

Financial Results for FY2018 ended March 2019

May 22, 2019

THE CHIBA BANK, LTD.

(Tokyo Stock Exchange First Section: 8331)

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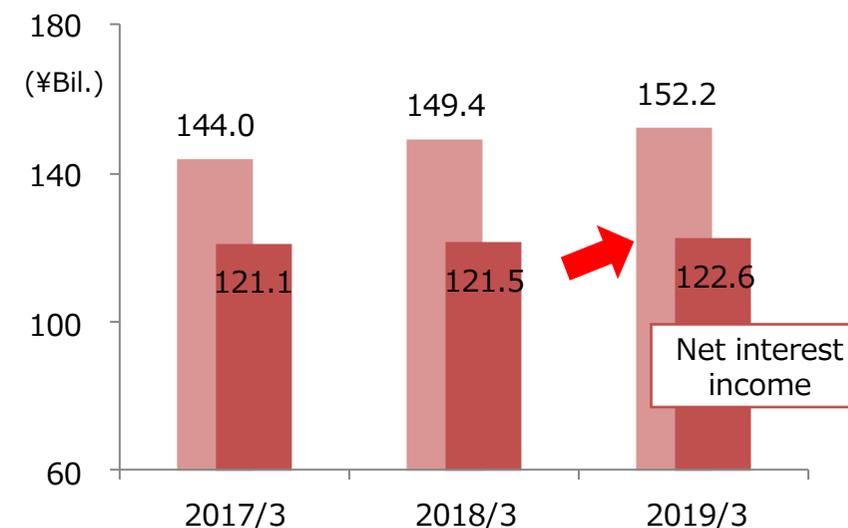
Summary of Financial Results

Summary of Financial Results

Non-consolidated				
(¥Bil.)	2018/3	2019/3	YoY	
Gross business profits	149.4	152.2	2.8	
Net interest income	121.5	122.6	1.0	p.4
Net fees and commissions income	23.7	22.4	-1.3	p.7
Trading income	2.0	1.1	-0.8	
Profit from other business transactions	2.1	6.0	3.8	
Gains (losses) related to bonds	-0.5	4.5	5.1	
Expenses (-)	82.8	81.1	-1.7	p.8
Real net business income	66.5	71.1	4.5	
Core net business income	67.1	66.5	-0.5	
Net transfer to general allowance for loan losses (-)	-	2.5	2.5	p.9
Net business income	66.5	68.5	2.0	
Non-recurring income and losses	4.0	-1.4	-5.5	
Disposal of non-performing loans (-)	0.8	8.7	7.9	p.9
Gains (losses) related to stocks, etc.	1.6	1.8	0.2	
Ordinary profit	70.6	67.0	-3.5	
Extraordinary income (loss)	-1.3	-0.2	1.1	
Profit	49.6	48.0	-1.6	
Net credit costs (-)	0.8	11.3	10.5	p.9

Consolidated			
(¥Bil.)	2018/3	2019/3	YoY
Ordinary profit	78.4	72.4	-6.0
Profit attributable to owners of parent	53.7	50.4	-3.3

Non-Consolidated Gross Business Profits



Key Results for FY2018 ended March 2019

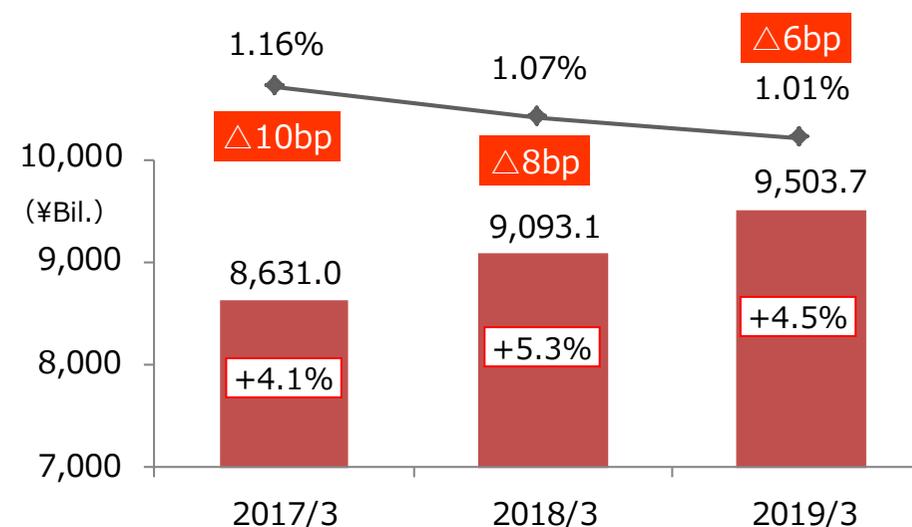
- ◆ Gross business profits increased by ¥2.8 Bil. YoY, with an increase in net interest income and an improvement in bond-related profit/loss
- ◆ Expenses were controlled below target level
- ◆ Net credit costs increased, setting preventive reserve for some customers, and conservative increase in allowance for loan losses as well

Net Interest Income

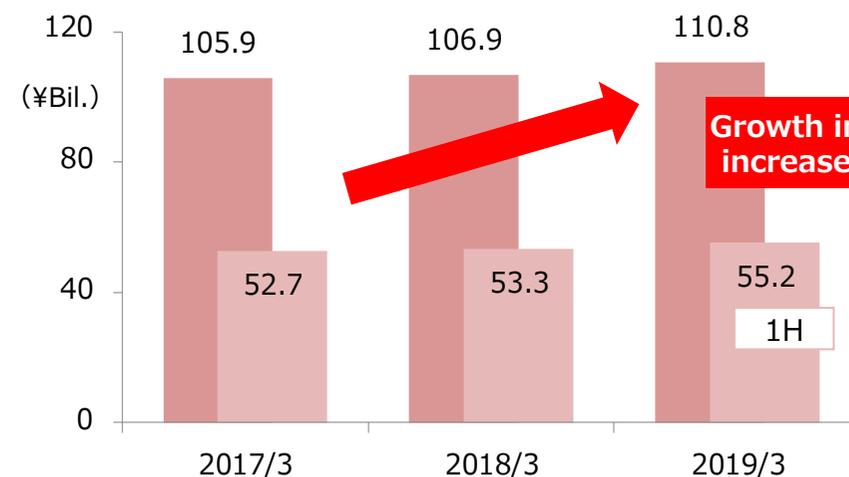
Steady increase in domestic loans, with marginal yield declining at a slower pace

(¥Bil.)	2018/3	2019/3	YoY
Net interest income	121.5	122.6	1.0
Loans and deposits	101.6	103.1	1.4
Loans	106.9	110.8	3.8
Domestic	98.0	96.7	-1.3
International	8.9	14.1	5.2
Deposits	5.3	7.7	2.4
Domestic	0.9	0.7	-0.1
International	4.3	7.0	2.6
Securities	28.7	31.7	2.9
Bonds	12.8	13.7	0.8
Domestic	3.9	3.3	-0.6
International	8.9	10.3	1.4
Stocks	8.0	9.0	1.0
Investment trusts (dividends)	4.5	5.0	0.5
Investment trusts (sold)	3.3	3.9	0.5
Market operations, procurement etc. (incl. NCD)	-8.9	-12.2	-3.3
Domestic	116.6	115.5	-1.0
International	4.8	7.0	2.1

Average balance and yield of domestic loans



Interest income

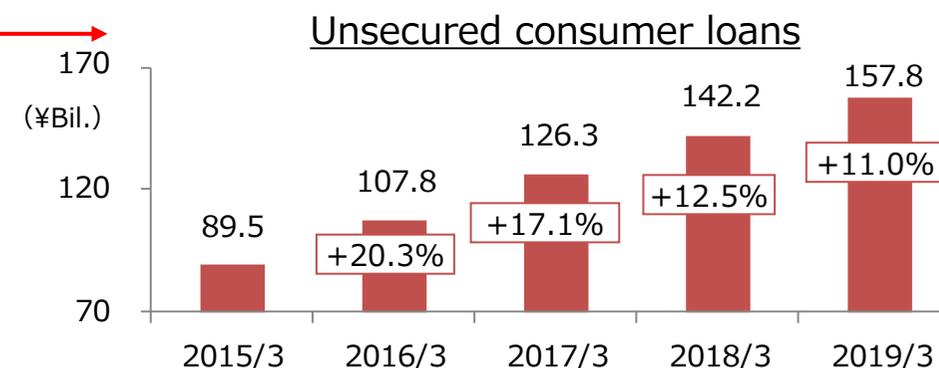
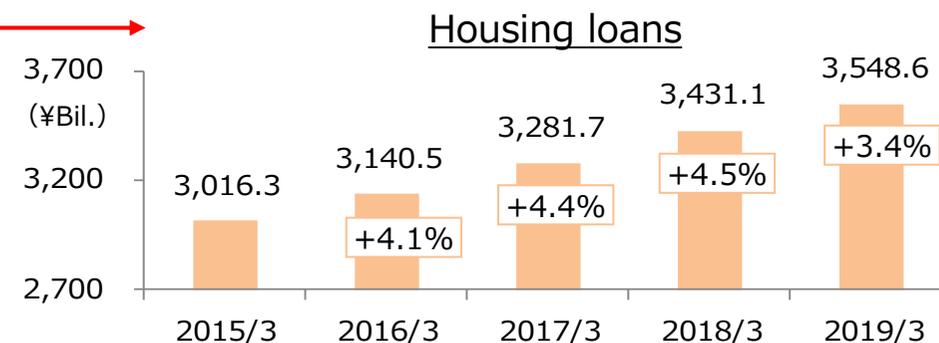
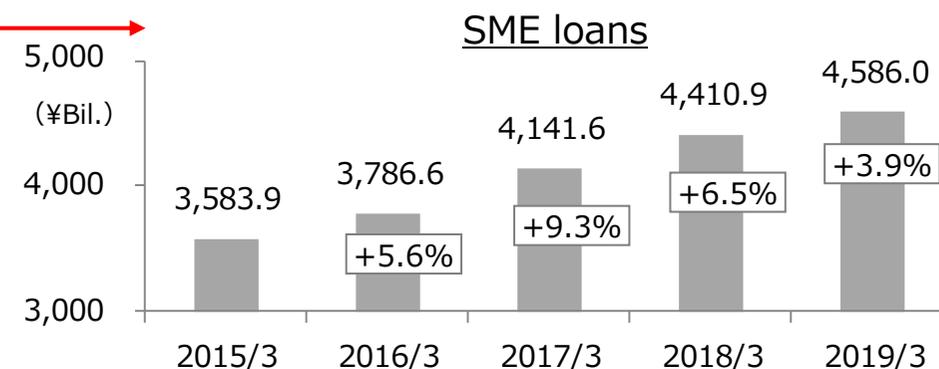


SME loans, housing loans and unsecured consumer loans growth remain strong

(¥Bil.)	2018/3	2019/3	YoY	Increase/Decrease (%)
Deposits	12,017.0	12,333.4	316.3	2.6%
Domestic deposits	11,604.1	11,962.8	358.7	3.0%
Personal deposits	8,660.6	8,914.8	254.2	2.9%

(¥Bil.)	2018/3	2019/3	YoY	Increase/Decrease (%)
Loans	9,816.0	10,136.8	320.8	3.2%
Domestic loans	9,606.1	9,903.9	297.8	3.1%
excl. Public sector	9,388.2	9,687.3	299.1	3.1%
Corporate loans	5,803.7	5,971.0	167.3	2.8%
Large Corporates	1,392.7	1,385.0	-7.7	-0.5%
SMEs	4,410.9	4,586.0	175.0	3.9%
Consumer loans	3,584.5	3,716.3	131.7	3.6%
Housing loans	3,431.1	3,548.6	117.5	3.4%
Unsecured consumer loans	142.2	157.8	15.6	11.0%
Public sector	217.8	216.5	-1.2	-0.5%

Domestic loans	9,606.1	9,903.9	297.8	3.1%
Branches in Chiba	6,797.6	6,963.0	165.3	2.4%
Branches outside Chiba	2,808.4	2,940.9	132.4	4.7%
Special branches*	1,461.2	1,482.8	21.5	1.4%
Retail branches	1,347.1	1,458.1	110.9	8.2%

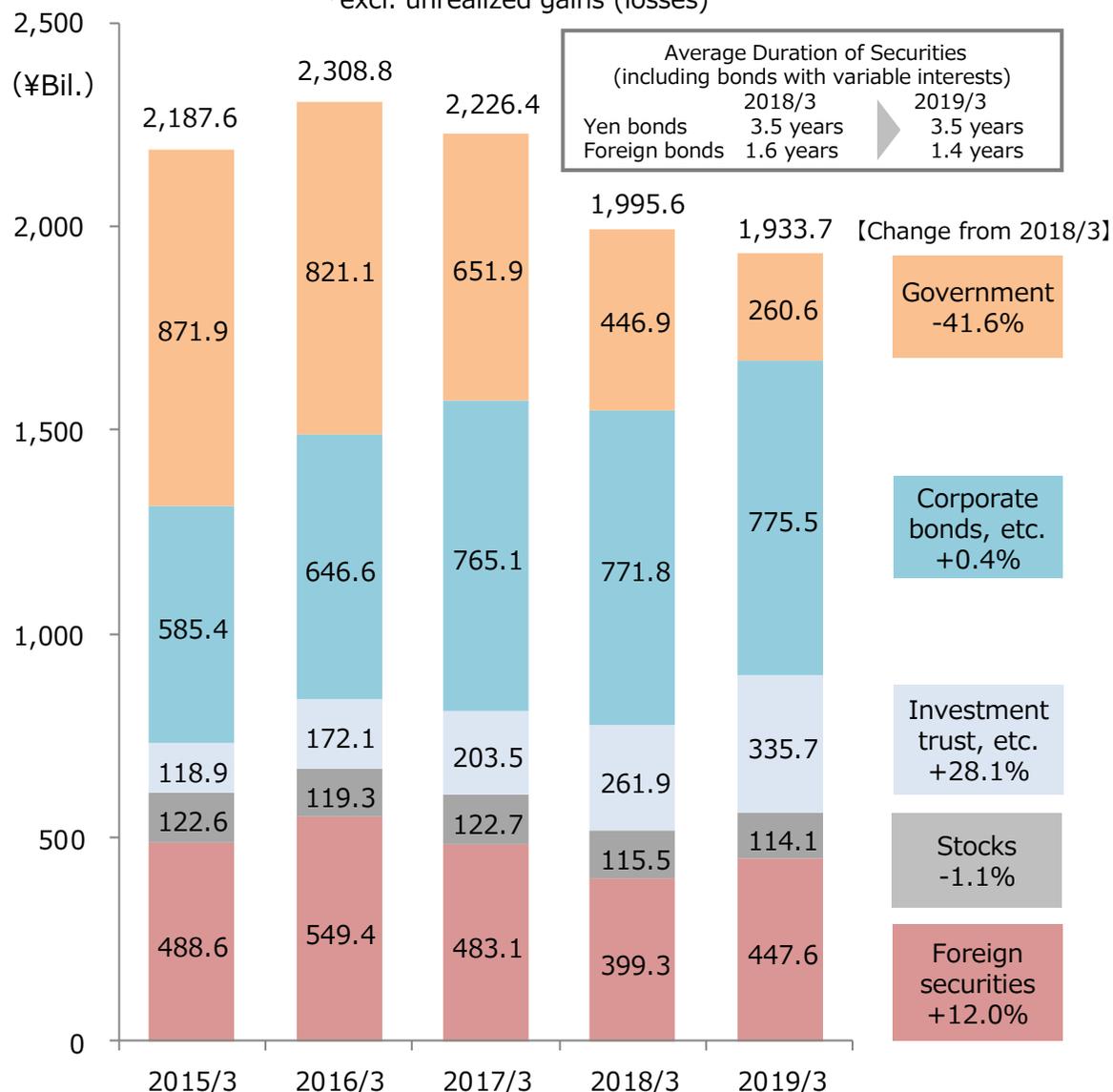


* Tokyo Head Office, Shinjuku Branch and Osaka Branch

Controlling interest rate risks while diversifying investments

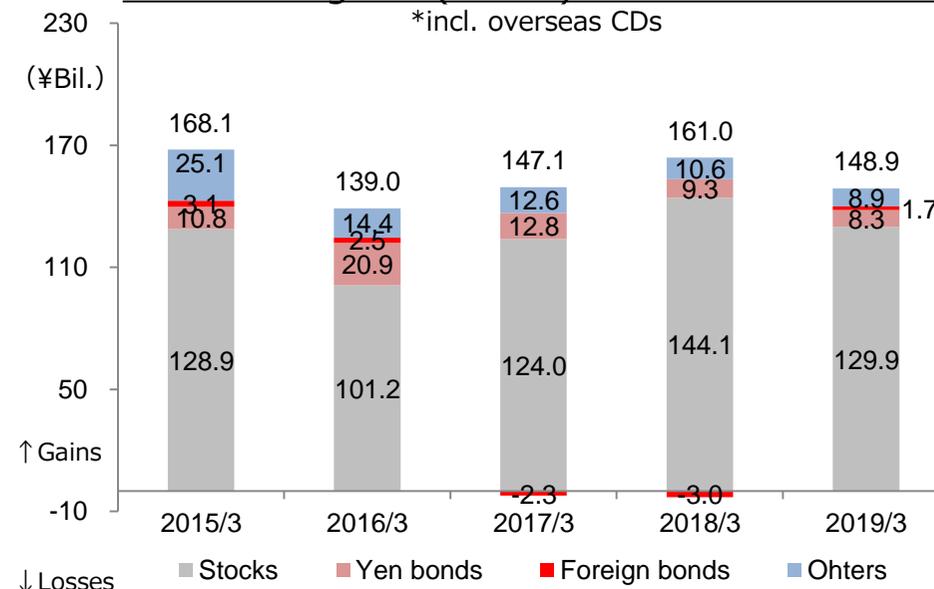
Balance of securities*

*excl. unrealized gains (losses)

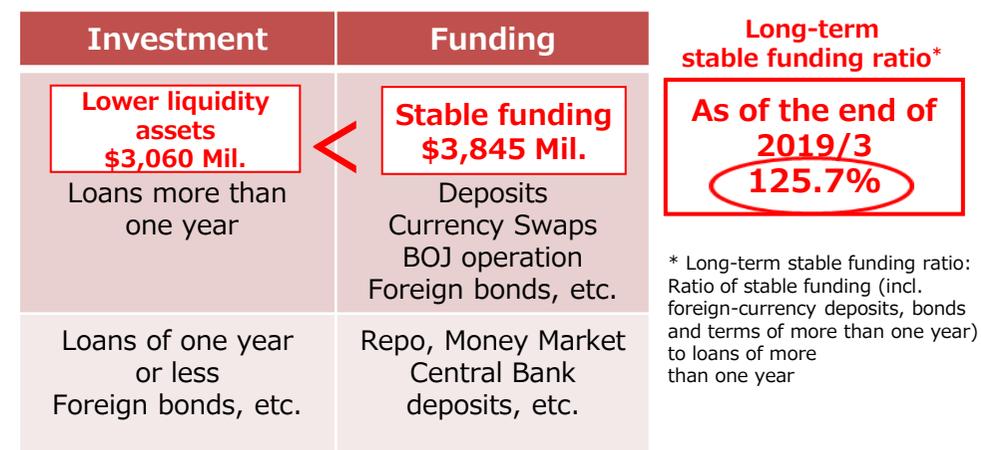


Unrealized gains (losses) on other securities*

*incl. overseas CDs



USD funding (as of the end of 2019/3)



