

Directors, Audit & Supervisory Board Members and Executive Officers

Directors

(As of June 27, 2025)



Apr. 1987 Joined the Bank
Jun. 2016 Executive Officer, General Manager, Business Promotion Division
Jun. 2017 Director and Managing Executive Officer
Jun. 2018 Director and Managing Executive Officer (Group Chief Business Officer, General Manager in charge of Business Promotion)
Jun. 2019 Director and Senior Executive Officer (Group Chief Strategy Officer, General Manager in charge of Corporate Planning)
Apr. 2020 Director and Senior Executive Officer (Group Chief Strategy Officer, Group Chief Digital Transformation Officer, General Manager in charge of Corporate Planning)
Apr. 2021 Director and Senior Executive Officer
Jun. 2021 President (Representative Director, Group Chief Operating Officer)
Apr. 2023 President (Representative Director, Group Chief Executive Officer) (current position)



Apr. 1988 Joined the Bank
Jun. 2018 Executive Officer, General Manager, Chuo Branch and Keisei-ekimae Branch
Apr. 2019 Executive Officer, Deputy in charge of Prefectural Block
Jun. 2019 Executive Officer in charge of Domestic Business (Senior Deputy General Manager in charge of Business Promotion)
Apr. 2020 Executive Officer, General Manager, Head Office and Saiwaicho Sub Branch
Jun. 2020 Managing Executive Officer, General Manager, Head Office and Saiwaicho Sub Branch
Apr. 2021 Senior Executive Officer (Group Chief Business Officer, General Manager in charge of Business Promotion)
Jun. 2021 Director and Senior Executive Officer (Group Chief Business Officer, General Manager in charge of Business Promotion)
Apr. 2024 Director and Senior Executive Officer (Representative Director, Group Chief Business Officer, General Manager in charge of Business Promotion) (current position)



Apr. 1990 Joined the Bank
Jun. 2019 Executive Officer, General Manager, Corporate Planning Division
Oct. 2020 Executive Officer in charge of New Businesses
Apr. 2021 Corporate Planning Division and Human Resources Division (Supervisor of regional trading company business)
May 2021 President and Representative Director, Chibagin Market Co., Ltd.
Apr. 2023 Managing Executive Officer (Group Chief Risk Officer)
Jun. 2023 Director and Managing Executive Officer (Group Chief Risk Officer)
Oct. 2023 Director and Managing Executive Officer (Group Chief Risk Officer, General Manager in charge of Corporate Management) (current position)

Outside Directors

(As of June 27, 2025)



Apr. 1980 Joined Shiseido Co., Ltd.
Apr. 2006 General Manager, Consumer Information Center, Shiseido Co., Ltd.
Oct. 2008 General Manager, Consumer Relations Department, Shiseido Co., Ltd.
Apr. 2009 General Manager, Social Affairs and Consumer Relations Department, Shiseido Co., Ltd.
Apr. 2010 General Manager, Corporate Social Responsibility Department, Shiseido Co., Ltd.
Jun. 2011 Audit & Supervisory Board Member (standing), Shiseido Co., Ltd.
Jun. 2015 Advisor, Shiseido Co., Ltd.
Outside Director, the Bank (current position)
Outside Director, Nippon Soda Co., Ltd.
Jun. 2016 Outside Audit & Supervisory Board Member, Mitsubishi Corporation
Jun. 2017 Outside Audit & Supervisory Board Member, Yokogawa Electric Corporation
Jun. 2019 Outside Director (Audit and Supervisory Committee Member), Cosmo Energy Holdings Co., Ltd. (current position)
Jun. 2024 Outside Director, Yokogawa Electric Corporation



Apr. 1989 Joined the Bank
Jun. 2019 Executive Officer, General Manager, Regional Revitalization Division
Apr. 2020 Executive Officer, General Manager, Corporate Business Division
Apr. 2021 Managing Executive Officer (Group Chief Human Resources Officer)
Jun. 2021 Director and Managing Executive Officer (Group Chief Human Resources Officer)
Apr. 2022 Director and Managing Executive Officer (Group Chief Digital Transformation Officer, Group Chief Human Resources Officer)
Apr. 2023 Director and Senior Executive Officer (Group Chief Strategy Officer, Group Chief Digital Transformation Officer)
Apr. 2024 Director and Senior Executive Officer (Representative Director, Group Chief Strategy Officer, Group Chief Digital Transformation Officer)
Apr. 2025 Director and Senior Executive Officer (Representative Director, Group Chief Sustainability Officer) (current position)
Jun. 2025 Outside Director, Narita International Airport Corporation (current position)



Apr. 1990 Joined the Bank
Apr. 2021 Executive Officer, General Manager, Human Resources Division
Apr. 2023 Managing Executive Officer (Group Chief Human Resources Officer)
Jun. 2023 Director and Managing Executive Officer (Group Chief Human Resources Officer)
Apr. 2025 Director and Managing Executive Officer (Group Chief Strategy Officer) (current position)



Apr. 1987 Joined Nomura Research Institute, Ltd.
Jun. 2002 Head, Japanese Economic Research Unit, Economic Research Department, Nomura Research Institute, Ltd.
Jun. 2004 Deputy Head, Economic Research Department and Head, Japanese Economic Research Section, Financial & Economic Research Center, Nomura Securities Co., Ltd.
Jun. 2007 Managing Director, Head, Economic Research Department and Chief Economist, Financial & Economic Research Center, Nomura Securities Co., Ltd.
Jul. 2012 Member of the Policy Board, the Bank of Japan
Jul. 2017 Executive Economist, Nomura Research Institute, Ltd. (current position)
Jun. 2020 Outside Director, the Bank (current position)



Apr. 1987 Joined The Ashikaga Bank, Ltd.
Oct. 1998 Joined Westdeutsche Landesbank Girozentrale (WestLB)
May 2001 Joined Standard & Poor's (currently S&P Global Ratings)
Apr. 2004 Director (Senior Analyst), Financial Institutions Ratings, Japan, Standard & Poor's
Apr. 2017 Senior Director, Financial Institutions Ratings, Japan, S&P Global Ratings
Nov. 2023 Managing Director, Financial Institutions Ratings, Japan, S&P Global Ratings
Jun. 2024 Outside Director, the Bank (current position)



Aug. 1991 Joined Citibank, N.A., Tokyo Branch
Oct. 2000 Joined Goldman Sachs Japan Co., Ltd.
Jan. 2015 Joined DBS Bank Ltd.
Aug. 2016 Representative Director and CEO, DBS Securities (Japan) Co., Ltd.
Sep. 2016 Country Head of Japan, DBS Bank Ltd.
Jan. 2020 Executive Officer, Head of Sales, HiJoJo Partners Inc.
Jul. 2020 Vice Chairman, DIGITAL GRID Corporation (current position)
Dec. 2020 Representative Director, Wakiyai Co., Ltd. (current position)
Jun. 2021 Outside Director, Nichirei Corporation (current position)
Jun. 2025 Outside Director, the Bank (current position)

Directors, Audit & Supervisory Board Members and Executive Officers

Audit & Supervisory Board Members

(As of June 27, 2025)



Standing Audit & Supervisory Board Member
Hironaga Fukuo

Apr. 1987 Joined the Bank
Jun. 2018 Executive Officer, General Manager, Human Resources Division
Apr. 2021 Managing Executive Officer in charge of the Credit Unit
Mar. 2023 Retired as Managing Executive Officer in charge of the Credit Unit
Jun. 2023 Standing Audit & Supervisory Board Member, the Bank (current position)



Standing Audit & Supervisory Board Member
Chigusa Saito

Apr. 1988 Joined the Bank
Jun. 2017 Executive Officer, General Manager, Human Resources Division
Jun. 2018 Executive Officer, General Manager, Operation Planning Division
Apr. 2020 Executive Officer in charge of Special Appointment
Jun. 2020 President and Representative Director, Chibagin Heartful Co., Ltd.
Jun. 2023 Audit & Supervisory Board Member, the Bank Standing Audit & Supervisory Board Member, Chibagin Computer Service Co., Ltd. (current position)
*Retired on June 30, 2025
Jun. 2025 Standing Audit & Supervisory Board Member, the Bank (current position)



Standing Audit & Supervisory Board Member
(Standing Outside Audit & Supervisory Board Member)
Norikazu Takahashi

Apr. 1985 Joined the Bank of Japan
Jul. 2005 Associate Director-General, Secretariat of the Policy Board, the Bank of Japan
Aug. 2008 General Manager, Okayama Branch, the Bank of Japan
May 2011 Associate Director-General, Currency Issue Department, the Bank of Japan
May 2012 Deputy Director-General, Currency Issue Department, the Bank of Japan
Nov. 2013 General Manager, Sendai Branch, the Bank of Japan
May 2015 General Manager, Information System Services Department, the Bank of Japan
Jun. 2016 Executive Director, The Center for Financial Industry Information Systems
Jun. 2021 Auditor, The Financial Futures Association of Japan Standing Outside Audit & Supervisory Board Member, the Bank (current position)



Audit & Supervisory Board Member
(Outside Audit & Supervisory Board Member)
Yukio Anazawa

Apr. 1986 Joined the Chiba Prefectural Government
Apr. 2013 Director General, Property Management Division, General Affairs Department, Chiba Prefectural Government
Apr. 2014 Director General, Facility Management Division, General Affairs Department, Chiba Prefectural Government
Apr. 2015 Director General, Transportation Planning Division, Policy and Planning Department, Chiba Prefectural Government
Apr. 2016 Director General, General Affairs Division, General Affairs Department, Chiba Prefectural Government
Apr. 2018 Executive Director for Distribution and Sales, Chiba Prefectural Government
Apr. 2020 Executive Director, Agriculture, Forestry and Fisheries Department, Chiba Prefectural Government
Apr. 2021 Vice-Governor, Chiba Prefecture
Jun. 2025 Outside Audit & Supervisory Board Member, the Bank (current position)



Audit & Supervisory Board Member
(Outside Audit & Supervisory Board Member)
Yukiko Matsuoka

Apr. 1991 Joined Chuo Shinko Audit Corporation
Aug. 2001 Registered as a Certified Public Accountant
Oct. 2013 Joined Sakai Tax Accounting Firm
Jan. 2017 Established Yukiko Matsuoka Certified Public Accountant Office (current position)
Mar. 2019 President and Representative Director, 99 Palisade Co., Ltd. (currently Matsuoka Research Institute of Economics and Management Co., Ltd.)
Jun. 2022 Outside Director, ARTNATURE INC. (current position)
Jun. 2025 Outside Audit & Supervisory Board Member, the Bank (current position)

