Message from the Group CSuO

Standing at the forefront of efforts to address regional challenges through "Region-wide DX, GX, and WX"

Deputy President
(Representative Director,
Group Chief Sustainability Officer (CSuO))

Mutsumi Awaji

Accelerating the creation of sustainable regional value through "Region-wide DX, GX, and WX"

In April 2025, the Chiba Bank Group established the position of Group CSuO to embed sustainability into its management approach and tackle social and environmental challenges on a Group-wide basis.

I have been appointed as the Group's first CSuO, and I am drawing on the full breadth of my previous experiences as CHRO, CDTO, and CSO to advance our sustainable management agenda. The Group's strengths extend beyond our robust financial and operating base. They also encompass our ongoing efforts to enhance digital, non-face-to-face customer services while accelerating internal operational transformation; our commitment to strengthening investment in human capital, grounded in customer-oriented business operations guided by our "Three Pledges"; and our deep engagement with the local community, where we treat regional challenges as opportunities and actively work to address them. These initiatives directly address pressing social issues, including the declining birthrate, aging population, labor shortages, climate change, and the digital divide. They are unified under the overarching framework of "Region-wide DX, GX, and WX." We have chosen the phrase "region-wide" deliberately, as it reflects our aspiration to stand at the forefront in addressing regional challenges and achieve sustainable growth together with the region.

Guided by its Purpose—To create a local community better suited to bringing each person's hope to life—the Group has made engagement with the local community, customers, employees, shareholders, and investors the cornerstone of its management, aiming to simultaneously address social issues and enhance corporate value.

Under the 16th Mid-term Plan, Engagement Bank Group – Phase 2 –, the Group will build on the groundwork laid thus far, placing "Region-wide DX, GX, and WX" at the core of its strategy. We aim to advance these initiatives from the planning stage toward tangible implementation and measurable outcomes. I believe that my role as CSuO is not only to advance individual initiatives, but also to translate their outcomes into regional transformation, and mobilize the entire Group to accelerate sustainable value creation throughout the region.

Region-wide DX: contributing to region-wide productivity improvements through digitalization and the implementation of AI

Our "Region-wide DX" initiative is not merely about improving operational efficiency; it is a transformation aimed at raising productivity region-wide and laying the groundwork for sustainable growth amid the declining birthrate, aging population, and labor shortages. At the Chiba Bank Group, in addition to utilizing AI to achieve more sophisticated marketing and risk management, we are also integrating it into core operations such as sales and back-office operations, with the aim of enhancing both productivity and operational quality through a "Human × AI" collaborative approach.

We will leverage the expertise in DX and AI utilization gained through these initiatives to develop solutions for businesses and local governments, promoting their widespread adoption across the region. By providing implementation support tailored to the needs of each organization, we will help companies and local governments improve productivity and address labor shortages, thereby contributing to the sustainable growth of the region.

Region-wide GX: transforming decarbonization into a competitive advantage and growth opportunity for the region

Addressing climate change is not merely an environmental concern; it is a critical management challenge that directly affects the sustainability of regional economies. In addition to providing investments and loans in renewable energy and expanding sustainable finance, the Group is working toward "Region-wide GX" by supporting decarbonization efforts in collaboration with local governments and businesses, as well as through the renewable energy projects undertaken by Himawari Green Energy.

Through Himawari Green Energy, we are developing a diversified portfolio of power generation assets to supply renewable energy to the region. These efforts are designed to boost the region's renewable energy supply capacity and reinforce the foundation for decarbonization.

In addition, we will support our customers' proactive decarbonization efforts through green loans, sustainability-linked loans, and other financing, as well as by facilitating transactions in non-fossil certificates.

By providing comprehensive support ranging from financial intermediation to the creation and utilization of environmental value, we will transform decarbonization from a "cost" into a "growth opportunity," thereby helping to strengthen local companies' competitiveness and enhance their corporate value over the medium to long term.

Region-wide WX: supporting the sustainable growth of the region by addressing human capital and management infrastructure challenges

The declining birthrate, aging population, and population decline have given rise to a host of management challenges for local businesses—among them labor shortages, a lack of successors and management talent shortages. These challenges have a significant impact not only on the sustainable growth of individual companies, but also on the sustainability of the regional economy. To tackle these human capital and management infrastructure challenges, we will mobilize the Group's collective resources to provide comprehensive support for business succession, recruitment, and human resources development. Through these efforts, we will advance Region-wide WX—an initiative aimed at enhancing the sustainability and growth capacity of local businesses.

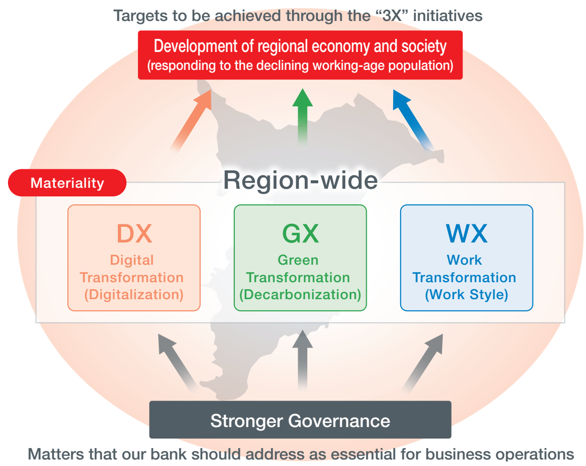
In the area of business succession, we work closely with business owners to provide personalized support, ranging from proposals for optimal succession schemes to assisting with their implementation. For companies facing challenges in business continuity, we support smooth business succession and the strengthening of management structures through measures such as equity acquisitions and capital support by Chibagin Capital, as well as the dispatch of management talent.

Furthermore, through human resources development, recruitment support, and assistance with utilizing external human resources provided by Chibagin Research Institute and Chibagin Career Service, we will help strengthen the talent base that underpins corporate growth.

Toward the sustainable regional value creation

The goal of the Mid-term Plan is to enable "Region-wide DX, GX, and WX" to deliver tangible results and drive regional transformation. As an "Engagement Bank Group that works closely with the community," we will advance these initiatives in an integrated manner. By creating a virtuous cycle in which the growth of local businesses and people fuels further growth, we will bolster the sustainability and competitiveness of the regional economy and contribute to the sustainable creation of regional value.

Diagram of Materiality



Value Creation Story

Continuing sustainable growth by contributing to the resolution of social issues and realizing our purpose

Starting point

Purpose

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

Three Pledges action principles

- Realize aspirations
- Solve issues
- Realize a prosperous lifestyle

Developing businesses that connect to our Purpose, based on our Three Pledges

Business portfolio aligned with our Purpose

Business activity for creating value

What business model?

Continuously providing convenient and useful products and services

Methods of provision

DX (AI)

Support the methods

Employees (human)

Strategies by area P.63

Within Chiba Prefecture	Leading Regional Bank
Outside Chiba Prefecture	Super regional
Nationwide	Platformer for Regional Financial Institutions

What social issues will be addressed?

Aiming to achieve regional transformation

- Decline in the working-age population
- Environmental preservation
- Diversification of customer values
- Emergence of innovative technologies
- ⋮

The necessity for transformation to adapt to social changes

Materiality P.39

Digitalization: DX

Decarbonization: GX

Work style: WX

Region-wide

Vision

Sustainable growth for local communities and the Bank Group

Works closely with the community

Overwhelming growth

No.1 Regional bank

Increase in engaged fans

Increase the number of active accounts

Deepening engagement

Customers	Number of product uses/Frequency/Amount
Employees	Job satisfaction/compensation
Shareholders	Dividends

An Engagement Bank Group

- Regional productivity improvement — Increase in GDP per capita
- Revitalization of the regional economy — Increase in GDP