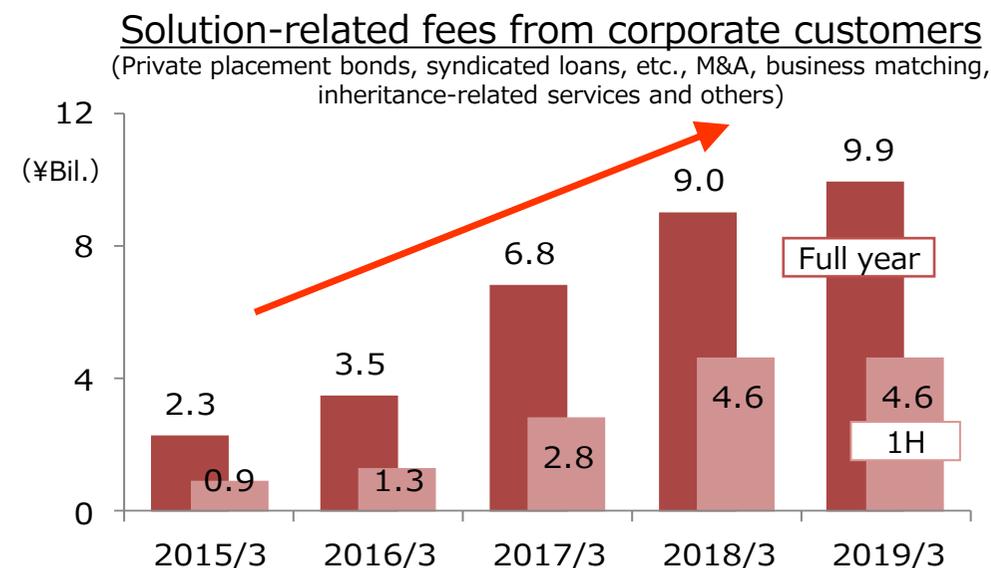
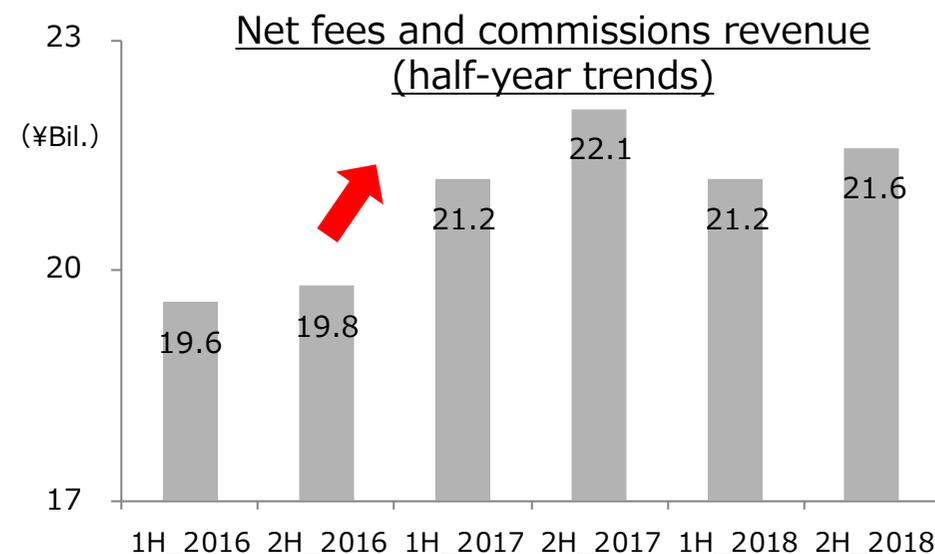
Net Fees and Commissions Income

Fees and commissions revenue remain high level, mainly solution-related fees from corporate customers

(¥Bil.)	2018/3	2019/3	YoY
Net fees and commissions income	23.7	22.4	-1.3
Fees and commissions revenue	43.4	42.8	-0.6
Fees and commissions payments (-)	19.7	20.4	0.6
<Main breakdown>			
Investment trusts and personal annuities	11.4	9.3	-2.1
Investment trusts	5.1	3.0	-2.1
Annuities and whole life insurance	2.0	2.0	-0.0
Level paying life insurance	3.3	3.5	0.1
Financial instrument intermediary	0.7	0.6	-0.1
Solution-related fees from corporate customers	9.0	9.9	0.8
Private placement bonds	0.6	0.6	-0.0
Syndicated loans	6.0	7.0	1.0
Business Matching	1.3	1.1	-0.1
Inheritance	0.6	0.8	0.2
Payment and settlement transactions	12.2	12.2	0.0
Fee improvement items	1.1	1.6	0.4
Guarantee charges and group insurance costs(-)	12.7	13.5	0.7

(Reference) Other non-recurring income and loss

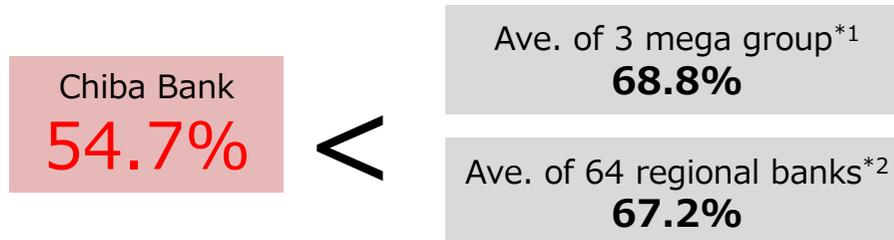
Dividends from group credit life insurance	3.0	2.1	-0.9
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Further improvement in operating efficiencies and controlling expenses

(¥Bil.)	2018/3	2019/3	YoY	2020/3 (Projection)	YoY
Expenses (-)	82.8	81.1	-1.7	82.0	0.8
Personnel expenses (-)	42.4	41.4	-1.0	40.9	-0.4
Non-personnel expenses (-)	34.5	34.1	-0.3	34.9	0.7
Taxes (-)	5.9	5.6	-0.2	6.1	0.5
OHR	55.26%	54.78%	-0.47%		

OHR level comparison



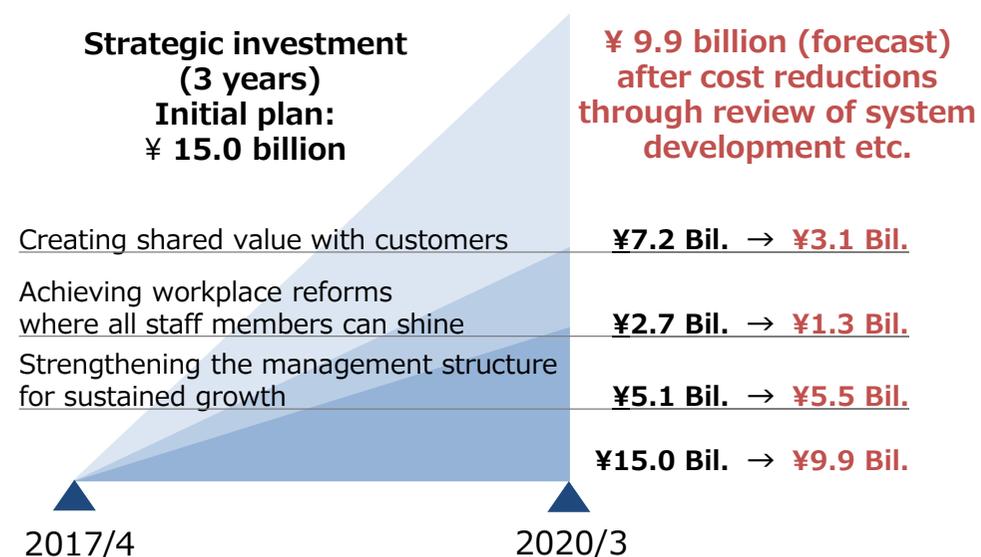
*1 Expenses ÷ (Consolidated gross business profits - Gains/losses related to bonds)
[2019/3]: Calculation based on disclosed information

*2 Expenses ÷ (Non-consolidated gross business profits - Gains/losses related to bonds)
[2018/9]: Disclosed by Regional Banks Association of Japan

Main factors behind increase/decrease in expenses

(¥Bil.)	2019/3 (Actual)	2020/3 (Projection)
Personnel expenses (-)	Overtime reductions etc. -0.2	Overtime reductions etc. -0.2
	-1.0 Retirement benefit trust -0.2	-0.4 Retirement benefit trust -0.2
	Personnel reduction -0.3	
Non-personnel expenses (-)	Operational reform and digitalization +0.2	Operational reform and digitalization +0.6
	-0.3 Systems-related expenses etc. -0.3	+0.7
	Insurance premiums on deposits -0.1	
	Taxes (-)	
Taxes (-)	-0.2 Consumption tax -0.1	+0.5 Consumption tax +0.7
	Stamp duty -0.1	

Strategic investment plan

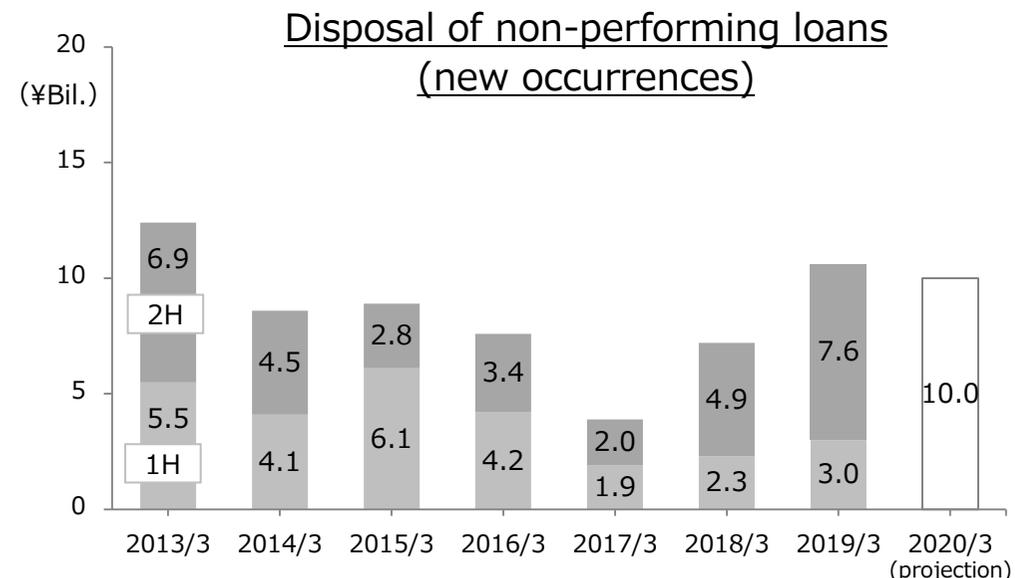
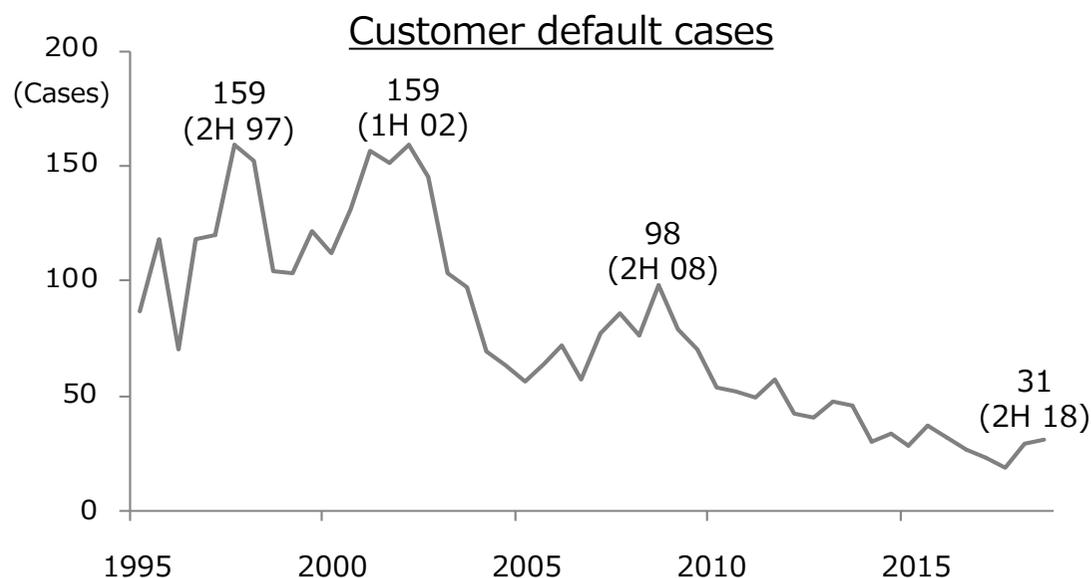


Maintain a sound loan portfolio through strict credit controls

(¥Bil.)	2018/3	2019/3	YoY	2020/3 (Projection)	YoY
Net credit costs (-)	0.8	11.3	10.5	7.8	-3.5
Net transfer to general allowance for loan losses (-)	-3.0	2.5	5.6	0.5	-2.0
Disposal of non-performing loans (-)	3.9	8.7	4.8	7.3	-1.4
Write-offs / Net transfer to specific allowance, etc. (-)	5.5	10.2	4.6	8.9	-1.2
New downgrades (-)	7.3	10.6	3.3	10.0	-0.6
Decreases in collateral value, etc. (-)	0.2	0.4	0.2	0.4	-0.0
Collections etc.	1.9	0.9	-1.0	1.4	0.5
Recoveries of written-off claims	1.6	1.4	-0.1	1.6	0.1
Net credit costs ratio (-)	0bp	11bp	10bp	7bp	-3bp

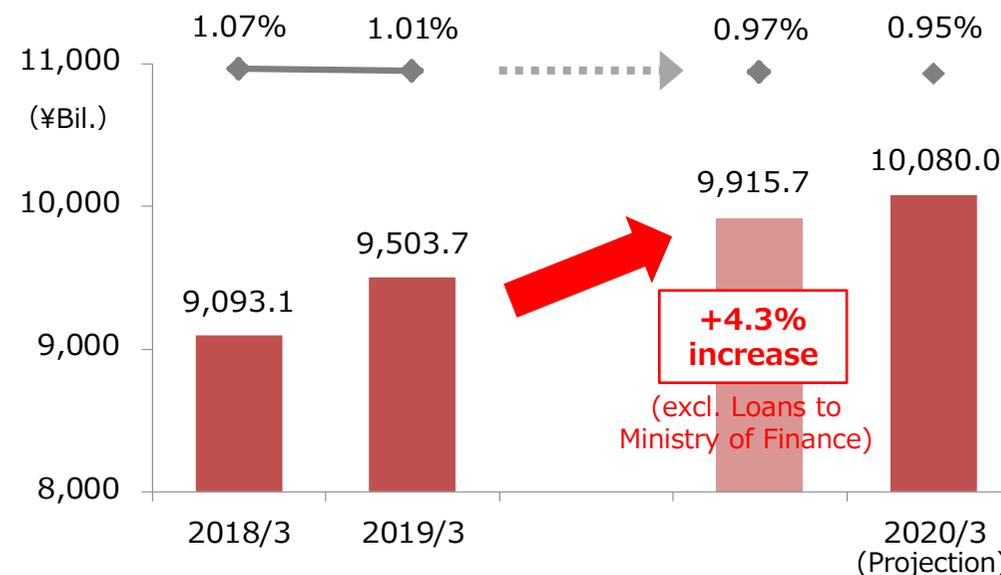
(Note) The total sum of transfer to allowance for loan losses is expressed as "Reversal of allowance for loan losses," in the case of a reversal. However, it is indicated separately as Net transfer to general allowance for loan losses and Net transfer to specific allowance for loan losses in the left hand table to enable comparison with previous figures.

Allowance for loan losses to large corporates (2 cases / ¥3.5 Bil.), etc. are included.

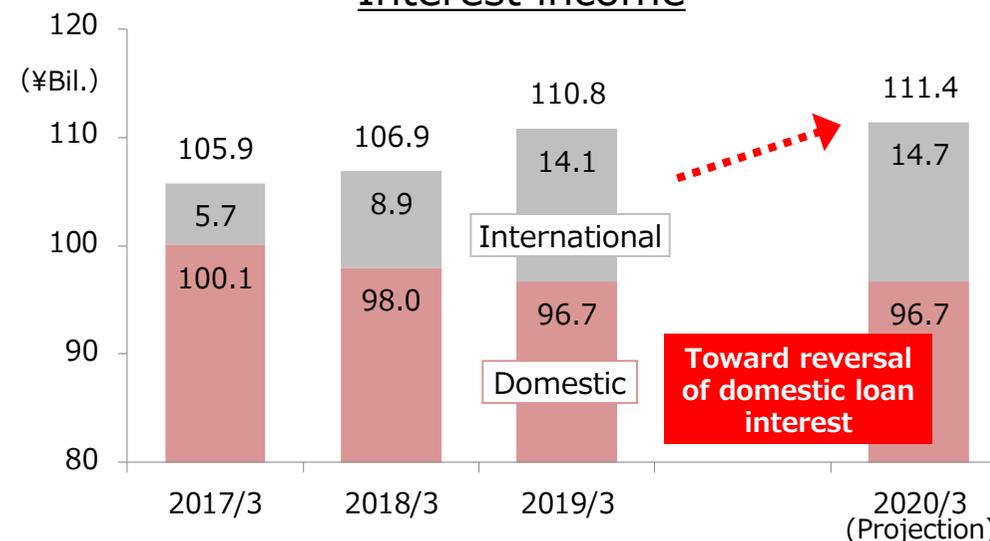


Non-consolidated			
(¥ bil.)	2019/3	2020/3 (Projection)	YoY
Gross business profits	152.2	152.5	0.2
Net interest income	122.6	119.8	-2.8
Net fees and commissions income	22.4	24.0	1.5
Trading income	1.1	2.8	1.6
Profit from other business transactions	6.0	5.9	-0.1
Gains (losses) related to bonds	4.5	3.4	-1.1
Expenses (-)	81.1	82.0	0.8
Real net business income	71.1	70.5	-0.6
Core net business income	66.5	67.1	0.5
Net transfer to general allowance for loan losses (-)	2.5	0.5	-2.0
Net business income	68.5	70.0	1.4
Non-recurring income and losses	-1.4	0.0	1.4
Disposal of non-performing loans (-)	8.7	7.3	-1.4
Gains (losses) related to stocks, etc.	1.8	2.5	0.6
Ordinary profit	67.0	70.0	2.9
Extraordinary income/losses	-0.2	-2.8	-2.5
Profit	48.0	48.2	0.1
Net credit costs (-)	11.3	7.8	-3.5
Consolidated			
(¥ bil.)	2019/3	2020/3 (Projection)	YoY
Consolidated ordinary profit	72.4	76.0	3.5
Profit attributable to owners of parent	50.4	51.0	0.5

Average balance and yield of domestic loans



Interest income



Medium Term Management Plan

Progress toward Numerical Targets in the Plan

<Target indicators for 2020/3>

Profit attributable to owners of parent
¥60.0Bil.

