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

CHIBA BANK

2026

The Chiba Bank, Ltd.
Integrated Report

Purpose, Vision, and Three Pledges

Purpose

Purpose

Why

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

The Chiba Bank Group strives to share the aspirations of all its stakeholders—including customers, shareholders, and employees—and to remain a trusted partner that works closely with each and every individual and business in the local community, thereby shaping the local community into a place where all of our stakeholders' aspirations can be fulfilled. To this end, we have defined our Purpose: "To create a local community better suited to bringing each person's hope to life."

Vision

Vision

Where

An Engagement Bank Group that works closely with the community

To realize this Purpose, the Chiba Bank Group has defined its Vision as "An Engagement Bank Group that works closely with the community." We aim to be a banking group that continues to grow alongside the region by building long-term relationships through the provision of value based on deep relationships with our stakeholders—including customers, shareholders, and employees.

Action Principles

Three Pledges

How

These pledges encourage employees to always pause and consider, before making customer proposals or business decisions, whether their actions contribute to:

- **realizing the customer's wishes**
- **solving the customer's problems**
- **enabling prosperous lifestyles for customers**

The Chiba Bank Group has established the "Three Pledges" to ensure that every officer and employee acts in accordance with our Purpose and Vision in daily operations. These action principles connect our Purpose and Vision to the actions of our officers and employees, serving as the foundation that supports the entire organization.
We will continue efforts to instill our Purpose and Vision throughout the organization in order to foster a culture where officers and employees can take proactive initiatives based on shared empathy. By having every officer and employee embody the "Three Pledges," we will continue to provide "the highest value" to each and every individual and corporate customer, as well as the local community as a whole.

Contents

Editorial Policy

This document has been edited in order for stakeholders to easily understand the approach and specific initiatives that the Chiba Bank Group is taking to achieve its Purpose: "To create a local community better suited to bringing each person's hope to life." It provides an integrated overview that encompasses not only financial information but also non-financial information, including business strategies, value creation initiatives, and sustainability. The International Integrated Reporting Framework advocated by the IFRS Foundation (former IIRC) and other guidelines were used for reference in the editing of this report.

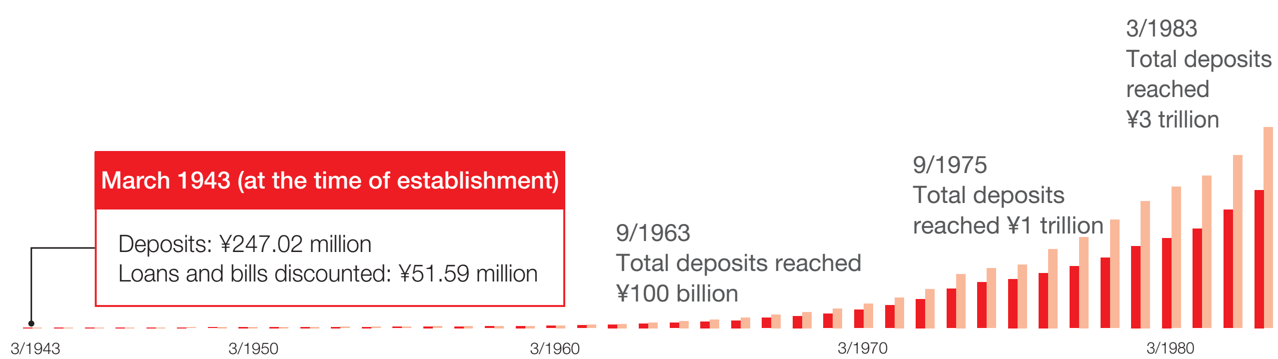
This report contains forward-looking statements, including financial outlook. They are based on future outlook and forecasts, which the Bank deems reasonable at the time of publication. They do not constitute a promise by the Bank that these will be realized. Actual results may differ from those expressed in the forward-looking statements due to changes in conditions.

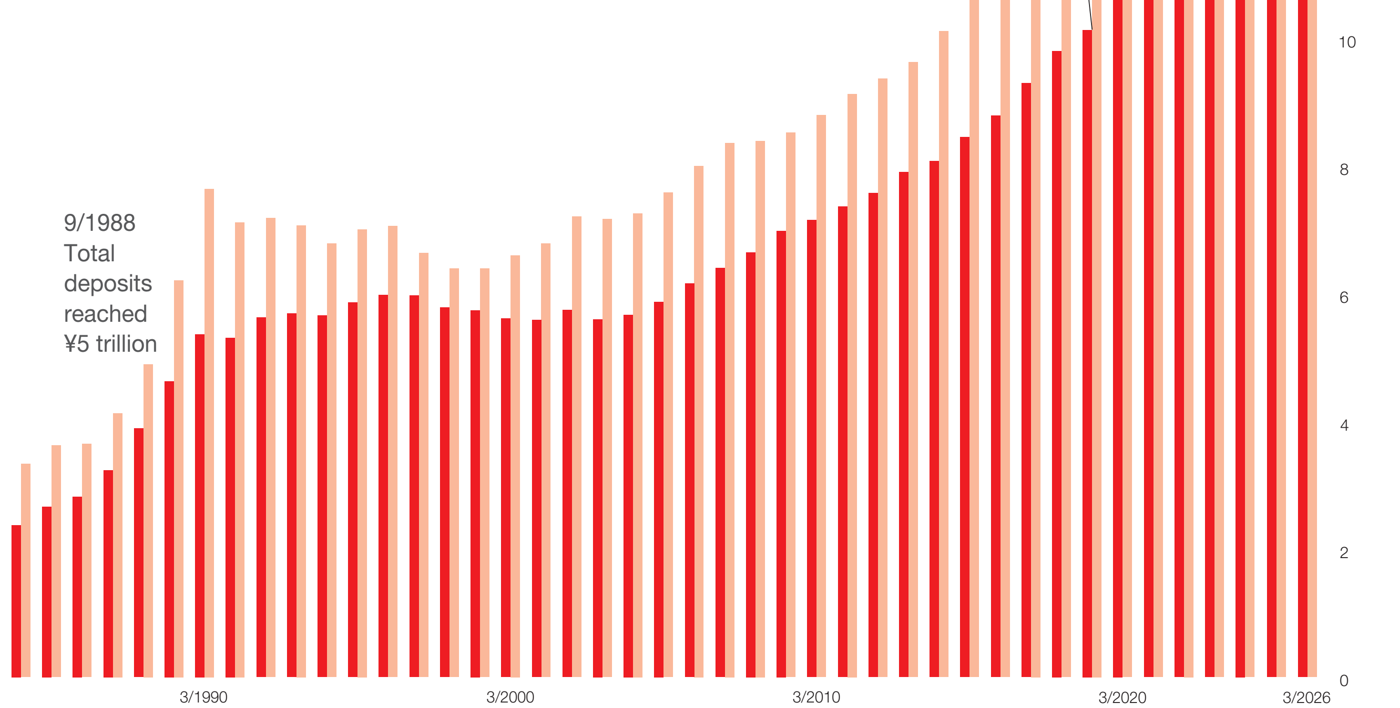
Reporting Period: April 2025 - March 2026 (The document includes some information from April 2026 onwards.)

Introduction

History of the Chiba Bank Group

The Chiba Bank Group, as a regional financial institution, meets the diverse needs of our customers and is expanding the scale of our business. Looking ahead, we will pursue continuous growth together with our regional communities.





First Head Office

Second Head Office

Chibagin Head Office Building (completed construction in September 2020)

History of The Chiba Bank Group

Establishment-

Mar. 1943 Founded as a result of the merger of three banks, Chiba Godo Bank, Omigawa Agricultural and Commercial Bank, and the Kujuhachi Bank

1960s-

- **1960-** Deposits and loans grew in response to high economic growth
- **Apr. 1964** Entered into an agreement with Chiba Prefecture to be a designated financial institution for business handling
- **Oct. 1970** Listed on the 2nd section (at that time) of the Tokyo Stock Exchange
- **Aug. 1971** Transferred to the 1st section (at that time) of the Tokyo Stock Exchange
- **Oct. 1971** Started operation of the first online system
- **Mar. 1973** Built the new Head Office building and relocated the Head Office from Chuo to Chiba-minato
- **Oct. 1973** Introduced the first CD machine at the Chiba-ekimae Branch

1980s-

- **Oct. 1986** Appointed the first female Branch General Manager among Japanese banks
- **Apr. 1987** Opened its first overseas branch in New York
- **Feb. 1990** Established Chibagin Research Institute
- **Oct. 1991** Established Oyumino Center
- **Mar. 1995** Held the first “Chibagin Cup” (J. League pre-season match)
- **Mar. 1998** Acquired Chuo Securities (currently Chibagin Securities) as a Group company

2000s-

- **Jan. 2014** Completed construction of Muromachi Chibagin Mitsui Building
- **Oct. 2015** Launched the TSUBASA Alliance
- **Mar. 2016** The original character “Himarin” debuted
- **Mar. 2016** Launched the Chiba-Musashino Alliance
- **Jul. 2019** Launched the Chiba-Yokohama Partnership

2020s-

- **Sep. 2020** Completed construction of Chibagin Head Office Building
- **May 2021** Established Chibagin Market
- **Apr. 2023** Established Himawari Green Energy
- **Nov. 2023** Established TSUBASA-AML Center
- **Oct. 2024** Acquired Edge Technology as a Group company
- **Mar. 2025** Acquired Fresh Farm Chiba as a Group company
- **Sep. 2025** Reached an agreement on the management consolidation with The Chiba Kogyo Bank
- **Mar. 2026** Executed a definitive agreement with The Chiba Kogyo Bank regarding the establishment of a joint holding company

From April 2027

CHIBA BANK
Chiba Kogyo Bank

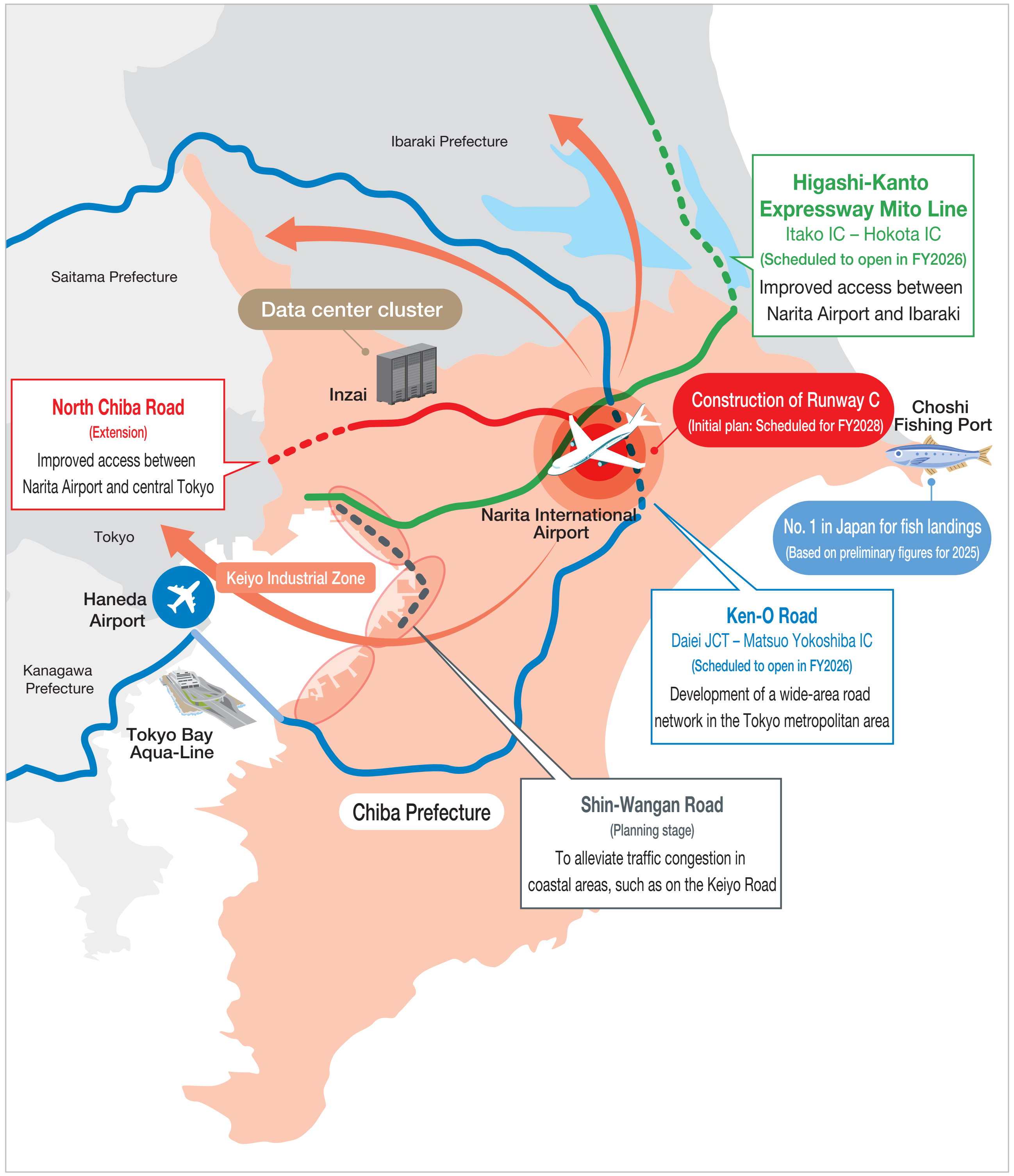
Planned establishment of Chiba Financial Group

Events in Society

1941～1945	The Pacific War
1949	Exchange rate set at ¥360 yen to the dollar
1964	Tokyo Olympics held
1973	First Oil Crisis
1978	New Tokyo International Airport (Narita Airport) opened
1985	Plaza Accord
1989	Consumption tax introduced
1991	Collapse of the economic bubble
1997	Tokyo Wan Aqua-Line Expressway opens
2002	Chiba Prefecture's population exceeds 6 million
2005	Full implementation of the “pay-off” system (limited deposit protection)
2008	The 2008 global financial crisis
2011	Great East Japan Earthquake
2013	Bank of Japan introduces “quantitative and qualitative monetary easing”
2019	Consumption tax raised to 10%
2020	Spread of COVID-19
2021	Tokyo 2020 Olympics and Paralympics held
2024	Bank of Japan decides to end “negative interest rate policy”

Regional Potential

Chiba Prefecture, the Bank Group's home market, boasts one of the largest populations and economies in Japan, as well as abundant natural environments and a well-balanced industrial structure. Furthermore, expansion projects are underway at Narita International Airport, and with the designation of the entire Chiba Prefecture as part of the Tokyo Area National Strategic Special Zone in July 2025, new growth opportunities are emerging. With excellent access to central Tokyo and a market environment well positioned to benefit from the growth of the Tokyo metropolitan area where people, goods, and information converge, this region represents a major strength that supports the Bank Group's medium- to long-term growth.



Characteristics of Chiba Prefecture

One of the largest economies in Japan

Population	Prefectural income	Prefectural GDP
6.25 million	¥19.8 trillion	¥21.4 trillion
Ranked 6th in Japan	Ranked 6th in Japan	Ranked 7th in Japan

Well-balanced industrial structure

Primary industries	Secondary industries	Tertiary industries
¥0.1 trillion	¥5.0 trillion	¥15.9 trillion
Ranked 7th in Japan	Ranked 9th in Japan	Ranked 8th in Japan

Source: Statistics Bureau, Ministry of Internal Affairs and Communications, "2025 Population Census: Preliminary Results"; Economic and Social Research Institute, Cabinet Office, "Prefectural Accounts" (FY2022)

Narita International Airport "Second Opening" Project
-Toward an international aviation and logistics hub driving growth for the Tokyo metropolitan area and Japan-

With the goal of a "second opening," Narita International Airport is implementing large-scale functional enhancements, including increasing and extending runways, extending operating hours, reconstructing passenger terminals, and developing a new cargo area.

Enhancement of airport functions	Expected effects
• Extension of Runway B • Construction of Runway C	Annual flight slots Approx. 300,000 ➡ 500,000 Passenger volume 40 million ➡ 75 million Cargo volume 2 million tons ➡ 3 million tons

Source: Action Package Starting from Narita Airport's "Second Opening"

Economic ripple effects from Narita International Airport's functional expansion*

Approx. ¥55 trillion

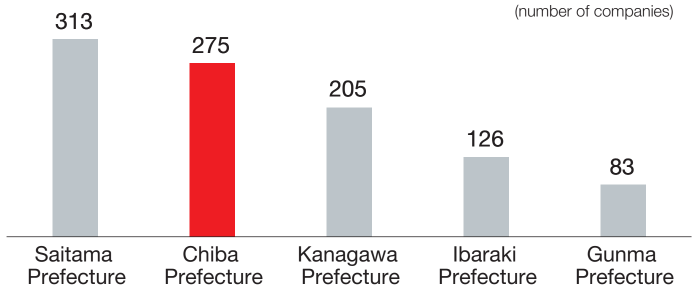
Increase of approx. ¥19 trillion compared to FY2024

*Cumulative total for FY2025–FY2040
Source: Chibagin Research Institute, 'Economic Ripple Effects of Narita Airport's "Second Opening" Project'

Status of corporate headquarters relocations to Chiba Prefecture

Ranked 2nd nationwide for net inflow of headquarters in FY2025

The prefecture has become a popular destination for companies relocating from Tokyo, experiencing a net inflow across a wide range of industries.



Source: Tokyo Shoko Research, Ltd.

The Chiba Bank Group Today

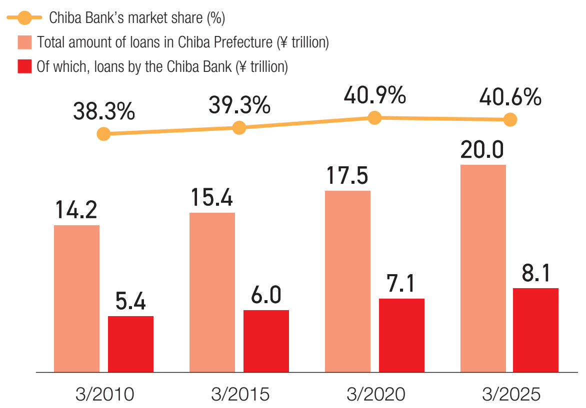
Customer Base

Supported by a solid customer base built over more than 80 years of history, the Bank maintains some of the highest deposit and loan balances among regional banks. Our market share in Chiba Prefecture—our home market—has been expanding year by year, allowing us to hold the top market share.

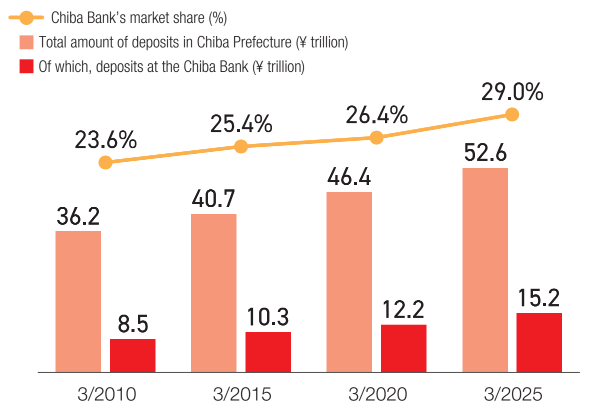
Loans and Bills Discounted (Non-Consolidated)*1	Deposits (Non-Consolidated)*1
¥14,147.7 billion	¥16,851.4 billion

*1 As of March 31, 2026

Loans in Chiba Prefecture



Deposits in Chiba Prefecture*2

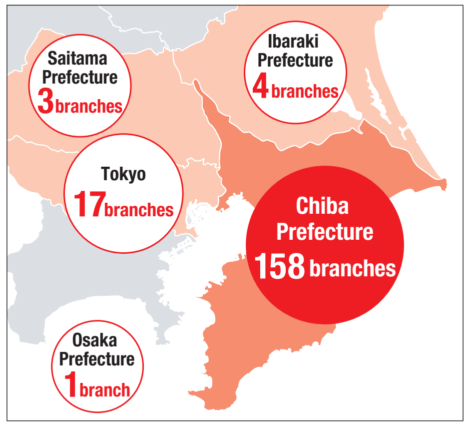


*2 Includes negotiable certificates of deposit
Source: The Kinyu Journal

Branch Network

In Japan, we operate 186 locations, primarily in Chiba Prefecture, as well as in Tokyo's 23 wards, and in Ibaraki and Saitama Prefectures.This network allows us to secure contact points with customers and provide optimal services that meet customers' needs in each region. Overseas, we have branches in New York, Hong Kong, London, and Singapore and representative offices in Shanghai and Bangkok, giving us one of the most extensive overseas networks among regional banks.