(Reference)

Group CEO: Group Chief Executive Officer
Group CBO: Group Chief Business Officer
Group CSuO: Group Chief Sustainability Officer
Group CSO: Group Chief Strategy Officer
Group CRO: Group Chief Risk Officer
Group CIO: Group Chief Information Officer
Group CHRO: Group Chief Human Resources Officer
Group CDTO: Group Chief Digital Transformation Officer

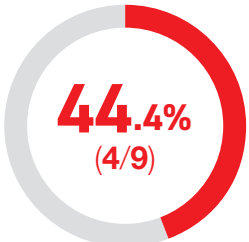
Executive Officers

(As of June 27, 2025)

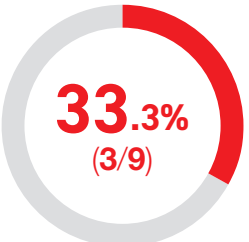
Managing Executive Officer (In charge of Market and International Business)
Nobukazu Odaka
Managing Executive Officer (In charge of Chiba Prefecture Business)
Yoichi Mataka
Managing Executive Officer (In charge of Credit Unit)
Kyota Izumi
Managing Executive Officer (Group CIO)
Kazunari Tanaka
Managing Executive Officer (In charge of Business Outside Chiba Prefecture)
Yukio Mikami
Managing Executive Officer (General Manager of Head Office and Saiwaicho Sub Branch)
Masaki Miyauchi
Managing Executive Officer (Group CHRO)
Atsushi Imai
Managing Executive Officer (Group CDTO)
Hideki Shibata
Managing Executive Officer (General Manager of Corporate Planning Division)
Shinichi Ito
Executive Officer (General Manager of Operation Division)
Yumiko Mitsuoka

Executive Officer (General Manager of Narita Branch)
Yoshitaka Furumoto
Executive Officer (General Manager of Chuo Branch and Keisei-ekimae Branch)
Ryosuke Terauchi
Executive Officer (General Manager of Group Strategy Division)
Tatsuya Onishi
Executive Officer (In charge of Special Appointment)
Taro Kanzawa
Executive Officer (General Manager of Tokyo Head Office)
Shigeru Saito
Executive Officer (General Manager of Human Resources Division)
Makoto Ito
Executive Officer (General Manager of EDP System Division)
Yoshinori Nishisaka
Executive Officer (General Manager of Operation Planning Division)
Hiroaki Matsuoka
Executive Officer (President and Representative Director of Chibagin Capital Co., Ltd.)
Hiroki Matsumoto
Executive Officer (General Manager of Corporate Business Division)
Makoto Sakamoto

>> Ratio of Independent Outside Directors



>> Ratio of Female Directors



- Organizational structure: Company with an audit & supervisory board
- Number of Directors: 9
- Number of outside directors: 4 (All of them are independent officers)
- Number of female directors: 3
- Number of Audit & Supervisory Board members: 5
- Number of outside Audit & Supervisory Board members: 3 (All of them are independent officers)
- Number of executive officers: 20
- Number of female executive officers: 1
- Attendance rate of the Board of Directors meetings*: 99.3% (attendance rate for outside directors: 100%)

*For the Board of Directors meetings held in FY2024

>> Skills Matrix

(As of June 27, 2025)
*The matrix does not exhaustively show the specialty and experience of each of the Directors and Audit & Supervisory Board Members.

Name/Position		Specialties and Experience of Directors and Audit & Supervisory Board Members						
		[Corporate management]	[Corporate finance and accounting/ Finance]	[Risk management/ Legal affairs]	[Regional sales]	[International businesses/ Market operations]	[IT/DX]	[Sustainability]
Tsutomu Yonemoto	President (Representative Director, Group CEO)	●	●	●	●	●	●	
Kiyomi Yamazaki	Director and Senior Executive Officer (Representative Director, Group CBO, General Manager in charge of Business Promotion)		●	●	●	●		
Mutsumi Awaji	Director and Senior Executive Officer (Representative Director, Group CSuO)		●	●			●	●
Takashi Makinose	Director and Managing Executive Officer (Group CSO)		●	●	●	●		●
Masayasu Ono	Director and Managing Executive Officer (Group Chief Risk Officer, General Manager in charge of Corporate Management)	●	●	●		●		
Yasuko Takayama	Director (Outside Director, Chairperson of the Board of Directors)			●				●
Takahide Kiuchi	Director (Outside Director, Chairperson of Nomination, Remuneration and Corporate Advisory Committee)		●	●		●	●	
Ryoji Yoshizawa	Director (Outside Director)		●	●		●		●
Mana Nabeshima	Director (Outside Director)	●	●	●		●	●	●
Hironaga Fukuo	Standing Audit & Supervisory Board Member		●	●	●			
Chigusa Saito	Standing Audit & Supervisory Board Member	●	●	●				
Norikazu Takahashi	Standing Audit & Supervisory Board Member (Standing Outside Audit & Supervisory Board Member)		●	●		●	●	
Yukio Anazawa	Audit & Supervisory Board Member (Outside Audit & Supervisory Board Member)		●	●				●
Yukiko Matsuoka	Audit & Supervisory Board Member (Outside Audit & Supervisory Board Member)		●	●				

Contents of each skill item
[Corporate management] Experience as a top executive of a company or other organization, with the ability to execute in order to maximize business results.
[Corporate finance and accounting/Finance] Knowledge of banking finance and accounting, and financial business backed up by business experience.
[Risk management/Legal affairs] The ability to correctly identify and assess the risks involved in banking. Knowledge of legal matters related to the banking industry and the ability to perform their duties in an appropriate and sound manner.
[Regional sales] Familiarity with the products and services offered by the Bank, and to have the knowledge, experience and ability to contribute to the resolution of issues faced by regional customers.
[International businesses/Market operations] Global perspective based on overseas experience, and to have knowledge, experience, and ability related to overseas business and market operations.
[IT/DX] Knowledge of IT and DX, and able to contribute to the enhancement of the DX promotion system and the associated human resource development, utilization of new technologies, and advancement of cyber risk management.
[Sustainability] Knowledge, experience and ability to contribute to the sustainable growth of the Bank by addressing environmental, social and community issues.

Initiatives for Business Improvement and Recurrence Prevention in Response to Administrative Actions

On June 23, 2023, the Bank was the subject of administrative actions (Business Improvement Order) for situations where a problem related to investor protection is recognized by the Kanto Local Finance Bureau, pursuant to Article 51, Paragraph 2 of the Financial Instruments and Exchange Act, regarding the financial instruments intermediary business related to the solicitation and sales of structured bonds. Also, in accordance with Article 51 of the Financial Instruments and Exchange Act, Chibagin Securities was the subject of administrative actions (Business Improvement Order) from the Kanto Local Finance Bureau regarding business operations that violated the suitability principle for solicitation of sales of structured bonds.

Recognizing these to be matters of the utmost gravity, following thorough root cause analysis, on July 24, 2023, the Bank and Chibagin Securities submitted to the Kanto Local Finance Bureau their respective business improvement reports including recurrence prevention measures. In addition, having clarified management responsibility, we imposed disciplinary action on those involved.

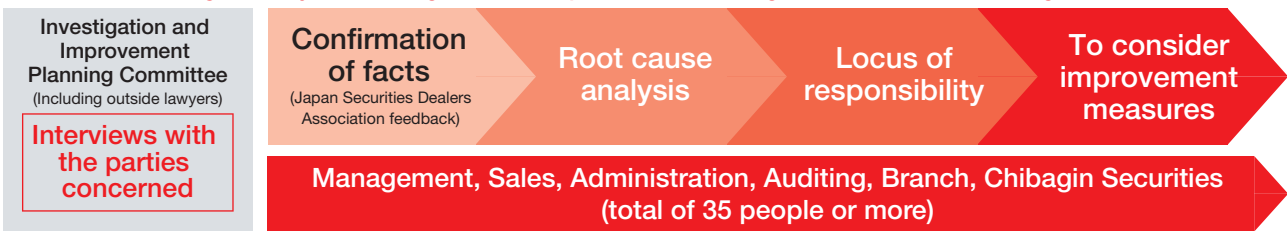
We have subsequently continued to report quarterly on the progress of our initiatives for business improvement and recurrence prevention based on the business improvement reports.

Root Cause Analysis and Formulation of a Business Improvement Plan

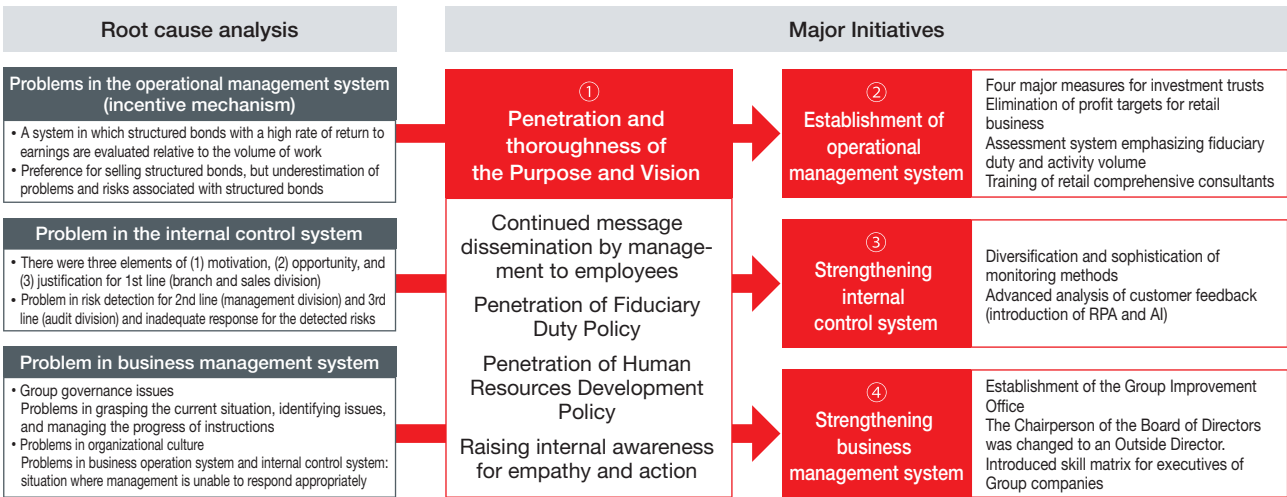
Following confirmation of the facts and root cause analysis by the Investigation and Improvement Planning Committee and discussions at several meetings of the Board of Directors and the Nomination, Remuneration and Corporate Advisory Committee, the Bank recognizes that the root causes of the matters subject to the administrative actions were issues concerning operational management, internal control, and business management systems and has formulated respective improvement and recurrence prevention measures.