Consolidated ROE
(based on total shareholders' equity)
7% range

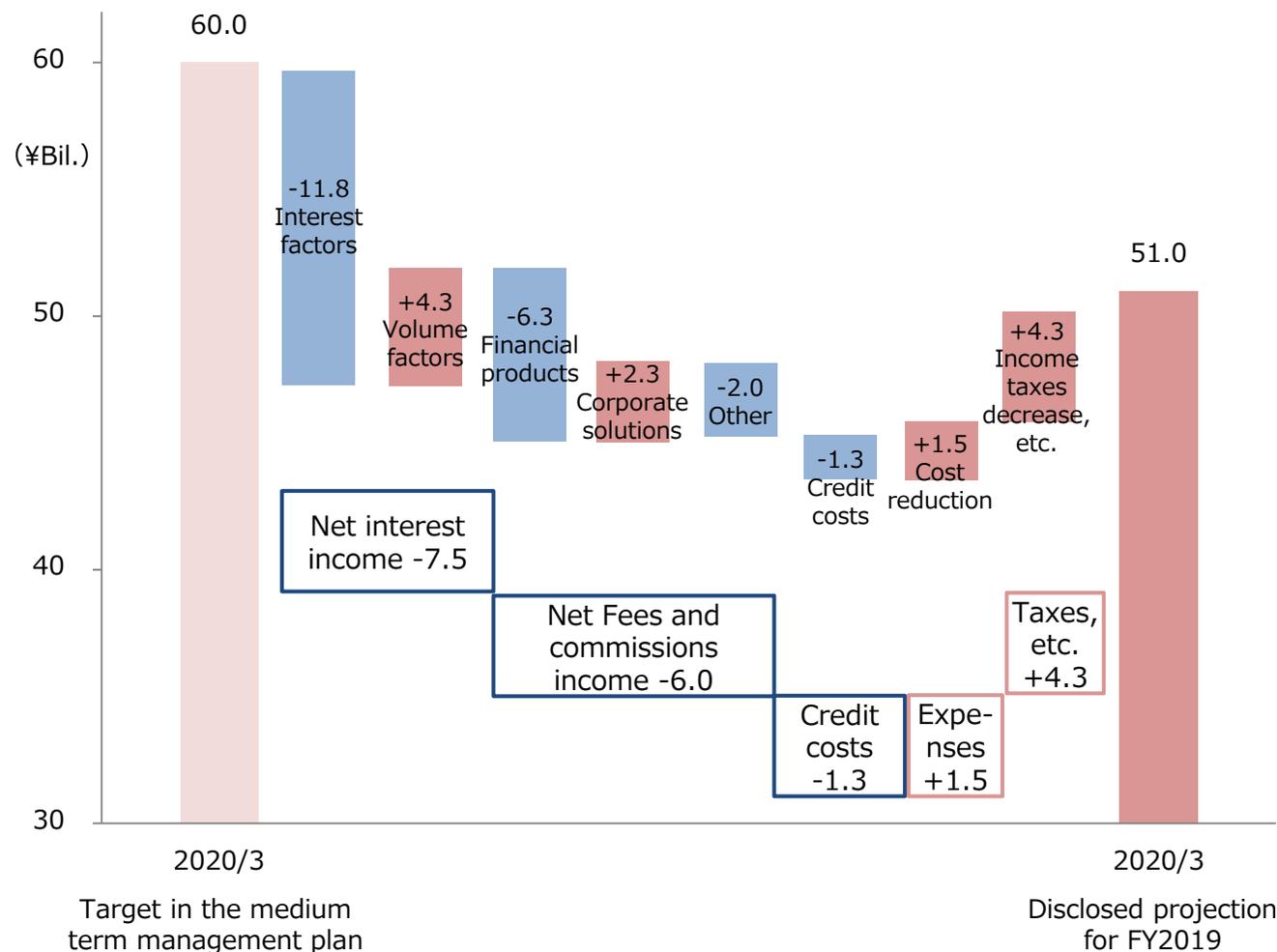
Consolidated CET1 capital ratio
12% range

Balance of loans
¥10.5Tri.

Balance of deposits
¥12.5Tri.

Group total balance of financial products
¥2.5Tri.

Analysis of differences between the targets in the medium-term management plan and disclosed projection for FY2019 ending March 2020



Key Measures of the Plan

<Already achieved>

<p>Co-creating customer value</p>	<ul style="list-style-type: none"> ■ Business viability appraisal and regional revitalization <ul style="list-style-type: none"> - Start offering Chiba Sports Bond ■ Provision of comprehensive financial services for personal customers <ul style="list-style-type: none"> - Promoting entry to new markets via accumulation investment trusts and accumulation NISAs ■ New services to support digitalization <ul style="list-style-type: none"> - Digital passbooks and entirely web-based investment trust schemes ■ Expansion of retail base in Tokyo metropolitan area <ul style="list-style-type: none"> - Opening of Ebisu branch and Hamamatsucho Corporate Banking Office
<p>Realizing work style reforms that allow all employees to shine</p>	<ul style="list-style-type: none"> ■ Diversity <ul style="list-style-type: none"> - Opened Himawari Nursery School Chiba - Held a Diversity Forum ■ Workplace reforms <ul style="list-style-type: none"> - Increase in electronic workflow
<p>Strengthening a sustainable management structure</p>	<ul style="list-style-type: none"> ■ Strategic alliances <ul style="list-style-type: none"> - Supporting opening of the Musashino Bank's Singapore Rep. office ■ Unified Group management <ul style="list-style-type: none"> - Creation of Group Chief Officer position



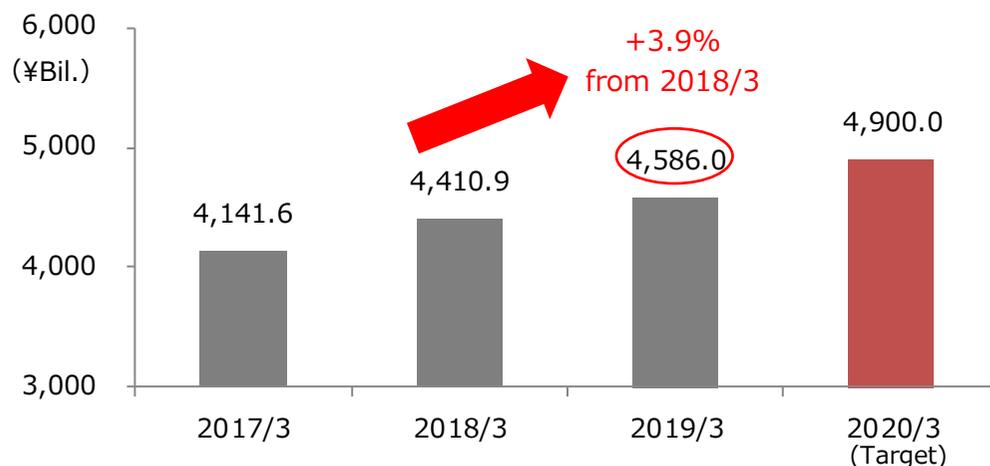
<Measures for further profit growth>

	Current medium term plan	Next medium term plan
<p>Domestic sales</p>	<ul style="list-style-type: none"> ■ Strengthen our consulting functions ⇒ Advisory services, business succession, M&A, trusts 	<ul style="list-style-type: none"> ■ Strengthen channels of financial product sales ⇒ Protection-based insurance (such as Hoken-no madoguchi @ Chiba Bank, etc.)
		<ul style="list-style-type: none"> ■ Strengthen the card business ⇒ Cashless payments, TSUBASA Card
<p>Market and international</p>	<ul style="list-style-type: none"> ■ Strengthen international business ⇒ TSUBASA partnership, diversification of operations 	
<p>Group strategy</p>	<ul style="list-style-type: none"> ■ Reinforce Group functions ⇒ Establishment of new securities locations, staffing business 	
<p>Alliance</p>	<ul style="list-style-type: none"> ■ Operational reforms ⇒ TSUBASA Smile and platform 	
		<ul style="list-style-type: none"> ■ Joint branches and ATMs ⇒ Ikebukuro Branch, Mito Corporate Banking Office

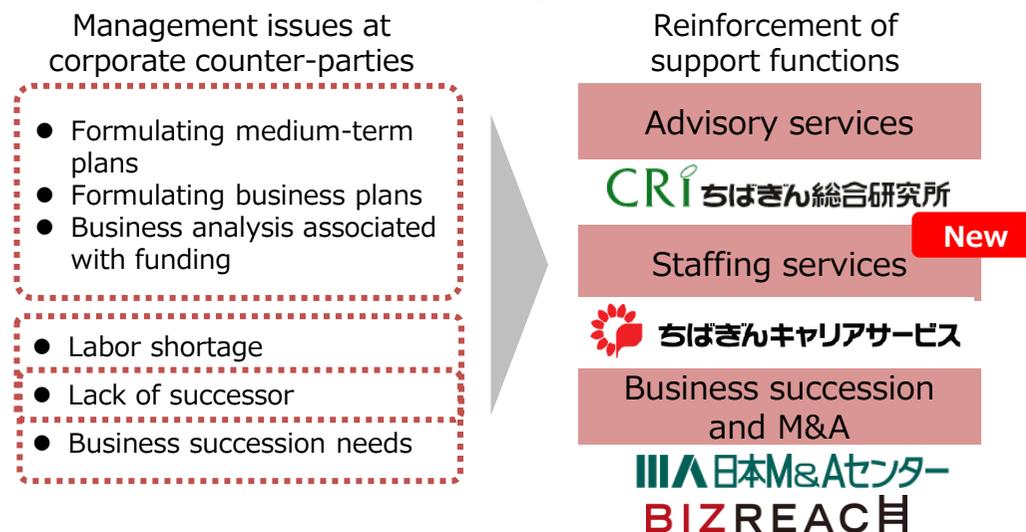
Business Strategies

Strengthening corporate loans, proactive approach to meet client's needs and provide solutions

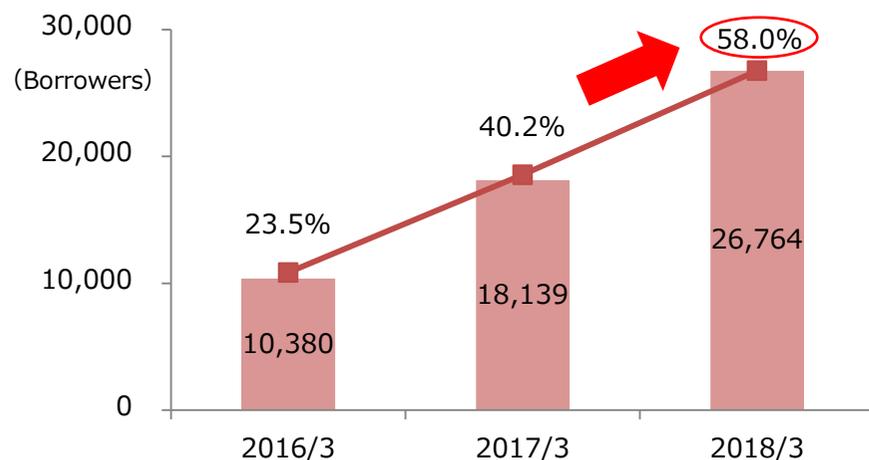
Balance of SME loans



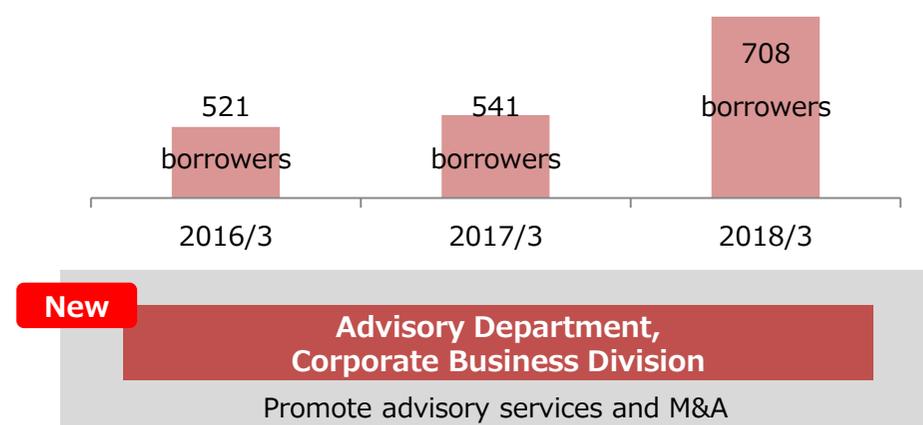
Strengthen support functions towards resolving management issues



Number and percentage of borrowers for whom loans are based on evaluation of business



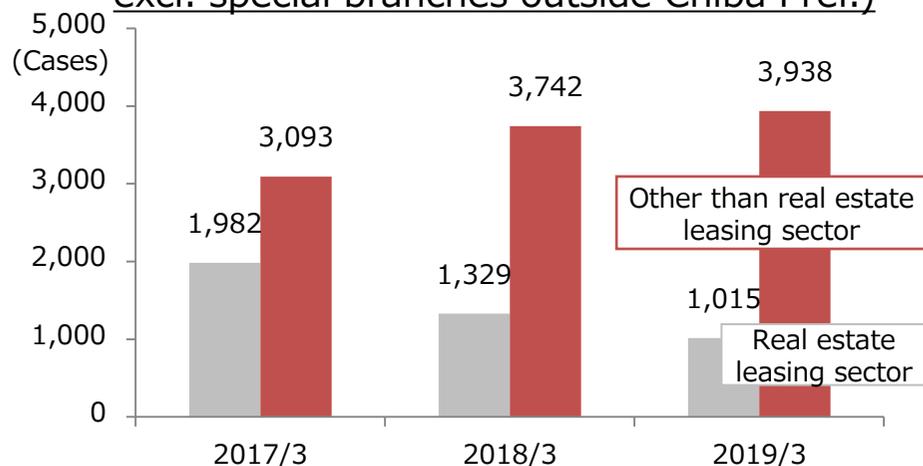
Number of borrowers supported in relation to business succession and M&A



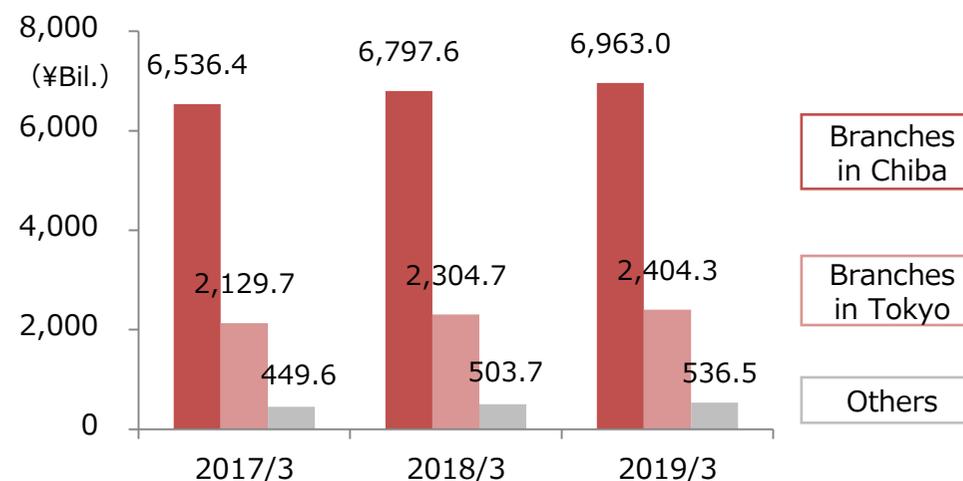
Loans for Corporate Customers (2)

Further expansion of retail bases within and outside Chiba Prefecture

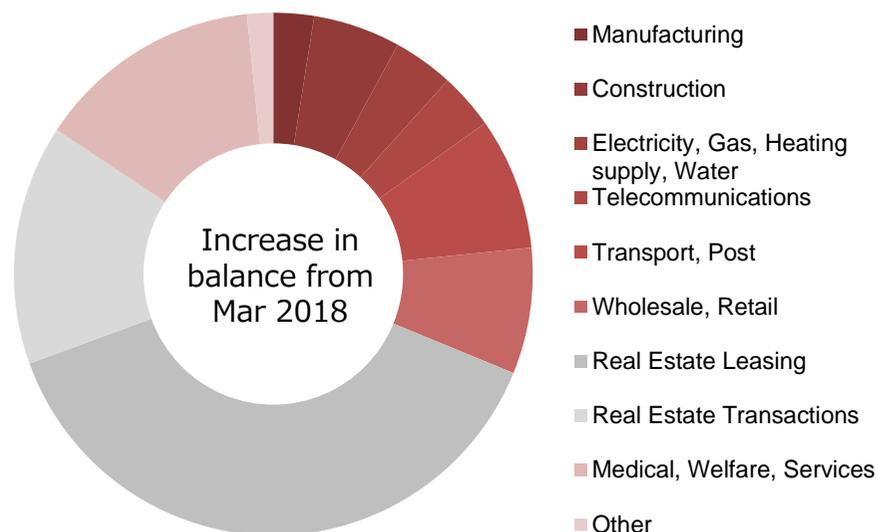
Number of new borrowers (by sector, excl. special branches outside Chiba Pref.)