Domestic: 183 branches / 3 money exchange counters Overseas: 4 branches / 2 representative offices



*As of March 31, 2026

Financial Base

The Bank maintains top-class profitability and asset size among regional banks. The stable ROE and low OHR show our efficient business operations. We also maintain a high level of financial soundness, with a capital ratio of 15.02% and a non-performing loan ratio of 0.84%, which is below 1%.

Top-Class Profitability Among the Regional Banks

Profit Attributable to Owners of Parent (Consolidated)	¥94.0 billion
ROE (Consolidated, based on Shareholders' Equity)	8.93%

Low Expense Ratio

OHR (Consolidated)	41.50%

Robust capital

Total Capital Ratio (Consolidated)	15.02%
Common Equity Tier 1 Capital Ratio (Consolidated)	15.02%

Sound Loan Assets

Non-Performing Loan Ratio (Non-Consolidated, and based on the Financial Reconstruction Act)	0.84%

*Results for FY2025

Alliances

The Bank is deepening collaboration through three key alliances, TSUBASA Alliance, Chiba-Musashino Alliance, and Chiba-Yokohama Partnership, and is collaborating with Sony Bank in various ways to improve our financial services through DX. Our pioneering alliance strategy, implemented ahead of other banks, is our greatest differentiating factor and has strengthened the Bank's presence.

10th TSUBASA ALLIANCE 地域とともに未来へはばたく
2015–

ALLIANCE 千葉・武蔵野アライアンス
2016–

千葉・横浜パートナーシップ CHIBA YOKOHAMA PARTNERSHIP
2019–

Sony Bank
2022–

Message from the Group CEO

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

President
(Representative Director,
Group Chief Executive Officer (CEO))

Tsutomu Yonemoto

My vision upon becoming President

Half a decade has passed since I was appointed President in June 2021. At the time, in addition to the COVID-19 pandemic, structural social issues—including the rapid advancement of digital technologies, and climate change—were becoming increasingly apparent. Conventional growth strategies had become difficult to envision, and our existing business model had reached a decisive turning point.

In this environment, I set forth a vision for the Chiba Bank Group to enhance personalized proposals starting from DX, transform customer experience through non-financial business initiatives, and build a regional ecosystem that generates a virtuous cycle in the local economy. Specifically, these include one-to-one marketing practices to refine our understanding of each customer and deliver optimal information at the optimal timing; our endeavors in non-financial areas, beginning with Chibagin Market, which handles the regional trading company business, to establish a position upstream of commercial distribution; and the regional ecosystem we create through our mobile app, designed to be a "local lifestyle infrastructure," and our cashless platform, designed to be a "local payment infrastructure."

Today, I feel a strong sense of tangible progress that a foundation has been established for realizing this vision, and that its initiatives are now entering the implementation phase. Furthermore, I am confident that as AI utilization progresses, the vision we are pursuing will not be confined to its initial framework, but will instead continue to rise to ever-greater heights.

The Chibagin app, which forms the cornerstone of this foundation, has grown into a key channel connecting us with our customers. It now has 1.50 million registered accounts, equivalent to roughly one-quarter of the population of Chiba Prefecture. Its monthly active users (MAU) stand at 1.05 million, representing 70% of its registered accounts.

Moreover, our cashless business now boasts over 1.00 million card members and a merchant network of more than 50,000 stores, and has expanded to approximately ¥1 trillion in transaction volume. Together, these factors indicate that it is becoming a "local payment infrastructure."

Building on this foundation, the Bank Group has achieved significant progress, including the development of data analytics and marketing platforms that enable the centralized management and utilization of the diverse data scattered across different parts of the Group, as well as reaching a stage where in-house AI development is fully feasible through the integration of the AI solutions developer EDGE Technology into the Group and the development of AI engineers within the organization. I feel that the Group is steadily evolving into a "bank group capable of creating AI in-house," and that the groundwork to realize the vision I set forth upon assuming office has been steadily laid.

This vision is embodied in our 16th Mid-term Plan, launched in April 2026, which presents a management strategy aimed at contributing more than ever to improving regional productivity and fostering regional sustainable growth, with "AI" and "regional ecosystem" as its core. In the area of AI, we will redesign all business processes assuming AI implementation, aiming for a swift and substantial increase in productivity. We consider the human resources who underpin the execution of our various strategies to be the bedrock of value creation, and we will redouble our efforts in human capital investment. We will enhance our human capital management in line with our business strategy and maximize productivity, thereby sustainably enhancing corporate value.

Summary of the previous Mid-term Plan and challenges for achieving further growth

Under our previous Mid-term Plan, we comprehensively implemented the planned strategies and measures. At the same time, in addressing the Business Improvement Order—our most critical challenge—, we conducted a thorough root cause analysis and earnestly addressed each and every improvement measure. It is our understanding that as a result of our concerted efforts to instill and thoroughly implement the Group's Purpose and Vision and the Three Pledges, and the execution of the PDCA cycle, we have propelled the Group's transformation into a bottom-up organization, marking a major milestone in the reform of organizational culture.

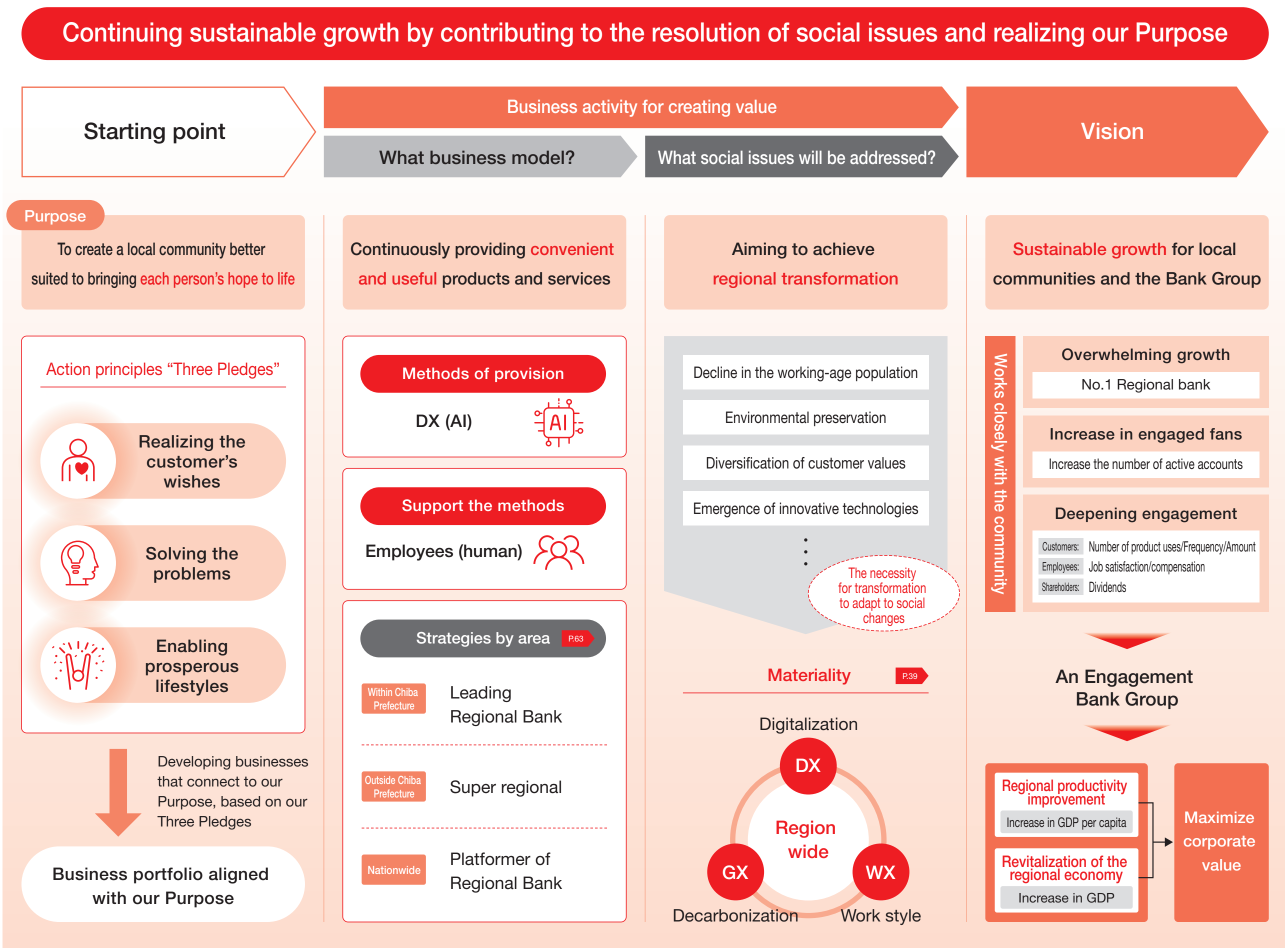
We have generally achieved our target financial indicators and have made significant progress, for instance, with net income attributable to owners of parent reaching ¥94.0 billion and consolidated ROE (based on shareholders' equity) reaching 8.93%.

In this way, while we can conclude that we have succeeded overall in laying the groundwork for sustainable growth, I also recognize three challenges for growth in the future: strengthening our retail business operations, strategically expanding deposits, and lifting the Group's overall profitability. I feel that we are once again being put to the test as to whether we can steadily address these challenges.

A value creation story with a view toward sustainable growth

At present, uncertainty over the future is intensifying further amid rising prices, worsening labor shortages, and escalating tensions in the Middle East. In addition, competition within the financial sector is becoming increasingly fierce, driven by a full-scale shift toward higher interest rates and the entry of non-financial players into the industry. At the same time, the importance of strengthening resilience, such as financial crime prevention and cybersecurity, is growing rapidly, and the environment surrounding our Group is evolving at an ever-faster pace.

I believe it is essential that we strategically assess these environmental changes and the signs of further change, to further evolve our stated strategies with agility and flexibility, and to enhance their effectiveness through timely and appropriate actions. From this perspective, and in order to steadily fulfill the social mission expected of the Group, and to meet the expectations of all our stakeholders, the first priority I set forth in formulating the Mid-term Plan was a "Value Creation Story" of "continuing sustainable growth by contributing to the resolution of social issues and realizing our Purpose."



The starting point for all our endeavors is our Purpose: "To create a local community better suited to bringing each person's hope to life." In taking action or making decisions, we always stop and consider the Three Pledges: whether this action or decision contributes to "realizing the customers' wishes", "solving the customers' problems", and "enabling prosperous lifestyles for customers". Our Three Pledges serve as the Group-wide guiding principles for our decisions and actions throughout this process. Building on this foundation, we construct a business portfolio through businesses that contribute to achieving our Purpose. We aim to further improve the customer experience by continuously providing convenient and useful new products and services, striving to "creating the optimal customer experience." We view "DX and AI" as the means to achieve this goal, and we recognize that it is our "human capital"—each and every employee—that underpins these efforts. We will therefore strengthen our investment in human capital more than ever before.

We will strategically deploy this business model across three areas. Within Chiba Prefecture, our core market, we will further increase our market share across all products and services by contributing to the region's sustainable growth as the "leading regional bank." Our management consolidation with The Chiba Kogyo Bank Ltd. will further accelerate this process.

Outside Chiba Prefecture, as "super regional", we will efficiently and swiftly strengthen our presence in the Tokyo metropolitan area while leveraging collaborations such as the Chiba-Musashino Alliance and the Chiba-Yokohama Partnership. We are progressively expanding our branch network—including the opening of the Shinjuku West Corporate Banking Office in June 2024, the Kyobashi Corporate Banking Office in March 2025, and the Akasaka Corporate Banking Office in June 2026—and will continue to actively open new branches and increase staffing, establishing our business operations outside Chiba Prefecture as a key growth driver.

Nationwide, we will build on the TSUBASA Alliance, which marked its 10th anniversary last year, to further enhance our position as a platformer. We are taking collaboration to the next level, with the number of app IDs exceeding 5.00 million, in addition to the consolidation of mainframes and subsystems. Most recently, the Group has further expanded the framework of its platform business. In addition to launching a new company "TSUBASA Joint Administrative Center", which aims to reduce costs and address staffing shortages through the consolidation of back-office operations, we are progressing in our collaboration with the TSUBASA/JUUDANKAI Joint Research Group.

"Region-wide DX, GX and WX" accelerate the evolution of our business model, while also being positioned at the center of our efforts to address social issues. By driving forward transformations in digitalization, decarbonization, and transformations related to work styles, human resources, and business succession, we will contribute to the realization of regional transformation.

As the vision that lies at the culmination of this story, we have set our sights on the following three points. The first point is achieving overwhelming growth for the Chiba Bank Group itself. Our growth is driven by the sustainable growth of the regional economy. We will achieve growth for the Group by further strengthening our support for customers and the local community by overcoming their challenges and enhancing their productivity.

The second point is increasing the number of engaged fans. We aim to further improve customer experience and increase the number of active accounts by continuing to offer new products and services that are convenient and useful.

The third point is deepening engagement with our stakeholders. We will work to expand our relationships with customers—not only by broadening their product usage, but also by promoting convenient and useful proposals that will help increase the frequency and volume of their transactions. For shareholders, we will further strengthen shareholder returns through the improvement of corporate value. For employees, we will enhance working conditions and create an attractive workplace where employees find their work rewarding. In doing so, we aim to contribute to improving regional productivity and revitalizing the regional economy, while simultaneously enhancing the Group's corporate value.

The 16th Mid-term Plan "Engagement Bank Group –Phase 2–"

In formulating our new Mid-term Plan, we adopted a "full-participation" approach, actively soliciting input from all Group officers and employees and carefully incorporating their perspectives through a bottom-up process.

Building on the strategic direction established in the previous Mid-term Plan, and based on the operational guideline of increasing our fan base by deepening engagement, we continue to position the following core policies: "creating the optimal customer experience," "enhancing the quality of existing business" and "providing new value" by "enhancing productivity through Human × AI." The foundations for value creation that underpin these goals consist of DX, GX, WX, alliances, and Group governance. The entire Group is united in its commitment to achieving our management KPIs.

In particular, we have identified four key strategic priorities: advancing AI utilization, building a regional ecosystem, improving the quality of our human capital to underpin these efforts, and Region-wide DX, GX and WX aimed at addressing social issues in the local region.

In the area of AI, following the inclusion of EDGE Technology into the Group, we are accelerating the cultivation of AI-native talent. This effort encompasses not only proprietary AI model development and the enhancement of customer-facing services, but also the rollout of educational programs, staff exchanges, and active encouragement for employees to earn the "G-Certificate" administered by the Japan Deep Learning Association (JDLA)—a credential already obtained by more than 1,100 employees. Through these measures, we are further strengthening our competitive advantage as a frontrunner in the banking industry.

We regard AI not simply as a tool to enhance efficiency but as an extension of our human capital—a "colleague". We anticipate a future in which AI assumes the workload of 2,000 employees, effectively expanding the workforce capacity of our approximately 4,000 employees to the equivalent of 6,000. Against the backdrop of rapidly advancing AI technologies, we will intensify our evolution into a "DX and AI company" by integrating AI into all business processes and accelerating its implementation, all while maintaining rigorous risk controls and reinforcing our governance framework. We have established milestones such as ¥5.0 billion in AI investment, the creation of 50 AI multi-agent systems, the creation of an AI workforce equivalent to 2,000 employees, and 2,000 employees with G-Certificate credentials. Through the synergy of people and AI, we aim to create the optimal customer experience and achieve dramatic productivity improvements across the entire region.

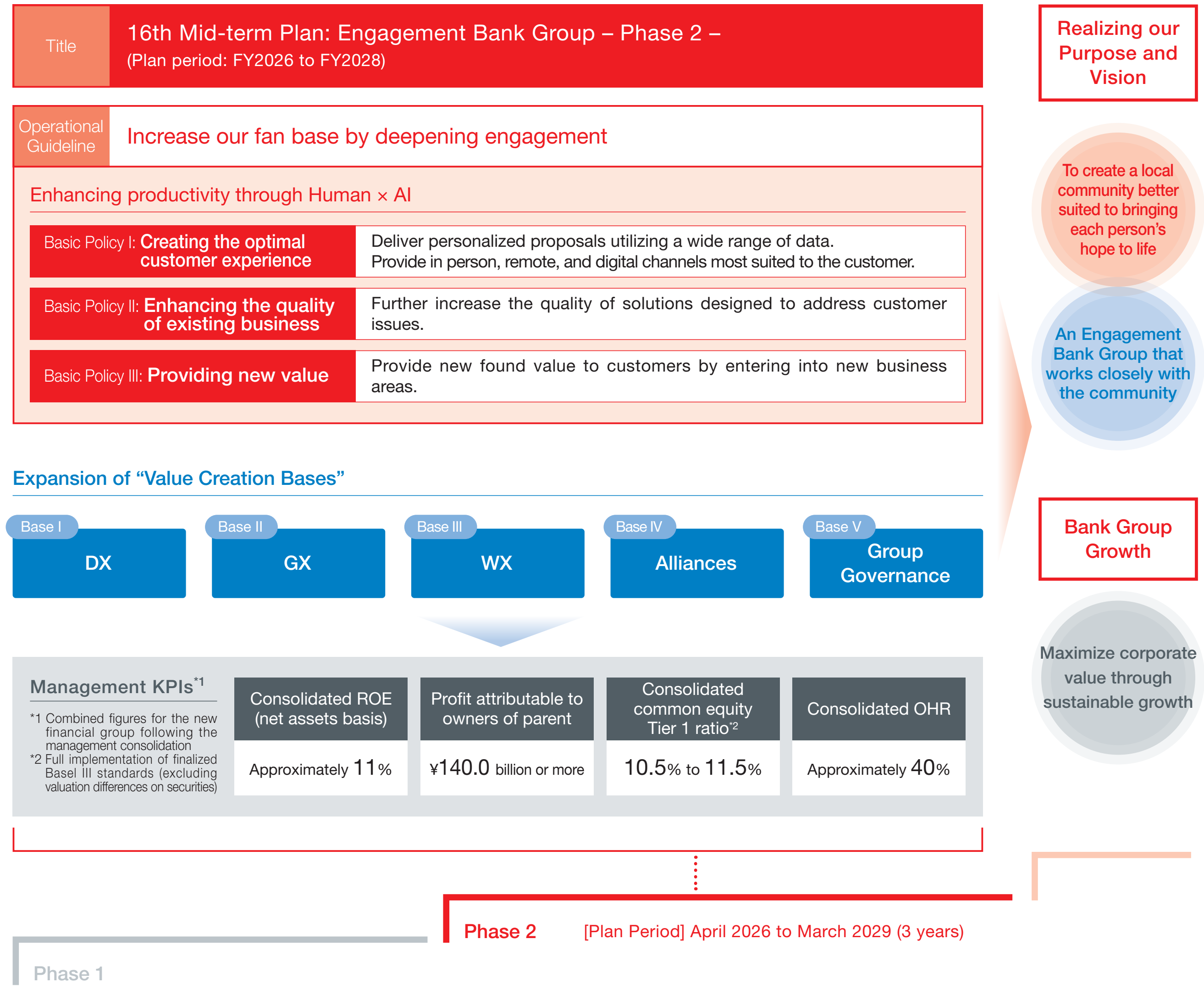
As we work toward building a regional ecosystem, our mobile app and cashless payment services have evolved into what can be described as a "local lifestyle infrastructure" and a "local payment infrastructure," respectively. At the same time, we have made progress in developing a platform to aggregate and utilize the diverse data scattered across different parts of the Group. These efforts have enabled us to build a solid customer base and the data infrastructure required for full-scale deployment. Building on this foundation, we plan to introduce a new points program and integrate it with the non-financial services offered through Chibagin Market, enabling us to make proactive recommendations that anticipate our customers' life plans and needs. At the same time, we will deepen collaboration with local merchant networks and other stakeholders to help revitalize the region's economic cycle. Through these initiatives, we seek to realize an ecosystem that benefits our customers, local businesses, and the Group alike.

In parallel, in terms of our efforts to strategic deposit growth—a priority we have placed alongside loan growth— we are committed to shifting our employees' perceptions of the strategic importance of deposits. By advancing a business model rooted in the regional ecosystem, we will intensify our focus on deposit initiatives that are less dependent on interest rates. Moreover, to reinforce the competitive edge that we derive from our high proportion of individual deposits and liquid deposits—which underpins our low funding costs—we will concentrate on cultivating highly sticky deposits while limiting interest rate sensitivity.

To further advance these key strategies, we established the Digital Strategy & Business Unit in June 2026, with overarching responsibility for all related businesses. In addition to the appointment of the General Manager of the Digital Strategy & Business Unit, we are also enhancing our DX promotion framework through a progressive review of the role of the Payment Card Business Division, which has previously been responsible for operations such as cashless payments and card issuance, renaming it the "Payments & Loyalty Business Division." These organizational changes will enable us to advance strategy execution in a coordinated and timely manner.