Moreover, considering that ensuring thorough penetration of the Purpose and Vision throughout the organization is the key to achieving improvement with respect to all these issues, the Purpose and Vision Penetration Project Team is spearheading cross-organizational initiatives, while reflecting the expertise of external advisors.

50 or more meetings held by the Investigation and Improvement Planning Committee after receiving the recommendation



▲ Process for formulation of the business improvement plan



▲ Overview of the business improvement plan based on root cause analysis

Progress of Initiatives for Business Improvement and Recurrence Prevention

Regarding the overall progress of the initiatives, all measures under the business improvement plan have been completed as a result of steadily implementing various initiatives based on the improvement plan, including the ongoing review of the performance award system, enhancement of the operational management system such as target setting through voluntary declarations by branch offices, the introduction of a text mining tool to enhance analysis of complaints and requests, verification of the self-declared target setting process, and full-scale implementation of a culture audit concerning the impact on awards and bonuses.

We will continue verification of the effectiveness of these measures through various internal and external surveys and questionnaires, such as an engagement survey and NPS® questionnaire surveys, in an effort to enhance effectiveness through a Plan-Do-Check-Act (PDCA) cycle. The progress of the initiatives is disclosed on our website in conjunction with quarterly reports to the Kanto Local Finance Bureau.

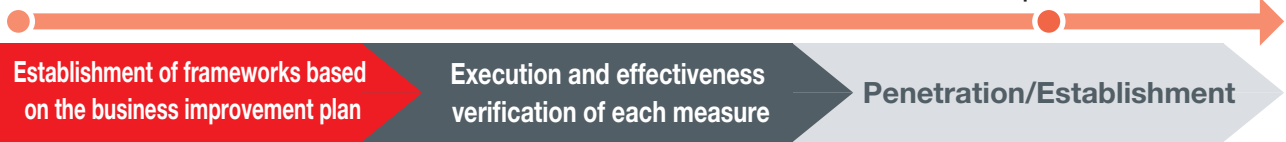
The Bank Group will work tirelessly to prevent a deterioration of awareness of the incident, and all executives and employees will work together to become a financial institution group that is trusted by its customers and the regional communities.

*NPS® is a registered trademark of Bain & Company, Inc., Fred Reichheld, and NICE Systems, Inc.

Progress of the initiatives as of March 31, 2025:
https://www.chibabank.co.jp/en/news/topic20250415_01

Submitted business improvement plan on July 24, 2023

At present



▲ Roadmap for business improvement and recurrence prevention

>> List of Major Measures

① Penetration and thoroughness of the Purpose and Vision	Implementation timing	Implementation ^{*1}	Addition ^{*2}	③ Strengthening internal control system	Implementation timing	Implementation ^{*1}	Addition ^{*2}
Displaying the Purpose and Vision on internal PCs and business cards	September 2023	●		Conducted engagement survey	September 2023	●	
Reviewed Fiduciary Duty Policy, established Fiduciary Duty Handbook	October 2023	●		Opened Chotto line to Group companies	September 2023	●	
Established Three Pledges	October 2023	●	●	Newly established practical training for newly appointed internal administration supervisors	October 2023	●	
Monthly Fiduciary Duty Study Meeting involving all employees	October 2023	●		Introduced conformity verification tools	March 2024	●	
Career support based on human resource development policies at personnel interviews	October 2023	●	●	Introduced 360-degree evaluation to Group companies	August 2024	●	
Discussion by project team (two subcommittees under the project team)	December 2023	●	●	Review of the 2nd line system (Establishment of the Customer Support Monitoring Office)	October 2023	●	
On the 23rd of every month, distributed video messages by Directors	December 2023	●		Customer interviews by headquarters staff about sales of financial products	December 2023	●	●
Start of Fiduciary Duty Hearing	December 2023	●	●	Advanced analysis of customer feedback (introduction of RPA and AI)	September 2024	●	
Senior management and compliance training	December 2023	●		Diversification and sophistication of monitoring methods (Phone recording system, voice and video recording of visits)	August 2024	●	
Implemented Fiduciary Duty Special Award	2H of FY2023	●	●	President is in charge of the Audit Department and deeply involved in PDCA.	October 2023	●	
Linking performance reviews to human resource development policies	April 2024	●	●	Introduced culture audits	March 2024	●	
② Establishment of operational management system	Implementation timing	Implementation ^{*1}	Addition ^{*2}	Strengthening Group cooperation in auditing departments through participation of the Bank's Audit Department in the meetings of Chibagin Securities' Audit Department	September 2023	●	
Implemented the four major measures concerning investment-type financial instruments	April 2023	●		④ Strengthening business management system	Implementation timing	Implementation ^{*1}	Addition ^{*2}
Specialist training in retail comprehensive consulting	April 2023	●		Dispatch of Directors and general managers from the Bank to Chibagin Securities	April 2023	●	
Training and video distribution for Fiduciary Duty, behavioral change to focus on activity volume	September 2023	●	●	Establishment of the Group Improvement Office	October 2023	●	
Elimination of the Bank's profit targets for the retail departments	October 2023	●		Implemented customer satisfaction surveys at all Group companies	November 2023	●	●
Eliminated return-of-profit incentives completely from Chibagin Securities' transactions based on the Bank referral	October 2023	●		The Chairperson of the Board of Directors was changed to an Outside Director.	April 2024	●	
				One on one meetings between the President and Group company presidents	September 2023	●	
				Opinion exchange meetings between the Bank's Directors and Group companies	September 2023	●	
				Introduced skill matrix for executives of Group companies	April 2024	●	

*1 Implementation completed or ongoing (out of a total of 57 measures, major measures are listed.)

*2 Additional measures after submission of the business improvement plan

Message from the Group CRO

Work on reform of organizational culture and strengthening of internal control systems to gain trust from customers

Masayasu Ono

Director and Managing Executive Officer
(Group Chief Risk Officer (CRO), General Manager in charge of Corporate Management)

Organizational culture reform under the Three Pledges

Since we were issued with administrative actions (Business Improvement Order) in June 2023, the Bank and Chibagin Securities have implemented Group-wide measures to improve business and prevent a recurrence, based on the business improvement plan.

In the administrative departments, we are promoting various measures with a sense of speed, focusing particularly on reforming our organizational culture and strengthening our internal control systems. Our business improvement measures are gaining a certain level of recognition, as evidenced by the steady increase in customer satisfaction ratings in our regular customer surveys.

Our objective in reforming our organizational culture is to correct the Group's predisposition toward focusing on profit maximization, which was behind the administrative actions (Business Improvement Order).

The improvement of performance is a major mission of corporate activities. However, I believe that it is also the result of our efforts to serve and satisfy our customers and local community, which is another of our key missions. By earning appropriate returns for serving and satisfying our customers, we aim to improve our business performance and strengthen our corporate strength. This, in turn, enables us to raise our stock price and dividend so we can receive stable investments, and maintain stable employment. We will also be able to expand the range of services that we provide through new businesses and investment in digital

transformation (DX), thereby driving further growth. Through the repetition of this cycle, we will provide firm support to our customers and local community and contribute firmly to their sustainable growth. I believe that the sustainable relationships among our customers, local community, and the Group, which is aligned with the traditional philosophy of *sanpo-yoshi* "benefit for all three parties," represents the very essence of what a regional financial institution should aspire to.

The Group established the Three Pledges, which serve as the standard of conduct and decision-making for all officers and employees. To ensure that the officers and employees constantly keep the Three Pledges in mind in all aspects of daily operations, we have continuously worked to instill and embed them by sending video messages from the president and other members of the management team on Fiduciary Duty (FD) Day every month. We are now receiving a significant increase in compliments and expressions of appreciation from our customers, and many of our employees are saying that they are able to put into practice that approach of listening carefully to customers and prioritizing what employees can and should do for them.

In addition, to instill this approach and put it into practice, the sales division is advancing reforms to its performance goal-setting and award systems. These initiatives are being continuously reviewed by incorporating opinions from a wide range of employees.



Strengthening internal control systems based on customer feedback

Regarding the strengthening of our internal control systems, we consolidated our second-line functions in the Compliance and Risk Management Division, for which I am responsible as the General Manager in charge of Corporate Management. We have also increased our staff numbers in this area, and established a Customer Support Monitoring Office. In FY2024, we worked primarily on the following three key measures.

(1) We began monitoring data from conversations recorded during product and service explanations (only where the customer has given their consent to the recording). To ensure the transparency and fairness of the sales process and to leverage this measure to improve quality in the future, we first implemented it for transactions of financial instruments (investment trust, insurance, etc.). Since then, we have extended its scope to some loan transactions of the Bank and some of Chibagin Securities' transactions.

(2) In addition to expanding the scope of customer surveys, we have begun face-to-face interviews with customers by the second-line function. As well as monitoring the progress of improvements through customer feedback (opinions, requests, complaints, etc.), to leverage that feedback for future improvement of quality, customer surveys, which had previously been conducted for financial instruments transactions at the Bank, now also cover some corporate transactions such as solution provision and some Group company transactions.

(3) We began qualitative and quantitative analysis with the introduction of text mining tools for the analysis of customer feedback collected from various channels. To share issues and make improvements more promptly, as well as to improve quality in the future, feedback received

from the customers of Group companies is now included in this process.