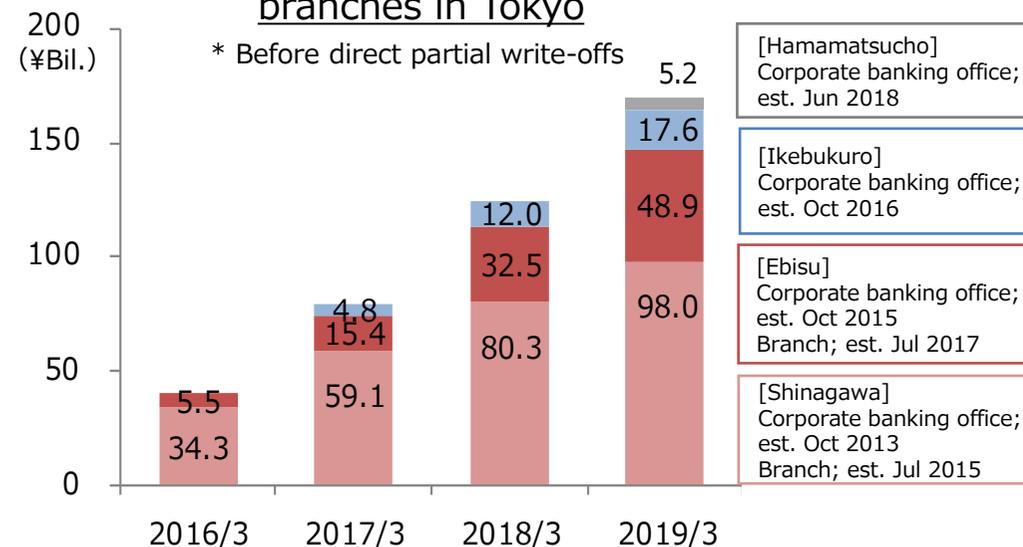
Balance of domestic loans (by area)



Amount of increase of SME loan balance and composition by sector

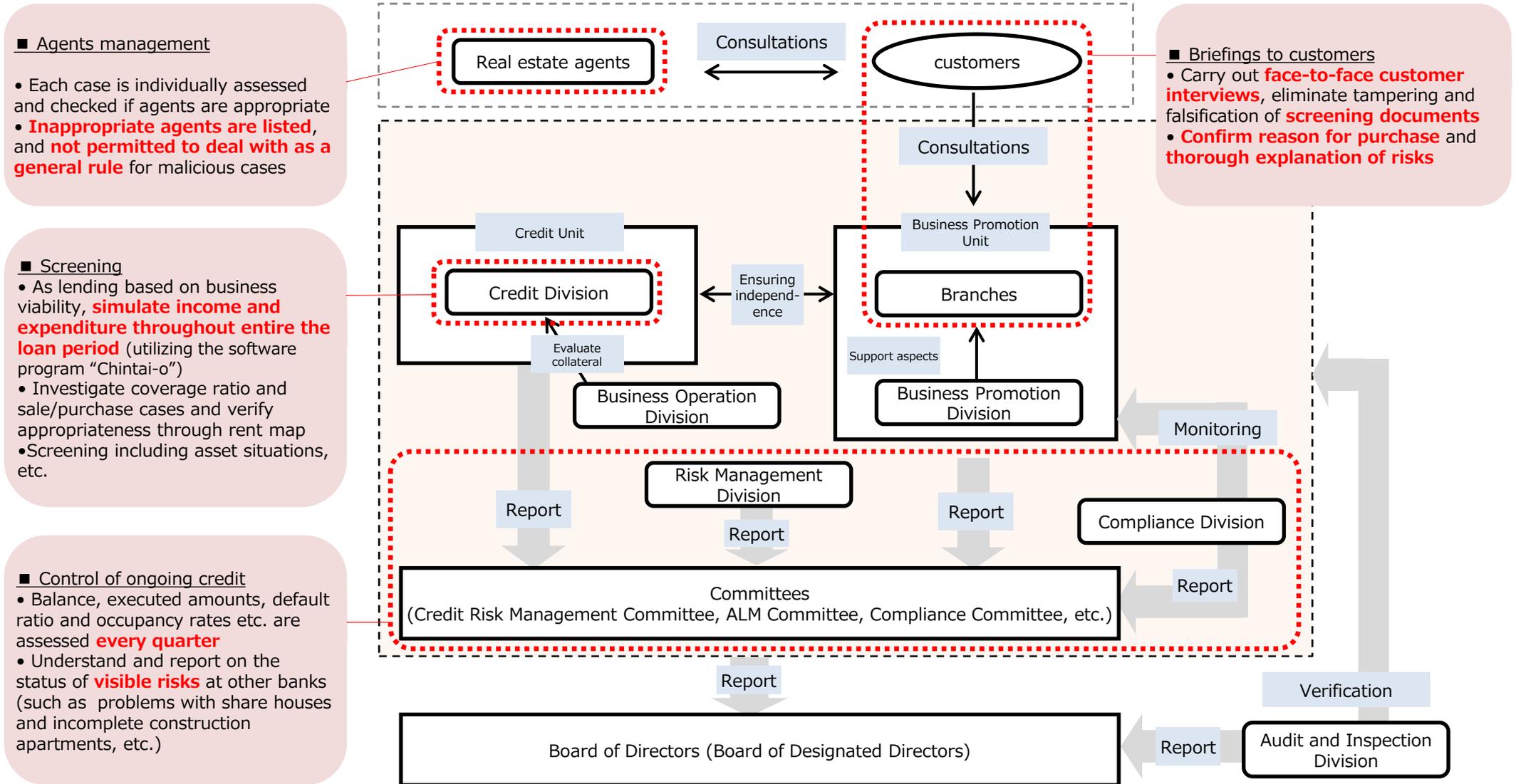


Balance of loans at newly-established branches in Tokyo



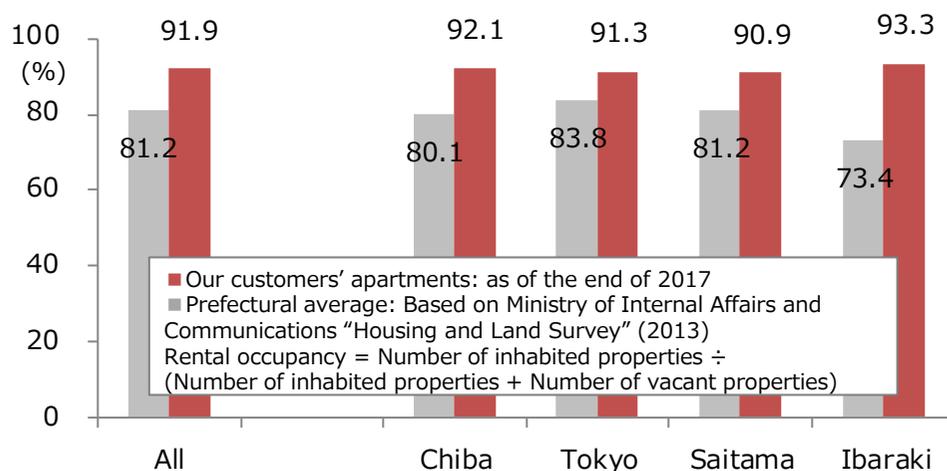
Loans to Real Estate Leasing Sector (1)

Response based on strict review, operations flow, and internal controls system

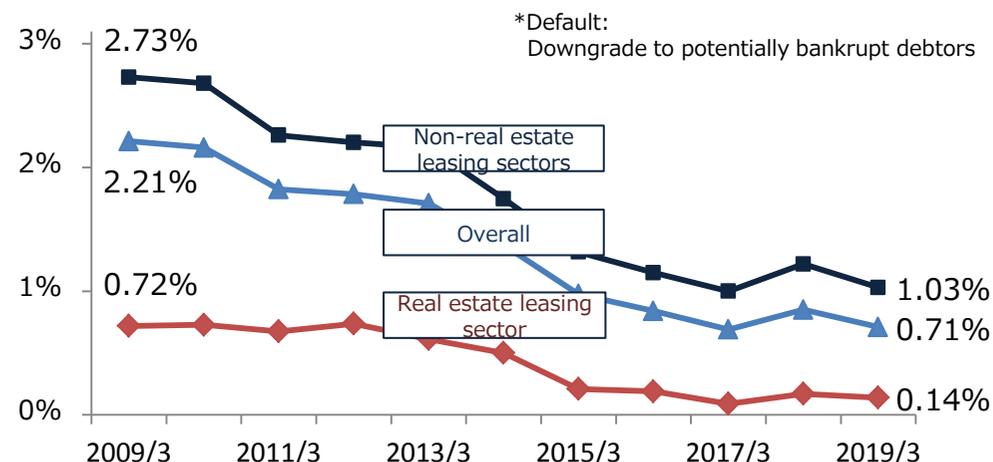


Performing ongoing credit management thoroughly

Occupancy rates of our customers' apartments by region

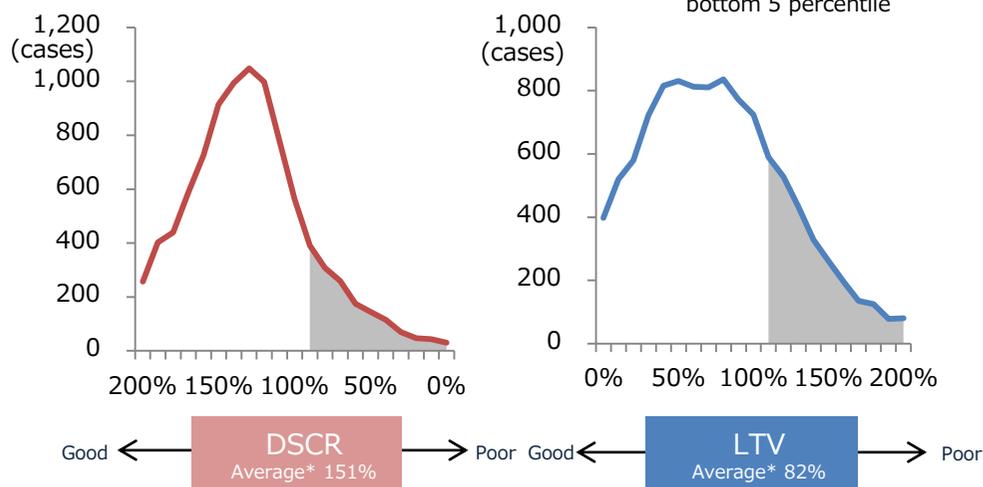


Default* ratio trend

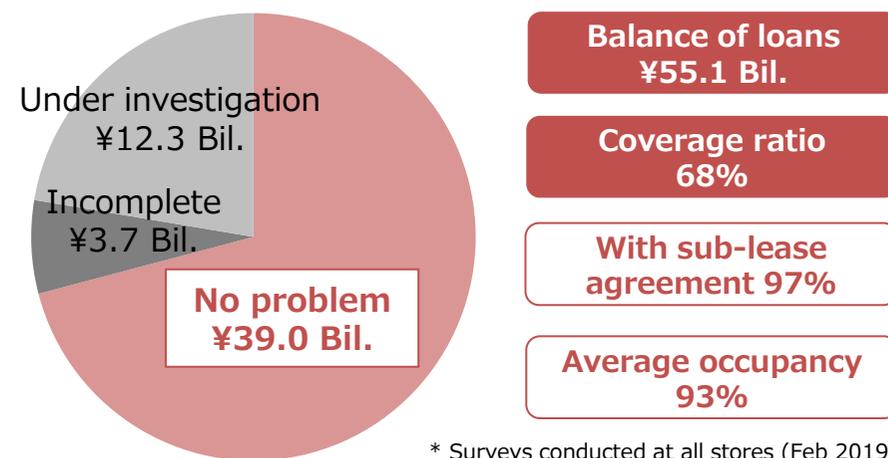


DSCR/LTV distribution

*To eliminate outliers, average calculated by removing top and bottom 5 percentile

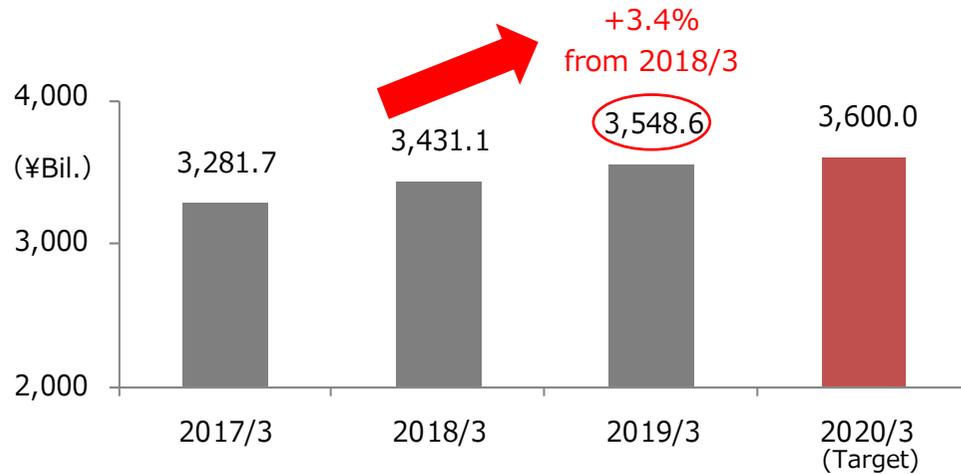


Properties subject to loans which were constructed by Leoplace 21 Corporation

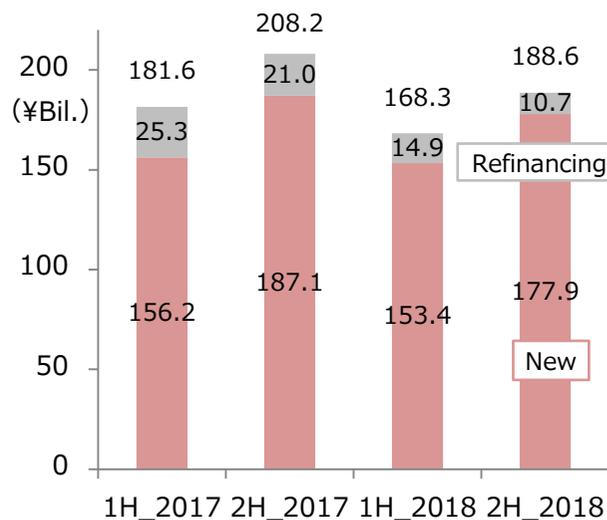


Respond proactively to customer needs, improving both convenience and operating efficiency

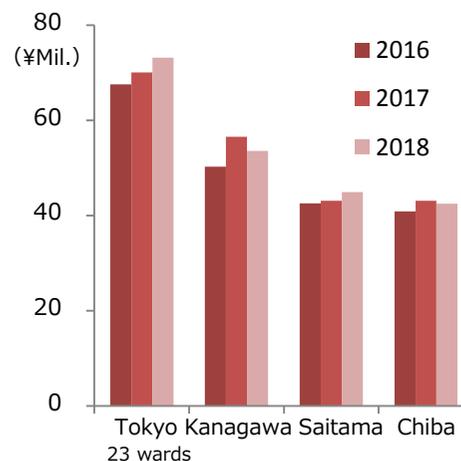
Balance of housing loans



Executed amount of housing loans



Price of a condominium in Tokyo metropolitan area (2016 - 2018)



Measures to increase housing loans

Improved level of convenience
Improved operating efficiency

- Further centralization of back-office functions at headquarters
- Pre-assessment app and Web handling
- **Implementation of electronic agreement for loans** New

Differentiation from other banks

- Group credit life insurance for 11 lifestyle diseases
 - **Premium housing loans** (with insurance for all lifestyle diseases*) New
- *excl. mental diseases, etc.



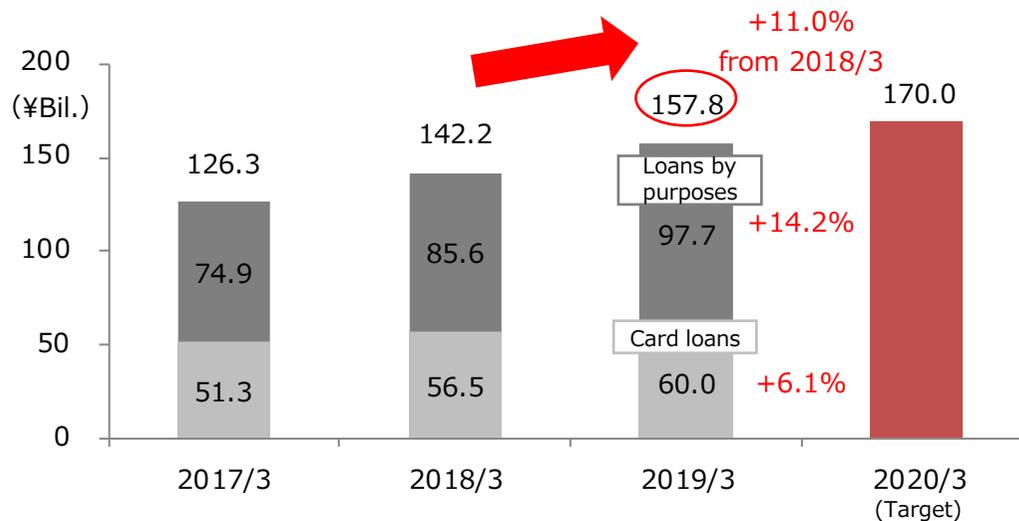
Amount of lending	Over ¥0.1 Bil. and under ¥0.3 Bil.
Loan period	35 years or less
Interest rate	Handled in line with housing loans
Main coverage	<ul style="list-style-type: none"> • Company management • Officers at a major company • Private business owners etc.

Review of sales structure

- Increase operator projects
- Cooperative activities with blocks
- Strengthening operational activities in urban areas

Precisely response to customer requirements with appropriate screening systems

Balance of unsecured consumer loans



Promotion of loans for different purposes

- Reinforcement of non-face-to-face channels

New Entirely web-based schemes
(Launch Scheduled for Jul 2019)

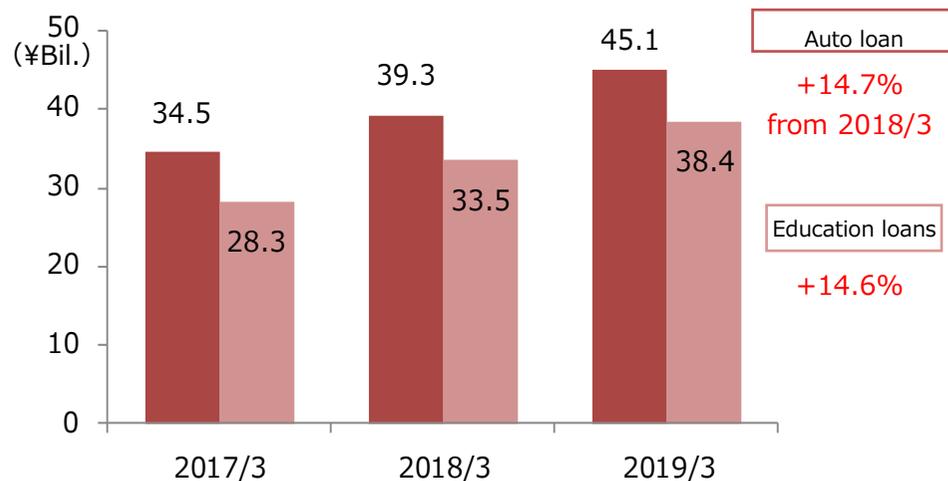
- Improve product marketability



Promotion of card loans

- Cross-selling to housing loan customers
- Approach to employees of our business partners

Balance of auto loans and education loans

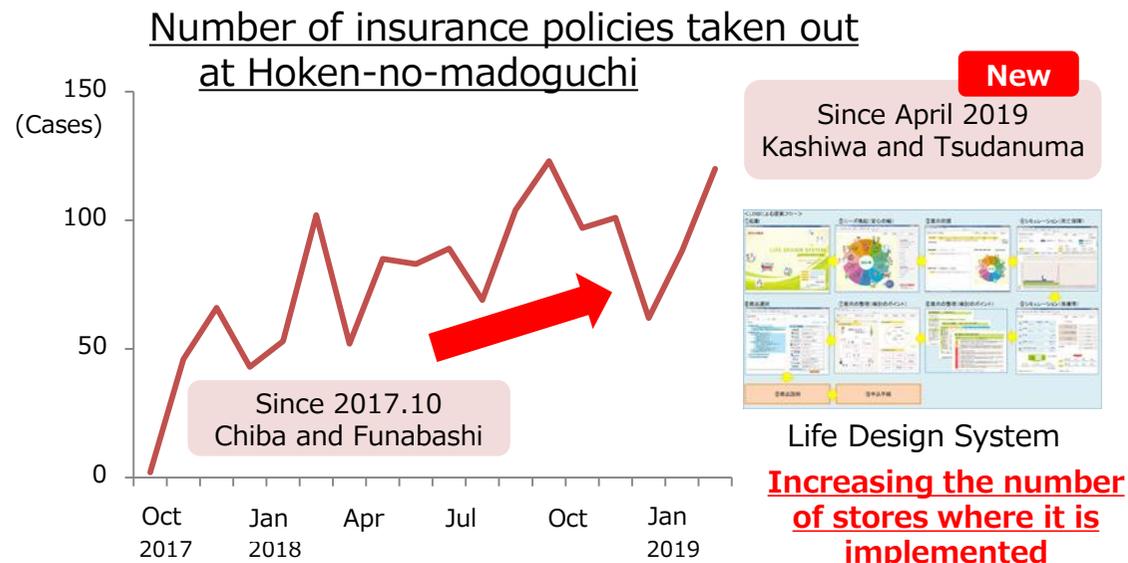
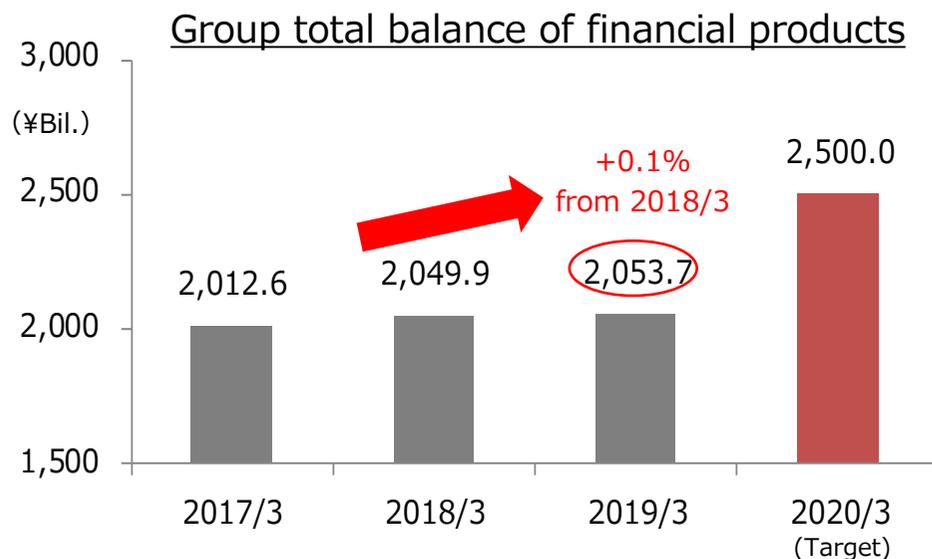