At the same time, we intend to invest a cumulative total of ¥3.5 billion over the next three years to elevate the quality of our human capital—the most essential asset supporting these strategies. This investment is designed to enhance the "professionalism of each employee" and to further deepen their specialized capabilities. To strengthen human resources development, we are reviewing and enhancing our training framework by area and job level. Through our professional certification system, which enables visualization of the skill levels of sales personnel, we are accelerating the development of specialized talent and utilizing this information to facilitate strategic personnel assignments. In addition, we are focusing on developing next-generation management talent and aim to further enrich our management talent

Overview of the 16th Mid-term Plan



pool through initiatives such as the introduction of the new "Chibagin MBA" training program. Another of our key initiatives is to build a talent portfolio to realize our management strategy. We are optimizing personnel assignment through cross-organizational discussions and establishing mechanisms to advance recruitment, development, and placement via "talent profiling," which facilitates data-driven talent management. In addition to improving employee treatment and compensation—through measures such as raising wages, increasing starting salaries, and enhancing employee benefits—we are also focusing on initiatives to boost employee engagement and enhance job satisfaction by actively incorporating employee feedback gathered through various surveys and questionnaires. We will continue our efforts to evolve into a bottom-up organization where employees are empowered to take ownership and act proactively.

Through our efforts to implement Region-wide DX, GX and WX to tackle social challenges, we aim to realize regional transformation by putting solutions into practice that deliver measurable change and by meeting our linked KPIs.

In terms of DX, we will contribute to digitalization and productivity improvements across the region through three approaches, the delivery of digital services and DX support for our customers, in addition to our own initiatives to become a "DX and AI company."

For GX, we will intensify our efforts—including Himawari Green Energy's power generation business—to achieve carbon neutrality for the Group, while also offering sustainable finance and other multifaceted solutions to assist customers and local governments in their decarbonization efforts, to realize carbon neutrality across the region.

For WX, we will engage in Group-wide collaboration to support business succession, human resources development and recruitment, and corporate value enhancement. By maintaining and reinforcing the region's employment and industry foundations, we will contribute to enhancing vitality across the region.

Management consolidation with The Chiba Kogyo Bank to benefit all stakeholders

We believe that the management consolidation with The Chiba Kogyo Bank will drive the next stage of growth of the Chiba Bank Group. This consolidation represents our ultimate commitment to customers and the local community in Chiba Prefecture—the home market for both our institutions. To make this commitment unmistakably clear, we have named the newly established holding company Chiba Financial Group.

We are confident that this represents the "best option" for realizing a sustainable local community and delivering benefits to all stakeholders. By integrating and further developing the trust and relationships that both banks have cultivated over the years, we are embarking on a new chapter, one in which we aim to offer products and services of even greater value to every customer and every corporate client we serve.

To generate synergies, we will combine the strengths of both banks and thoroughly enhance management efficiency through measures such as the consolidation of back-office operations. In addition, we will further strengthen our regional financial functions through three core pillars: improving productivity by "strengthening the use of DX and AI," advancing our solution capabilities by "strengthening our value creation capabilities," and improving employee expertise and performance by "advancing human capital management." We will pursue synergies across all areas, including collaboration on the large-scale development project around Narita Airport—which is estimated to generate an economic ripple effect of ¥55 trillion over the next 15 years—and we anticipate cumulative benefits of up to approximately ¥90.0 billion over 16 years through the integration of our core systems. Building on our proven experience in executing a range of alliance strategies, we aim to achieve an evolved model of management consolidation made possible by our experience.

Organizational harmony is critical to this

effort, and we believe that effective personnel exchanges, together with profiling that provides greater visibility into each individual employee and enhances their effectiveness, will be essential to driving this process forward. By enabling our employees to complement and reinforce each other's strengths, we will pursue integrated human capital management across the Group, and on this basis, generate new value for our customers and the local community we serve.

The great potential of Chiba Financial Group

Looking ahead to the new organizational structure set to take effect in April 2027, we are further accelerating discussions aimed at realizing our vision of the "Strengthening of Regional Financial Capabilities through Two Brands of Trust and Respect." This includes establishing a framework to contribute even more to the sustainable growth of our customers and local communities, enhancing our governance in light of revisions to Japan's Corporate Governance Code, and creating an attractive work environment where each and every employee can continue to work with high motivation. Through ongoing and active discussions and a deepening of mutual understanding, we have gained strong confidence in the future of the newly formed financial group and have gained deeper confidence in the vast potential that lies ahead. We are convinced that we can further reinforce the strong bonds of trust and close engagement we have cultivated with the support of our many stakeholders, walking alongside them every step of the way.

As the Group reaches this historic turning point, we view this phase as an opportunity to achieve a new stage of growth and will continue to rise to the challenge as a united group. We will chart a growth story that exceeds your expectations and forge a future that fulfills the aspirations of all our stakeholders.

We sincerely appreciate your continued support and patronage.

Message from the Group CSO

Leveraging the strengths of the Bank Group, we will achieve stable earnings growth and efficient use of capital to further enhance corporate value

Director and Senior Executive Officer
(Group Chief Strategy Officer (CSO))

Takashi Makinose

Exceeded financial targets under the previous Mid-term Plan, achieving a PBR of over 1.0x

Under the previous Mid-term Plan—centered on the evolution of the customer-focused business model—we successfully balanced enhancing the quality of our existing businesses with investments in new growth areas such as AI, and delivered results that surpassed our financial targets. By effectively capitalizing on the rising interest rate environment, we increased interest income from domestic loans and deposits. At the same time, we strengthened our earnings base, with net fees and commissions—led by corporate solutions revenue—reaching a record high. As a result, consolidated ROE (shareholders' equity basis) reached 8.93%, significantly exceeding our original target of the lower 7% range, while consolidated net income reached a record high of ¥94.0 billion. The common equity Tier 1 capital ratio stood at 11.6%, slightly above the upper end of our target range of 11.5%. We will continue to pursue capital management that appropriately balances growth investments with shareholder returns. Despite rising expenses due to wage increases and strategic investments, the consolidated OHR declined to 41.5%, reflecting both rigorous cost discipline and robust top-line growth—an improvement beyond our target level of approximately 45%. Earnings per employee have also been steadily rising across the Group, and we view this as an indication that we are making progress not only in the "quantity" but also in the "quality" of our earnings. We believe that this improvement in ROE, together with market expectations of future profit growth, has contributed to achieving a PBR of over 1.0x. Under our new Mid-term Plan, we will further refine our capital management with a greater emphasis on capital costs, with the aim of achieving further improvements in capital efficiency.

Aiming for consolidated ROE (net assets basis) of approximately 11% under the new Mid-term Plan

The new Mid-term Plan is positioned as Phase 2, designed to further deepen management based on our Purpose—building on the foundation established under the previous plan—and to achieve sustainable growth. In formulating the plan, we adopted an "all-inclusive-participation" approach, carefully incorporating a wide range of opinions submitted by the Group's officers and employees into our initiatives. Similarly, our quantitative targets were developed through a process of aggregating data based on actual conditions on the ground, combined with repeated discussions on the direction that management aims to take, resulting in a plan with a high degree of feasibility. The financial targets for FY2028—the final year of the new Mid-term Plan—are set, assuming a policy interest rate of 1.0%, as aggregate figures for the new financial group: a consolidated ROE of approximately 11%, consolidated net income of ¥140.0 billion or more, a common equity Tier 1 capital ratio in the range of 10.5% to 11.5%, and a consolidated OHR of approximately 40%. These targets, however, do not take into account the synergies resulting from the management consolidation with The Chiba Kogyo Bank. Furthermore, with regard to capital policy, we aim to sustain the high growth rate in EPS (earnings per share) achieved under the previous Mid-term Plan. We will implement shareholder return measures that contribute to improving capital efficiency, while also delivering stable profit growth.

Implementing disciplined capital management to improve capital efficiency

In terms of capital management, we will maintain our common equity Tier 1 capital ratio within the target range of 10.5% to 11.5% and continue to pursue efficient capital utilization in order to achieve this objective. To further enhance capital efficiency, we plan to allocate capital generated from periodic profits in a balanced manner across three areas: accumulating risk assets, primarily through lending; pursuing growth investments, including system upgrades and inorganic opportunities; and delivering shareholder returns. With respect to shareholder returns, we intend to revise our return policy, raising the dividend payout ratio from "approximately 40%" to "40% or higher", and to pursue steady dividend increases commensurate with earnings growth. We will also conduct flexible share buybacks as needed to control the total number of shares outstanding, including any temporary increases arising from the management consolidation. Under the previous Mid-term Plan, we achieved a high growth rate, raising earnings per share (EPS) from ¥83.1 to ¥134.7. Under the new Mid-term Plan, we aim to sustain this high pace of growth in order to further enhance shareholder value. With regard to growth investments, we view the acquisition of EDGE Technology, an AI solutions company, as a subsidiary during the previous Mid-term Plan period as a critical step in our transformation into a DX and AI company, and a key factor in differentiating ourselves from competitors. Going forward, we will continue to proactively pursue opportunities that support the realization of our Purpose and Vision, as well as contribute to addressing regional challenges.

Strengthening our deposit base, the source of the Group's competitive advantage

With the transition to an economy with positive interest rates, it has grown increasingly important to attract deposits. Deposits are now critical, not only as a funding source for expanding lending assets but also from a profitability standpoint, as securing a stable supply of low-cost deposits and maintaining tight control over funding costs have become more essential than ever. Through the widespread adoption of user-friendly mobile banking applications, the expansion of cashless payment services, and the sustained presence of our branch network, The Chiba Bank has consistently built a competitive advantage in attracting liquid deposits with a low pass-through rate—particularly retail liquid deposits—relative to peer institutions. This has enabled us to establish a clear edge in funding capacity. As a result, the overall pass-through rate for deposit interest rates has remained at approximately 40% relative to the magnitude of policy rate increases. Looking ahead, we believe that the continued acquisition of retail and liquid deposits will be paramount to keeping the pass-through rate low, and that the development of a regional ecosystem is the key to achieving this objective. By integrating our mobile app with cashless services and offering a comprehensive suite of financial and non-financial services—including points, coupons, QR code payments, e-commerce, and crowdfunding—we aim to embed customer interactions into everyday life. Through these non-interest-based initiatives, we will continue to strengthen our deposit base while mitigating sensitivity to interest rate fluctuations.

Continued evolution of the alliance strategy, our primary strategy for differentiation

Alliances represent our most critical differentiation strategy, and we will continue to evolve them further. The TSUBASA Alliance, which began with the consolidation of core systems and celebrated its 10th anniversary in October 2025, has expanded its scope to include the consolidation of subsystems, a common API platform, the joint back-office operations, and the establishment of the AML Center. We have now begun disclosing the total value of synergies generated by the TSUBASA Alliance as a whole, which amounted to ¥25.6 billion for the fiscal year ended March 31, 2026, comprising top-line synergies and cost synergies. Going forward, we anticipate further increases in the value of synergies, driven by cost reductions resulting from the expansion of the shared operations infrastructure following the establishment of the TSUBASA Joint Administrative Center Co., Ltd., as well as the joint development of a system for inheritance-related procedures. Meanwhile, the Chiba-Musashino Alliance will accelerate its consolidation and standardization agenda under a new Phase 3 plan launched in April 2026. The Chiba-Yokohama Partnership, in turn, will promote the sharing of know-how between top regional banks and enhance our presence in the Tokyo metropolitan area.

Maximizing Group synergies by addressing regional challenges

One of the growth challenges identified through the previous Mid-term Plan was improving the profitability of Group companies. Under the new Mid-term Plan, we will intensify our efforts in integrated group management and pursue maximum synergies through closer functional collaboration. The expertise held by each Group company is essential to realizing our Purpose and Vision, as well as to addressing the challenges facing the region. Specific examples include the aforementioned EDGE Technology in the DX and AI sectors, Himawari Green Energy's power generation business in the GX sector; and Chibagin Capital's buyout funds in the areas of business succession and corporate value enhancement.

Going forward, we aim to further widen the difference between consolidated and non-consolidated by working as a unified corporate group to develop and provide solutions that contribute to the region's sustainable growth. To achieve this, we will enhance the information infrastructure linking the Bank and Group companies, while fostering a sense of unity through cross-Group dialogue and personnel exchanges to further strengthen the Group's execution capabilities.

Enhancing the quality of our dialogue with shareholders and investors, and improving engagement

We believe that enabling our stakeholders, including shareholders, to gain a clear understanding of our Group's strengths and unique strategies requires accurate and timely communication of our strategic approach and performance. We are convinced that reducing information asymmetry with investors through comprehensive disclosure will ultimately lower our capital costs, and we are therefore committed to enhancing the transparency of both financial and non-financial information.

Against a backdrop of shifting interest rates and growing interest from overseas institutional investors, we will expand our overseas investor relations opportunities and strengthen ongoing engagement by our management team. At the same time, we will take investor and analyst feedback seriously, reflect it in our management decisions, and uphold our accountability, thereby elevating the quality of our dialogue and strengthening trust with the market.

Communicating our growth story to the market to drive further growth in corporate value

Since taking office as Group CSO in April 2025, I have held extensive dialogues with investors, shareholders, and analysts. Through these exchanges, I have come to sense that the concerns of these stakeholders largely center on three key areas: financial results, shareholder returns, and growth potential. While financial results and shareholder returns are certainly important—and many companies are achieving strong performance while raising their dividend payout ratios and total return rates—I believe that gaining a deeper understanding of the Group's growth story is essential if investors, shareholders, and analysts are to select us as an investment destination.

The Group's growth story centers on continuing to expand our share of deposits and loans—and thereby increasing our top-line revenue—in Chiba Prefecture and the adjacent Tokyo metropolitan area, a region benefiting from sustained population and economic growth, including the ongoing expansion of Narita International Airport. Furthermore, as a frontrunner in alliance strategy, we will further strengthen our collaborative efforts. At the same time, we will leverage the strength of EDGE Technology—an AI solutions company—within the Group to dramatically improve productivity through the proactive use of AI.

As I noted at the outset, the Bank has achieved a PBR of over 1.0x. The PBR is a function of both ROE—an indicator of capital efficiency—and PER, which reflects market expectations of future growth. Under the new Mid-term Plan, we have established a consolidated ROE target of approximately 11%, and the entire Group is united in its commitment to achieving this goal. At the same time, to improve PER, it is essential that we articulate the Group's growth potential and the effectiveness of our strategies to investors in a clear and compelling manner, thereby deepening their understanding. I regard this as a key part of my role as Group CSO.

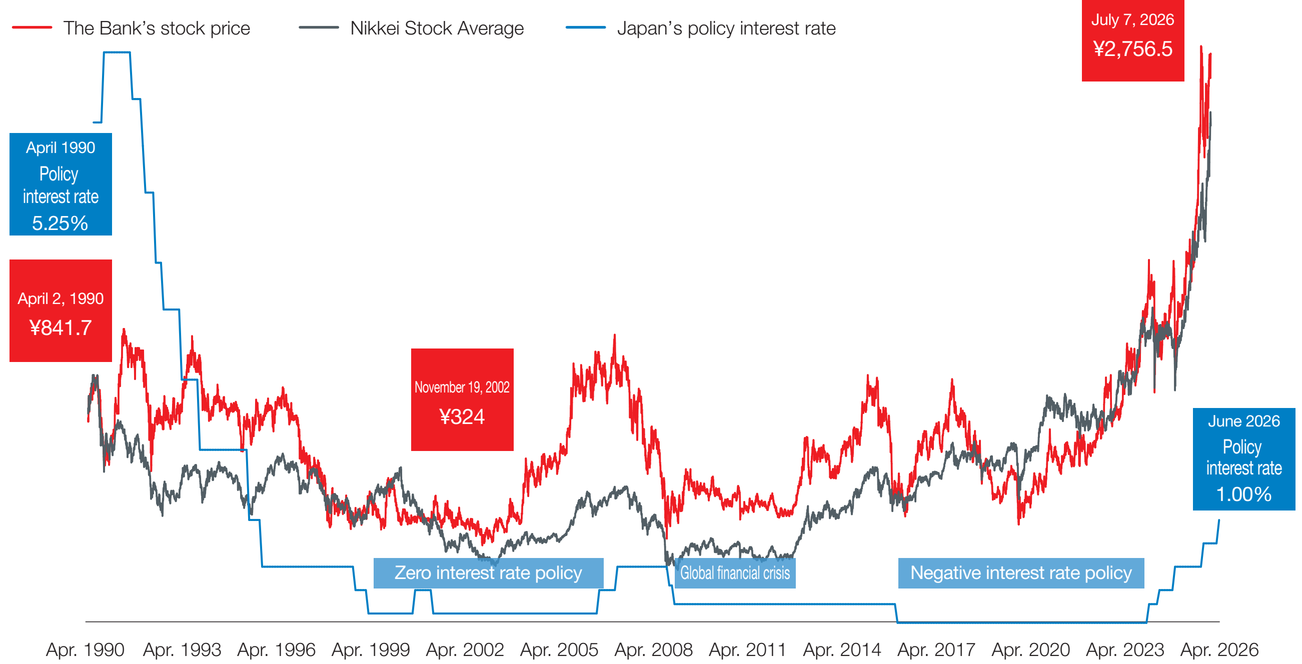
I joined The Chiba Bank in 1990. At that time, the Bank of Japan's policy rate stood at a high level of around 6%, as part of a monetary tightening cycle designed to rein in the asset bubble. Over subsequent years, the rate was gradually reduced, falling to zero in 1999 and entering negative territory in 2016, before finally being lifted in 2024. Today, with the policy rate reaching 1% for the first time in roughly three decades, we are witnessing a profound transition toward an economy with positive interest rates.

When I joined the Bank, its share price stood at approximately ¥800, yet it remained depressed for an extended period throughout the low, zero, and negative interest rate era, trading at around ¥400 for many years. Since 2024, as Japan has transitioned to an economy with positive interest rates, the share price has trended upward and has recently risen to levels exceeding ¥2,700. I believe that this shift in market valuation reflects not only the normalization of the interest rate environment, but also market expectations for the Group's profit growth and improved capital efficiency.

Furthermore, Chiba Prefecture's GDP, which remained flat during the economic downturn, is currently on an upward trajectory. According to estimates, once Narita International Airport reaches 500,000 annual aircraft movements under its "Second Opening" project, the resulting economic ripple effects are expected to increase by approximately ¥1.6 trillion annually compared with FY2024. This represents a significant impact equivalent to approximately 4% of Chiba Prefecture's economic output. By supporting Chiba Prefecture's growth potential through both financial and non-financial means, the Group will continue to pursue its own steady growth.

Looking ahead, we will remain committed to leveraging the Group's strengths to drive further increases in corporate value, striking a balance between stable earnings growth and efficient capital utilization.

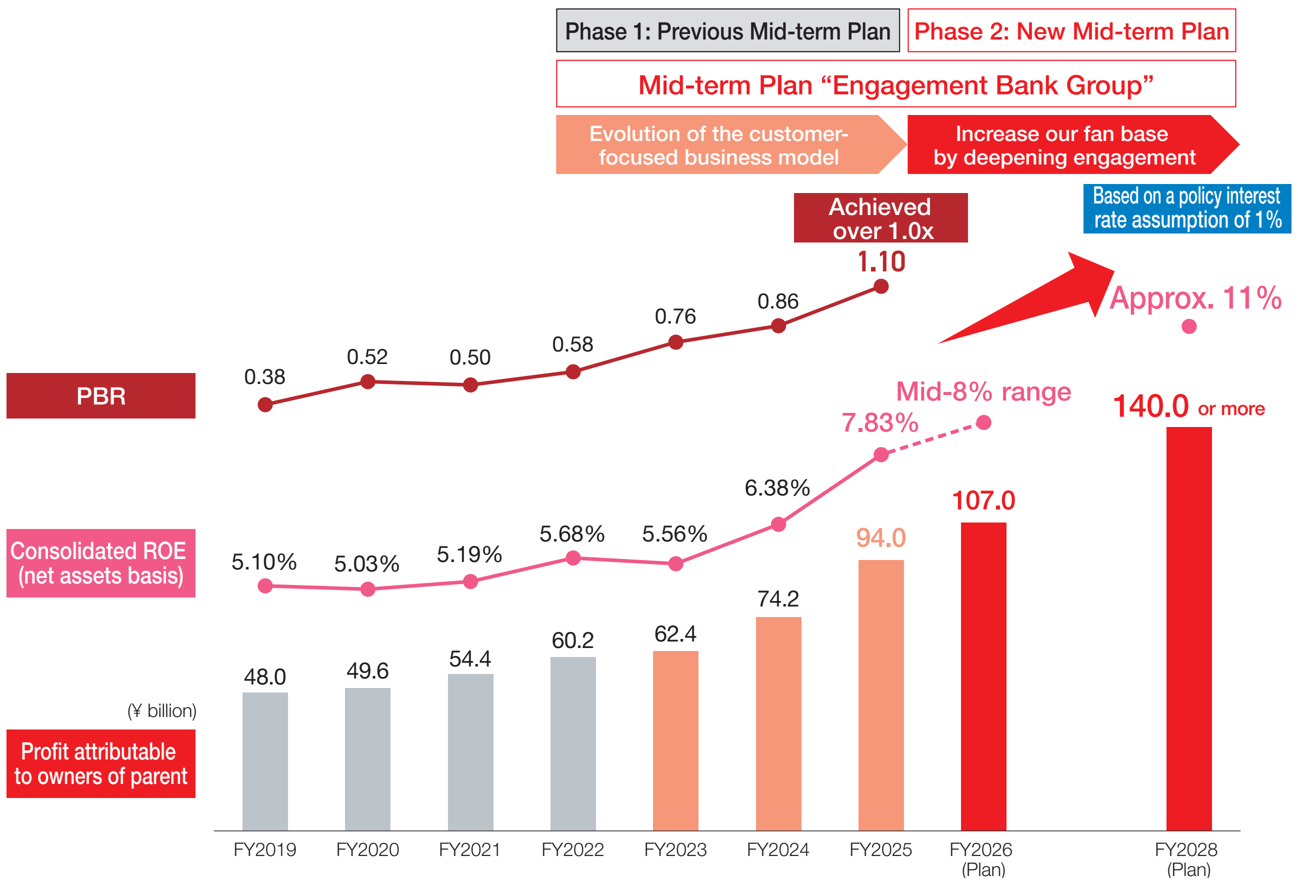
The Bank's stock price /Japan's policy interest rate



Note: The graphs of the Bank's stock price and the Nikkei Stock Average are indexed to the respective closing prices on April 2, 1990, which are shown as 100.

