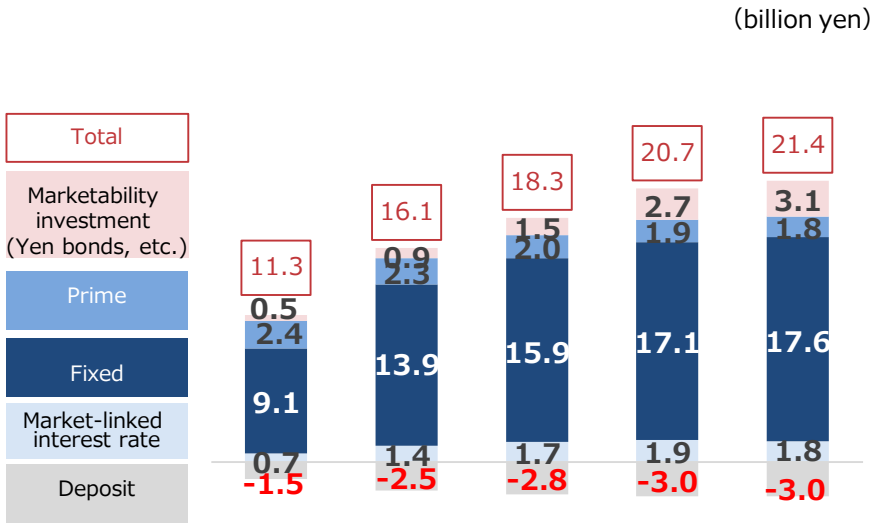
¥21.0 tri. as of Mar. 2025



① Simulation with current interest rates

Current policy rate unchanged
(Policy rate 0.50% from January 2025)

Effect of increase in profit on FY2025 earnings plan (Net interest income in yen currency)



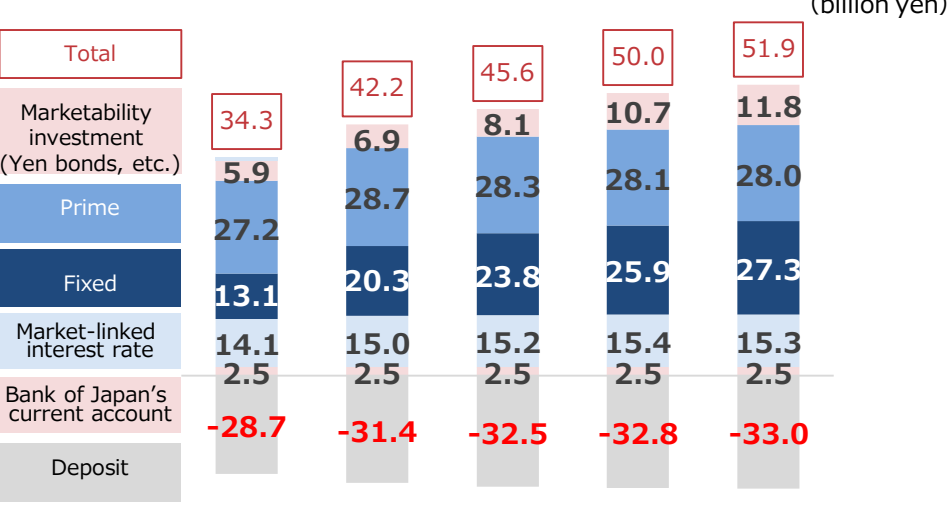
ROE effect +0.39% +0.63% +0.68% +0.73% +0.69%
(shareholders' equity) FY2026 FY2027 FY2028 FY2029 FY2030

- Effects of increased volume are not included in the above estimates
- 10-year JGB yield of 1.20%
- TIBOR (After January 2025) Average interest rate in September 2024 + 0.25%
- Short-term prime rate (After March 2025) 2.25%
- Calculated on the assumption that the outstanding balance is unchanged from the portfolio at the end of March 2025
- 60% pass-through rate of fixed-rate loans for corporate and 80% pass-through rate of prime loans
- Deposit interest rates are assumed to be raised in view of a rise in market interest rates

② Simulation of 1.0% terminal rate

Policy rate to be raised to 0.75% in July 2025.
Policy rate to be raised to 1.00% in January 2026.

Effect of increase in profit on FY2025 earnings plan (Net interest income in yen currency)

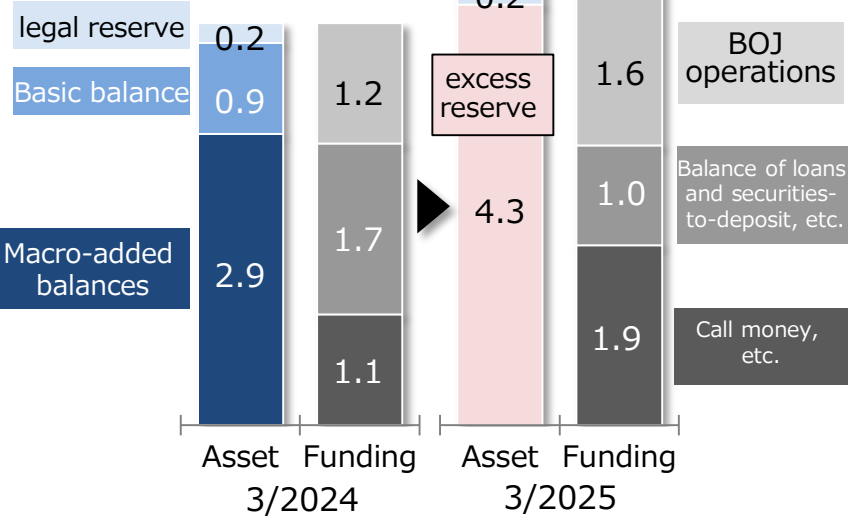


ROE effect +1.62% +1.89% +1.84% +1.84% +1.73%
(shareholders' equity) FY2026 FY2027 FY2028 FY2029 FY2030

- Effects of increased volume are not included in the above estimates
- 10-year JGB yield of 1.60%
- TIBOR (After January 2025) Average interest rate in September 2024 + 0.25%
- Short-term prime rate (After March 2025) 2.25%
- (After July 2025) Average interest rate in September 2024 + 0.50%
- (After February 2026) Average interest rate in September 2024 + 0.75%
- Short-term prime rate (After September 2025) 2.50%
- (After March 2026) 2.75%
- Portfolio assumptions and pass-through rate assumptions are the same as in simulation①

BOJ current account Changes in the structure of asset and funding

(Trillion yen)



Perspective on the P/B ratio*

$$\begin{aligned} \text{P/B ratio} &= \text{ROE} \times \text{PER} \\ &= \text{ROE} \div \left(\text{Cost of shareholders' equity} - \text{profit growth rate} \right) \end{aligned}$$

If $\text{ROE} \geq (\text{cost of shareholders' equity} - \text{profit growth rate})$, P/B ratio will be 1 or over

P/B ratio improvement measures

The Bank's current P/B ratio is **approximately 0.8**.
In order to achieve a P/B ratio of 1, we will need a strategy of improving our ROE and increasing our profit growth rate while lowering equity costs.

ROE
⇒ **Improve**

Capital costs
⇒ **Lower**

Profit growth rate
⇒ **Increase**

*The Bank's administrative capital costs are estimated using CAPM

Improvement measures

Further improve ROE

- Improve ROE by **improving RORA**

6.38% Above 8% Further improvement
FY2022 FY2025 FY2030
*shareholders' equity

Lower capital costs

- Reduce "information asymmetry" between the Bank and shareholders **by expanding non-financial disclosures and improving shareholder engagement**

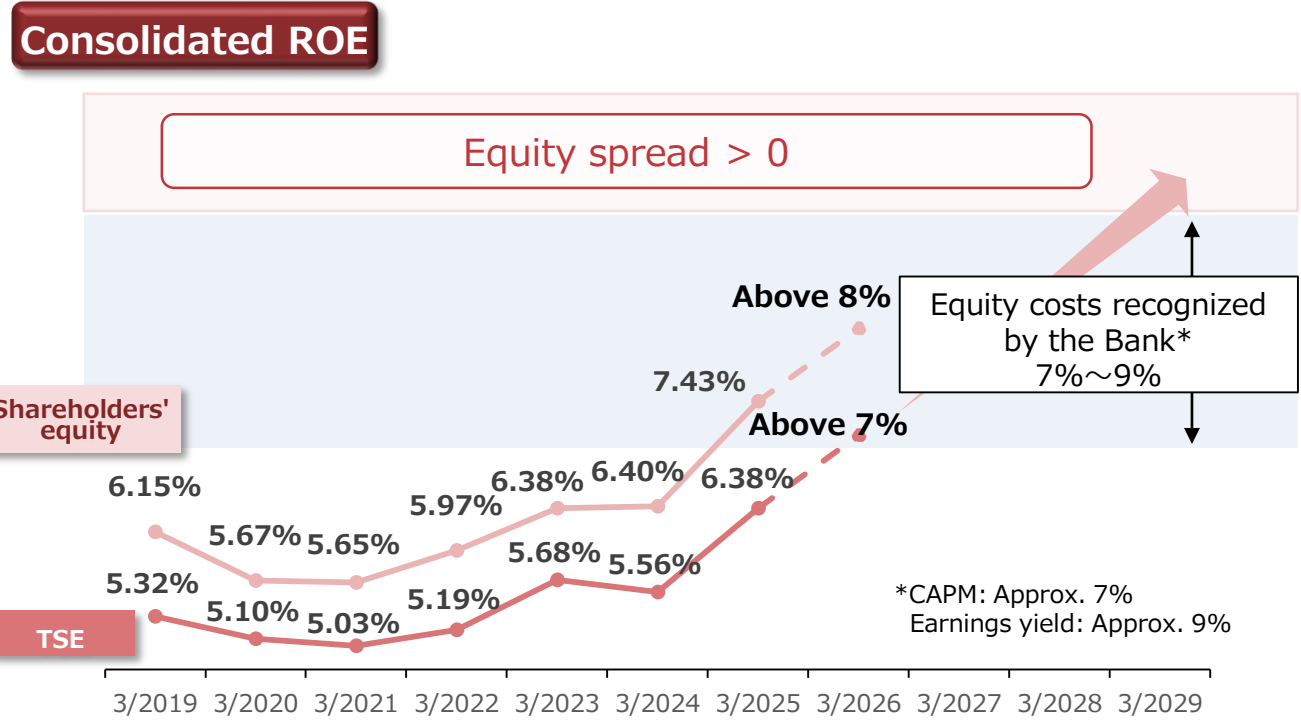
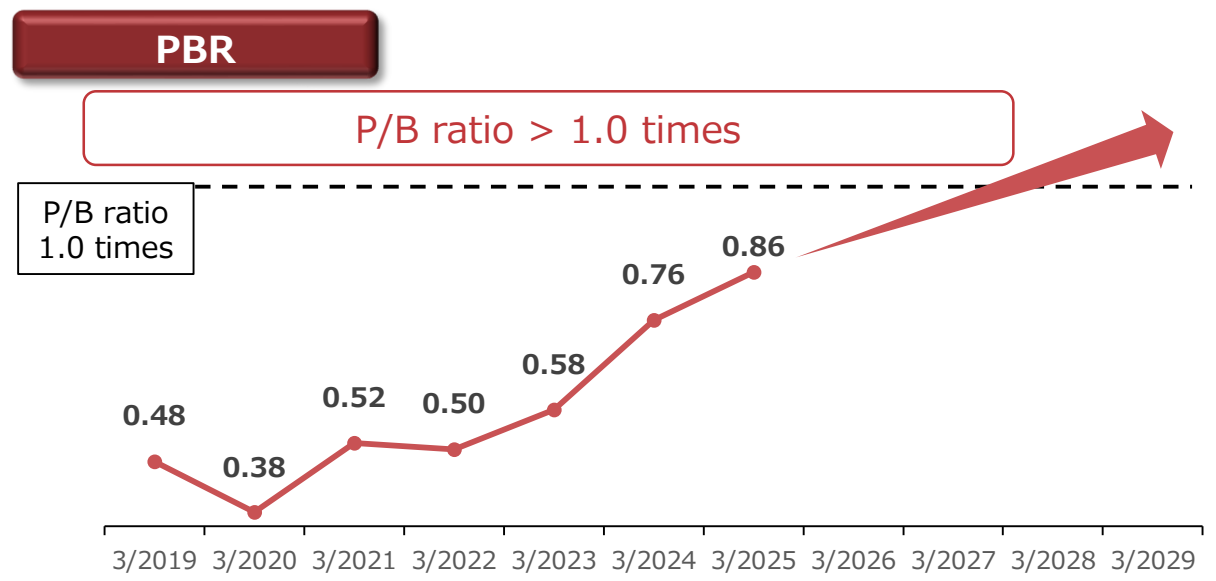
Shrinking risk premium beta

Ongoing profit growth

- Consolidated net income plan (Billion yen)

60.2 85.0 Further improvement
FY2022 FY2025 FY2030

Steadily improving ROE / Strengthening growth strategy and capital management to achieve P/B ratio of over 1



Growth strategy

*Basel III finalization basis / estimate using RW including floor adjustment

Real estate funds

- ✓ Formation of 2nd and 3rd projects
- ✓ ROE of more than 20% during stable operation

Renewable energy power generation facilities

- ✓ Acquisition of large-scale power generation facilities
- ✓ FY2024 net income RORA 3%*

Buyout funds

- ✓ Execute the first project
- ✓ Confirmation of strong potential projects, receptacle for M&A deals.

DX investment

- ✓ Development of application portal data analysis infrastructure
- ✓ Upgraded FT common infrastructure and upgrade of core systems (scheduled)

In-organic investment

Making EDGE Technology a subsidiary (AI-related company)

- ✓ Achieving cumulative synergies of 3.0 billion yen over five years
- ✓ Promotion of PMI and cooperation

Cashless

Advertising business

Strengthening returns and capital policies

Revision of policy on return to shareholder

Before

Dividend ratio: over 35%
Long-term goal: 40%

After

Dividend ratio of about 40%

- ✓ Medium- and long-term targets reached ahead of schedule, raising the return level

Enhance capital efficiency

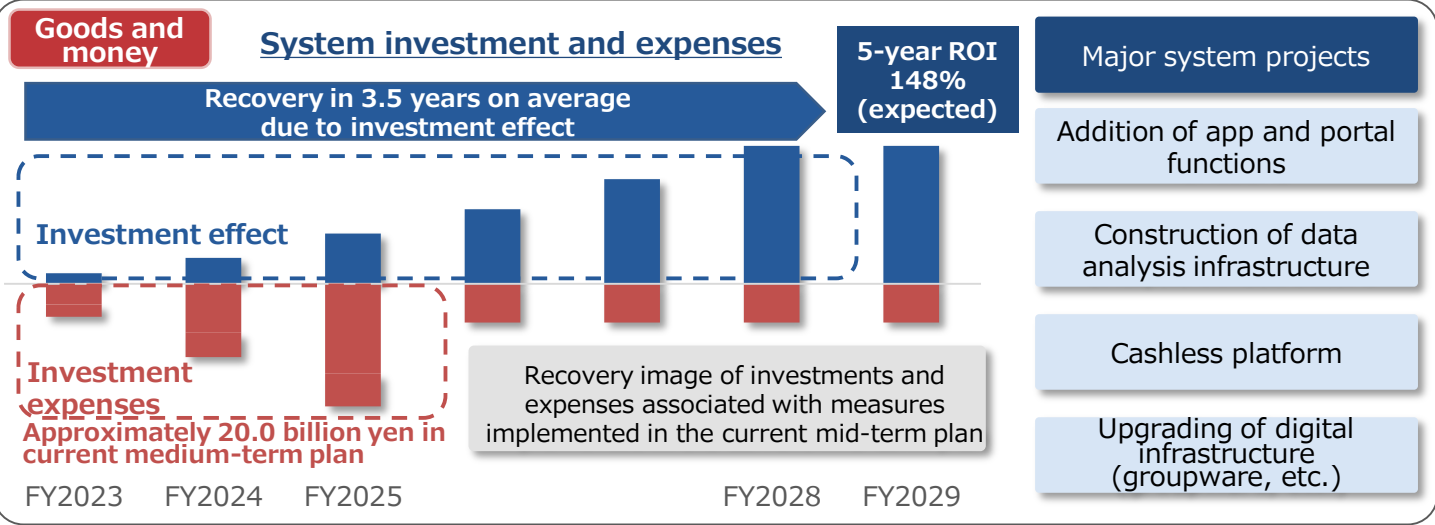
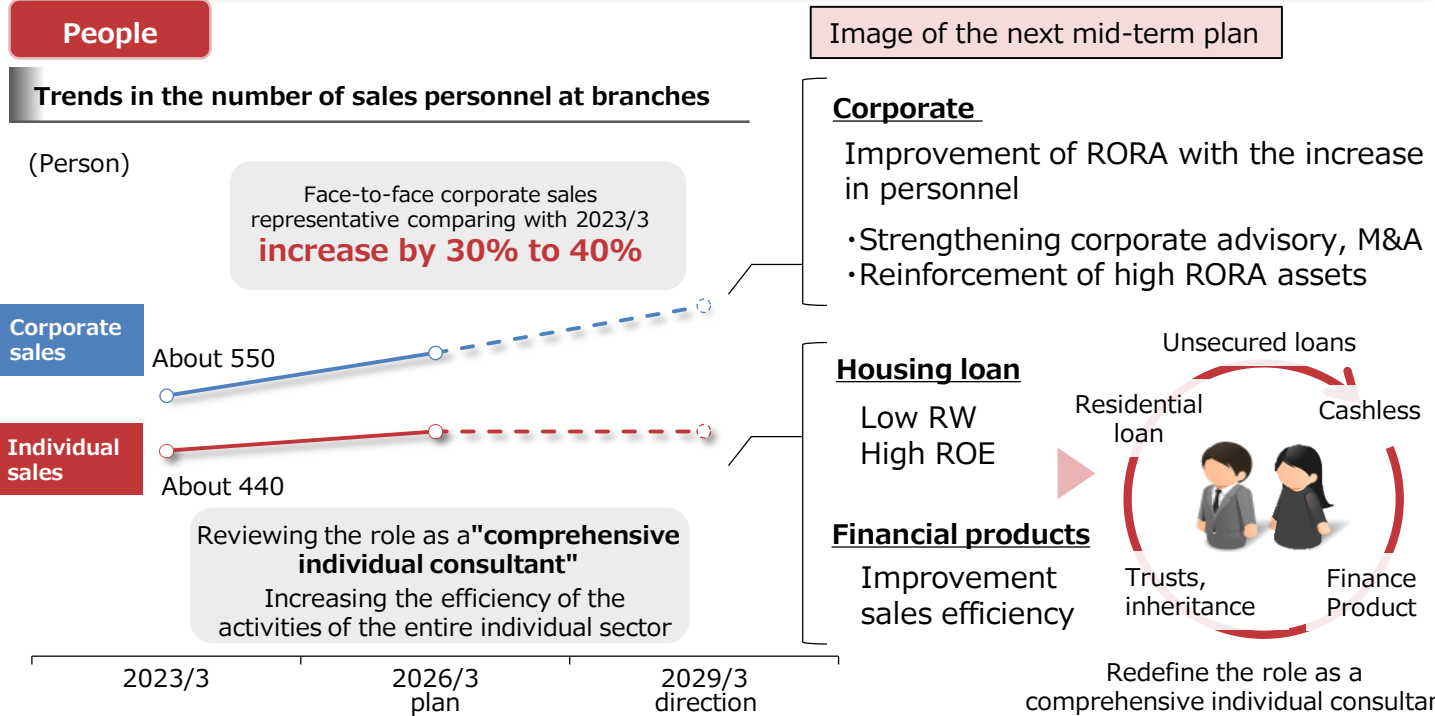
Advancement of RAF Consideration of capital allocation

→ **Maximize ROE**

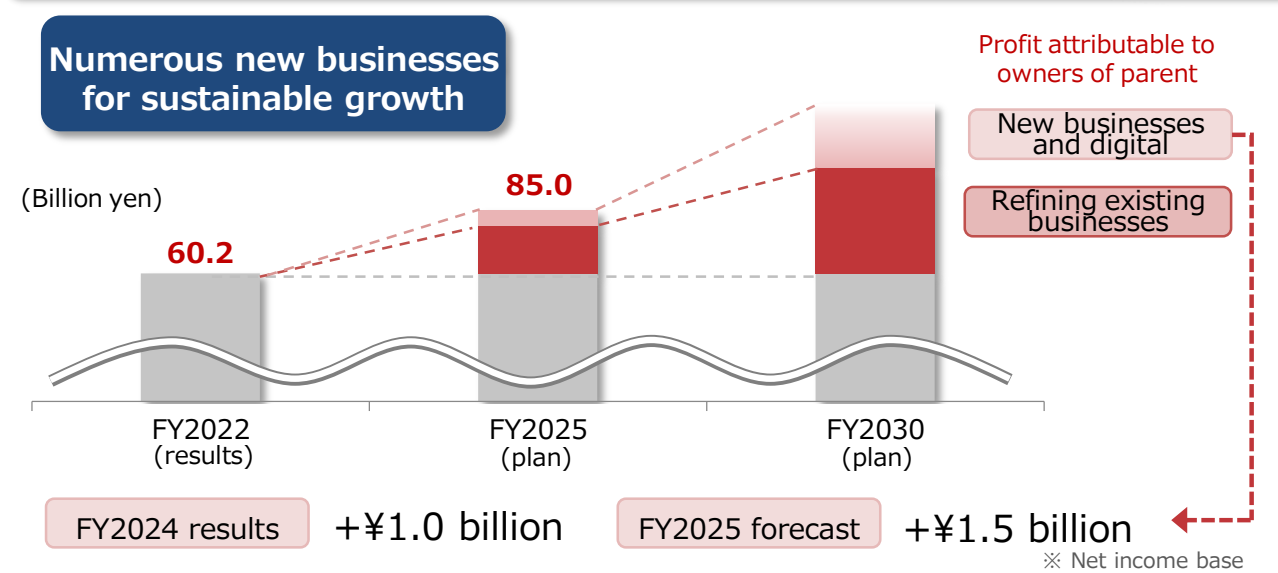
- Rational allocation of capital to investment in growth and return to shareholder
- Reduction of cross-shareholdings and pure investment shares (target set in Nov. 2024)

Allocate management resources with a view to the next mid-term plan, and strengthen new businesses, digital businesses, and refine existing businesses.

Allocation of management resources in the mid-term plan



Sustained growth: Consolidated net income plan



Initiatives for which contributions to earnings have already begun

App (loans, etc.)	Approx. 50% of card loan contracts are transformed into app
Internet loan center	Started operation as a new housing loan channel
Four major measures for investment trust	Penetration of portfolio proposals
Cashless	Expansion of number of cardholders, franchise locations and transaction volume
Real estate funds	Executed the 3rd project
Advertising business	Commercialized mainly in the media business and strengthened the consulting business
Chibagin Market	Started housing concierge service in addition to regional trading company business
Himawari Green Energy	Acquisition of renewable energy power generation facilities
EDGE Technology	Making it a subsidiary and creating synergies
Cooperation with Sony banks	Sustainability-linked loans / foreign currency exchange

Aiming to increase all market shares in Chiba Prefecture, the main market

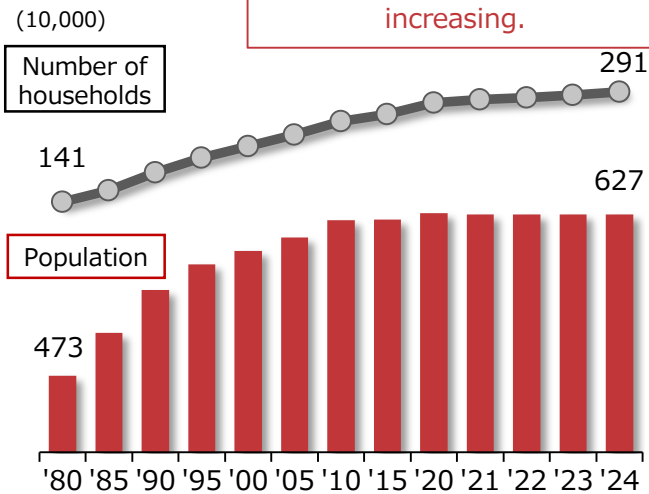
In Chiba Prefecture

Dominant macro environment

Population

Population remains unchanged.

The number of households is increasing.



Gross prefectural products

No.7 nationwide

Balanced industrial structure

Primary industry

No.7 nationwide

Secondary industry

No.9 nationwide

Tertiary industry

No.8 nationwide

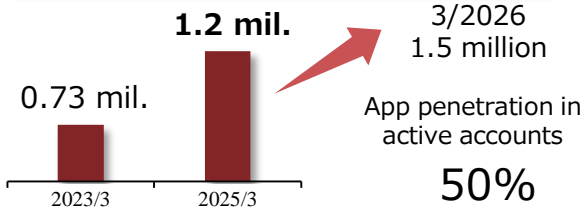
Current status

Number of customers

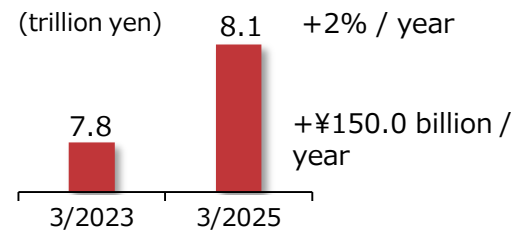
Active accounts **About 3 million**

Percentage of population within Chiba Prefecture **46%**

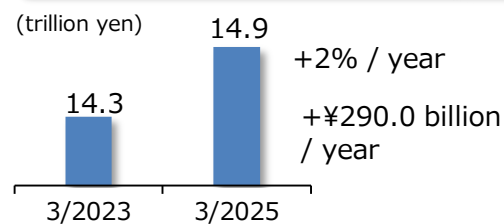
Number of app registrants



Loans (within Chiba Prefecture)



Deposits (within Chiba Prefecture)

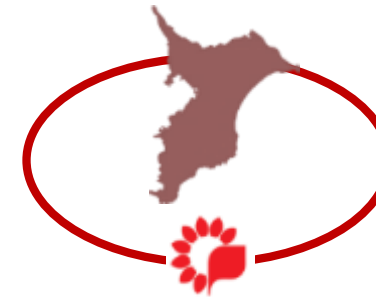


Further penetration in the main market

Region-wide

DX·GX·WX

Transformation of region



Improvement of productivity
Decarbonation

Smooth management succession, etc.

Digital service

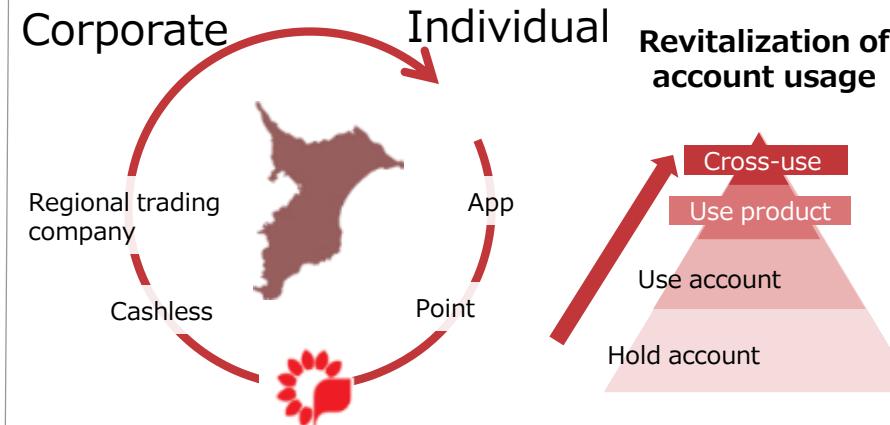
Advisory

M&A / business succession

Transformation of the Bank Group

To expand the share of all products and services

Regional ecosystem



Acquisition of highly sticky deposits and increase in cashless payments

Realizing sustainable growth

Sustainable growth of the region

Contribute to the resolution of regional social issues

Support for prosperous lifestyles

Increasing corporate value

Sustainable Growth of deposits and loans

Expansion of net fees and commissions

Outside of the prefecture, promote as a growth driver with a focus on lending / Nationwide, accelerate development as a platformer.

Outside Chiba Prefecture

Loans

Overall (trillion yen)

3.9

4.6

3/2023

3/2025

Increased at 7% to 8% per annual rate
(+300 billion yen / year)

Retail

New branches 10%

New branches 21%

March 2019
¥1.4 trillion

March 2025
¥2.2 trillion

[New branch openings in the Past Year]

June 2024
Shinjuku West Corporation Banking Office
(Loan Center included)

March 2025
Kyobashi Corporation Banking Office

※New stores: from 2015 onward
(Shinagawa, Ebisu, Ikebukuro, Mito, Hamamatsu-cho)

Business loans

Increasing presence in the Tokyo metropolitan area through alliances

Sophistication of credit judgment and management

Residential loan

Improvement of competitiveness

ALLIANCE

千葉・横浜パートナーシップ

Cooperation in the field of finance

Strengthening the understanding of business conditions through collaboration with other bank accounts

Number of out-of-prefecture clients as of March 31, 2025: approx. 370
(+50% compared to September 30, 2024)

Window-dressing detection and suppression

Credit decision

Credit management in progress

Fine-tuned interest rates based on competition

Expansion of higher-priced loan products

Nationwide

Through the TSUBASA alliance, Deployment of services as a platform format

Core systems

FT common infrastructure (API)

Regional trading company

Banking application

Corporate portal

Cashless business

Coalition of administration center concept

AML Center

... further expansion

Renewal of next-generation core systems (to be gradually transferred from 2028 to 2030)

CHIBA BANK

DAISHI HOKUETSU BANK

CHUGOKU BANK

North Pacific Bank

THE TOHO BANK,LTD.

Gunma Bank

Five banks that have been jointed

Considering a new transition

TSUBASA ALLIANCE

DAISHI HOKUETSU BANK

SHIGA BANK

CHUGOKU BANK

BANK OF THE RYUKYUS

THE IYO BANK, LTD.

MUSASHINOBANK

THE TOHO BANK,LTD.

Gunma Bank

CHIBA BANK

North Pacific Bank

Total of alliance banks

Total assets

Approximately ¥100 trillion

Total deposits

Approximately ¥80 trillion

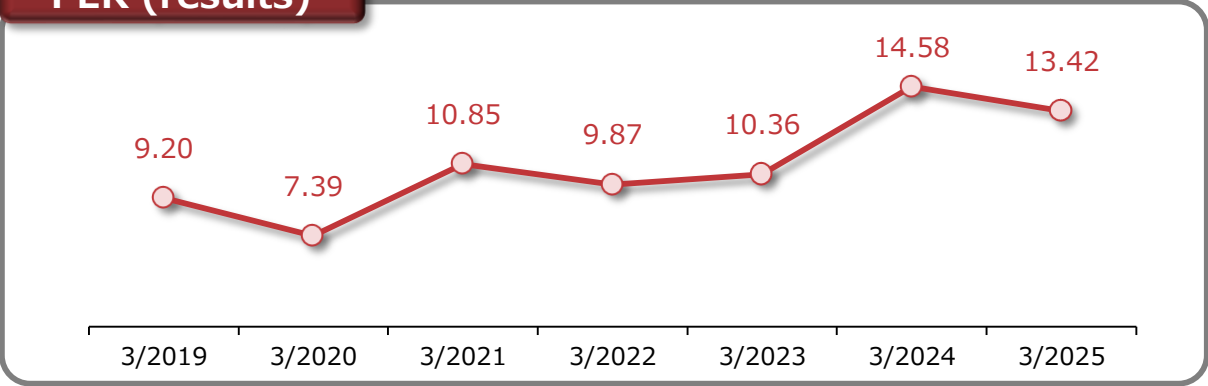
Total loans

Approximately ¥60 trillion

Next in scale to the three megabanks

Strengthening communication with investors while reducing business risks to reduce capital costs

PER (results)



Issues for lowering the capital cost: Disclosure of business risks

- Reduction of uncertainty in financial results by **controlling non-performing loans**
- Reduction of uncertainty in financial results due to **increased cost efficiency**



- **Improving the accuracy of earnings forecasts**

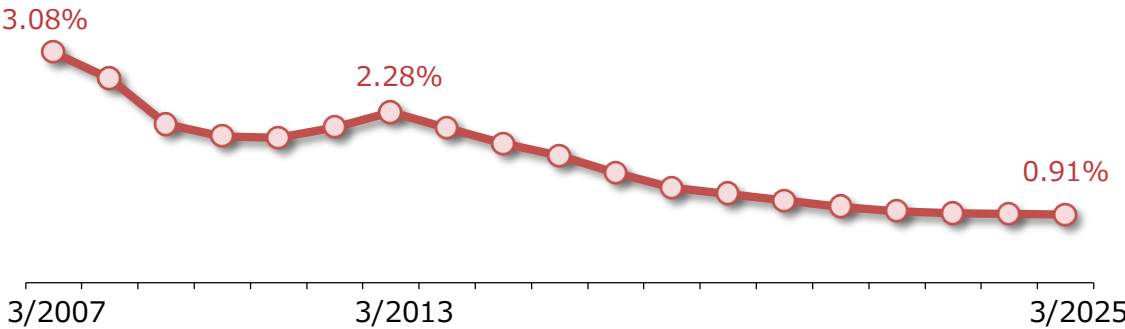


Issues for lowering the capital cost : Enhancement of IR activities

- Enhancement of non-financial and other disclosure information
- Enhancement of communication with investors
- Obtaining external evaluation

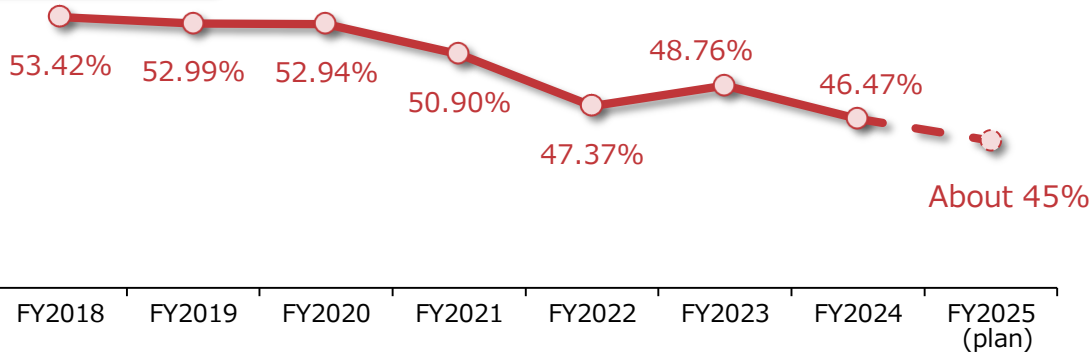
Non-performing loan ratio

Continuously improving asset quality



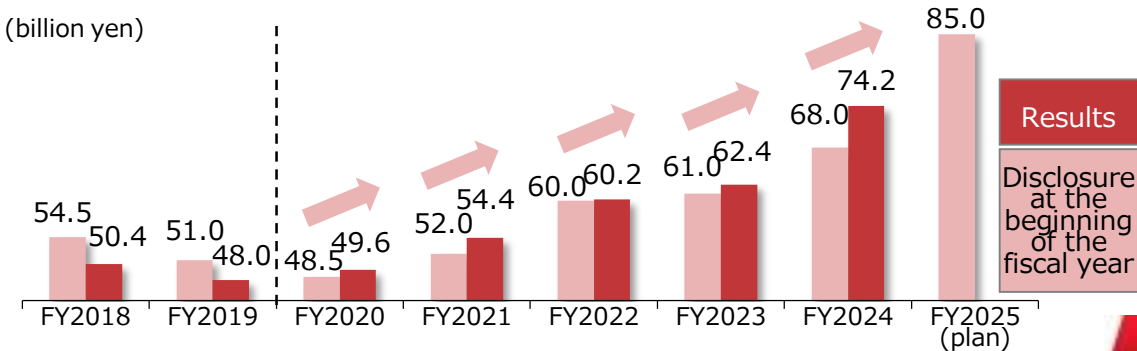
Consolidated OHR

Reduced to about 45% as planned



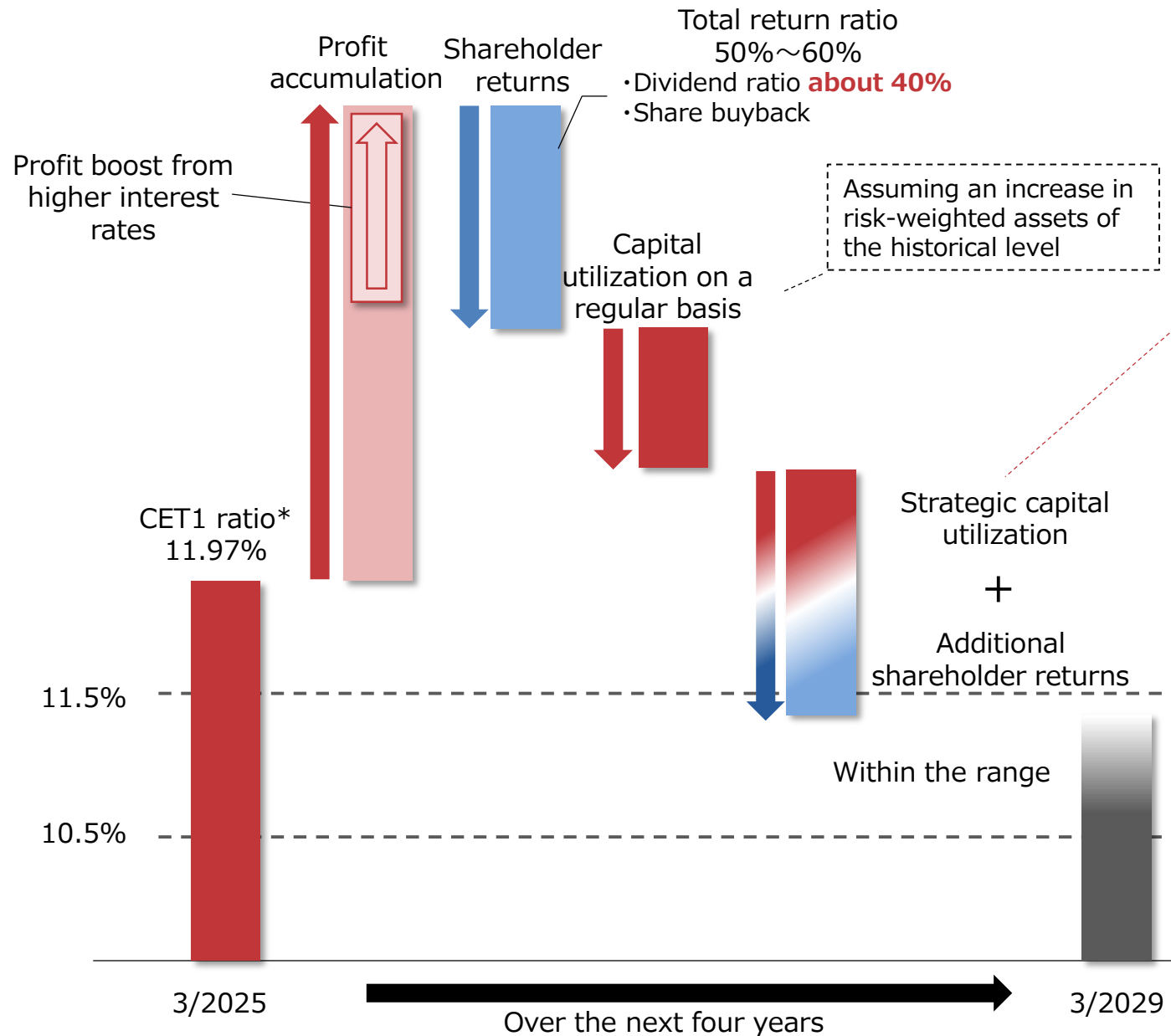
Disclosure at the beginning of the fiscal year

Stably exceeds initial disclosure plan



Conduct capital management by examining the capital situation and future strategic capital utilization opportunities on a year-to-year basis

Current image of the next mid-term plan



Strategic capital utilization

① Accumulation of risk assets

Sectors that utilize RA
Key decision indicators: Improving ROE

ROE as an objective *

More than 10%

※ Financial basis, stable operation, synergy emergence

Advancement of RAF

Rational risk-taking based on ROE, OHR, etc

(Reference) Sectors not using RA
Key decision indicators: OHR reduction

② In-organic investment

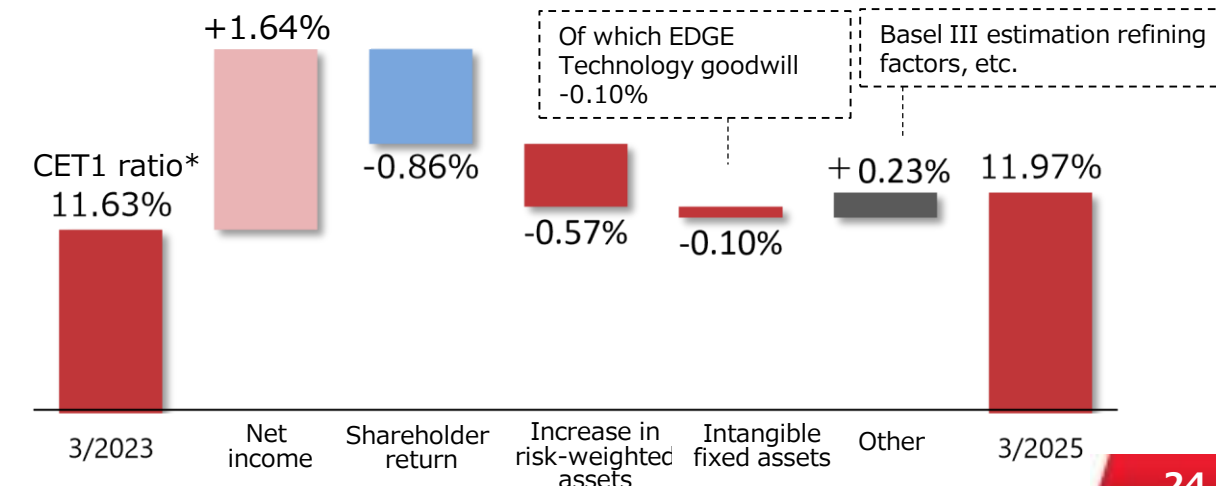
While considering all opportunities to **improve ROE**, focus on pursuing investment opportunities in the following areas to **enhance service sophistication**

Priority investment areas: DX/AI, settlement business

③ DX investment (accumulation of intangible fixed assets)