→ Maximize corporate value

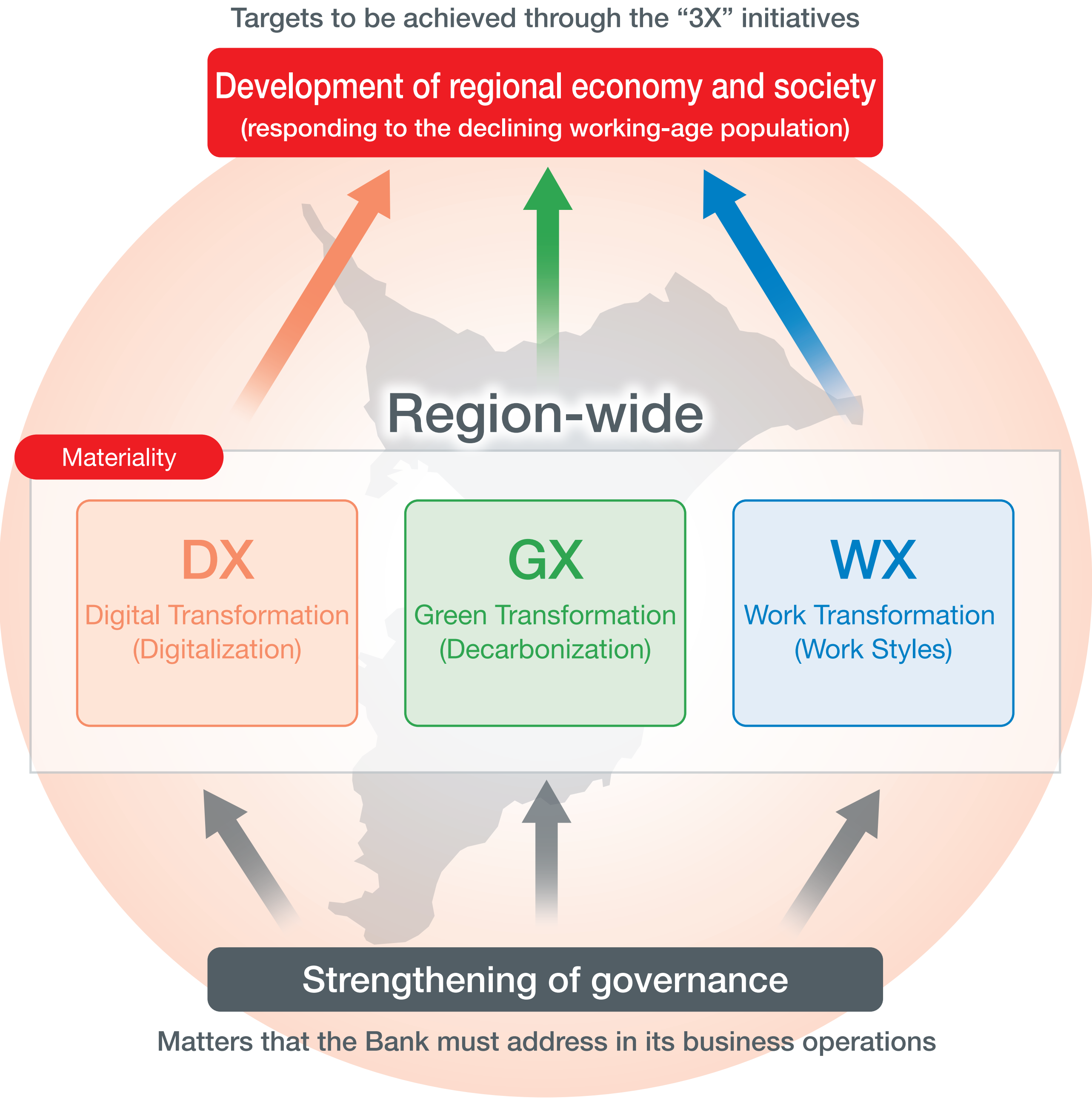
Materiality

The Chiba Bank Group is committed to achieving a sustainable community by advancing efforts for "sustainable management" that balances economic and social value.

As social and economic environments and regional issues continue to evolve, the roles expected of financial institutions are becoming increasingly sophisticated and diverse. With this in mind, we have undertaken a review of the Group's materiality. In this review, we reviewed and organized the key issues that the Group should address, based on our Purpose and Vision, with an awareness of their impact on the region and society, as well as their impact on the Bank's management.

Moving forward, we will incorporate the identified materiality into our management strategies and business activities, with the aim of contributing to the sustainable growth of local communities while also enhancing the Group's corporate value.

Materiality Relationship Diagram

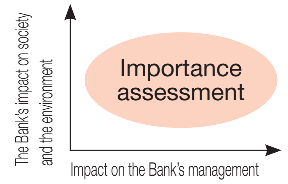


Process for identifying materiality

STEP 1 — Organize our approach to sustainable management based on our Purpose and Vision
We organized our basic approach to sustainable value creation and the roles that we should fulfill as a regional financial institution, based on our Purpose and Vision.

STEP 2 — Highlight issues based on social, economic, and regional trends
We broadly identified the challenges related to the Bank's business activities based on social and economic trends, regional issues, and changes in the business environment.

STEP 3 — Assess importance based on the impact on society, the environment, and the Bank's management
We assessed, using methods such as surveys of officers, the importance of the issues highlighted from two perspectives: (1) the Bank's impact on society and the environment and (2) the impact on the Bank's management. We organized the results into an importance matrix.



STEP 4 — Review the risks and opportunities associated with each key issue
Based on the results of the assessment of importance, we reviewed the potential risks and opportunities that could lead to value creation, in terms of their impact on the Bank's management in the medium to long term.

STEP 5 — Identify materiality
Based on the above review results, we held discussions at the Sustainability Promotion Committee, and ultimately, at the Board of Directors, to identify materiality: those issues that the Bank should address as a priority.

Region-wide KPIs

	Key solutions that lead to transformation (Special focus areas)	Region-wide KPIs (Previous Mid-term Plan → New Mid-term Plan)
DX (Digitalization)	Improve convenience through utilizing apps	Number of app registrants 1.46 → 2.00 million
	Support improvements in operational efficiency and sales growth through the expansion of cashless payments	Number of Group cardholders 1.06 → 1.22 million
	Provide AI solutions	Number of Group franchise locations 54 → 64 thousand locations
		Development of AI-based workforce* / Number of AI multi-agent systems created: Equivalent to 2,000 employees / 50 cases
GX (Decarbonization)	Supply renewable energy	Himawari Green Energy power generation capacity 9.4 → 50MW
	Provide financing to support efforts to address social and environmental issues	Cumulative amount of sustainable finance 2.39 → ¥3.55 trillion
WX (Work style)	Support business continuity and growth through business succession advisory services, etc.	Number of signed contracts for business succession planning and M&A (final year) 246 → 336
	Support in addressing labor shortages through human resource solutions	Number of successful placements in staffing services (final year) 141 → 260

Transformation of the Region

Targeted advisory customers: Sales, profits, and number of employees ↑

*Creation of a workforce enabled by AI (the Bank)

Initiatives to quantify non-financial value

We quantitatively analyze the relationship between non-financial indicators and the P/B ratio, and verify their connection to key initiatives centered on Region-wide DX, GX and WX.

Examples of indicators that showed a desirable correlation with corporate value improvement

- A 1% increase in the cashless transaction volume is associated with a 1.22% improvement in the P/B ratio after one year
- A 1% decrease in CO_2 emissions (Scope 1 and 2) is associated with a 2.27% improvement in the P/B ratio after five years
- A 1% increase in the retention rate of new graduate employees (retention rate after one year) is associated with a 6.61% improvement in the P/B ratio after 10 years

*Analysis by ABeam Consulting based on the model developed by Ryohei Yanagi in *CFO Policy (4th Edition)* (Chuokeizai-sha, 2025).

New Mid-term Plan

Under the previous Mid-term Plan, we identified the "evolution of the customer-focused business model" as our operational guideline and advanced a range of measures based on the three Basic Policies, supported by five value creation bases. Specifically, our focus on enhancing the functionality of the Chiba Bank app led to an increase in the number of registered users to 1.46 million, equivalent to approximately one-quarter of the population of Chiba Prefecture. The app has now grown into a key channel connecting us with our customers. In addition, both deposits and loans recorded steady growth throughout the previous Mid-term Plan period. As a result of these efforts, we were generally able to meet the target levels for our financial indicators, including consolidated ROE. Non-financial indicators such as the CX index (customer satisfaction) and engagement survey scores (employee satisfaction) have also improved. Overall, we believe that the previous Mid-term Plan succeeded in achieving meaningful results in terms of both financial and non-financial metrics.

Review of the previous Mid-term Plan

Major achievements of the previous Mid-term Plan

Basic Policy I

Creating the optimal customer experience

- Number of app registrants: 1.46 million people *Reached 1.50 million people in May 2026
- Enhancement of corporate portal functions
- Established the Shinjuku West Corporate Banking Office (Tokyo Loan Center Shinjuku Office) and Kyobashi Corporate Banking Office
- Established the Mobara Area Sales Division

Basic Policy II

Enhancing the quality of existing business

- Steady accumulation in deposits and loans
- Number of Group cardholders reached 1 million
- Initiatives to transform into a bottom-up organizational culture

Basic Policy III

Providing new value

- Made EDGE Technology a subsidiary
- Executed investment and loan to World Business Garden (WBG), the largest office building in Chiba Prefecture (through a real estate fund)
- Launched advertising business and steadily expanded business

Value Creation Bases I to V

DX, GX, Alliances, Human Capital, Group Governance

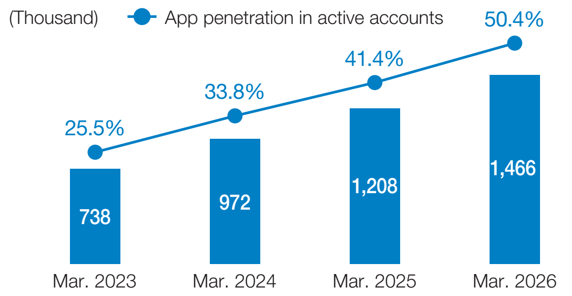
- Establishment of Analytics and Marketing Platforms
- Acquisition of Kimitsu Power Plant by Himawari Green Energy
- Exploring collaborative initiatives through TSUBASA and JUUDANKAI
- Strengthening initiatives for engagement improvement
- Newly appointed a Group CSuO and established the Sustainability Promotion Division

Number of customers (Chiba Prefecture)

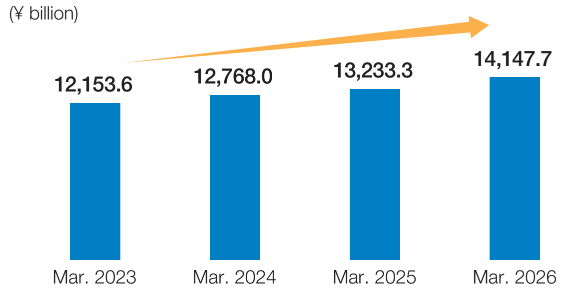
Active accounts: ······ Approx. 3 million

Share of prefectural population: ··· Approx. 45%

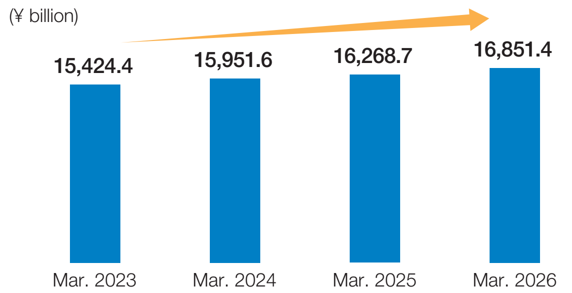
Number of app registrants



Balance of loans



Balance of deposits



Final year (FY2025)

Targets*1	Results
Consolidated ROE (shareholders' equity basis)	
Above 7%	8.93% ○
Profit attributable to owners of parent	
¥75.0 billion	¥94.0 billion ○
Consolidated net business income	
¥120.0 billion	¥128.9 billion ○
Consolidated common equity Tier 1 capital ratio*2	
10.5 ~11.5%	11.68% △
Consolidated OHR	
Approx. 45%	41.50% ○

Non-financial targets (Evaluation by stakeholders)

Initial (FY2023)	Progress (Recent surveys)
CX index*3	
(Oct. 2023) 6.38	(Mar. 2026) 6.44 ○
Engagement survey*4	
(Oct. 2023) 77%	(Oct. 2025) 83% ○

*1 Initial targets disclosed in the previous Mid-term Plan
*2 Full implementation of finalized Basel III standards (excluding valuation differences on securities)
*3 Based on CXMM® of Nomura Research Institute, Ltd.
CXMM® is a registered trademark of Nomura Research Institute, Ltd.
*4 Overall score, proportion of positive responses

New Mid-Term Plan Concept Movie
https://www.youtube.com/watch?v=ke0XvDLbUnM
(Japanese only)

Scan the code on the right to view the video

The new Mid-term Plan is positioned as Phase 2, designed to build on the foundation established under the previous plan and achieve sustainable growth for the Group. While maintaining the fundamental direction of our strategy to date, we will appropriately respond to changes in the interest rate environment and strategically capture a broad range of social and economic changes—such as the decline in Japan's working-age population, the increasing importance of environmental conservation, and the emergence of innovative technologies including AI—and translate the resulting opportunities into medium- and long-term growth. By further advancing initiatives aimed at improving productivity, we seek to deepen engagement with our stakeholders, including customers, and expand our fan base among those who trust and continue to choose the Bank Group.