Improving Corporate Value

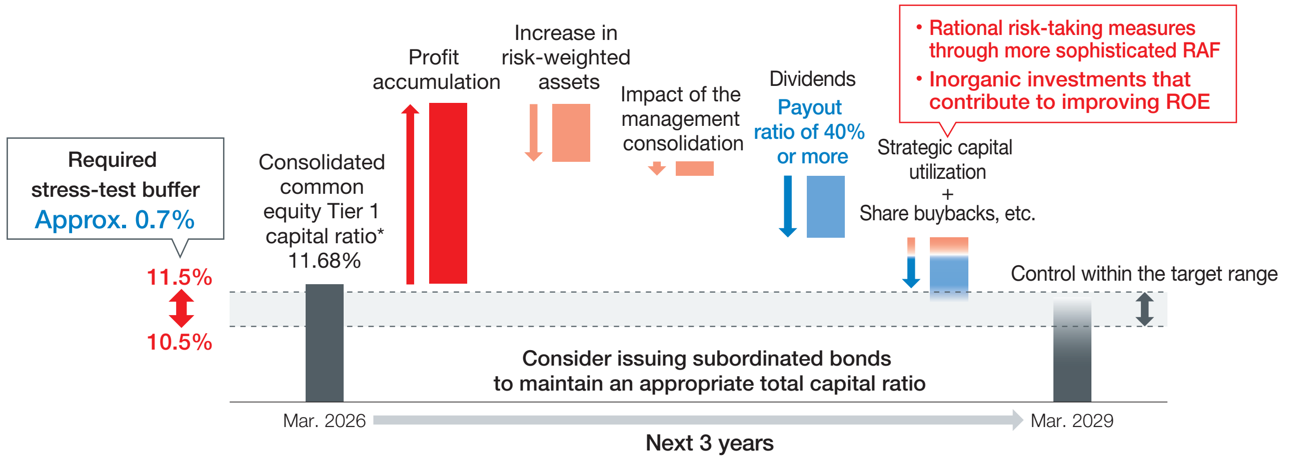
Price-to-Book Ratio (PBR) and consolidated ROE have steadily improved as a result of the efforts under the previous Mid-term Plan, achieving a PBR of over 1.0x. In Phase 2, under the new Mid-term Plan, we aim to build on these efforts to further enhance corporate value. We will use the next three years as a stepping stone to further advances, harnessing the tailwinds provided by changes in the interest rate environment.



Capital Policy

Capital allocation

We target a capital level equivalent to a consolidated common equity Tier 1 capital ratio of between 10.5% and 11.5%. We will allocate the capital generated from retained earnings in a balanced manner among three areas to further enhance capital efficiency: increasing risk-weighted assets, primarily through lending; pursuing growth investments, including system upgrades and inorganic investments; and delivering shareholder returns.



*Full implementation of finalized Basel III standards (excluding valuation differences on securities)

Shareholder return policy

We will revise our shareholder return policy, raising the dividend payout ratio from "approximately 40%" to "40% or more", and consider flexible share buybacks to support EPS growth.

① Control the "amount of capital" to improve ROE

Dividends	FY2025: Payout ratio of approx. 40%	Payout ratio of 40% or more
Share buybacks	Flexible share buybacks	Maintain the high EPS growth rate from the previous Mid-term Plan

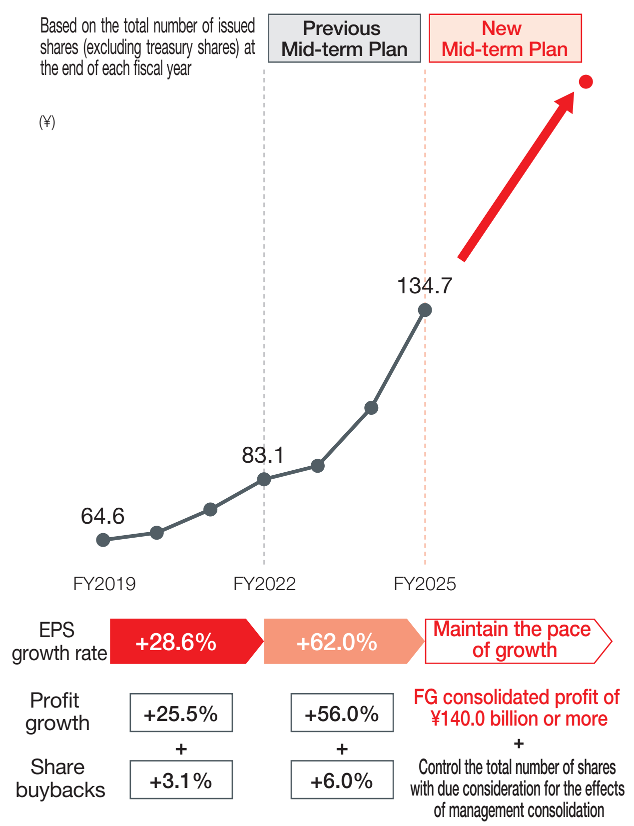
② Control the "number of shares" to grow EPS

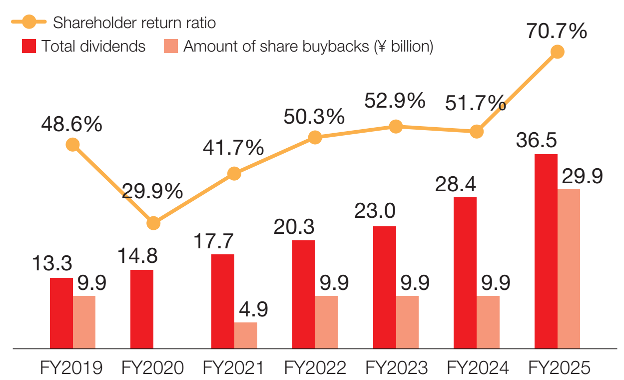
Earnings	Consolidated profit attributable to owners of parent of ¥140.0 billion or more
Total number of shares*	Control the number of shares, including temporary increase resulting from the management consolidation

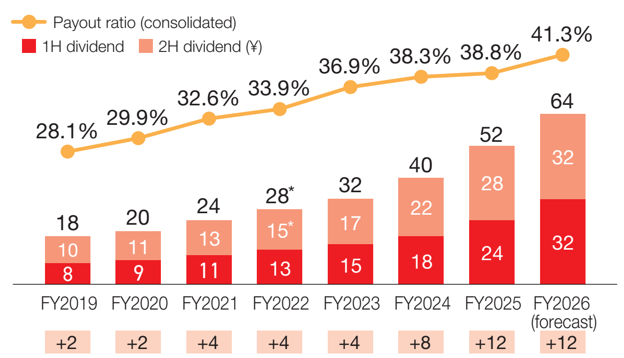
*Excluding treasury shares

EPS growth and shareholder return performance

Under the new Mid-term Plan, we aim to maintain the pace of EPS growth achieved under the previous Mid-term Plan. To this end, we will pursue profit growth while also implementing share buybacks, thereby managing the total number of shares in light of the management consolidation.







*¥2 of which is a commemorative dividend

The Value Chiba Bank Aspires To
Chiba Bank's Value Creation
Growth Strategy for Value Creation
Contribution to Local Community, Society, and Environment
Management Base Supporting Value Creation

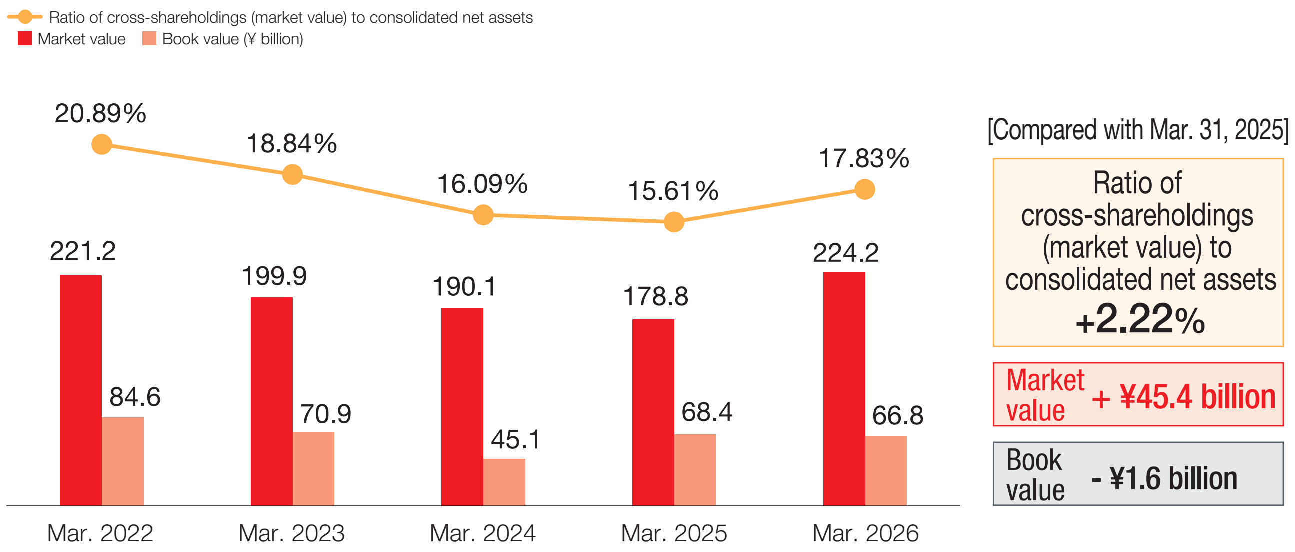
Reduction of cross-shareholdings

We maintain cross-shareholdings only in cases where there is a clear benefit, such as sustaining or strengthening key business relationships. We are actively working to reduce cross-shareholdings, while engaging in thorough dialogue with clients, with a continued focus on improving capital efficiency and controlling shareholding risks. The Bank's Board of Directors conducts annual reviews of each cross-shareholding to assess the appropriateness of continued ownership. These reviews encompass not only profitability but also financial condition, business performance, and expected future stock value prospects. In FY2025, this review was performed based on the status as of March 31, 2026. We have also set a target to reduce the market value of our cross-shareholdings to below 15% of the Group's total capital (consolidated net assets) by the end of March 2029, the final year of the current Mid-term Plan, while remaining mindful of potential fluctuations in share prices.

We sold holdings in 25 issues during FY2025, and as of March 31, 2026, the market value of cross-shareholdings was ¥224.2 billion, accounting for 17.83% of total capital (consolidated net assets). Until FY2024, our disclosures on cross-shareholdings included the shares of affiliates. However, under applicable laws and regulations, shares of affiliates are not classified as investment securities. Moreover, the inclusion of the shares of companies that have become affiliates through investments, including M&A, made under the growth strategy set forth in the Mid-term Plan, could potentially obscure a clear understanding of our ongoing efforts to reduce cross-shareholdings. Accordingly, from FY2025, we disclose figures excluding the shares of affiliates.

Excluding affiliates

*Cross-shareholdings are presented on a non-consolidated basis



Including affiliates

	Mar. 2022	Mar. 2023	Mar. 2024	Mar. 2025	Mar. 2026
Book value (¥ billion)	95.9	82.1	56.6	89.2	87.3
Market value (¥ billion)	232.5	211.1	201.6	199.7	244.7
Ratio of cross-shareholdings (market value) to consolidated net assets	21.95%	19.90%	17.06%	17.45%	19.46%

To below 15% by March 31, 2029

Financial Results

Financial Results for the Fiscal Year Ended March 31, 2026

Net interest income increased ¥41.2 billion year on year due to an increase in interest on loans and discounts and other factors, and net fees and commissions income increased ¥1.4 billion year on year. As a result, gross business profit increased by ¥29.6 billion year-on-year to ¥216.2 billion.

Although G&A expenses increased by ¥7.8 billion year on year mainly due to an increase in personnel costs resulting from wage increases and an increase in non-personnel expenses resulting from strategic investments, consolidated OHR declined by 4.9 points from the previous fiscal year to the 41% range, reflecting the Bank's continued high level of efficiency.

Net business income (before provisions to general allowance for loan losses) increased by ¥21.8 billion year on year to ¥118.6 billion. The Bank's core business income excluding gains/losses on the cancellation of investment trusts was strong, increased for seven consecutive fiscal years to ¥129.8 billion.

Credit-related expenses decreased by ¥0.6 billion year on year to ¥9.5 billion.

Ordinary profit increased by ¥29.5 billion year on year to ¥134.5 billion, and net income increased by ¥18.1 billion year on year to ¥92.3 billion. On a consolidated basis, ordinary profit increased by ¥31.3 billion year on year to ¥138.8 billion and profit attributable to owners of parent increased by ¥19.8 billion year on year to ¥94.0 billion. Thus, ordinary profit and net income reached record highs for four consecutive fiscal years on both a consolidated and non-consolidated basis.

Summary of financial results for the Fiscal Year Ended March 31, 2026

(¥ billion)

(Non-consolidated)	FY2024	FY2025	YoY
Gross business profit	186.5	216.2	29.6
Net interest income	156.7	198.0	41.2
Net fees and commissions	30.8	32.2	1.4
Net trading income	1.1	0.5	(0.5)
Net other ordinary income	(2.1)	(14.6)	(12.4)
Gains/losses related to bonds	(6.7)	(19.9)	(13.2)
G&A expenses (-)	89.7	97.6	7.8
Net business income (before provisions to general allowance for loan losses)	96.7	118.6	21.8
Core business income	103.4	138.5	35.1
Excl. gains/losses on the cancellation of investment trusts	100.8	129.8	28.9
Net provisions to general allowance for loan losses (-)	2.0	1.7	(0.3)
Net business income	94.6	116.8	22.1
Non-recurring gains/losses	10.3	17.6	7.3
Disposal of non-performing loans (-)	8.1	7.8	(0.3)
Reversal of loan loss reserves	—	—	—
Gains/losses related to stocks, etc.	18.1	27.0	8.8
Ordinary profit	105.0	134.5	29.5
Extraordinary gains/losses	(0.6)	(2.8)	(2.2)
Net income	74.2	92.3	18.1
Credit-related expenses (-)	10.2	9.5	(0.6)

(¥ billion)

(Consolidated)	FY2024	FY2025	YoY
Ordinary profit	107.5	138.8	31.3
Profit attributable to owners of parent	74.2	94.0	19.8
(Reference)			
Consolidated net business income (before provisions to general allowance for loan losses)	104.7	128.9	24.2

Earnings Projections for the Fiscal Year Ending March 31, 2027

For the fiscal year ending March 31, 2027, gross business profit is projected to increase ¥30.7 billion year on year to ¥247.0 billion due to an increase in net fees and commissions of ¥1.7 billion, in addition to an increase in net interest income of ¥28.9 billion reflecting an increase in domestic net interest income from loans and deposits, driven by loan growth and rising interest rates.

G&A expenses are projected to increase ¥9.6 billion year on year to ¥107.3 billion primarily due to wage increases and an increase in expenses related to strategic investments.

As a result, net business income (before provisions to general allowance for loan losses) is projected to increase ¥21.0 billion year on year to ¥139.7 billion, and core business income excluding gains/losses on the cancellation of investment trusts is projected to increase ¥9.8 billion year on year to ¥139.7 billion.

Credit-related expenses, on the other hand, are conservatively projected to increase ¥2.9 billion year on year to ¥12.5 billion in light of continued uncertainty surrounding the impact on the economy of factors such as rising prices, labor shortages, and the situation in the Middle East.

As a result, ordinary profit is projected to increase ¥15.8 billion year on year to ¥150.4 billion and net income is projected to increase ¥13.4 billion year on year to ¥105.8 billion.

On a consolidated basis, ordinary profit is projected to increase ¥15.4 billion year on year to ¥154.3 billion and profit attributable to owners of parent is projected to increase ¥12.9 billion year on year to ¥107.0 billion.

Earnings Projections

(¥ billion)

(Non-consolidated)	FY2025	FY2026 (Plan) Policy interest rate 0.75%	YoY
Gross business profit	216.2	247.0	30.7
Net interest income	198.0	226.9	28.9
Net fees and commissions	32.2	34.0	1.7
Net trading income	0.5	1.3	0.7
Net other ordinary income	(14.6)	(15.2)	(0.6)
Gains/losses related to bonds	(19.9)	(18.0)	1.9
G&A expenses (-)	97.6	107.3	9.6
Net business income (before provisions to general allowance for loan losses)	118.6	139.7	21.0
Core business income	138.5	157.7	19.1
Excl. gains/losses on the cancellation of investment trusts	129.8	139.7	9.8
Net provisions to general allowance for loan losses (-)	1.7	2.0	0.2
Net business income	116.8	137.7	20.8
Non-recurring gains/losses	17.6	12.7	(4.9)
Disposal of non-performing loans (-)	7.8	10.5	2.6
Reversal of loan loss reserves	—	—	—
Gains/losses related to stocks, etc.	27.0	22.5	(4.5)
Ordinary profit	134.5	150.4	15.8
Extraordinary gains/losses	(2.8)	(0.3)	2.5
Net income	92.3	105.8	13.4
Credit-related expenses (-)	9.5	12.5	2.9

(¥ billion)

(Consolidated)	FY2025	FY2026 (Plan)	YoY
Ordinary profit	138.8	154.3	15.4
Profit attributable to owners of parent	94.0	107.0	12.9
(Reference)			
Consolidated net business income (before provisions to general allowance for loan losses)	128.9	148.9	19.9

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Management Base Supporting Value Creation

Management Consolidation with The Chiba Kogyo Bank

Background and Aims of the Management Consolidation

On March 25, 2026, we reached a final agreement with The Chiba Kogyo Bank, Ltd. to establish a joint holding company, Chiba Financial Group, Inc., on April 1, 2027, through a joint share transfer (the Bank and The Chiba Kogyo Bank, Ltd. are hereinafter collectively referred to as the "Banks"). We believe that the management consolidation of the Banks, each headquartered in Chiba Prefecture, will contribute to the further development of the regional economy, the realization of the purposes of the Banks and the enhancement of their corporate value.

In undertaking this management consolidation, our guiding vision is the "Strengthening of Regional Financial Capabilities through Two Brands of Trust and Respect." Based on this vision, we are committed to making even greater contributions to the sustainable growth of our customers and the local community, while steadily pursuing the purposes of the Banks. While trusting and respecting the values and relationships with stakeholders that each of the banks has established over time, we aim to realize our respective purposes by leveraging each other's complementary strengths. Through this consolidation, we will strive to maximize the value we deliver to all of our stakeholders.