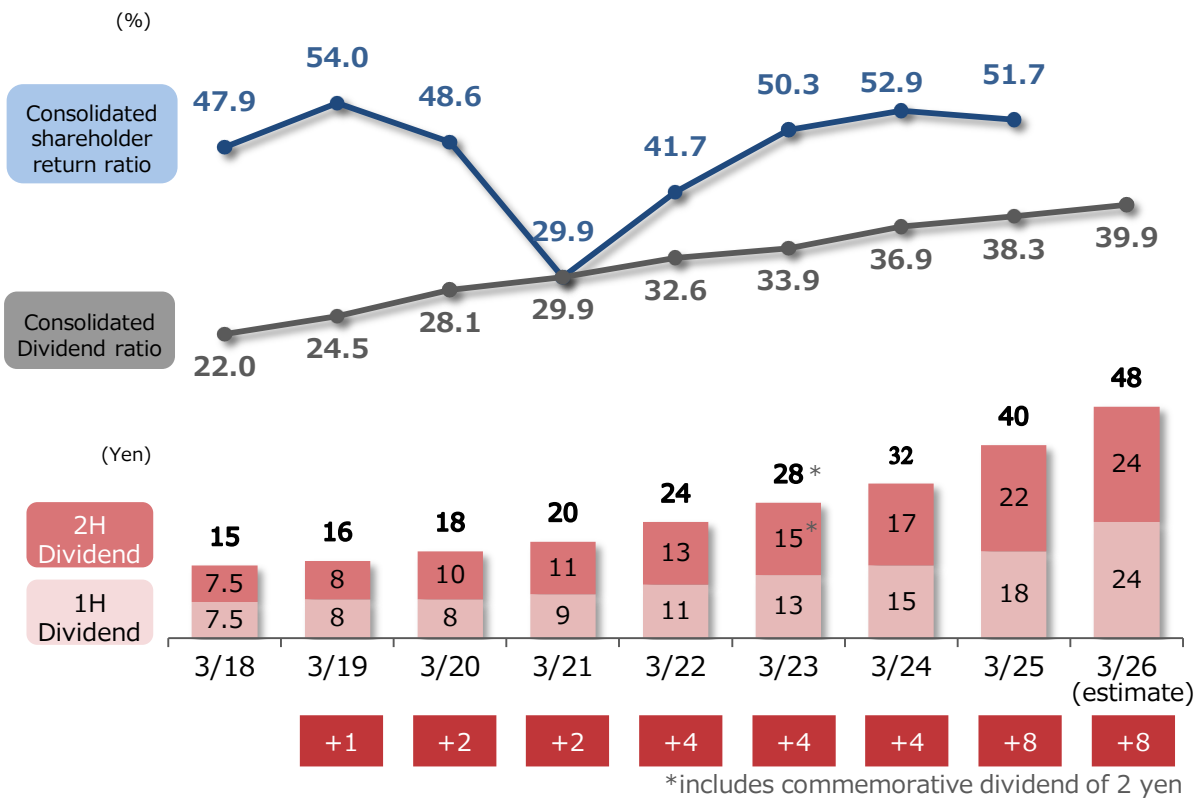
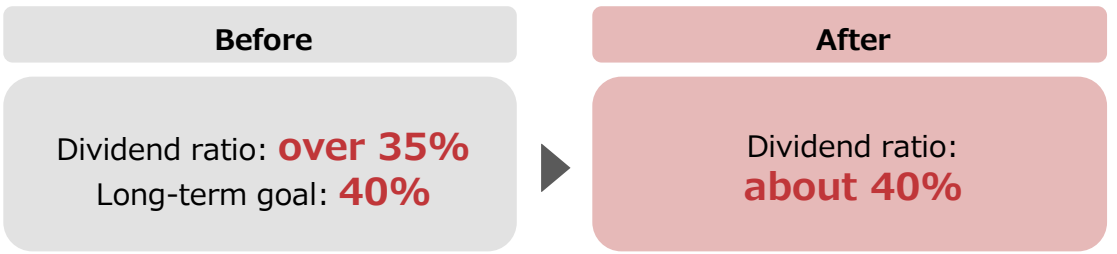
App / portal / data analysis infrastructure, FT common infrastructure, core systems

Results of the current mid-term plan



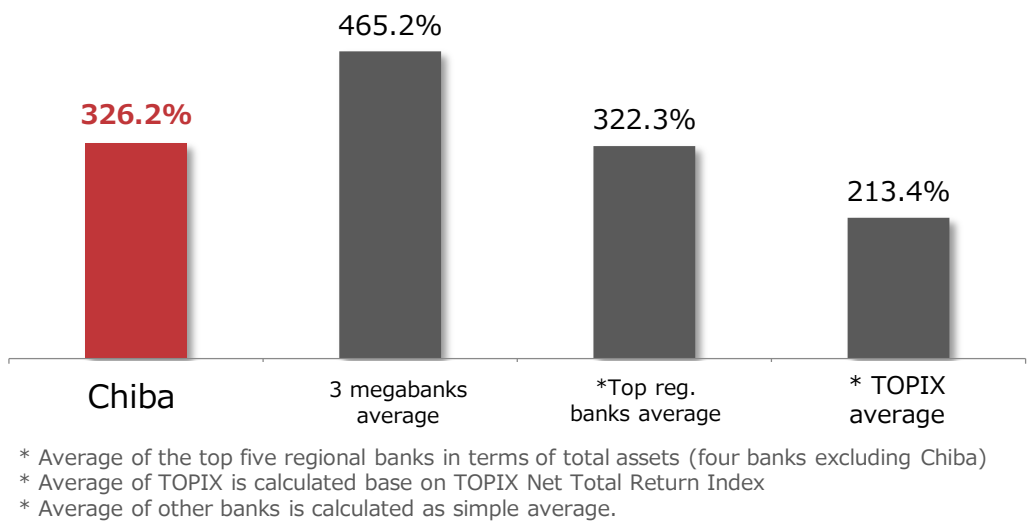
Increasing the dividend ratio in the return policy

Shareholder return policy



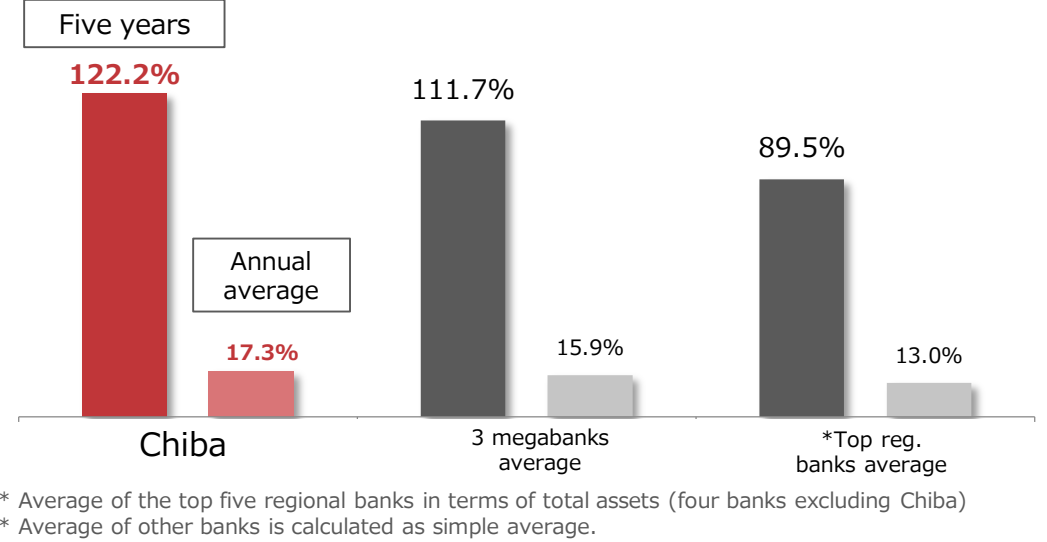
Total shareholder return

Five Years from March 2020 to March 2025



Dividend growth rate (dividend per share)

Five-year period from FY3/2020 to FY3/2025



Reduce stockholdings based on the reduction policy

Status of holdings and reduction of cross-shareholdings

Significance of holding

As a regional financial institution, through maintaining and developing good relationships with customers

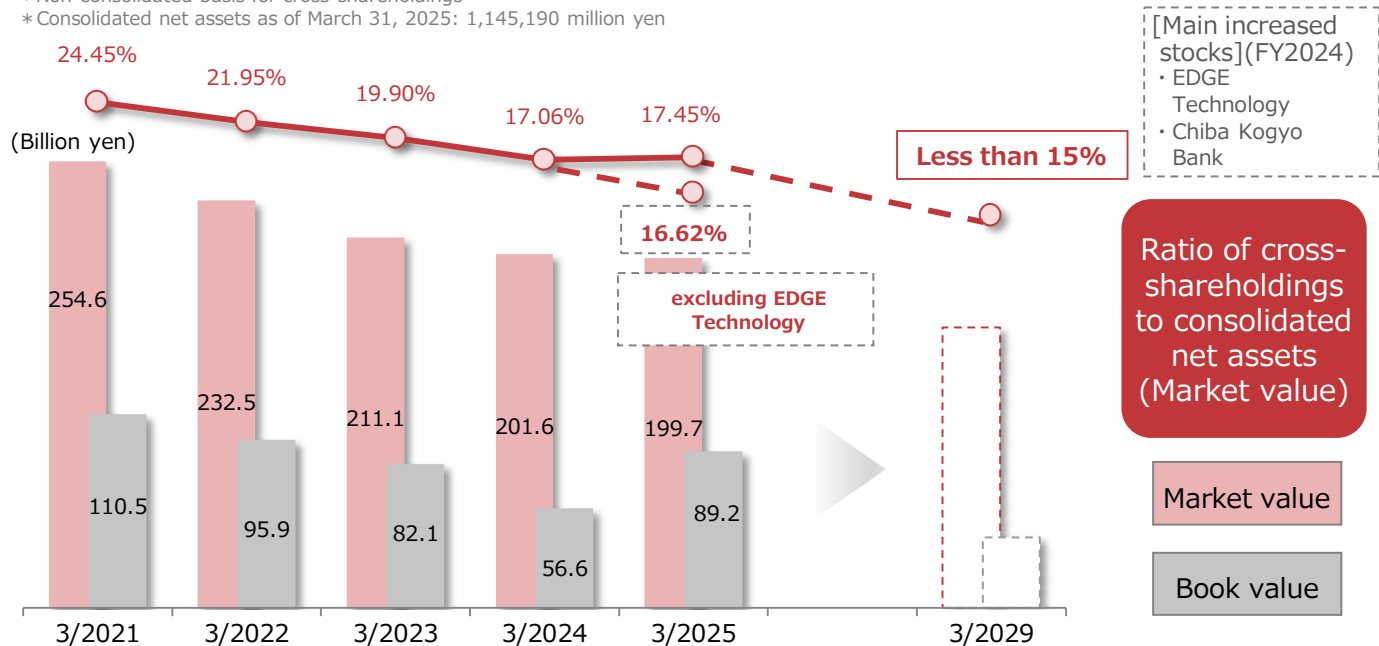
Development of the regional economy

Increase the Bank's corporate value

Reduction policy

By the end of the next mid-term plan period (end of March 2029), the Bank **aims to reduce cross-shareholdings (market value/ non-consolidated) to less than 15% of consolidated net assets**, while paying attention to market price fluctuations caused by the rise in stock prices.

* Non-consolidated basis for cross-shareholdings
* Consolidated net assets as of March 31, 2025: 1,145,190 million yen



Status of holdings and reduction of pure investment shares

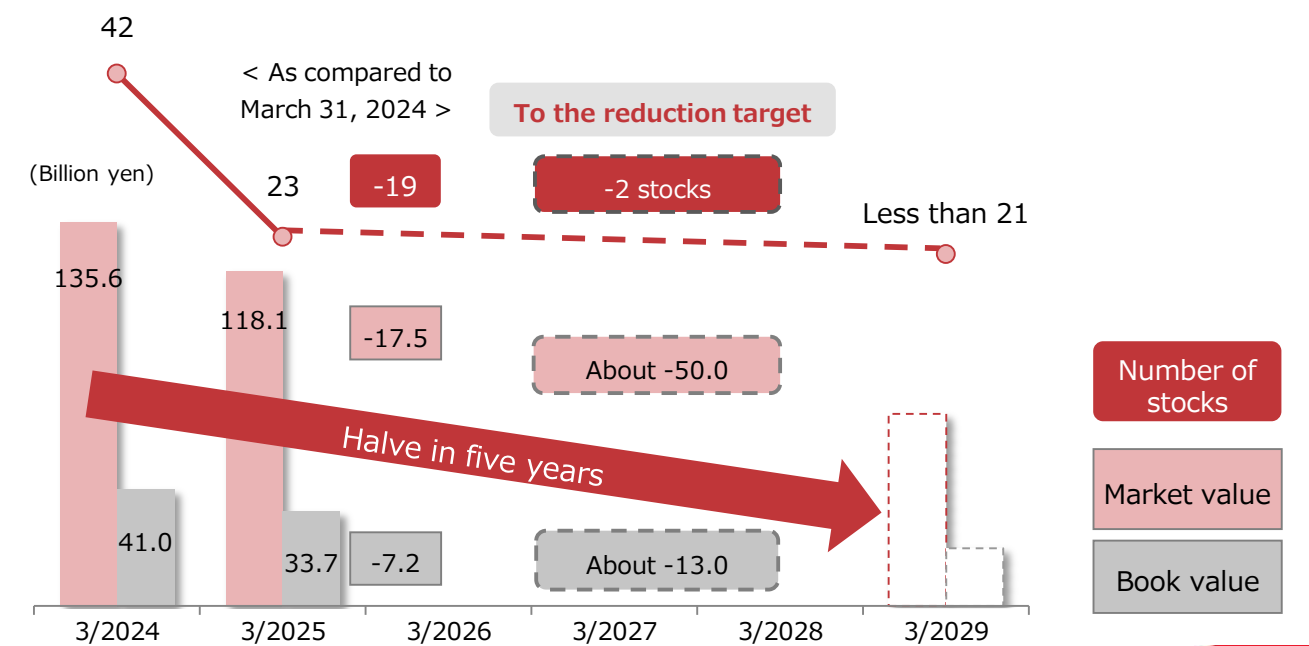
Significance of holding

The Bank's economic interests

Selling gradually after taking into account the impact on profit plans, etc.

Reduction policy

By the end of the next mid-term plan (end of March 2029), the Bank will proceed with sales and **halve the balance and number of stocks held compared to the end of March 2024.**



The impact of U.S. reciprocal tariffs is expected to be slight at present. We will continue to pay attention to future trends.

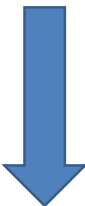
Impact of U.S. Reciprocal Tariffs

Strengthening of industry-specific tariffs
Executed: automobiles, automotive parts, steel, aluminum

Strengthening of country-specific tariffs
(particularly China, Canada and Mexico)

Deterioration in the macro environment

Assumed risks



Deterioration in performance of overseas branch investment and loan clients

Increase in credit costs due to deteriorating performance of domestic creditors

Decrease in unrealized gains on securities portfolio

Balance of Loans (as of March 31, 2025)

(billion yen)

Public sector

Other consumer loans

Residential loans

SMEs

Large/mid-sized corporations

13,233.3

476.5

358.4

229.7

4,108.6

6,370.6

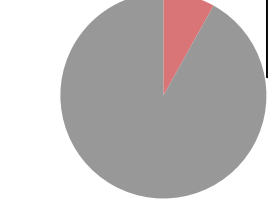
1,689.3

Overseas operations

(1) Overseas branches : loans approx. ¥0.4 trillion, bond investments approx. ¥0.3 trillion

Overseas branches investment and loan clients / Impact Survey

Number of borrowers



High-impact clients
8.1%

(Breakdown)

15 Japanese affiliates

18 non-Japanese affiliates

All with parent company retention of investment clause.

17 of them are investment-grade (External rating "BBB" or higher)

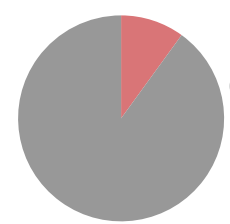
The remaining one is not rated. (External rating "A", Japanese corporation investee)

2/3 is rated external rating "A" or higher

(2) Domestic loans (excluding individuals and public sector) approx. ¥8.0 trillion

Percentage of domestic loans accounted for by the manufacturing sector

Loan balance



10%

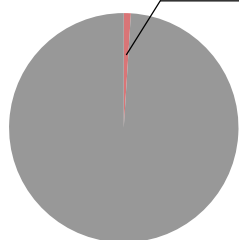
Of which, industries where additional tariffs have already taken effect

About 1%

Impact survey (April 2025)

*Borrowers with a group credit of ¥0.1 bil. or more

Number of borrowers



High-impact borrowers
0.2%

Balance of securities (as of March 31, 2025)

(billion yen)

Government bonds

Municipal bonds

Corporate bonds, etc.

Foreign currency securities

Stocks

Investment trusts, etc.

731.2

267.2

473.3

842.0

123.2

628.8

Total of 3,065.9

(3) Balance of securities approx. ¥3.0 trillion

✓ Unrealized gains/losses: maintained a **significant positive (+¥134.5 billion*)** as of the end of March 2025

*After taking into account unrealized gains/losses on deferred hedge swaps

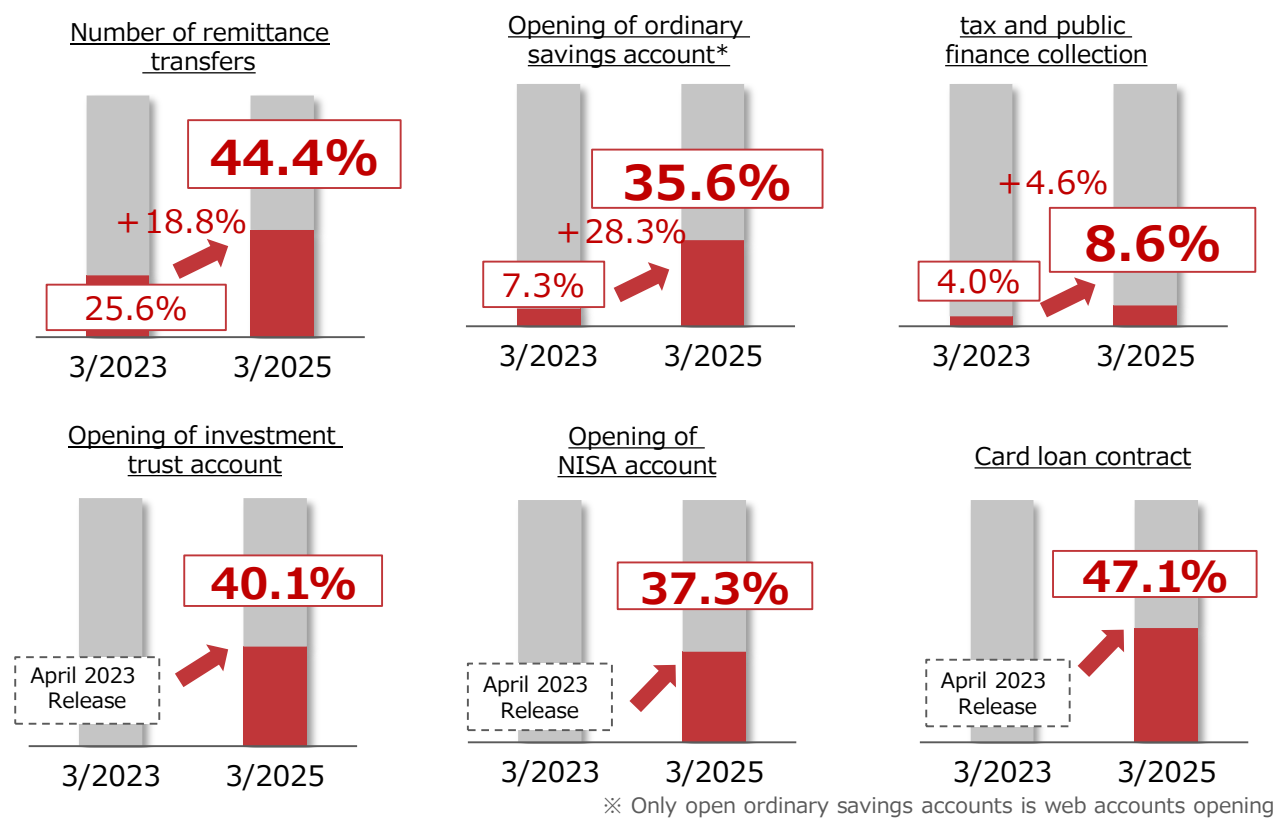
✓ Continued to **strictly control risks** in light of high volatility conditions

Consideration of loss-cutting on low-yield bonds

Buying floating-rate bonds

Transforming customer experience by achieving proposals that meet customer needs in a timely manner in all channels

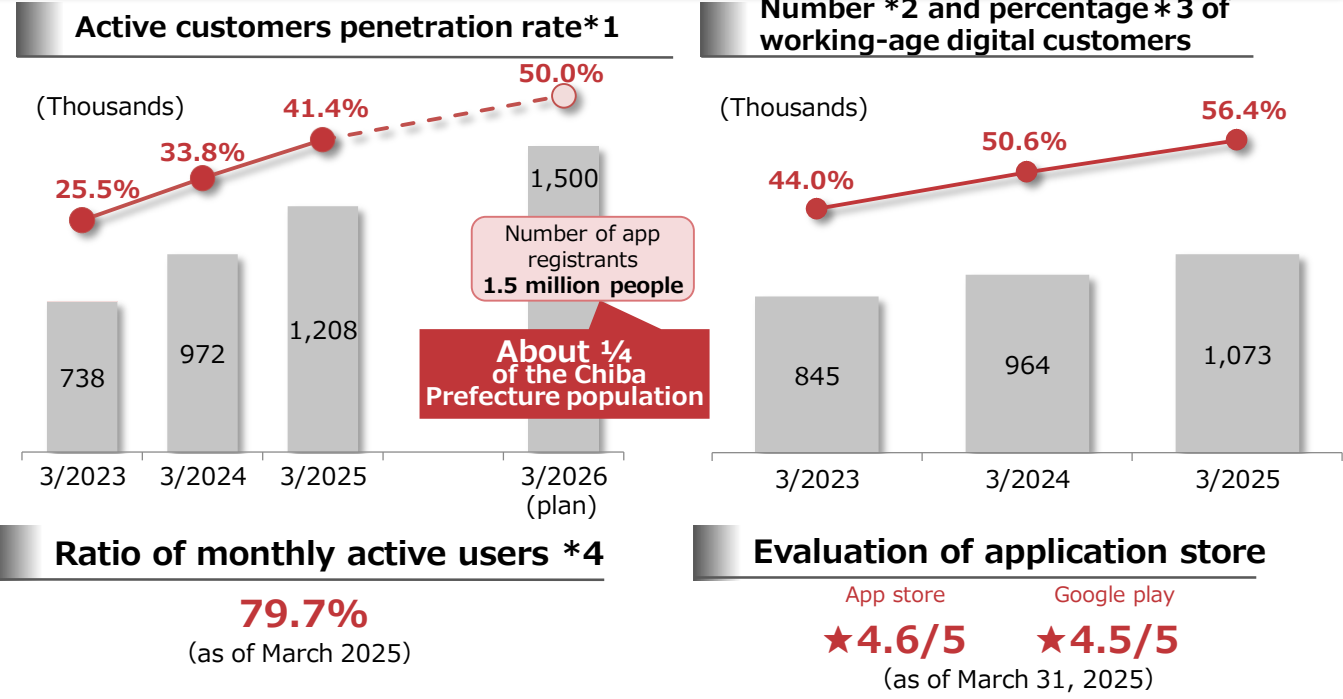
Percentage of transactions using app (monthly comparison)



Effect of digitization on outgoing transfers

Overall outgoing transfers	FY2020 1H	FY2024 2H	Rate of increase	
Number of cases	2.69 million	3.91 million	+45%	Number of transfers
Fees	0.76 billion yen	1.03 billion yen	+35%	Total transfer fees
				Transaction Cost

Registration / Status of utilization / Evaluation



Add new features

Linkage with Chibagin Market (Nov.2024)

- Chibagin ID and C-VALUE shopping account linkage possible

Notification function (May 2025)

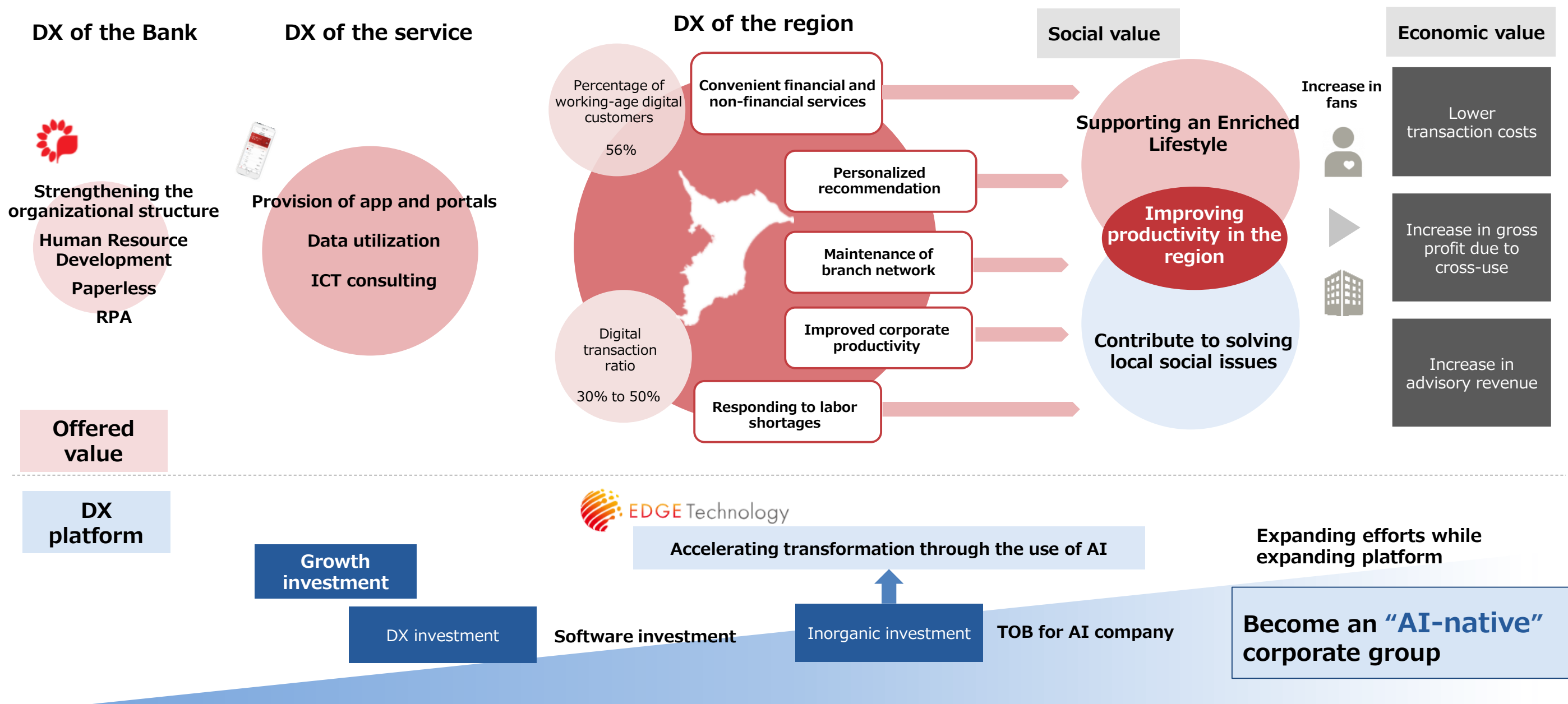
- Addition of "change address and telephone number" function using public personal authentication service of My Number Card

Life plan simulation function (scheduled for Oct. 2025)

- Displays future simulations of income and expenditure
- By grasping customers' life plans in detail, the Bank offer suggestions tailored to each individual's needs

*1 *Number of Chibagin app registrations ÷ number of individual active customers
*2 Digital customers: registered Chibagin ID or internet banking contracted
*3 Number of digital customers aged 15 to 64 ÷ number of customers aged 15 to 64
*4 Number of users who launched the app at least once a month / Number of registered users of the app at the end of the month

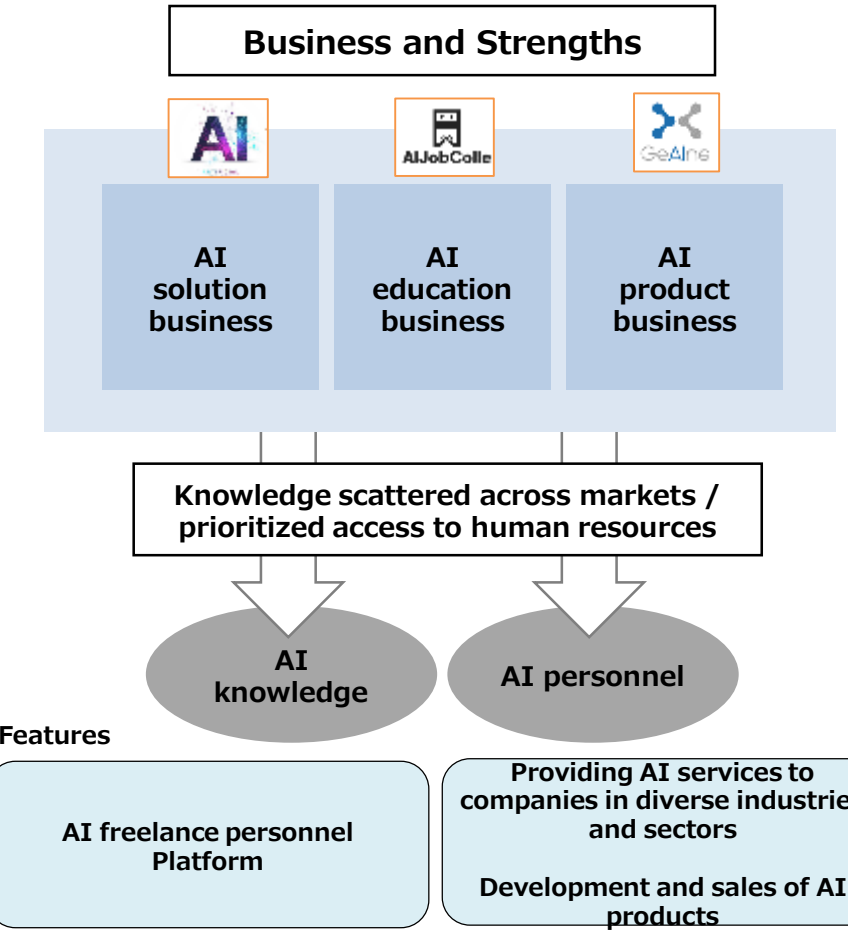
Aiming for the "Region-wide DX" to improve productivity in the region



Steady progress in initiatives in each synergy area

EDGE Technology

October 30, 2024
Made EDGE Technology a subsidiary through TOB
(First TOB for a non-financial company by a regional financial institution)



Synergy generation

Anticipated synergies 5-year cumulative total **¥3.0 billion**

Synergy assumption

Utilization area I
Sophistication of the digital contact with customers

15 models

Sophistication of needs rank model

Accuracy improvement and operation of four models

Synergy benefits in FY3/26 (Planned) **Approx. ¥60 million**

Utilization area II
Sophistication of the Bank group's business activities

0.15 mil hours
24 processes

Operational improvements through the use of AI

4 operations process Prototype created 6 operations process Started in FY3/2026

Synergy benefits in FY3/26 (Planned) **Approx. ¥0.42 billion**
[Operation reduction effect: 0.14 mil. hours/year + reduction of existing system expenses, etc.]

Utilization area III
Sophistication of customers' business activities

number of potential customers 1,200 companies

Start of proposals to clients

Needs of the companies with which interviews were conducted (about 40 companies)

Yes 70% Contracted by multiple companies

Continuous follow-up of unexecuted contracts as pooled projects

Utilization area IV
AI education

Become an "AI-native"

Introduction of "AI Job Colle"

① AI section ② Data science section ③ "G-Certificate*" course

All employees have completed
Approx. 100 employees have completed

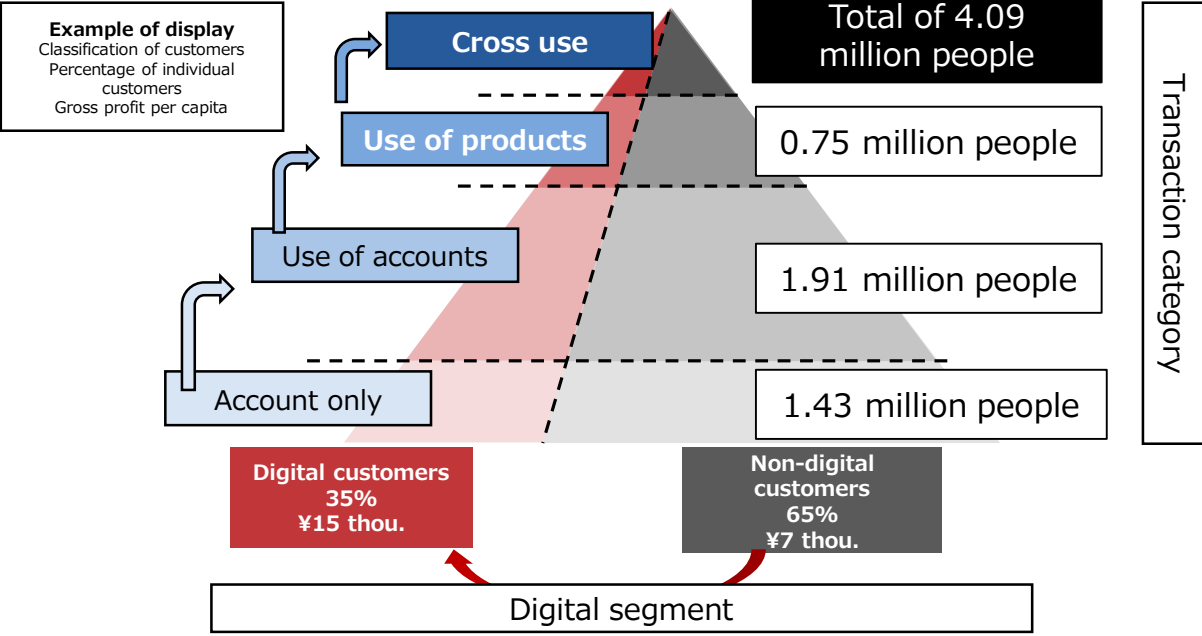
Consideration of encouragement for all employees to acquire certification

* The Japan Deep Learning Association (JDLA) conducts a certification test for acquiring AI/deep learning literacy.

The growth rate of deposits has remained at a superior level compared with other banks

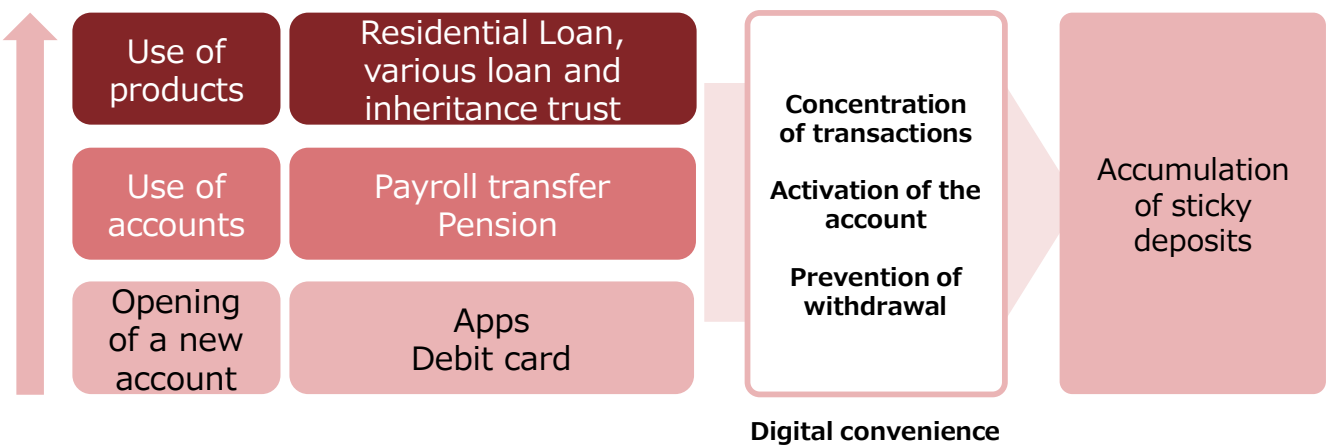
Acquisition of retail deposits

[As of March 2025]



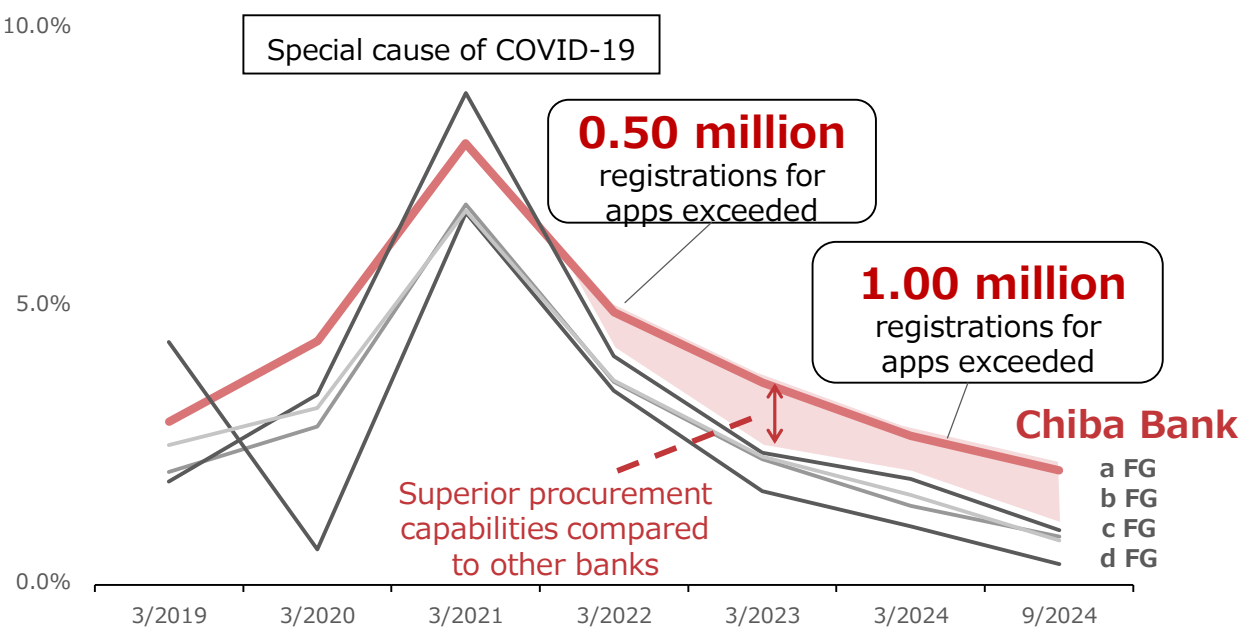
Concept of acquisition of deposits

Optimal customer experience

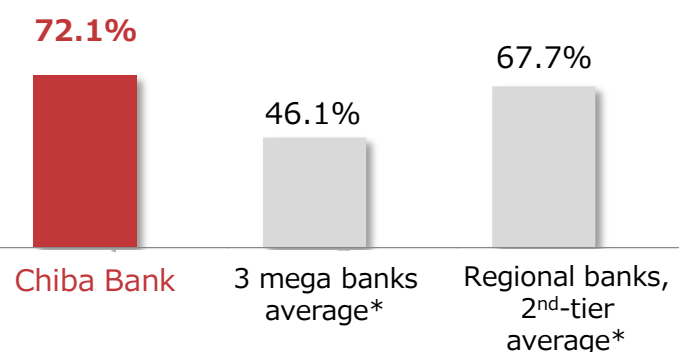


Rate of increase in retail deposits

Rate of increase in retail deposits (Comparison of top five banks in market capitalization (including FG))

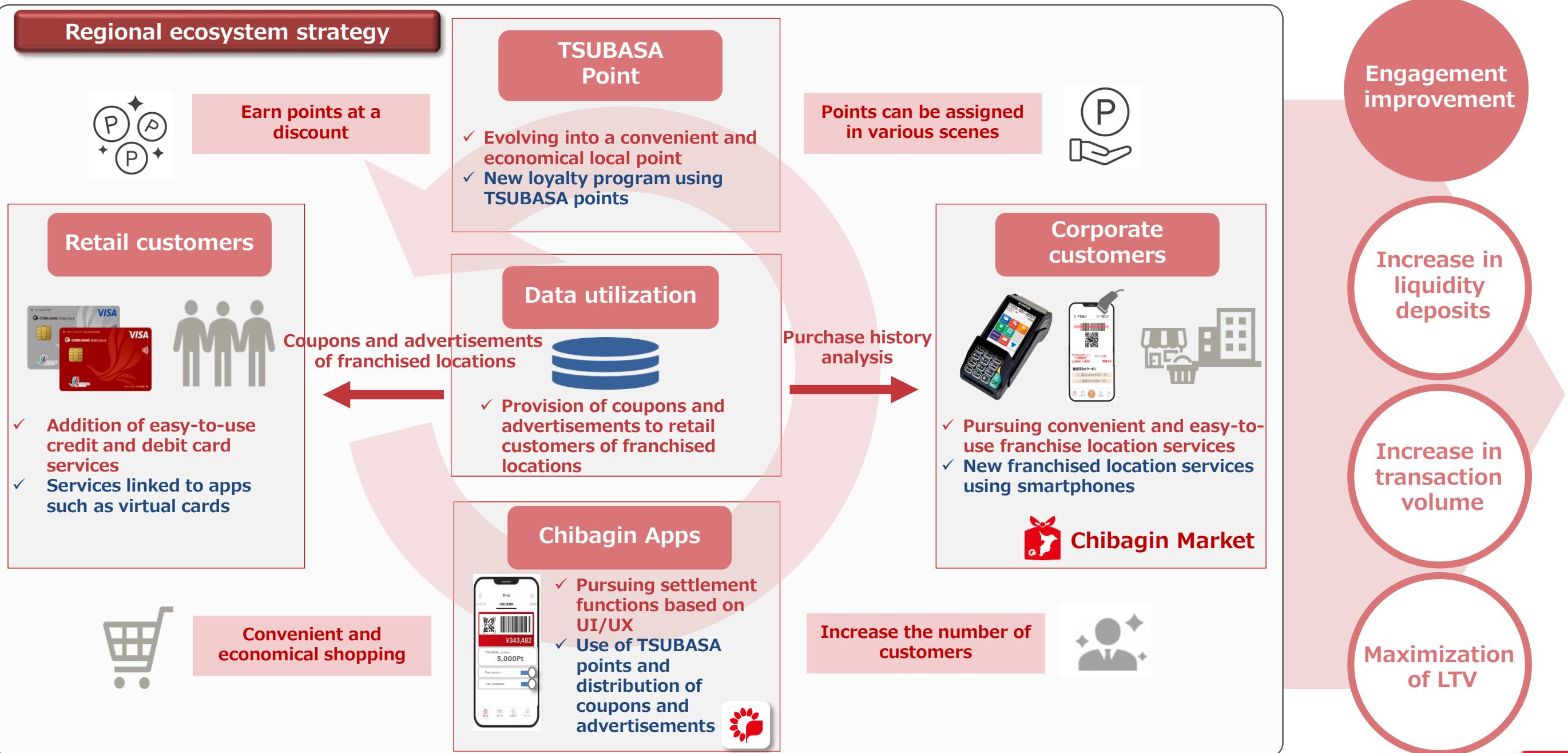


Ratio of personal deposits to total deposits (March 2024)



※Source: Simple average calculated from Nikkin Report (March 2024)

Building win-win-win relationships with retail and corporate customers

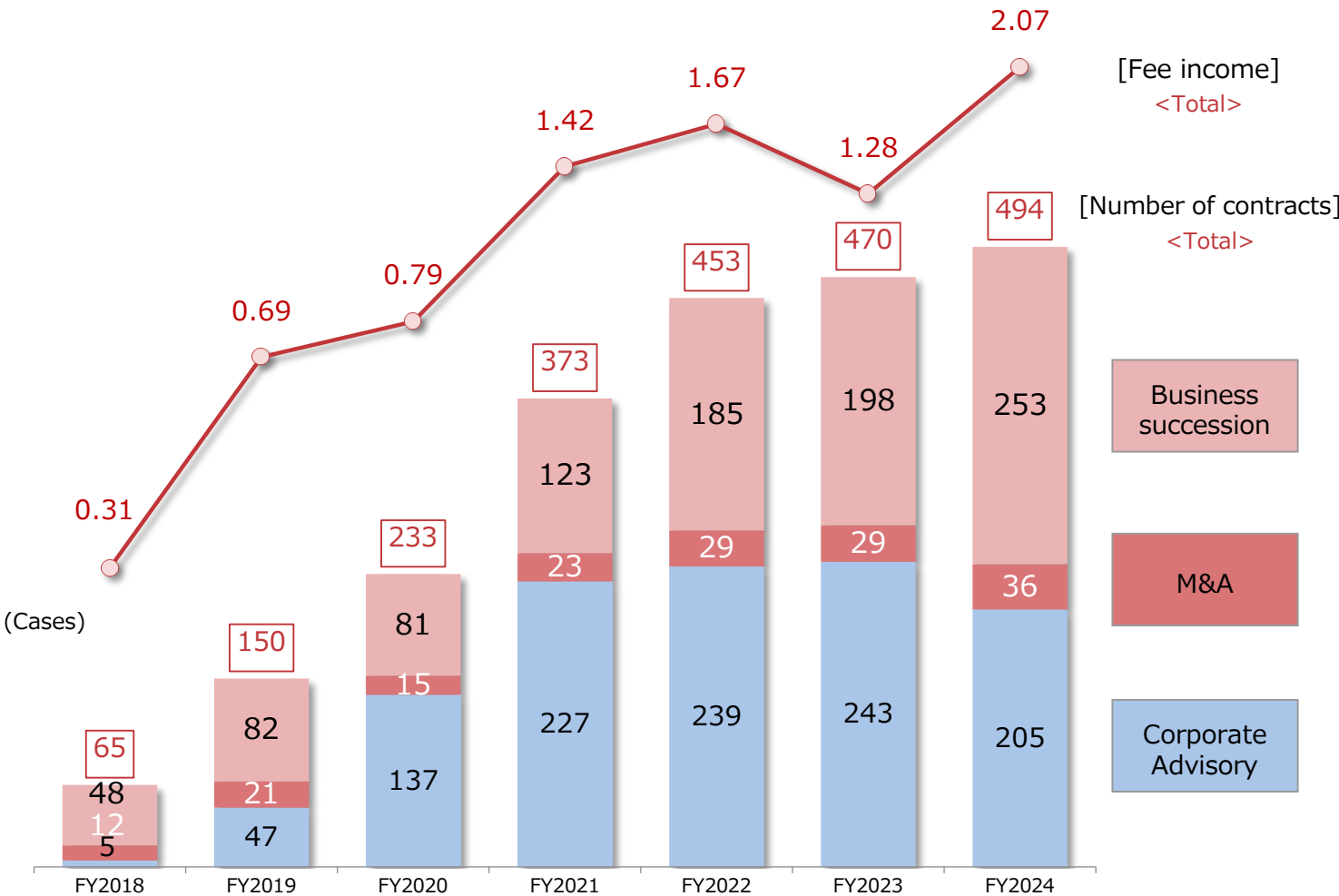


Groupwide, non-financial solutions are expanding, and project stocks are steadily accumulating.