Overview of the 16th Mid-term Plan

Title	The 16th Mid-term Plan: Engagement Bank Group – Phase 2 – (Plan period: FY2026 to FY2028)
Operational Guideline	Increase our fan base by deepening engagement

Enhancing productivity through Human × AI

Basic Policy I	Creating the optimal customer experience	Deliver personalized proposals utilizing a wide range of data. Provide in-person, remote, and digital channels most-suited to the customer.
Basic Policy II	Enhancing the quality of existing business	Further increase the quality of solutions designed to address customer issues.
Basic Policy III	Providing new value	Provide new-found value to customers by entering into new business areas.

Expansion of "Value Creation Bases"

- Base I: DX
- Base II: GX
- Base III: WX
- Base IV: Alliances
- Base V: Group Governance

Management KPIs*1

Consolidated ROE (net assets basis)	Profit attributable to owners of parent	Consolidated common equity Tier 1 capital ratio*2	Consolidated OHR
Approximately 11%	¥140.0 billion or more	10.5%～11.5%	Approximately 40%

*1 Combined figures for the new financial group following the management consolidation
*2 Full implementation of finalized Basel III standards (excluding valuation differences on securities)

Realizing our Purpose and Vision

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

An Engagement Bank Group that works closely with the community

Bank Group Growth

Maximize corporate value through sustainable growth

Phase 2 [Plan Period] April 2026 to March 2029 (3 years)

Phase 1

Resource Allocation

We will promote the optimal placement of personnel based on our human resources portfolio, achieving the strategic deployment of approximately 300 individuals through a net increase of around 180 employees and the reassignment of 120 or more employees. We will also establish a training development quota of 360 personnel to reinforce our human resources development initiatives. Among our planned strategic investments, totaling ¥30.0 billion, we expect ¥5.0 billion to be allocated to AI-related initiatives. By combining investment in human capital with the utilization of AI, we aim to drive meaningful improvements in productivity.

Personnel

Total personnel + 180
Reassignment of 120 personnel*
Total 300 personnel

Human resources development quota 360 personnel*
(Previous Mid-term Plan + 80)

*3-year cumulative total of the Mid-term Plan

Investment

Group investment ¥50.0 billion
Strategic: ¥30.0 billion — Including ¥5.0 billion in AI-related investment
Normal: ¥20.0 billion

G&A expenses

Group G&A expenditure +¥20.0 billion/year
Investment in new measures, human capital, etc. (Annual average, compared to the previous Mid-term Plan)

- Building the human resources portfolio
- Expanding channels
- Next-generation CRM/SFA
  *Customer relationship management and sales force automation systems
- Next-generation core systems
- AI development environment / AI agents
- Investment in human capital — Equivalent to wage increases of approx. 9%/year on average

Wage increases 5%/year or more
+ Investment in HR development ¥3.5 billion (3-year cumulative)
+ Benefits ¥0.6 billion (3-year cumulative)

Organizational Review

We are progressively enhancing our organizational structure to facilitate the steady implementation of the Mid-term Plan. In April 2026, we established the new Remote Channel Strategy Division to further strengthen our remote channels and build an optimal sales framework for our customers. At the same time, we also set up the Corporate Advisory Division to reinforce our consulting capabilities for corporate clients. Then, in June 2026, we established the Digital Strategy & Business Unit to integrate and facilitate swifter DX- and AI-related initiatives. This new unit oversees the Digital Strategy Division, the Remote Channel Strategy Division, and the Payments & Loyalty Business Division.

Established: April 1, 2026

Remote Channel Strategy Division	Centralization of remote touchpoints	Cross-organizational promotion of Remote Channel Strategy
Corporate Advisory Division	Integration of non-financial businesses	Construction of systems to provide long-term value to customers

Reorganized: June 1, 2026

Promoting initiatives such as DX and AI in an integrated and agile manner

Digital Strategy & Business Unit (appointment of General Manager of the Digital Strategy & Business Unit)
- Digital Strategy Division
- Remote Channel Strategy Division
- Payments & Loyalty Business Division ← Progressively review the Payment Card Business Division

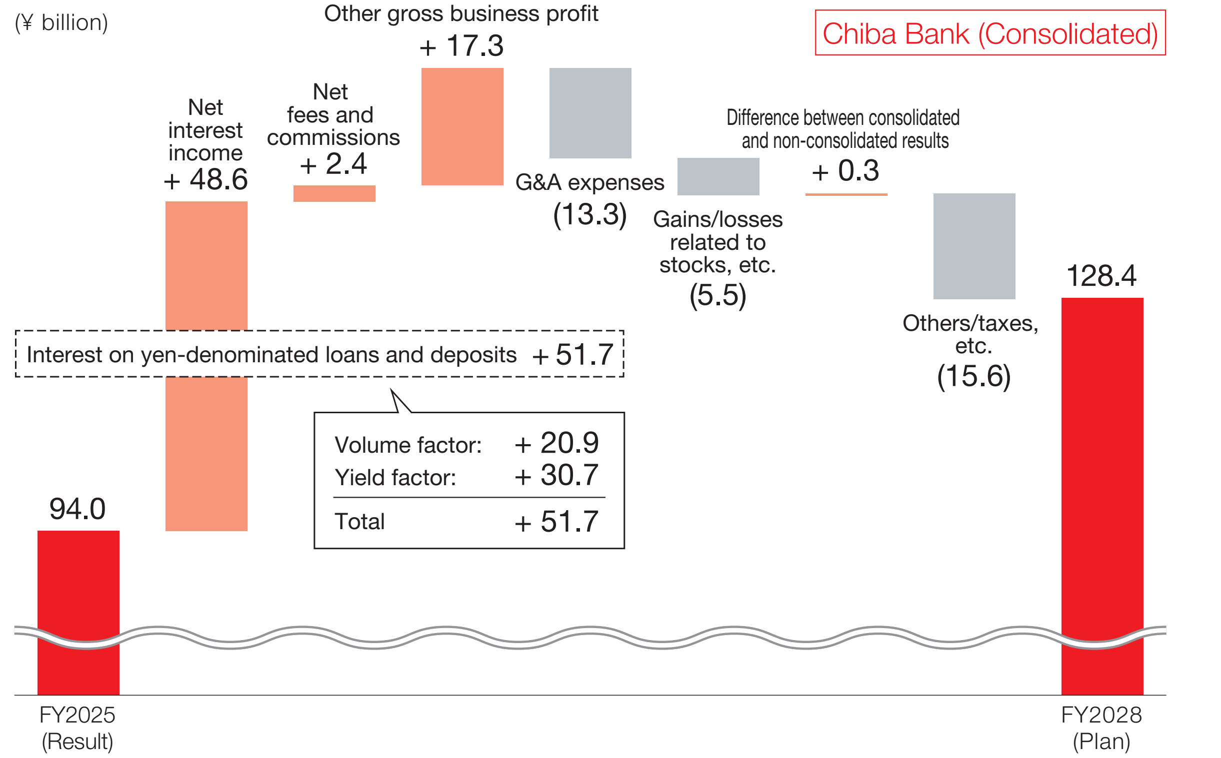
Quantitative plan: P/L

Policy interest rate assumption: 1.0%

(¥ billion)

		FY2025	FY2028 (Plan)	Increase (decrease)
Chiba Bank (Non-consolidated)	Gross business profit	216.2	284.7	68.5
	Net interest income	198.0	246.7	48.6
	Net fees and commissions	32.2	34.7	2.4
	Other gross business profit	(14.0)	3.3	17.3
	G&A expenses (-)	97.6	111.0	13.3
	Net business income (before provisions to general allowance for loan losses)	118.6	173.6	54.9
	Net business income	116.8	171.6	54.7
	Non-recurring gains/losses	17.6	12.6	(5.0)
	Gains/losses related to stocks, etc.	27.0	21.5	(5.5)
	Ordinary profit	134.5	184.3	49.7
	Net income	92.3	126.2	33.8
Chiba Bank (Consolidated)	Profit attributable to owners of parent	94.0	128.4	34.3
FG Consolidated	Profit attributable to owners of parent	—	140.0 or more	—

Breakdown of the increase (decrease) in profit attributable to owners of parent



Message from the Group CDTO

We will integrate AI into our human capital and leverage the power of digital technology to create a virtuous cycle for the region.

Managing Executive Officer
(Group Chief Digital Transformation Officer (CDTO)
and General Manager of Digital Strategy &
Business Unit)

Hideki Shibata

DX has become a prerequisite for business operations, not just a theme

We identified DX as a key area of transformation under the Group's previous Mid-term Plan, and we have worked to build the infrastructure needed to achieve this transformation, including digital channels, data, cloud technology, and DX personnel development. The goal was not merely to improve efficiency or expand customer channels, but to lay the groundwork for continuing to create value well into the future.

Today, digital transformation is no longer confined to the remit of specific departments or isolated initiatives. A shared understanding is taking hold across the entire Group: when designing business processes and shaping customer touchpoints, we must operate on the premise that data and digital are integral to every decision.