Purpose	Purpose
To create a local community better suited to bringing each person's hope to life (CHIBA BANK)	Create a thousand happinesses by always being there for our customers and community. Today, and for every tomorrow. (Chiba Kogyo Bank)

Strengthening of Regional Financial Capabilities through "Two Brands of Trust and Respect"

While trusting and respecting the values and relationships with stakeholders that each of the Banks has established, the Banks intend to strengthen their regional financial capabilities together by enhancing their roles in the region

Background of the Management Consolidation

- The needs of the regional community and the challenges that need to be addressed are becoming increasingly diverse and complex
- Competition in the financial sector will intensify with the arrival of a "world with positive interest rates"
- It is becoming increasingly vital to strengthen resilience, including measures against financial crimes and cybersecurity, and preparations for post-quantum cryptography

Purpose of the Management Consolidation

- Strengthen regional financial capabilities to contribute to regional revitalization and sustainable growth

Provide customers and the community with a better customer experience
Enhance products and services while building comprehensive in-person, remote, and digital channels

Streamline through sharing management resources and overall optimization
Consolidate and enhance various domains including personnel/investments/expense, administration/systems, and risk management

Chiba Financial Group
CHIBA BANK × Chiba Kogyo Bank

Customers: Creation of Diverse Customer Experiences that Exceed Expectations

- Provision of diverse products and services through the mutual usage of knowledge of both groups
- Optimization of "in-person, remote and digital" channels through mutual use of branches and ATMs, and transformation of customer experience through highly convenient digital services
- Increase in face-to-face customer touchpoints through back-office efficiency improvements and strengthened sales capabilities
- Provision of added value by enhancing financial intermediation function through expansion of capital resources

Region: Sustainable Solutions to Support Regional Development

- Realization of the resolution of regional issues through support for DX, GX, and WX
- Maintenance and expansion of regional employment by attracting growing companies and by strengthening business succession and M&A
- Acceleration of a local cycle through the joint development of cashless business by the Banks
- Enhancement of the attractiveness of the region through the regional promotion of sports, culture, and arts by the Banks

Employees: Achievement of Employee Satisfaction and Diverse Career Growth

- Enhancement of the engagement through sustained improvements in compensation and expanded employee benefits
- Support for self-fulfillment through career development support and the provision of a variety of options, etc.
- Creation of a secure working environment through a stronger presence in the region
- Active utilization of AI and achievement of the best customer experience and expansion of human resources through significant improvement of productivity

Shareholders: Realization of Enhancement of Corporate Value and Shareholder Returns that Continuously Meets Expectations

- Enhancement of sustainable corporate value through strengthened profitability and cost improvement via synergies
- Realization of stock price rise and stable shareholder returns through improvements in ROE and EPS

Chiba Financial Group's Management Strategy

At Chiba Financial Group, we aim to realize a sustainable local community based on three pillars for strengthening regional financial functions, supported by two foundations.

The first of these two foundations is the "utilization of business foundation under two brands," through which we combine the strengths cultivated by the Banks to further deepen customer engagement and enhance our products and services. The second is the "establishment of a shared foundation through the consolidation of operations," whereby we pursue thorough improvements in management efficiency by consolidating operations departments as well as second- and third-line functions.

Building on these foundations, we will accelerate our efforts to strengthen regional financial functions through three core pillars: improving productivity by "enhancing DX/AI utilization," advancing our solution function by "strengthening value creation capabilities," and improving employee expertise and performance by "advancing human capital management."

Realization of a Sustainable Regional Community

Three Pillars for Strengthening Regional Financial Functions

Enhancing DX/AI Utilization
- Providing enhanced services by system integration
- Making personalized and tailored proposals utilizing data and AI
- Enhancing regional productivity through DX and AI consulting

Strengthening Value Creation Capabilities
- Revitalizing the regional economy by deeply connecting regional customers and businesses through financial service
- Continually creating convenient and user-friendly services that exceed expectations

Advancing Human Capital Management
- Enhancing personnel quality through the reinforcement of investment in personnel development by the entire group
- Maximizing the value provided to customers through optimization of personnel portfolio
- Expanding highly specialized personnel by consolidating headquarters functions

Two Foundations Supporting the Strengthening of Regional Financial Functions

Utilization of business foundation under two brands
- Further deepening of the relationships with customers that the Banks have cultivated
- Increasing contact points with customers through utilization of the Banks' networks and channels
- Expanding product lineups and solution offerings by combining the Banks' expertise

Establishment of a shared foundation through the consolidation of operations
- Reducing costs through the thorough consolidation of administrative and operative functions to enhance productivity as a group
- Increasing touchpoints with customers by reallocating personnel resources to frontline positions
- Strengthening resilience through sharing of specialized expertise

Synergies from the Management Consolidation

We anticipate that the management consolidation will generate synergies of approximately ¥4–6 billion in net business income on a single-year basis in two years, and ¥12–16 billion in five years. We intend to advance a range of synergy initiatives grounded in the two foundations: the "utilization of business foundation under two brands" and the "establishment of a shared foundation through the consolidation of operations." In parallel, we are currently advancing deliberations regarding the integration of our core systems, aiming to determine our strategic direction by the effective date of the management consolidation. Through the system integration, we expect to achieve cumulative benefits of up to approximately ¥90 billion over a 16-year period. Further details will be disclosed when we officially launch the Chiba Financial Group in April 2027.

Creating annual synergy of ¥4-6 billion in two years and ¥12-16 billion in five years after the management consolidation on a net business income basis.

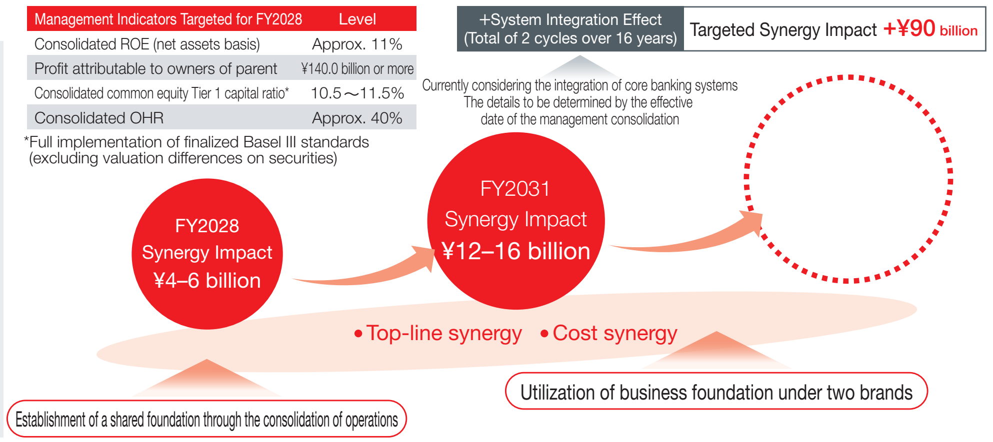
Major Synergy Measures

Top-line Synergy Measures
- Collaboration on large-scale development projects within Chiba Prefecture
- Expansion of loan balances through joint activities in highly specialized areas such as structured finance
- Joint initiatives in new business areas
- Enhancement of non-financial revenue through joint product development and the sharing of expertise

Cost Synergy Measures
- Reallocation of personnel to growth areas through the streamlining of head office operations
- Expansion of joint operations and joint procurement

Management Indicators Targeted for FY2028	Level
Consolidated ROE (net assets basis)	Approx. 11%
Profit attributable to owners of parent	¥140.0 billion or more
Consolidated common equity Tier 1 capital ratio*	10.5～11.5%
Consolidated OHR	Approx. 40%

*Full implementation of finalized Basel III standards (excluding valuation differences on securities)



*The mid-term plan of Chiba Financial Group is scheduled to be announced in April 2027, and the details of the above contents will be disclosed within that plan.

Outside Directors Roundtable Meeting

Leveraging diverse insights to support management for the sustainable development of the local community and the enhancement of the Group's corporate value

Director [Outside Director]
Mana Nabeshima

Director [Outside Director]
Ryoji Yoshizawa

Director [Outside Director]
Naoko Mizukoshi

Director [Outside Director]
Yasuko Takayama

Director [Outside Director]
Takahide Kiuchi

*Listed in the order of the photos

Outside Director Yasuko Takayama moderated a roundtable discussion with Outside Directors Takahide Kiuchi, Ryoji Yoshizawa, Mana Nabeshima, and Naoko Mizukoshi, who was newly appointed in June 2026. The discussion covered a range of topics, including the new Mid-term Plan, organizational culture transformation, and governance.

Assessment of the new Mid-term Plan

Takayama Under our new Mid-term Plan, we aim to contribute to addressing social issues, thus achieving sustainable growth for both the local community and the Group. How do you evaluate the new Mid-term Plan as outside directors?

Yoshizawa I believe that our role as outside directors is to contribute to the medium- to long-term enhancement of corporate value from a different perspective from the executive team, taking into account the viewpoints of various stakeholders, including shareholders, customers, and employees.

In formulating the new Mid-term Plan, I have been involved in discussions on the target levels the Group should aspire to achieve from an objective perspective, taking into account domestic and international banking systems as well as historical data. Chiba Prefecture is fully integrated with the Tokyo economic zone, and it is essential for us to offer competitive services with a broader outlook that extends beyond the prefecture in order to remain the bank of choice for our customers. In this sense, I regard the new Mid-term Plan's clear articulation of growth strategies by geographic area—within Chiba Prefecture, outside the prefecture, and nationwide—as a significant step forward.

Nabeshima In order to remain the bank of choice for our customers, I think it is important that, in addition to providing core financial services, we clearly articulate the unique value that only the Chiba Bank Group can provide. The new Mid-term Plan provides a solid framework for identifying the distinct needs of corporate and retail customers and clarifying the value propositions we can offer to each segment.

Going forward, it will be crucial to translate these strategies into day-to-day practices on the business frontline. I am confident that the plan's effectiveness can be further amplified by clearly communicating the strategic direction and decision-making principles that management intends to pursue, while simultaneously empowering frontline staff to think and act autonomously based on the realities of local communities and customers.

Kiuchi From a governance standpoint, the previous Mid-term Plan was a period in which we reviewed and refined our organization and operations based on the business improvement plan. The new Mid-term Plan is positioned as the stage on which we build upon those outcomes and reap the fruits of growth. At the same time, we must remain vigilant in ensuring that the improvements we have made are not merely temporary, and that customer-centric operations are firmly embedded throughout the organization.

Leveraging AI to drive productivity is a central pillar of the new Mid-term Plan. Improving productivity embodies the sanpo-yoshi philosophy—"benefit for all three parties," as it enhances employee engagement, elevates customer convenience and satisfaction, and supports the growth of the Group. As an outside director, I will continue to monitor the effectiveness of these endeavors.

Takayama I understand that Region-wide DX, GX and WX initiatives, which are pillars of our value creation story under the new Mid-term Plan, are initiatives to share with local customers, companies, and governments the knowledge and know-how that the Group has cultivated so far, so that we can create new value together. How do you view its effectiveness?

Kiuchi As I mentioned earlier, I feel that the Group is more advanced than many other banks when it comes to DX. One of our major strengths is that we have brought AI development in-house and work on projects that match both our internal needs and those of our customers.

Mizukoshi I believe that the Group has been ahead of the curve in formulating AI policies and adopting a proactive stance. In addition, by developing AI capabilities in-house, we have a genuine opportunity to accumulate frontline knowledge and data that can inform services designed to meet real-world needs.

Looking ahead, it is essential that we view DX and AI not merely as tools for efficiency, but as means of delivering tangible added value to our customers and the local community. To that end, I hope we can continue to develop services that customers can use with confidence, balancing greater convenience with the responsible and trustworthy use of data.

Yoshizawa Technological innovation has fundamentally transformed the pace at which services and new features can be developed and delivered. At the Chiba Bank Group, we recognize the importance of continuously assessing cost-effectiveness in step with technological progress, while making full use of the systems and frameworks we have developed.

As megabanks and online banks continue to leverage DX and AI, it has become even more important for regional financial institutions to provide value leveraging customer touchpoints and data from local customers. I am optimistic that the DX and AI initiatives set forth in the new Mid-term Plan will drive the evolution of our business model looking ahead 10 to 15 years.

Kiuchi With GX, we have reached a stage where the achievement of the Bank's own decarbonization targets is now within reach. Going forward, however, the focus will increasingly shift to supporting our customers and the local community in their decarbonization efforts. While WX is the most recent of the three areas, it holds significant potential. We can apply the insights gained through our own initiatives such as business succession support and human resources solutions to help address the challenges facing local businesses.

Nabeshima I appreciate the fact that the Group's GX initiatives contribute to regional decarbonization through projects such as Himawari Green Energy's power generation business, while also contributing to the Group's earnings. Going forward, I hope to see not just an increase in power generation capacity but also a clearer roadmap for translating non-financial value generated through region-wide decarbonization support into enhanced corporate value.

Transforming the organizational culture to enhance the effectiveness of management strategy

Takayama For the new Mid-term Plan to deliver its full potential, it is essential not only to have a sound strategy in place but also to foster an organizational culture that enables the steady execution of strategy at the frontline.

The Group aims to transform into a bottom-up organization. How do you view the progress of this cultural transformation?

Kiuchi The business improvement plan has served as a catalyst for steadily advancing reforms to our organizational culture. Notably, the mechanisms we put in place to capture and respond to feedback from both employees and customers—through engagement surveys, compliance questionnaires, and customer experience (CX) surveys—have begun to function effectively and lead to improvements. The fact that frontline perspectives are now being heard more actively and fed back into management represents a significant step forward.

Looking ahead, it will be essential to further enhance cross-departmental collaboration and to connect these efforts directly to improvements in customer satisfaction and productivity.

Nabeshima Our engagement survey process, I believe, is already quite rigorous—enabling us to identify notable trends through data analysis and, where needed, conduct on-site branch visits to examine root causes.

Going forward, however, it will be important to move beyond issue identification and ensure that frontline feedback feeds into discussions on improvement proposals and growth strategies. I believe that by creating more opportunities for dialogue within each workplace and encouraging employees to consider what they themselves can do, we can ensure that the transition to a bottom-up organization continues to gain momentum.

Yoshizawa In transitioning to a bottom-up organization, it is essential that management does not simply delegate thinking to frontline employees, but also provides the data and benchmarks necessary to inform sound decision-making. For example, by visualizing regional characteristics, customer base, staffing requirements, and workload distribution, individual branches and Head Office departments can better assess their own circumstances and develop more concrete objectives and action plans.

Establishing a framework in which frontline teams are empowered to think proactively and offer constructive input to management is critical to ensuring that a bottom-up approach delivers meaningful results.

Leveraging the strengths of both banks to enhance the value we deliver to the local community

Takayama We are planning a management consolidation with The Chiba Kogyo Bank in April 2027. What are your expectations regarding the management consolidation's role in contributing to the local community and enhancing corporate value?

Yoshizawa In a positive interest rate environment, bank management is increasingly defined by how effectively we secure and deploy management resources, including human capital, deposits, and capital. If both banks can utilize these resources more efficiently, we will be able to strengthen our ability to deliver better services to local customers in a more efficient manner.

To achieve this, it is essential that we prioritize function and efficiency, leverage the distinctive strengths of each institution, and remain unconstrained by precedent or established practices in our pursuit of optimal solutions. I am confident that a flexible approach—one that embraces each bank's best practices—will ultimately contribute to enhancing corporate value.

Nabeshima The services required vary depending on whether the customer is a corporation or an individual, as well as on the industry, the region, and life stage. By combining the expertise and customer bases of both banks, and by gaining a deeper understanding of customer needs while mutually leveraging the necessary tools and products, I believe we can significantly broaden the scope of value we are able to deliver.

At the same time, in areas such as cybersecurity and AI-related investments, which are particularly demanding to manage independently, sharing knowledge and resources could enable us to offer more sophisticated services. I would also like to see it elevate the Group's perspective on what we should seek to achieve for the region.

Kiuchi Both banks have experience working closely with local customers for many years and have a strong awareness of the issues facing the region. By pooling this knowledge, we believe we can further advance our contribution to the region even more effectively than before. At the same time, as Director Nabeshima noted, it is essential that we clearly communicate to our customers how these efforts translate into improved services and more effective solutions to local issues.

Takayama To strengthen the value we deliver to the community, it is essential that the officers and employees of both banks develop a mutual understanding and operate with a shared sense of purpose. Guided by our Human Resources Development Policy—"gain more supporters"—we aim to deepen cross-organizational ties and, in doing so, contribute to the growth of the region.

Toward more sophisticated governance to support sustainable growth

Takayama How do you view the effectiveness of the Bank's Board of Directors?

Kiuchi The Board's effectiveness continues to improve steadily, driven by ongoing refinements informed by effectiveness evaluations. In addition to active dialogue between internal and outside directors, discussions among internal directors themselves have become increasingly active, broadening the scope of Board deliberations.

The Board has also reinforced its monitoring of the execution of duties by CxOs, further strengthening its role as a monitoring board. Looking ahead, as we transition to the Chiba Financial Group holding company structure, it will be essential to review the optimal

governance framework for a holding company.

Yoshizawa Considering the upcoming expansion of the organization through the transition to a holding company structure, it will be increasingly important to devote sufficient time to more fundamental discussions on the core businesses and strategies that lie at the heart of management. As the Board of Directors, it is vital that we thoroughly discuss themes that are directly linked to enhancing corporate value.

Nabeshima Following constructive and substantive discussions, requests and recommendations raised at Board meetings are categorized into short-term and long-term response plans. This is a very positive practice. I believe that having a robust system in place—one that reliably channels proposals into concrete next steps and drives continuous PDCA cycles—is a critical factor underpinning the effectiveness of the Board of Directors.

Takayama Director Mizukoshi, you have been newly appointed as an outside director of the Bank. Considering your experience at other companies, what aspects of the Bank's governance and Board operations are you interested in, and what kind of role do you see yourself taking on in the future?

Mizukoshi I think it would be effective if more opportunities were created for open discussion on medium- to long-term strategy, not only at formal Board meetings but also at earlier stages. Based on my experience at other companies, engaging in discussions before items are formally brought before the Board helps foster mutual understanding among the Directors and enhances the overall quality of strategic deliberation.

In such discussions, I hope to draw on my background in the IT industry and my legal expertise to contribute to the Bank's sustainable growth—particularly from the perspectives of digital transformation, data utilization, governance, and risk management.

Reflecting investors' perspectives in Board discussions

Takayama To conclude, I would like to hear your opinions, as outside directors, on how the Board of Directors should perceive investors' expectations and utilize their perspectives in discussions.

Yoshizawa As outside directors, our role is to provide objective oversight of management, giving due consideration to the perspectives of a broad range of stakeholders, including shareholders and investors. When it comes to capital policy, in particular, it is essential that we

strike an appropriate balance between growth investments, financial stability, and shareholder returns. Such decisions necessarily require careful attention to the views of investors.

In addition to the explanations offered by the management team, investors also pay close attention to how we, as outside directors, assess the direction of management and the nature of Board deliberations from an independent perspective.

Nabeshima I agree with Director Yoshizawa that it is also important to communicate to investors how we, as outside directors, view the Bank's management.

In this regard, including the content of this Roundtable Meeting in the Bank's Integrated Report offers an effective means of conveying outside directors' perspectives and providing a window into deliberations by the Board of Directors. I feel that this will make our approach to governance and management clearer.

Kiuchi Investor events such as IR Day provide us with valuable, concrete insight into the specific areas of interest for analysts and investors. At recent events, questions have been raised concerning the Group's future organizational structure and growth strategies, underscoring the importance of these forums in helping us better understand investor priorities. I believe that the perspectives gained through such opportunities should also be reflected in the deliberations of the Board of Directors.

Takayama The comments shared today have reaffirmed for me the importance of deepening Board deliberations with due attention to the interests and concerns of our investors. The Bank will enter a new phase of its history under the new Mid-term Plan.

Going forward, as outside directors, we will continue to assess the management team's thinking from an objective, external standpoint. Through multifaceted discussions on issues such as the effectiveness of the new plan, the transformation of organizational culture, and governance enhancements from a medium- to long-term standpoint, we hope to contribute to the sustainable development of the local community and the enhancement of the Chiba Bank Group's corporate value.

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.