Our actions related to card loans

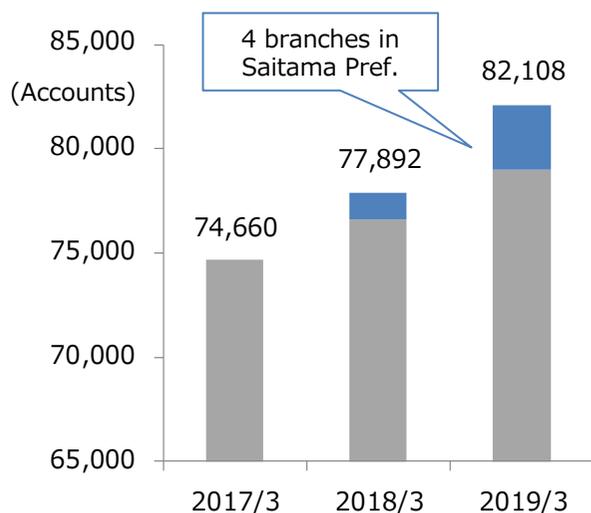
Confirmation of earnings	<ul style="list-style-type: none"> ● Receiving written proof of income if "lending over ¥0.5Mil." (since October 2017). ● Reinforcement of the web system for convenience (uploading the identification documents, written proof of income, etc.).
Confirmation of repayment ability	<ul style="list-style-type: none"> ● Considering competing debts such as card loans from us and other banks, etc., conduct appropriate screening to prevent over-lending.
Control of ongoing credit	<ul style="list-style-type: none"> ● Regular information exchange with guaranteeing company, and building a system that does not depend solely on guaranteeing companies.

Group Total Balance of Financial Products

Ensuring "customer-centered" business operations (fiduciary duties)



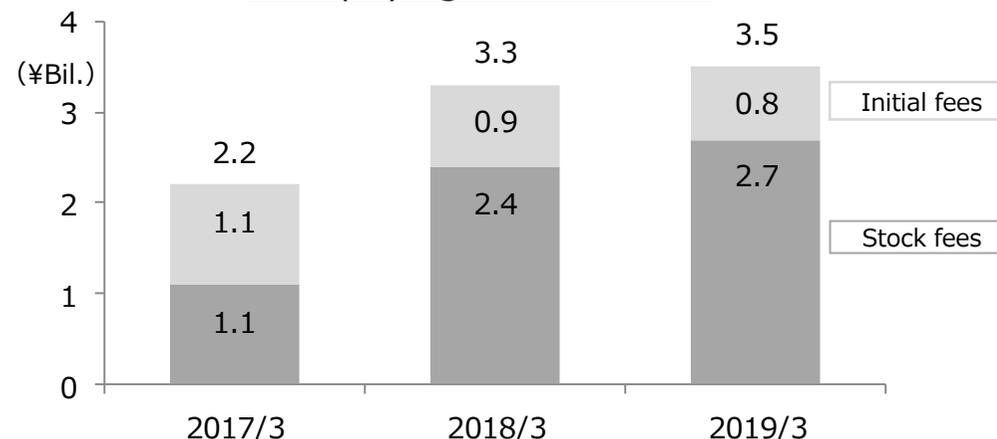
Number of accounts registered with Chibagin Securities



Chibagin Securities
Funabashi Branch
(Opened Feb 2019)

Total 21 branches
15 in Chiba / 4 in Saitama /
1 in Tokyo / 1 in Ibaraki

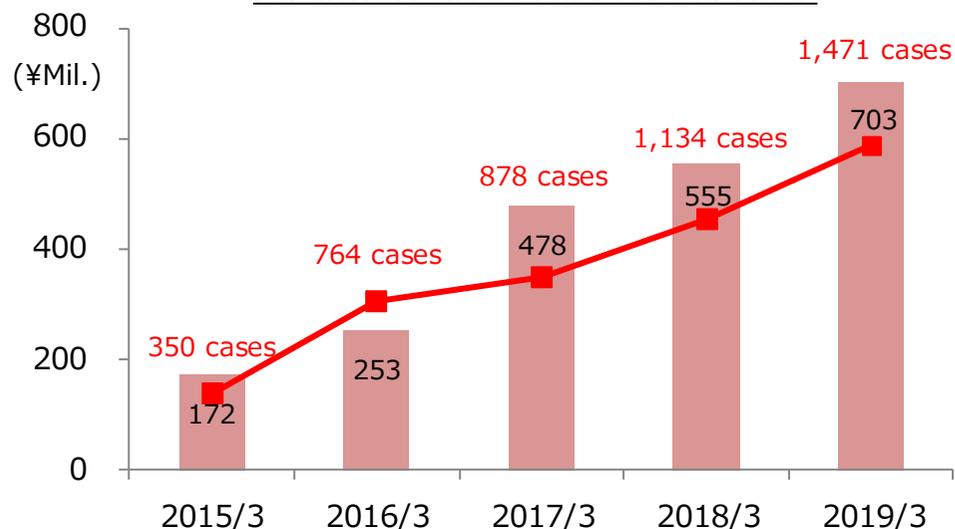
Fees and commissions for level paying life insurance



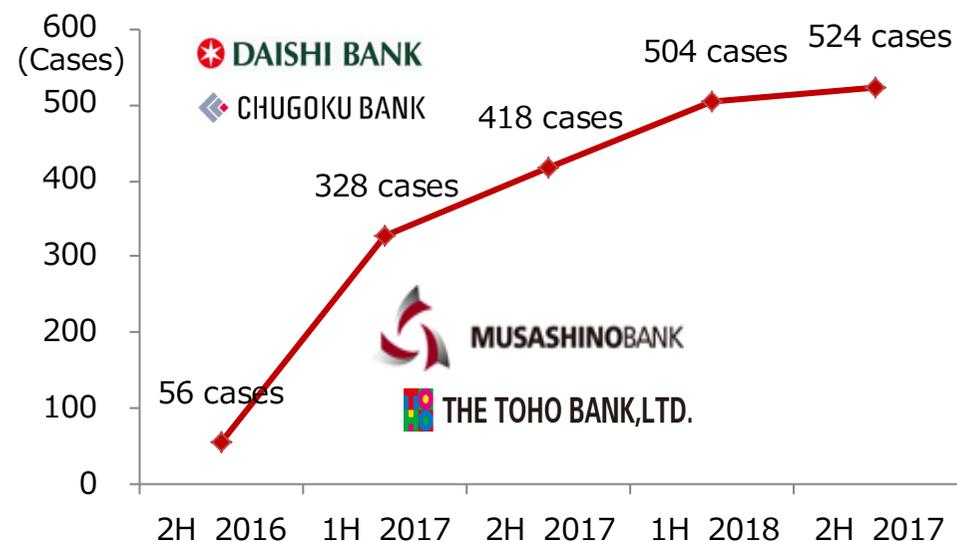
Trust Business and Inheritance-related Services

Expand business with alliance banks, broadening products to address aging society

Number of contracts and income for inheritance-related services



Number of applications at alliance banks



Support for smooth asset succession of high net-worth clients such as landlords and entrepreneurs

Inheritance-related services		Trust business
Testamentary trust	Management succession support service	Land trust public interest trust Specified gift trust Guardianship support trust Alternative testamentary trust
Will preparation support service	Family trust support service	
Inheritance sorting service		

Expand income opportunities through utilization of new support tools and knowhow

	Daishi Bank Since Oct 2016	Musashino Bank Since Apr 2017	Chugoku Bank Since Oct 2016	Toho Bank Since Jun 2017
Tie-up method	(Agency method) Customer-facing operations are contracted out by Chiba Bank		(Contracting out method) Chiba Bank is the subcontractor for administrative tasks such as clerical work	
Advantages for alliance banks	Being able to directly respond to customer inquiries		They can enter the market without needing to have an administrative division	
Advantages for Chiba Bank	Utilization of accumulated operational know-how and access to new business opportunities and increased profitability			

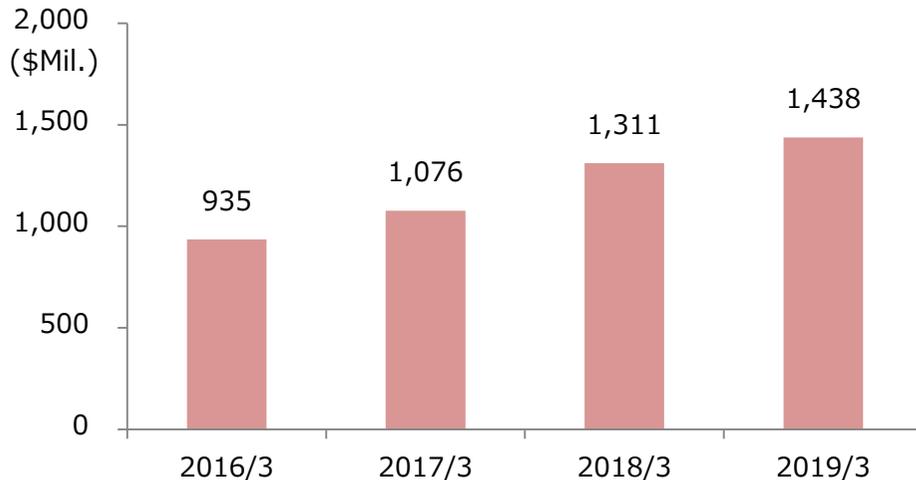
* Applications from April 2019 onwards from Musashino Bank are via the contracting out method

Take advantage of the largest overseas network of regional banks

Chiba Bank's overseas network



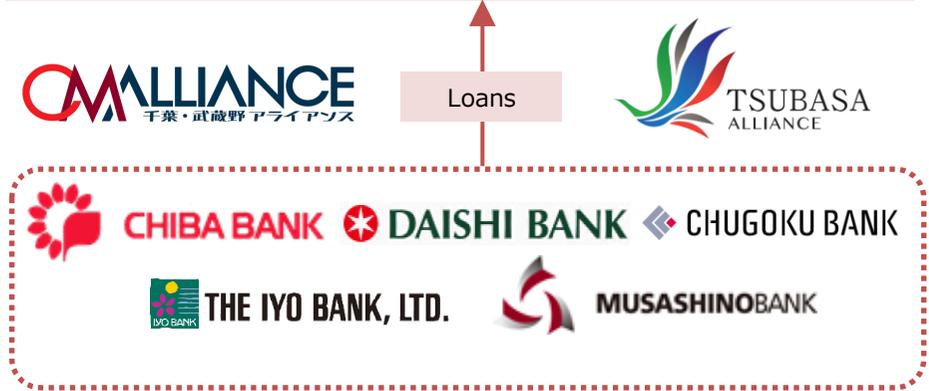
Balance of loans to Japanese companies in overseas branches



Co-financing scheme with alliance banks

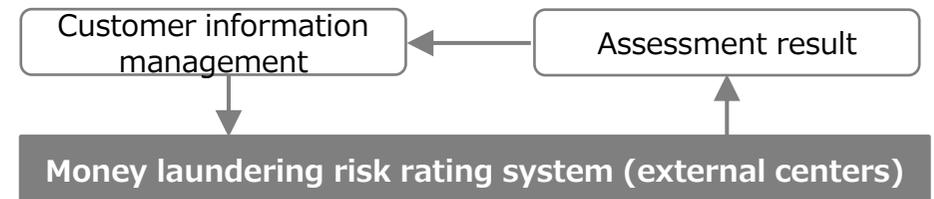
New

Alliance's first ever foreign currency-denominated syndicated loan for the affiliate of a Japanese company



Measures against money laundering and terrorism funding

- ✓ Complete compliance with obligations under the laws and regulations
- ✓ Advanced mechanism in place as required by the Guidelines



Cooperation with Alliance banks

Consider sharing of the systems, scoring models and database etc., and centralizing operations that are required for customer management

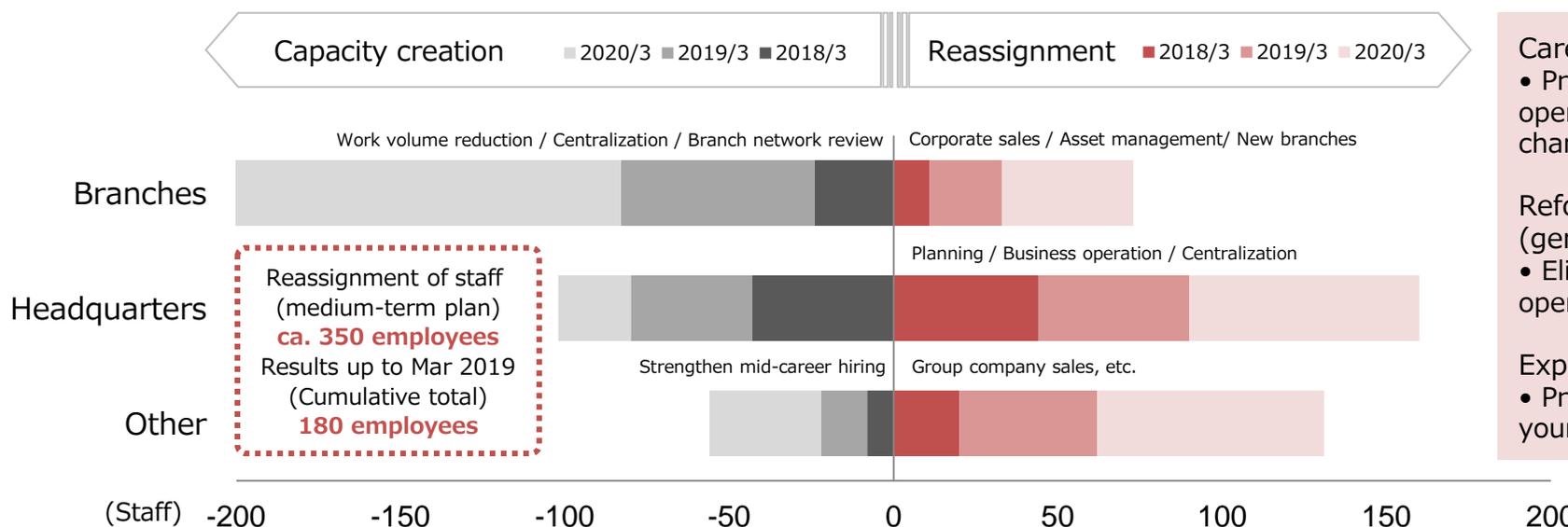
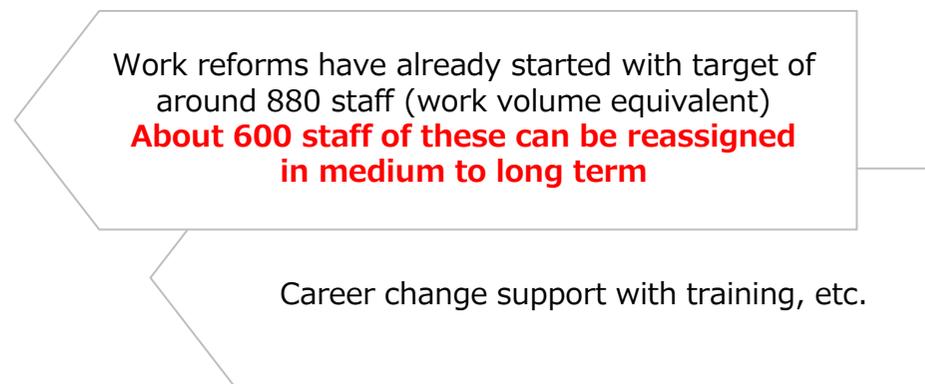
Improved Operational Efficiency and Personnel Reassignment

Reassign personnel to growth fields through business reforms

Reduction of work volumes through efficiency improvement



Personnel re-deployment to reinforce our sales capabilities



Career design training

- Promote understanding of operations reforms and awareness changes

Reform of career path system (general / area career track)