Expansion of non-financial solutions

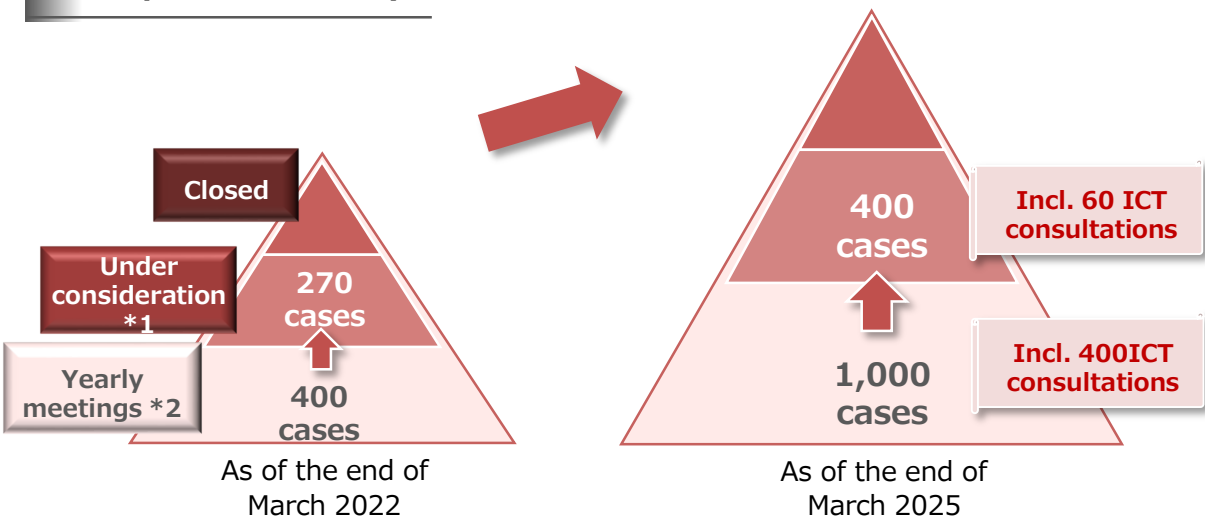
Number of contracts / fee income

(billion yen)



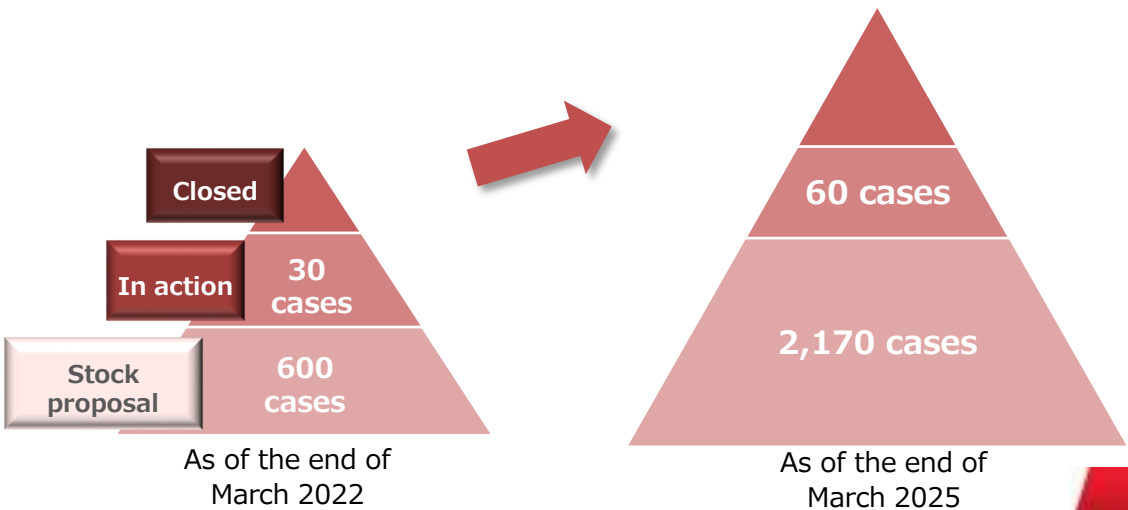
Number of projects

Corporate advisory



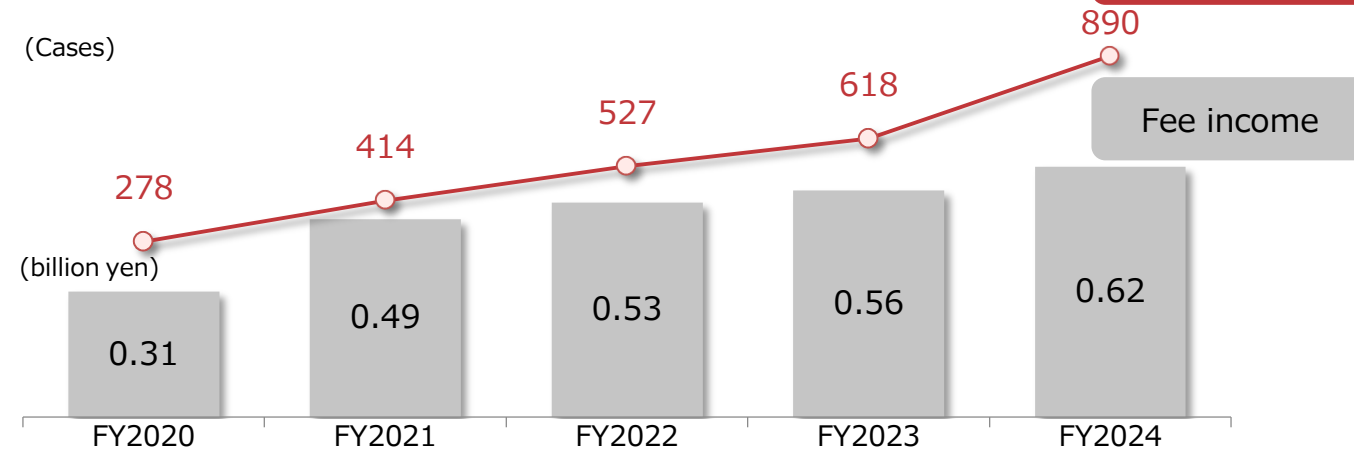
※ 1 Including the number of contracts during the period *2 The number of consultations in the past year

M&A and business succession



Corporate advisory

(Cases)



Category	Percentage
Digitalization	31%
Mid-term/ management strategy	25%
Labor	21%
Management assessment	1%
Start of new business	3%
Organizational restructure	4%
Tourism strategy	4%
Business management	5%
Other	6%

Number of consultations \times Advanced solutions

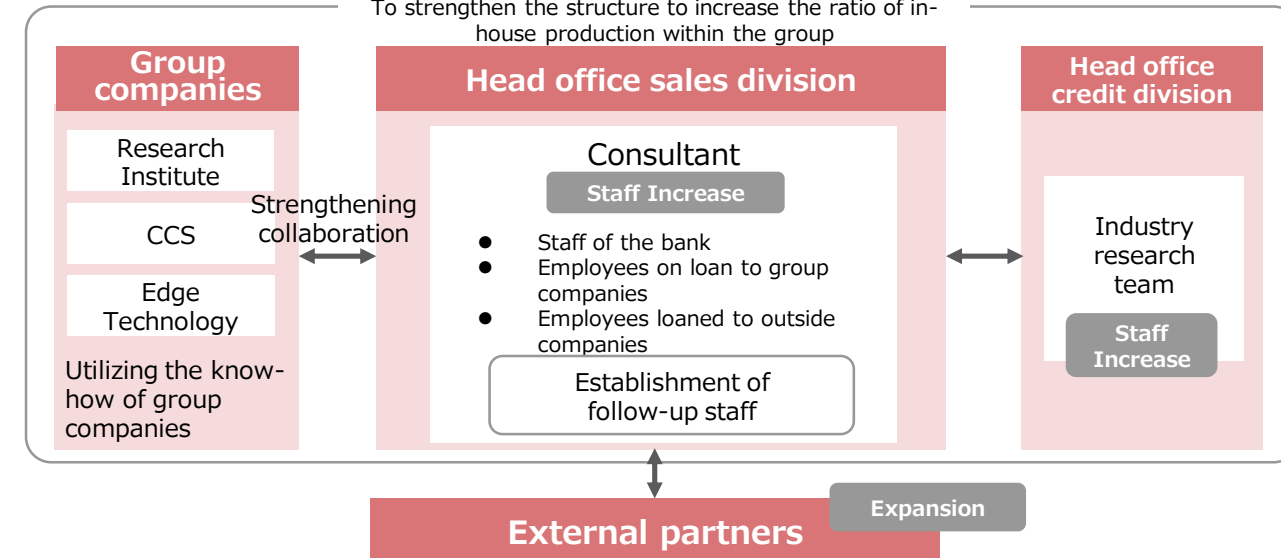
- Improving ICT consultations' awareness
- Improving the momentum for digitization in SMEs
- Accumulation of proposal know-how

Incorporating AI-related projects through collaboration with EDGE Technology

```
graph BT; BO[Branch office] --> C[Customer];
```

A diagram illustrating the flow of information or service from a Branch office to a Customer. It consists of two red rectangular boxes. The top box is labeled "Customer" and the bottom box is labeled "Branch office". A black arrow points upwards from the "Branch office" box to the "Customer" box.

To strengthen the structure to increase the ratio of in-house production within the group



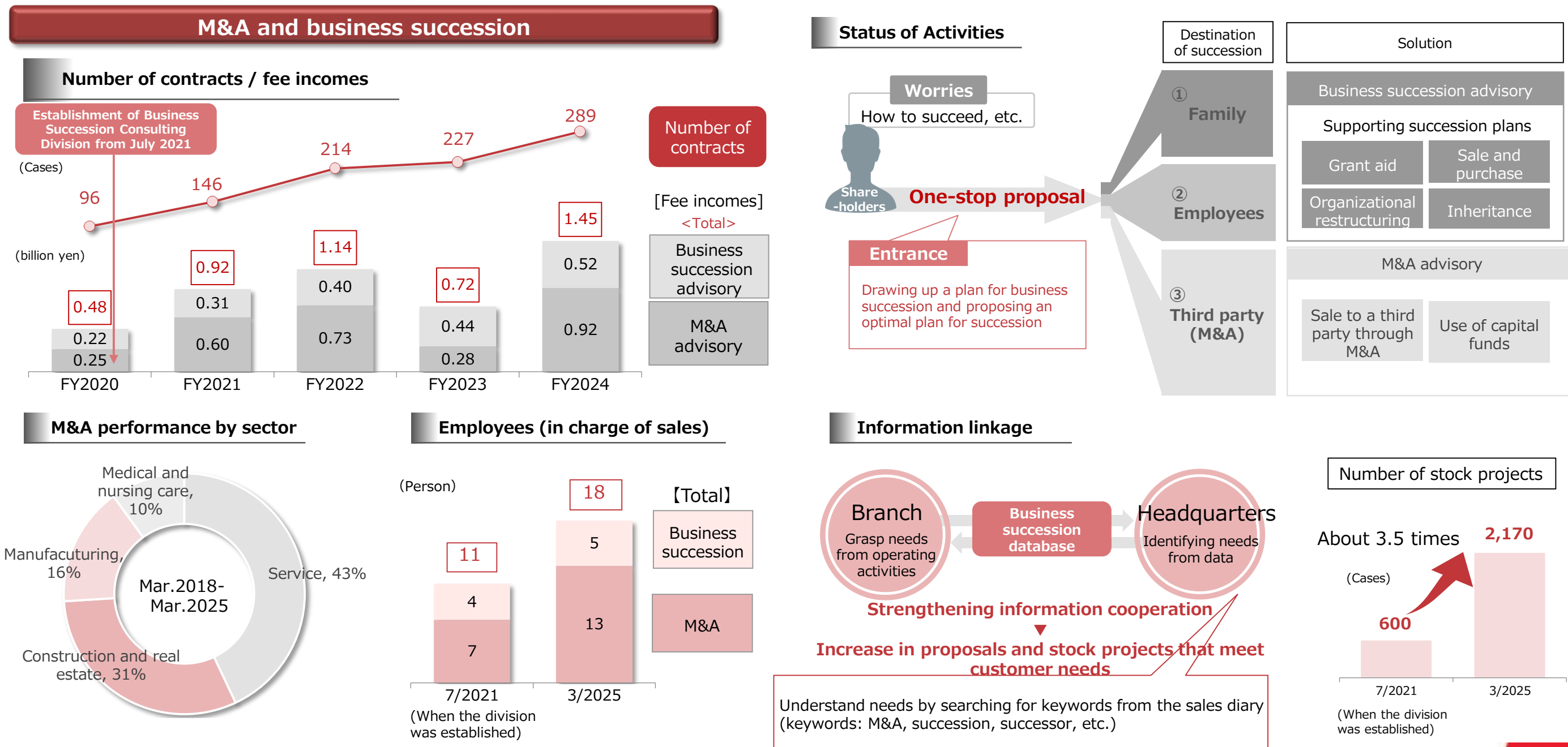
- Adding a new menu
 - ↳ Engagement consulting, etc

- To foster the momentum for digitalization
 - Utilization of DX diagnostic tools

- ↳ To reinforce high-value-added proposals
 - ↳ listing companies and advisory companies

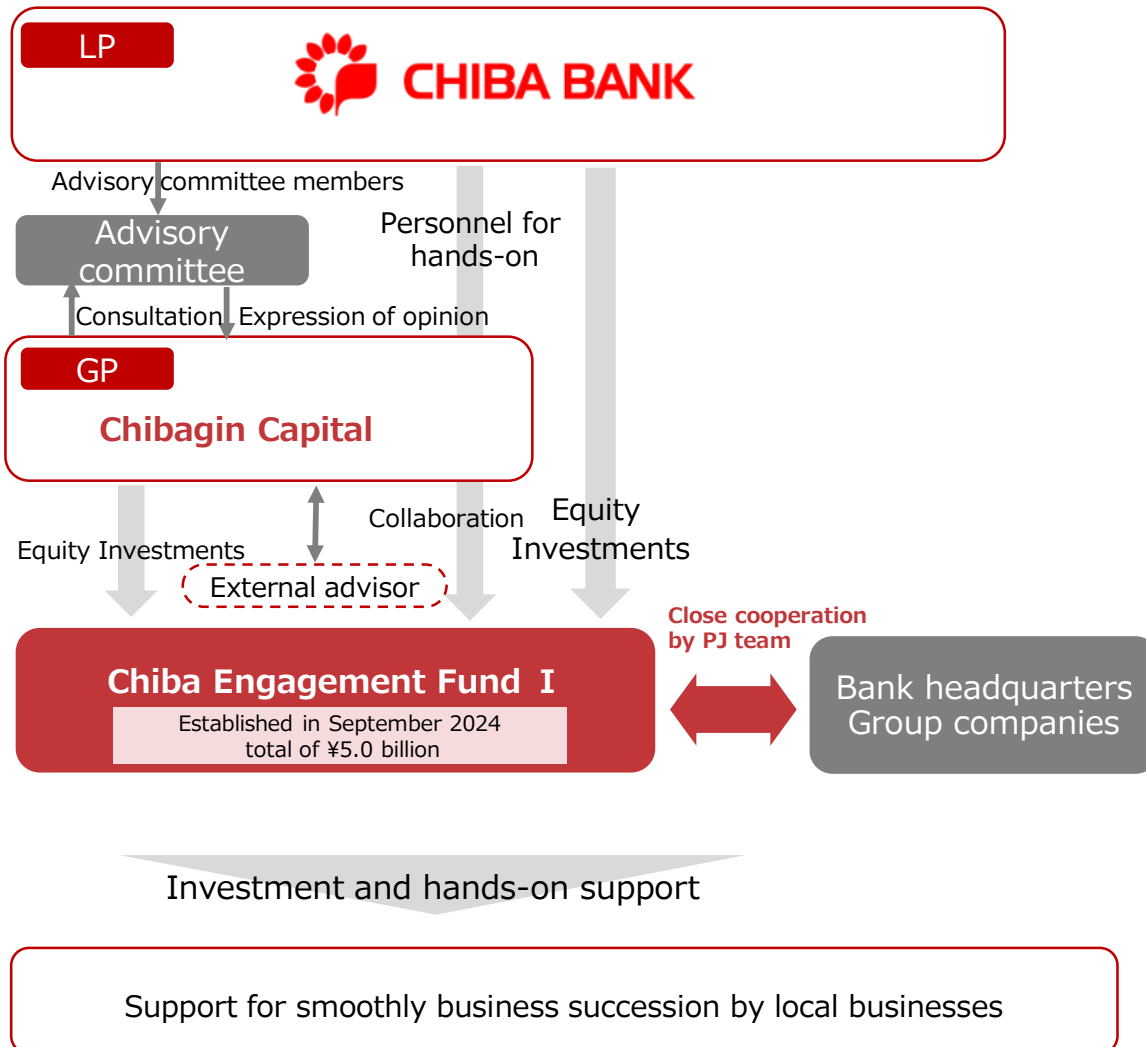


Supporting the turnover of local enterprises by breaking off business succession and non-core businesses and entering new businesses through M&A



Supporting smoothly business succession, maintain employment, and increase corporate value of local businesses through the use of buyout funds

Hands-on support using buyout funds



First engagement fund project

Iwasaki Machinery Industry Co., Ltd.

- ✓ Local businesses located in Togane City, Chiba Prefecture, which have been operating for about 90 years
- ✓ Metal processing and automatic machine design and manufacture
- ✓ Contributing to automation and labor saving of customers

Acquisition of all shares

Smoothly business succession

Building management foundation for further growth

Smoothly business succession

Increase corporate value

Maintain employment

Sustainable growth of regional economy

Providing solutions using real estate funds to help solving regional and customer issues

Enhancement of solution functions through real estate funds

Resolution of regional issues

<Contribute to regional revitalization through financing of real estate>

- Creation of lively community
- Realization of prosperous lifestyles for local residents

Resolution of customer issues

<Enhance solution functions provided to customers>

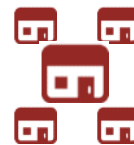
- Solving issues that differ from the simple real estate trading needs
- Realization of growth investment that exceeds corporate strength

Expanding of the pipeline while deeply exploring customers' management issues

Examples of management issues

We want to develop a new logistics facility, but we don't want to expand balance sheet

We want to liquidate fixed assets to fund new store openings and store renovations



Real estate funds

Finance

Financial institutions and investors including Chiba Bank

Assets under consideration

Office

Residence

Logistics facilities

Commercial facilities

Hotels, etc.

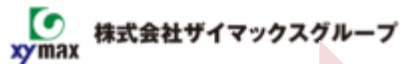
Examples of efforts in FY2024

Resolution of regional issues

Initiatives backed by World Business Garden ("WBG")



Loans and investments



Investment and others

- Asset management
- Property management
- Building maintenance

Private real estate funds



Largest office building in Chiba Prefecture "WBG"

Supporting the stable operation of WBG, a landmark in Makuhashi area

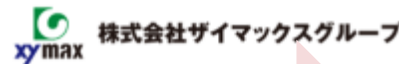
Employment promotion and economic revitalization

Resolution of customer issues

Initiatives backed by base land of automobile dealer shops



Loans and investments



Asset management and others

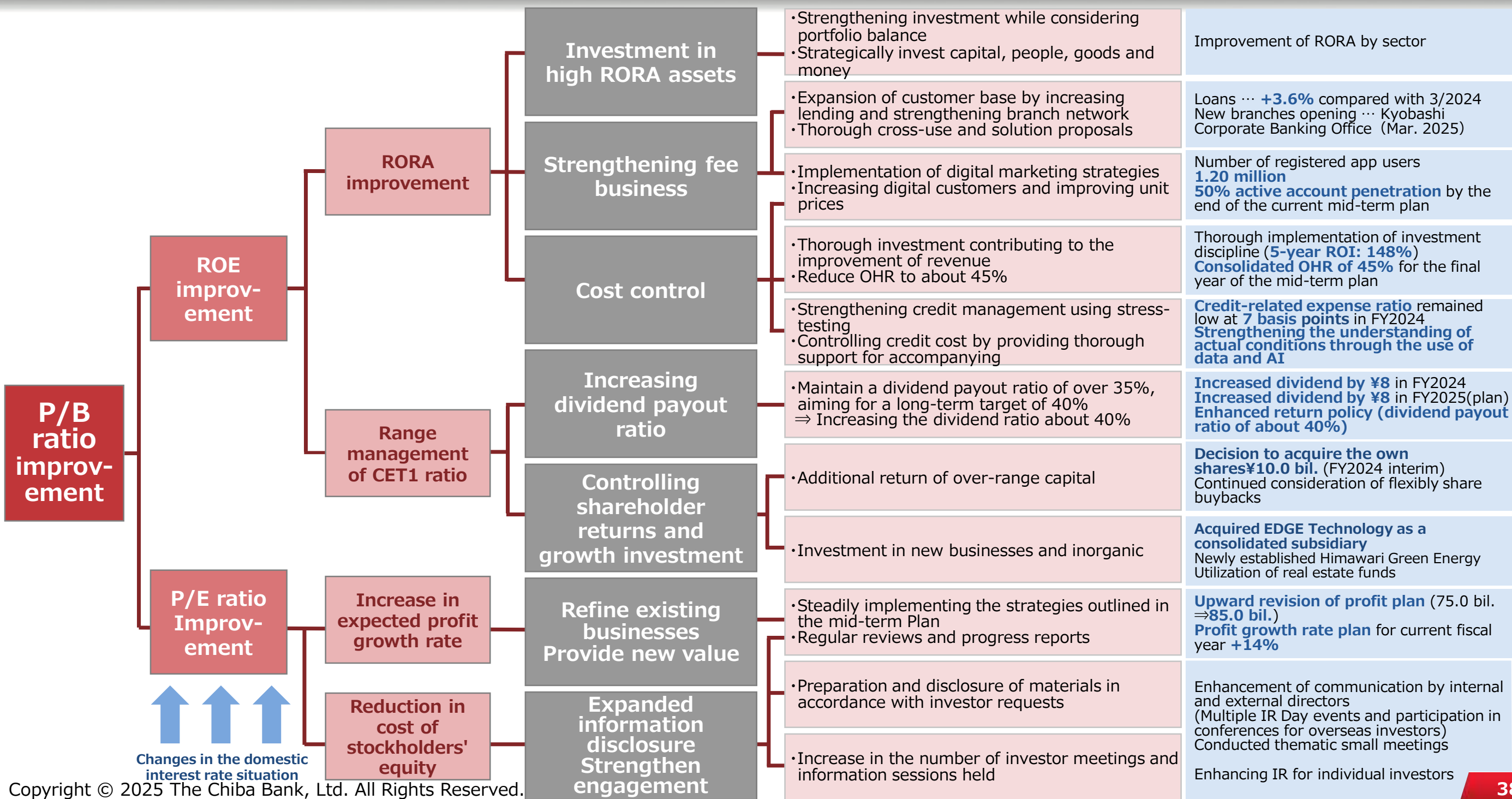
Private real estate funds



Dealer shops (base land) 5 properties

Effective use of fixed assets (Sale & Lease Back)

Raising funds for growth and improving asset efficiency



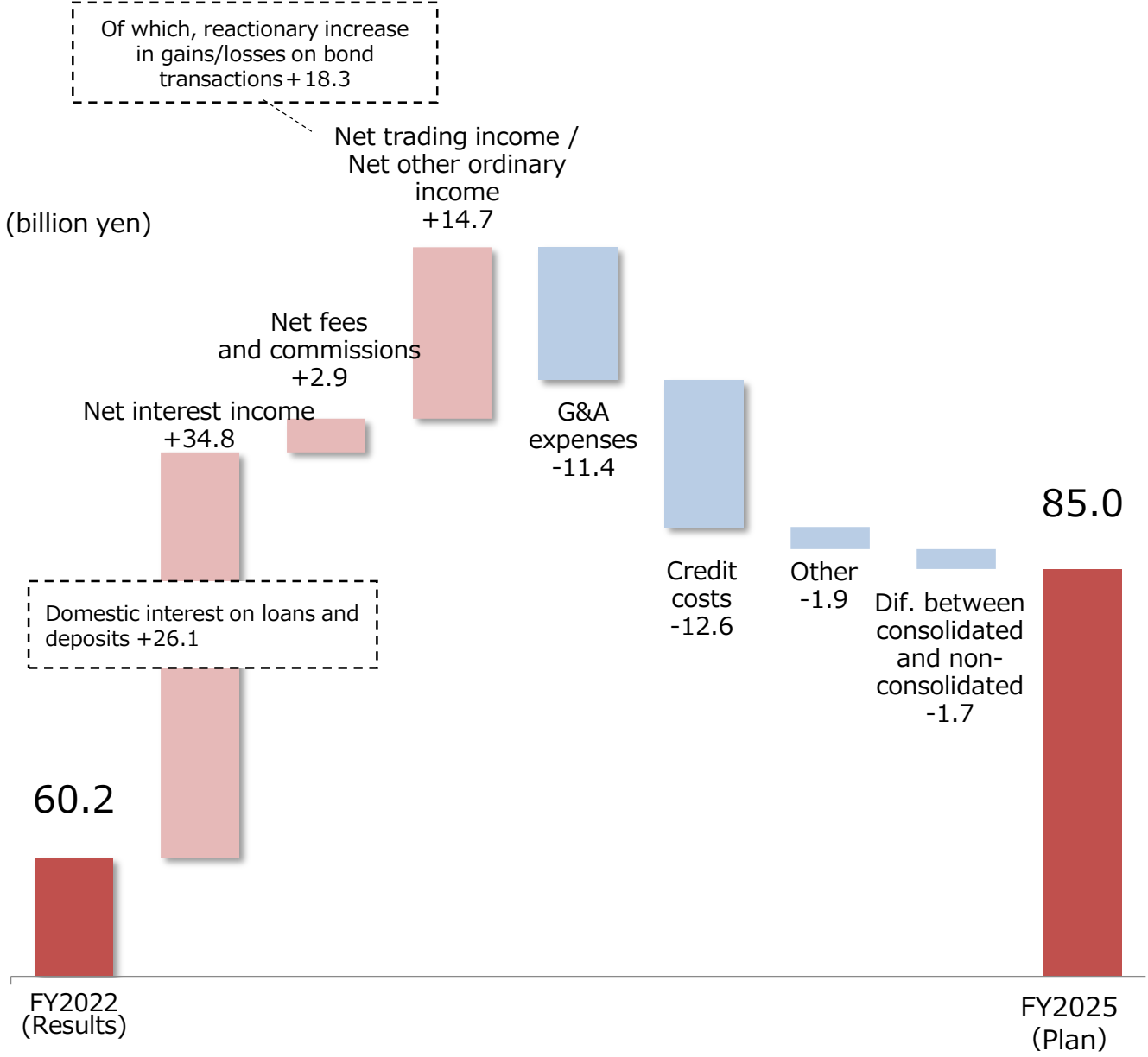
The Mid-Term Plan



(Plan Period: April 2023 ~ March 2026)

(billion yen)						
		FY2022 Results	FY2023 Results	FY2024 Results	FY2025 Plan	Change from FY2022
Gross business profit		155.5	168.2	186.5	208.1	+52.5
G&A expenses (-)		82.5	85.1	89.7	94.0	+11.4
Net business income (before provisions to general allowance for loan losses)		73.0	83.1	96.7	114.1	+41.0
Credit-related expenses (-)		0.3	5.8	10.2	13.0	+12.6
Ordinary profit		81.7	86.0	105.0	121.6	+39.8
Net income		58.1	60.5	74.2	84.6	+26.4
Profit attributable to owners of parent company		60.2	62.4	74.2	85.0 (Initially75.0)	+24.7
Consolidated net business income (before provisions to general allowance for loan losses)		81.8	91.7	104.7	125.1 (Initially120.0)	+43.2
Consolidated OHR		47.37%	48.76%	46.47%	Around 45%	—
Consolidated Tier 1 common equity capital ratio*		(10.57%) Before Basel III finalization	11.87%	11.97%	10.5% ~11.5% (2029/3)	—
Consolidated ROE	Shareholders' equity basis	6.38%	6.40%	7.34%	Above 8.0% (Initially above7.0%)	—
	TSE base	5.68%	5.56%	6.38%	Above 7.0%	—

Change in profit attributable to owners of parent
(Three years of the mid-term plan)



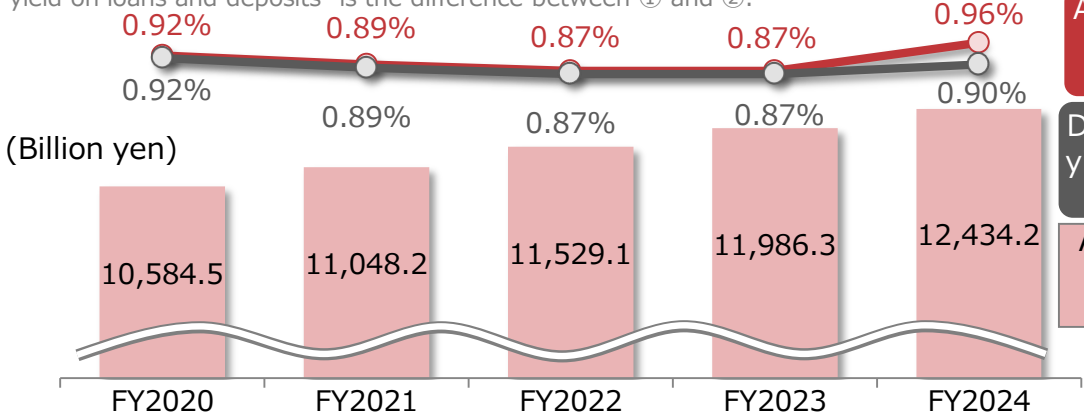
		Key KPIs	2023/3 results	2026/3 initial plan	2025/3 results	Progress rate (67% in cruise)	Evalu-ation	Remarks
Basic Policies	Basic Policy I Creating the optimal customer experience	Number of app registrants	730 thousand people	1,500 thousand people	1,200 thousand People	61%	×	•Increase the number of registrants by further improving functions
		Number of portal registrants	34.8 thousand customers	60 thousand customers	58.2 thousand customers	92%	○	
		Increase in gross profit for individual customers	(¥37.9 billion)	+¥6.0 billion	+¥3.5 billion	58%	×	•Due to a decline in fee revenue from services such as assets in custody
		Increase in gross profit to digital customers*1	(¥17.6 billion)	+¥4.5 billion	+¥2.6 billion	57%	×	
	Basic Policy II Enhancing the quality of existing business	Net interest income	¥140.3 billion	¥147.6 billion	¥156.7 billion	106%	○	•Deposits & loans and corporate solutions remained steady
		Revenues from corporate services	¥15.7 billion	¥17.5 billion	¥18.0 billion	102%	○	•Income from personal services is subordinated to progress due to a decrease in income from assets under custody. Improve gross profit margins by improving customer resolution and proposing general consultations
		Revenues from personal services	¥9.5 billion	¥18.5 billion	¥10.3 billion	56%	×	
	Basic policy III Providing new value	Increase in profit from new business	-	+¥1.6 billion	+¥0.7 billion	43%	×	
Expansion of Value Creation Bases	Base I DX	DX human resources (Professional + Core + Base)	-	2,180 Employees	1,960 employees	89%	○	•Human resources development is progressing smoothly and the target is expected to be achieved
	Base II GX	Reduction in CO2 emissions	12,316t -CO2	6,000t -CO2	5,069t -CO2	114%	○	•Results for March 2025 are preliminary •Final year target changed to 4,800t-CO2
	Base III Alliance	Cumulative effect of Chiba-Musashino alliances (2021/4~2026/3)	¥7.9 billion	¥15.0 billion (2026/3 plan)	¥16.8 billion	112%	○	•Accelerate the sharing of all fields to achieve targets
		Cumulative effect of Chiba-Yokohama partnership (2024/4~2029/3)	-	¥25.0 billion (2029/3 plan)	¥4.2 billion	16%*2	○	•Focusing on more effective measures based on the concept of "Improving the presence in the Tokyo metropolitan area~Creating value for customers through Chiba and Yokohama ~
	Base IV Human Capital	Engagement score (Percentage of positive responses)	77% (2023/10: 1st performance)	80%	82%	166%	○	•The scores of group companies alone also tended to be improved
	Base V Group Governance							

Domestic loan yields improved by 9 basis points, and the executed amount of corporate loans has been favorable, mainly for capital expenditures.

Domestic Operations

Average balance / yield of loans and bills discounted

* ① "Yield on loans and bills discounted" and ② "Yield on deposits" (which includes NCDs) are rounded down to the second decimal place. "Difference between average yield on loans and deposits" is the difference between ① and ②.



【Year-on-year】

Average yield on loans and bills discounted +0.09%

Difference between average yield on loans and deposits* +0.03%

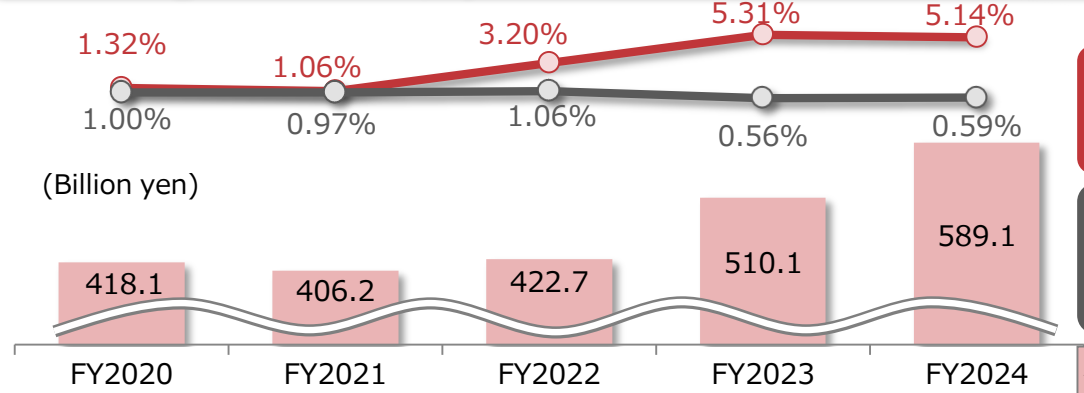
Average balance of loans and bills discounted +3.7%

Excluding Ministry of Finance loans

Avg. balance	10,391.5	10,844.0	11,276.1	11,782.2	12,244.1
Yield	0.94%	0.91%	0.89%	0.88%	0.97%

Overseas Operations

Average balance / yield of loans and bills discounted



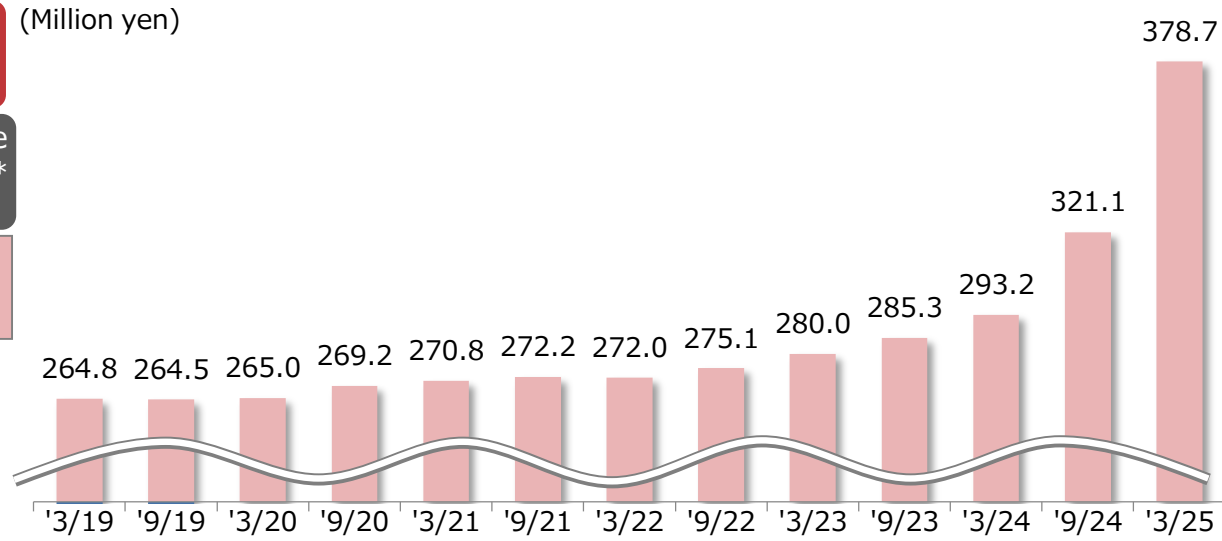
【Year-on-year】

Average yield on loans and bills discounted -0.17%

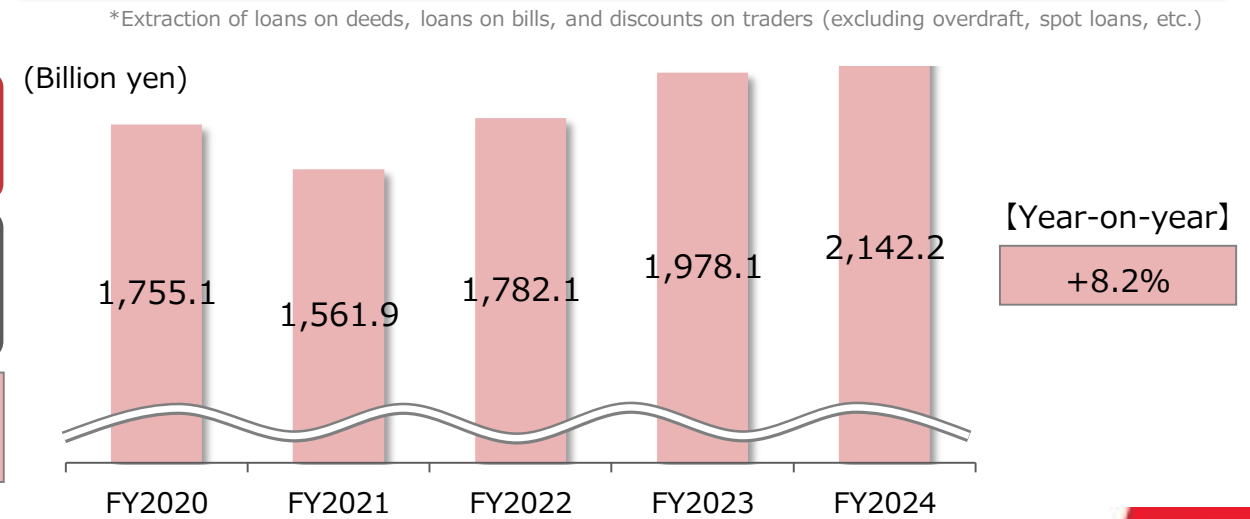
Difference between average yield on loans and deposits* +0.03%

Average balance of loans and bills discounted +15.4%

Net interest income per day from loans in yen currency (non-consolidated)