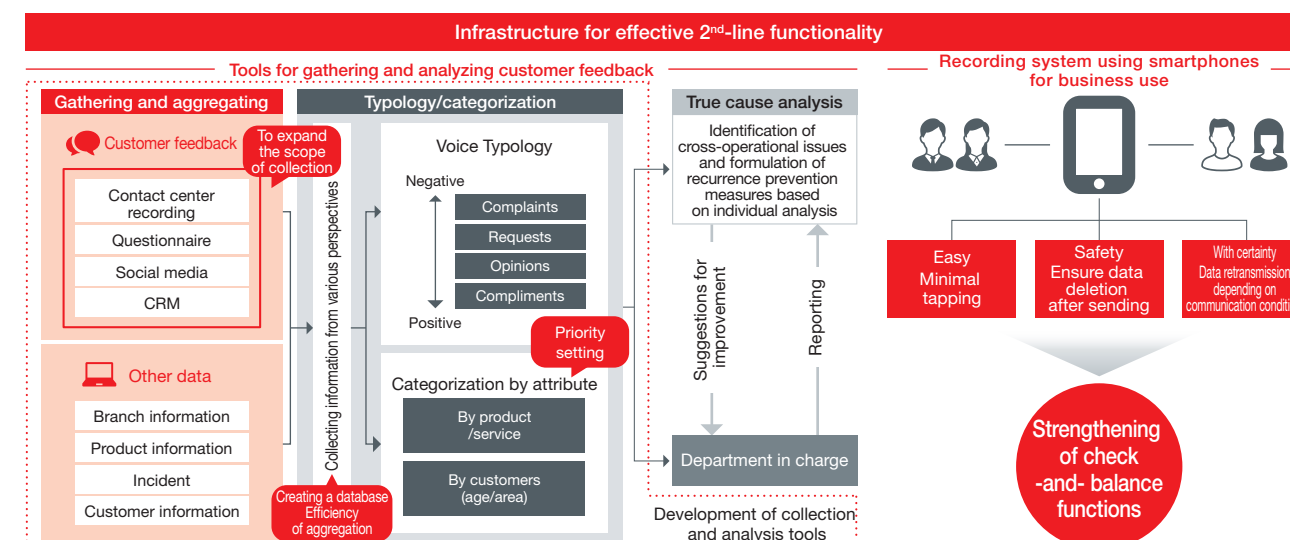
In these ways, in addition to the existing processes of checking documents and monitoring negotiation records, we are strengthening our initiatives based on customer feedback in our efforts to continuously improve the risk detection and response capabilities of the Group.

Business improvement is something for customers and the local community to evaluate

We are committed to creating social value and accomplishing the Group's Purpose, namely, "to create a local community better suited to bringing each person's hope to life," while offering practical value to achieve the Group's Vision, "an Engagement Bank Group that works closely with the community." We believe that the evaluation of business improvements that are still in progress should be received from customers and the local community, based on our attitude of responding sincerely to the expectations and trust of our customers and the local community through our continued efforts to implement and realize these measures.

Whenever I receive words of encouragement or criticism from customers, I recall my maxim: "Know what is sufficient." Remember, the point is not to constantly overextend yourself. The important thing is to proceed modestly and diligently, acting with a sense of satisfaction and gratitude while being aware of our own capacity. Exercise self-discipline while continuously endeavoring to remedy any insufficiency.

Never forgetting this mindset, we will continue to advance each initiative aimed at achieving our business improvements.



Corporate Governance Structure

The Bank Group bases all of its corporate activities on the Chiba Bank Group’s Corporate Code of Conduct. In addition, in the mid-term plan, we have included “Group Governance” as one of our value creation bases as part of our drive to advance the level of corporate governance.

In complying with the Code and realizing these policies in our efforts to further strengthen and enhance corporate governance, we will contribute to the realization of a sustainable local community through appropriate cooperation with diverse stakeholders and strive for sustainable growth and the improvement of corporate value in the medium to long term.

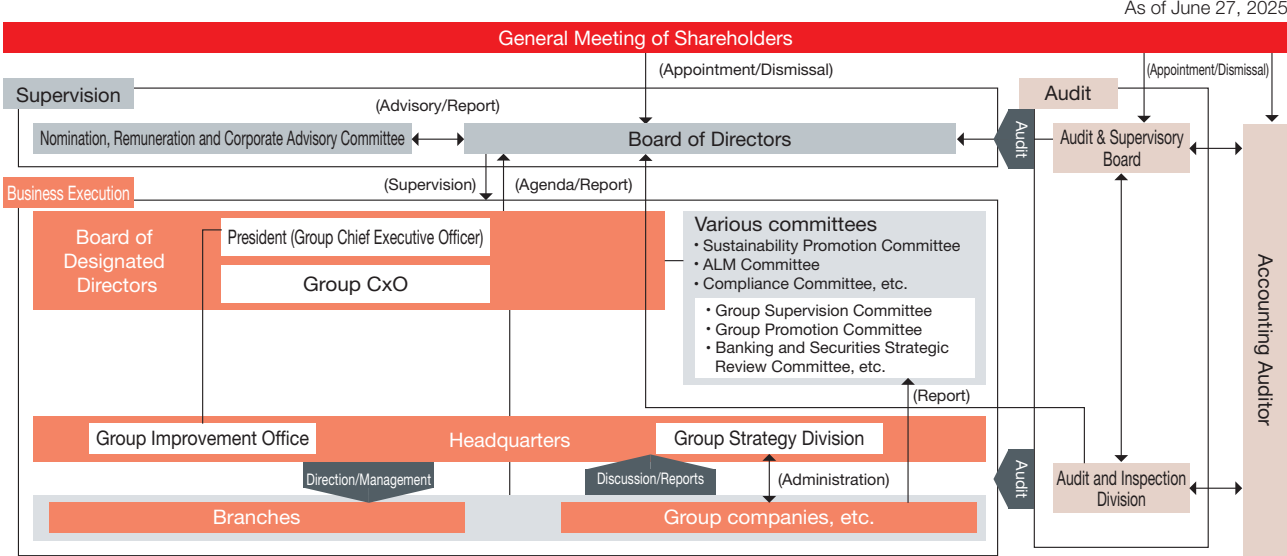
Initiatives to Strengthen Governance

Corporate governance has been enhanced through such measures as the executive officer system introduced in 2003 and the appointment of outside directors which began in 2013.

Currently as of June 27, 2025, we have a 44.4% ratio of independent outside directors (4 out of 9) and a 33.3% ratio of female directors (3 out of 9).

2003	Introduced the executive officer system	2021	Assigned Group Chief Human Resources Officer (CHRO) Revised the director remuneration framework (Introduced restricted stock remuneration system) Abolished the position of Advisor role and reviewed the content of Advisor to the President Assigned the first female internal director
2010	Abolished directors' retirement benefits Introduced equity-based remuneration in the form of stock options	2022	Appointed an outside director as the Chairperson of the Nomination, Remuneration and Corporate Advisory Committee
2011	Put the Audit and Inspection Division under direct control of the Board of Directors	2023	Established the Group Strategy Division that oversees overall business execution of Group companies
2013	Appointed an outside director	2024	Appointed an outside director as Chairperson of the Board of Directors Assigned the first female representative director Changed the term of office of a director (shortened from 2 years to 1 year) Revised the director remuneration framework (Introduced the performance-linked restricted stock remuneration system) Conducted an evaluation of the effectiveness of the Board of Directors at the Bank and major Group companies with the support of a third-party professional organization
2015	Began evaluating the effectiveness of the Board of Directors Appointed two female outside directors Established the Corporate Advisory Committee (currently the Nomination, Remuneration and Corporate Advisory Committee)	2025	Assigned Group Chief Sustainability Officer (CSuO)
2018	Formulated the Information Disclosure Policy Introduced the Group Chief Officer System Raised the ratio of outside directors on the Board of Directors to one-third		
2019	Conducted evaluation on the effectiveness of the Board of Directors by collaborating with an external evaluation firm Formulated the "Policy on Corporate Governance"		
2020	Assigned Group Chief Digital Transformation Officer (CDTO)		

Corporate Governance Structure



Board of Directors

The Board of Directors consists of nine directors, including four independent outside directors (the ratio of independent outside directors is 44.4%). The Board of Directors makes decisions about management policies and other important matters and supervises the execution of business by the directors and executive officers.

The Bank has also adopted an executive officer system. This system provides for the clear separation of the roles of the directors, who reach decisions on important matters, supervise the execution of business operations, and perform other tasks, and the role of the executive officers, who conduct business operations.

In response to the issuance of Business Improvement Orders by the Kanto Local Finance Bureau to Chiba Bank and Chibagin Securities in June 2023, we acknowledge the importance of actions such as advancing the level of Group governance, and we are engaging in efforts such as strengthening supervision by the Board of Directors, including appointment of an outside director as the Chairperson of the Board of Directors in April 2024.

Main Agenda Items and Decisions in FY2024			
1st quarter	● Status of cross-shareholdings ● Status of initiatives for human resources strategy ● Partial change to the Policy on Customer-oriented Business Operations and announcement of the status of initiatives	● Evaluation of the effectiveness of the Board of Directors ● Chibagin Securities' internal audit plan for FY2024 ● Status of holding of meetings of the Nomination, Remuneration and Corporate Advisory Committee	
2nd quarter	● Compliance with the 2015 UK Modern Slavery Act and status of initiatives toward sustainability management ● Tender offer for shares, etc. of EDGE Technology, Inc. ● Establishment of a new sub branch	● Formulation of a basic policy against customer harassment ● Status of top risk management response ● Status of Group company activities	
3rd quarter	● Status of initiatives for enhancement of corporate value ● Status of alliance and partnership activities and transaction results of TSUBASA Alliance Co., Ltd.	● Progress status of mid-term plan ● Partial revision of the internal audit plan ● Status of initiatives for human resources strategy ● Report on customer feedback	
4th quarter	● Selection of top risks ● Acquisition of shares of Fresh Farm Chiba Co., Ltd. to make it a subsidiary and formulation of a management plan ● Progress status of DX strategy	● Formulation of a business performance plan ● Status of initiatives toward sustainability management ● Formulation of internal audit plan and partial revision of internal audit implementation rules	

Audit & Supervisory Board

The Bank has adopted the form of a company with an audit & supervisory board with five Audit & Supervisory Board members, including a majority of three outside Audit & Supervisory Board members. In particular, three of the Audit & Supervisory Board members, including an outside Audit & Supervisory Board member, are standing Audit & Supervisory Board members. They attend meetings of the Board of Directors and other important meetings, check important documents, and perform audits of the headquarters and branches to conduct objective and reasonable audits of the status of business execution. We believe that this system provides an adequate management supervisory function.

Nomination, Remuneration and Corporate Advisory Committee

We have established the Nomination, Remuneration and Corporate Advisory Committee as an advisory body to the Board of Directors. To ensure objectivity, timeliness, and transparency of procedures, this Committee comprises four independent outside directors and three internal directors appointed by a resolution of the Board of Directors. In addition, since October 2022, an outside director serves as its chairperson to ensure the Committee's independence.