- Eliminate restrictions on operations due to career path

Expand the trainee scheme

- Promote early development of young employees

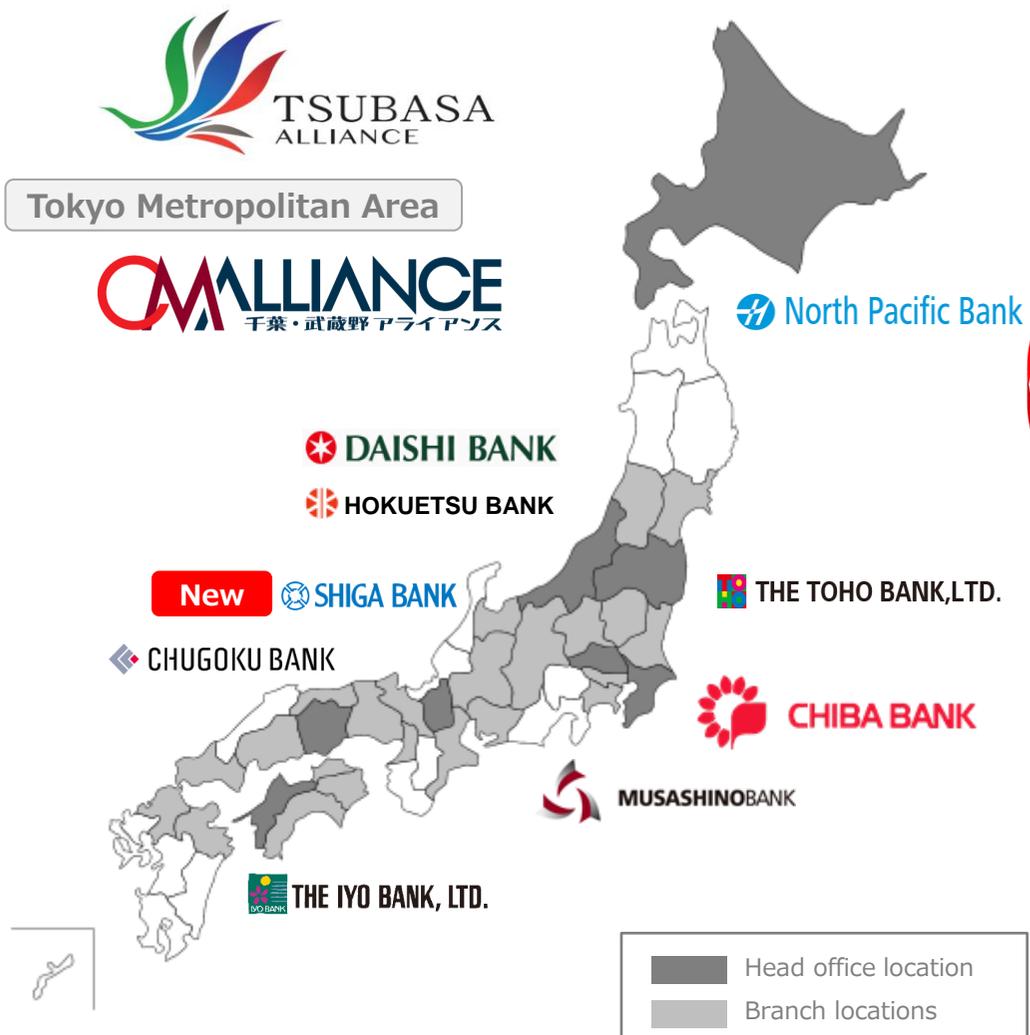
Alliance and Channel Strategies

Develop the largest alliance of regional banks, seeking further synergies

Broader based areas



Tokyo Metropolitan Area



< Ranking of banks in consolidated asset size as of 2019/3 >

(¥Tri.)	Total assets	Deposits	Loans
MUFG	311.1	180.1	107.4
SMFG	203.6	122.3	77.9
Mizuho FG	200.7	124.3	78.4
TSUBASA*⁴	65.7	54.1	41.8
Resona HD* ¹	59.1	51.1	36.1
SMTrust HD* ²	57.0	31.9	29.0
TSUBASA* ³	55.0	45.1	34.5
Fukuoka FG	20.8	14.0	12.9
Concordia FG	18.9	15.9	12.6
Mebuki FG	17.3	14.3	11.1

*1 Consolidated Kansai Mirai FG from 2018/4

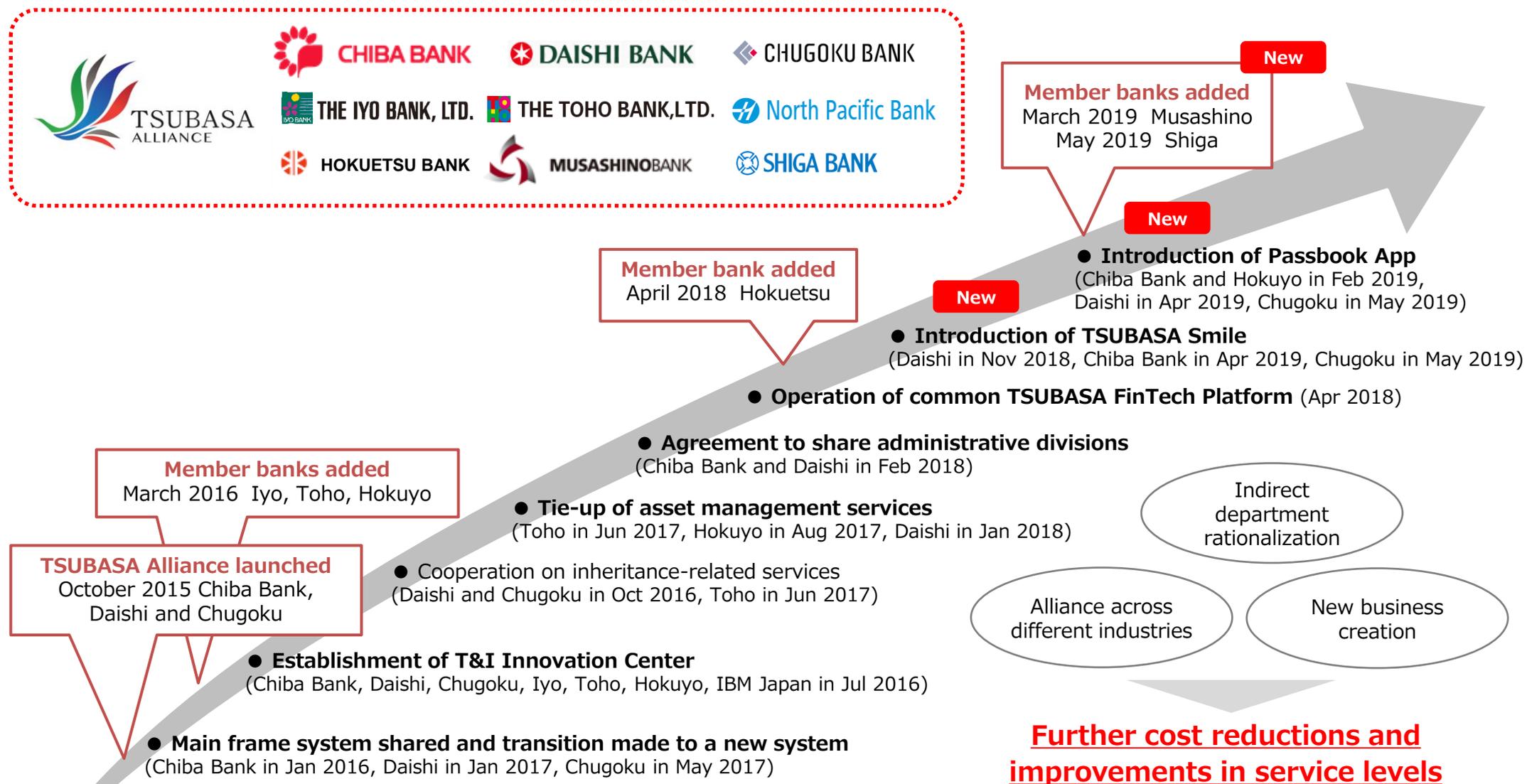
*2 Deconsolidated three entities from 2018/10

*3 Hokuetsu Bank joined in 2018/4 and Daishi Hokuetsu FG from 2018/10

*4 Musashino Bank joined in 2019/3 and Shiga Bank joined in 2019/5

Total assets are next only to those of the mega banks

Increase effects of initiatives, expanding alliance scale



Unique alliance between both banks based in Tokyo metropolitan area



Year 4 and 5

- Co-branch (Ikebukuro Branch)
- Tie-up with TSUBASA Alliance

Stable operation of realized initiatives and deeper tie-up from the long-term perspective

FY2018 (year 3)

- Co-location of branches (Akihabara Branch Hamamatsucho Corporate Banking Office, Singapore Rep.)
- API (TSUBASA FinTech Platform)

「Building a "New tie-up model for regional banks" and achieve major initiatives such as inheritance and securities

FY2017 (year 2)

- Chiba-Musashino Alliance Co., Ltd.
- Inheritance-related services
- Intermediary services
- Insurance call center
- Business Succession Funds
- Joint ATM

Quickly implement initiatives through mainly work groups

FY2016 (year 1)

- Asset management
- Lease intermediary
- Private placement
- Customer introduction
- Syndicate loans
- Joint purchase of ATM/deposit machines
- Reduction in rent for branches
- Screening tools
- Partner fund
- Establishment of foreign currency lines
- etc.



Singapore Rep.



Chibagin Securities; Saitama (Omiya), Urawa, Soka, Tokorozawa

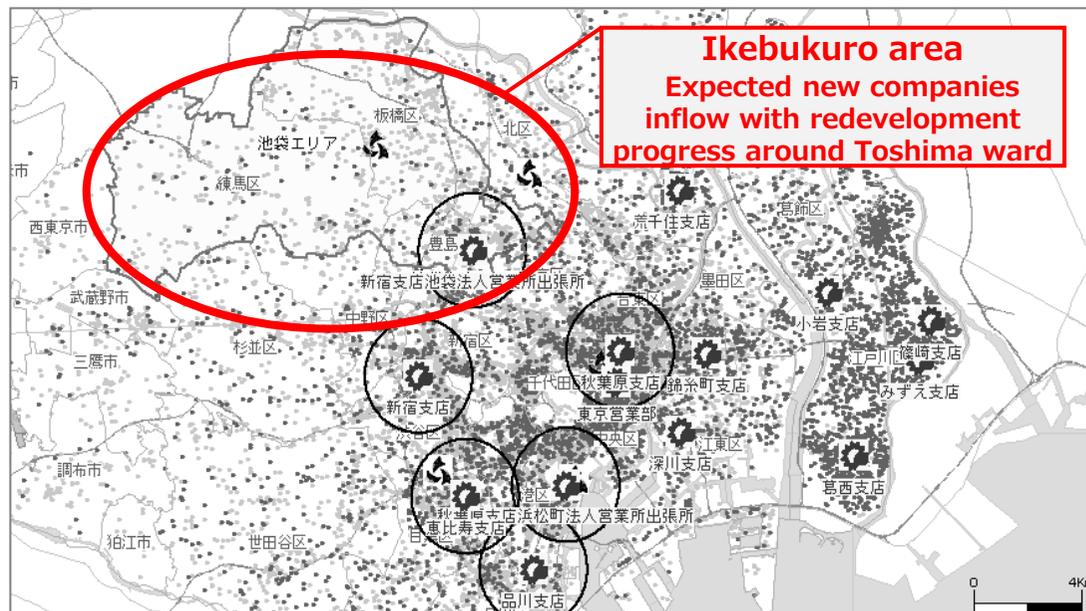


Hamamatsucho Corporate Banking Office

Branch Network Strategy (1)

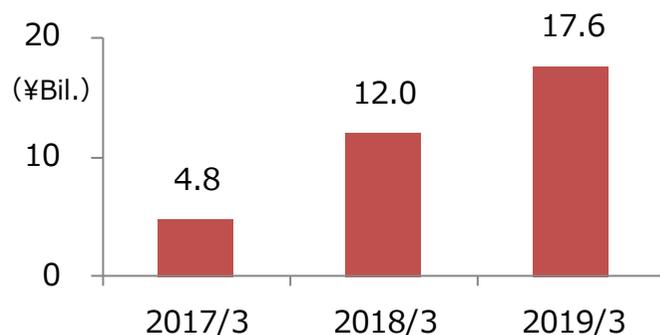
Collaborate to increase share in Tokyo metropolitan area and streamline the operation of offices

Branch network in Tokyo



Balance of loans made by the Ikebukuro Corporate Banking Office

* Before direct partial write-offs



Ikebukuro Corporate Banking Office
(Opened in Oct 2016)

Branch upgrade
(Scheduled for Oct 2019)

New

Open a joint branch with Musashino Bank
(Ikebukuro branch)

First ever joint branch for the Alliance



- ✓ Utilization of information and solutions of both banks
- ✓ Response to deregulation
- ✓ Staff reduction and effective utilization of floor space
- ✓ Improve customer convenience

(Roll-out to existing branches in the future)

Reinforce sales capabilities
(Tokyo North)

Improve Work Efficiency

Reduce costs

Minimize cost burden & streamline the operation of offices

Collaborate to increase share in Tokyo metropolitan area

Branch Network Strategy (2)

Streamline branch operations based on customers' needs

New

Establish a joint office with Toho Bank
(Mito Corporate Banking Office)

First joint establishment with TSUBASA bank

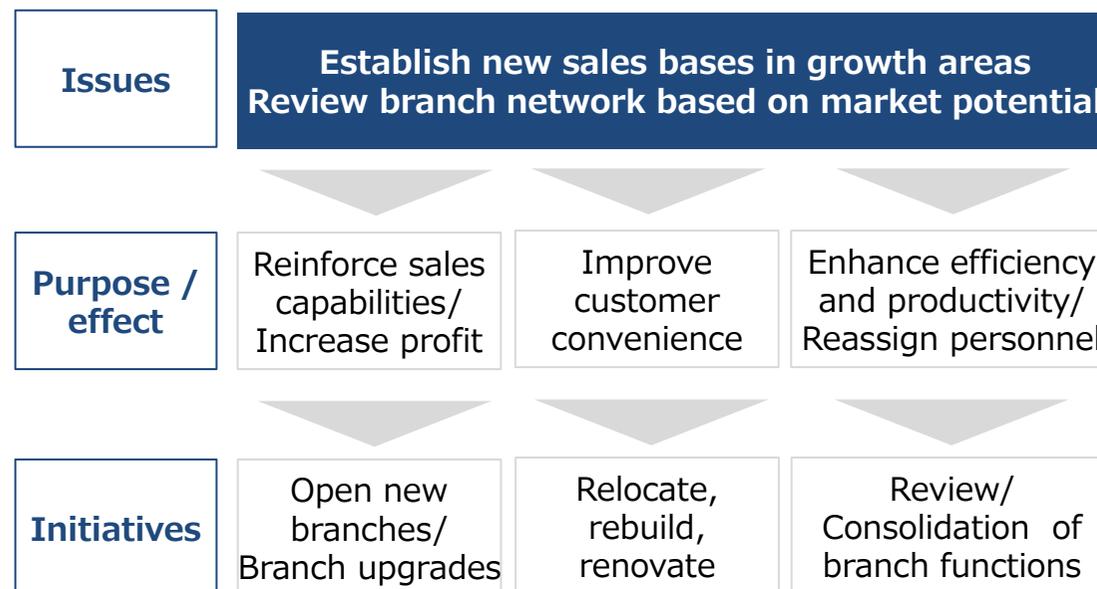


CHIBA BANK



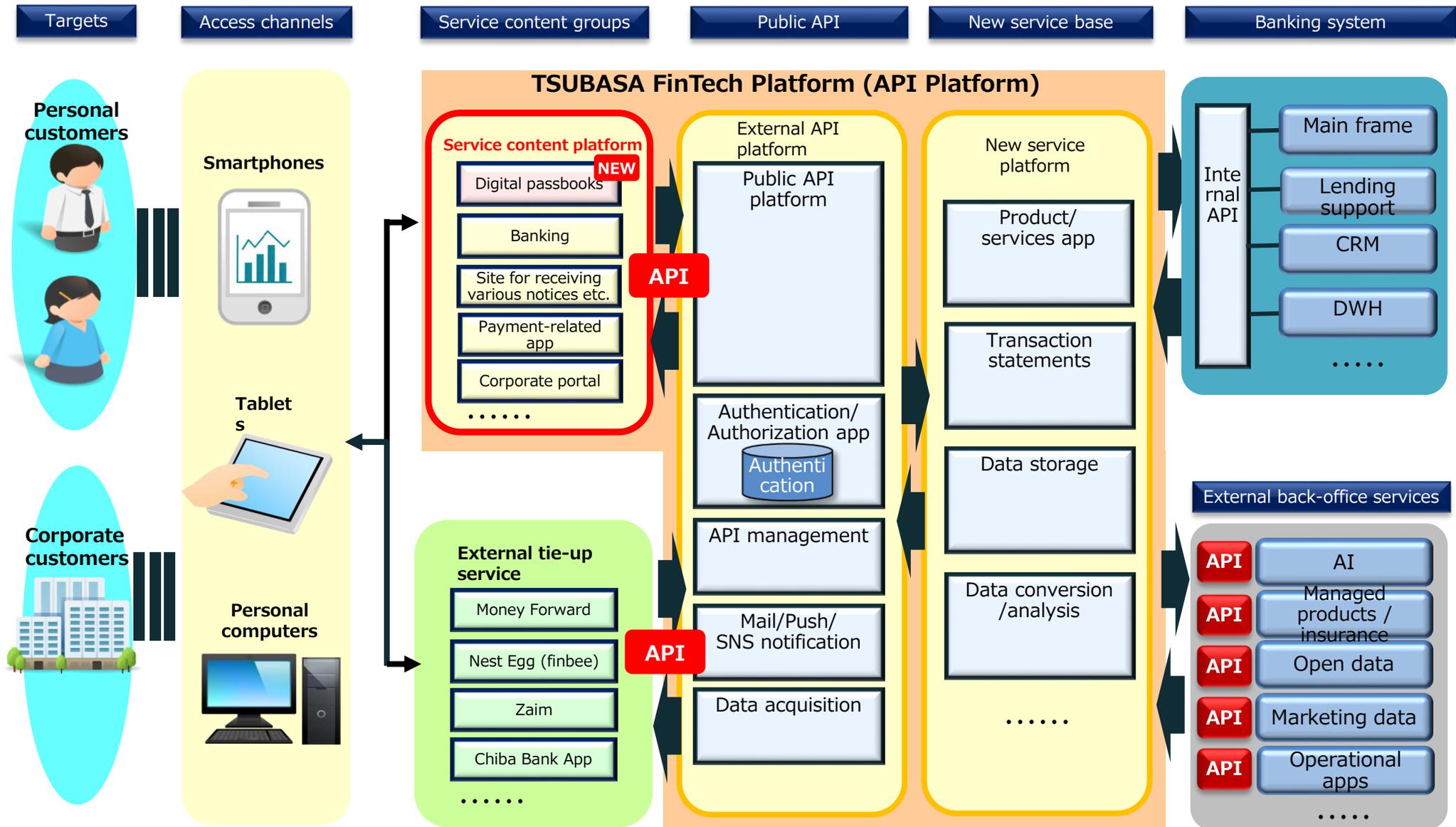
THE TOHO BANK,LTD.