We regard the previous Mid-term Plan period as a preparatory phase for the full-scale utilization of DX, including AI, and the transition to the next phase. Under the new Mid-term Plan, we have moved beyond treating DX as a special initiative, establishing the Digital Strategy & Business Unit to autonomously drive DX as a business. Building on this foundation, we are evolving our organizational framework to promote DX, AI, and the regional ecosystem in an integrated manner.

Moving beyond "using" AI: Integrating it into human capital

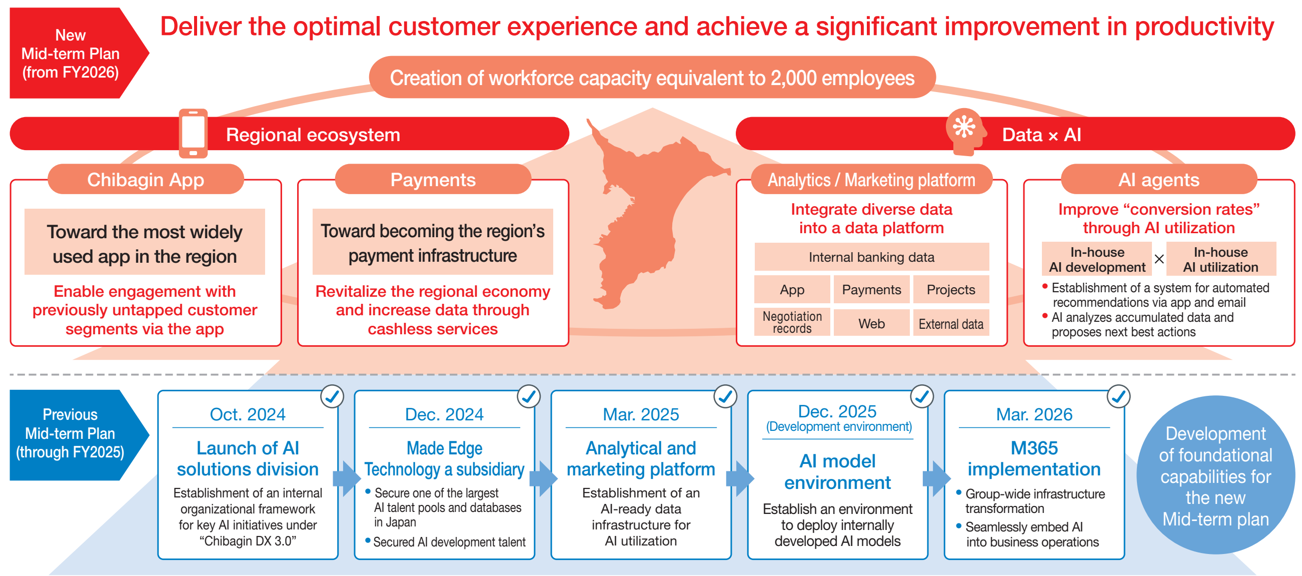
The approach to DX and AI under the new Mid-term Plan represents a fundamental departure from conventional IT usage. We regard AI not as an extension of tools or infrastructure but rather as an integral component of our human capital—one that complements and enhances the capabilities and decision-making of every employee across the Group. This concept of human capital is not simply about replacing labor. We see AI as a catalyst that expands the overall capacity for people to create value, by sharpening the quality of judgment, expanding the available options, and accelerating the path from decision to action.

Our ambition extends beyond the use of generative AI and standalone models. We seek to embed AI agents—capable of autonomous decision-making and execution—into our business processes, thereby fostering an environment in which humans and AI collaborate while sharing complementary roles.

AI is not simply a tool to be deployed when needed; it is an ever-present partner within our operations, continuously supporting human judgement and action. On this basis, we view productivity improvement not merely in terms of efficiency gains, but as a reflection of enhanced work quality, sharper decision-making, and greater value delivered to our customers.

By treating AI as a form of human capital, we do not seek to replace human work, but rather expand the areas where people can add greater value. We will delegate to AI those tasks for which it is best suited, enabling our people to focus on more creative and higher-value roles, and we are committed to embedding this cycle into the Group's operating model.

Overview of our DX and AI strategies under the new Mid-term Plan



Building on the customer experience of "your advisor always by your side" to create a virtuous cycle for the region

The Group's DX and AI initiatives are meaningless unless they translate into tangible improvements in customer experience. We seek not merely to enhance convenience but to deliver experiences that enrich the value of our customers' time and increase their productivity. The Chibagin app and our digital services for corporate clients will evolve beyond simple transaction channels into agents that understand customers' circumstances and behaviors, naturally presenting the next best options. AI agents enable an experience free from friction—reducing the need for searching, hesitation, or waiting.

"It's as if your advisor always by your side." We believe that delivering this feeling—not as a premium service, but as a standard expectation—lies at the heart of the smart banking experience. Building on these digital touchpoints, we will develop the regional ecosystem as a tangible business model that integrates cashless payments, loyalty programs, and a network of partner merchants. Through this model, we aim to establish a structure in which value circulates among three key stakeholders: our customers, local businesses, and the Group.

Creating sustainable regional value through the dual drivers of DX, AI, and regional ecosystems

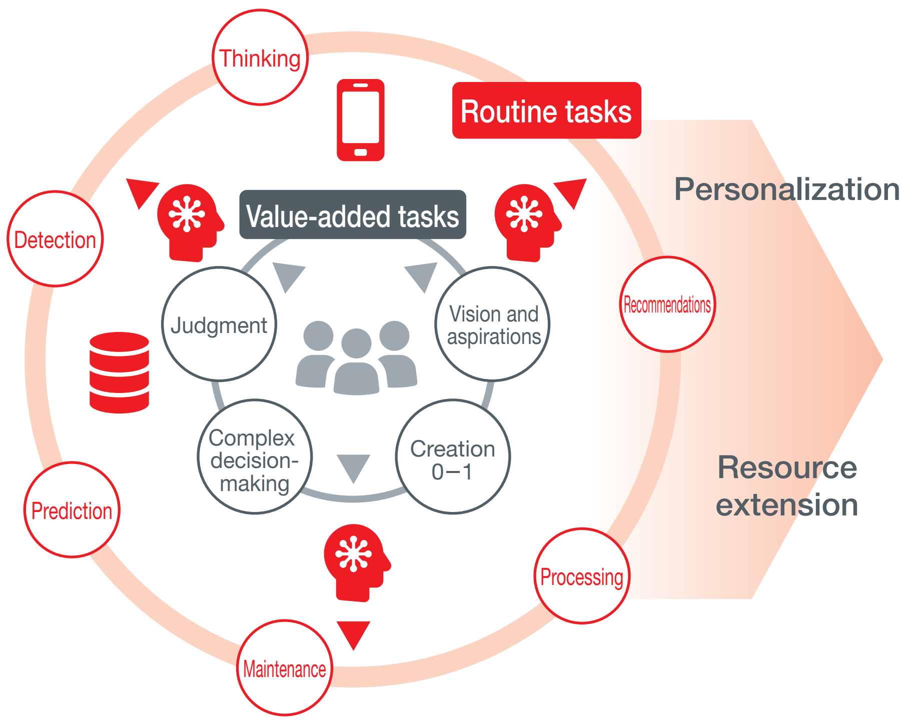
Our DX and AI initiatives go beyond simply enhancing the Bank's internal capabilities. We aim to channel the productivity gains generated by people and AI into the growth of local customers and businesses, and ultimately into enhancing the vitality of the entire region. We will redirect the time and human resources freed up by AI toward higher-value proposals and problem-solving. We believe that these cumulative efforts will lead to Region-wide DX, boosting productivity region-wide.

Technology continues to evolve rapidly. Against this backdrop, we will continue to prioritize people above all else—even as we focus on digital and AI—and will hone our ability to effectively utilize AI. We will steadily advance initiatives grounded in the principle of human-AI collaboration. With these two pillars—productivity gains from DX and AI, and the development of the regional ecosystem led by our Digital Strategy & Business Unit, we will continue to create regional value on a sustainable basis.

DX/AI

By enhancing productivity through Human × AI, we deliver the most suitable products and services to each customer and create the optimal customer experience. In addition to advancing the use of DX and AI within the Group, we will also advance the provision of digital services to customers and offer DX support, thereby contributing to productivity improvements across the entire region.

Transforming AI from a “Tool” into a “Colleague”



Optimal customer experience (CX)

Maximize customer satisfaction through advanced AI-enabled personalization and accurate, data-driven recommendations

Resource extension (WX)

Enhance AI as a “colleague” to create virtually scalable workforce capacity

By utilizing AI as a “colleague,” we aim to achieve dramatic productivity improvements both within and outside the Bank, as well as across the entire region.

In the relationship between AI and humans, humans will continue to play a central role and demonstrate their strengths in areas such as final judgment, complex decision-making, creativity that generates new and original value, and vision and aspirations. These will remain areas in which our employees take the lead. Conversely, AI is expected to take on a large portion of routine work—including thinking, detection, prediction, maintenance, processing, and recommendations—serving as a “colleague” to our employees.

As a result, productivity is expected to improve dramatically across the entire region. We will organize these initiatives around two strategic goals and continuously monitor and manage progress toward them.