Corporate Governance Structure

Policies for Appointment and Dismissal of Directors and Nomination of Directors and Audit & Supervisory Board Members

<Candidates for Internal Directors>
Candidates for internal directors are determined by the Board of Directors, following deliberations by the Nomination, Remuneration and Corporate Advisory Committee the majority of which comprise independent outside directors, based on the President's recommendations of persons who, based on a deep understanding of the Bank's basic management policy, possess knowledge and experience to enable the appropriate, fair, and efficient execution of bank business management, as well as sufficient social trust, with the aim of achieving our management strategy. In selecting the President, the Bank has established the qualities required of a representative, and the President is determined by the Board of Directors following deliberations by the Nomination, Remuneration and Corporate Advisory Committee on persons suitable for representing the Bank selected from among internal directors. In the event of occurrence of a serious obstacle to the execution of duties as the President or when a representative director falls under reasons for disqualification,* dismissal of such representative director shall be determined by the Board of Directors following deliberations by the Nomination, Remuneration and Corporate Advisory Committee.

*Reasons for disqualification

- The representative director is deemed to have a relationship with antisocial forces
- The representative director is deemed to have violated laws, regulations, or internal regulations

<Candidates for Outside Directors>
Candidates for outside directors are determined by the Board of Directors, following deliberations by the Nomination, Remuneration and Corporate Advisory Committee the majority of which comprise independent outside directors, based on the President's recommendations of persons who mainly possess specialist knowledge and experience in areas other than the Bank's business operations and are deemed capable of contributing to the Bank's sustainable growth and corporate value enhancement over the medium to long term based on their insights in view of the skill matrix.

<Candidates for Audit & Supervisory Board Members>
Candidates for Audit & Supervisory Board members are determined at a meeting of the Board of Directors, following deliberations by the Nomination, Remuneration and Corporate Advisory Committee that is composed of a majority of independent outside directors and consent by the Audit & Supervisory Board, based on the President's recommendations of persons who possess knowledge and experience to enable the appropriate, fair, and efficient performance of audits on the execution of duties by directors, as well as sufficient social trust.

Succession Planning

A successor to the President is determined by the Board of Directors following deliberations by the Nomination, Remuneration and Corporate Advisory Committee the majority of which comprise independent outside directors, in view of desired personnel requirements, personnel training policy and plan, as well as the status of training, etc. The status of deliberation is reported, as appropriate, to the Board of Directors.

<Desired personalities of candidates (nomination policy)>
Images of desired personalities of candidates are deliberated by the Nomination, Remuneration and Corporate Advisory Committee in view of qualities and abilities required as management, as well as the business environment surrounding our Group and the direction of its future business strategies, and are shared by the Board of Directors. Whether to review the images of desired candidates for successors or not in accordance with changes in the business environment, etc. is deliberated as appropriate.

<Review of candidates' personalities and training schemes>
The Nomination, Remuneration and Corporate Advisory Committee members review personalities of candidates based on a third-party evaluation, etc. by an external specialized organization. The committee then considers policies and plans for training candidates to help them become a person qualified for the position.

<Candidate selection process>
Candidates are proposed by the President (including reappointment, replacement and dismissal of directors including representative directors) and determined by the Board of Directors following deliberations on the consistency, etc. with the nomination policy and training policy by the Nomination, Remuneration and Corporate Advisory Committee.

Reasons for the Appointments of Outside Directors and Audit & Supervisory Board Members

The Bank appoints outside directors who are deemed to be capable of contributing to the enhancement of corporate value over the medium to long term, through a further enhancement of the decision-making and supervisory functions of the Board of Directors, by leveraging the knowledge and experience of said persons in the Bank's management.

Name (Appointment)	Reasons for Appointment as Outside Director
Yasuko Takayama (June 2015)	Has experience as a manager of customer service and CSR divisions and as a standing Audit & Supervisory Board member of a major cosmetics company, as well as experience as an outside director at other non-financial companies.
Takahide Kiuchi (June 2020)	Has both domestic and international experience as an economist and, in addition to having accumulated significant expertise, was responsible for carrying out deliberations regarding monetary policies as a member of the Policy Board, the Bank of Japan.
Ryoji Yoshizawa (June 2024)	Has experience in credit analysis of financial institutions as Managing Director of Financial Institutions Ratings, Japan at a major rating agency and in supervision of rating standards and analysis techniques for banks around the world as a member of the agency's highest internal council for analysis.
Mana Nabeshima* (June 2025)	Has extensive knowledge in finance overall gained through experience working at an investment bank in the U.S., as well as experience serving as the first Representative Director and CEO of the Japanese subsidiary of a major foreign securities company and also as an officer of other businesses.

*Name in family register: Mana Tokoi

The Bank appoints outside Audit & Supervisory Board members who are deemed to help further strengthen the audit function by leveraging the knowledge and experience of said persons in the Bank's management.

Name (Appointment)	Reasons for Appointment as Outside Audit & Supervisory Board Member
Norikazu Takahashi (June 2021)	Has a high level of expertise gained through experience as General Manager of branches and General Manager of Information System Services Department of the Bank of Japan, etc., as well as extensive knowledge in finance overall.
Yukio Anazawa (June 2025)	Has extensive knowledge mainly in public administration gained through holding numerous important positions including Vice-Governor of Chiba Prefecture.
Yukiko Matsuoka (June 2025)	Has a high level of expertise gained through experience working at an audit corporation and an accounting firm and through establishing a certified public accountant office, as well as extensive knowledge in accounting overall.

Support Systems for Outside Directors and Audit & Supervisory Board Members

<Outside Directors>
The Bank has placed staff in the General Secretariat and Corporate Planning Division to support the outside directors and provides them with information and support necessary for the execution of their duties in an appropriate and timely manner to ensure that outside directors fully play their roles as supervisors of the management. We continuously give outside directors opportunities for deepening their understanding about the Bank's management strategy and activities with the aim of enhancing deliberations by the Board of Directors, by means such as provision of materials and explanations for the Board of Directors meeting in advance, provision of individual explanations on important matters, attendance at main committee meetings, visiting and holding dialogues at affiliated business offices in the Group, participation in main IR events, etc., and provision of information related to the Bank's activities whenever necessary. In addition, the Bank provides outside directors with opportunities to undergo training by third-party organizations at the Bank's expense.

<Outside Audit & Supervisory Board Members>
In order for Audit & Supervisory Board members to conduct audits, etc., and to operate the Audit & Supervisory Board smoothly, the Audit and Supervisory Support Office was established independent of the executive officers. The general manager of the Audit and Supervisory Support Office promptly reports to the Audit & Supervisory Board members and liaises and cooperates closely with them. In order to ensure independence from directors, the Bank obtains the consent of Audit & Supervisory Board members regarding personnel changes, etc. In addition, by attending various meetings including the Board of Directors, providing individual explanations on important matters, visiting and engaging in dialogue with headquarters divisions and branches, and reviewing important documents, we provide timely and appropriate information on the Bank's activities to the Audit & Supervisory Board members, thereby continuously offering opportunities to deepen their understanding of the Bank's management strategies and activities. In addition, the Bank provides outside directors with opportunities to undergo training by third-party organizations at the Bank's expense.

Corporate Governance Structure

Remuneration of Directors and Audit & Supervisory Board Members

The remuneration system for Directors and the percentage of remuneration by type are considered by the Nomination, Remuneration and Corporate Advisory Committee the majority of which comprise independent Outside Directors, as appropriate in response to changes in the business environment, with reference to companies of similar size to the Bank and related industries and business categories.

Remuneration of the Bank's directors is determined by the Board of Directors based on the remuneration regulations established by the Board of Directors, following deliberations by the Nomination, Remuneration and Corporate Advisory Committee to ensure transparency, fairness, and rationality.

Remuneration Structure and Components

Directors (Excluding Outside Directors)

- Remuneration consists of basic compensation (70%), bonuses (10%), and equity-based remuneration (20% (fixed RS: 10%, performance-linked RS: 10%)). (RS: Restricted stock)
- The amount of basic compensation, bonuses, and equity-based remuneration (fixed RS: 10%, performance-linked RS: 10%) is determined based on rank.
- The Bank introduced fixed RS and performance-linked RS remuneration plans with the objectives of granting incentives aimed at sustainable improvement of the corporate value of the Bank through the achievement of the performance targets set forth in the Mid-term Plan and the medium- to long-term improvement of the Bank's performance, as well as further sharing value with shareholders.

Outside Directors

- Based on the role in supervising the execution of business, the remuneration system is not linked to performance, but rather is limited to "basic remuneration."

Audit & Supervisory Board Members

- In order to ensure independence, remuneration for Audit & Supervisory Board members is not linked to performance, but is limited to "basic remuneration."

Group Management Systems

Group Chief Officers* (CxO) are assigned responsibility for their areas of supervision, thereby creating a Group-wide corporate management system. Starting in April 2025, in light of our growing social responsibilities as a regional financial institution, we have appointed a Group Chief Sustainability Officer (CSuO) to promote group-wide sustainability management with a long-term perspective that aims to achieve a balance between economic value and social value, particularly in addressing social and environmental issues. Efforts are made to ensure proper operations in the Group. In addition to the assignment of responsible directors to supervise each Group company, the dispatch of Audit & Supervisory Board Members, audits by the Bank's Audit and Inspection Division, and other initiatives under the Group Companies Management Regulations, Group companies are required to consult with and report to the Bank about their important business execution in accordance with the Prior Consultation and Reporting System. In FY2024, the Group Supervision Committee met twice with the aim of understanding the management status of each Group company and their various issues. The Group Promotion Committee also met twice with the aim of demonstrating synergy effects through further collaboration between the Bank and Group companies. The Group Strategy Division has been established to oversee overall business execution, including sales and administrative aspects of Group companies, to realize integrated group management and sophisticated Group governance. In addition, from the perspective of clarifying responsibility, one division from each company has been designated as that company's operations division, and a group management department has been established to realize optimal allocation of management resources in addition to the management of risk across the Group that has taken place until now.

*The following Group Chief Officers are assigned:

- Group Chief Executive Officer (CEO)
- Group Chief Business Officer (CBO)
- Group Chief Sustainability Officer (CSuO)
- Group Chief Strategy Officer (CSO)
- Group Chief Risk Officer (CRO)
- Group Chief Information Officer (CIO)
- Group Chief Human Resources Officer (CHRO)
- Group Chief Digital Transformation Officer (CDTO)

Evaluation of the Effectiveness of the Board of Directors

The Bank has been verifying whether the Board of Directors is properly performing the functions of decision making and supervision, which are required of them. Since FY2015, the Bank carries out an evaluation of the effectiveness of the Board of Directors annually to enhance those functions. In addition, in FY2018 and FY2023, we utilized an external evaluation firm to enhance the objectivity and accuracy of evaluations.