- ✓ Utilization of information and solutions of both banks
- ✓ Reducing the costs of opening a branch



Initiatives	Completed	Under consideration
Revise functions (Personal finance specialization, money plaza format) (started in 1999)	26 branches	8 branches
Branches in stores (started in 2013)	9 branches	8 branches
Improving efficiency (introduction of lunch breaks, etc.) (started in 2018)	14 branches	38 branches

Develop advanced services with T&I Innovation Center



Promote digital banking, considering cooperation with external partners

New

Digital passbooks



普通預金				
¥3,778,303				
先月 2017年12月				
年月日	お引き出し	お預け入れ	お取り扱い内容	残高
2017/12/27	75,000		振込 ENET1587457733 メモ:	3,778,303
2017/12/27	432		振込手数料 メモ:	3,853,303
2017/12/25		265,331	給料振込 カイシャ メモ:	3,853,735
2017/12/24	20,000		カード コピ BK19SC メモ:	3,588,404

Joint development by Chiba Bank and Hokuyo Bank, utilizing the TSUBASA FinTech Platform

Introduced Chiba and Hokuyo in Feb 2019, Daishi in Apr and Chugoku in May

- ✓ Reinforcement of non-face-to-face channels
- ✓ Cost reduction (stamp duty and passbook issuance costs etc.)
- ✓ More compact ATMs in the future

Phasing in transactions on the API Platform and increasing the range of services that can be completed without the need for face-to-face interactions

Second FinTech Business Contest



Strengthening the drive force for digital-related initiatives

New

Digital Planning Office, Business Planning Division

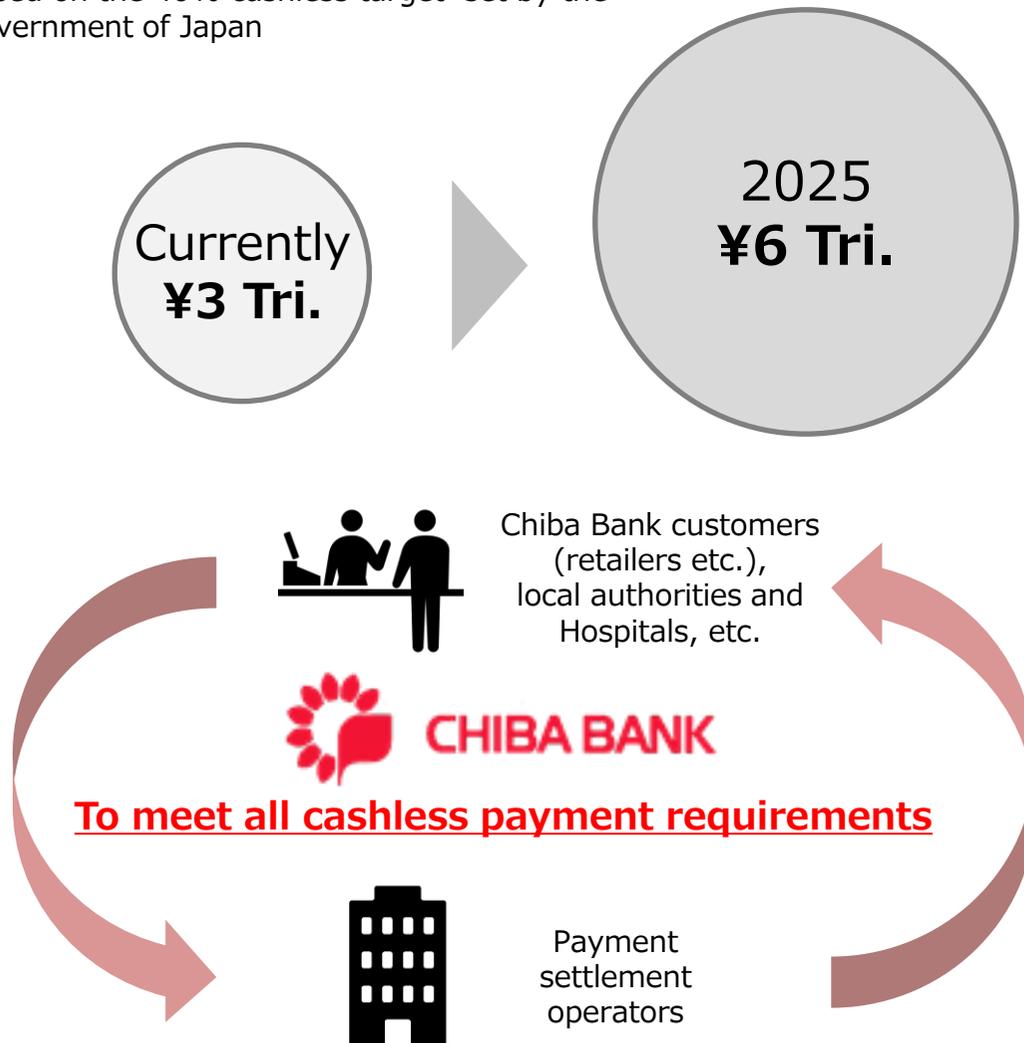
(Reorganized FinTech Business Promotion Office,
Corporate Planning Division)

Comprehensive coverage of projects including digital banking, FinTech, EB/IB, payment transactions, inter-sectorial collaborations, etc.

Aim to provide our own comprehensive payment solutions, building the platform

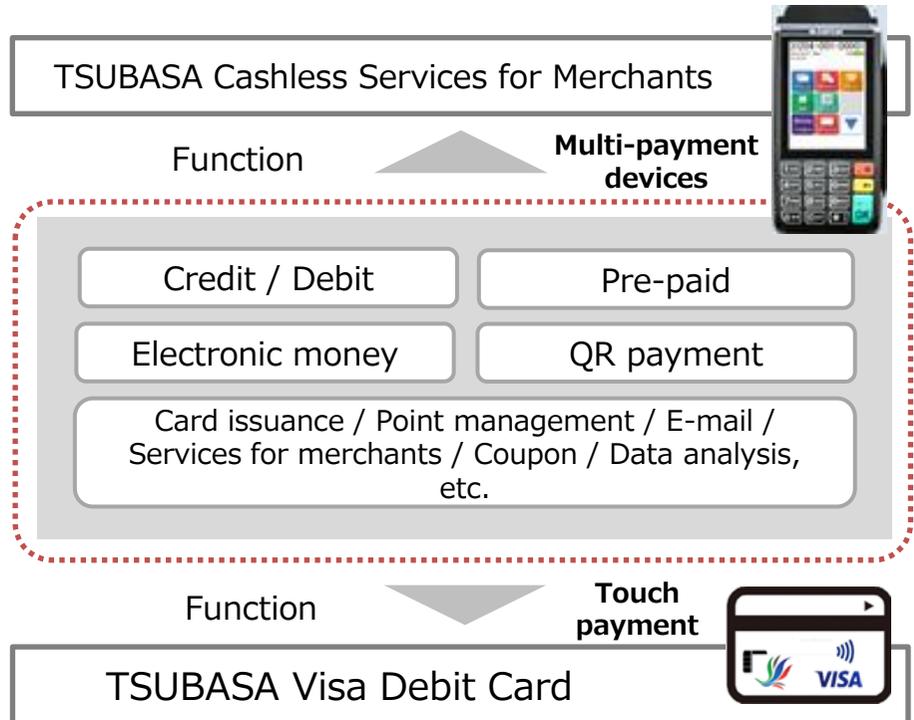
Cashless market forecast for Chiba Prefecture

Based on the 40% cashless target set by the Government of Japan



New

TSUBASA Cashless Payment Platform



Top-line target: ¥4 Bil. in five years

Establishing TSUBASA Brand in the cashless payment

Further efficiency improvement by the Alliance Platform Concept

Sharing administrative operations with Daishi Bank

Development of joint main frame systems

Chiba Bank (from Jan 2016),
Daishi Bank (from Jan 2017)

Joint administrative operations (agreed in Feb 2018)

- ✓ Creating, changing and abolishing administrative ops.
- ✓ Inquiries from branches
- ✓ Training
- ✓ Service center consolidation, etc.



Expansion of operations and other banks included

New

TSUBASA Smile



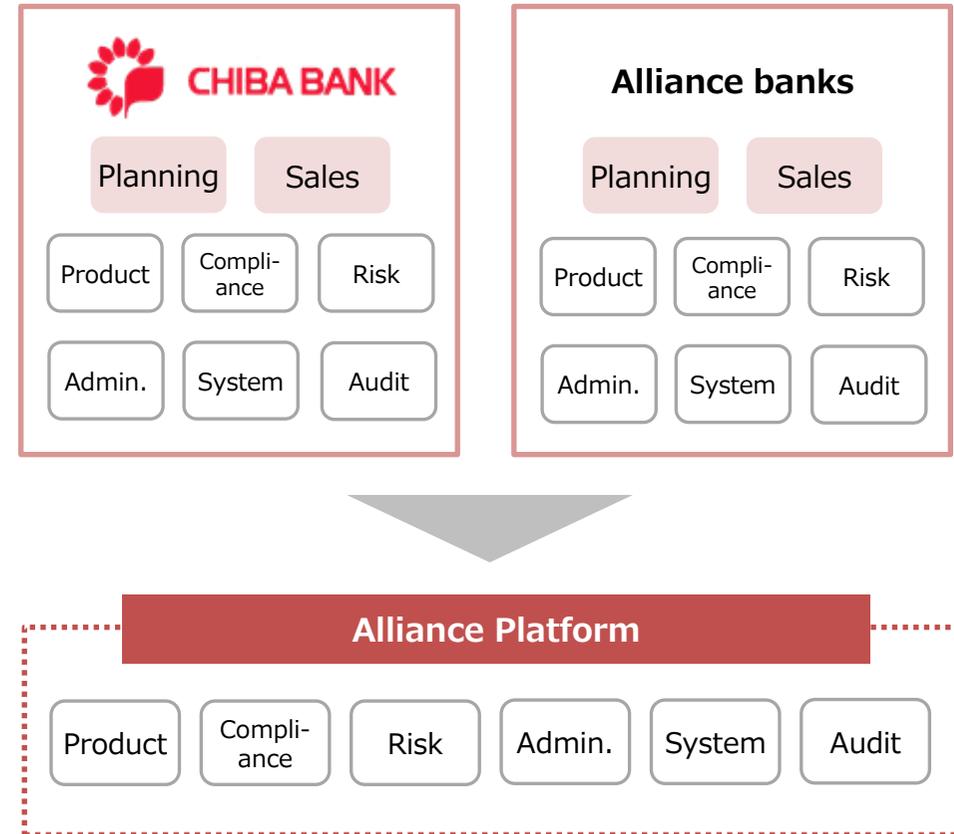
Joint development of a new counter reception system by Chiba Bank, Daishi Bank and Chugoku Bank based on "Smile Branch" by Nihon Unisys

Introduced at some branches
from Apr 2019

Roll-out to all branches
(scheduled for FY2020)

New

Alliance Platform Concept

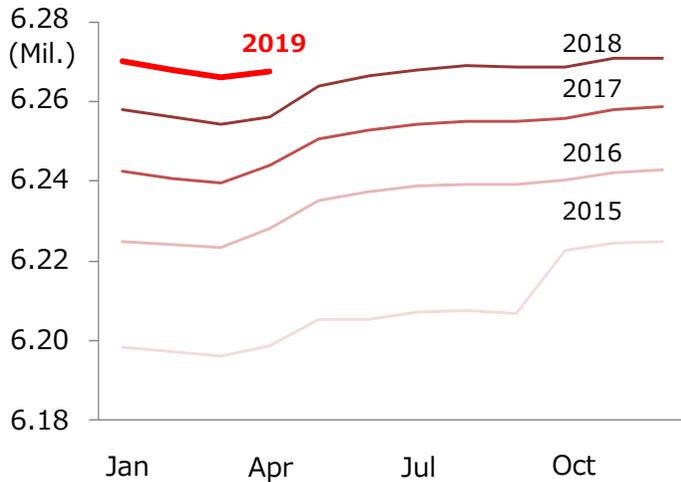


Improving productivity by centralizing common functions and indirect departments, sharing expertise and talents (cost reduction and sophisticated services)

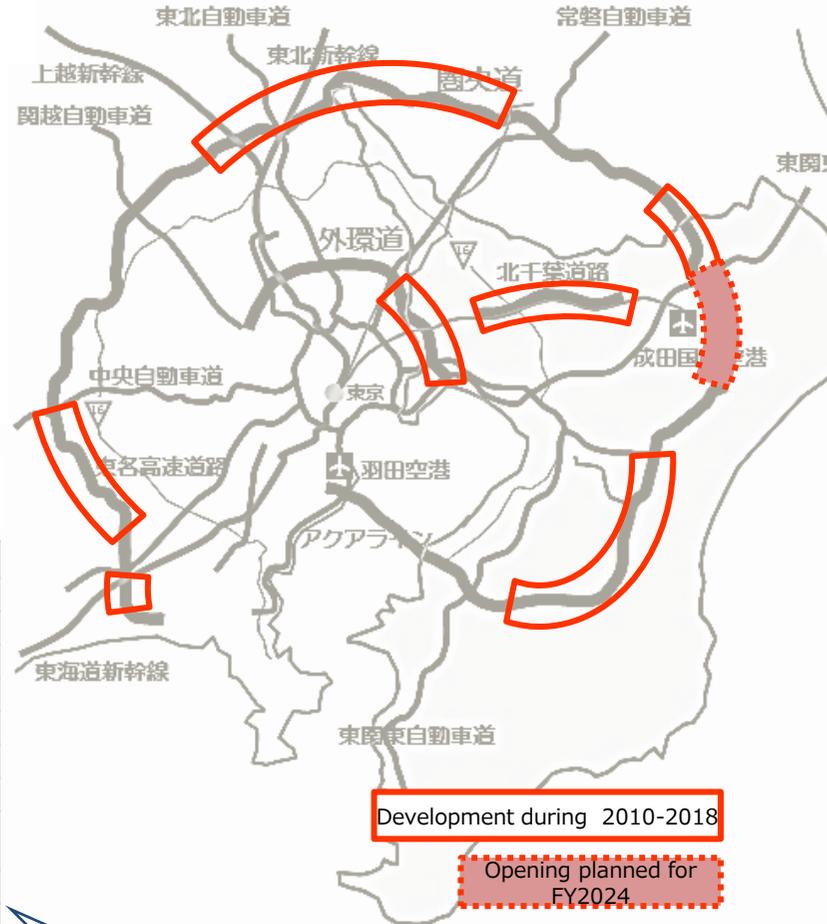
ESG and Capital Policy

Chiba Prefecture's economy remains healthy, progressing in various kinds of projects

Population of Chiba Prefecture
(monthly survey on the resident population)



Status of improvements
in transportation infrastructure



Ken-O Expressway extension

Taiei JCT – Matsuo-Yokoshiba IC
(opening planned for FY2024)
Improvements of key access roads to each area of Chiba Pref.

Narita area development

Third runway of Narita Airport (C runway)
University Hospital (opening planned for 2020) of the International University of Health and Welfare (Medical School opened in 2017)

Olympics, Paralympics

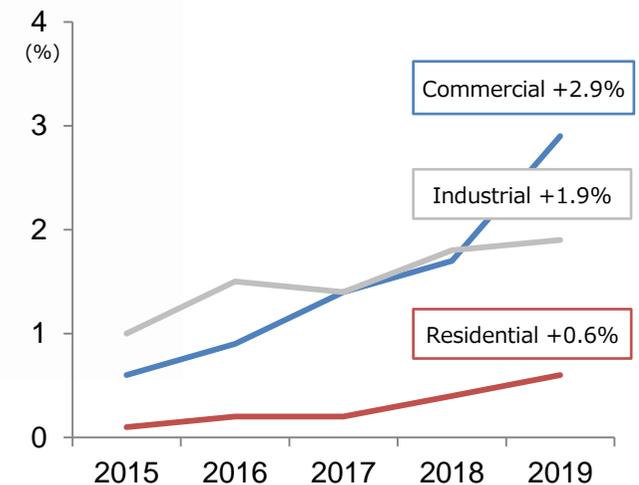
Chiba City, Makuhari Messe
(fencing, taekwondo, wrestling/ goalball, sitting volleyball, taekwondo, wheelchair fencing)
Tsurigasaki beach, Chosei-gun, Ichinomiya-town (Surfing)

Main events in Chiba Pref. during
“Heisei” era (Jan 1989 - Apr 2019)

Year	Heisei	Events
1989	1	Makuhari Messe opened
1990	2	Full opening of JR Keiyo Line (Soga - Tokyo)
1996	8	Toyo Express Railway opened
1997	9	Tokyo Bay Aqua-Line opened
2000	12	Mitsui Outlet Park Makuhari opened
2001	13	Tokyo Disney Sea opened
2005	17	Tsukuba Express launched
2007	19	Ken-O Expressway (Kisarazu Higashi IC - Kisarazu JCT) opened
2010	22	Narita Sky Access opened
2012	24	Mitsui Outlet Park Kisarazu opened
2013	25	Shisui Premium Outlets opened AEON Mall Makuhari-shintoshin opened
2014	26	Specified as National Strategy Zone (Narita City and Chiba City)
2018	30	Tokyo-Gaikan Expressway (Misato-minami IC - Koya JCT) opened

Population of Chiba Pref.
+0.85 Mil. (15.7%)
5.42 Mil. in 1989 → 6.27 Mil. in 2019

Rate of change in Chiba Pref.
published land prices (by land use)

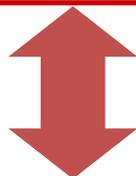


ESG (2) Sustainable Management

Aim to achieve both social and economic value, taking a more long-term view

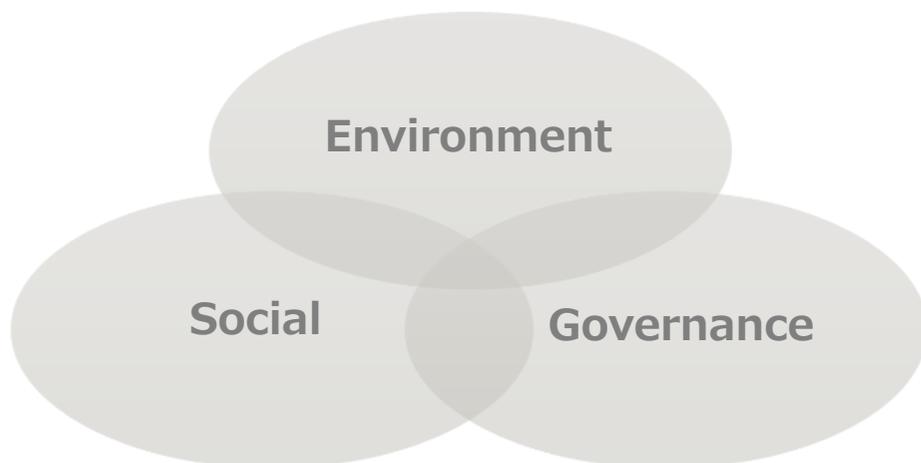
**Sustainable management = "long-term aims" +
"social value (solving social issues) + economic value"**

Sustainable society



Sustainable growth
of Chiba Bank

**ESG
(Environment, Social and Governance)**



The view that three perspectives,
i.e. environmental, social and governance factors,
are required for the sustained growth of a company

ESG Promotion Committee

"ESG Promotion Committee", chaired by the president of the bank, to discuss key (material) issues that Chiba Bank deal with over medium to long-term, taking into account regional issues, issues in Japan, and common issues across the world.

- ✓ Reorganizing our operational activities from the ESG perspective, and responding to various lending policies and international frameworks

New

Sustainability Manager

Assigned to Corporate Planning Division
to strengthen our ESG efforts

Promoting projects and initiatives for sustainability management

New

Integrated Reports

Preparing integrated reports in accordance with various guidance
Active involvement in disclosure of non-financial information

New

Information provision activities including non-financial information

Strengthening our governance through engagement
with institutional investors

Cooperate for realizing sustainable society

New

TSUBASA Declaration on SDGs

In line with the Sustainable Development Goals (SDGs) adopted by the United Nations, the TSUBASA Alliance hereby declares that it will utilize the knowledge it has gathered on the common local issues listed below, as mutually recognized by each member bank, to tackle social and environmental issues in its respective localities in order to achieve sustainable growth in the region - which is one of the Alliance's main objectives.