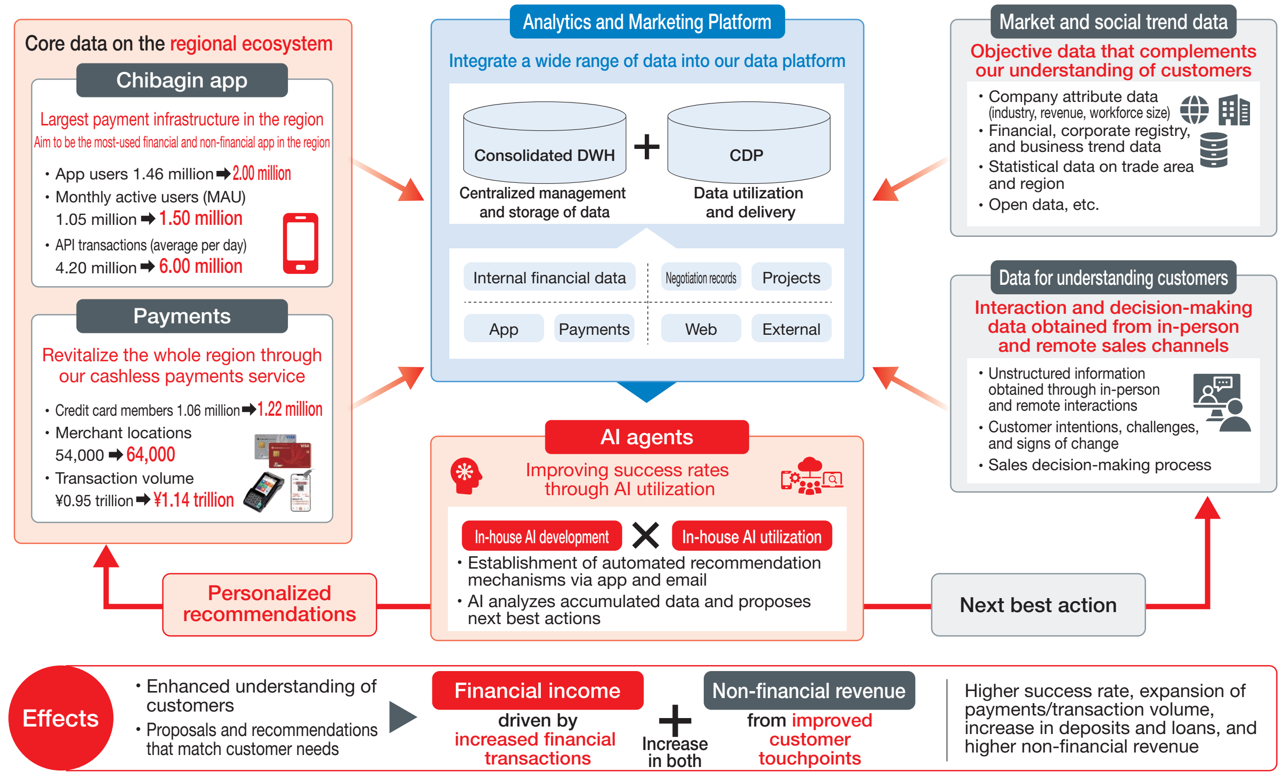
The first strategic goal is to achieve the optimal customer experience (CX) through AI, with the aim of maximizing customer satisfaction.

The second is to realize resource extension (WX) through AI. We will expand the use of AI as a colleague to expand our workforce capacity and drive a dramatic increase in productivity.

Optimal Customer Experience (CX)

Through advanced personalization facilitated by AI, we will deliver proposals precisely tailored to each customer. By sharing data seamlessly across our in-person, remote, and digital channels and maintaining consistent communication, we will provide an experience that makes customers feel as though they have a single dedicated representative.

Looking ahead, we aim not only to enhance internal analytics but also to offer customers experiences in which they interact directly with AI through each channel.



Resource Extension (WX)

We will redesign all business processes with AI integration as a prerequisite, combine RPA and other automation tools centered on AI, achieve more sophisticated new business operations, improve the efficiency of existing operations, and upgrade the infrastructure for common tasks, centered on M365, aiming to improve productivity by creating a workforce equivalent to 2,000 employees.

Enhancing AI integration across business processes and redesigning all processes with AI in mind (Selection of processes with clear ROI impact)

Target	KGI: Creation of a workforce equivalent to 2,000 employees		
KPI	KPI: Creation of 4 million hours of work capacity annually; 50 AI multi-agent systems*		
How to	**Reduction of working hours** Reduction of approx. 40% of daily working hours per employee	**Scalability (removal of human constraints)** Enabling 24/7 parallel processing beyond human limitations	**Shift to high value-added work** Creating additional value through advisory services and enhanced customer engagement
Base	AI development platform/collaboration with EDGE Technology Inc.		2,000 employees with G-Certificate credential
	AI investment of ¥5.0 billion		
	Common infrastructure established in the previous Mid-term Plan (new devices, M365, analytics and marketing platform, etc.)		

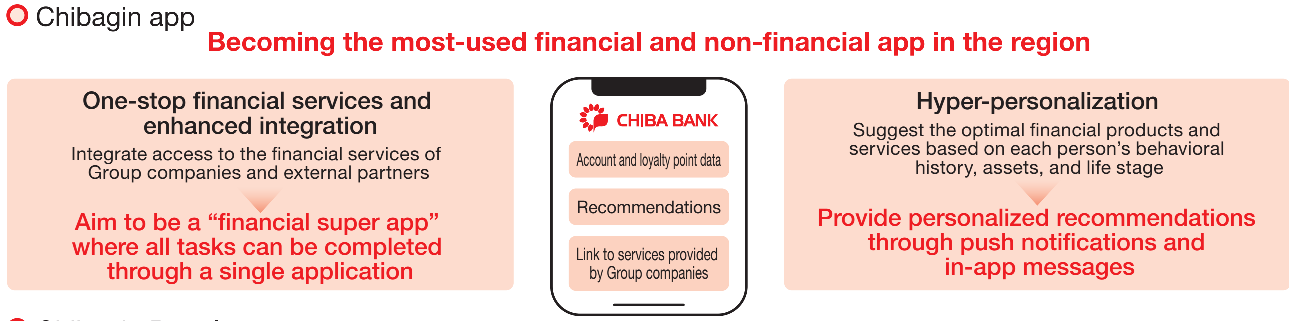
* AI multi-agent systems: Multiple AI agents that autonomously make decisions and execute tasks in coordination to enhance and streamline operations

App/Portal

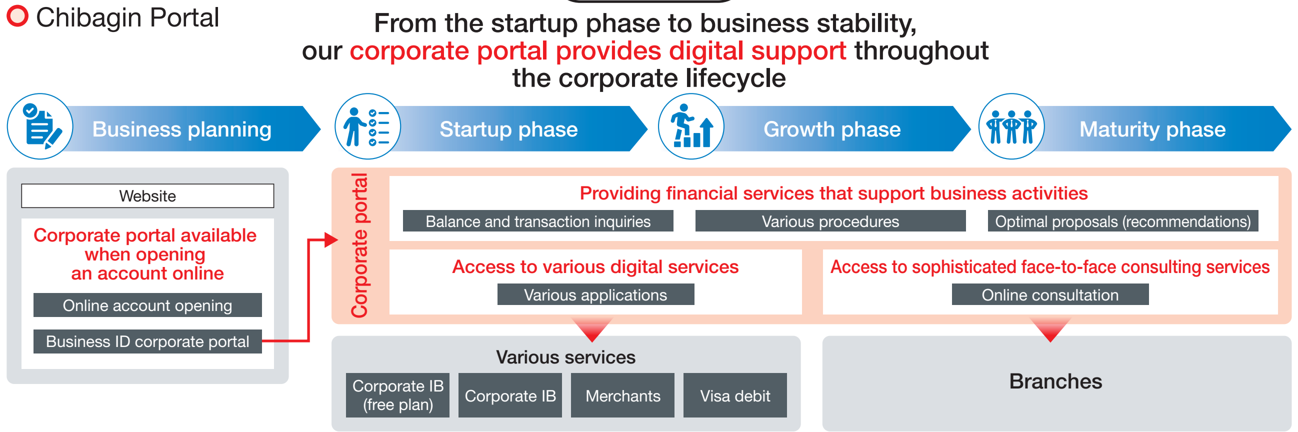
The Chiba Bank app and Chibagin Business Portal are digital infrastructures connecting us with our customers, and we are gradually adding new functions to them for creating the optimal customer experience.

We are advancing the development of features for the Chiba Bank app with the aim of strengthening integration with external financial services and enabling personalized offerings that deliver the most suitable services to each customer. For Chibagin Business Portal, we are developing additional functions designed to provide services that support the full lifecycle of our corporate customers.

○ Chibagin app



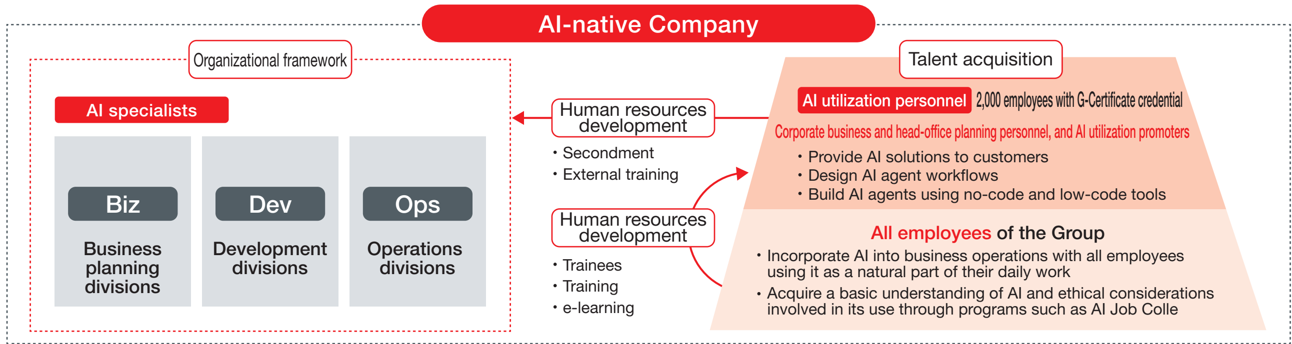
○ Chibagin Portal



DX/AI Human Resources Development

At the Bank, we aspire to be an "AI-native company" that drives productivity improvements across the entire region through the use of AI agents. As a foundation for this vision, we have identified the development of an organizational framework for AI utilization and the training of human resources as key management priorities.

To this end, we have established a training framework and learning environment that enables all employees to engage in self-directed AI learning and we encourage employees to obtain the G-Certificate, aiming to enhance AI literacy across the organization. In addition, through our annual idea pitch contest, we seek to encourage employees to take on new challenges in the use of AI and foster momentum across the organization.