In FY2024, based on the results of the evaluation by an external evaluation firm in the previous fiscal year, we conducted questionnaires and individual interviews with directors and Audit & Supervisory Board members and evaluated effectiveness from both quantitative and qualitative perspectives. The evaluation covered initiatives for business improvement and recurrence prevention, the roles and functions of the Board of Directors, the content of its discussions, the status of its operations, and its composition, as well as the status of the Nomination, Remuneration and Corporate Advisory Committee and the self-evaluation of each individual Director and Audit & Supervisory Board Member. In addition, we verified the status of the Group CxOs' performance of their functions, including their individual evaluations, as an important issue. Moreover, the Group companies also conducted an evaluation of effectiveness through questionnaires and individual interviews with some directors and Audit & Supervisory Board members. The overview of the results of the evaluation of the effectiveness of the Board of Directors for FY2024 is as follows.

- (1) Considering the findings below, the Bank has judged that the functions of decision making and supervision are performed properly by the Board of Directors and its effectiveness is ensured.
- All directors and Audit & Supervisory Board members, whether they are internal or outside officers, aim for the continuous growth of the Chiba Bank Group together with the local community. This is done through the provision of value based on the Purpose and Vision, against a backdrop of deep connections with stakeholders, including customers, employees, and shareholders. They are also deepening debate on key strategies, such as DX strategy, alliance strategy, and human capital strategy, and freely exchange their opinions based on mutual understanding with a strong sense of unity.
 - Board discussions are displaying increasing depth as internal directors voice opinions based on their rich experience in every area of the financial business, and outside directors and Audit & Supervisory Board members make recommendations based on their specialized knowledge in diverse fields and voice their opinions from an independent and objective standpoint. With the Chairperson of the Board of Directors now being an outside director and the number of outside directors increasing from three to four, discussions have become even more invigorated, with opinions being exchanged from even more diverse perspectives.
 - We appropriately monitored the degree of penetration of the Purpose and Vision and the progress of business improvement through reports on the results of customer feedback collection and analysis and CX survey and engagement survey results in order to understand and discuss changes in awareness as the Board of Directors.
 - With the aim of enabling the Group Chief Officer System to further fulfill its roles, each CxO has taken steps to strengthen Group governance, including in-depth examination of essential issues in each management area, including Group companies, and reporting to the Board of Directors for discussion on matters that should be addressed in the future.
 - The Nomination, Remuneration and Corporate Advisory Committee, which continues to have a majority of outside directors, increased the number of meetings and deepened and enhanced its discussion not only on nomination and remuneration but also on matters related to important management issues. Efforts to ensure the objectivity, timeliness, and transparency of this committee were also made, including reporting by the outside director who chairs the committee on the committee's work to the Board of Directors.
- (2) Based on the results of the evaluation, the Bank will further improve the effectiveness of the Board of Directors, improve business, and prevent recurrence by addressing the following issues.
- The Bank is promoting the transformation of the organizational culture through the instilling of the Purpose and Vision. The Board of Directors will not only monitor the instilling of the Purpose and Vision but also ensure that all initiatives are based on the Purpose and Vision.
 - In order to enhance the discussion of important strategies and other matters at meetings of the Board of Directors, the Company will review the annual agenda setting, including narrowing down the items to be reported, and clarify the priority items to be discussed through meetings with outside directors and Audit & Supervisory Board members.
 - We will work to further enhance Group governance through clarifying the functions and roles of Group Chief Officers and enhancing discussions on Group company strategies.

Internal Audit

At the Bank, the Audit and Inspection Division, which is independent of the units subject to auditing, verifies and evaluates the appropriateness and effectiveness of the internal management systems including compliance and risk management. The division also makes recommendations, etc. on improvement methods for problem areas, in order to ensure the sound and proper management of business operations and thereby contribute to the achievement of management goals.

The Audit and Inspection Division reports directly to the Board of Directors and conducts internal audits of branches, headquarters, Group companies, etc. in accordance with the Internal Audit Regulations and the Internal Audit Plan, a plan established every fiscal year and approved by the Board of Directors. The division regularly reports the results and findings of internal audits to the Internal Audit Committee and the Board of Directors. Problem areas from the perspective of compliance and risk management and improvement measures are examined during this process.

Moreover, the division strives to increase the sophistication of internal audits by implementing measures, such as enhancing the check and supervisory functions, adapting to changes in the environment, improving the audit quality (including external evaluation), hiring and training specialized human resources, and strengthening audits of overseas branches and Group companies.

Considering the issuance of the Business Improvement Order by the Kanto Local Finance Bureau to the Bank and Chibagin Securities to be a matter of the utmost gravity, we are implementing recurrence prevention measures, including the strengthening of collaboration between the Bank's Audit and Inspection Division and Chibagin Securities' Audit and Inspection Division and strengthening of the audit function.

Compliance

The Bank Group is a corporate group that fulfills its social responsibility and public mission as a part of society. To instill awareness of compliance more firmly, the Group established the Chiba Bank Group’s Corporate Code of Conduct in April 2021. To continue to be a bank that is trusted by customers, we are committed to thorough compliance and undertake business activities in an ethical and responsible way.

Compliance Structure

The Bank positions compliance as the foundation of all its business operations, and believes it important to conduct all of our business activities fairly and in good faith, by complying with all laws and regulations relating to banking transactions, by observing all internal rules and regulatory requirements pertaining to our role in society, and by avoiding actions that would fall short of normal social expectations. The Bank thus works to instill compliance across its operations.

As for specific measures, the Bank regularly convenes the Compliance Committee, which is chaired by the President and consists of directors, executive officers, and general managers as members, to review concrete practical plans and measures, etc. to instill compliance. The Compliance and Risk Management Division oversees the Bank’s overall compliance-related tasks such as through the administration of compliance regulations and manuals, the preparation and monitoring of training programs, and periodic checks on the compliance and risk management situations. In addition, each division of the headquarters monitors branch-level compliance and provides advice.

Consistent Implementation of Basic Policies and Formulation of Compliance Program

We established The Chiba Bank Group’s Corporate Code of Conduct to clarify the code of conduct for employees. We also established our Compliance Manual, which contains specific guidelines, to instill these rules.

Every fiscal year, the Board of Directors establishes a compliance program to provide a specific action plan for achieving further improvements in compliance activities.

The execution of this program is checked on a regular basis by the Board of Directors and the Compliance Committee.

The Chiba Bank Group’s Corporate Code of Conduct

- 1 Establishing Unwavering Trust
- 2 Providing High-Quality Financial Services
- 3 Contribution to Regional Economy and Community
- 4 Thorough Compliance with Laws, Rules and Other Fundamental Principles
- 5 Transparent Management
- 6 Respecting Human Rights
- 7 Responsibility to Help Realize a Sustainable Society
- 8 Opposition to Antisocial Forces and Prevention of Money Laundering, Etc.

Protecting Customers and Personal Information

The Bank has established a “Management Policy for Customer Protection and Offering Greater Convenience,” and all employees receive guidance and training designed to ensure that everyone conducts business with sincerity and fairness in order to protect customers and offer them greater convenience.

We sincerely listen to requests and complaints from customers and properly deal with disputes, if any, in accordance with the purport of the financial ADR system.*1

We regard personal information*2 as a valuable asset entrusted to us by our customers and strictly manage customer information in accordance with the Pronouncement of Policies Concerning Appropriate Protection and Utilization of Personal Information (Pronouncement Concerning Protection of Personal Information).

*1 The financial ADR system is an out-of-court dispute settlement procedure in the financial sector, designed to solve disputes in a simplified and prompt manner without going to court through the involvement of a fair and neutral third-party organization. The Bank has signed a basic agreement to implement the procedure with the Japanese Bankers Association and the Trust Companies Association of Japan, which are designated dispute resolution organizations under laws and regulations.

*2 Personal information includes personal identification numbers and specific personal information that includes a personal identification number.

Initiatives to Prevent Money Laundering, etc. and Financial Crimes

In accordance with the Anti-Money Laundering and Anti-Terrorist Financing Policy, responding to changes in the internal and external environments, the Bank appropriately evaluates risks of money laundering, financing of terrorism, proliferation financing, and other violations of economic sanctions involved in transactions it carries out, and implements measures according to the risks involved. In addition, we are reinforcing measures to protect customers’ assets from a variety of financial crimes such as wire transfer fraud.

Moreover, to respond appropriately to the expected increase in the complexity and sophistication of money laundering, etc. and financial crime techniques, we are devising measures to address these risks with the banks participating in the TSUBASA Alliance. In April 2025, the TSUBASA-AML Center, established in November 2023 through a joint investment with Daishi Hokuetsu Bank, Ltd., the Chugoku Bank, Ltd., and Nomura Research Institute, Ltd., began contracting work from four banks, the Bank, Daishi Hokuetsu Bank, Chugoku Bank, and North Pacific Bank, and launched joint business operations that utilize a shared system for transaction monitoring, filtering, and related activities. Going forward, the TSUBASA-AML Center will gradually be contracted from other TSUBASA Alliance participating banks, and aiming to further enhance sophistication and efficiency.

Initiatives to Strengthen Compliance and Risk Management of the Group Companies

The Compliance and Risk Management Division is enhancing capabilities to oversee and manage Group companies by determining the status of compliance and the risk management of each Group company in a timely and appropriate manner and providing necessary support and guidance, etc. through mutual and detailed exchanges of opinions between the Division and the Group companies.

Opposition to Antisocial Forces

The Bank maintains links with police authorities, lawyers, and other external organizations as a structure to provide appropriate countermeasures against unreasonable demands, interference, or other inappropriate approaches from antisocial forces. Moreover, the Bank has put organized crime disclaimers in various contract documents and deposit account regulations, and is actively taking measures to eliminate relationships with antisocial forces. Furthermore, the group companies are also taking measures similar to those of the Bank to counteract antisocial forces, and the status of implementation of such measures is controlled and managed by the Bank.

Customer-oriented Business Operations

To improve our service and the marketability of the Group's financial products and various services, we compile feedback, including requests and complaints from customers and the opinions of branches, and step up our responses in our efforts to increase customer satisfaction. As a regional financial institution that works closely with its customers, we will continue to pursue customer-oriented business operations (fiduciary duties).

Initiatives for Instilling Customer-oriented Business Operations

The Three Pledges action principles and customer-oriented business operations

On June 23, 2023, the Bank and Chibagin Securities received administrative actions (Business Improvement Order) for situations where a problem related to the protection of investors is recognized regarding the financial instruments intermediary business. Recognizing these to be matters of the utmost gravity, the Group is further strengthening customer-oriented initiatives to prevent recurrence and recover trust, and the Three Pledges action principles are at the core of these efforts.