1 Local economy and community

Contribute to the vitalization of local economy and communities

2 Aging population

Support peace of mind and safe living for the elderly

3 Financial services

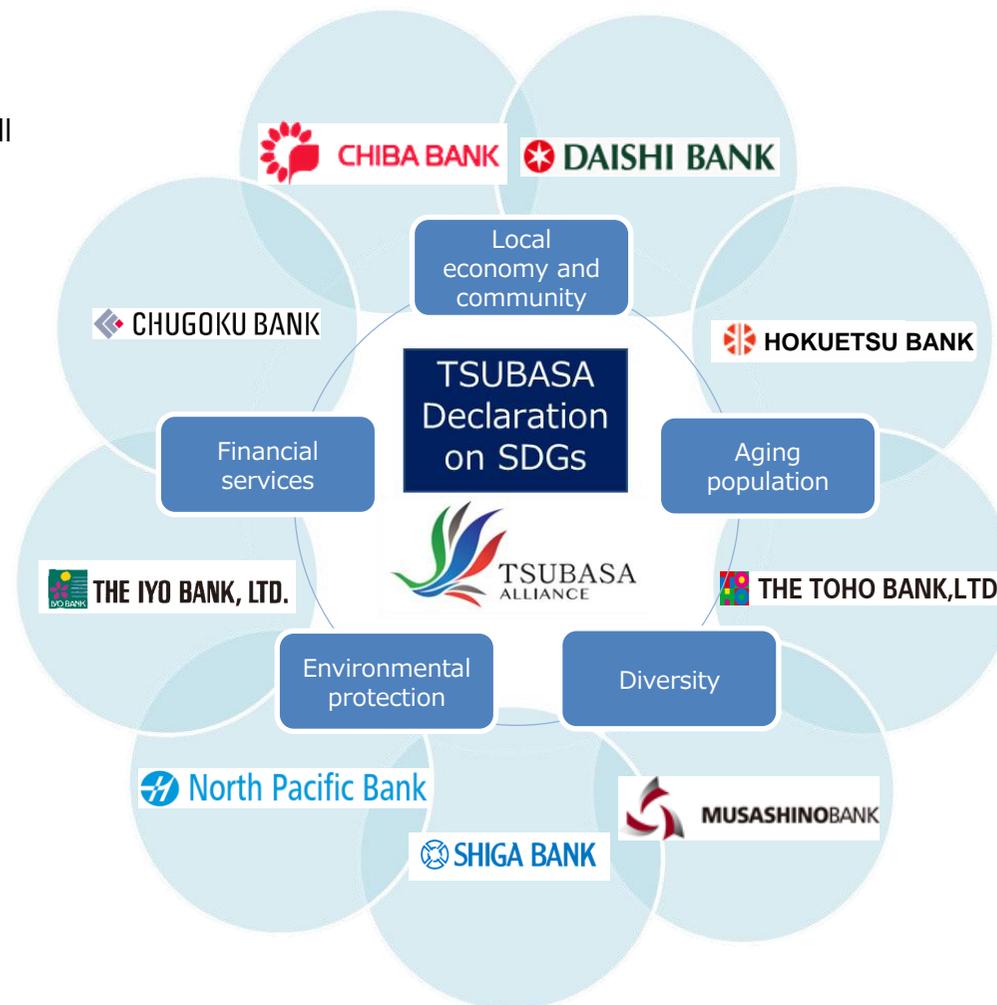
Provide financial services for a better life

4 Diversity

Promote diversity and work reforms

5 Environmental protection

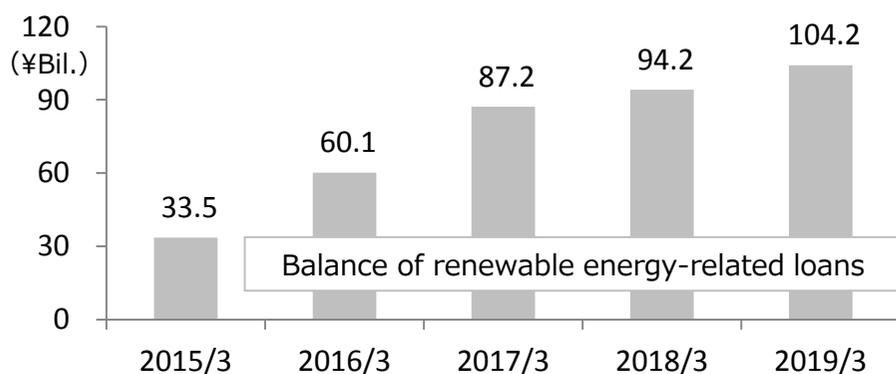
Contribute to the preservation of a sustainable environment



Response to environmental issues, regional revitalization, a wide variety of human resources

Promoting environmental finance

Providing financial support to customers who are working on utilizing renewable energy



Contributing to regional revitalization

"Unique examples" of financial institutions etc. providing funding for regional revitalization

(Certified by the Headquarters for Overcoming Population Decline and Vitalizing Local Economy in Japan, Cabinet Secretariat Office)

Rebranding disused public facilities as "Sports Towns" - Choshi Sports Town -

- ✓ Supporting the local government to revitalize the town by reusing a disused school as a sports camp facility
- ✓ Investments and loans from the Chiba Bank Group and branding has resulted in increased population engagement, the creation of employment and a reduction in the burden on public finances etc., which have been highly rated.

New



Promoting diversity

Status of promotion of women in the workplace As of Apr 2019

Directors	2
Executive Officers (General Managers)	1
General Managers	5
Branch General Managers, Deputy General Managers	24

Selected as a "Nadeshiko Brand" under the Ministry of Economy, Trade and Industry and TSE initiative

For 2 years running



Appointment of female managers

	End of Mar 2006	As of Jul 2018	FY2020 Target
Percentage of female managers (No. of persons)	2.0% (17)	12.7% (129)	20%
Percentage of females in leadership roles (No. of persons)*	9.4% (98)	30.4% (273)	30%

* Staff members who are in a position with subordinates such as deputy branch managers etc. and those in an equivalent position with organizational management responsibilities as the person in charge of assigned work.

Develop top-grade corporate governance

Incl. 3 external directors



President
Representative
Director
Group CEO
Hidetoshi Sakuma



Deputy President
Representative
Director
Group COO
Osamu Kimura



Director and
Managing Executive
Officer
Group CIO
Norio Takatsu



Director and
Managing Executive
Officer
Group CRO
Yukihiro Inamura



Director and
Managing Executive
Officer
Group CBO
Tsutomu Yonemoto



Director and
Managing Executive
Officer
Group CSO
Tadayoshi Shinozaki

External



Non-Standing
Director
Tomoyuki Yokota

External



Non-Standing
Director
Yuko Tashima

External

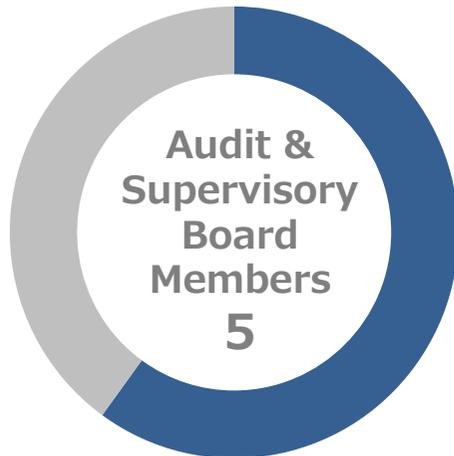


Non-Standing
Director
Yasuko Takayama

Group Chief Officer system

Group CEO (Chief Executive Officer)
Group COO (Chief Operating Officer)
Group CSO (Chief Strategy Officer)
Group CRO (Chief Risk Officer)
Group CBO (Chief Business Officer)
Group CIO (Chief Information Officer)

Incl. 3 external Audit & Supervisory Board Members



Standing Audit &
Supervisory
Board Member
Toshikazu Okubo

External



Standing Audit &
Supervisory Board
Member
Tomohiko Sakamoto

External



Standing Audit &
Supervisory Board
Member
Kazuhiko Ishihara

External



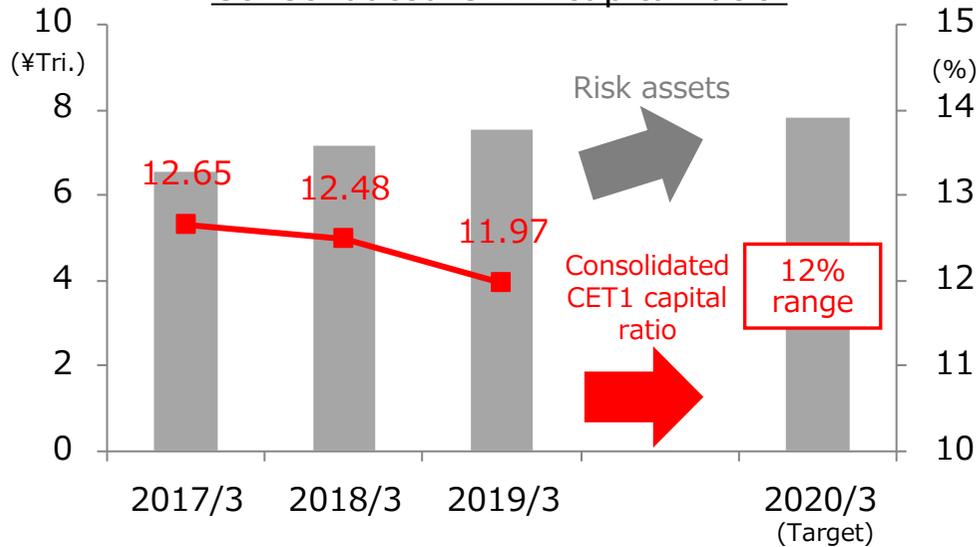
Non-Standing Audit
& Supervisory Board
Member
Kazuyoshi Fukushima



Non-Standing Audit
& Supervisory Board
Member
Akio Shirato

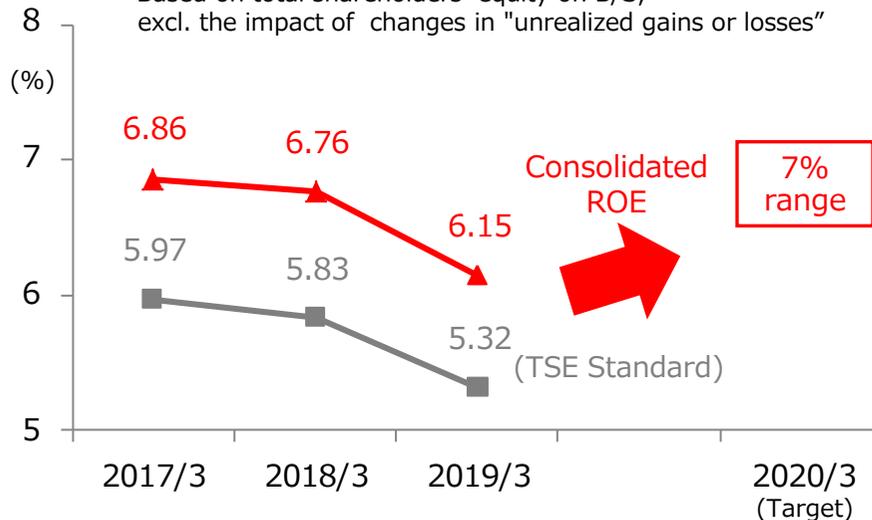
Maintain financial soundness and improve capital efficiency

Consolidated CET1 capital ratio

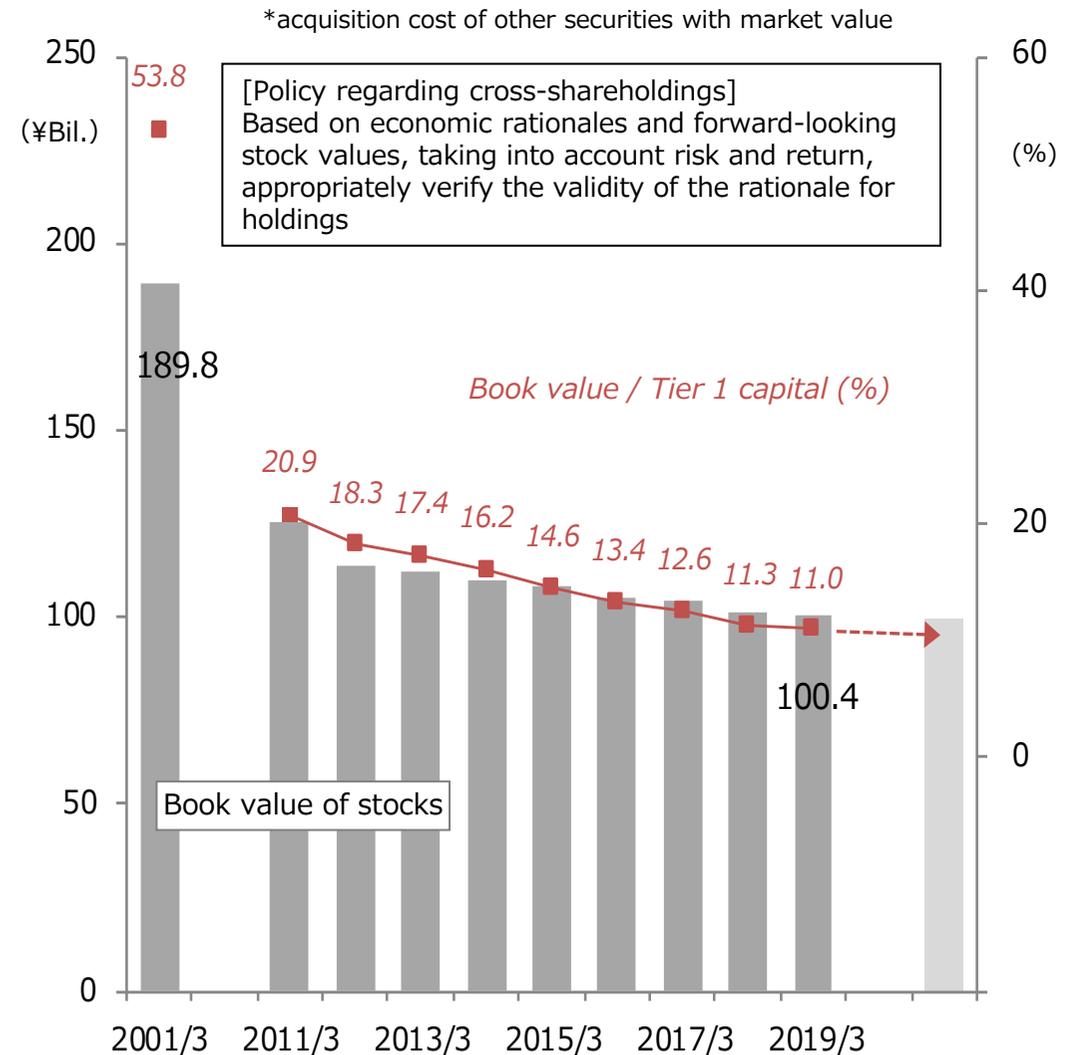


Consolidated ROE*

*Based on total shareholders' equity on B/S, excl. the impact of changes in "unrealized gains or losses"



Book value* of stocks and ratio to Tier1 capital (Consolidated)



Active approach toward shareholder returns, targeting around 50% of profit

Shareholder returns

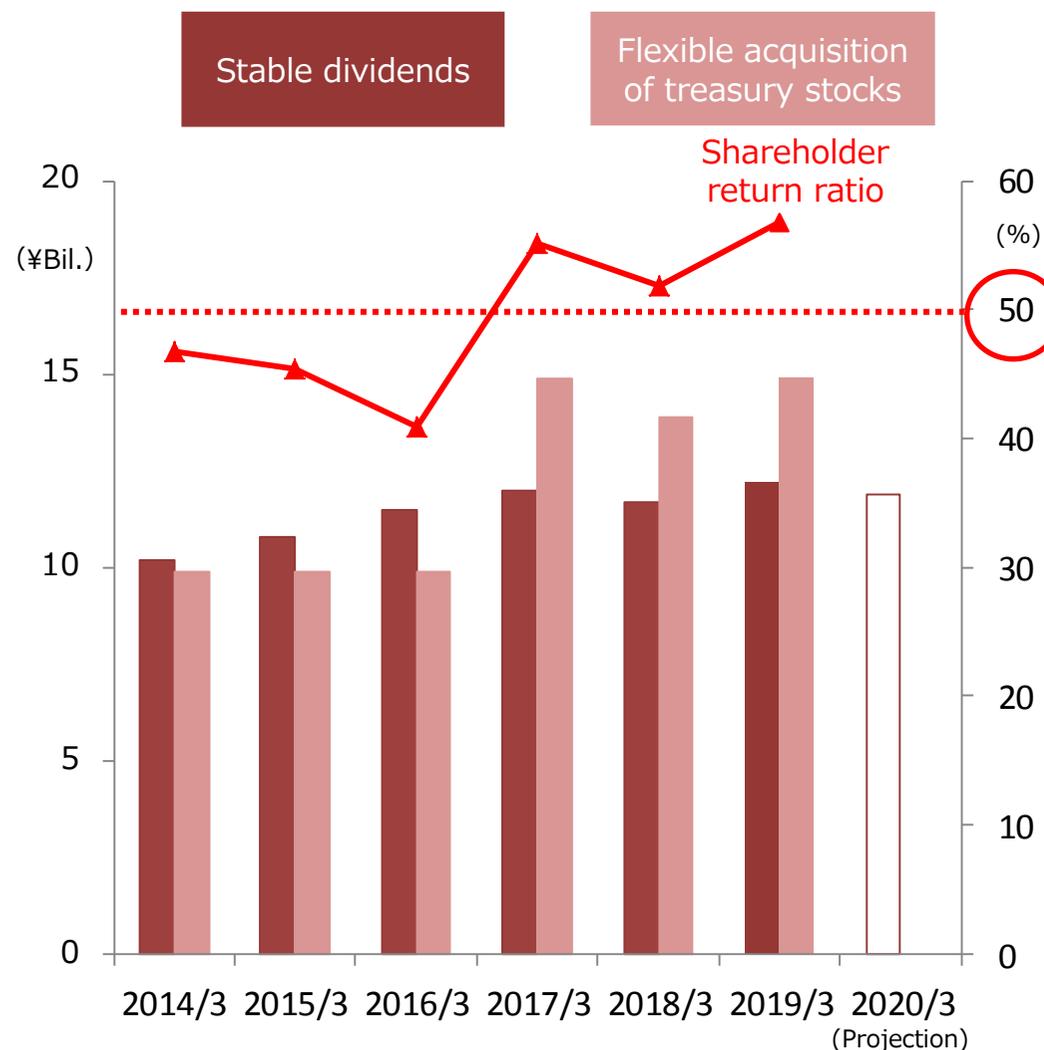
(¥)	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3 (Projection)
Dividend per share	12	13	14	15	15	16	16
		Increase	Increase	Increase		Increase	
(¥Bil.)							
Non-consolidated net income	43.2	45.8	52.5	48.6	49.6	48.0	48.2
Annual cash dividends	10.2	10.8	11.5	12.0	11.7	12.2	11.9
Payout ratio	23.6%	23.6%	21.9%	24.7%	23.7%	25.6%	24.7%
Acquisition of treasury stocks	9.9	9.9	9.9	14.9	13.9	14.9	
Total shareholder return	20.2	20.8	21.5	27.0	25.7	27.2	
Shareholder return ratio	46.8%	45.4%	40.9%	55.5%	51.9%	56.8%	

During the current medium term management plan

Shareholder return ratio*2 **Around 50%**

* Shareholder return =

$\frac{\text{Total shareholder return (amount of dividend payout + amount of acquiring treasury stocks, etc.)}}{\text{Non-consolidated net income}}$



**Inquiries related to this presentation
should be addressed to**

**The Chiba Bank, Ltd.
Corporate Planning Division
Investors Relations**

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Fax:(81) 43-242-9121

e-mail:ir@chibabank.co.jp

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