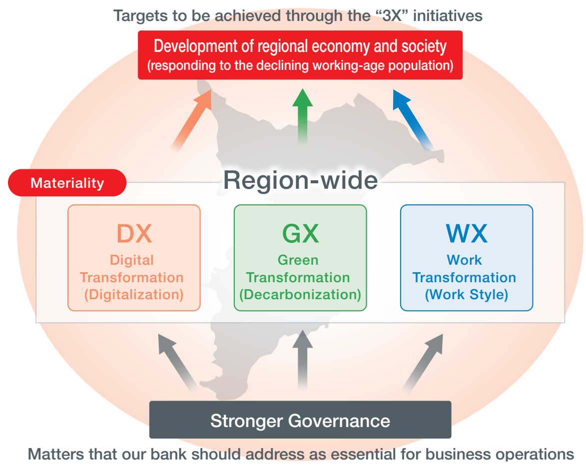
In the area of business succession, we work closely with business owners to provide personalized support, ranging from proposals for optimal succession schemes to assisting with their implementation. For companies facing challenges in business continuity, we support smooth business succession and the 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

Region-wide

GX

WX

Decarbonization

Work style

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

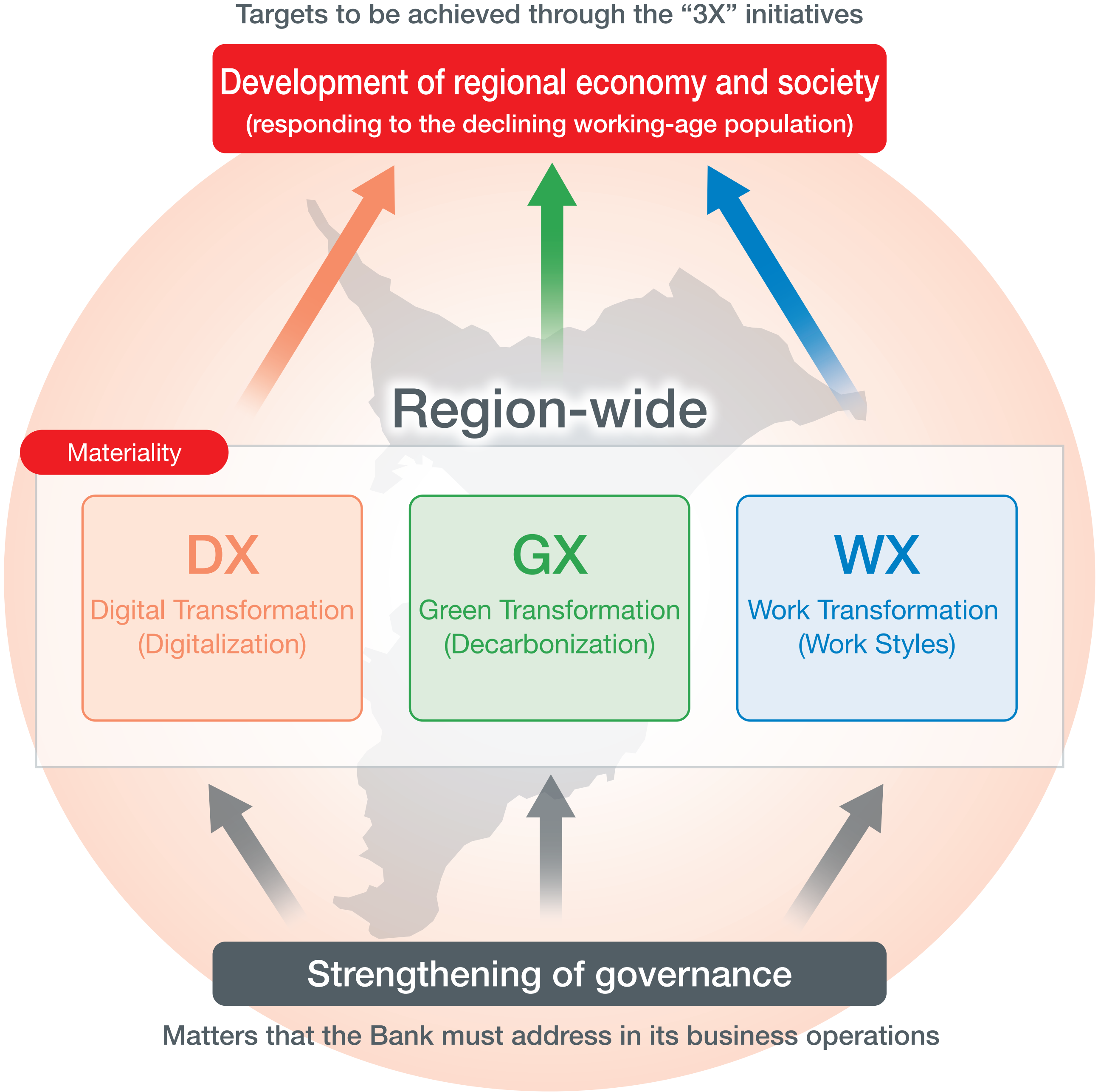
Materiality

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

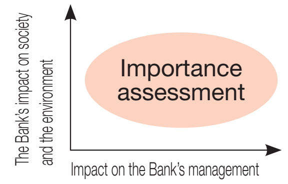


Process for identifying materiality

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*2 / 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

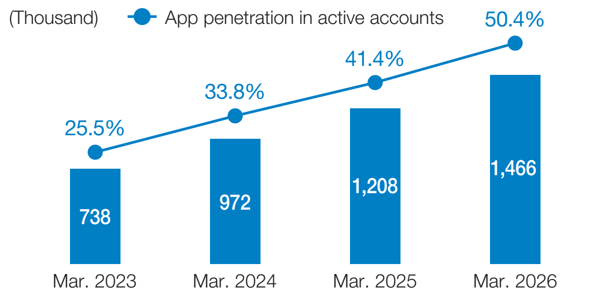
- Establishment of Analytics and Marketing Platforms
- Acquisition of Kimitsu Power Plant by Himawari Green Energy
- Exploring collaborative initiatives through TSUBASA and JUUDANKAI
- Strengthening initiatives for engagement improvement
- Newly appointed a Group CSuO and established the Sustainability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

Number of customers (Chiba Prefecture)

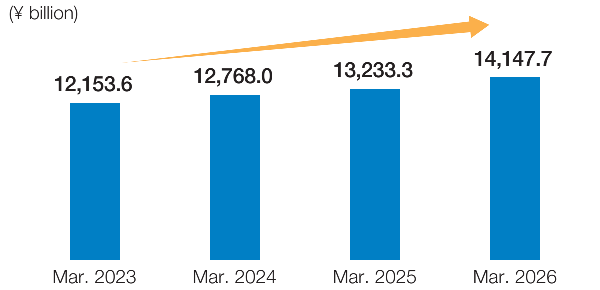
Active accounts: ······ Approx. 3 million

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

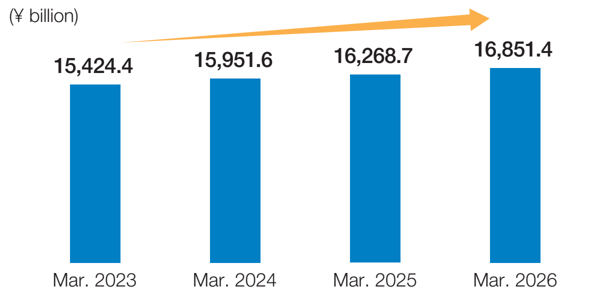
Number of app registrants



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)

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

Phase 1

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

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

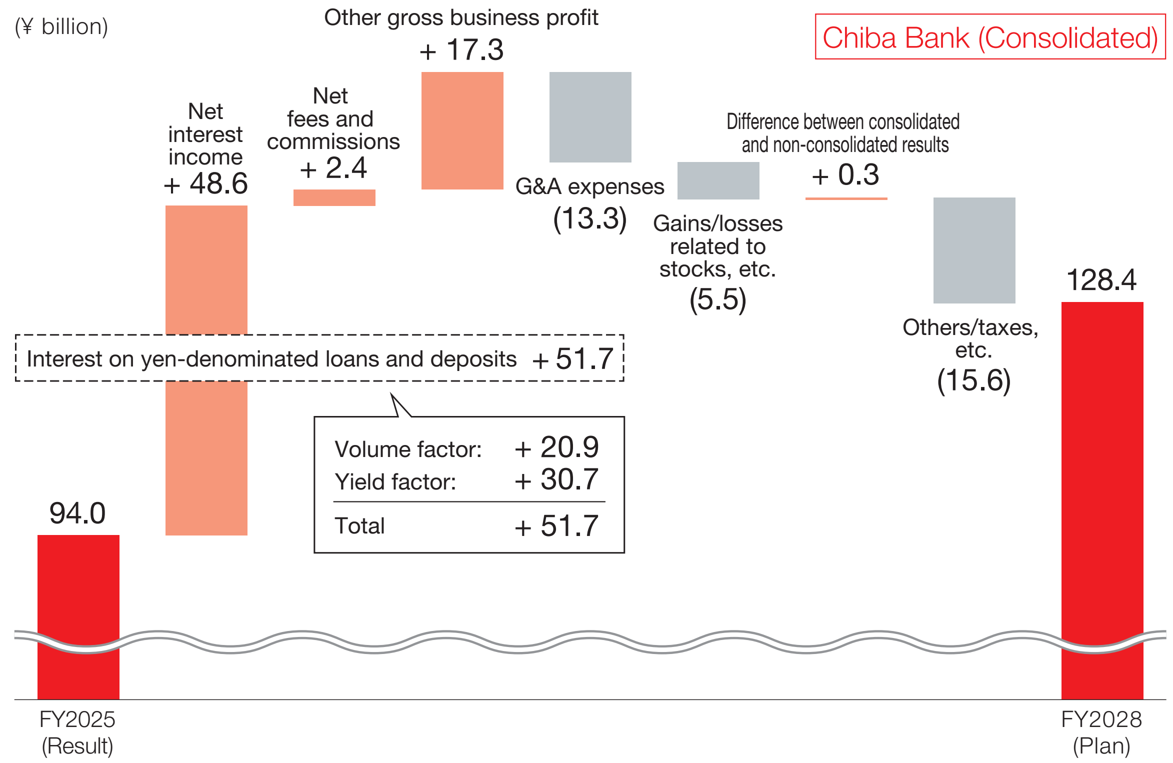
Quantitative plan: P/L

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.

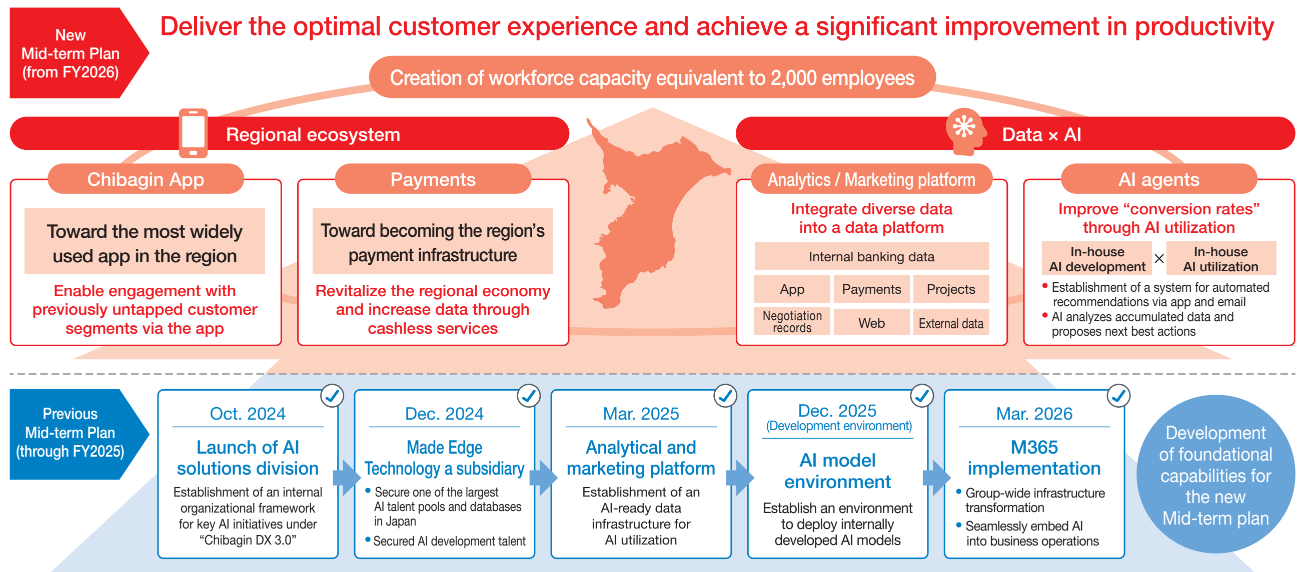
Moving beyond "using" AI: Integrating it into human capital

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.

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



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.

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

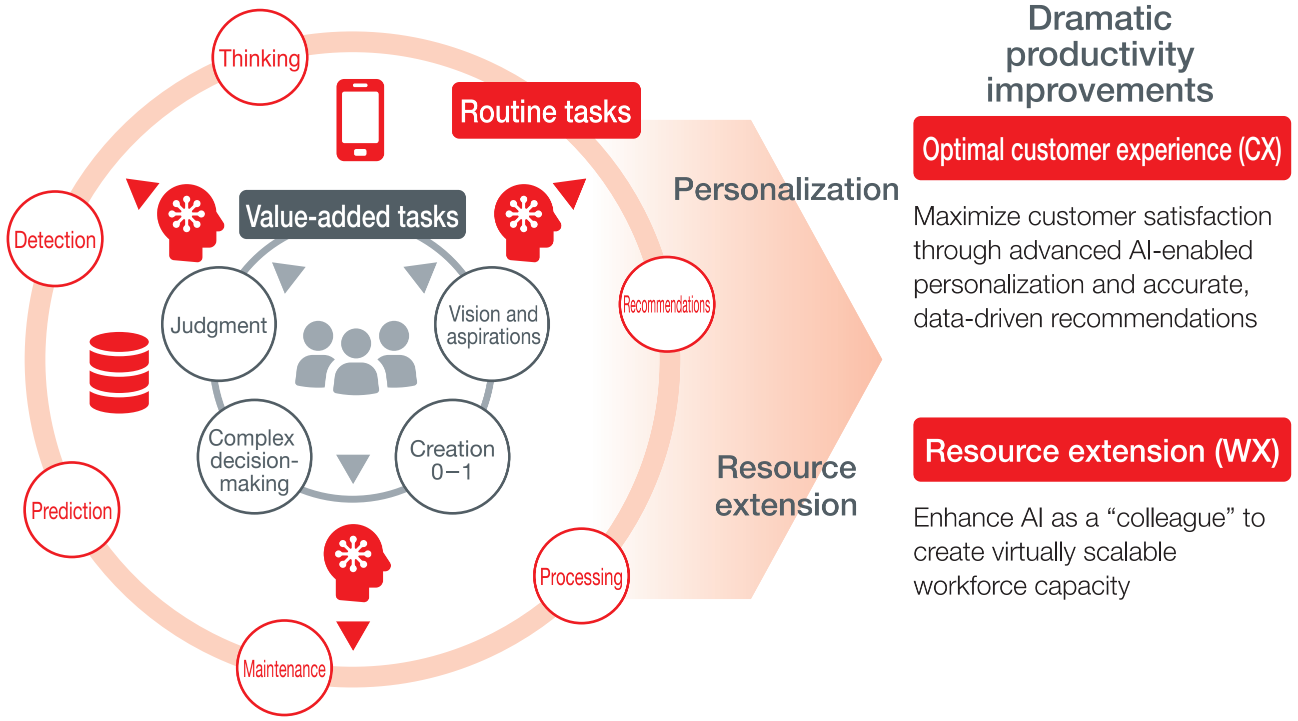
Our DX and AI initiatives go beyond simply enhancing the Bank's internal capabilities. We aim to channel the productivity gains generated by people and AI into the growth of local customers and businesses, and ultimately into enhancing the vitality of the entire region. We will redirect the time and 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"



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.

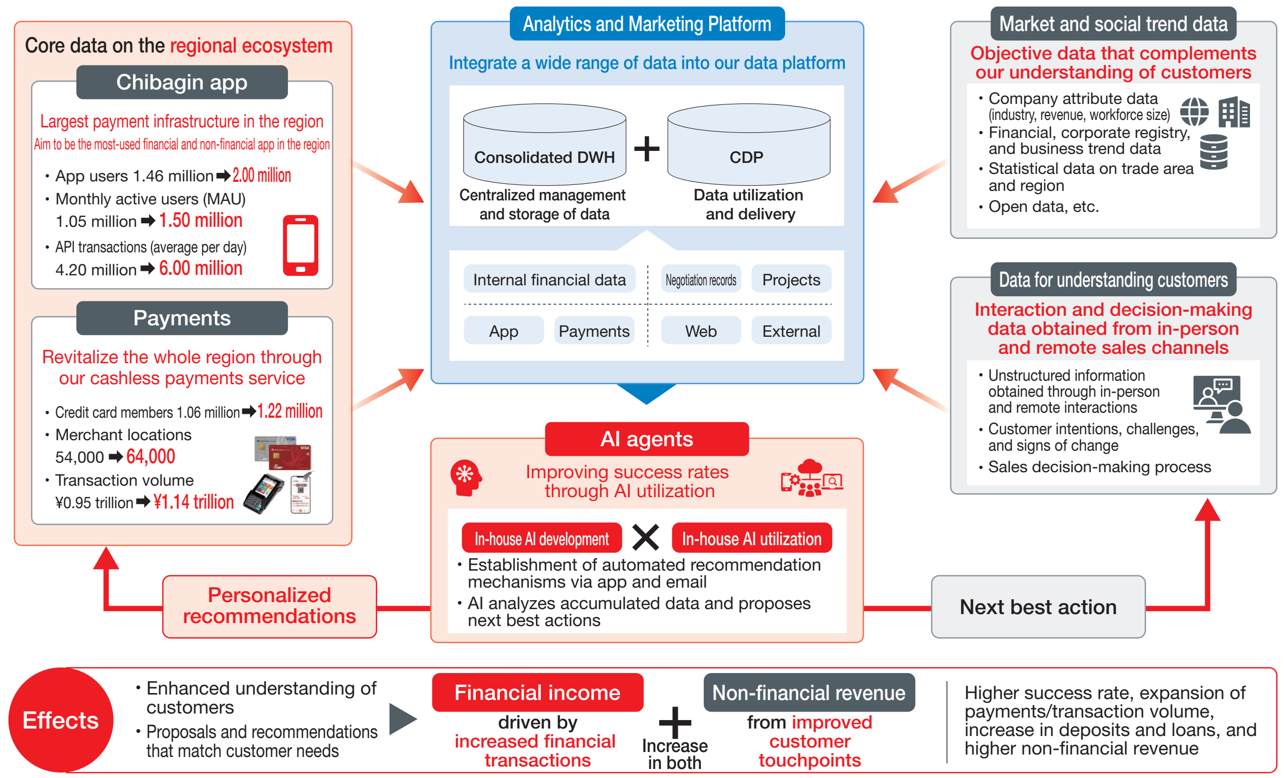
The first strategic goal is to achieve the optimal customer experience (CX) through AI, with the aim of maximizing customer satisfaction.

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	Scalability (removal of human constraints)	Shift to high value-added work
	Reduction of approx. 40% of daily working hours per employee	Enabling 24/7 parallel processing beyond human limitations	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.)		

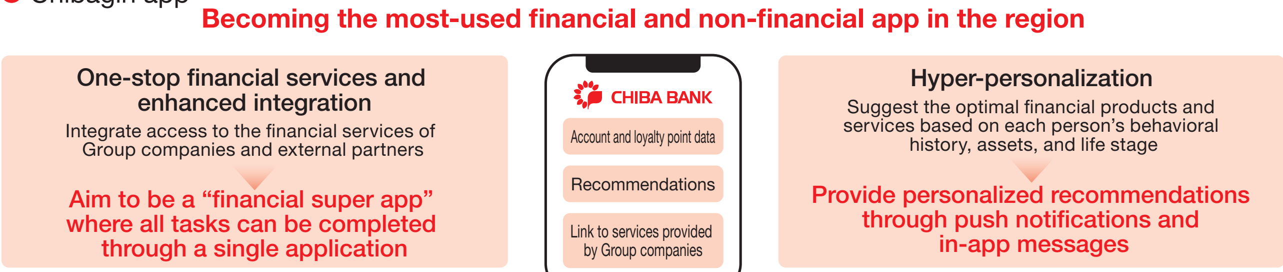
* AI multi-agent systems: Multiple AI agents that autonomously make decisions and execute tasks in coordination to enhance and streamline operations

App/Portal

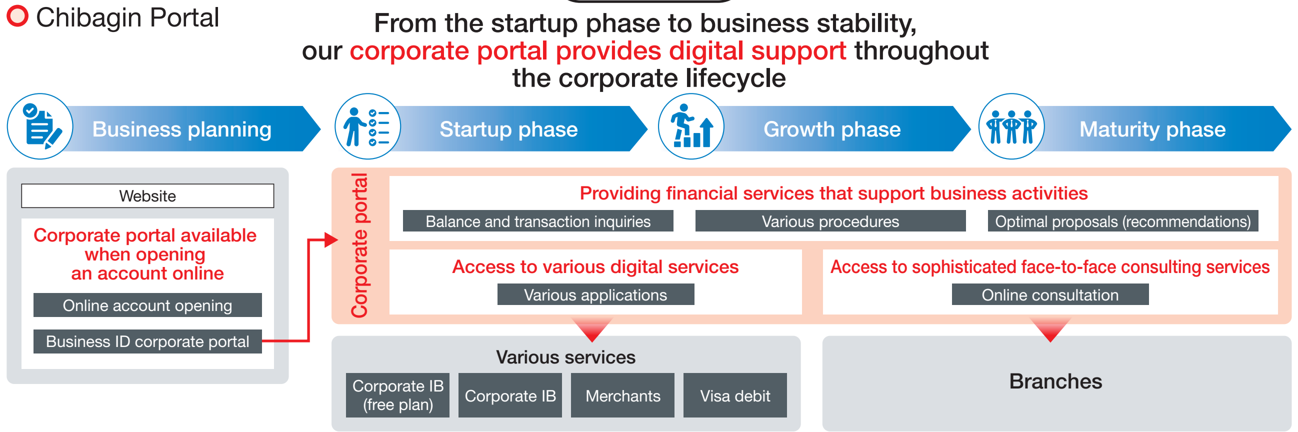
The Chiba Bank app and Chibagin Business Portal are digital infrastructures connecting us with our customers, and we are gradually adding new functions to them for creating the optimal customer experience.