The Three Pledges declare customer-oriented business operations, with the principle of always stopping and considering, that is, refraining from prioritizing the Bank's own convenience, taking a moment to face the customer sincerely, and then thinking and acting on what can and should be done to be of service to the customer.

The Three Pledges are set forth in the Policy on Customer-oriented Business Operations (Fiduciary Duty Policy) as the axis of action and decision-making in all business operations and services provided by the Bank Group, and are distributed as portable cards for the constant awareness of officers and employees. In addition, we have designated a monthly Fiduciary Duty Day and we continue to send video messages from the President, Group Chief Risk Officer, and Group Chief Business Officer to officers and employees of the Group to communicate the management team's aspirations in an effort to instill and establish customer-oriented business operations.



Seven policies and action plans for customer-oriented business operations

In asset management-related operations, to help customers better understand the Bank's specific initiatives and framework for a customer-oriented approach, on July 1, 2025, the Fiduciary Duty Policy was reorganized into seven items, and the specific initiatives (action plans) under each item were significantly revised.

Seven items of the Fiduciary Duty Policy
1 We will listen carefully to customers, get to know them well, and be there for them.
2 We will make proposals appropriate for each individual customer to help realize their aspirations, solve their problems, and achieve an abundant lifestyle.
3 We will provide transparent, clear, and accurate explanations from the customer's perspective and offer timely and appropriate after-sales follow-up.
4 We will provide information in line with changes in lifestyles and other aspects of the lives of customers as a partner that supports customers.
5 We will establish a lineup of products and services that contribute to the realization of the best interests of our customers.
6 We will develop a system to improve the skills of our employees to realize the above.
7 We will foster an organizational culture to put into practice customer-oriented business operations and verify the status of this culture.

Moreover, to measure the extent to which customer-oriented business operations are practiced and the best interests of customers are pursued, we have established quantitative indicators (KPIs) and conduct regular monitoring. We also conduct qualitative evaluation through interviews with employees and other means. Necessary improvements are made based on the results of such evaluation.

>> Major Quantitative Indicators (KPIs)

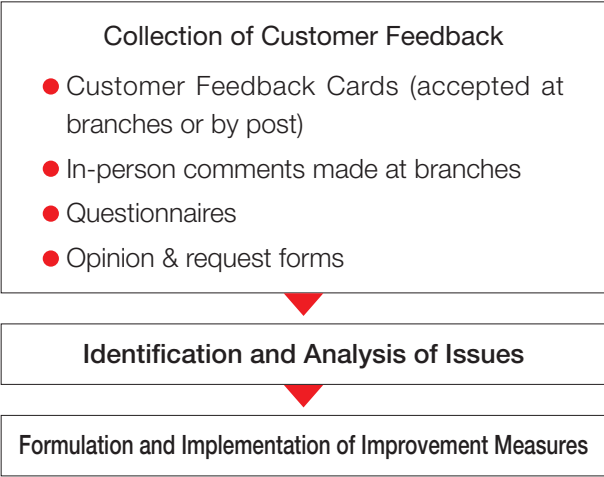
Actions for and awareness of fiduciary duties	Benefits to customers	Evaluation by customers
<ul style="list-style-type: none">• Sales ratio via Okane no Basket• Ratio of sales by Group companies• Investment trust fund cancellation rate• Number of holders of Asset Building Consultant certificates• Number of seminars held	<ul style="list-style-type: none">• Ratio of customers by investment profit/loss (investment trust funds, foreign currency-denominated insurance products)*• Ratio of customers holding two or more investment trust funds• Number of customers periodically purchasing investment trust funds and amount of automatic transfer• Number of active NISA accounts and balance• Cost return and risk return* of top 20 investment trust funds on assets under management• Cost return* of top 20 foreign currency-denominated insurance products	<ul style="list-style-type: none">• Customer satisfaction questionnaire survey

Marked with * are indicators based on the "common KPIs comparable across investment trust distributors" and "common KPIs comparable across foreign currency-denominated insurance distributors" published by the Financial Services Agency in June 2018 and January 2022, respectively.

- The Policy on Customer-oriented Business Operations and Action Plan are available on our website (Japanese only). <https://www.chibabank.co.jp/company/services/strategy/fd>
- For the status of KPIs, please refer to the Status of Initiatives in FY2024 under the Policy on Customer-oriented Business Operations available on our website (Japanese only). https://www.chibabank.co.jp/f/fiduciary_duty_2025_0701_02

Efforts to Improve Service Quality by Listening to Customer Feedback

We are stepping up guidance and oversight for the headquarters and branches with the aim of improving the quality of the Group's products and services by compiling a wide variety of feedbacks including requests and complaints from customers and opinions of branches. Specifically, for requests and complaints directly received from customers and gathered through questionnaires and other means, after analyzing the trends and causes we will create or revamp products and services from the customer's perspective. We will also test the effectiveness of these efforts and make further improvements to raise quality.



Risk Management

As part of our efforts to maintain sound management, the Bank Group has developed a Basic Policy on Risk Management, which focuses on accurate understanding and analysis of risks, promotion of risk quantification and management through figures, and timely and appropriate reporting. We are working in line with this basic policy to build a robust risk management system to manage a variety of risks, including credit risk, market risk, liquidity risk, and operational risk.

Top Risk Management

The Bank Group selects and manage those risks to our business that are highly significant in terms of impact and probability as “top risks.” In selecting top risks, a risk map covering a wide range of risk events inside and outside the Group is produced, also reflecting the opinions of external experts. Then, after discussion, including by the outside directors and Group companies, the Board of Directors selects top risks. For the selected top risks, risk scenarios (alarm points) are set under the management of Group CxO in charge of each top risk, and specific measures are considered and implemented. Through such top risk-based operations, we are striving to ensure deeper risk communications and sharing of risk awareness within the Group, leading to forward-looking risk management.

>> Top Risks in FY2025

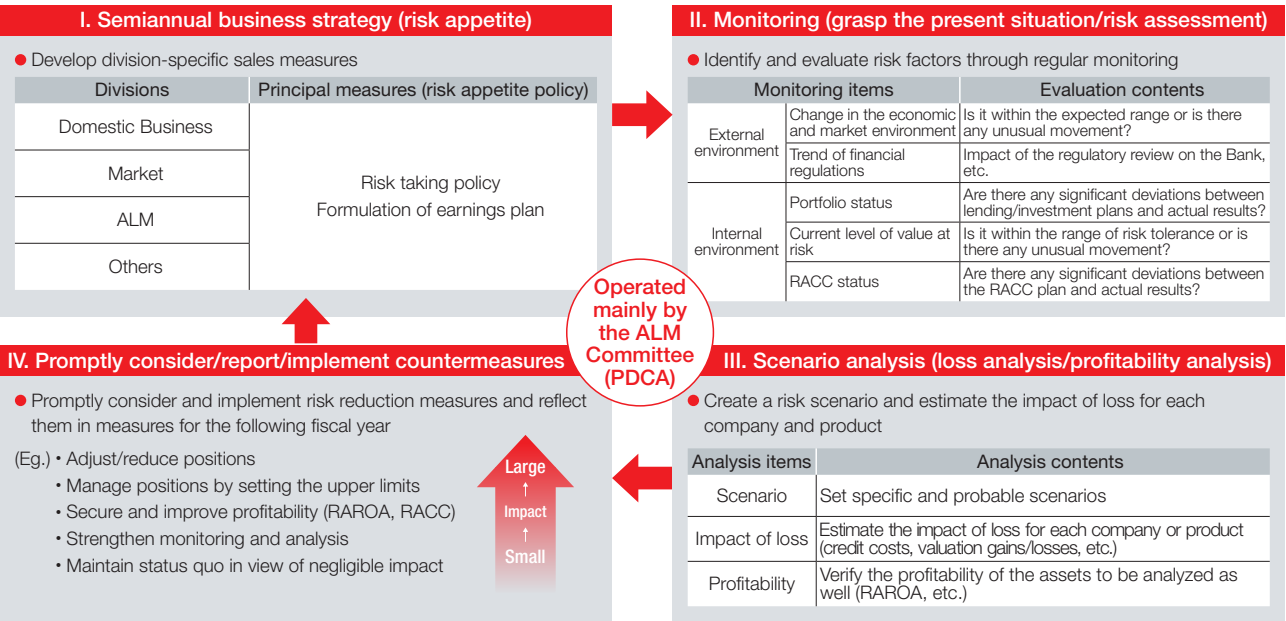
Top risks	Risk countermeasures (examples)
Decline in profitability due to deterioration in operating base	Diverse initiatives to solve regional social issues Expansion of revenue base through business expansion into new industries and new business lines
Delays in IT and digitalization (including AI) and deficiencies in governance	Expanding app/portal features, systematic development of DX personnel
Stagnation of sustainable growth due to lack of human resources and talent	Strengthening hiring, improving engagement, and enhancing the development of trainees, etc.
Loss of trust due to insufficient customer-oriented business operations	Thorough implementation and instilling of customer-oriented business operations (fiduciary duties)
Inappropriate acts or omissions by officers and employees	Ensuring fair and honest behavior and strengthening the instilling of appropriate corporate culture
Inadequate measures against money laundering	Thorough implementation of filtering and screening, and strengthening collaboration with alliances
Increase in credit costs	Vigorous management support, core business support, and business succession support to poorly performing customers
Destabilization of the deposit base	Promoting the adoption of our deposit accounts as the main accounts for individual and corporate customers
Instability in the foreign currency financing environment and decline in the value of market investment assets	Compliance with liquidity risk management indicators and expansion of funding sources and methods Setting and management of market risk management indicators, such as valuation profit/loss alarm points for each asset
Cyber-attack	Strengthening cybersecurity countermeasures and improving the ability to respond to attacks when an attack occurs
Major system failure	Prevention of occurrence and development of contingency plans
Suspension of business due to large-scale natural disaster, etc.	Reinforcement of business continuity preparedness through effective training, etc.
Delay in response to climate change	Sophisticated simulation of transition and physical risks

Risk Appetite Framework (RAF)

The Bank defines risk appetite as the type and total amount of risk-taking required to achieve its business plan, and utilizes a risk appetite framework (RAF), which is a system to verify the appropriateness of the risk-return balance and the estimated impact of loss when a stress events occur.