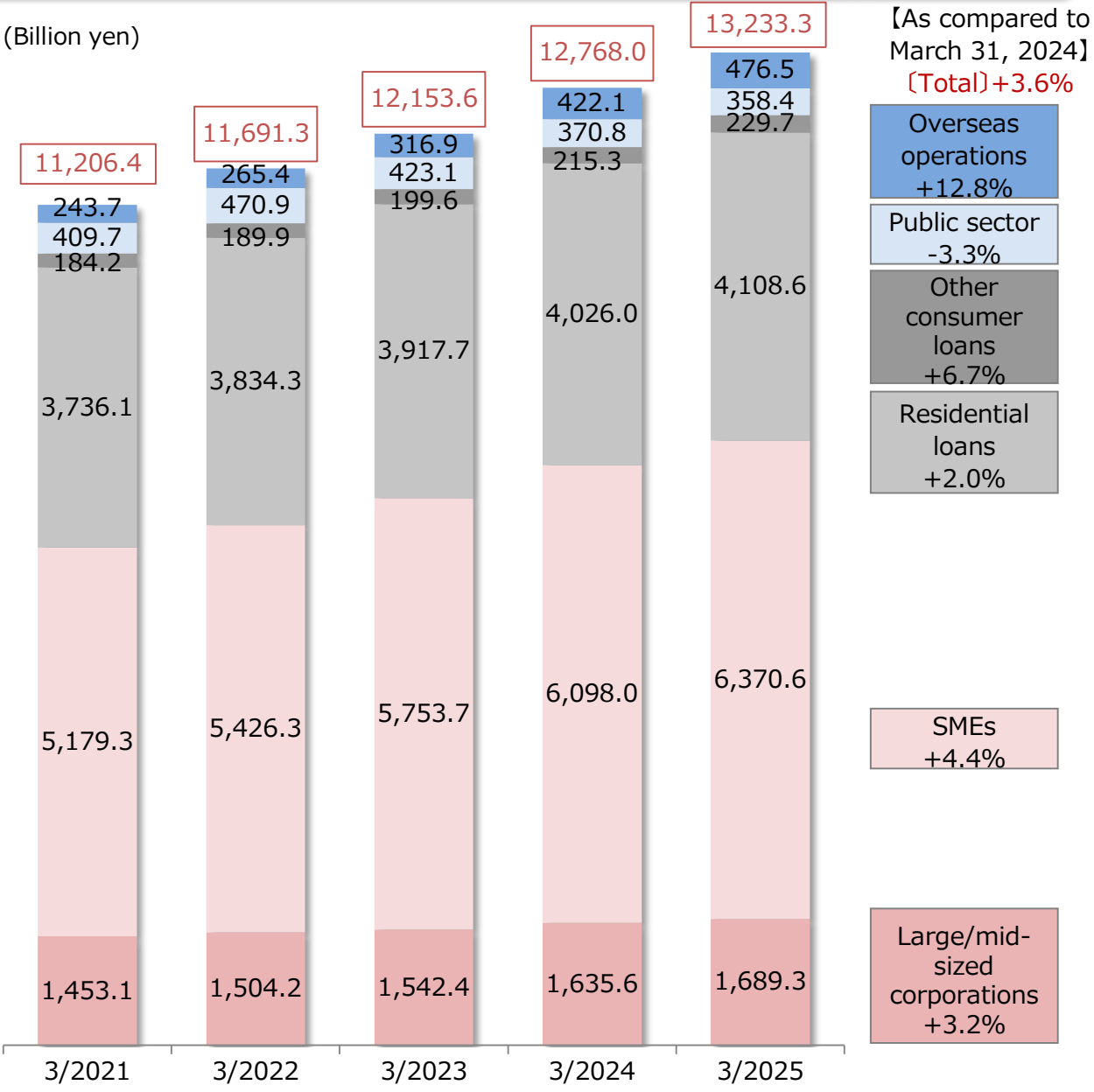


Trends in corporate loans amounts executed

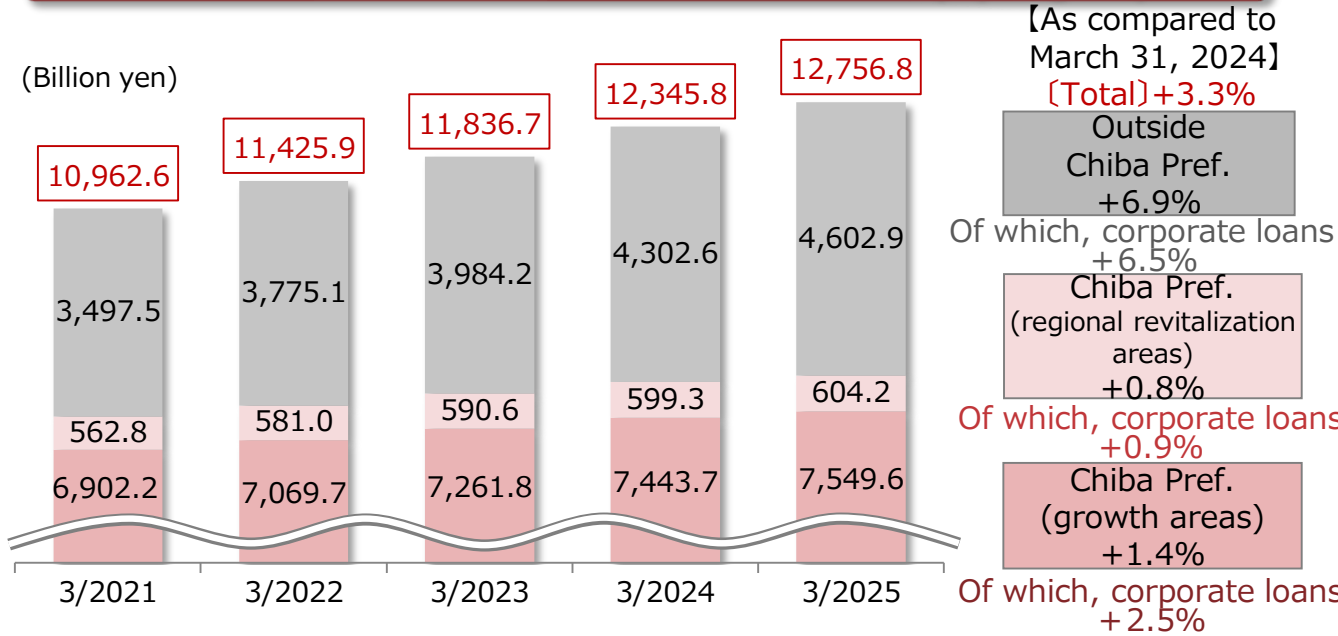


Corporate loans, residential loans, and other consumer loans continued to increase, and deposits have also steadily increased

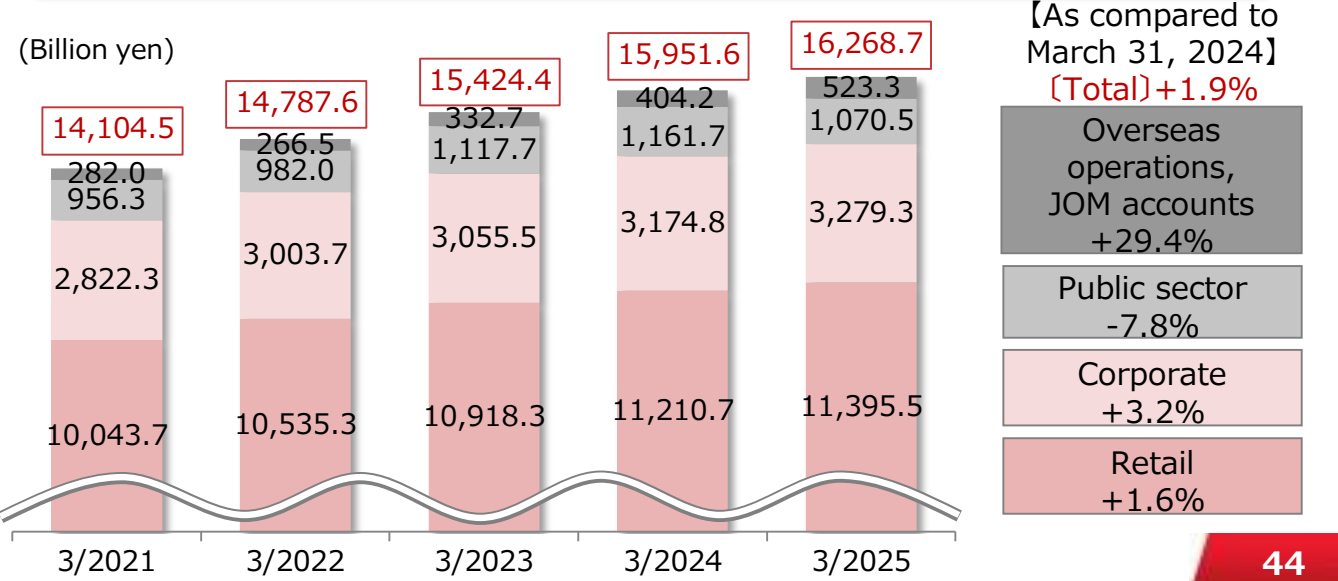
Balance of loans at term-end



Balance of domestic loans at term-end (by region)



Balance of deposits at term-end



Operating Base (Incorporating Interest Rate Hikes)

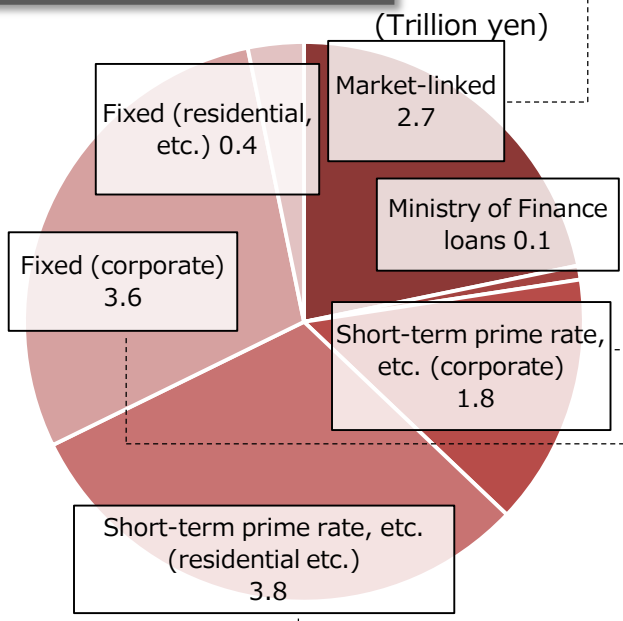
To create a local community better suited to bringing each person's hope to life

As policy interest rates rose, loan interest rates rose steadily. Increase in all loan interest rates regardless of interest rate sensitivity.

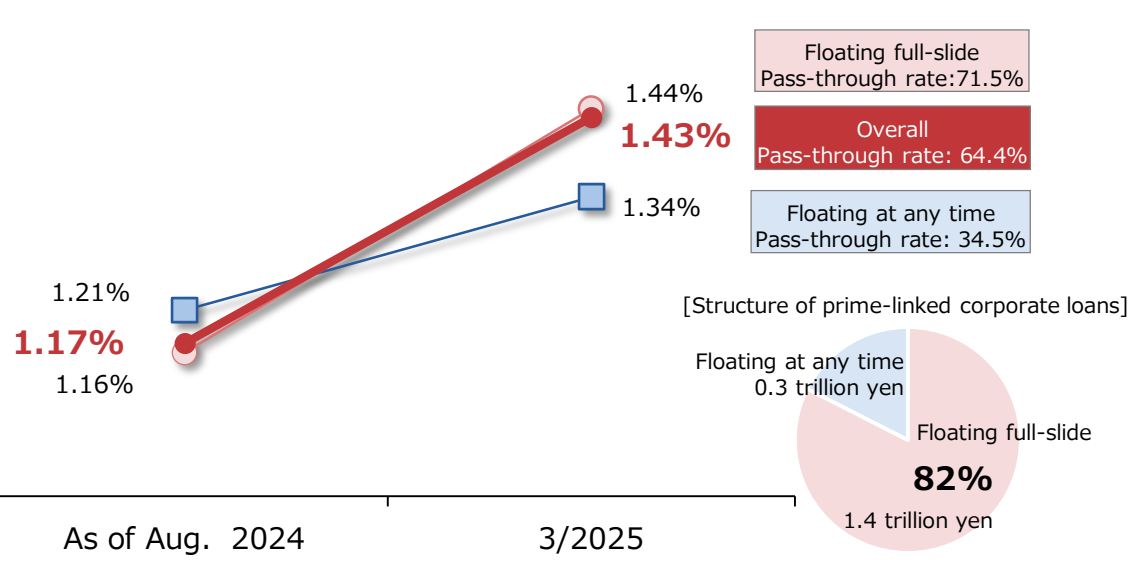
Improvement of yields on corporate loans and residential loans

Yen-denominated loans

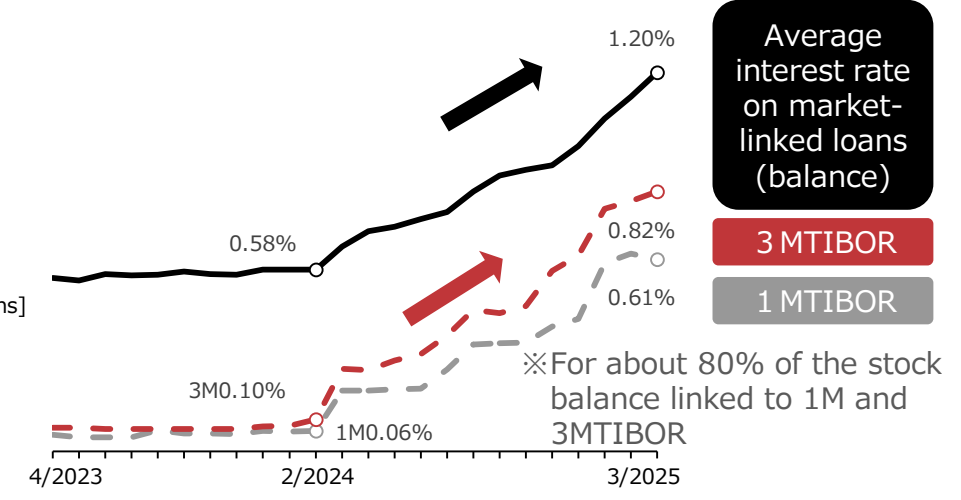
¥ 12.6 tri. as of Mar. 2025



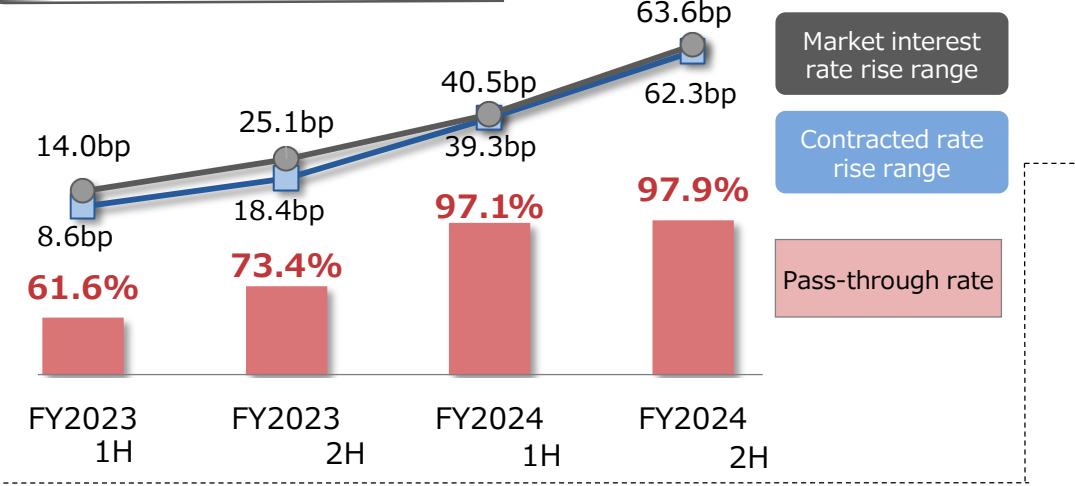
Prime-linked loans (average interest rates on loans)



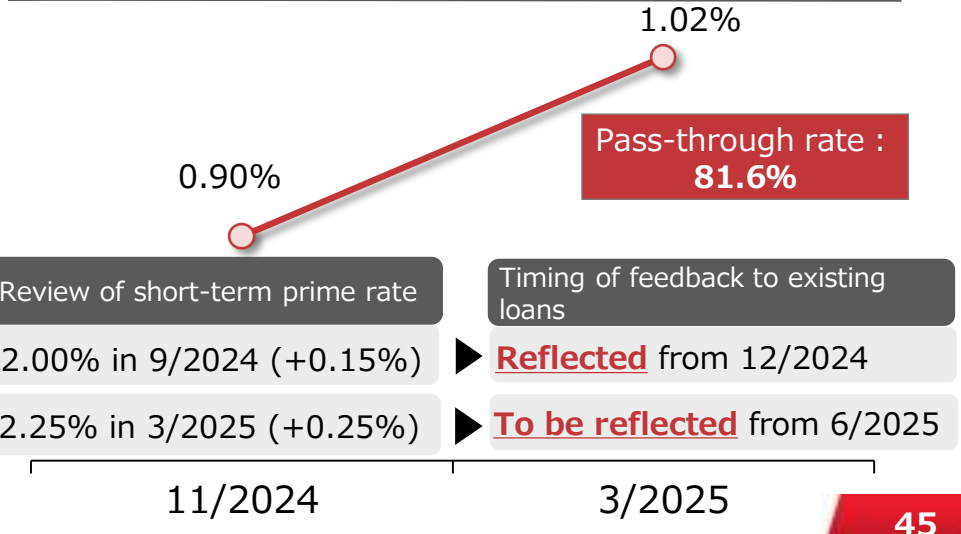
Market-linked loans (average interest rates on loans)



Fixed interest rate loans

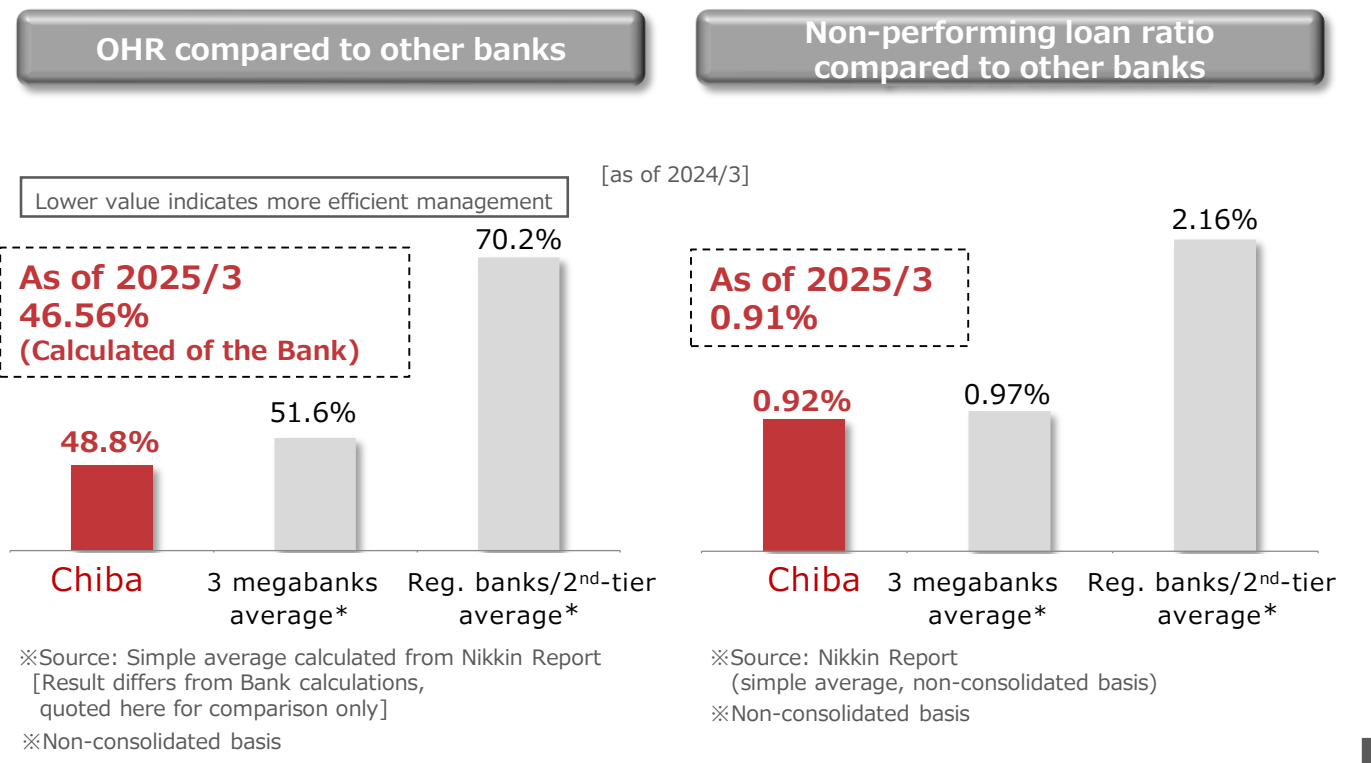


Residential loans (average interest rates on loans)



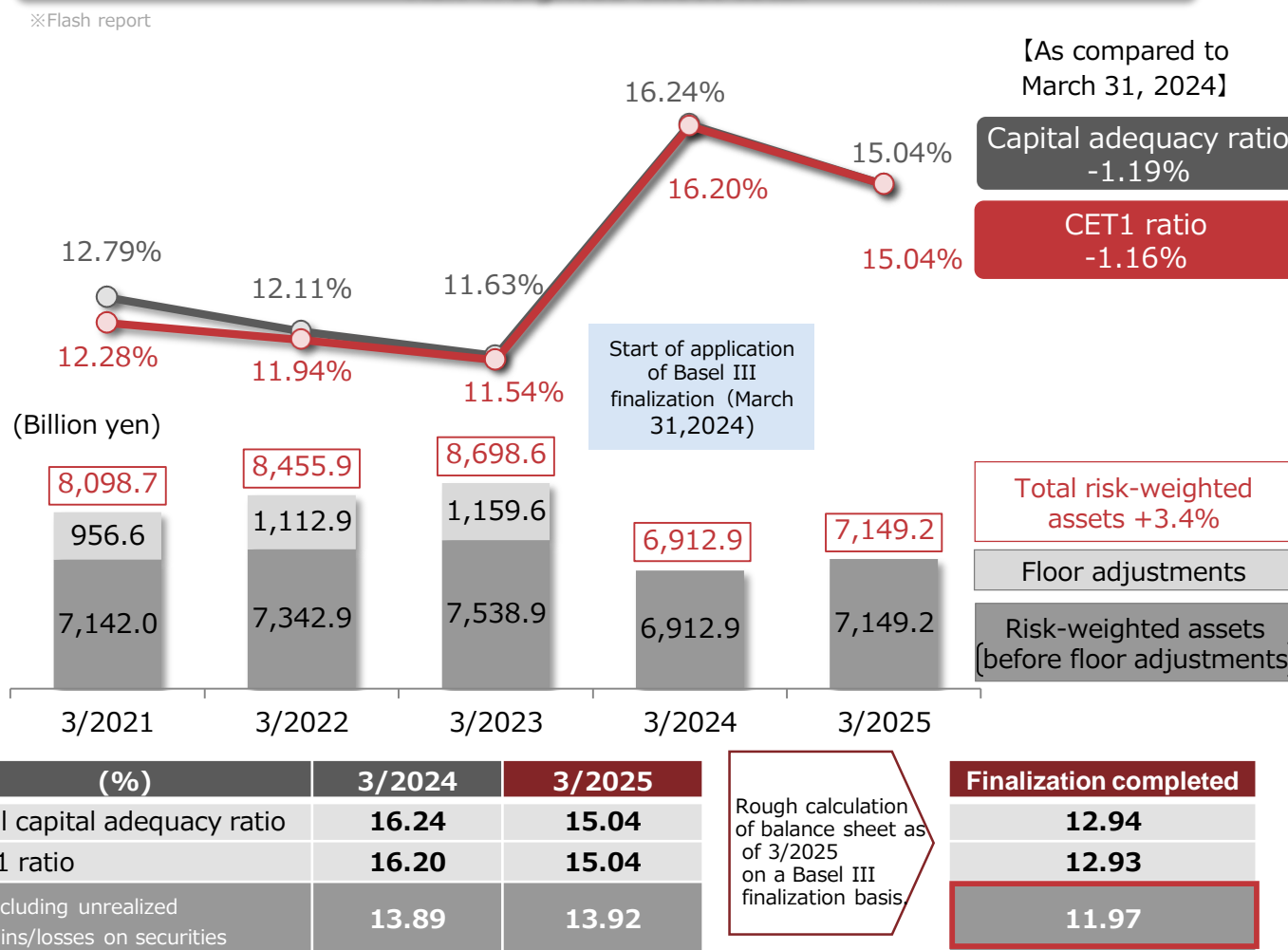
Building strong financial base through efficient business management, high soundness at the top level of Japanese banks and stable capital management

Low OHR/ Low non-performing loan ratio



■ Achieve high cost-efficient and stable performance due to low OHR and low Non-performing loan ratio

Consolidated capital adequacy ratio / risk-weighted asset total



Expanding collaboration in a wide range of areas, starting with system linkages

System linkage

Improved development capabilities and cost reduction effects

- **Main frame system:** 5 banks installed

Gunma Bank: consideration of the shift to the TSUBASA main frame system
Reducing development costs and mutual use of backup locations

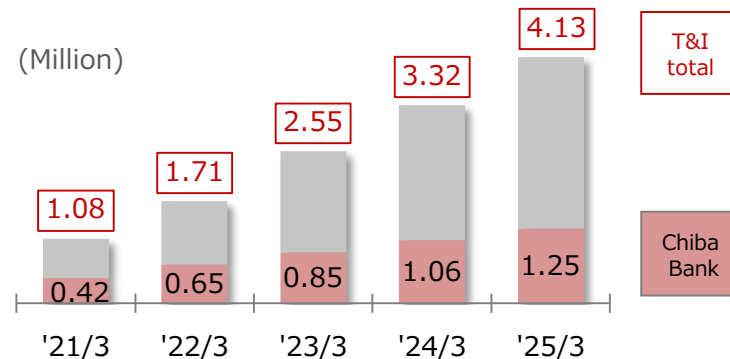
- **App:** 8 banks installed

- **Other:** collaboration at the time of introduction of the following system

System overview	Corresponding banks (excluding Chiba)
Responding to the "My Number" new law	Daishi Hokuetsu, Chugoku, Toho, and North Pacific
Response to invoice system	Chugoku, North Pacific
Transfer control system	Daishi Hokuetsu
Broadcast for zengin more time system	Daishi Hokuetsu, Chugoku and North Pacific
TSUBASA general purpose paperless system	Daishi Hokuetsu, Chugoku, North Pacific and Toho (scheduled to be introduced)
Loan management system	Daishi Hokuetsu, North Pacific and Toho

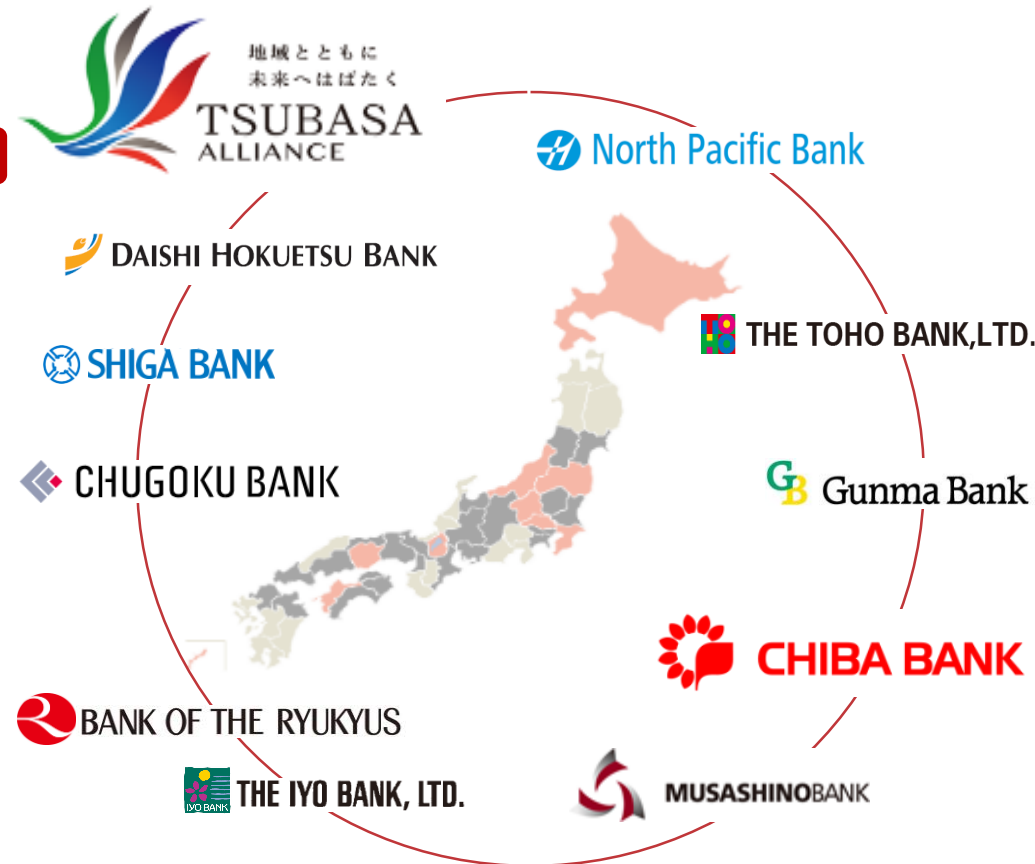
- **API linkage:** developing services that leverage our customer base

"T&I" Number of individual user IDs on the API platform



New

New



Sales collaboration and administrative collaboration

- **Sales collaboration using a wide-area information network**

To strengthen business matching, LBO loans, and real estate non-recourse loans

- **Cooperation with regional trading companies**

Joint store openings in Marche

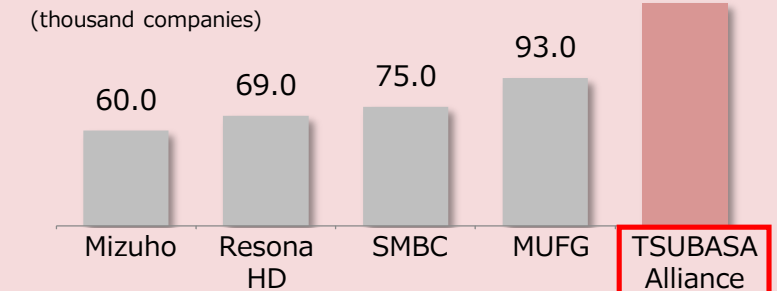
- **Ten-Bank Joint Seminar**

Asset Management Startup Seminar (face-to-face/Web)
Bangkok TSUBASA Seminar and Exchange Meeting 2025

Number of main borrowers

Source: Teikoku Databank, Ltd.

"National Main Bank Trend Survey 2024"



Activities of the joint venture company

Company name	Investor	Description of business
TSUBASA Alliance Co., Ltd.	All 10 banks in the alliance	Advice and recommendations to improve operational efficiency, entrustment of office work
T&I innovation Center Co., Ltd.	6 banks in the alliance IBM Japan, Ltd	Fintec's research, planning and development of services
Onad Co., Ltd.	3 banks in the alliance Nomura Securities Co., Ltd.	Financial advisory specialization
TSUBASA-AML Center Co., Ltd.	4 banks in the alliance Nomura Research Institute, Ltd.	Advanced and more efficient AML Started operations in 4/2025

SDGs and Human Resource Development

- **Joint purchase of non-fossil certificates**

Joint purchase of non-fossil certificates through Himawari Green Energy

- **TSUBASA Trainee System and TSUBASA Cross Mentor System**

Human resource exchanges that will lead to mutual understanding of the alliance and further enhancement of cooperation

- **TSUBASA Management School (third time)**

Training for the development of core human resources for TSUBASA, which is attended by the general manager of each bank and the presidents of each group company

Leveraging collaboration in the Tokyo metropolitan area, we will further increase our presence in the sales area and accumulate results

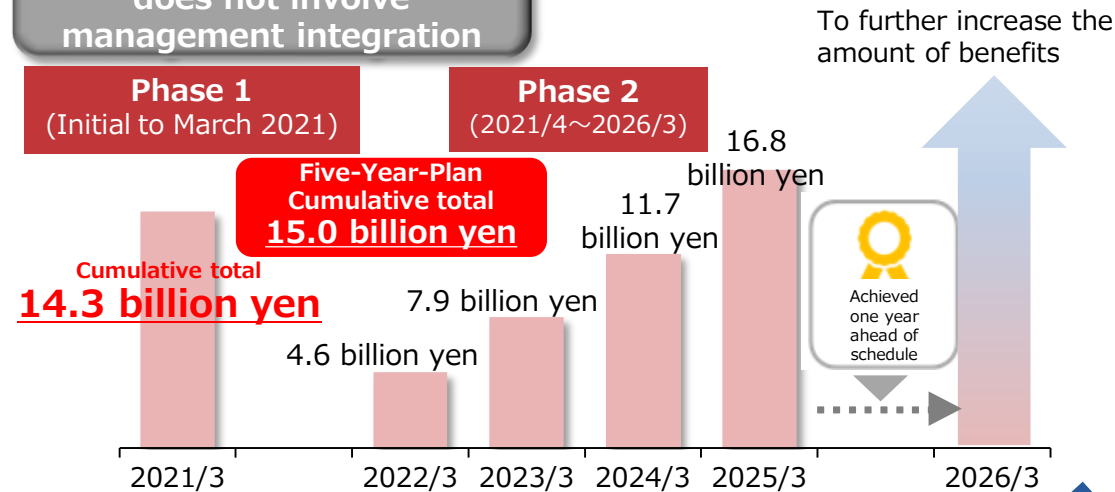
Chiba-Musashino Alliance



New regional bank
collaboration model that
does not involve
management integration

Realization of an evolved regional bank

- Accelerate collaboration and commonality in all areas
- Expanding presence in the Tokyo metropolitan area



Major Initiatives

■ Overseas Collaboration:

Singapore Representative Office became a branch in January 2025

Musashino Bank's Singapore Representative Office continues to occupy the same floor

■ Collaboration on the Realization of a Carbon-Free Society:

In October 2024, Musashino Bank introduced the "C-checker (CO2 Emissions easurement Tool)" that the Bank began handling in September 2023

New

Collaboration among the three banks

■ Cooperation in the field of finance

Syndicate loan composition in three banks

■ Joint hosting of business meetings and seminars

Vietnam Regional Bank Seminars, etc.

Chiba-Yokohama Partnership



Cooperation among top regional banks
in the Tokyo metropolitan area

Developing know-how among top regional banks

- Focus on highly effective measures mainly in the corporate sector
- In addition to the target effect amount, KPIs are set in each collaboration area to measure the effect of the alliance

Phase 1 (Initial to March 2024)

Five-year
cumulative total
20.0 billion yen

Phase 2 (2024/4~2029/3)

4.2 billion yen

Initial plan

2024/3

2025/3

Plan

Cumulative total
35.9 billion yen

Effective amount
Cumulative total
25.0 billion yen

New Five-Year Plan (April 2024 to March 2029)

Improving the presence in the Tokyo metropolitan area
~Creating value for customers through Chiba and Yokohama~

Corporate

Expansion of sales
branch collaboration,
etc., centered on
branches in Tokyo

Digital

Developing digital
human resources and
considering cooperative
measures in the
advertising business

Indivi- dual

Collaboration, etc. that
contributes to the
realization of Asset
Management Nation

Sustain- ability

Strengthening efforts to
contribute to the ESG
strategies of both banks

Improve the organization's ability to deliver value through diverse collaboration

JUUDANKAI

Both groups, which have affinity for systems-related fields, will share knowledge and expertise

Realization of efficient system operation and business processes

Enhancing customer services and contributing to sustainable growth in each regional economy

System Task Force

Joint research

- Next-generation systems and subsystems
- Digital field
- Measures for anti-money laundering

Operational Efficiency Task Force

Joint research

- Labor saving measures in branch operations
- Operational efficiency

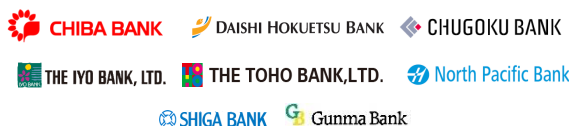
Cyber Security Task Force

Joint research

- Cybersecurity measures
- Sharing of know-how**
- Cyber risk management



TSUBASA Alliance



JUUDANKAI



Sony Bank



CHIBA BANK



Sony Bank

Development with a view to deepening and developing

Mutual provision of digital technologies, products and services

Utilizing the latest digital technologies

New

In the planning of the Boso Cross Railway Tasuki Project, a vehicle-type 3D model NFT (NFT) was distributed (April 2025)

Live event for housing loan customers "CHEMISTRY Special Hybrid Live 2024" (July 2024)



Mutual provision of products and services that are the strengths of both banks

Collaboration Agreement on Crowdfunding

Housing loan customer service

Foreign currency services



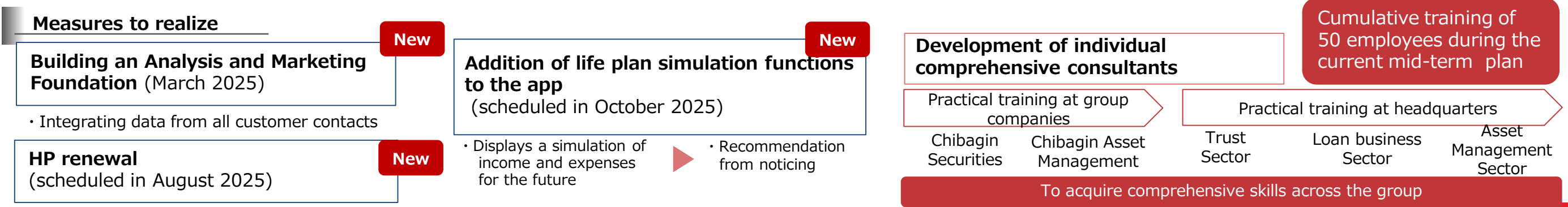
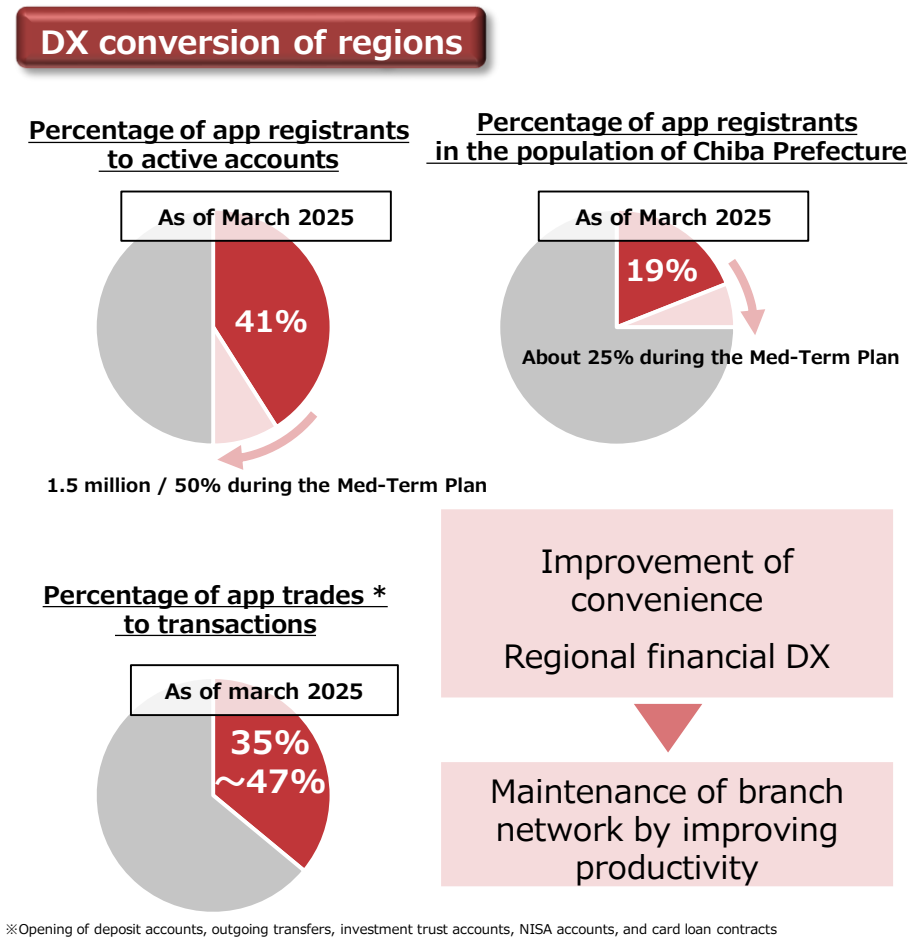
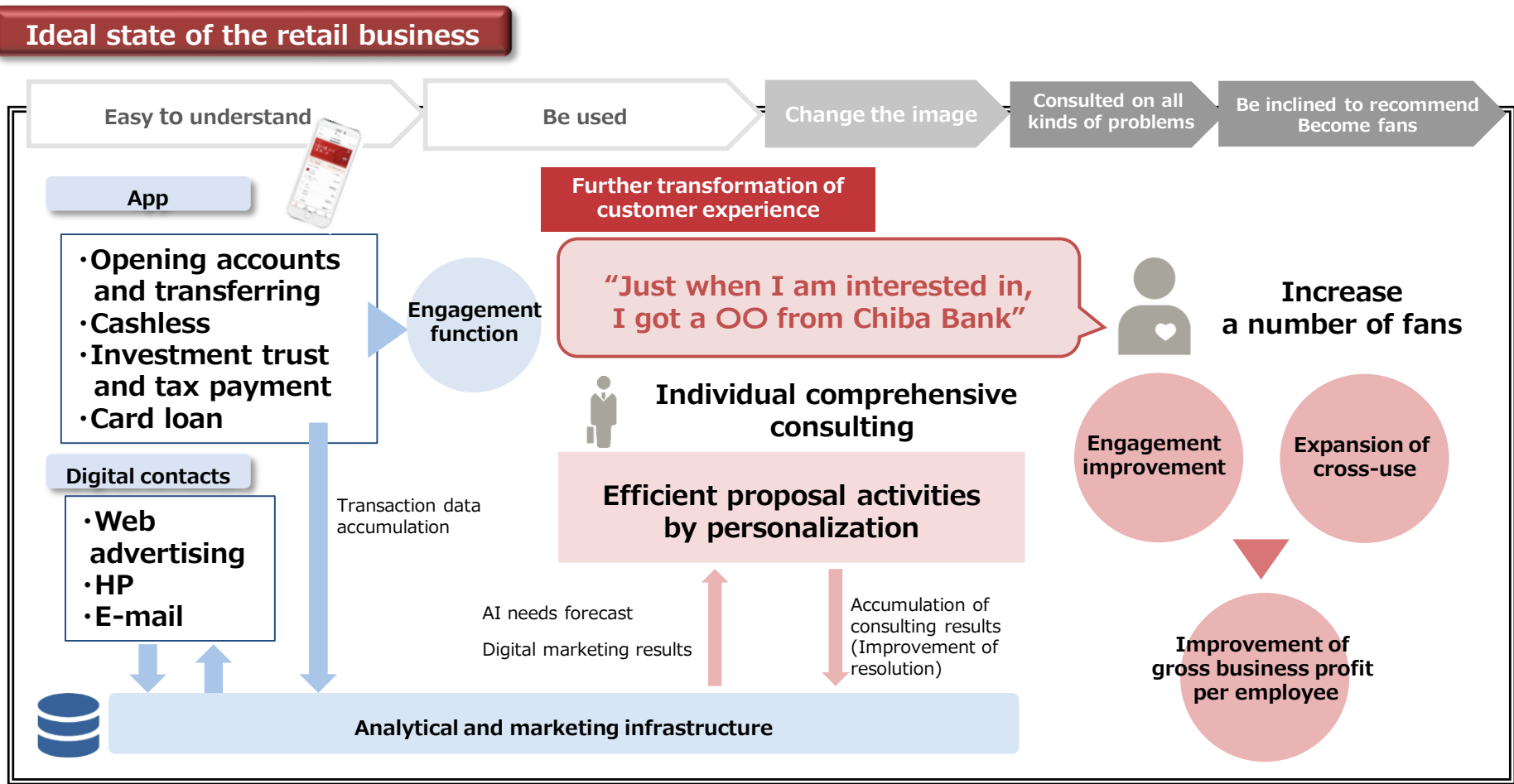
Joint research on the use of technology