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



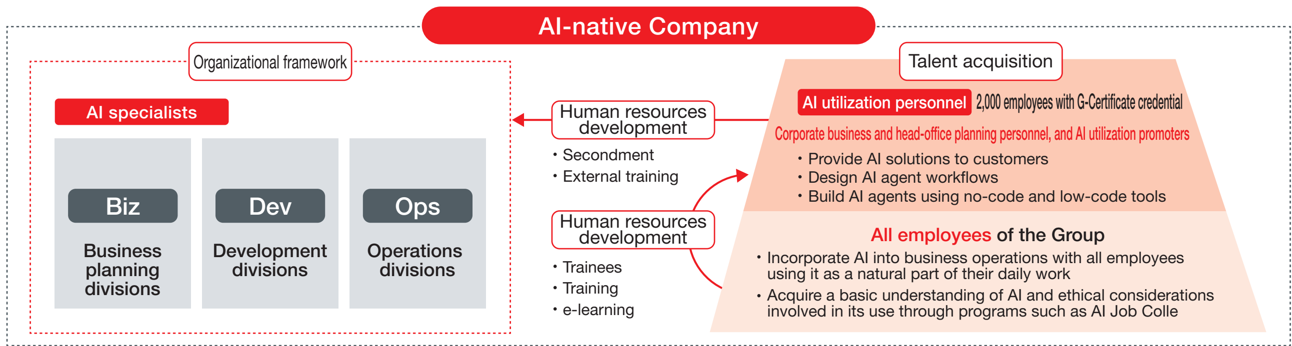
○ Chibagin Portal



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.

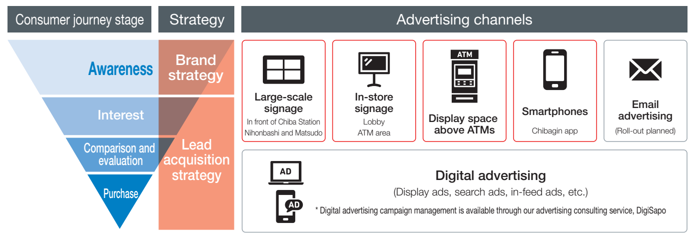


Non-Fungible Tokens (NFTs)

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.

The Value Chiba Bank Aspires To
Chiba Bank's Value Creation
Growth Strategy for Value Creation
Contribution to Local Community, Society, and Environment
Management Base Supporting Value Creation

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

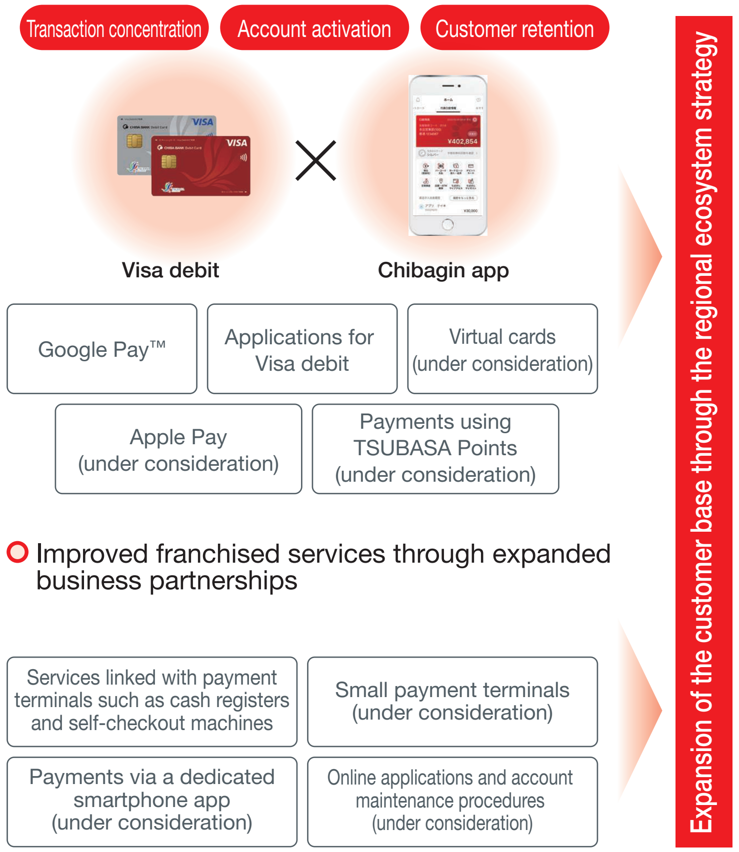
With over 1.5 million registered users of the Chibagin app and more than 0.6 million Visa debit cardholders, we plan to introduce a code payment feature integrating TSUBASA Points and the Visa debit virtual card. This will enable us to deliver an optimal payment experience to our customers directly through 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

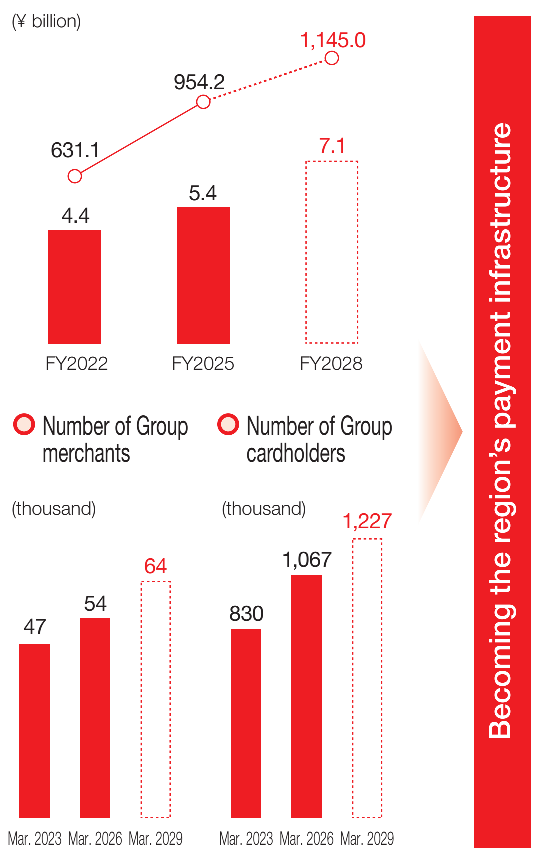
In recent years, merchants are increasingly adopting integrated payment solutions that integrate cash registers and self-checkout machines, moving away from standalone payment terminals.

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



Group transaction volume and revenues



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

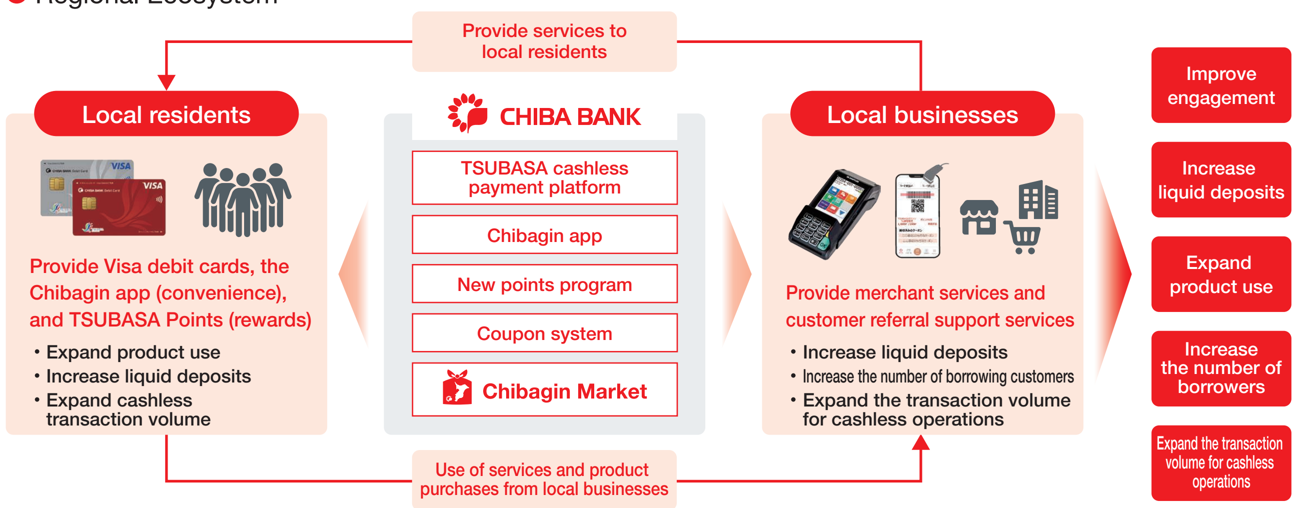
Through this series of measures, we aim to provide a lifestyle infrastructure for local residents and local businesses, and by providing the optimal customer experience to our customers, we aim to increase their transactions with the Bank.

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

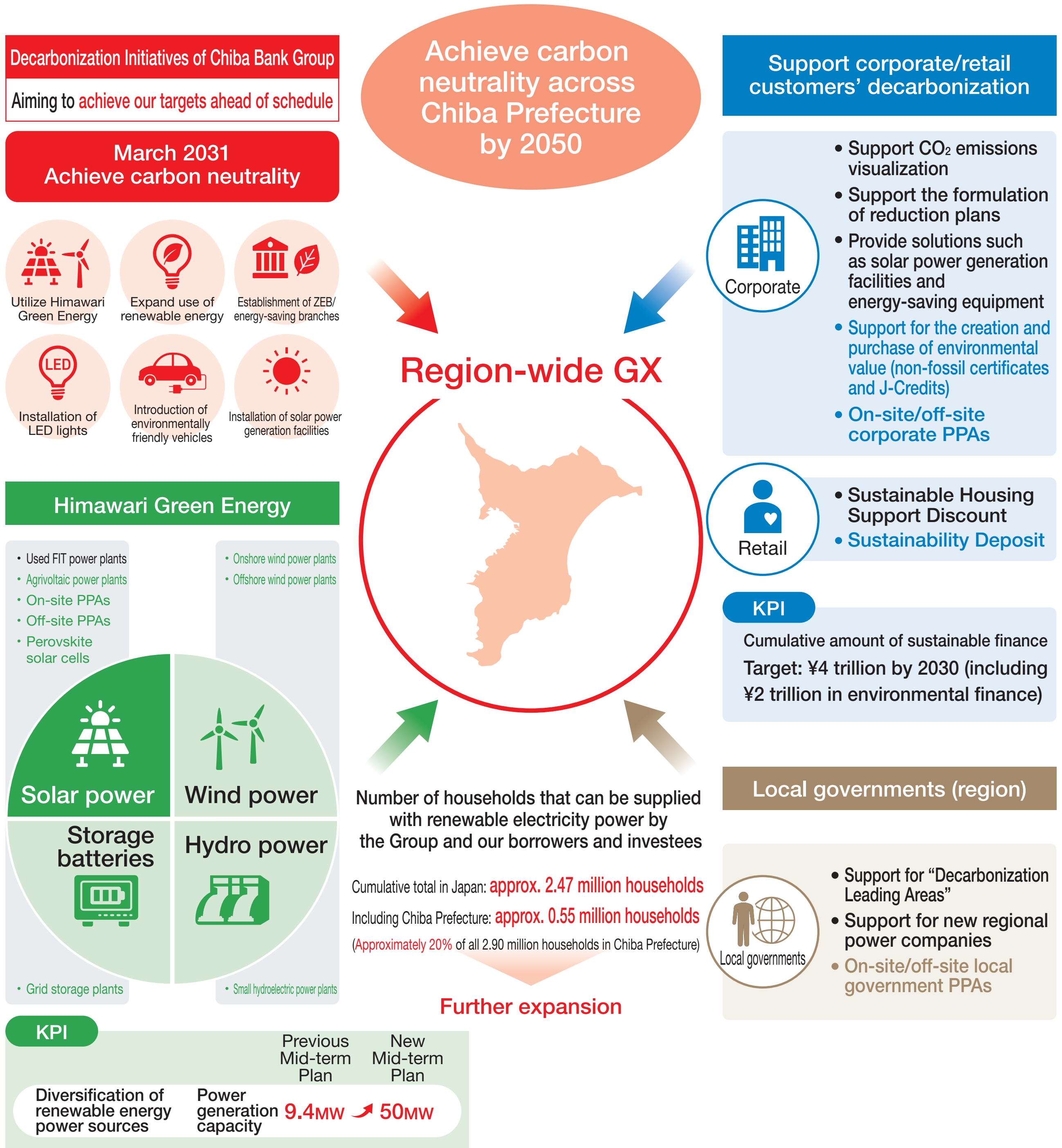


GX

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

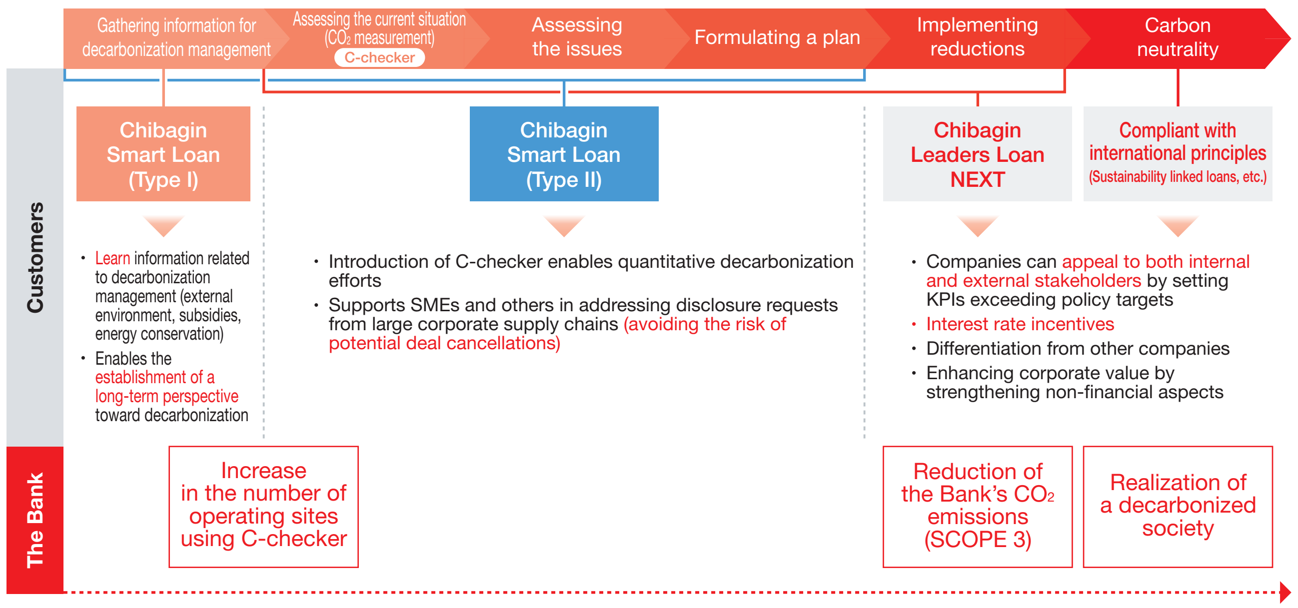
Perovskite solar cells (film-type)

©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.

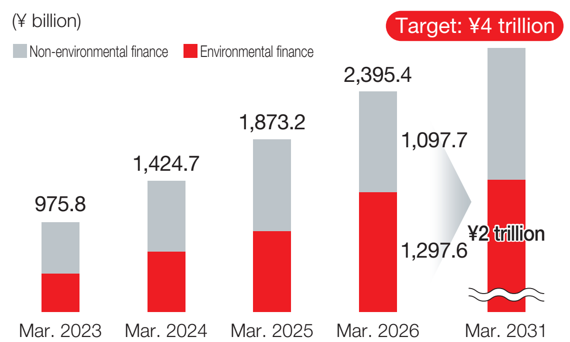


We are promoting sustainable finance to support the resolution of our customers' environmental and social challenges, while contributing to the realization of a sustainable society.

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

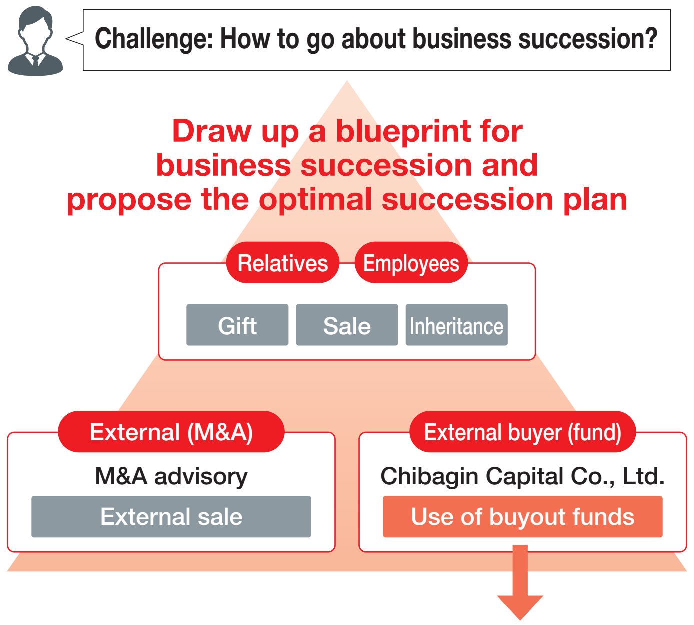
At the Chiba Bank Group, we will address the personnel-related challenges faced by local businesses—including the shortage of successors, human resource constraints, and population decline—working as a unified group to realize vitality and sustainable growth across the region. At the same time, we will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

Support for Business Succession

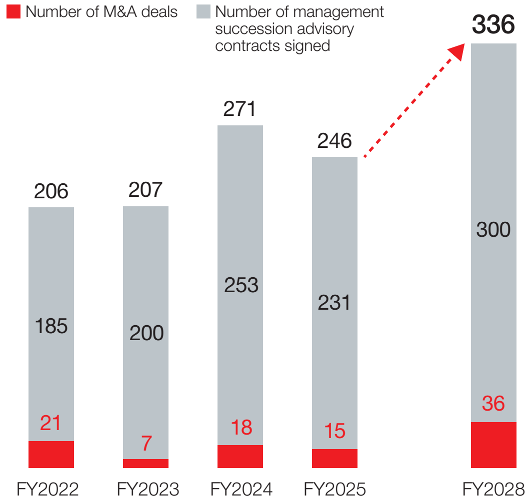
As the aging of business owners makes smooth management succession a pressing social issue, our business succession consulting services provide one-stop, speedy support for all options related to business succession (relatives, employees, external candidates).

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.

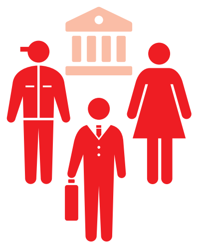
One of our on-site classes

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.

Message from the Group CBO

We will increase our fan base by delivering high-quality services at the optimal timing and creating the optimal customer experience through the unified efforts of the entire Group

Deputy President
(Representative Director, Group Chief Business Officer (CBO), General Manager in charge of Business Promotion)

Kiyomi Yamazaki

The role of the CBO at The Chiba Bank

Throughout my career, whether as a department head at the Head Office or as a branch manager in the field, I have engaged with numerous customers and tackled a wide range of challenges on the frontlines of the region. Through these experiences, I have continually come to appreciate that the regional customers regard us as a trusted partner they can easily consult. In order to continue meeting those expectations, I have, since FY2021, been leading the entire sales division in my capacity as CBO.

For many years, I have upheld the principle of “swift and decisive action.” When customers consult a bank, they are often facing moments of uncertainty or concern. Recognizing these feelings and responding as quickly and sincerely as possible is of utmost importance. This is a conviction I have carried with me throughout my daily work, and it is the reason why The Chiba Bank has earned the trust it enjoys today. That trust—our relationship with customers—is the very bedrock upon which the Bank’s strong operational base is built, and it is the foundation of my own work.