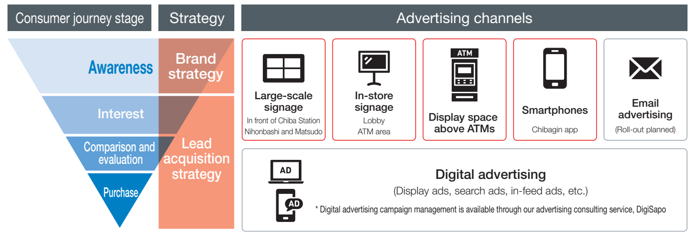


Non-Fungible Tokens (NFTs)

In April 2025, at the Chiba Jets official game sponsored by The Chiba Bank, we distributed commemorative NFTs to visitors. The same month, we distributed Trans-Boso Railway Tasuki NFTs in connection with the Trans-Boso Railway Tasuki Project. In January 2026, at our sponsored Chibagin Cup match, we distributed Supporter Certificate NFTs and My★Favorite Starting Lineup NFTs. We also provide support related to the issuance of NFT-based digital membership certificates as part of the youth friendship support program "Chiba-bu," launched by Chiba Prefecture in FY2025. We will continue to apply new technologies to the banking business to deliver new value to our customers.

Advertising Business

Our advertising business, launched in October 2023, has served a cumulative total of 400 companies and continues to grow steadily as a business rooted in the local community. Within our advertising media business, large digital signage displays installed at the front of Chiba Station and at Nihonbashi and Matsudo have been well received by many customers. In February 2026, we also piloted a product-sampling initiative utilizing our INNOVATION LOUNGE. In our advertising consulting business, we support customers in addressing their marketing challenges by combining website development support with digital initiatives, including Google Ads and social media advertising.



MESSAGE

Taking on the challenge of enhancing organizational value through technology: AI initiatives at the Chiba Bank Group

General Manager, AI Innovation Division
EDGE Technology Inc.
Kimihiro Hino

At present, I am engaged in several projects that utilize generative AI, including efforts to achieve more efficient monitoring of customer interactions during financial product sales and to streamline data entry into forms in loan operations. What I place the greatest emphasis on in development is identifying the solutions that customers truly need through careful consultation. While the widespread adoption of generative AI has expanded opportunities for automation, it is not a universal solution. Accordingly, we evaluate the suitability of generative AI, traditional machine learning, and RPA on a case-by-case basis, selecting the optimal approach to address each specific challenge. In recent years, the use of AI agents—which autonomously formulate action plans, conduct research, make judgments, and execute complex tasks—has been gaining attention. These technologies have the potential not only to replace certain aspects of human work but also to enhance productivity and expand organizational value creation through collaboration between humans and AI. In my day-to-day work, I remain mindful of balancing the "offensive" pursuit of cutting-edge knowledge with the "defensive" imperative of protecting customer information through due consideration for information security and ethical issues.

Cashless/Regional Ecosystem

We have developed the Chibagin app, Visa debit, TSUBASA Points, and merchant services as part of our infrastructure to provide support in the everyday lives of our customers. We are now integrating these offerings with local ecosystems, data, and AI to deliver the optimal customer experience.

Cashless Services

Integrating the Chibagin app, Visa debit, and TSUBASA Points

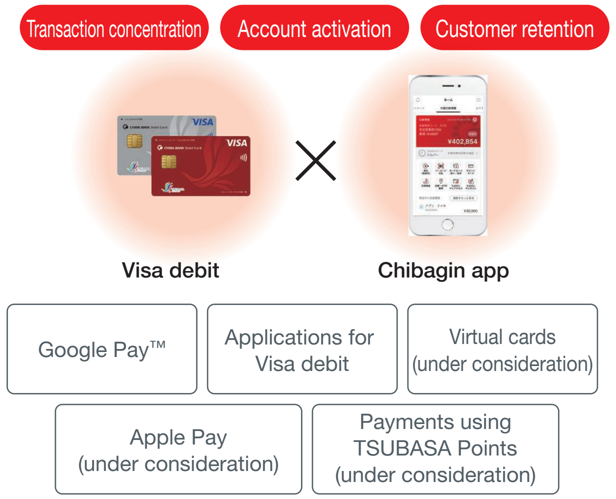
With over 1.5 million registered users of the Chibagin app and more than 0.6 million Visa debit cardholders, we plan to introduce a code payment feature integrating TSUBASA Points and the Visa debit virtual card. This will enable us to deliver an optimal payment experience to our customers directly through the app. At participating local merchants, customers will be able to apply coupons, use TSUBASA Points, and settle any remaining balance with the virtual card by scanning a barcode generated by the Chibagin app—all in one seamless action. Through this solution, we aim to provide a payment experience that is comparable to or better than those offered by competitors.

Enhancing merchant services through expanded business partnerships

In recent years, merchants are increasingly adopting integrated payment solutions that integrate cash registers and self-checkout machines, moving away from standalone payment terminals.

To provide customers with the latest and most seamless payment experience, we will strive to improve service quality through the continuous expansion of business partnerships, including with POS system providers, and the introduction of advanced compact payment terminals and smartphone-based payment applications.

○ Integrating payments and apps



○ Improved franchised services through expanded business partnerships

Services linked with payment terminals such as cash registers and self-checkout machines

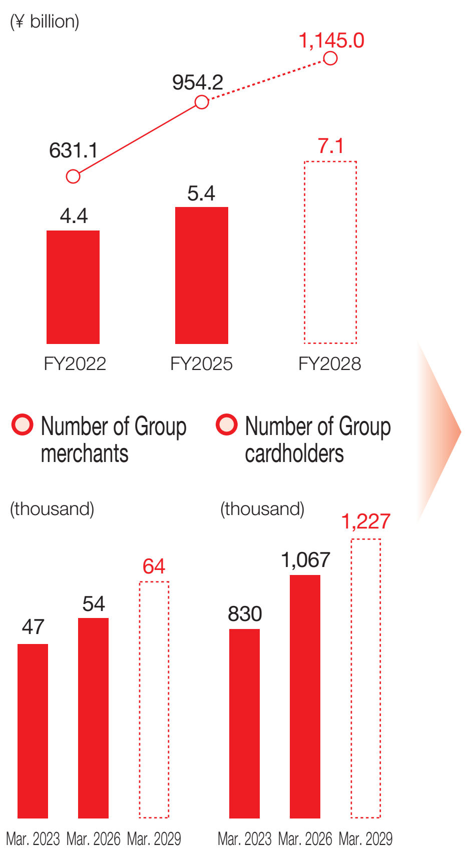
Small payment terminals (under consideration)

Payments via a dedicated smartphone app (under consideration)

Online applications and account maintenance procedures (under consideration)

Expansion of the customer base through the regional ecosystem strategy

○ Group transaction volume and revenues



Becoming the region's payment infrastructure

Regional Ecosystem

New points program

The current loyalty program (Himawari Declaration) offered limited benefits, primarily restricted to ATM usage fee waivers at convenience stores. Under the new points program, however, customers will be able to earn TSUBASA Points based on their transaction activity, including salary deposits, pension receipts, and increases in deposit balances.

Expansion of the local merchant network

We will continue to expand our network to ensure that points earned through the new points program can be used at a broad range of participating merchants, while also increasing our partnerships with code payment gateway operators.

TSUBASA Point usage and coupon delivery

Through the Chibagin app, users will be able to check their TSUBASA Points balance and the stores where TSUBASA Points can be used. We also plan to deliver advertisements and coupons through the app. We aim to deliver the optimal payment experience by enabling customers to use TSUBASA Points and coupons, and pay any remaining balance, all with a single barcode scan.

Recommendations based on data and AI

We aim to analyze customer transaction data—including credit and debit histories and bank statements—using AI, and deliver information and coupons tailored to individual customer interests through the Chibagin app.

Regional ecosystem

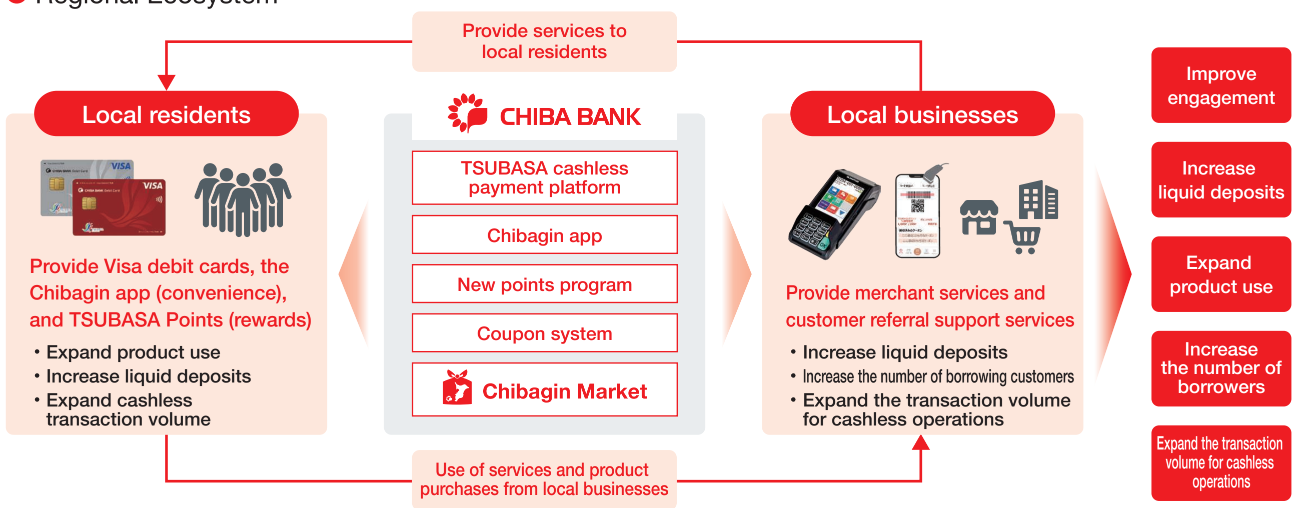
Through this series of measures, we aim to provide a lifestyle infrastructure for local residents and local businesses, and by providing the optimal customer experience to our customers, we aim to increase their transactions with the Bank.