- Joint research on the use of block chains
- Joint research on DX of housing loans
- Joint research for the development of a sustainable society

New

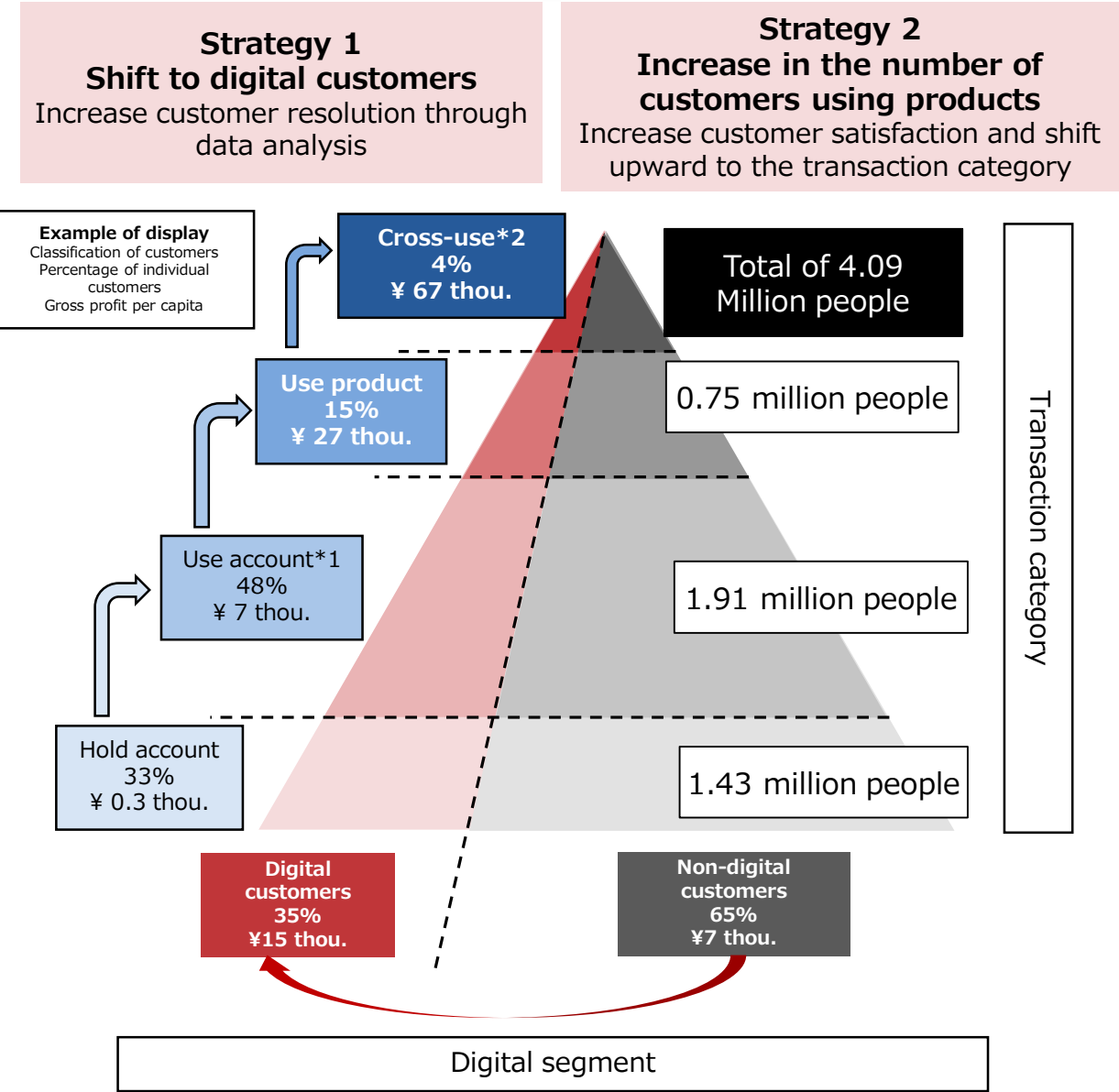
Through Himawari Green Energy, Ltd., Sony Bank purchases non-fossil certificates (March 2025)

Increasing Digital Transactions by Increasing the Convenience of Apps/Increasing Customer Resolution and Reforming Customer Experiences



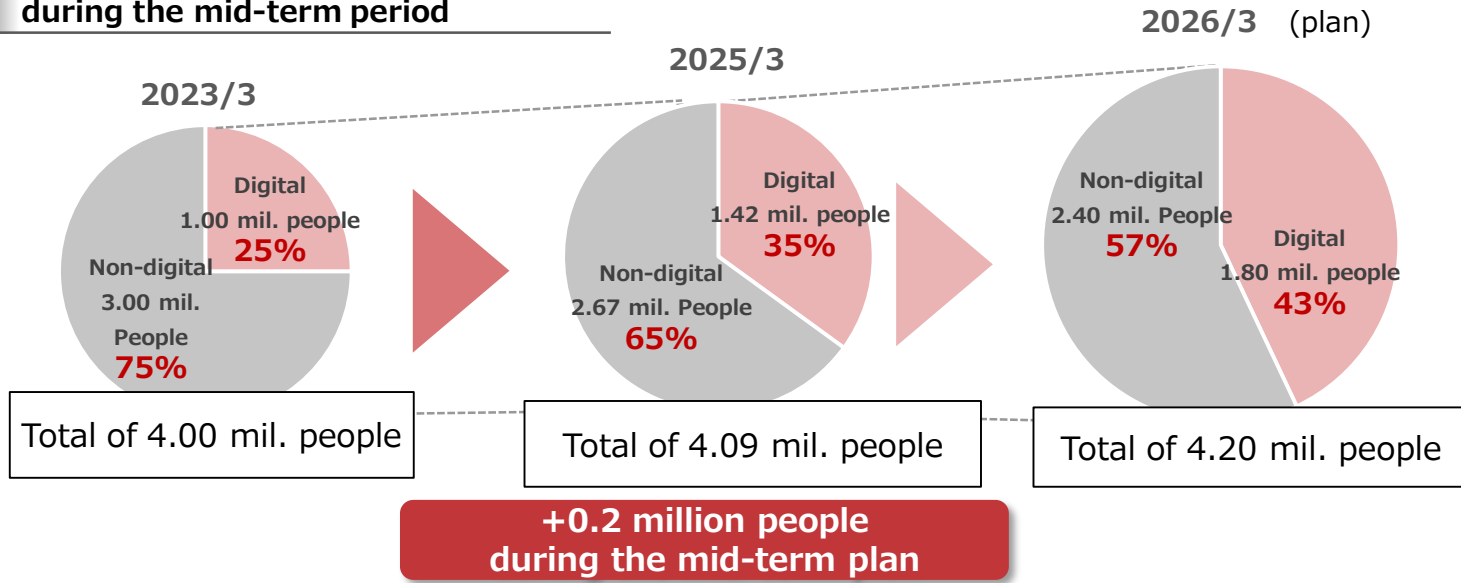
Aim to increase the number of digital customers and increase the unit price of customers by promoting the use of products and services

Improvement process of retail business revenue based on the DX Strategy

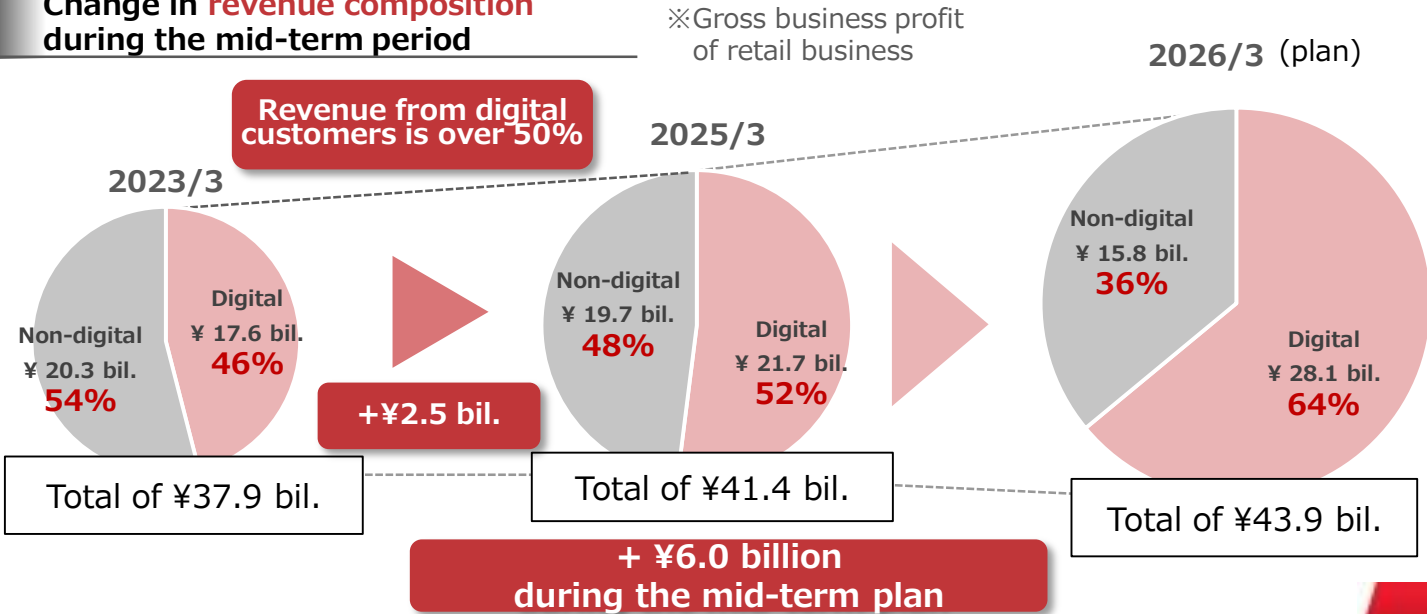


*1. Account use: Customers who satisfy any of the following conditions: salary/pension receipt, balance of ¥ 300 thou. or more, and use of account transfer
*2. Cross-use: Uses two or more types of products

Change in customer composition during the mid-term period



Change in revenue composition during the mid-term period



Contribute to solving social issues in the community by getting to know our clients well and providing continuous solution proposals as an assistant to management

Form strong customer connections through digital and in-person channels

Highly-convenient digital contact points

Digital



Digital channel that serves as a hub for each service that connects business operators and banks

Indispensable basic infrastructure for business activity

Hybrid of in-person and digital

In-person

Provide the expertise of a consulting firm
Close support for essential management issues



"assistant to management"

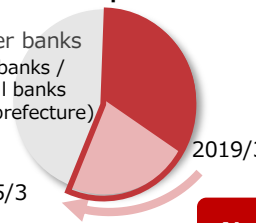
Support for solving social issues

Support for management issues

- Improvement of expertise
- DX: ICT consulting, Use of EB and corporate portals
 - GX: C-checker, Sustainable finance
 - WX: Advisory (personnel system), Recruitment consultancy service
 - Planning: Advisory Consulting services (Assignment of personnel in charge of industrial research)
 - Finance: Funding measures
 - General Affairs: Business matching

Strengthening of real contact points

General branches share in Chiba prefecture



2019/3

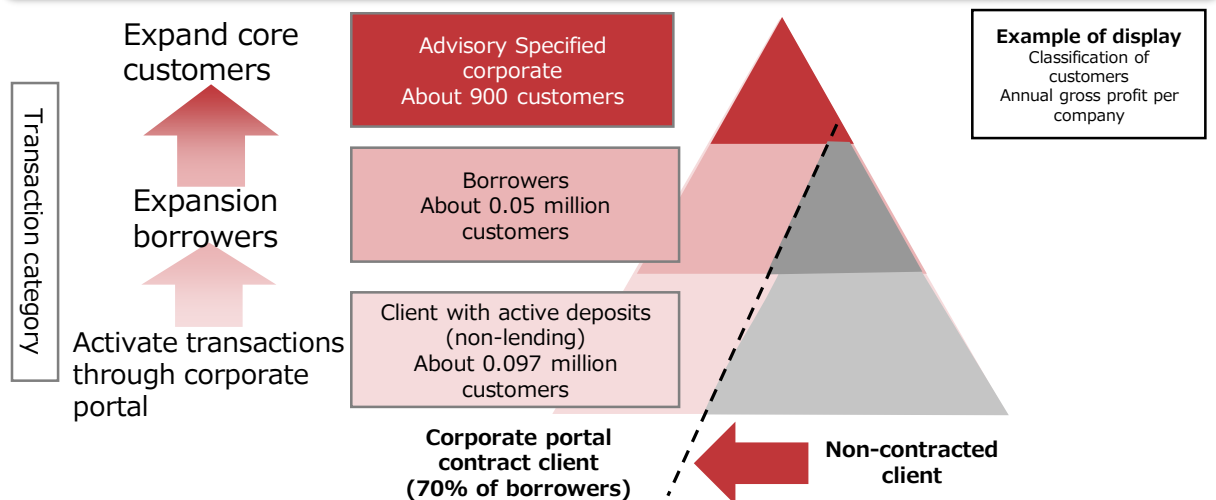
2025/3

New

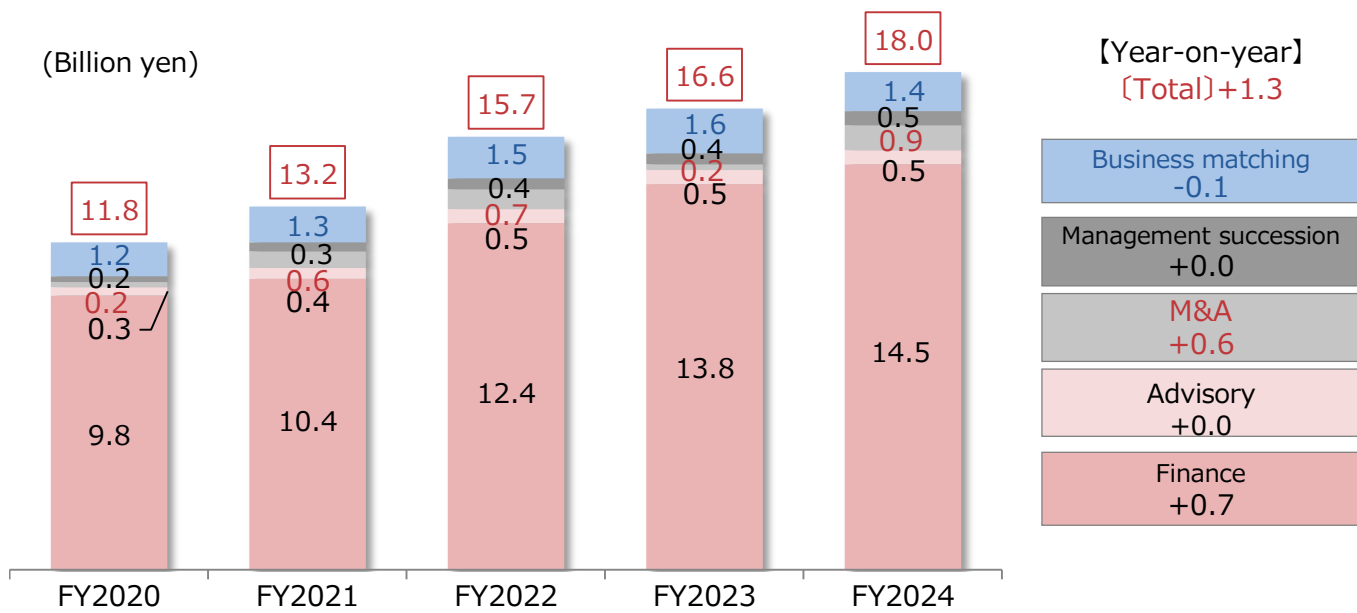
Establishment of Kyobashi Corporation Sales Office (March 2025)

Increase the number of corporate staff by 15% in the final year of the mid-term plan ※

Improvement process of corporate business revenue

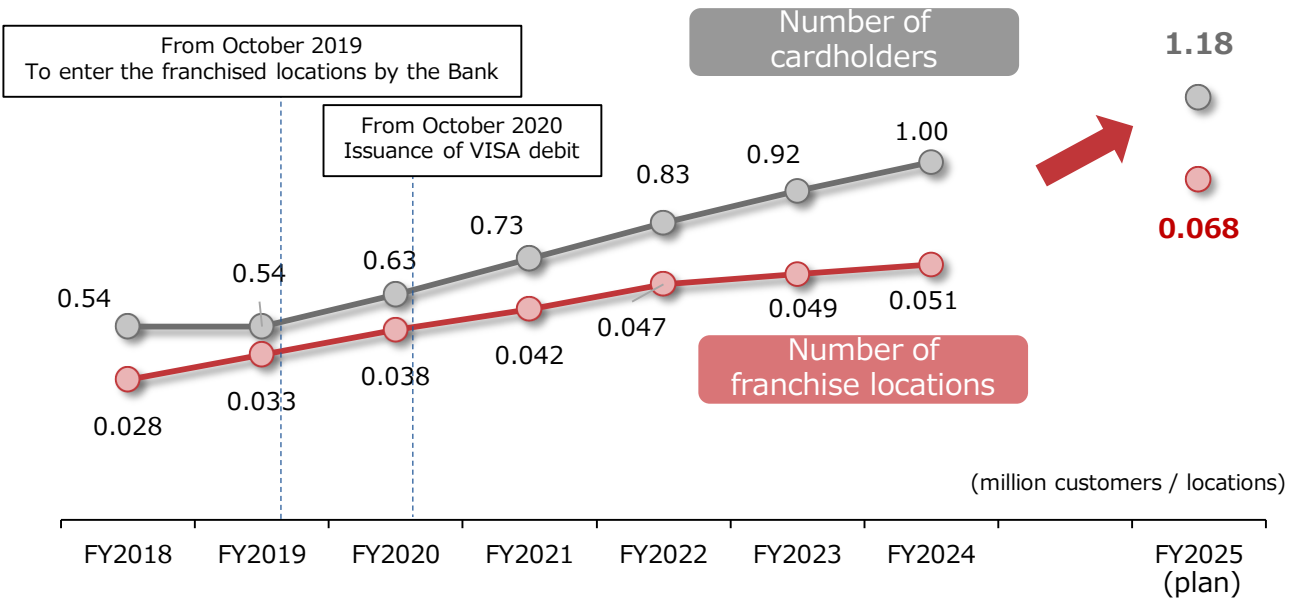


Corporate solutions-related revenue



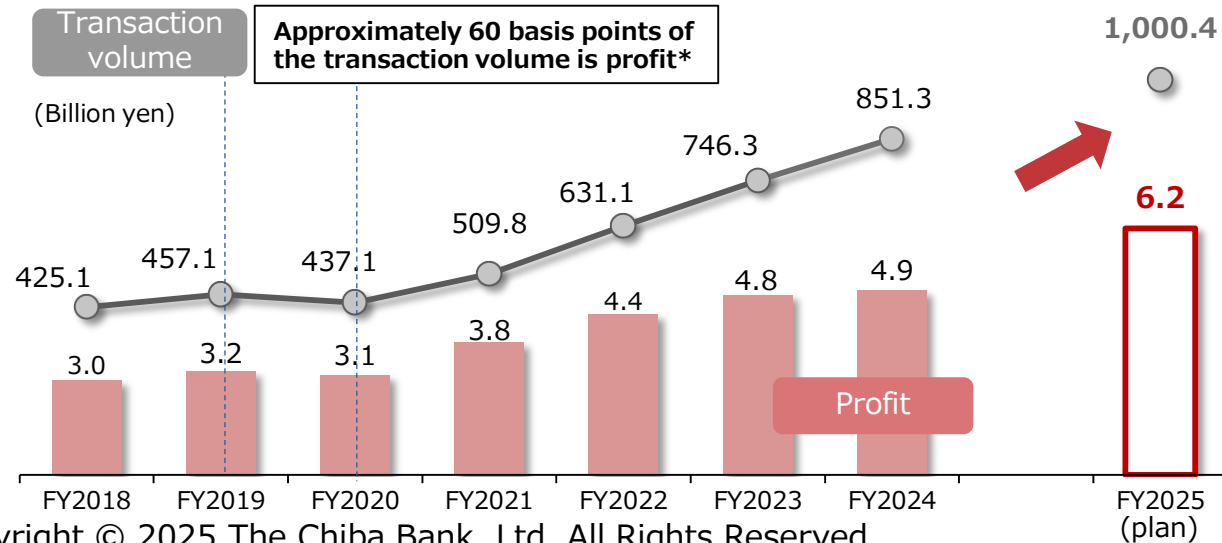
Number of group cardholders reached 1 million, aiming to expand customer base by improving customer convenience

Number of group cardholders and franchise locations



Group transaction volume and profits

*Profit of group company are calculated based on the same criteria as the banks (Fees and commissions received).



Expansion of customer base

Deepening platforms and improvement of customer convenience



Integration of visa debit and apps



Introduction of new payment terminals



Expansion of TSUBASA point services



Introduction of new products and new service

Business alliance with Soft Space (considering investment in future)



※FinTech company providing payment solution services to more than 90 businesses in about 30 countries, mainly in Asia

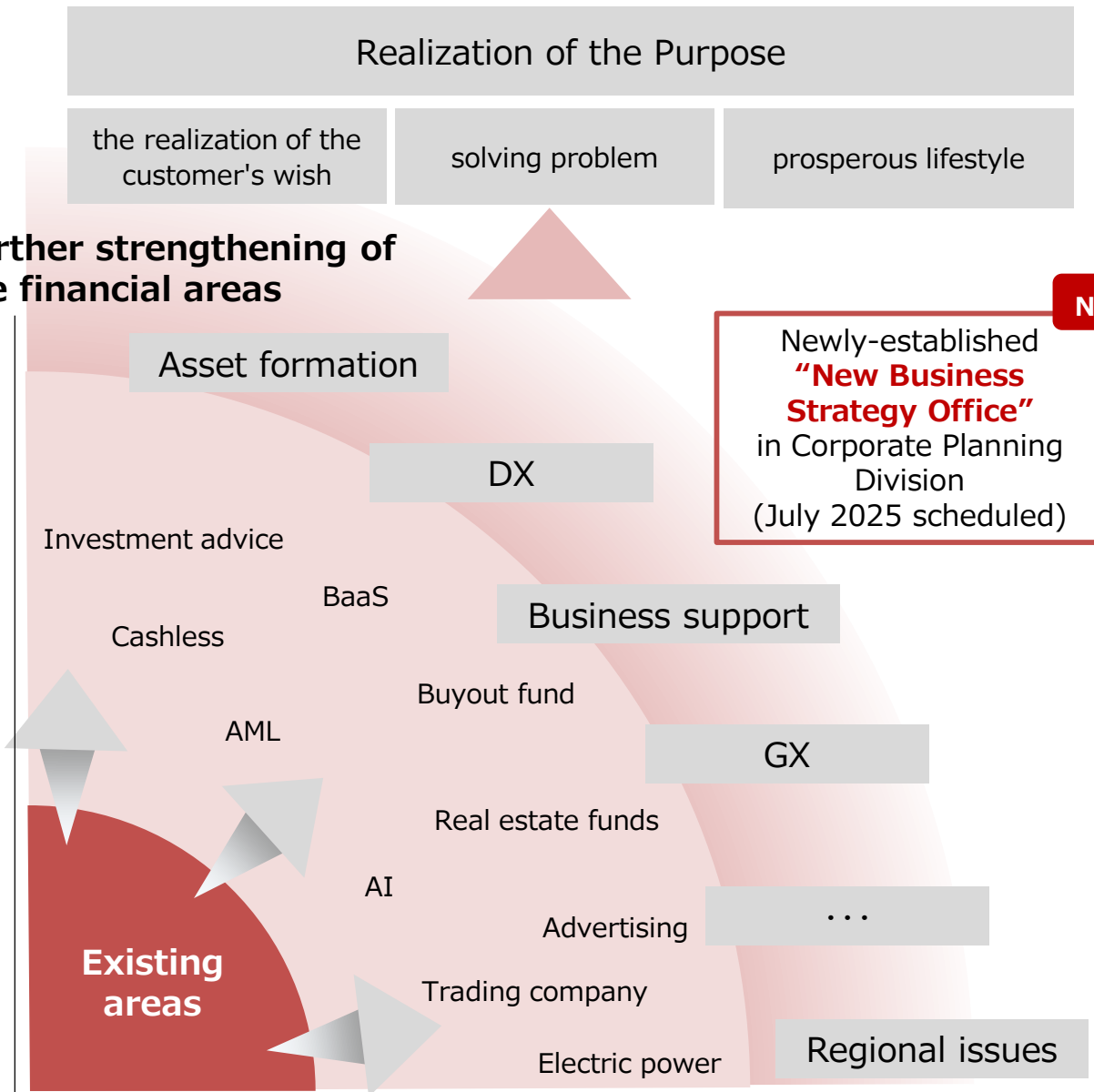
Franchised location system using smartphone-type settlement terminals, etc.

Wallet function in apps, etc.

Through a regional ecosystem strategy, expansion of customer base (individuals and corporations)

Enhance problem-solving capabilities in various fields by strengthening new businesses

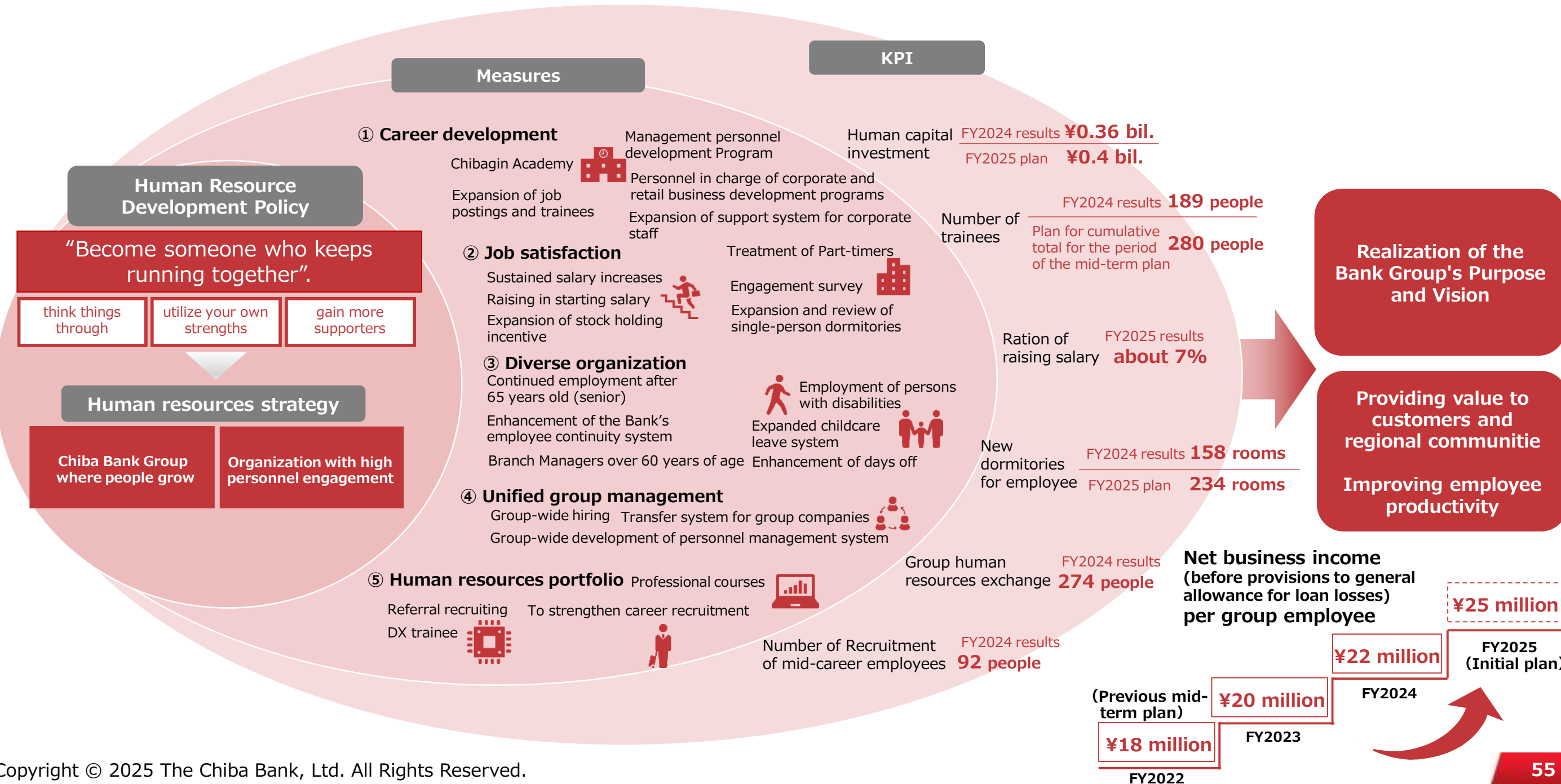
Further strengthening of the financial areas



Major initiatives since the start of the mid-term plan (Details: page 72)

Chibagin Market 	Continued from previous mid-term plan	Expansion of EC and crowdfunding businesses
	Continued from previous mid-term plan	Housing concierge service (under trial)
	Developing car concierge and services linked to lifestyle	
Himawari Green Energy Establishment of company 4/2023	12/2023 ~	Launch of power plant operations (Asahi, Kimitsu, Tyoushi)
	3/2024	Launch of FIT non-fossil certificate intermediation
On-ad	Consideration of acquiring large-scale facilities such as offshore and onshore wind power	
	5/2023	Launch of the corporate services contract (financial wellness)
Advertising business	10/2023	Launch of advertising business •Advertising media business •Advertising consulting business
	4/2025	Starting the business (commissioned by Chiba, Daishi Hokuetsu, Chugoku, and North pacific)
Anti-Money laundering Establishment of company 11/2023	Creating a platform for regional financial institutions	
Buyout fund	9/2024	Established Chiba Engagement Fund 1
AI	12/2024	EDGE technology, wholly owned subsidiary
Primary industry	3/2025	Fresh Farm Chiba, wholly owned subsidiary

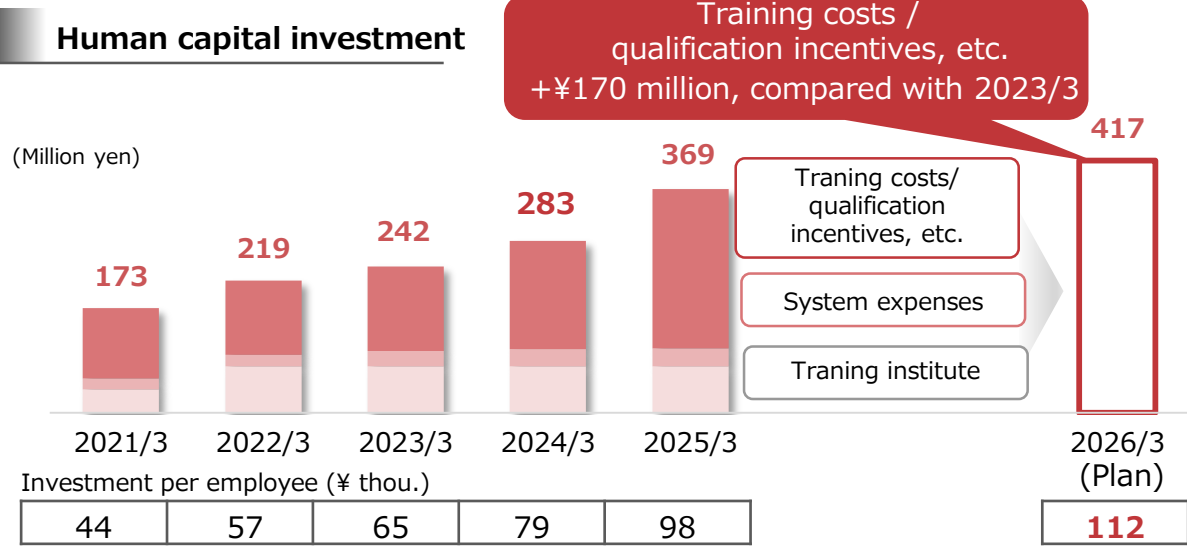
Build an organization that creates new social value based on the "two human resources strategies"



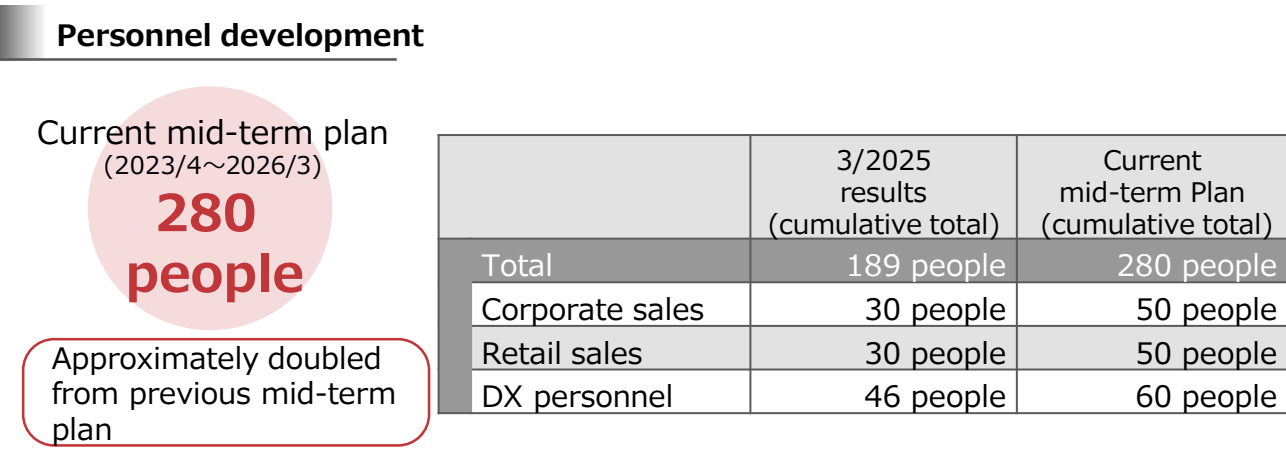
Increase investment and number of employees trained (investment targets) and improve proposal skills and profitability

Strengthening human resources (input)

Strengthening human capital investment

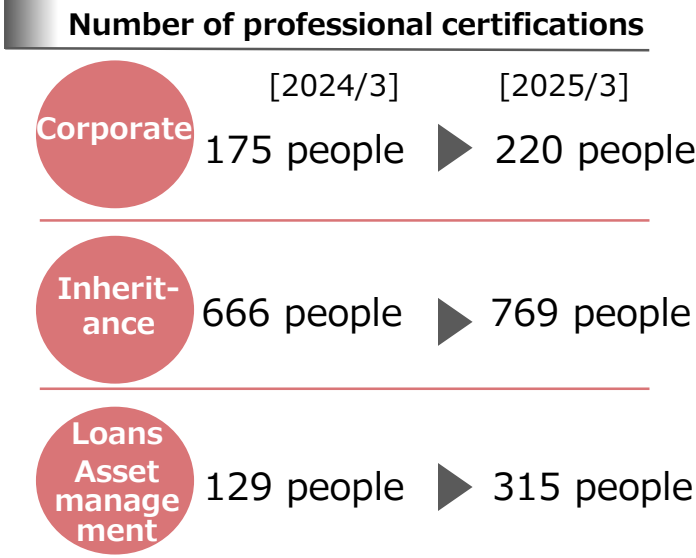


Strengthening the development of specialists

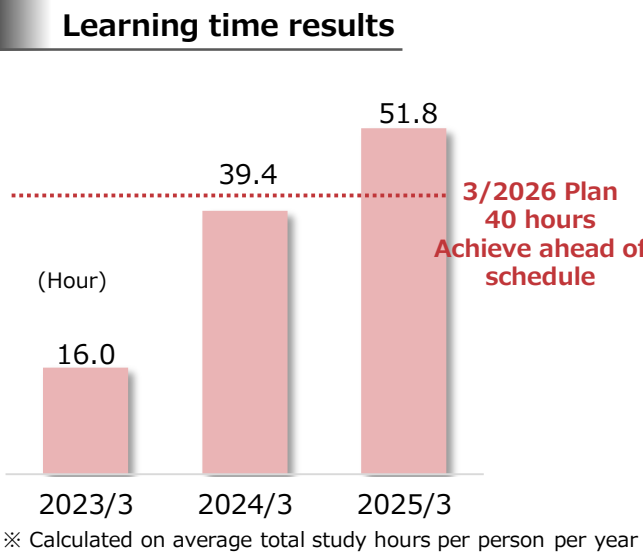


Change (output)

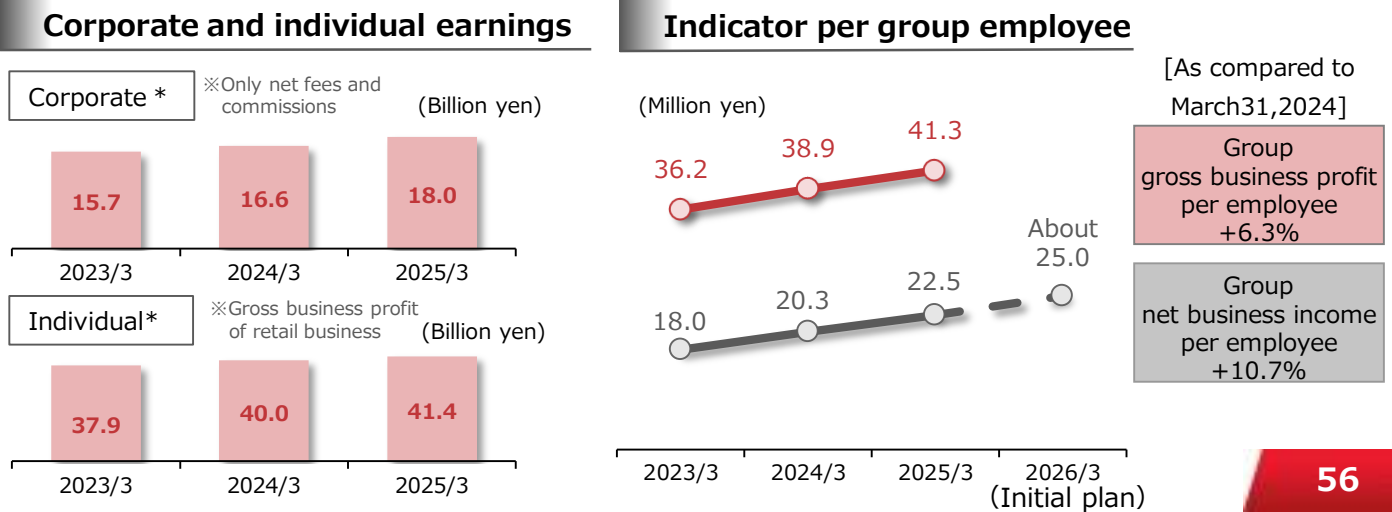
Improvement of expertise



Change to an environment for self-directed learning



Improve profitability



Securing diverse human resources / engagement improvement

Enhance engagement and organizational strength (Input)

Reinforcement of linkage between business performance and employee compensation

Basic salary increase

Annual income basis
About 7% average increase in wages
(from April 2025)

Expansion of the shareholding incentive system

■ Stock holding incentive

5% → 20%

■ Upper limit of subject courses (monthly)

20 units → 40 units

Raising in starting salary

0.23 million yen → 0.26 million yen → 0.28 million yen
(from April 2025) (from April 2026)

Securing diverse personnel

New graduate hiring (results and plan)

Actively hire people with high potential

Number of submissions ES(entry sheet)

FY2022 to FY2026
Increase of about 30%

(People)	22/4	23/4	24/4	25/4	26/4 (Plan)
	174	189	241	244	260

Career hiring (results and plan)

Strengthen recruitment mainly in Corporate Solutions and DX areas

(People)	22/3	23/3	24/3	25/3	26/3 (Plan)
	15	30	100	92	120

Change (output)

Improvement of engagement

Engagement score (total score/percentage of positive responses)

Third survey (2024/10)

Overall score 82%

	First survey (2023/10)	Second survey (2024/4)	Third survey (2024/10)	2026/3KPI
Engagement score	77%	79%	82%	80%

Line subdivision	First survey	Third survey
Challenging	78%	82%
Sense of growth	76%	79%
Benefit our customers	74%	79%

Engagement Improvement Committee (from September 2024)

- PDCA cycle using engagement survey
- Identifying the characteristics and issues of the Bank's from the response gap with mid-career recruits, etc.