(For details on the RAF, please refer to “Management and Disclosure of Major Risks by Risk Category” and “Methods for Fostering a Risk Culture within the Bank” in the Disclosure Report “Explanation of the Status of Capital Adequacy, etc.”) (Japanese only)

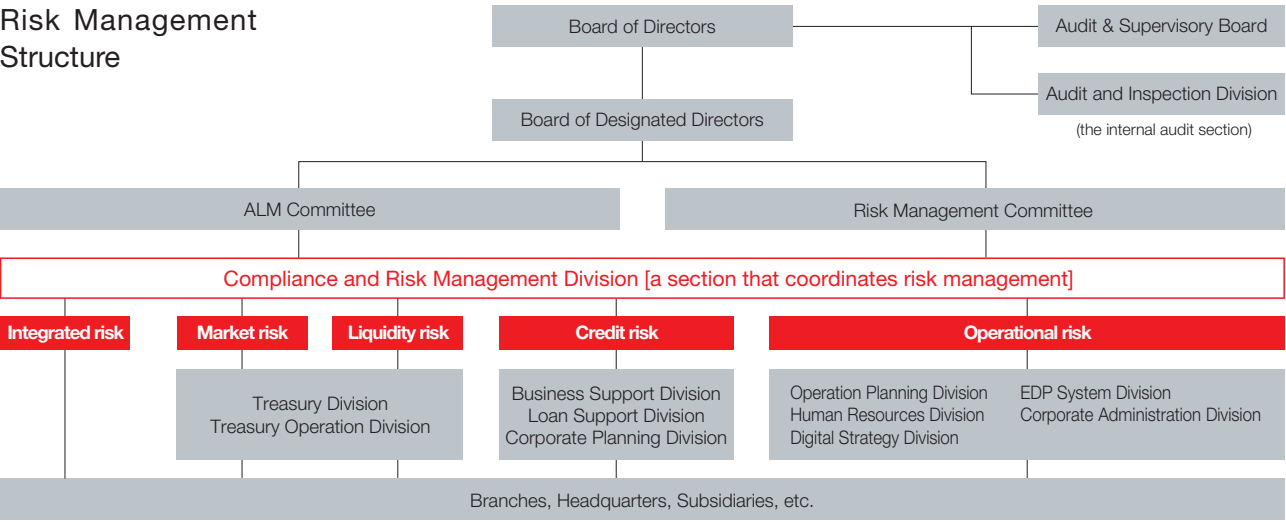
Overview of Risk Appetite Framework



*RAROA: Risk Adjusted Return on Asset

Integrated Risk Management System

The Bank Group assigns departments to manage risks for each form of risk, and each committee discusses risk countermeasures under the supervision of the Compliance and Risk Management Division. The Group Chief Risk Officer (CRO) reports the status of risks to the Board of Directors. To ensure an effective risk management system, the Audit and Inspection Division conducts audits for each risk category to determine whether risk is appropriately managed and reports the audit results to the Board of Directors.



Three lines of defense: The Bank’s risk management system has been built in accordance with the three lines of defense model that the Basel Committee on Banking Supervision recommends in its Corporate Governance Principles for Banks.

First line: Operations divisions, which autonomously manage risks while conducting business operations in compliance with regulations, procedures, and other rules.

Second line: Corporate divisions that have jurisdiction over individual operational risks and the section that comprehensively oversees and manages the broader risks of the Group.

Third line: The internal audit section that evaluates and verifies the appropriateness and effectiveness of the Group’s internal management systems from an independent standpoint.

Risk Management

Integrated risk management

The Bank Group periodically reports to the Board of Directors the results of the verification of the adequacy of capital with respect to integrated risk, which is the sum of credit risk, market risk, and operational risk that can be managed through risk quantification. In addition, through stress tests, we verify capital adequacy based on the expected increase in value at risk based on certain stress scenarios. The results of stress tests are also reflected in capital policies such as dividends and acquisitions of treasury shares.

Furthermore, as a framework for integrated risk management, the Group has introduced and utilizes a risk capital allocation system to set and manage the maximum amount of risk capital used to control the occurrence of losses.

Credit Risk	Market Risk	Liquidity Risk		Operational Risk
		Funding Risk	Market Liquidity Risk	
The risk of incurring a loss because of a decline in, or total loss of, the value of owned assets as a result of deterioration in the financial soundness of debtors	The risk of incurring a loss due to a change in the value of owned assets as a result of fluctuations in interest rates, prices of securities or other financial instruments, or exchange rates	The risk of incurring a loss due to failure to maintain funding as a result of the inability to secure necessary funds or the necessity of procuring funds at significantly higher interest rates than usual due to the worsening of the financial institution's financial position or other circumstances	The risk of incurring a loss due to the inability to trade on markets or the necessity of trading at prices significantly less favorable than usual due to market turmoil or other circumstances	The risk of incurring losses due to the inappropriateness of business processes, activities of directors and employees, or systems or external events

Credit risk management

The Group has developed a rigorous credit risk management system centered on an internal credit rating system and engages in individual credit management and credit portfolio management. In the self-assessment of assets, the Group implements appropriate write-offs and provisions.

The Risk Management Committee meets regularly, in order primarily to consider credit risk management policy and to monitor the operation of the internal credit rating system and the credit portfolio.

Market risk and liquidity risk management

The Group manages risk by setting risk limits for the amount of market risk for each product, such as securities investments and other market transactions or loans and deposits, in an effort to ensure management soundness. In regard to market transactions, moreover, the Group sets upper limits for market investments according to the balance and alarm point of valuation differences, and implements risk control by reviewing investment policy each quarter.

In addition, the Bank manages funding risk by operating within a certain limit on market funding amounts and by maintaining a certain minimum level of assets that can be converted to cash in a short time. Moreover, market liquidity risk is controlled by setting position limits for each market transaction.

The market section consists of the transaction execution unit, the business administration unit, and the risk management unit, which creates a reciprocal and mutually reinforcing management structure. The section that manages risk strives to avoid increases in liquidity risk by identifying and assessing various factors that affect liquidity risk and monitoring the observance of limits. The Bank has established a business continuity plan that provides for a rapid response across the Bank in the event of unforeseen circumstances that could affect the Bank's funding.

Operational risk management

The Group categorizes the various forms of operational risk into clerical risk, system risk and cybersecurity risk, human risk, tangible asset risk, reputational risk, and AI risk, and the corporate divisions that have jurisdiction over operational risks collaborate in performing risk management under the overall management of the Compliance and Risk Management Division.

In addition, we have established a management system in which the Risk Management Committee monitors the state of operational risk losses and improves and corrects problem areas. In addition, to ensure the effectiveness of management, the Group has introduced Control Self Assessment (CSA).

Clerical Risk	System Risk	Cybersecurity Risk	Human Risk	Tangible Asset Risk	Reputational Risk	AI Risk
The risk of incurring a loss due to the failure to perform accurate clerical work, clerical accidents or fraud, or the failure to perform official obligations or provide explanations to customers	The risk of incurring a loss resulting from a leak or falsification of information owned by the Bank or the unauthorized use, failure, or incorrect operation of computer systems	The risk of incurring a loss from the occurrence of a risk event that falls under system risk due to cyber-attacks	The risk of incurring a loss due to workplace safety, discrimination, or the like	The risk of incurring a loss from damage to buildings or facilities, or the like	The risk of incurring a loss due to loss of public confidence resulting from deterioration of the Bank's reputation or the like	The risk of incurring a loss caused by the development, provision, or use of AI

*The Compliance and Risk Management Division and the corporate divisions that have jurisdiction over operational risks jointly manage legal risk and compliance related risk included in the various risk categories.

<System risk and cybersecurity risk management>

At the Bank Group, the EDP System Division and the Compliance and Risk Management Division work together to implement various measures in response to system risks and cybersecurity risks, which have become increasingly important and noteworthy in recent years. The Cyber Security Management Office was newly established within the EDP System Division in April 2025. This makes it possible to further enhance our response to system failures and cyber-attacks, and to manage risks in a timely and appropriate manner.

As specific measures against system risk, the Bank duplicates hardware and circuits for backbone systems to ensure continuation of business even in the event of a failure. In addition, the Bank has implemented the preparation of a contingency plan to provide for unforeseen circumstances such as large-scale disasters and conducts training in preparation for ATM failure on bank holidays.

As measures against cybersecurity risk, we have implemented measures to prevent the intrusion of unauthorized programs including computer viruses and have developed steps to ensure the data protection of important computer systems. We also carry out regular training to ensure the effectiveness of the management and readiness systems that we have developed for the event of a cyber-attack.

Regarding the internet based services that we provide to customers, we take measures to prevent denial-of-service attacks and computer system access by unauthorized persons as well as strictly confirm that each transaction is made by the actual customer. We regularly pursue initiatives to raise the awareness of our employees regarding the increasing sophistication of impersonation e-mails, as well as the handling of suspicious or unfamiliar e-mails.

As a result of the various measures, we have not experienced a cyber risk event such as a data breach. However, as cyber-attacks are becoming more sophisticated each year, we will continue to collect information and implement measures at appropriate times.

<AI risk management>

In April 2025, anticipating the active use of AI technology, the Bank Group formulated and announced the Chibagin AI Policy, which is the basic policy for the active use of AI technology, as well as the basic policy for risk management within the Group, the roles and responsibilities of the corporate divisions that have jurisdiction over operational risks, and the reporting system in the event of a loss event.

At the Bank, we have established a risk governance framework with the Digital Strategy Division as the first line, the Compliance and Risk Management Division and the EDP System Division as the second line, and the Audit and Inspection Division as the third line. Based on the concept of a risk-based approach, which understands the magnitude of risk (severity of harm and its likelihood) depending on the form of AI utilization and matches the degree of countermeasures to that magnitude of risk, we implement AI risk management mindful of both offense and defense through documentation such as technical specifications and control ledgers, and the systematization of evaluation and decision-making flows related to AI risks.

Business continuity system

The Bank Group maintains a business continuity system to allow essential operations to continue for the preservation of the financial system during an unexpected disaster such as an earthquake or pandemic as well as the rapid restoration of operations that the Bank Group would be forced to suspend during an emergency and mitigation of the impact. While keeping in mind that human life is our first priority, we will continue to enhance its business continuity framework so that customers can use the Bank Group's financial services with confidence, by upgrading its systems in line with the basic concept of operational resilience, including countermeasures against large-scale earthquakes such as an earthquake directly under the Tokyo Metropolitan area, as well as a variety of risks such as increasingly severe storm and flood damage in recent years and epidemics.