Overview of the Regional Ecosystem

○ Customer return measures

Previous	Limited benefits such as ATM fee discounts and cashback of TSUBASA points
Revised	Offer TSUBASA Points based on the level of banking transactions, and enable higher-value use (with higher reward rates) and convenient use (via code payment) when shopping at our local franchises

○ Regional Ecosystem

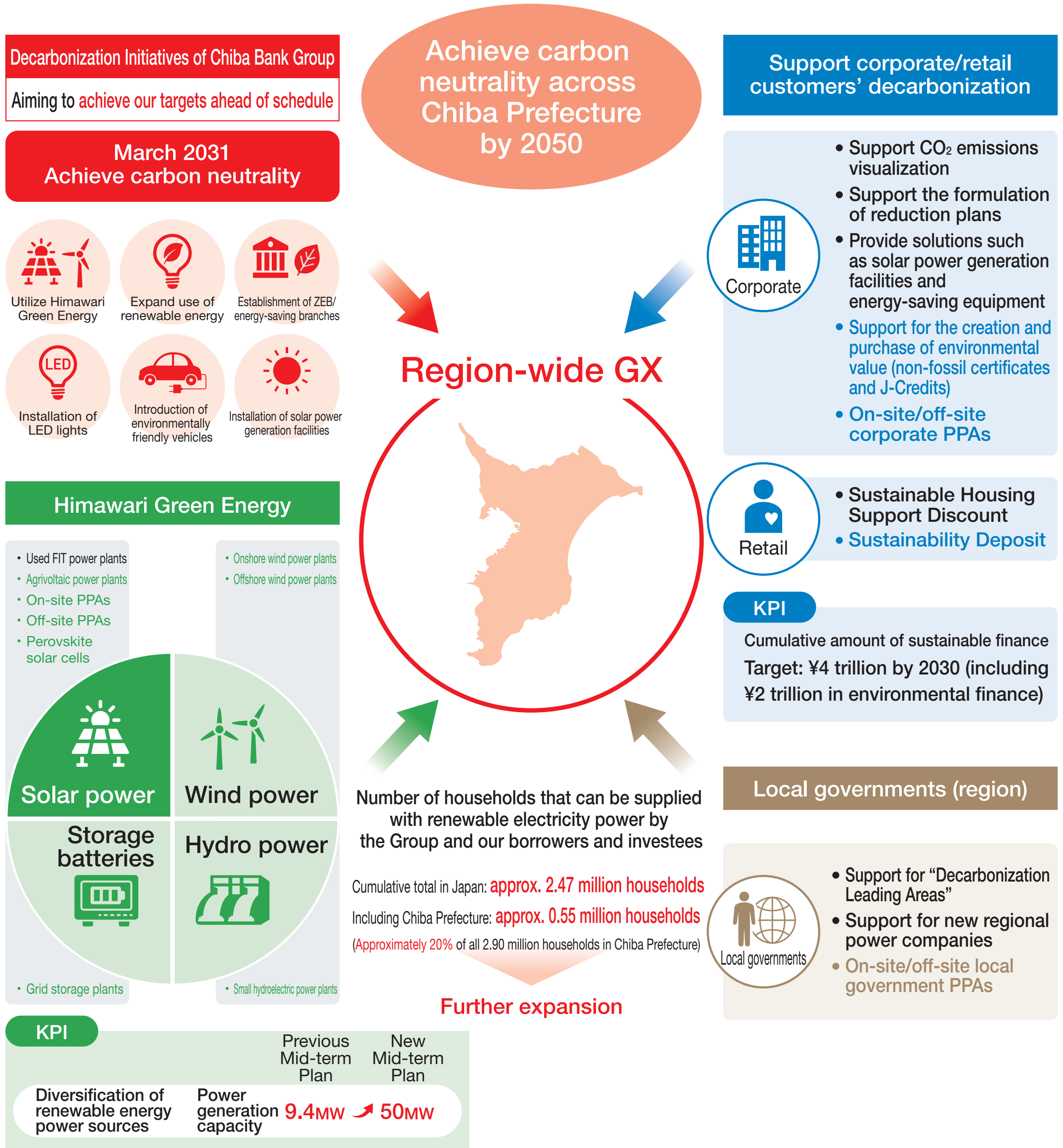


GX

In order to protect the global environment, which is indispensable for realizing a sustainable society, the Bank Group will promote GX (green transformation) through sustainable finance initiatives and the promotion of renewable energy, thereby contributing to the realization of a decarbonized society in regional communities.

Region-wide GX

The Chiba Bank Group is rolling out various initiatives linked to Region-wide GX, helping to achieve carbon neutrality throughout Chiba Prefecture.



Himawari Green Energy Co., Ltd.

The Chiba Bank Group established the electric power company Himawari Green Energy Co., Ltd. in April 2023 to promote local production and consumption of renewable energy. Currently, it operates in solar power generation business in Asahi City, Kimitsu City, and Choshi City, with annual power generation equivalent to approximately 40% of the Group's annual electricity consumption.

The Group will continue to accelerate its business utilizing renewable energy to contribute to the realization of a decarbonized society in the regional communities.

Solar power generation [in operation]

Onshore wind power
Selection as a "Leading Decarbonization Area" (joint proposal with Choshi City)

Hydropower and grid-scale battery storage projects
Under consideration

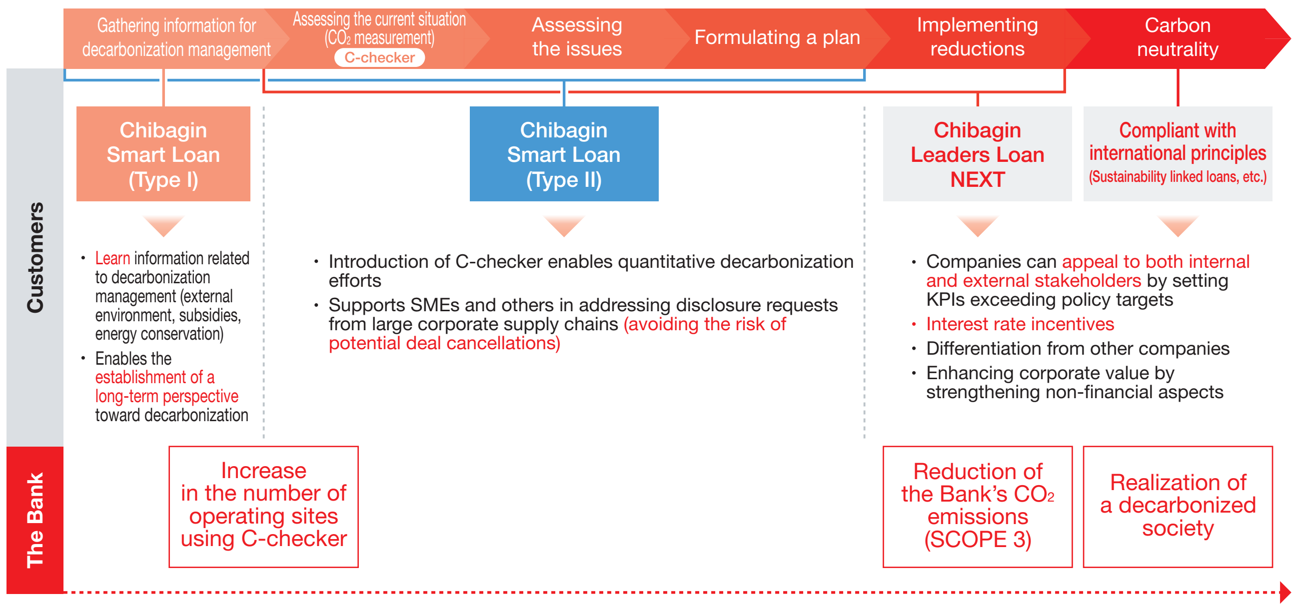
Perovskite solar cells (film-type)

©2026 SEKISUI CHEMICAL CO.,LTD

First in Japan
Launched an initiative for agrivoltaic power plant using film-type perovskite solar cells at rice paddies (March 2026)

Toward customers' decarbonization

The Bank offers both financial and non-financial products for each step of the decarbonization process to achieve a decarbonized society.

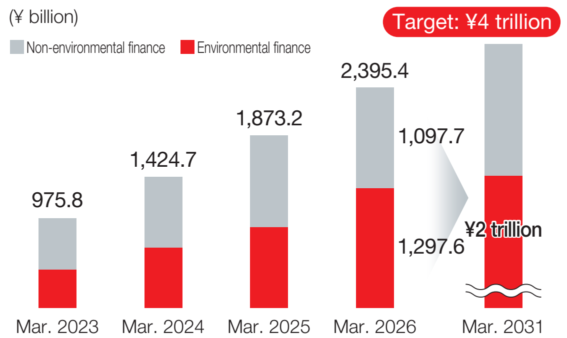


We are promoting sustainable finance to support the resolution of our customers' environmental and social challenges, while contributing to the realization of a sustainable society.

As of the end of July 2025, we achieved our initial execution target of ¥2 trillion (by FY2030) ahead of schedule. We therefore revised the target upward to ¥4 trillion.

Moving forward, as a regional financial institution, we will continue to provide a wide range of solutions that address environmental and social issues, operating as a unified group and helping to achieve a sustainable society.