An environment where a diverse workforce is highly motivated to perform their duties and maximize their abilities

Toward further productivity improvement

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Achieving Sustainable Management



Achieve both social value and economic value through our long-term aims

Approaches to sustainability management

Sustainable management = “long-term aims” +
“ economic value + social value (solving social issues) ”

Newly-established
“Sustainability
Promotion Division ”
(April 2025)

Chiba Bank Group declaration on SDGs

Regional economy and community

Contribute to the revitalization of the regional economy and local communities



Aging population

Support safe and secure lives for the elderly



Financial services

Provide financial services for better life



Diversity

Promote diversity and work style reforms



Environmental conservation

Contribute to the conservation of a sustainable environment



External evaluation / participation in initiatives

External Evaluation / Inclusion in indexes



Selected as “New
Diversity Management
Selection 100 Prime”



“White 500 Health &
Productivity Management
Outstanding Organization
(Large Corporate
Division)” certified



“Platinum
Eruboshi”
certified



“Platinum
Kurumin Plus”
certified



CDP score for climate
change survey
Highest ratings
「A」acquisition of
evaluation

2025 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)
2025 CONSTITUENT MSCI NIHONKABU
ESG SELECT LEADERS INDEX



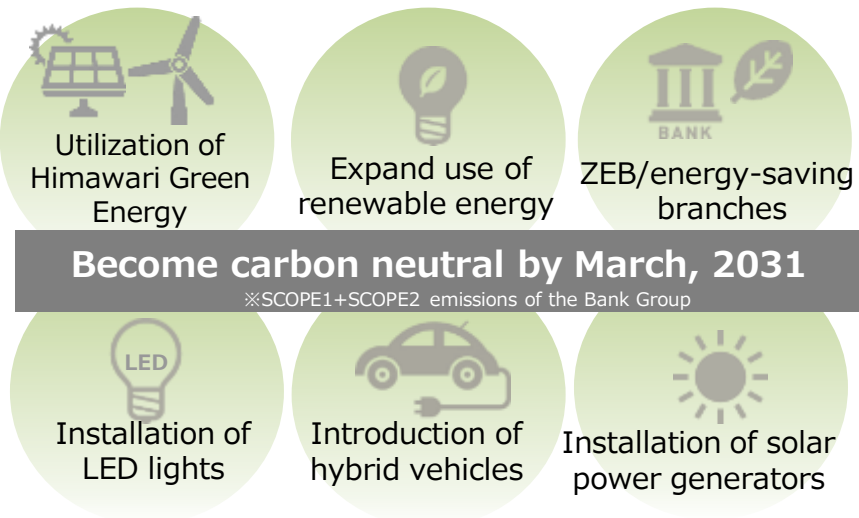
Participation in initiatives



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Contribute to the sustainable development of the entire Chiba prefecture through regional decarbonization

Decarbonization Initiatives of Chibagin Group



Collaboration with local governments

- Comprehensive SDGs partnership agreements
- Support for companies registered as Chiba SDGs Partners
- Support for areas advancing decarbonization
- Promotion of Chiba SDGs Utilization of network

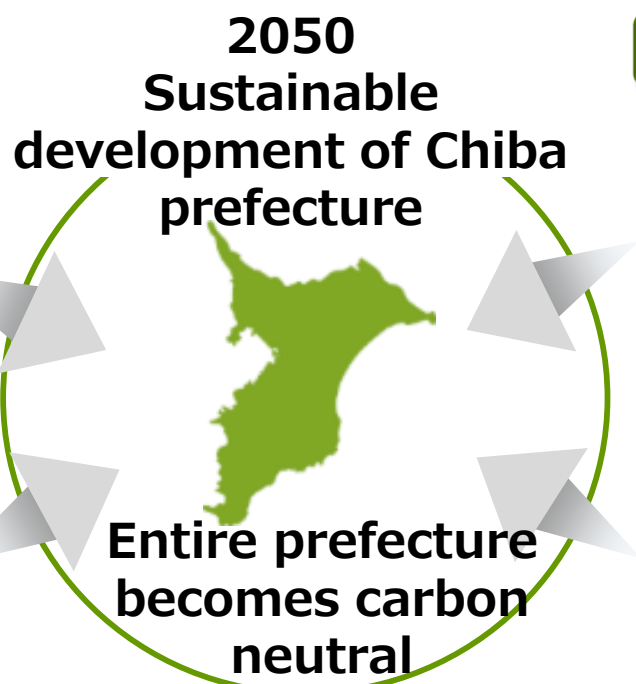
Establishment of ZEB Store (Naruto Branch, March 2025)

New



First financial institution in Chiba Prefecture to acquire ZEB* certification

*Buildings with net zero or negative annual primary energy consumption



Power supply



Production of electricity by Himawari Green Energy

- Asahi Power Station
- Kimitsu Power Station
- Choshi Power Station

Support for customers in decarbonizing



Corporate Customers



Retail Customers

Support for SDGs Management

- Incorporate ESG issues into business evaluations
- Business succession consulting

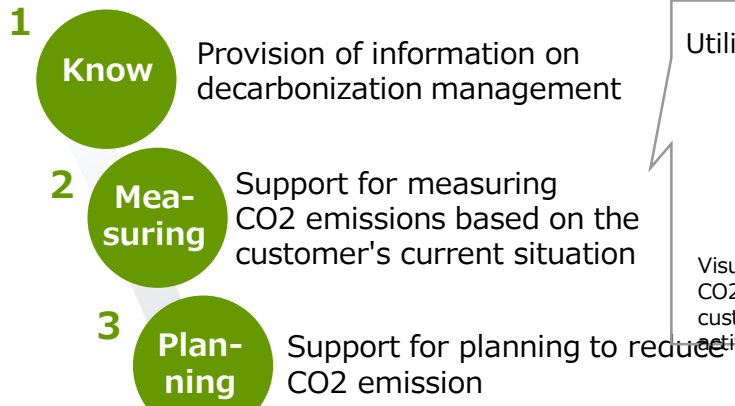
Carbon-neutrality consulting

- Greenhouse gas emission measurement support
- Solar power generator installation support

- Sustainable housing support discount
- Discount SDGs loans

Chibagin Smart Loan (from April 2025)

New



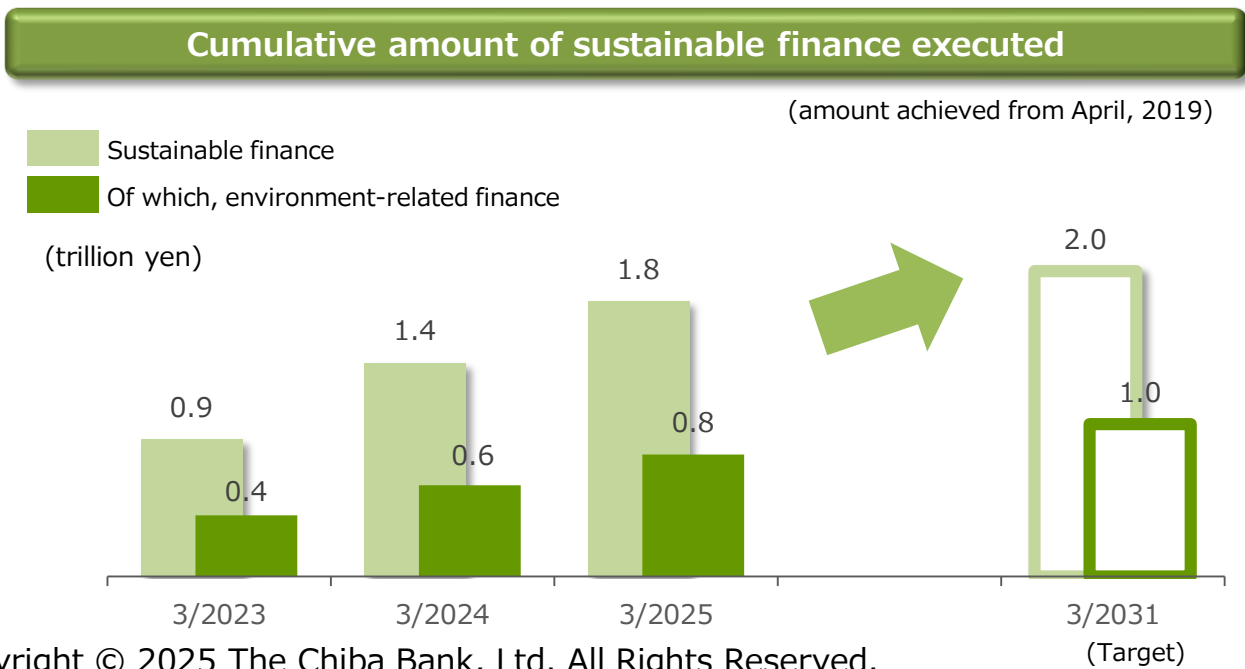
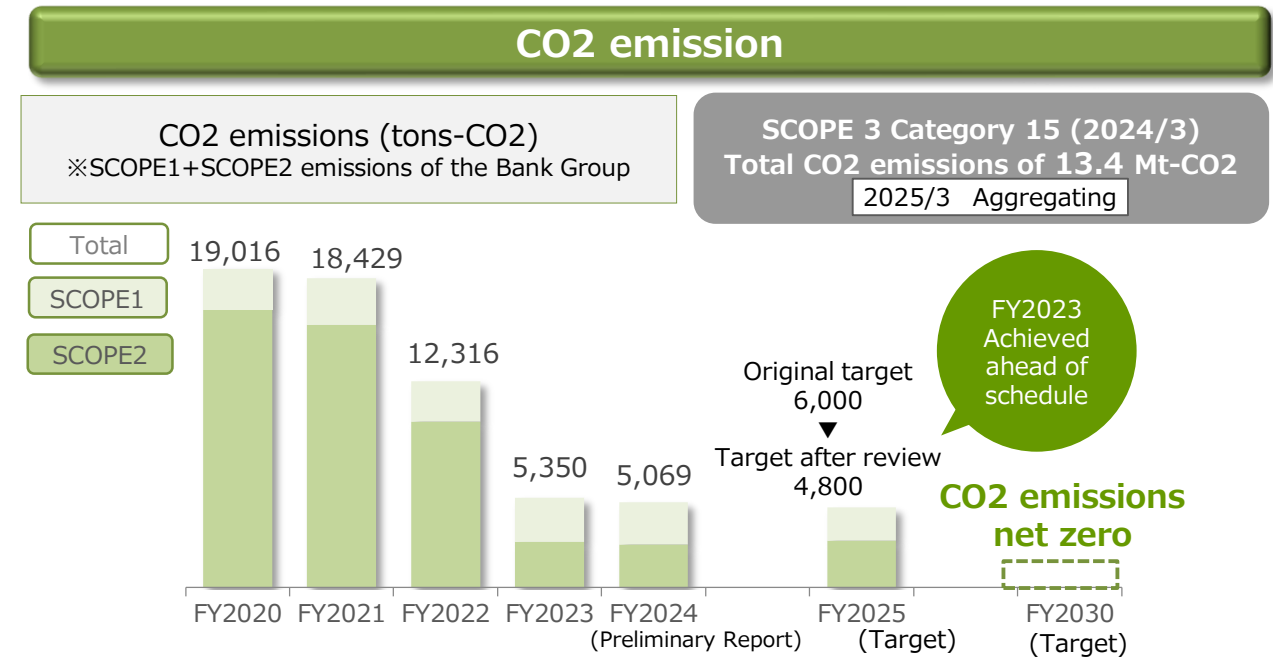
Comprehensive support for decarbonization management through loans

Utilization of C-checker



Visualization of CO2 emissions from customers' business activities

Responding to TCFD/TNFD Recommendations



Scenario analysis of climate change risks (to 2050)

(Disclosed in July 2024)

Physical risks

Large-scale storm and flood disasters, etc.

Business stagnation of the borrower, calculated based on the percentage of flooded building sites damaged by wind and flood damage to the Bank's real estate collateral

Increased credit costs (Domestic)
¥7.0 ~ ¥8.0 bil. ※1

Transition risks

Transition to a decarbonized society

Coal, Oil, Gas, Electric power, Steel, Chemistry, Air transportation

Increased credit costs
Maximum of ¥31.0 bil. ※2

Responding to natural capital

- ✓ Registered with TNFD Adopter in March 2025
- ✓ Planned expansion of disclosure based on TNFD recommendations

Disclosure of resource usage fees and waste

(FY2023)

Water consumption (m3)	53,090
Paper consumption (tons)	49
Amount of waste (tons)	361



Forest improvement activities in the "Chibagin Forest"

※1 The IPCC's RCP4.5 and RCP8.5 scenarios (4°C scenarios) are assumed.
※2 IEA NZE scenario, NGFS Net Zero 2050 and Below 2°C scenario.

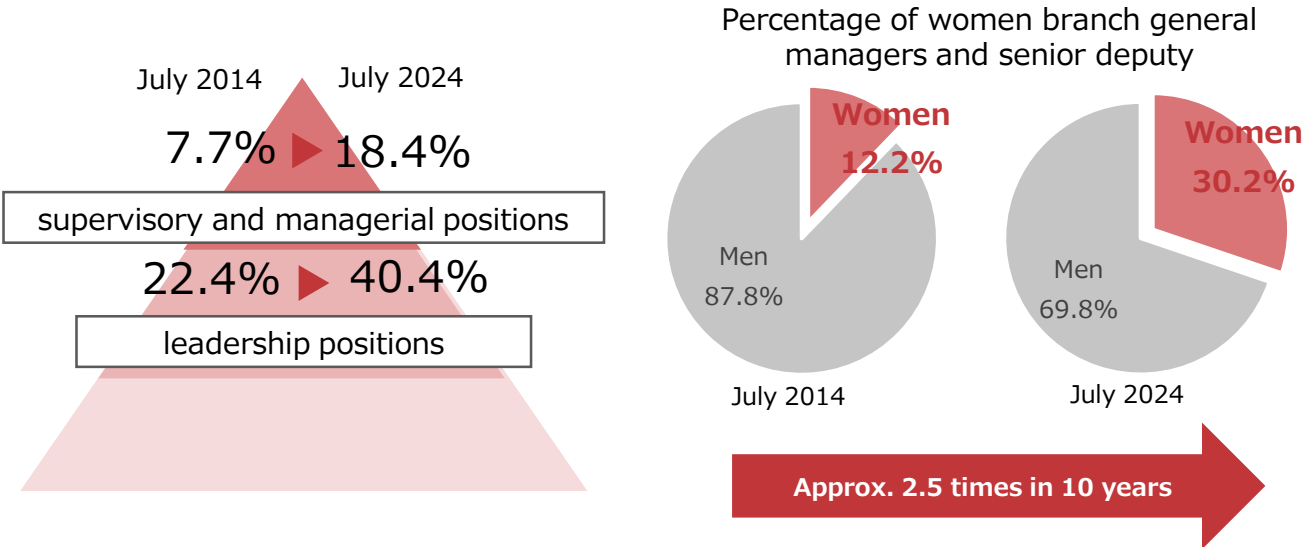
Strengthening the promotion of diversity as a corporate strategy / addressing regional issues as a group

Indicators related to diversity

	FY2022	FY2023	FY2024	Target in 2026 July
Percentage of leadership positions held by women* (No. of persons)	27.2% (523)	28.4% (551)	29.4% (590)	30%
Percentage of supervisory and managerial positions held by women (No. of persons)	17.9% (120)	18.8% (126)	18.4% (126)	-
Percentage of employees taking paid leave	77.1%	83.5%	82.4%	80%
Percentage of men taking child-care leave	113.8%	112.4%	115.3% (Preliminary Report)	100% ongoing

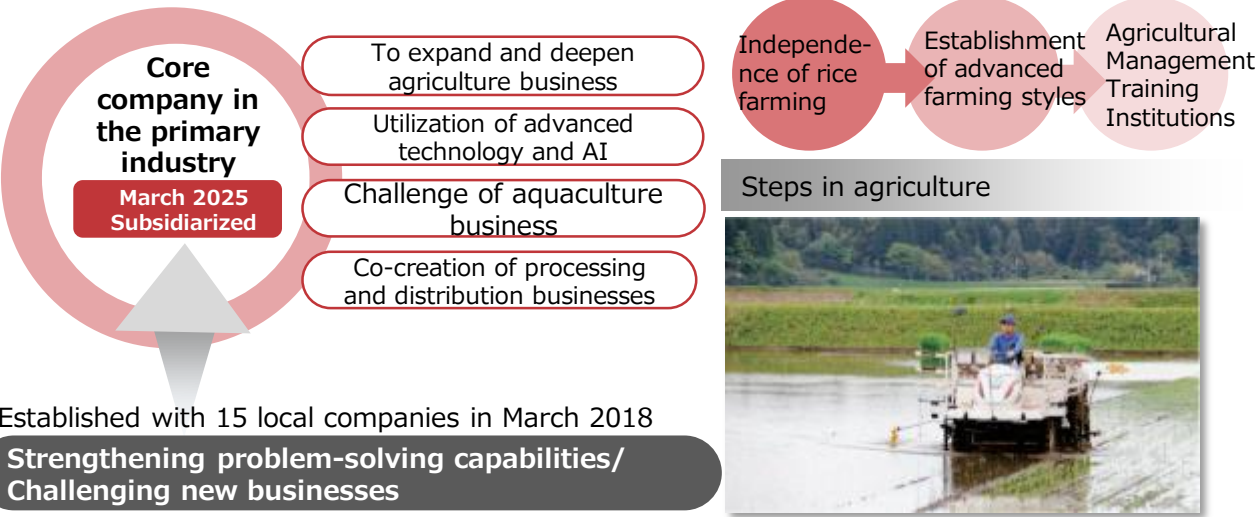
*Staff with subordinates and staff in equivalent positions, such as branch manager, who are responsible for organizational management as responsible for operations.

Percentage of women in each level and position



Regional revitalization

Agricultural corporation "Fresh Farm Chiba"



C-VALUE



Boso Cross Railway Tasuki Project Second Phase (Started in April 2025)

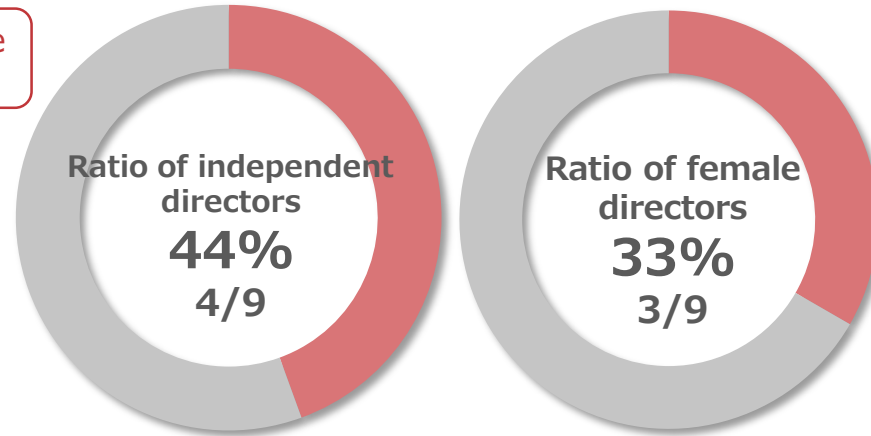


Chiba City Monorail Plarail (March 2025)

Strengthen efforts to strengthen governance

■ Board of Directors

Chairman of outside director

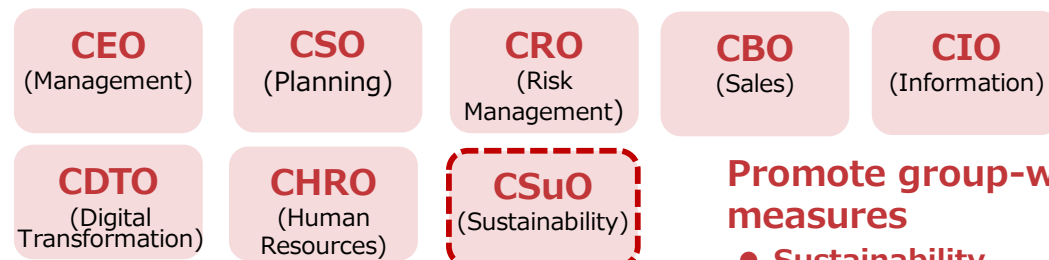


■ Nominating, Compensation and Corporate Advisory Committee

Chairman of outside director

Supervision

■ Group CxO system



Newly-appointed in April 2025

Promote group-wide measures

- Sustainability management
- Social challenges
- Environmental issues

Execution

Performance-Linked Restricted Stock Remuneration Plan

(June 2024)

System of Remuneration for directors

Basic remuneration

Bonuses

Stock remuneration

fixed restricted stock

performance-linked restricted stock

■ Financial items (weight 50% / range of linkage 0-150%)

Financial indicators	Consolidated ROE
----------------------	------------------

■ Non-financial items (weight 50% / range of linkage 0-150%)

Customer experience	• Customer engagement
Human capital	• Employee engagement • Percentage of leadership positions held by women
Sustainability	• Carbon neutral • Community decarbonisation support

Establishment of AI policy

(April 2025)

AI operations in accordance with ethics and laws and

- Human-centered principle
- Fairness considerations
- Compliance and Protection of Rights

Ensuring safety and transparency

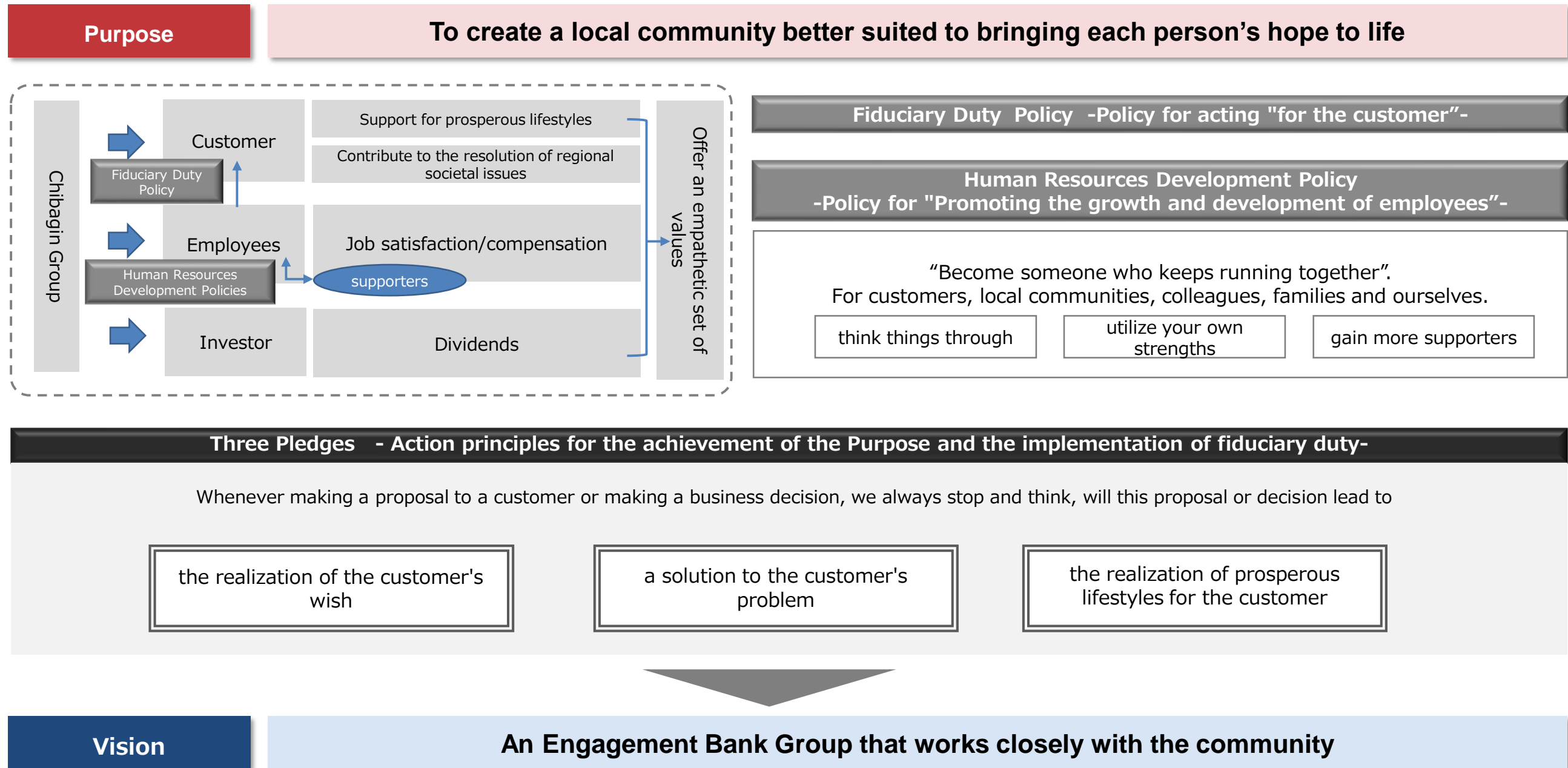
- Protection of privacy
- To ensure safety and security
- Securing transparency and accountability

Sustainable value creation through AI

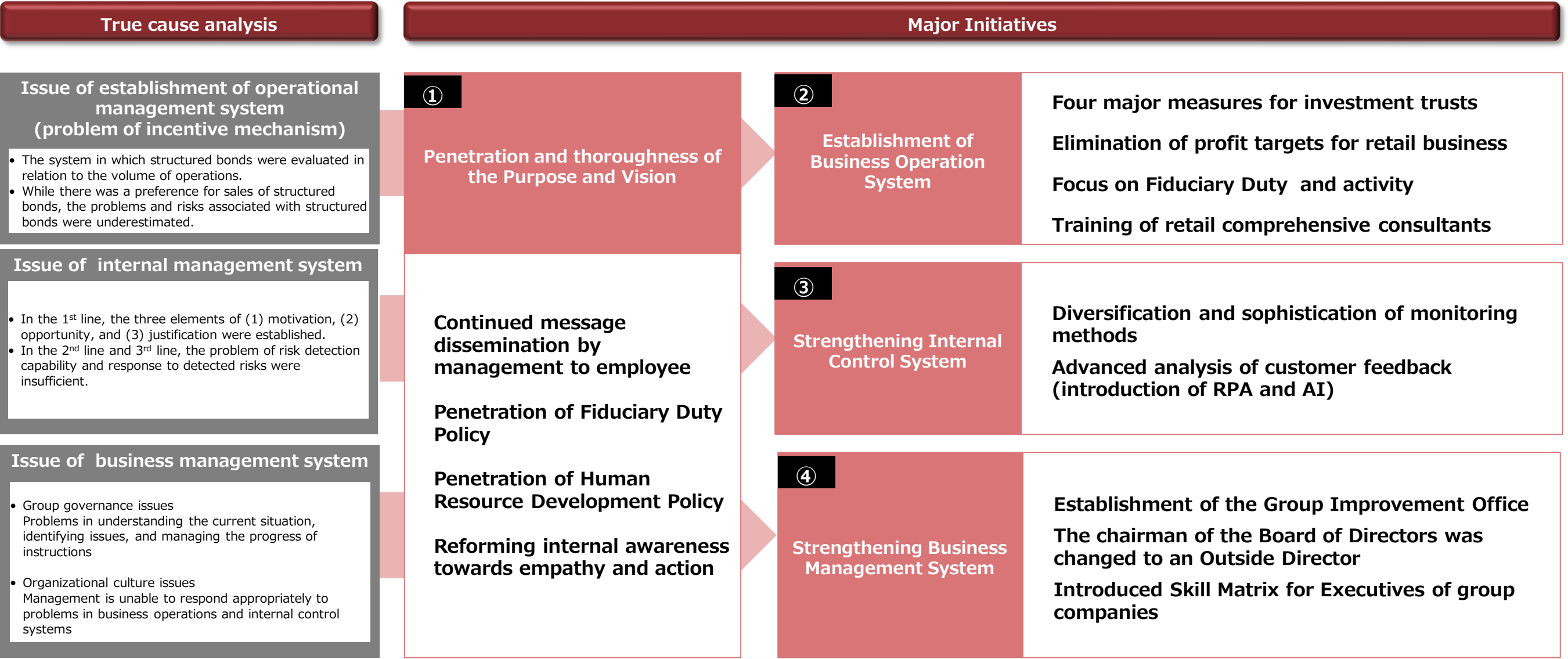
- Creation of value through AI
- Human resource development
- Ensuring fair competition and contributing to innovation

Progress of Business Improvement Plan





The most important initiative is the penetration and thoroughness of the Purpose and Vision etc., which are common to all issues.

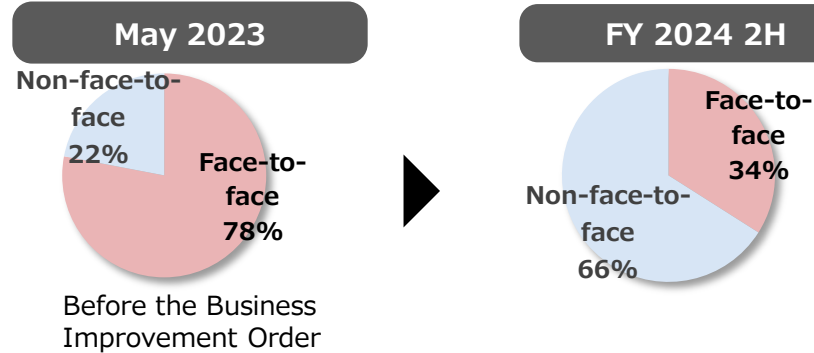


Changes Resulting from Business Improvement Measures / Verification of Actual Conditions

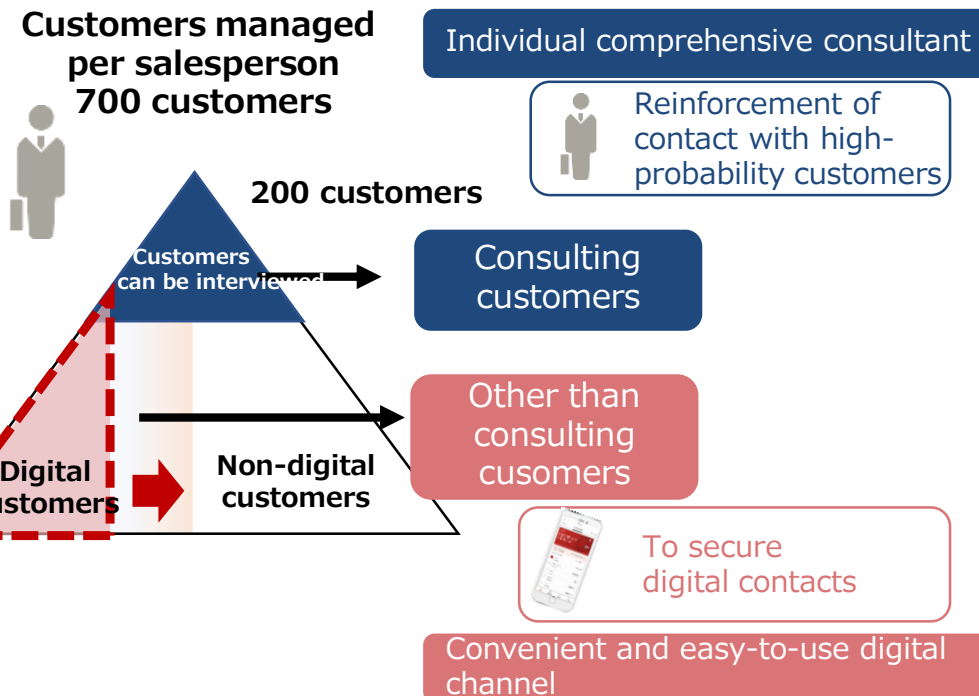
To create a local community better suited to bringing each person's hope to life

Optimization of sales activities by combining highly specialized real contact points and convenient digital contact points/Improvement trend in the results of external and internal surveys

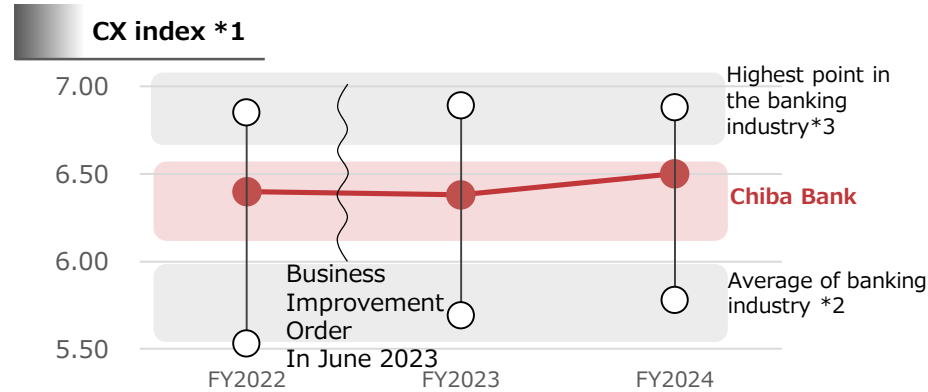
Changes in investment trust sales channels



Combining real and digital sales activities



Collection and analysis of customer feedback

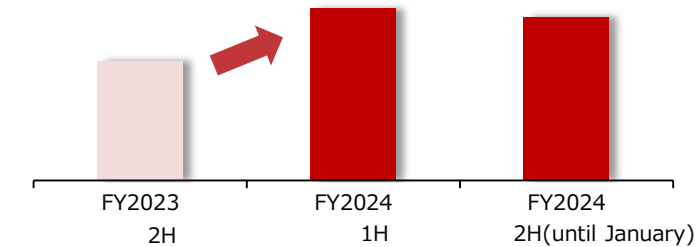


※1 CX index is based on CXMM® of Nomura Research Institute, Ltd. CXMM® is a registered trademark of Nomura Research Institute, Ltd. (<https://www.nri.com/jp/service/solution/fis/cxmm>)

※2 CX Benchmark Survey is a survey conducted by Nomura Research Institute, Ltd.

※3 CXMM® Introducing Bank's highest score over the past year since the end of each year's survey and analysis

Improvement of customer satisfaction(NPS*4)

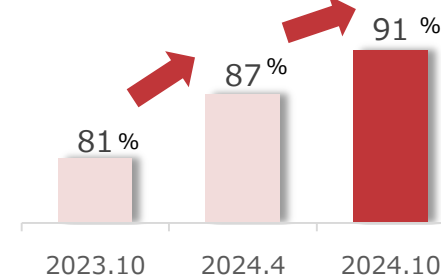


※4 NPS® is a survey method to measure customer loyalty and is registered trademark of Bain & Company, Fred Reichheld, NICE Systems, Inc.

Collection and analysis of the Bank Group staffs feedback

Engagement survey

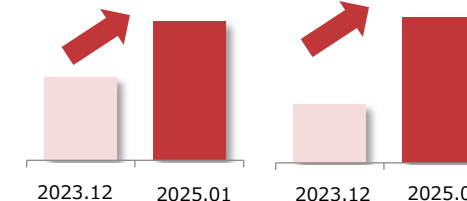
(Percentage of positive response)



"Sympathy with the Chiba Bank Group's Purpose and Vision"

Compliance questionnaire

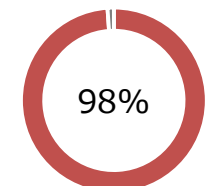
※Percentage of respondents who answered that there was a "good change"



Change due to the Business Improvement Order

Change due to abolishment of personal earnings targets

Do you think that everyday words and actions are in line with the "Three Pledges" and the Purpose and Vision?



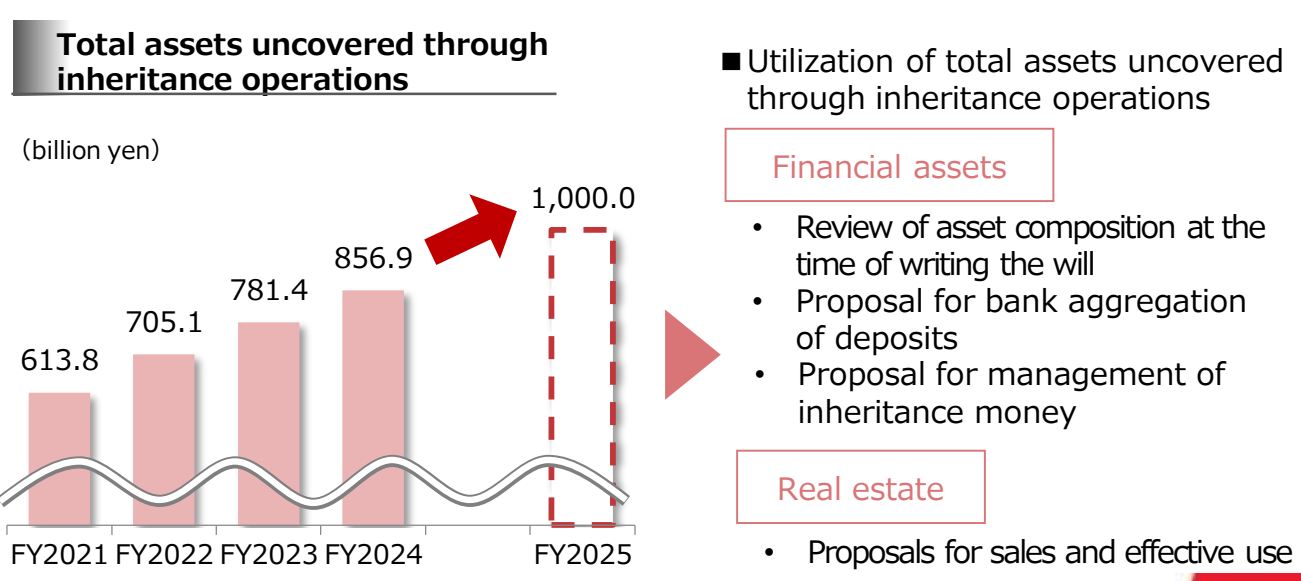
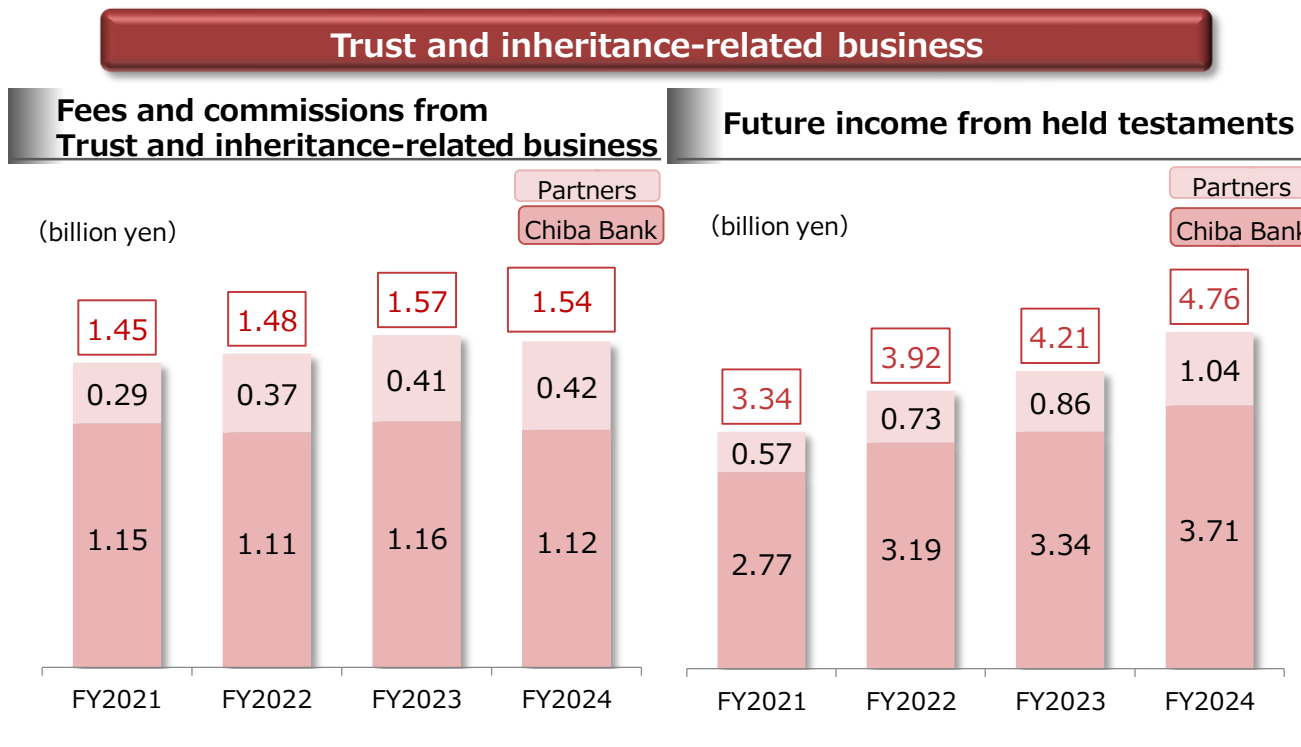
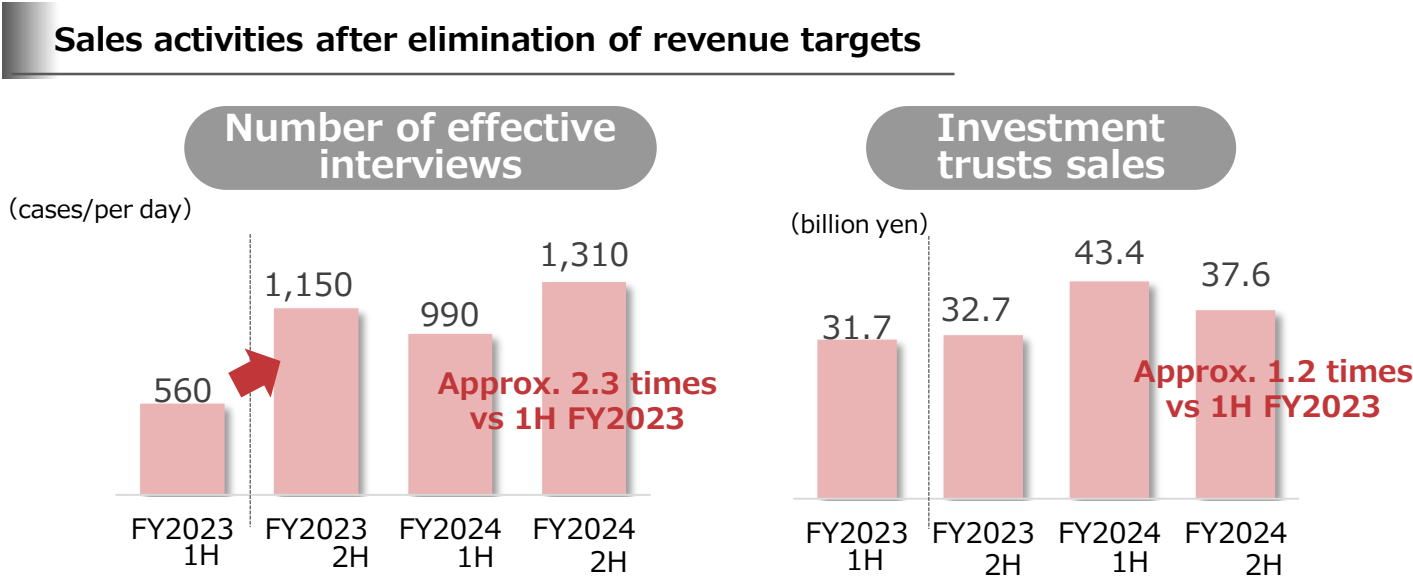
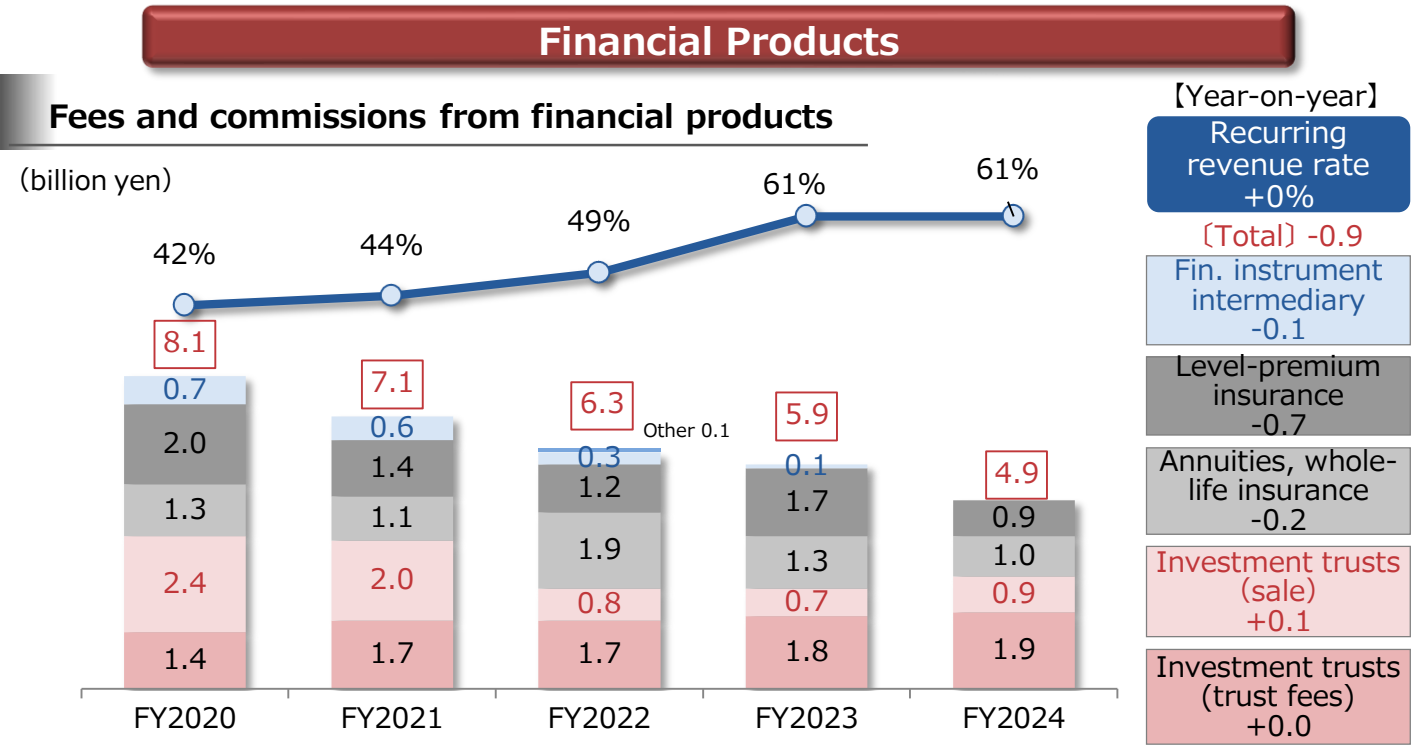
(Percentage of positive response)