Cumulative amount of sustainable finance



WX

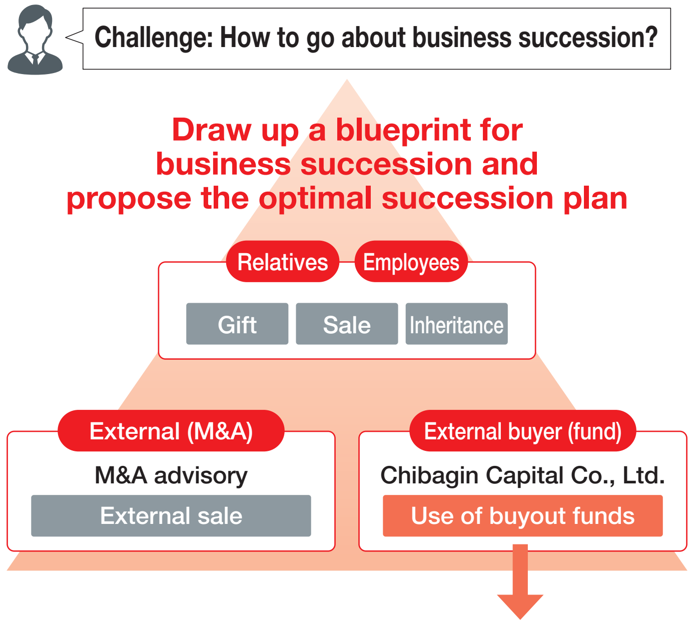
At the Chiba Bank Group, we will address the personnel-related challenges faced by local businesses—including the shortage of successors, human resource constraints, and population decline—working as a unified group to realize vitality and sustainable growth across the region. At the same time, we will align the Group's own human resources strategy with its management strategy to drive productivity improvements.

Support for Business Succession

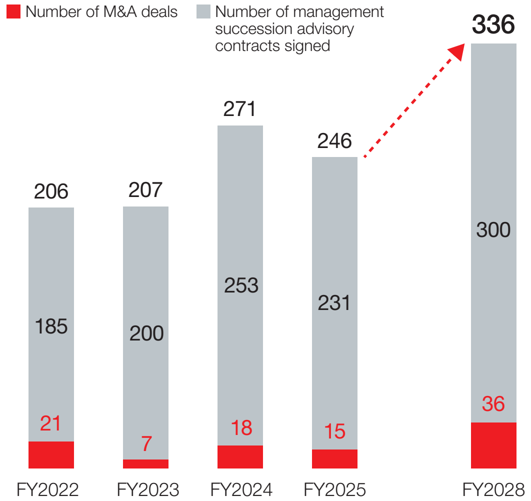
As the aging of business owners makes smooth management succession a pressing social issue, our business succession consulting services provide one-stop, speedy support for all options related to business succession (relatives, employees, external candidates).

Interest, awareness, and concerns among business owners regarding business succession continue to grow year by year, and the number of cases in which management succession- and M&A-related issues were successfully resolved has been steadily increasing.

We will continue to provide detailed, Group-wide support tailored to each customer for their business succession challenges in a timely and appropriate manner.



Number of business succession and M&A issues solved



The Group as an external successor

The Chiba Bank Group uses the Chiba Engagement 1 Investment Fund to provide business owners with one option for external succession. Through this fund, the Group itself assumes the role of successor, participating in management through the dispatch of corporate officers and other personnel, while working to maintain employment and increase corporate value. In connection with the acquisition of all shares of Nittoh Holdings Co., Ltd., which was completed in February 2026, we are taking steps to ensure that the technologies, workforce, and business foundation cultivated by the company over many years are passed on to the next generation. To this end, we are advancing the establishment of an organizational management framework while concurrently addressing day-to-day operational issues, including repairs and wage increases.

Companies Acquired

IWASAKI MACHINE Co., Ltd.

Nittoh Zohki Co., Ltd.

Fujishoku Co., Ltd.

Human Resource Solutions

Our approach to human resources—one of the most critical management resources for companies—encompasses the three perspectives of recruitment, retention, and development. Through the Chiba Bank Group, we provide comprehensive human resource solutions to address the workforce challenges faced by companies.

Staffing services and web recruitment support | Recruitment

- Through Chibagin Career Service Co., Ltd., we leverage the Group's local network within Chiba Prefecture to support business operators in recruiting personnel.

First company in Chiba Prefecture to receive the certification

Chibagin Career Service Co., Ltd. has been certified as a Certified Employment Agency under the Ministry of Health, Labour and Welfare's Employment Placement Agency Certification Program.

Advisory services for business operators | Retention

- We support companies to improve employee engagement, as human capital management—essential for the sustainable enhancement of corporate value—and relationship-building with stakeholders become ever more important

Examples of the use of advisory services to strengthen engagement

Employees	Successors
Support for the establishment of HR systems	Support for the formulation of medium-term management plans
Business partners	**Shareholders**
Support for improving supplier evaluations	Support for the improvement of corporate value

Business schools and training | Development

- At our business school for next-generation corporate leaders, we invite expert instructors from a wide range of fields and offer a hands-on curriculum that enables participants to systematically acquire practical management methodologies
- We support companies to develop their human resources, including the creation of training plans and the provision of instructors for in-house training programs

Human Capital

Details on p.78

To achieve the Group's Vision, we link human resources strategy with management strategy and engage in human resources initiatives aimed at improving productivity.

Group human resources strategy
"Maximizing productivity for each individual"
Alignment
New Mid-term Plan
Vision
Sustainable growth and revitalization of local communities
Enhancement of corporate value (productivity)

Contribution to Local Communities

Details on p.87

Through activities that contribute to the community, we aim to improve regional well-being. These activities include on-site classes that provide children—who will shape the region's future—with opportunities to learn about living life on their own terms and managing money responsibly, as well as sponsorship of local sports team events.

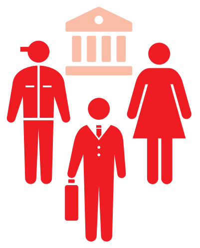

One of our on-site classes


Sponsorship of the Chibagin Cup

Engagement with Stakeholders

At the Chiba Bank Group, we seek to build long-term relationships and achieve sustainable growth by delivering value to our customers, local communities, employees, shareholders, investors, and other stakeholders.

Customers



- Provide optimal digital, remote, and in-person touchpoints
- Retail: Support customers in achieving fulfilling lifestyle through optimal proposals tailored to their life stages
- Corporate: Contribute to enhancing clients' corporate value by providing ongoing support for addressing management challenges

FY2025 Results

Number of app registrants	1.46 million (reached 1.50 million in May 2026)
Card membership	1.06 million
Number of advisory contracts for business operators signed	342
Number of M&A advisory contracts signed	246

Local community

- Provide a range of solutions as a united group to contribute to the revitalization of the regional economy
- Roll out various initiatives to help achieve carbon neutrality throughout Chiba Prefecture

FY2025 Results

Number of households that can be supplied with electricity generated from renewable energy by the Group and its borrowers and investees	
Cumulative total in Japan:	Approx. 2.54 million households
Of which, cumulative total in Chiba Prefecture: Approx. 0.55 million households (approx. 20% of all 2.90 million households in Chiba Prefecture)	
Number of sports event participants	44,000
Number of recipients of our career and financial education	Approx. 6,800 in total

Employees

- Link our Human Resources Strategy, which is based on our Human Resources Development Policy, with the Group's management strategy to improve productivity
- Create a workplace where engagement of each employee is enhanced and they can feel job satisfaction

FY2025 Results

Net business income (before provisions to general allowance for loan losses) per Group employee	¥27 million (+50% compared to FY2022)
Engagement score (overall score, proportion of positive responses)	83%
7% average rise in annual wages	
Expanded employee stock ownership incentive program	Stock ownership incentive payment 5%→20%; maximum units (monthly) 20→40

Shareholders and investors

- Largely achieved the targets under the previous Mid-term Plan
- Pay dividends based on our shareholder return policy and implement flexible share buybacks
- Strengthening disclosure of non-financial information

FY2025 Results

ROE (based on shareholders' equity)	8.93%
OHR (Consolidated)	41.50%
Dividend per share	¥52 (payout ratio: 38.8%; shareholder return ratio: 70.7%)
Publication of the Sustainability Report	

Communication with Employees

We emphasize two-way communication with employees, with the aim of ensuring that management strategy is fully understood throughout the organization and reflecting the perspectives of branches in decision-making. Through the "IR for employees" program, which targets all Group employees, the President and the executives responsible for each strategic area directly explain financial results and management strategy. We also conduct real-time Q&A sessions to deepen employees' understanding of our strategic direction and foster meaningful dialogue. In addition, we hold "opinion exchange meetings with executives" at branches on an annual basis, providing employees with opportunities to directly convey work-related issues and proposals to senior management. In FY2025, 13 executives, including the President, held opinion exchange meetings at a total of 145 branches. Through these efforts, we strengthen organizational unity and execution capability so we can steadily realize our strategy.

	IR for employees			Opinion exchange meeting with executives at branches
Implementation period	June 2025	April 2026	June 2026	All year
Objective (theme)	Deepen understanding of management strategy			Listen to feedback from branch employees
	(Management strategy)	(New Mid-term Plan)	(FY2025 financial results)	
Presenter	President Group CSO Group CHRO Group CDTO	President	President	Executive responsible for each branch

Communication with Shareholders and Investors

We aim to provide shareholders and investors with accurate information regarding our financial condition and management strategy in a fair and timely manner through forums such as the General Meeting of Shareholders, financial results briefings, and briefings for individual investors. We also strive to enhance corporate value sustainably by reflecting the feedback from dialogue sessions back into management through the Board of Directors.

In FY2025, in addition to financial results briefings and individual meetings, we held IR Day, at which the President, responsible executives, the general managers of the respective divisions, and the presidents of Group companies gave presentations on our operating base, as well as DX and AI. Directors, including the President and outside directors, and Audit & Supervisory Board members participate in dialogues with shareholders and investors within a reasonable scope.

Activity Results

Meetings, etc.	Number of times held	Presenter	Number of participants
The 119th Annual General Meeting of Shareholders	1	Directors, Audit & Supervisory Board members, etc.	103
Briefings for analysts and institutional investors			
Financial Results Briefings	2	President, CSO	382
IR Day "Operating Base, DX/AI"	1	President, CDTO, general managers of responsible departments, presidents of Group companies	76
Small Meeting following financial results announcements	2	CSO	114
Briefings for individual investors	7	CSO	2,131
Individual meetings with analysts and institutional investors	355	meetings in total (including 161 conducted by executives and 169 with overseas investors)	

Dialogue details

Dialogues are held on a variety of topics, such as business performance, capital policy, alliance strategy, DX strategy, sustainability, and human capital. Q&A sessions in briefings for analysts and institutional investors are disclosed on the Bank's website.