Last 97 (+1pt)

Appendix

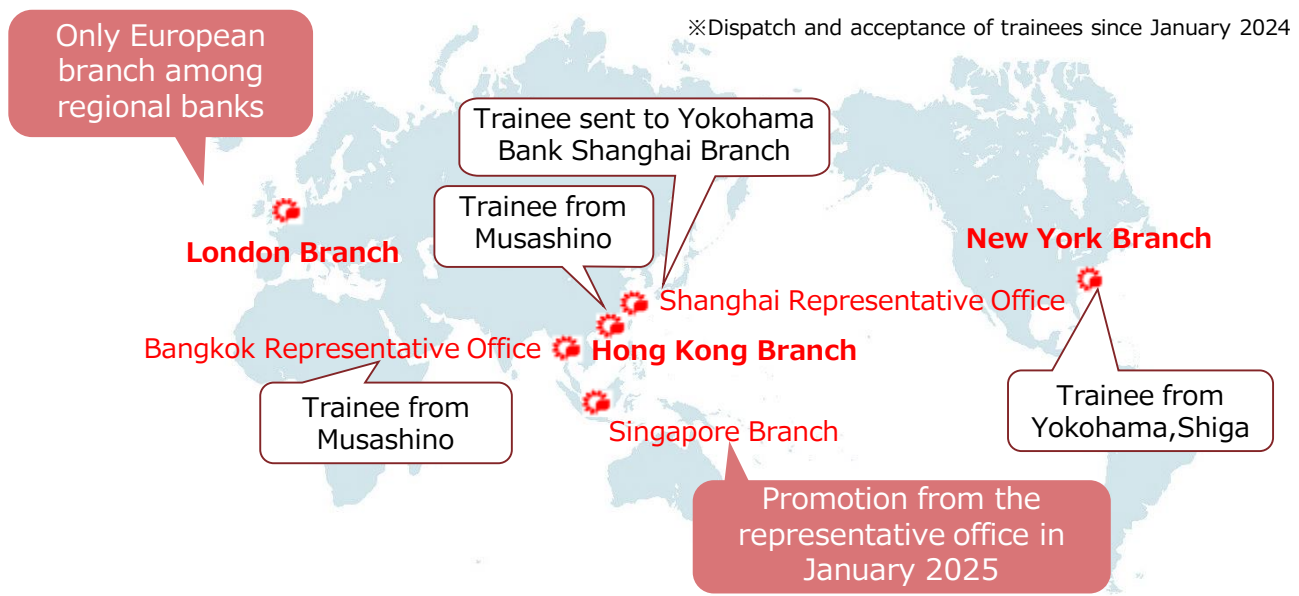


Eliminate profit targets and shift to activities in the best interests of customers

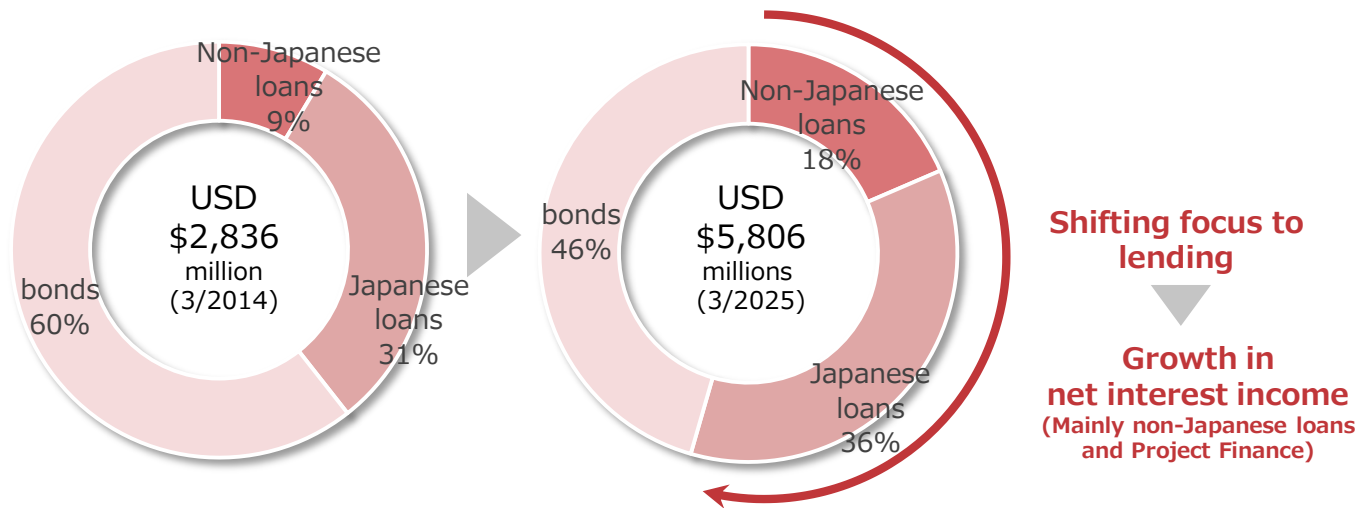


Use of the largest overseas network among Japanese regional banks

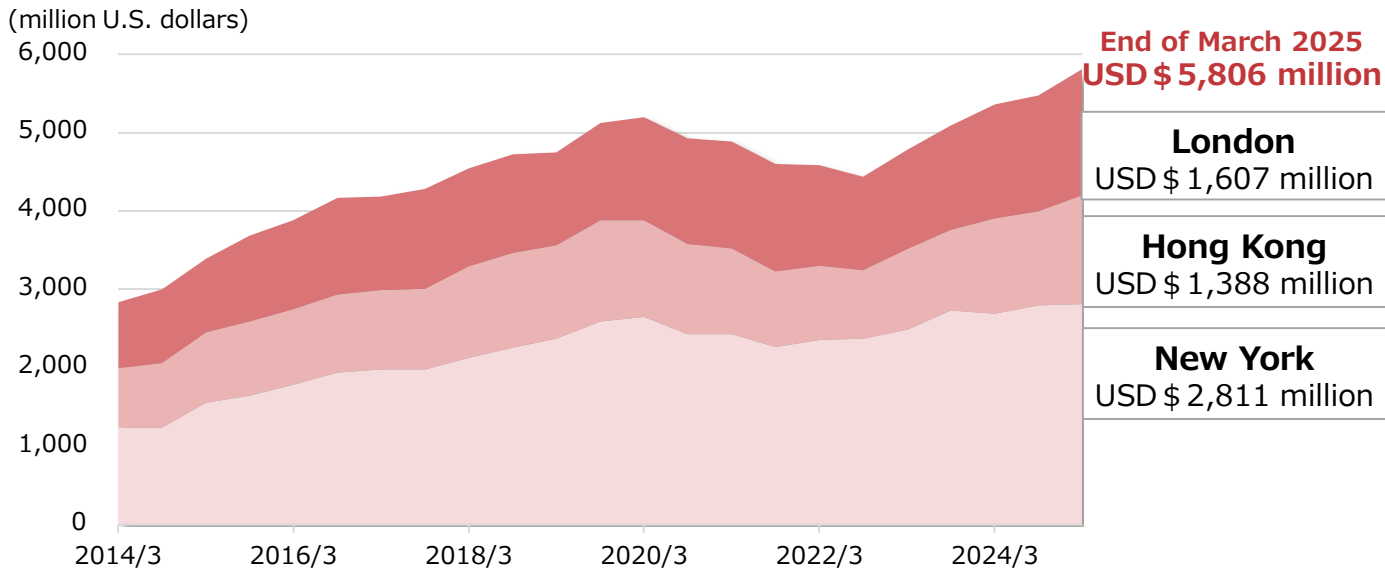
Overseas network



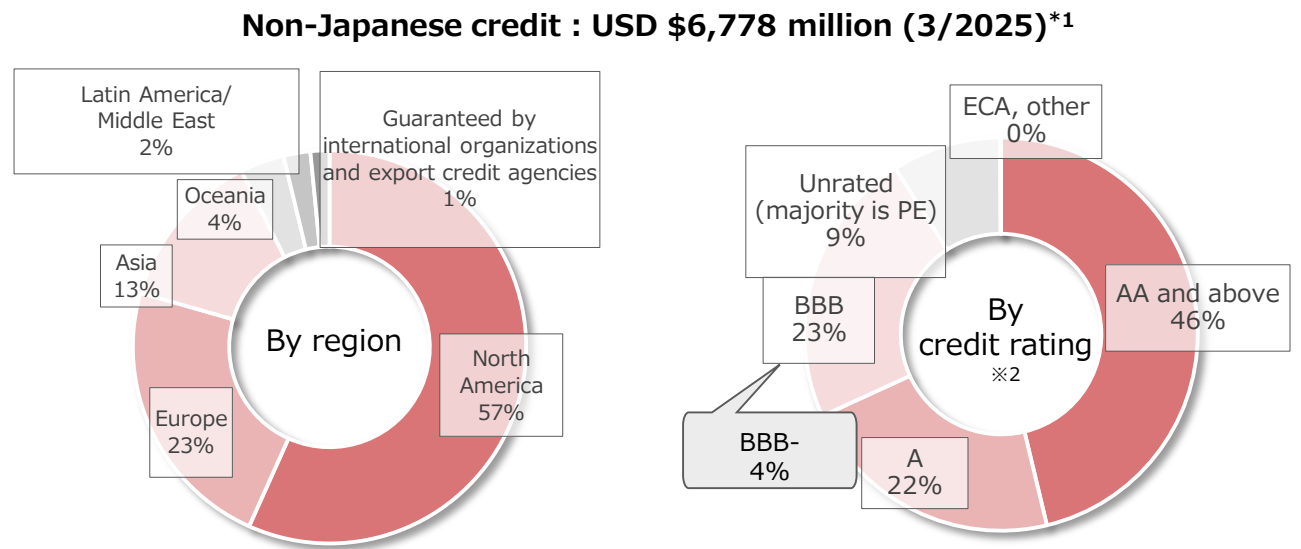
Breakdown of overseas branches assets



Overseas branches assets



Non-Japanese credit

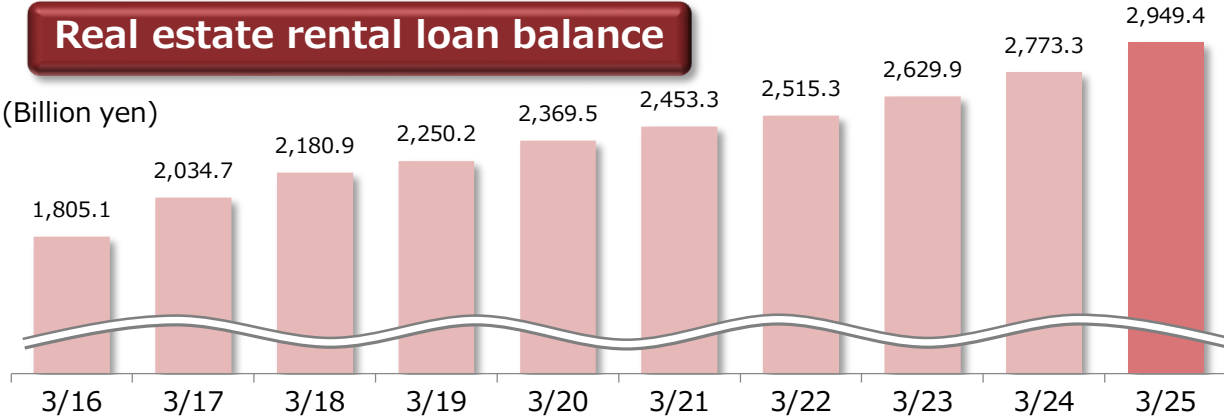


*1 Includes credit to non-Japanese companies in domestic branches and market divisions

*2 S&P/Moody's lower rating

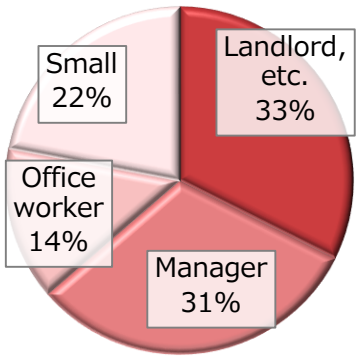
Real estate rental loans increased steadily while credit risk remained low

Real estate rental loan balance

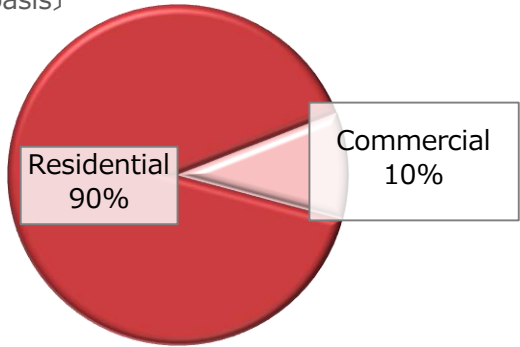


By borrower type

[3/2025 / case number basis]



By use



Occupancy rate

Average for Bank-financed properties: **95.7%**
(Residential 95.8% Commercial 94.2%)
*National average: 84.1%

DSCR

Average for Bank-financed properties: **146%**

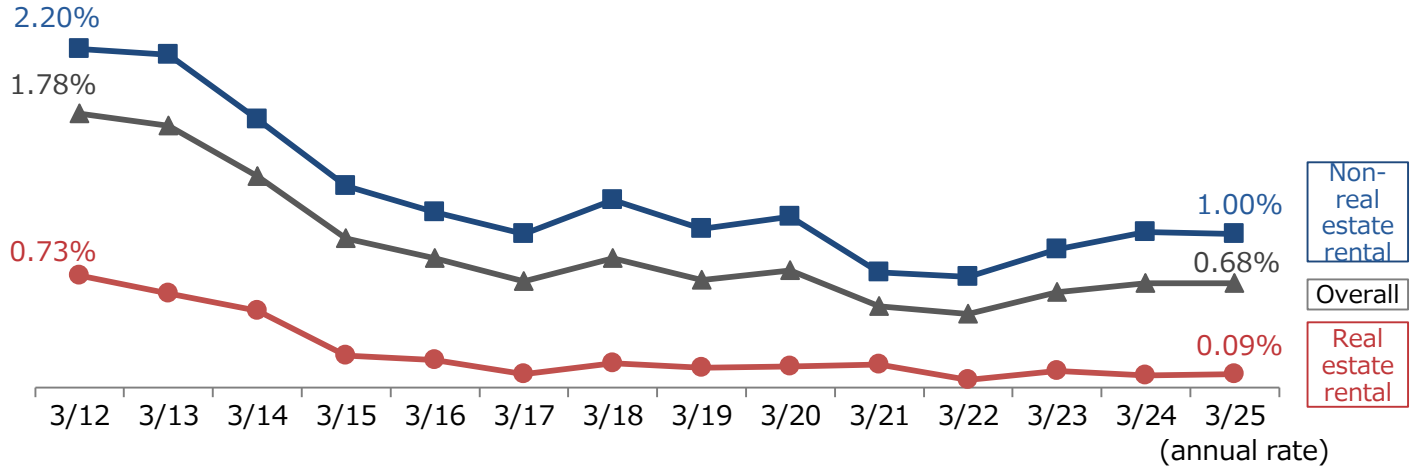
DSCR: Single property balance

(Cash flow before payment of principal and interest of the property ÷ Amount of principal and interest payment)

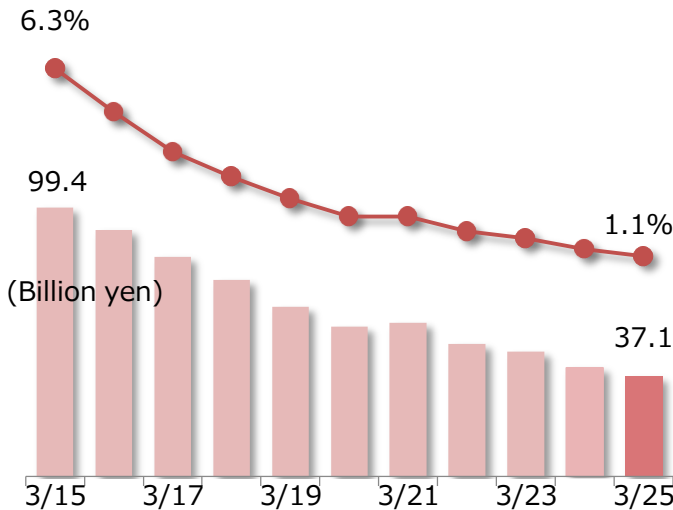
(If less than 100%, rental income cannot cover repayments and expenses.)

Default rate*

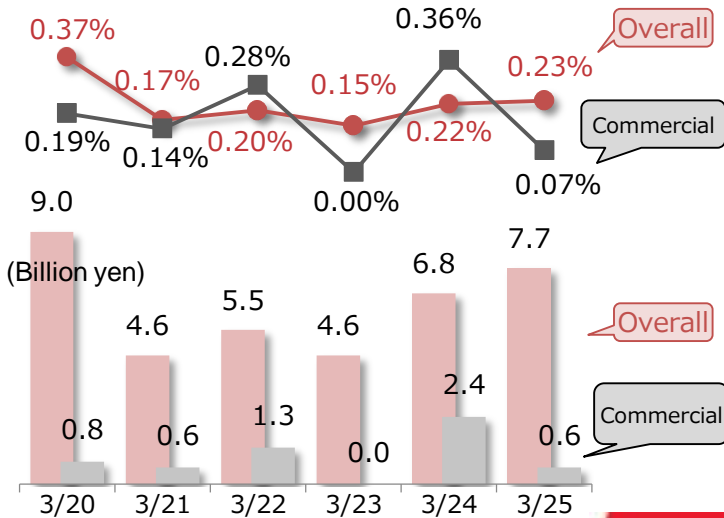
*Default: rank-down to "potential bankrupt" or below (case number basis)



Real estate rental business balance/ratio of modified loans



Real estate rental business Balance/ratio of overdue loans



Accelerating new initiatives in a wide range of group companies

Regional trading company: Chibagin Market

STEP1 regional products

“Trigger regional revitalization” within Chiba



Crowdfunding
Total of 313 projects
(As of the end of March 2025)

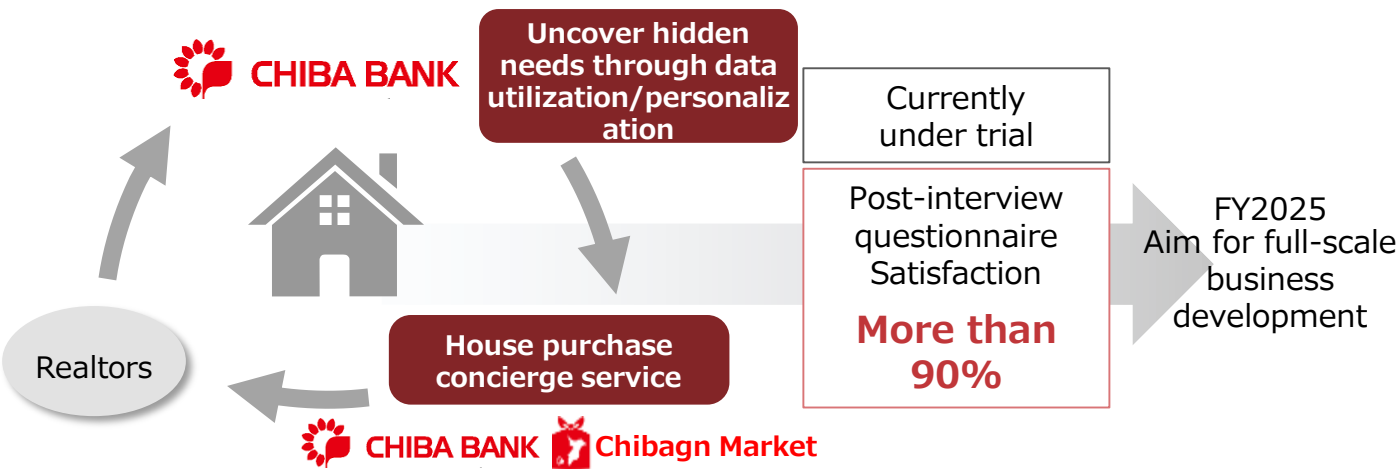
STEP2 life events

Establishment of new business model that stands **upstream of commercial distribution**

STEP 3 living

Support consumption activity of new lifestyles and “**Connect to life**”

Chiba Housing Concierge (STEP2)

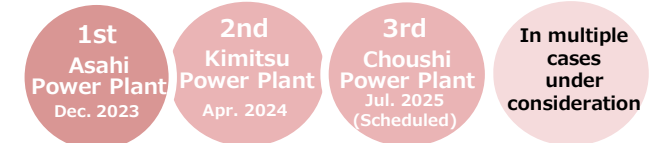


Energy business: Himawari Green Energy

- **Power generation management**
 - **Sale of energy**
 - **Others**
- [Environmental value referral]



Starting operation of the power plant

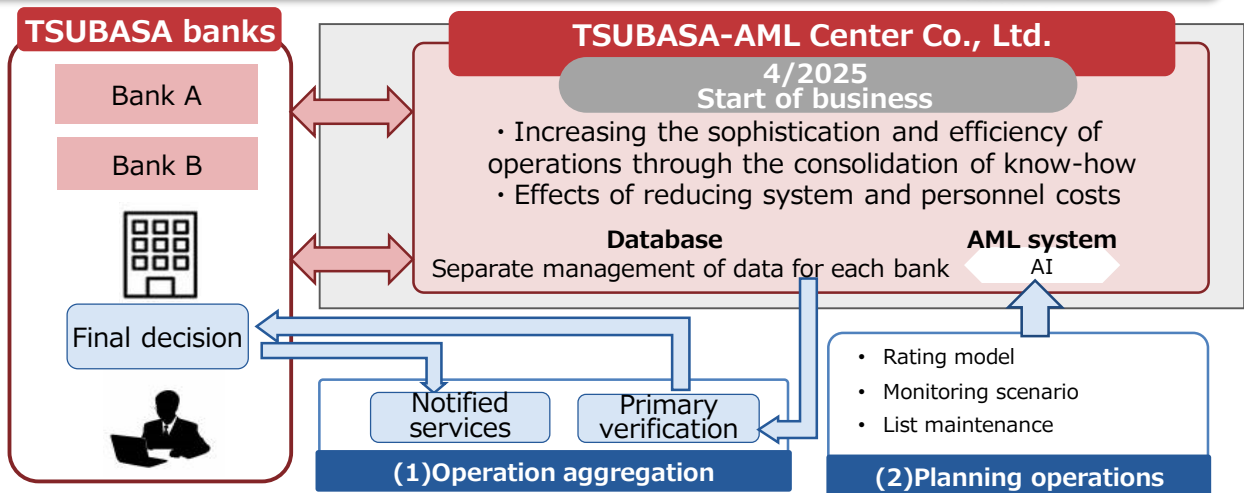


Annual electricity production About 1,150万kWh
Number of households About 3,200 households
Equivalent to about 35% of the Bank group's electricity consumption

Starting intermediation of Feed-in Tariff non-fossil certificate (Mar. 2024)

TSUBASA Joint Purchase and purchasing intermediary with Sony Bank (Mar. 2025)

TSUBASA-AML Center Co., Ltd.

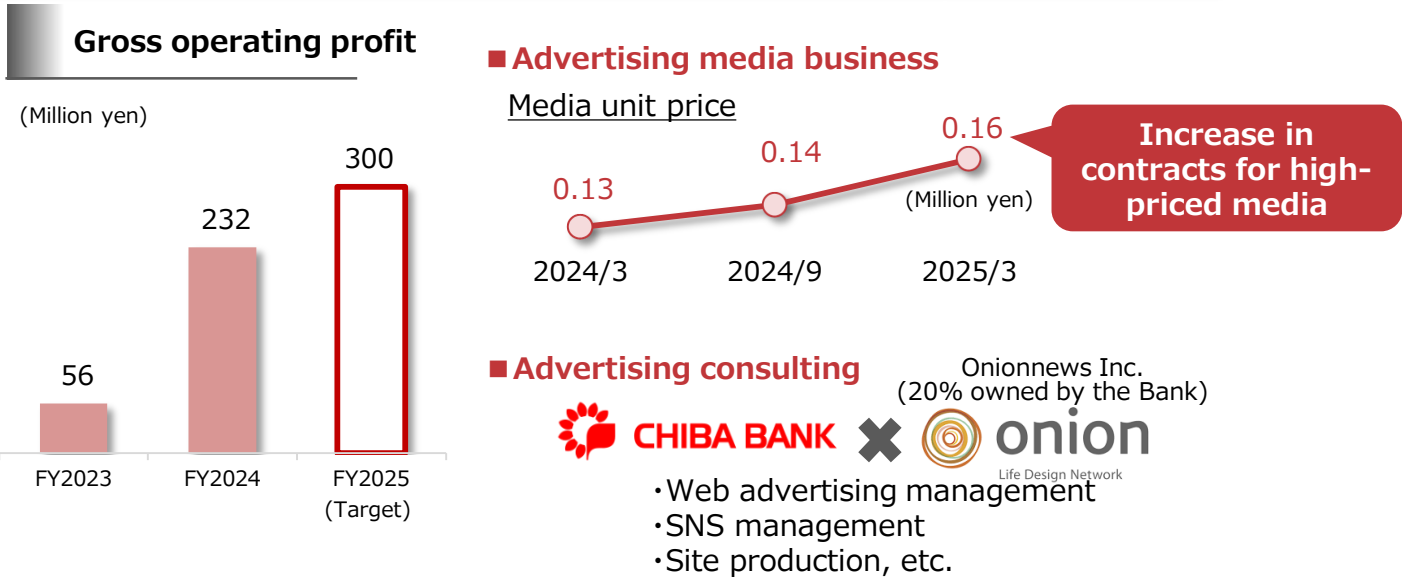


TSUBASA-AML Center Co., Ltd.
(Chiba, Daishi Hokuetsu, Chugoku, North Pacific and NRI participated)

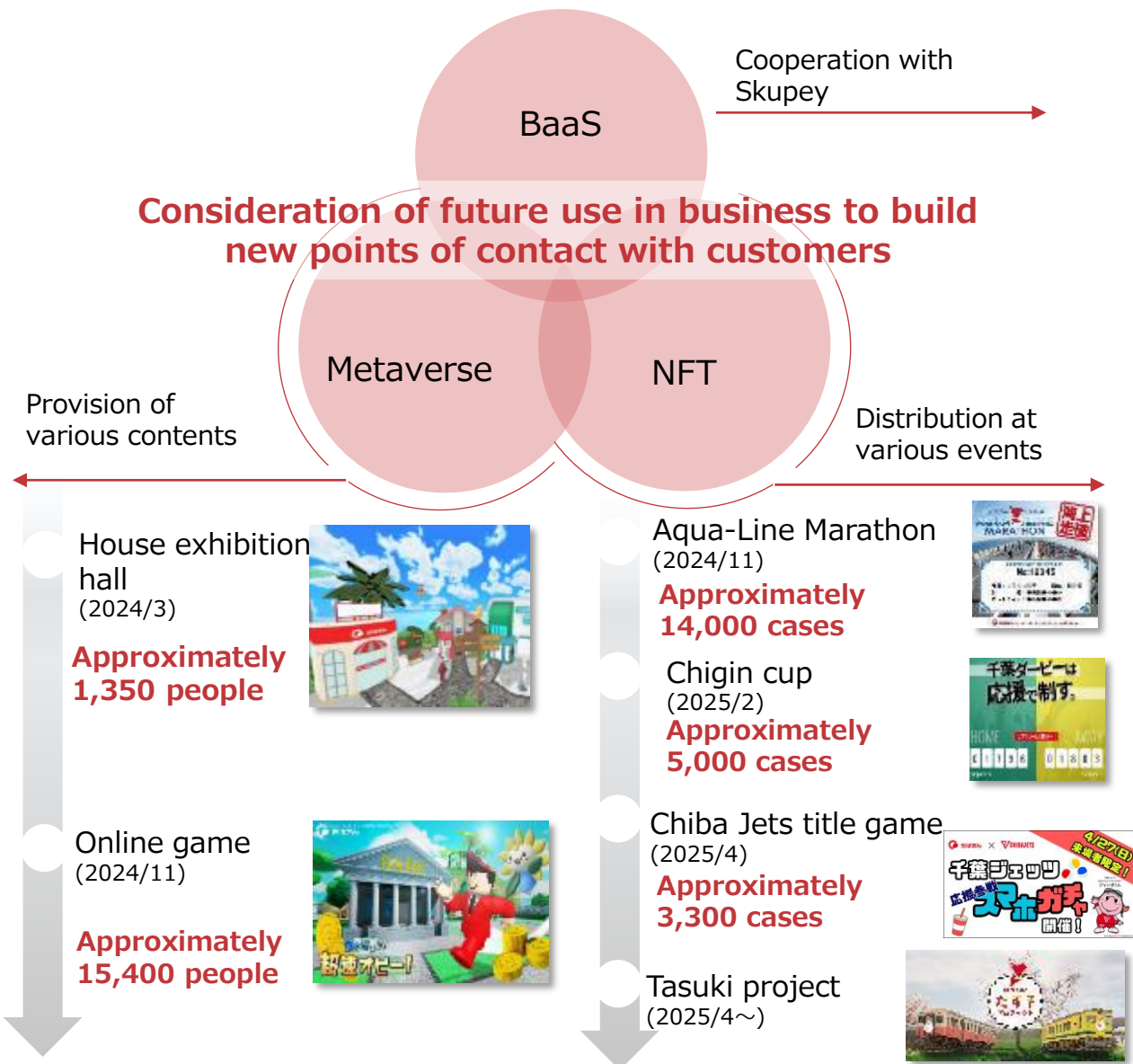
TSUBASA Alliance, Co., Ltd.
(TSUBASA alliance 10 banks participated)
AML Center

Continue to enter new business fields and utilize DX to enhance services and diversify earnings

Advertising business



Utilization of New Technology

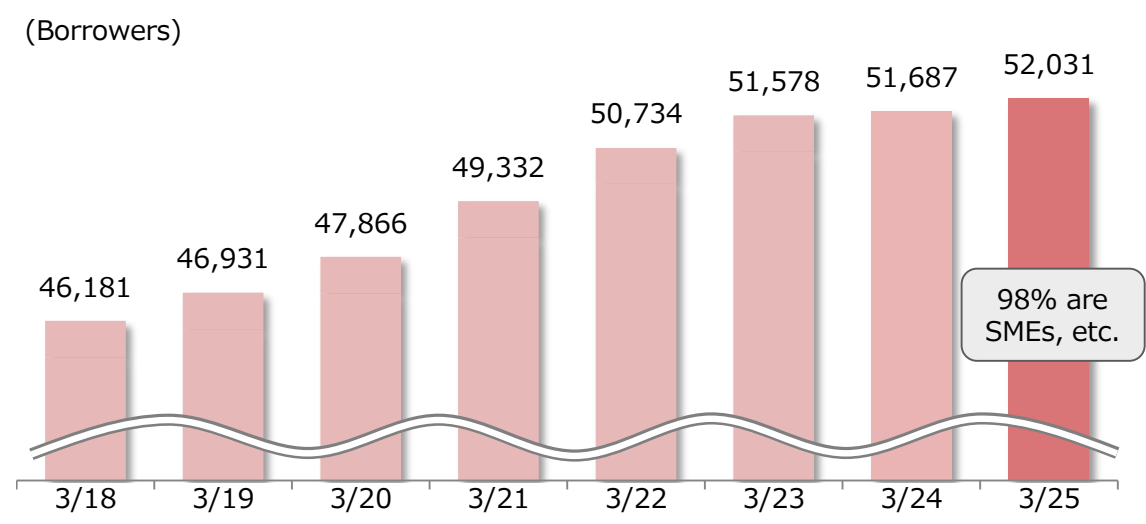


Google

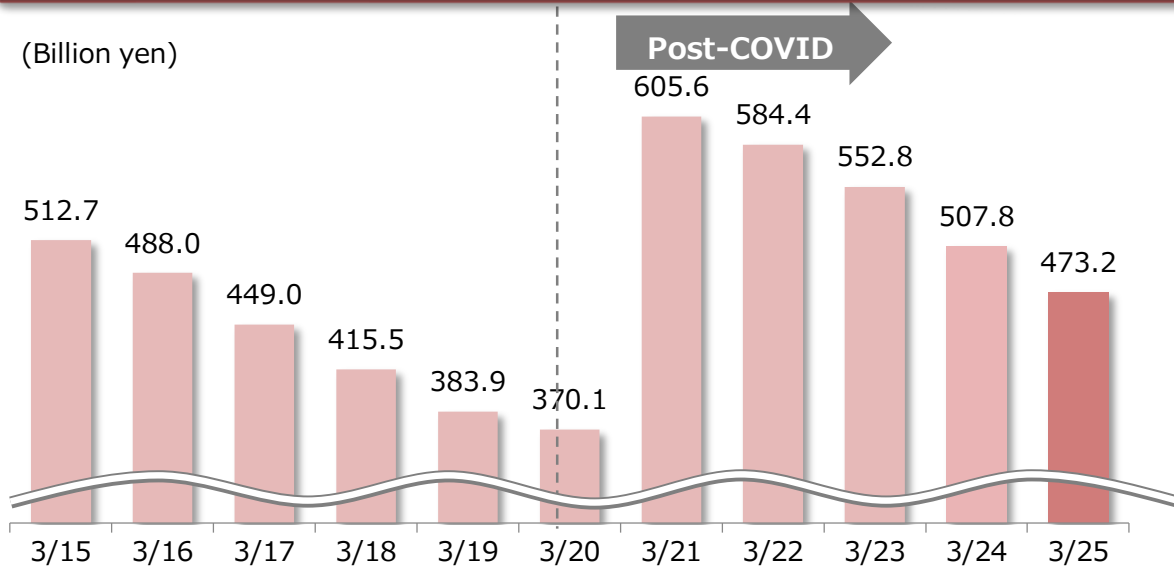


Strong demand for housing has led to a strong loan portfolio with a high collateral ratio, contributing to the soundness of our loan assets, one of our strengths

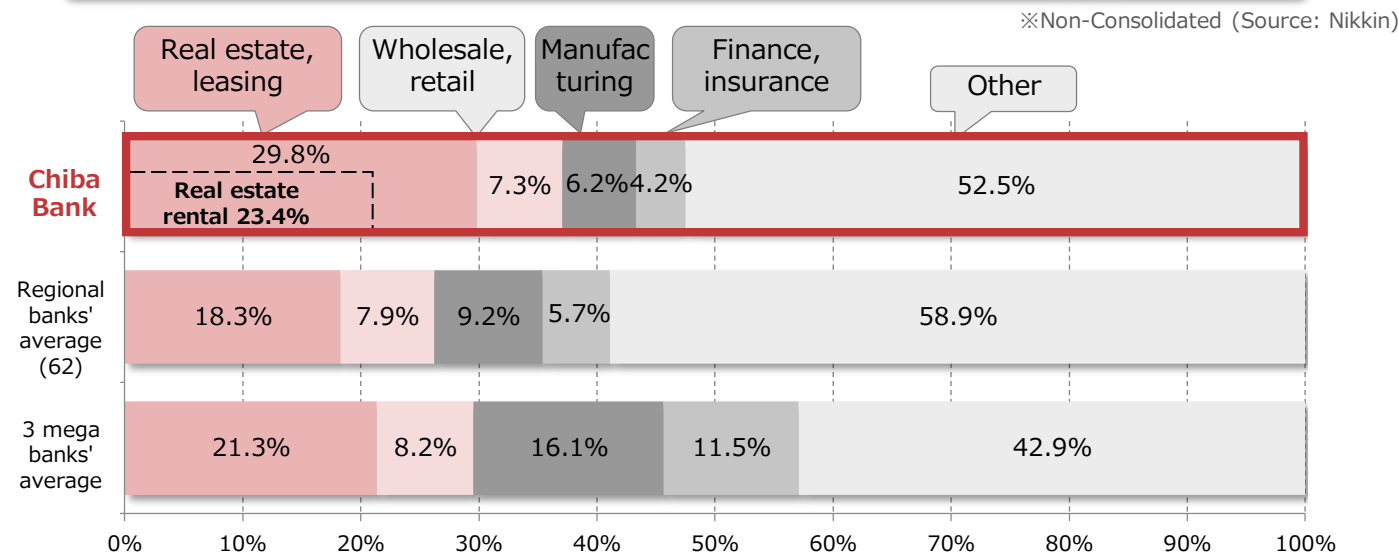
Number of corporate borrowers (domestic only, excl. public)



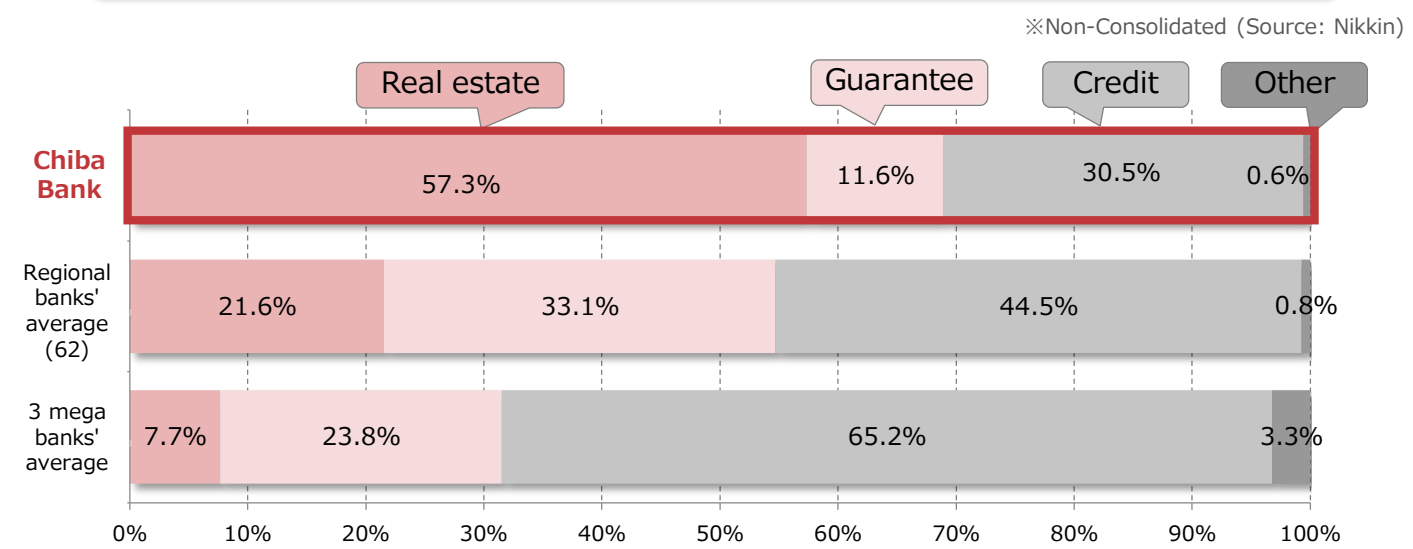
Guarantee association loan balance



Proportion of loans by industry (as of 9/2024)



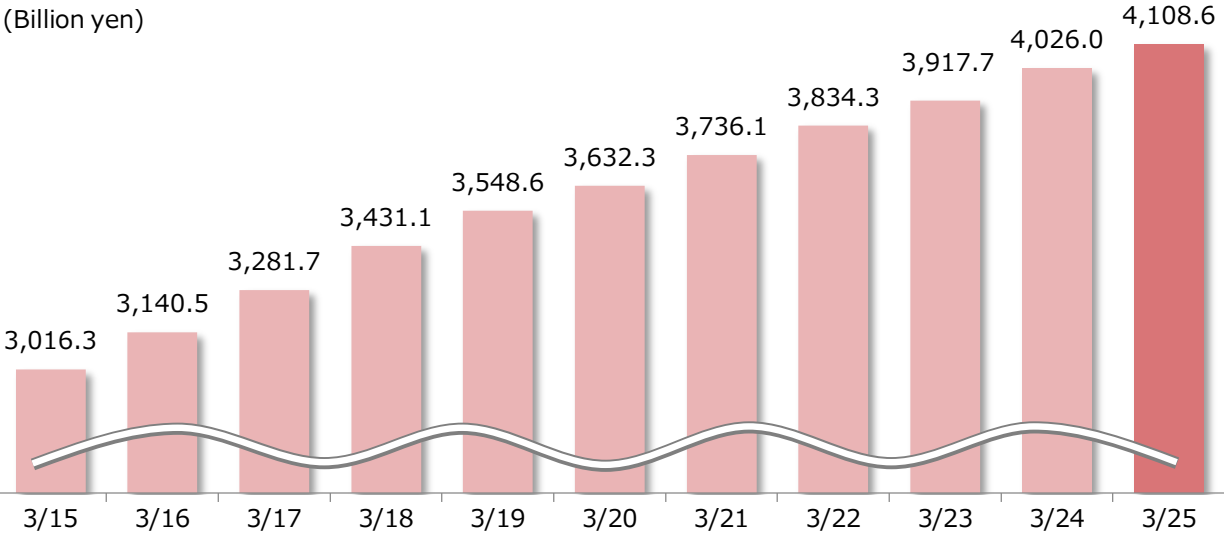
Proportion of loans by collateral (as of 9/2024)



Optimize proposals at each stage: Review ➡ Loan execution ➡ Repayment

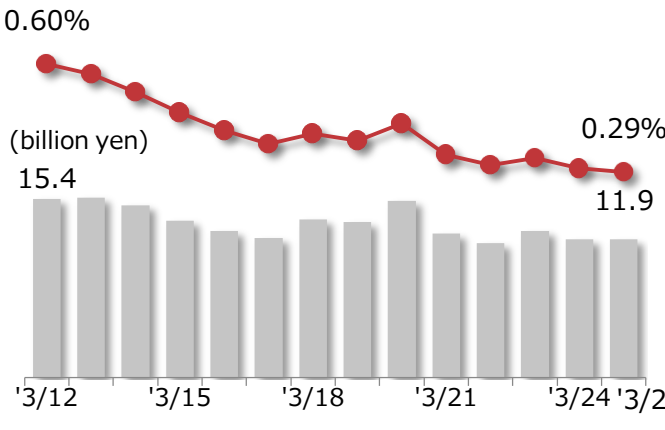
Residential loan balance

(Billion yen)

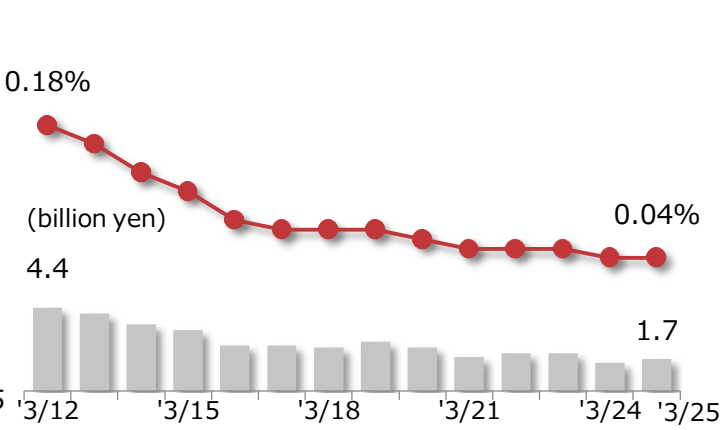


Residential loans delinquency/guarantor rate

Delinquent loan balance and delinquency rate

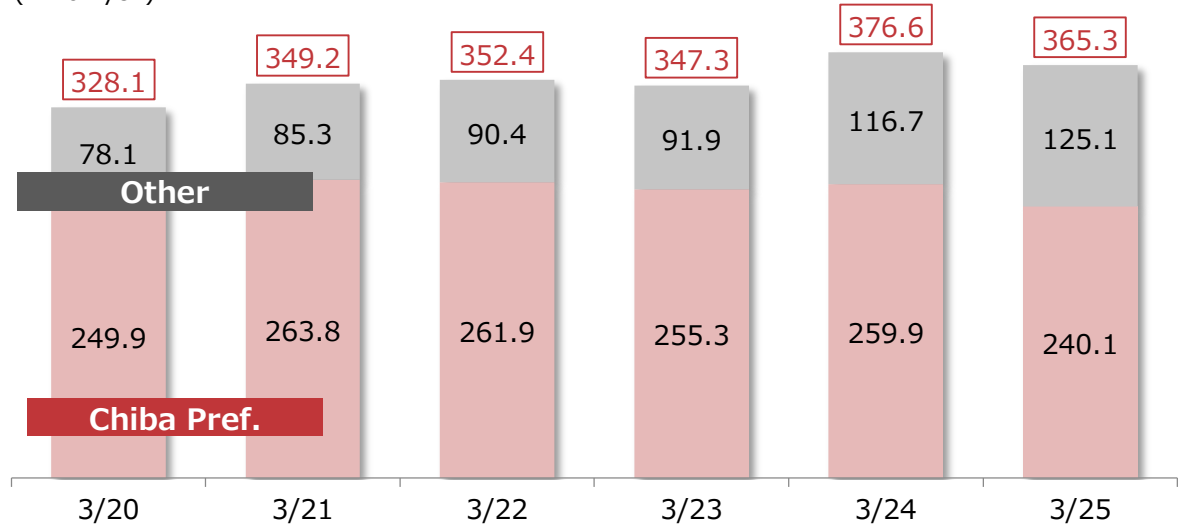


Substitute amount and the substitute rate



Residential loan execution total

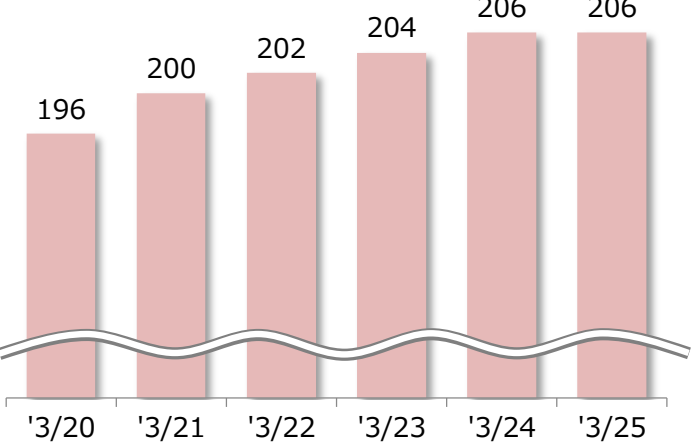
(Billion yen)



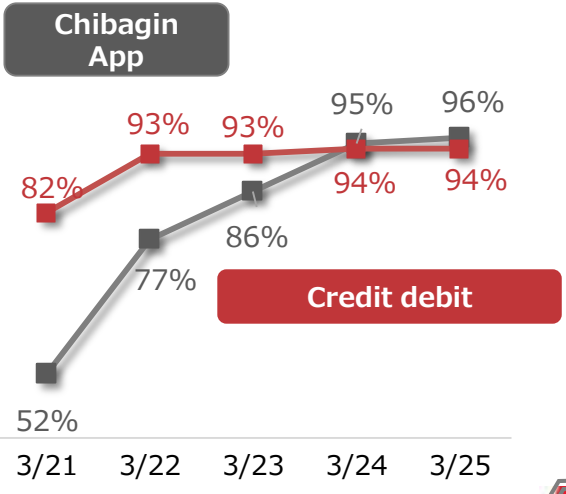
Expansion of cross-use of housing loans holder

Number of mortgage holders

(Thousand cases)

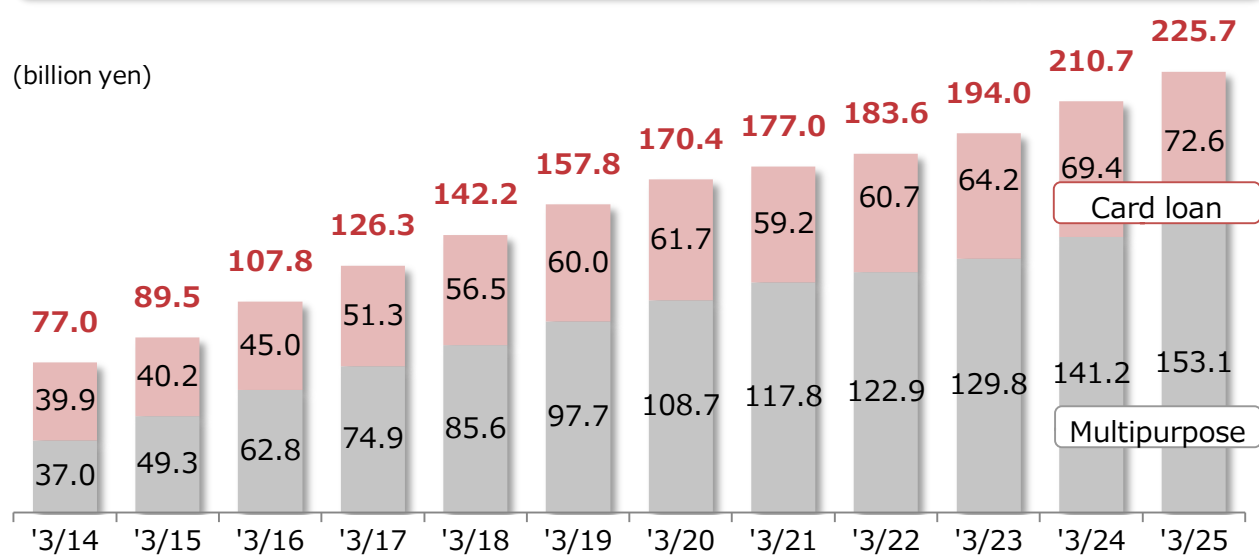


Proportion of incidental transactions

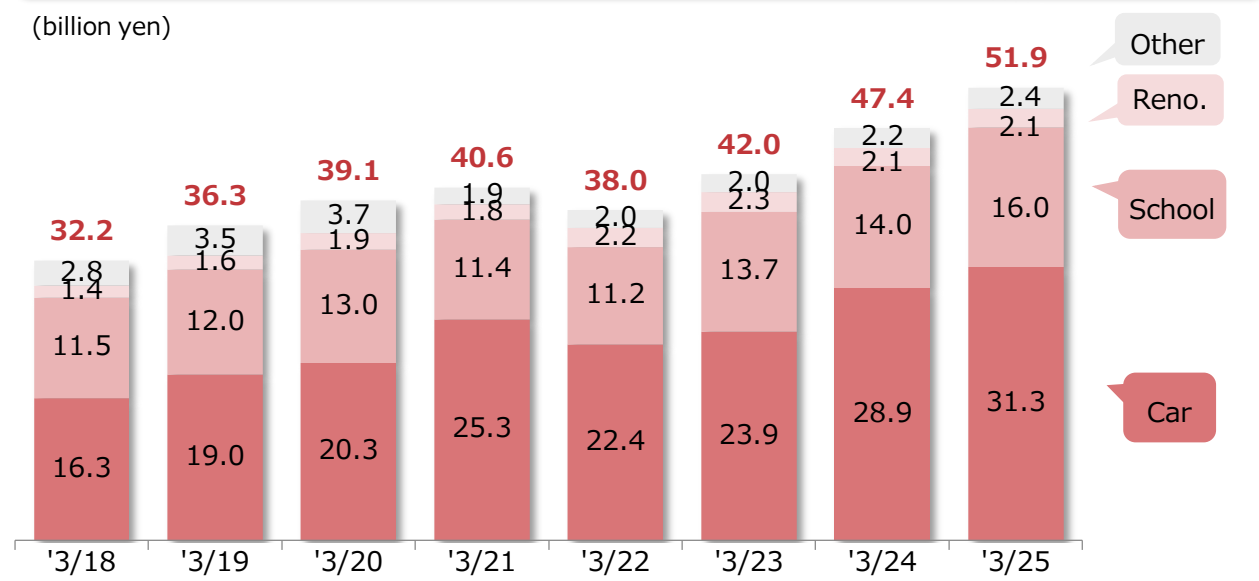


Steady growth in unsecured loan balances and promotion of non face-to-face transaction through Chibagin app

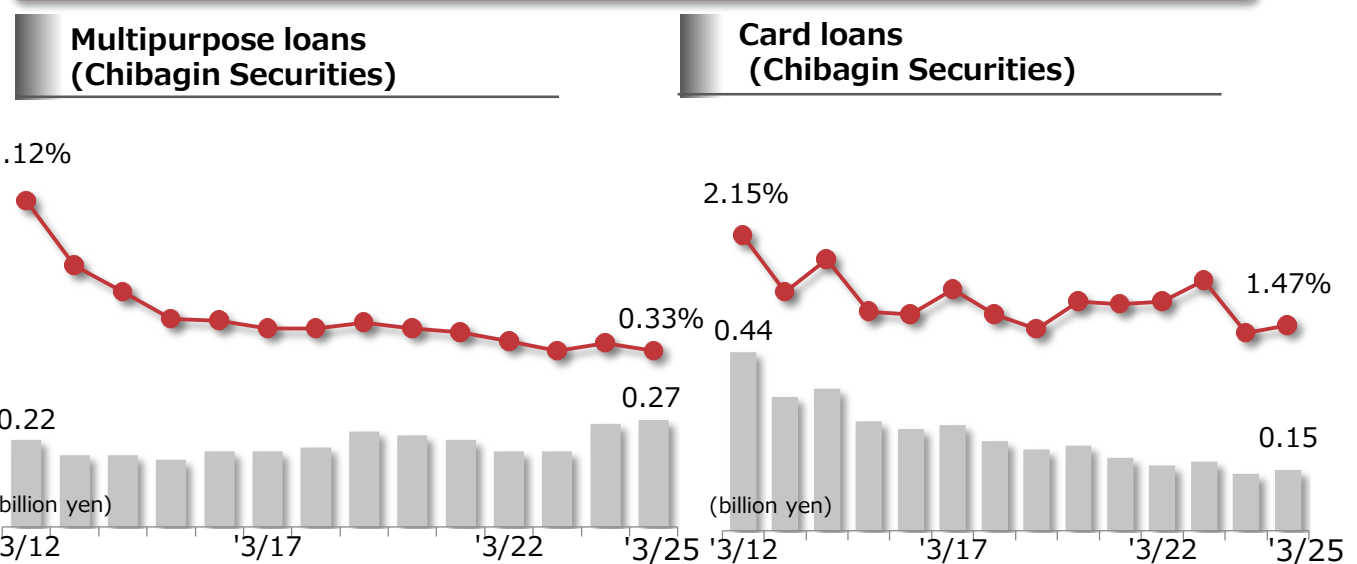
Unsecured loan balance



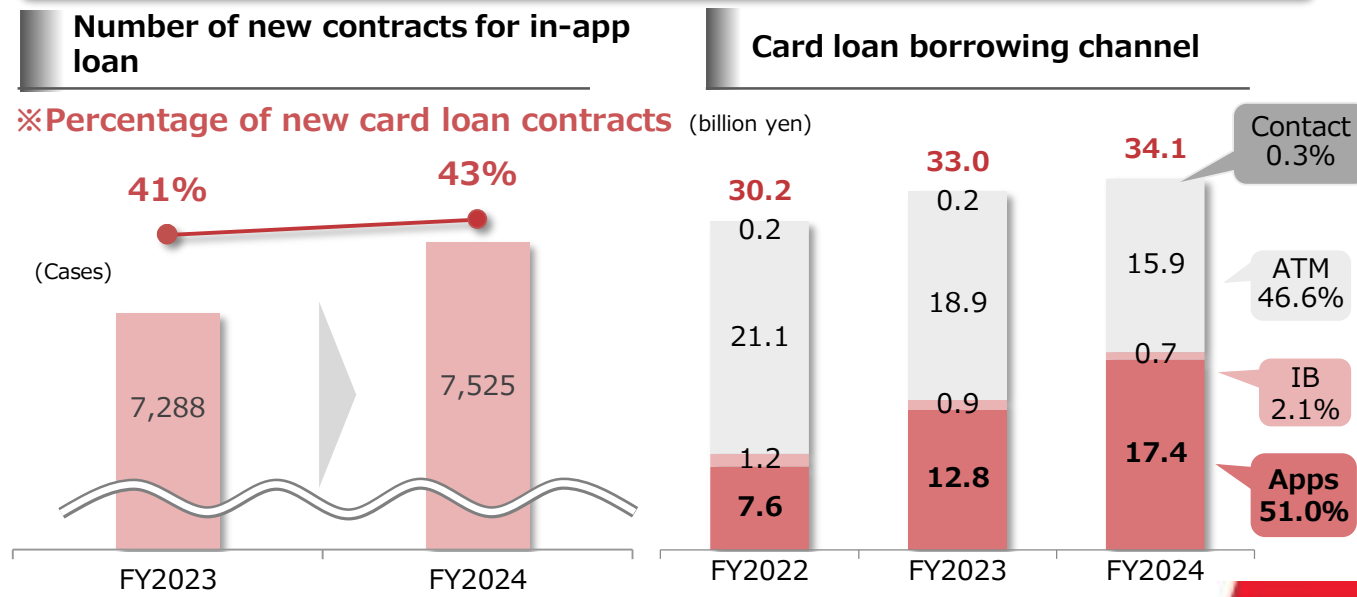
Multipurpose loan execution total



Overdue loan balance/delinquency rate



Promotion of non face-to-face transaction through apps





The first half of FY2024

- ★ Sponsorship of the Osaka World Exposition (all 10 banks)
- ★ 2nd TSUBASA Management School Held
- ★ 3rd TSUBASA Cross Mentoring Program
- ★ Interactive use of BOJ-NET in the event of disaster or disability (Daishi Hokuetsu Bank)
- ★ TSUBASA/JUUDANKAI Kicked-off joint research

- ★ Musashino Bank Hamamatsu-cho office into a branch office
- ★ Implement management-level personnel exchanges and short-term personnel exchanges at sales branches (ongoing measures)

- [CMA/CYP related business meeting event]
- ★ Business Meeting in Thailand
(Joint sponsored by Bank of Yokohama and Musashino Bank)

- ★ Formulation of the new five-year plan
- ★ Co-sponsorship of Chiba Bank / Bank of Yokohama Student Business Contest 2024

- ★ Installation of a large naked-eye stereoscopic display in the Innovation Lounge (April to July 2024)
- ★ Live event for housing loan customers
Joint sponsored "CHEMISTRY Special Hybrid Live 2024"
- ★ Preferential foreign currency exchange campaign at the Narita Airport Branch Office (3rd)

The second half of FY2024

- ★ Start of service at franchised stores (Daishi Hokuetsu Bank)
- ★ Introduction of app (Toho Bank)
- ★ Inheritance-related business alliance (Iyo Bank)
- ★ Joint purchase of non-fossil certificates through Himawari Green Energy
- ★ Asset Management Startup Seminar held

- ★ Musashino Bank introduced C-Checker, a CO2 emissions monitoring tool
- ★ Converted the Singapore Representative Office, a joint base, into a branch office.
- ★ Southeast Asia Expansion Seminar
(Supported by Musashino Bank)

- [CMA/CYP related business meeting event]
- ★ Vietnam Regional Bank Seminar
(Joint sponsored by Bank of Yokohama and Musashino Bank)

- ★ CYP Joint Training
(Female bank staffs, staffs in charge of liaison in Tokyo Metropolitan area and staffs in charge of liaison housing loan etc.)
- ★ Seminar on the prevention of dementia held
(Joint sponsored by Chiba Bank and Bank of Yokohama)

- ★ Invest in Sustainability Link Bonds issued by Sony Bank
- ★ TABLE FOR TWO Co-Donations (2nd)
- ★ Purchase of non-fossil certificates by Sony Bank through Himawari Green Energy

From the first half of FY2025

- ★ Introduction of TSUBASA general-purpose PL system (Toho Bank)
- ★ Start of operations of TSUBASA-AML Center
- ★ 3rd TSUBASA Management School (all 10 banks)

- ★ Conduct management-level personnel exchanges and short-term personnel exchanges at sales branches (ongoing)

- ★ Asset Management Seminar held
(Joint sponsored by Chiba Bank and the Bank of Yokohama)

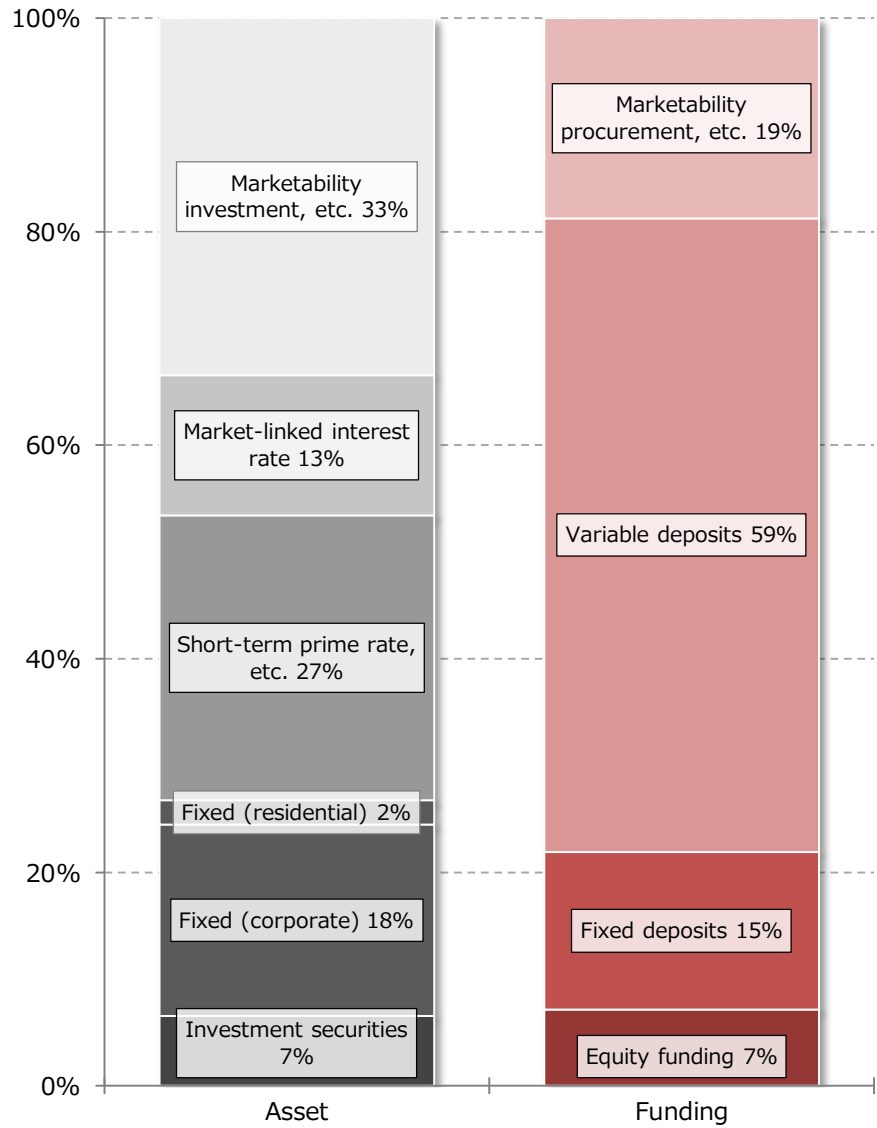
- ★ Implementation of preferential foreign currency exchange policies at Narita Airport branch offices (year-round preferential treatment)
- ★ Distributed TASUKI NFT (vehicle type 3D model NFT)



Continued to manage interest rate risk in a controlled manner. Loss-cutting of some low-yield bonds to improve net interest income

Investment and funding structure

Yen currency ¥21.0 tri. as of Mar. 2024



Interest rate sensitivity of unrealized gains/losses (10bp)

Yen bond interest rate sensitivity by term (GPS)... ①

	~ 1 year	Over 1 year~ 3 years	Over 3 years~ 5 years	Over 5 years~ 7 years	Over 7 years~ 10 years	Over 10 years	Total
3/31/2024	-0.1	-0.4	-1.3	-0.9	-0.7	-1.0	-4.7
3/31/2025	-0.2	-0.6	-1.6	-0.6	-0.5	-0.7	-4.5

(Billion yen)

10BPV Total (① + ②)

Total -4.4 billion yen

* Change in valuation gains/losses assuming each interest rate term increases by 10bp

Yen-denominated trust interest rate sensitivity... ②

Total **+0.1 billion yen**
(-0.1 billion yen change from Mar. 2024)

*By holding bond bear funds, valuation gains/losses will improve as interest rates increase

Changes in yen bond portfolio

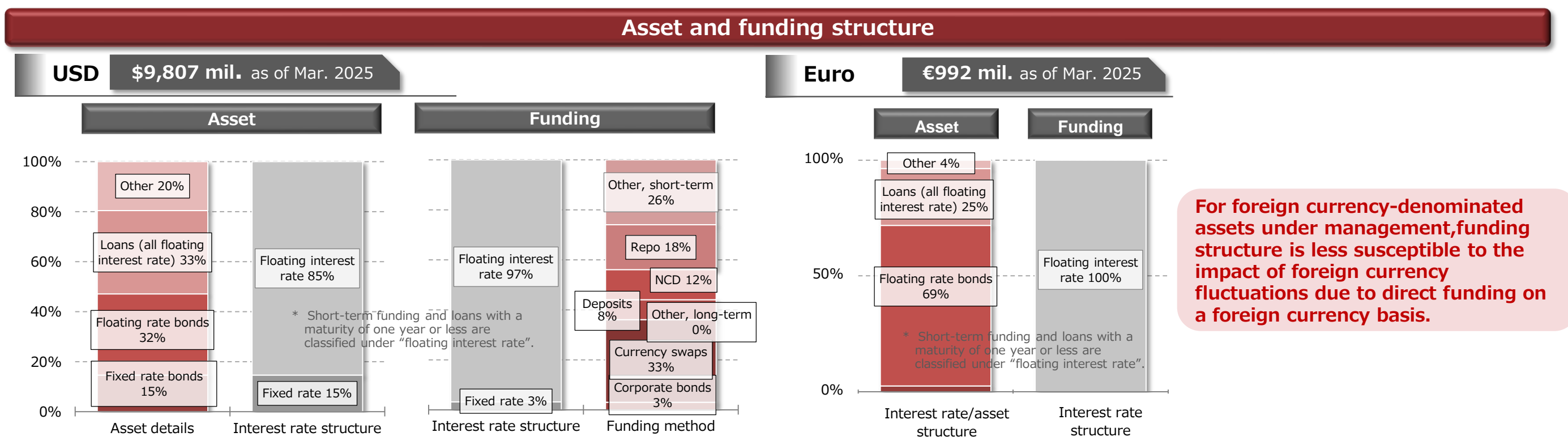
Yen bond	3/31/2024	3/31/2025
Balance (billion yen)	1,141.5	1,400.0
(Of which, Fixed Bonds)	920.6	1,020.0
Fixed Yield (%)	Around 0.25%	About 0.40%
Unrealized gains/losses (billion yen)	-27.5	-83.5
After hedged (billion yen)	-24.1	-58.9

Yen bond (fixed bond) Operations in the Second Half of FY2024

Fixed bonds	Purchase	Sale and redemption
Amount (billion yen)	132.4	-137.0
Yield (%)	0.87%	0.31%
Losses on sales (billion yen)		-4.3

- Operations in the second half
 - Secure yields by investing mainly in JGBs with asset swaps while controlling interest rate risk
 - Sell low-yield yen bonds and replace mainly two-year bonds with limited interest rate risk.
- Investment policy for the current fiscal year
 - Carefully increasing the balance, especially in JGBs, to improve net interest income
 - We will continue to carefully assess the timing of fixed-income investments

Overall interest margins on foreign bonds remain positive.



The economic environment in Chiba Prefecture is good.



Population

6.28 million
No.6 nationwide



Prefectural Income

19.1 trillion yen
No.6 nationwide



Gross prefectural products

20.8 trillion yen
No.7 nationwide

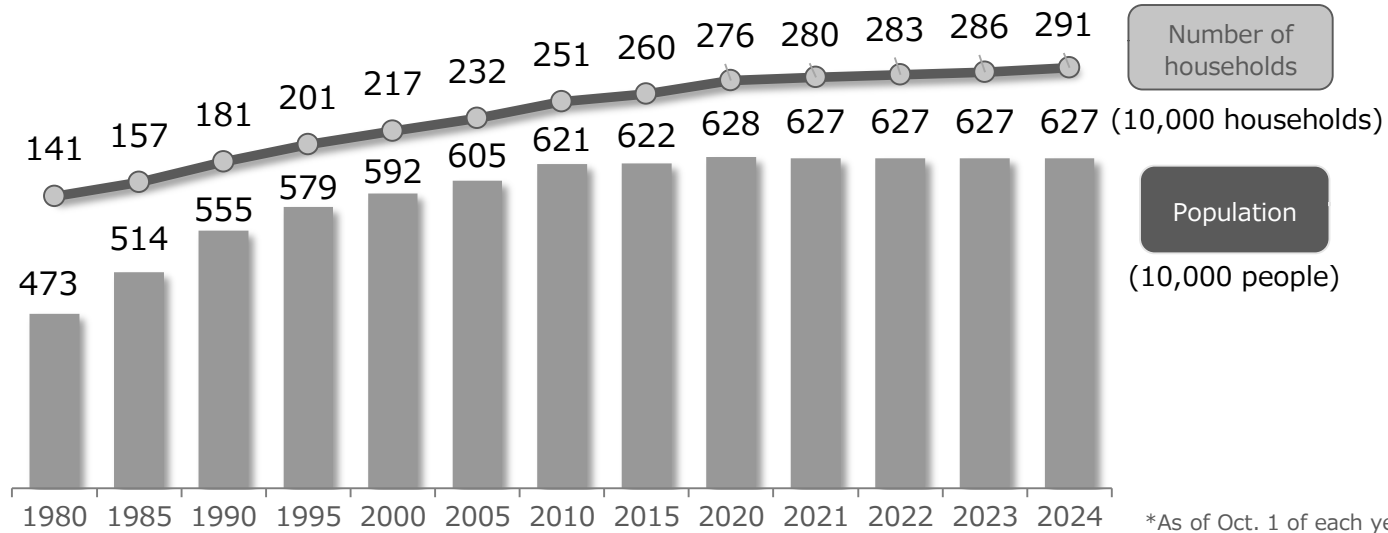
Primary industry No.7 nationwide 0.1 trillion yen

Secondary industry No.9 nationwide 5.1 trillion yen

Tertiary industry No.8 nationwide 15.2 trillion yen

Sources: Ministry of Internal Affairs and Communications Statistics Bureau, "Population Census" (FY2020); Cabinet Office, Economic and Social Research Institute, "Prefectural Accounts" (FY2021)

Population and number of households in Chiba Prefecture

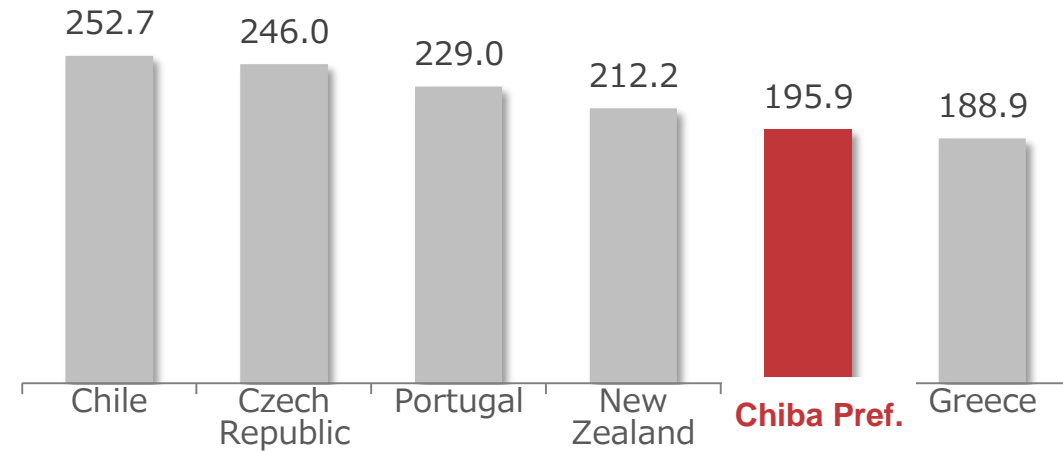


Sources: Statistics Bureau, Ministry of Internal Affairs and Communications, "National Census" (~2020)
Chiba Prefecture "Chiba Prefecture Monthly Permanent Resident Population Survey Monthly Report" (2021~)

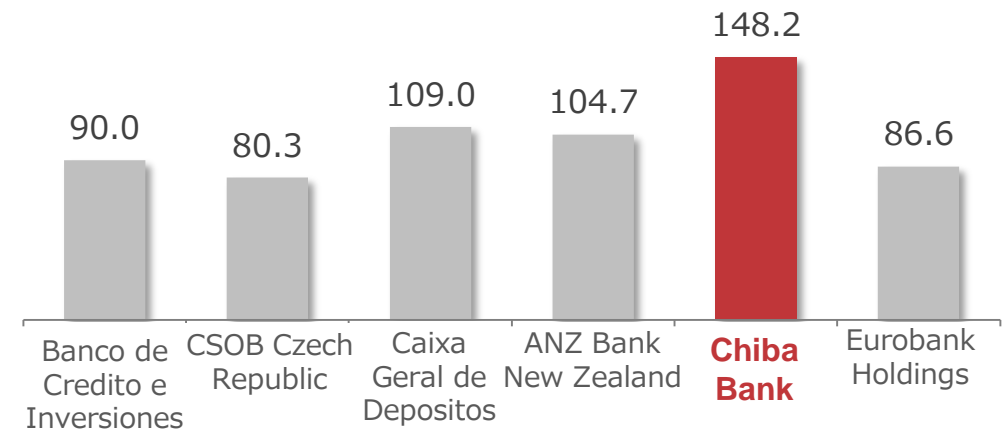
Size of the Chiba Prefecture economy (compared to major world countries) Total assets of Chiba Bank (compared to the largest bank)

GDP

(USD Bil.)



Total assets of largest bank in each country/region



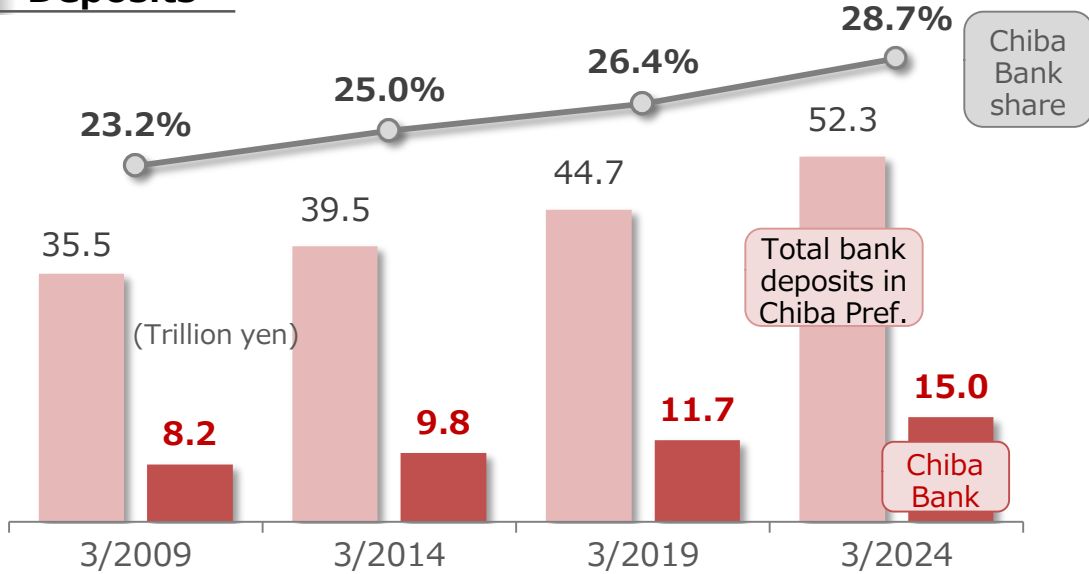
Sources: <GDP> Cabinet "Annual Accounts of the Japanese Economy for FY2021 (Flows) Point (released on December, 2022)" and OECD "Annual National Accounts Database (as of March 2023)".
< Total assets of the largest domestic banks > The Bankers (2023 edition), Calculated based on the exchange rate on the date of financial results from each company's disclosed data.

Establishing an overwhelming operating base in Chiba Prefecture

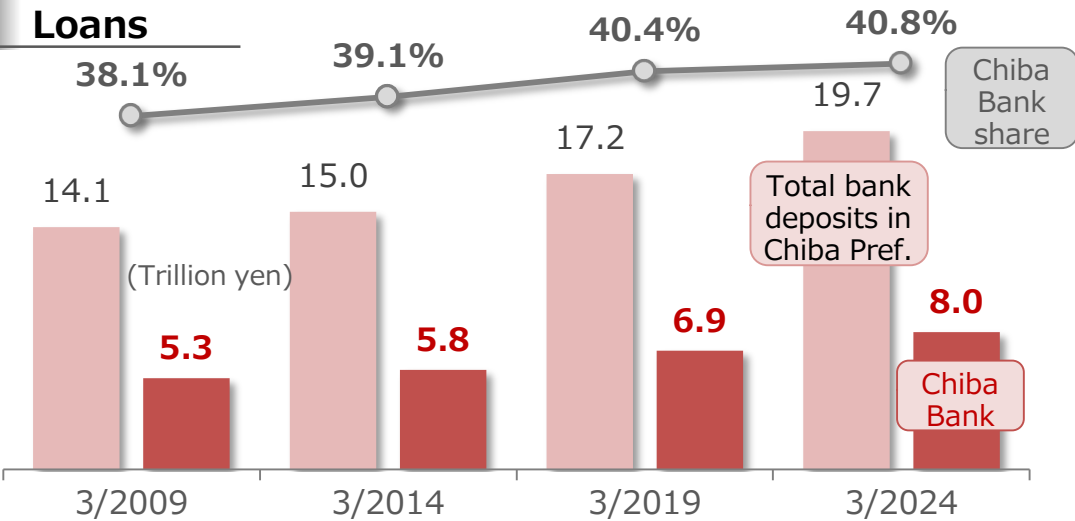
Loan and deposit balances in Chiba prefecture / share

Source: Finance Journal

Deposits

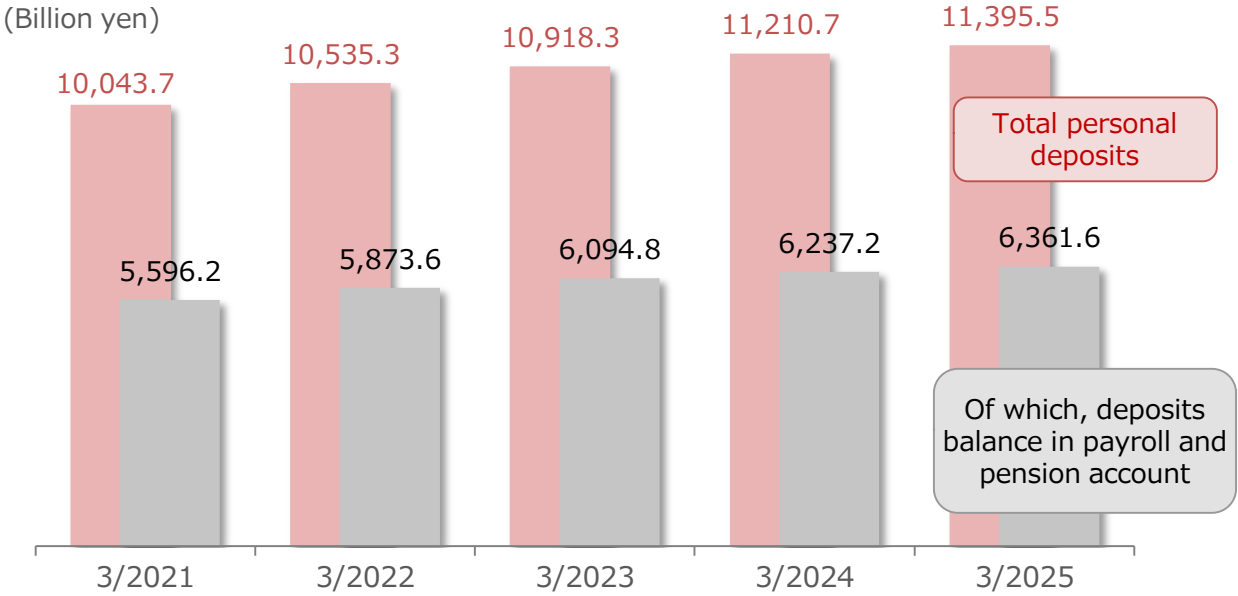


Loans



Trends in personal deposits balance

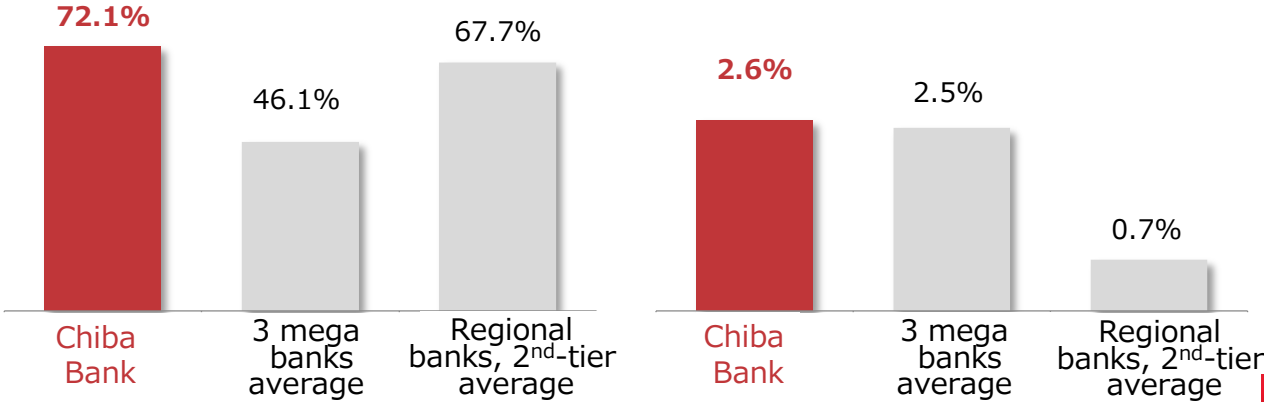
(Billion yen)



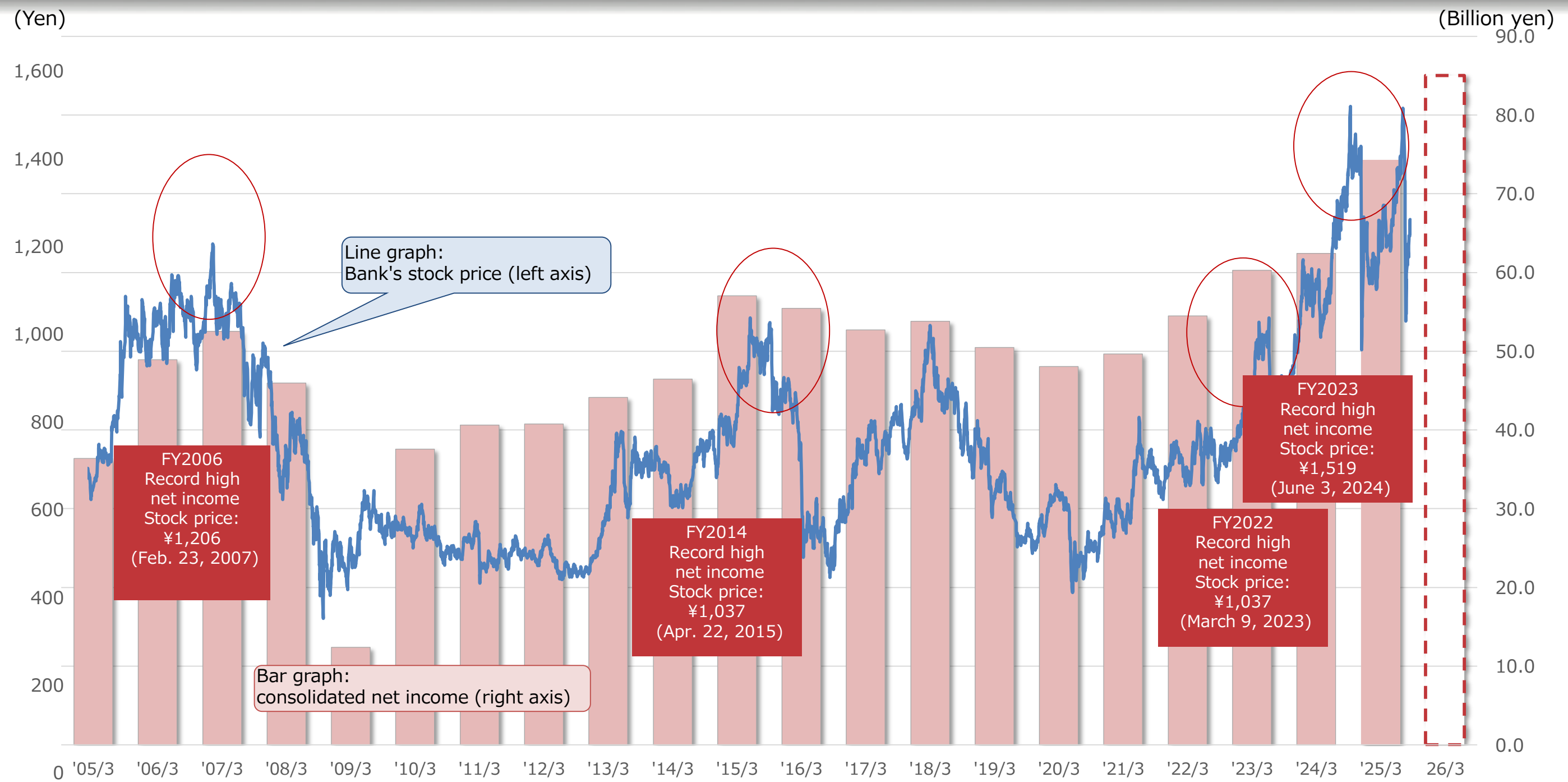
Personal deposits compared with other banks

Individual deposit ratio (3/2024)

Rate of increase (compared to 3/2023)



※Source: Simple average calculated from Nikkin Report (March 2024)



Inquiries related to this presentation should be addressed to:

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Investor Relations

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