I see my current role as CBO as an opportunity to put this principle into practice on a larger scale.

The operating environment for regional financial institutions has undergone substantial change in recent years. Competitive pressures are intensifying, driven by the contraction of local markets amid population decline, the diversification of financial services—including the entry of non-financial players—and the rapid advance of digitalization. At the same time, the issues confronting regional businesses have grown increasingly complex, giving rise to a growing demand for holistic support that goes beyond the scope of conventional financial services.

In this environment, what is required of us is execution capability—the ability to listen attentively to our customers, act promptly, and provide optimal solutions. Our branches, Head Office, and Group companies are working as one to build a system that supports corporate growth from both financial and non-financial perspectives. At the heart of this effort, I always keep in mind the importance of prioritizing feedback from the frontlines above all else. The direct, unfiltered feedback we gather from the frontlines of our business operations is the most valuable input for management decisions and the lifeblood of our relationship-based regional banking. I am determined to continue serving as the “most approachable partner” for our regional customers. To stand beside our customers as they embrace new challenges, and to contribute to the future of our region—that is my mission and the responsibility I bear as CBO. To remain a trusted partner walking alongside our community, I will continue to marshal the full strength of our sales division and devote myself wholeheartedly to this purpose.

— Understanding our customers well to deliver optimal solutions —

Under the Mid-term Plan, we envision the realization of our Purpose alongside a meaningful contribution to addressing social issues, pursuing sustainable growth for both the regional community and the Group.

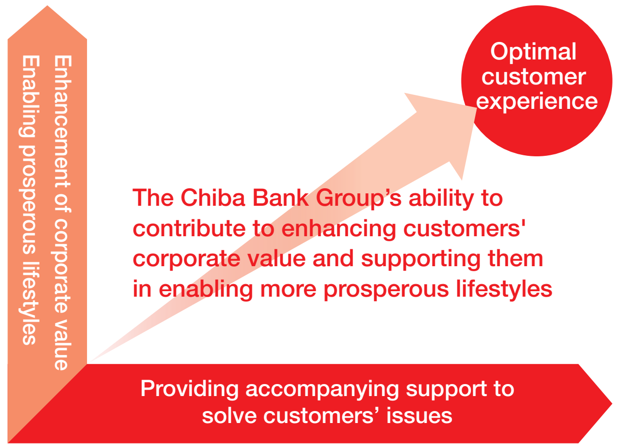
I will now discuss our specific initiatives to achieve this, broken down into our retail and corporate businesses, starting with the retail business.

We will further strengthen retail comprehensive consulting proposals that offer a variety of financial services tailored to our customers’ diverse needs. We will deliver these services through the most appropriate channels to provide value more quickly and accurately. More concretely, we will prepare a framework to provide sustained, long-term support—remaining close to our customers at key “points” prompted by life events, when their needs are most acute, helping them map out the “lines” of their life plans, and maintaining broader “surface” touchpoints throughout their lives as trusted, lifelong partners.

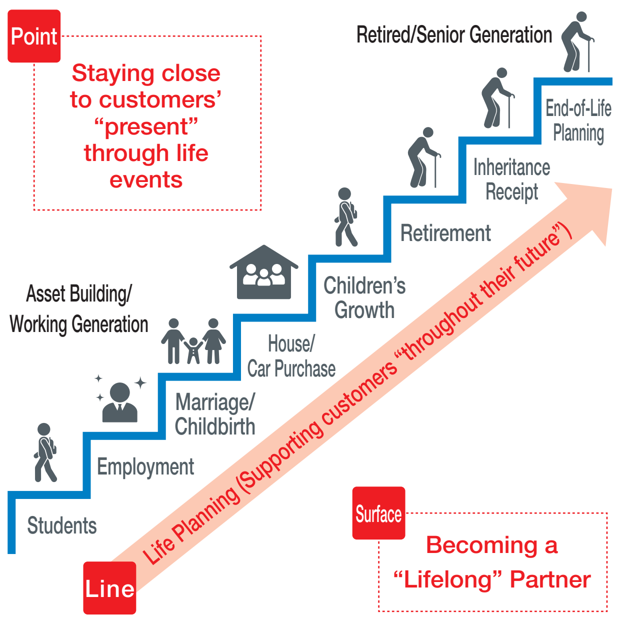
Next, in the corporate business, as “a management assistant,” the Head Office, branches, and Group companies will work together to gain a full picture of the management issues of individual corporate customers and promptly make proposals that will help support their core business. At the same time, we will strive to deliver the optimal customer experience by further enhancing our human resources development, sales system, and solution proposals.

Specifically, to help companies to enhance their ability to grow, we will offer solutions to management issues such as GX, DX, and WX based on their management’s vision and business plans. In this way, we aim to realize Regional Transformation.

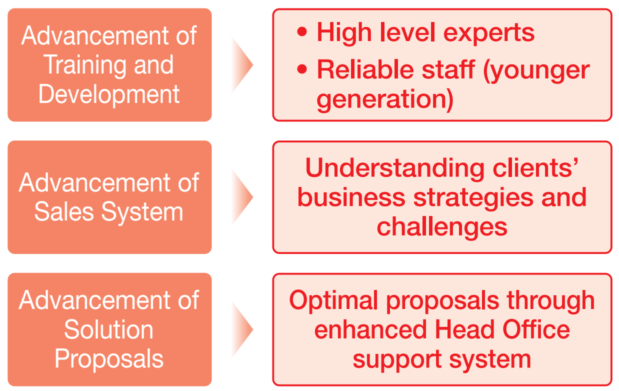
By steadily implementing the initiatives outlined above, we will achieve overwhelming growth, expand our base of fans who resonate with us, and deepen engagement with all stakeholders as the region’s leading bank. In doing so, we will revitalize the regional economy and maximize our corporate value.



Initiatives to enable optimal customer experience (retail)



Initiatives to enable optimal customer experience (corporate)



Strategies by Area

The Chiba Bank Group's growth strategies focus on expanding its businesses in three areas: Chiba Prefecture, outside Chiba Prefecture, and nationwide.

Chiba Prefecture

Leading Regional Bank

Within Chiba Prefecture, our core market, we will continue to offer new products and services that deliver value from both financial and non-financial perspectives, with the aim of expanding our presence across all market segments as the "leading regional bank." By contributing to the resolution of regional issues through Region-wide DX, GX and WX, and through the development of a regional ecosystem, we aim to achieve sustainable growth for both the local community and the Group. We have also reached a final agreement on management integration with The Chiba Kogyo Bank to further strengthen our management base in Chiba Prefecture.

Solving regional issues

Financial × Non-financial

Continuously providing new **convenient and useful** products and services

Expand all types of market shares

CHIBA BANK

Region-wide DX, GX and WX

Regional ecosystem

Chiba Kogyo Bank

Final agreement on management integration

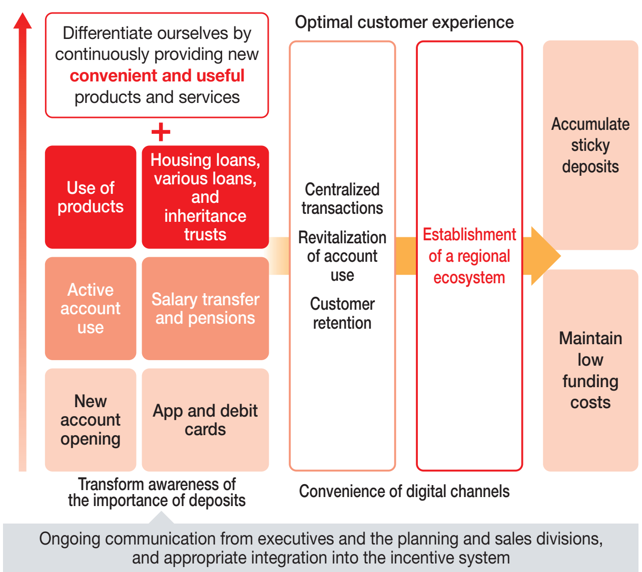
—Ultimate commitment to the region—

Pursuing synergy through a two-brand structure

Strategies to attract deposits

With the transition to an economy with positive interest rates, it has grown increasingly important to attract deposits. At Chiba Bank, we have steadily accumulated low-cost liquid retail deposits by offering our highly convenient app, expanding cashless payment services, and maintaining a robust branch network. This has enabled us to build a superior deposit base compared to other banks.

Under the new Mid-term Plan, we have identified attracting deposits as a key management theme, alongside stronger lending. Going forward, through initiatives such as the development of a regional ecosystem, we will continue to strengthen our relationships with customers who choose us in their daily lives, aiming to attract highly sticky deposits.



Outside Chiba Prefecture

Super regional

We will position lending as a core driver of growth and strengthen our initiatives as a super regional bank.

Wide-area expansion of our regional bank business model

Leveraging alliances to increase our presence in the Tokyo metropolitan area

- Collaboration utilizing each bank's brand

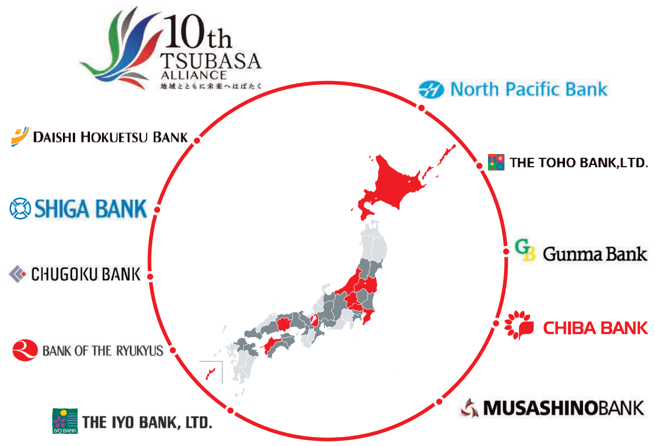
Expansion of our branch network outside Chiba Prefecture

June 2026 Newly opened the Akasaka Corporate Banking Office

Nationwide

Platformer

We will expand various services and systems over a wide area as a platformer through the TSUBASA Alliance.



Collaboration and consolidation

Platform business

Common platform for fintech

4.9 million IDs → Approx. 1.4x → Aim for 7.0 million under the new Mid-term Plan

(as of March 31, 2026)

Joint usage of core systems

Five-bank collaboration | Reached a basic agreement with Gunma Bank

AML Center

Start of business

Joint administrative center

July 2026 Establishment of new company → April 2027 onward Planned start of operations

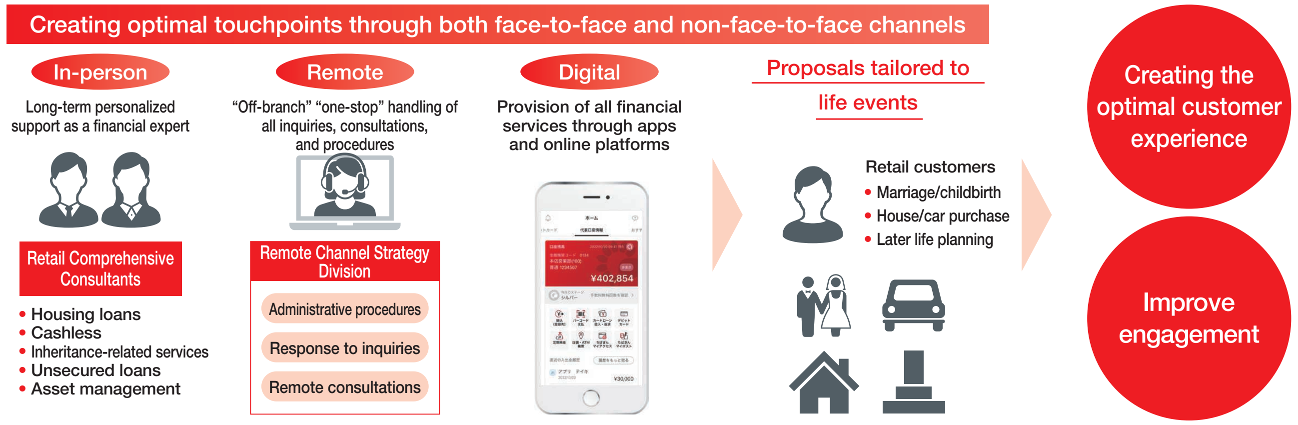
Strategies for Retail Customers

Individual values and lifestyles have diversified, and accordingly, the services that customers expect from financial institutions have changed. We leverage in-person, remote, and digital channels to strengthen operational systems and various services, providing optimal services tailored to the life plans of retail customers.

Retail Comprehensive Consultant

Through one-to-one marketing, we gain a deeper understanding of our customers' individual needs and provide personalized comprehensive consulting services using the optimal mix of in-person, remote, and digital channels.

During face-to-face interactions, especially, we focus on three core service areas—life planning, asset building and management, and inheritance and asset succession—to offer proposals that are truly aligned with each customer's life stage and goals. By delivering the products and services that are genuinely needed, we strive to create the best possible customer experience.



MESSAGE

For financial matters, turn to Chibagin
Working closely with customers as a comprehensive consultant

Matsuhidai Branch **Arisa Soda**

I have been in charge of retail customer relations since my second year at the Bank. In FY2023, I participated in a one-year skill development training course under the retail sales development trainee program. Currently, I am working as a retail comprehensive consultant at the Matsuhidai Branch.

In my role, I mainly handle retail customers, covering a wide range of consultations, including housing loans, asset management, and inheritance, and provide proposals aimed at solving the financial challenges faced by each customer. Many people find it difficult to discuss financial matters even with family or friends, and feel at a loss for who, what, or how to consult about these issues.

In such situations, based on my specialized knowledge, I carefully identify the underlying issues from various perspectives, summarize the options available for solving them, and make proposals accordingly. Through repeated meetings with customers, I encourage them to progressively share their thoughts and feelings. What I find attractive about this job is that I can work closely together with customers to solve issues and realize their ideals. Ultimately, my greatest sense of fulfillment comes from hearing the words "I'm glad I consulted you." I aspire to be the person customers think of first when they face financial decisions for the future and important milestones in life: "For financial matters, turn to Chibagin." I work towards this goal every day.

Housing-Related Loans

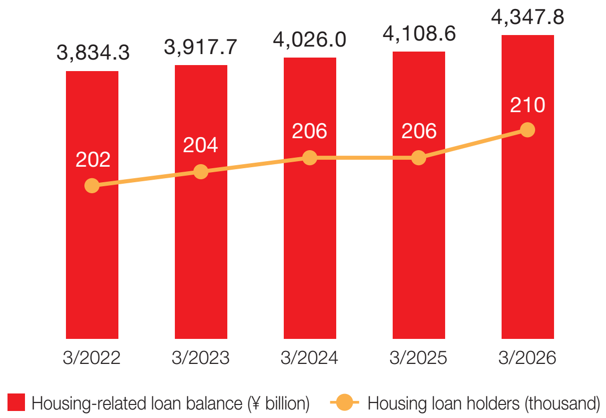
In order to flexibly respond to changes in the social environment including soaring housing prices and diversification of work styles and to closely support the wishes and intentions of our customers to purchase houses, we have strengthened our sales structure.

In Chiba Prefecture, our core market, we are conducting meticulous sales activities tailored to local conditions, such as expanding the number of personnel specializing in housing loans in areas with high housing demand such as Joban, Narita, and Kisarazu.

In addition, by strengthening relationships with real estate agents and enhancing product features such as group credit life insurance, the total amount of housing loans executed in FY2025 reached an all-time high, along with a substantial increase in the number of holders.

Housing loans play a very significant role as an entry point for building broader relationships with individual customers. We will flexibly review our operational systems in line with trends in housing needs as we work to evolve products and systems that meet the trend of digitalization and the needs of customers.

Housing-related loan balance and number of holders



Inheritance-Related Services and Trust Business

Aiming to realize customers' wishes for their families in a 100-Year Life Society

We want our customers to use Chiba Bank throughout their lives, which is why in 2006 we became the first regional bank in Japan to obtain permission to handle inheritance-related services within the bank. Since then, we have supported many customers to solve the issues they face in a 100-Year Life Society as a close and accessible advisor.

Two important preparations in a 100-Year Life Society

Preparation for dementia, etc.		Preparation for inheritance	
What if I become unable to visit a bank branch...	It' s time to leave the rental property management to my successor...	Once the inheritance process starts, money cannot be withdrawn immediately...	Inheritance procedures are troublesome and a burden on my family...
Asset management trust Cumulative total of 2,323 applications	Family trust (civil trust) support service Cumulative total of 375 applications	Alternative testamentary trust Cumulative total of 1,507 applications	Testamentary trust Cumulative total of 7,808 applications

Solving customers' issues through a wide range of services!

Ongoing asset inheritance seminars that use a drama series as a learning tool

We have been holding inheritance seminars at our branches on an ongoing basis since December 2023. These seminars use drama-style videos and explanations to help customers easily understand the effectiveness of testamentary trusts for smooth asset succession.

Inheritance seminars (FY2025)
- Held 850 times
- 3,730 participants

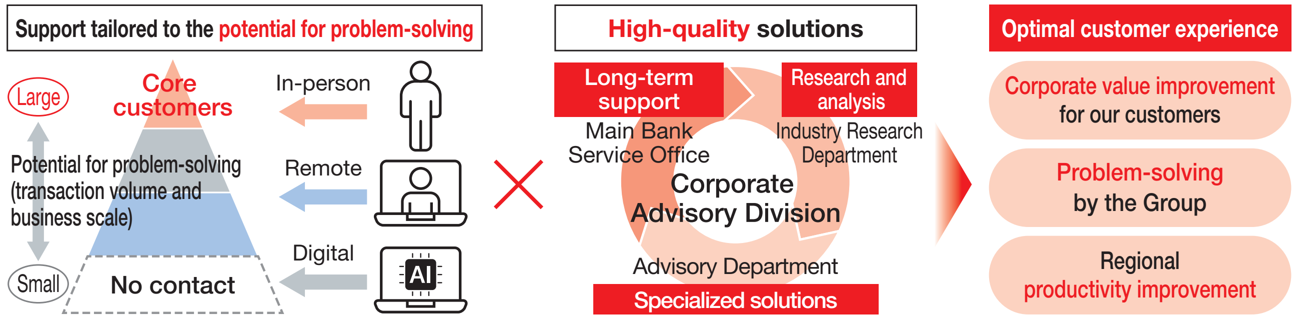
Strategies for Corporate Customers

The corporate business environment is undergoing a period of significant transformation due to rising prices, labor shortages, and rapid advances in AI technology. At the Chiba Bank Group, we aim to address management challenges arising from DX, GX, and WX by providing optimal contact points for each company and delivering high-quality solutions. In doing so, we seek to contribute to boosting our customers' corporate value and improving regional productivity.

Overall Strategy

Under the Mid-term Plan, we will work to enhance the added value of the Group's core strength: in-person customer engagement. Specifically, we will establish a sales structure that enables our representatives to engage closely with customers for which we see significant potential for problem-solving. While strengthening remote and digital channels, we will also provide tailored, ongoing support for each individual company.

In addition, we have established the new Corporate Advisory Division to further advance our consulting capabilities. We will continue to offer highly specialized solutions from a long-term perspective, addressing the increasingly diverse and complex challenges faced by our customers.



MESSAGE

Supporting customers in solving management challenges as a trusted management partner

General Manager, Matsugaoka Branch **Kotaro Makino**

At the Bank's Matsugaoka Branch, our management policy is to "do exciting work for the community and our customers." We place great value on ideas such as "Would this proposal make the customer happy?" or "Could this proposal create new value?" By focusing on work that genuinely excites us, we build trust with our customers and ultimately take pride in what we do.

Every week, we hold a "customer contribution meeting" where all sales representatives share and discuss the four customer concerns: anxiety, dissatisfaction, insufficiency, and inconvenience—and propose solutions to address them.

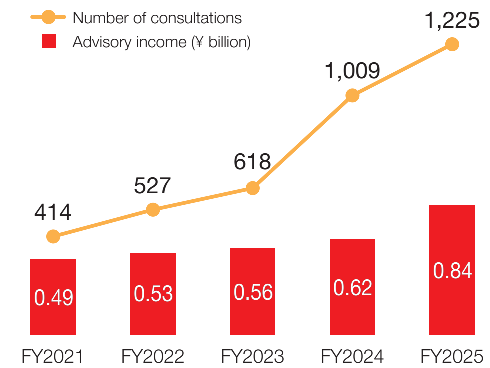
Our customers consult us not only on financing-related matters but also on a wide range of topics, including business planning, human resources, and digitalization. The hiring and development of personnel, in particular, has emerged as a common and important challenge, and we work in collaboration with Group companies and other partners to provide support such as recruitment support services and reviews of personnel systems. As an "assistant to management," it is one of the greatest rewards of being a banker to provide close and careful support to each company and, in doing so, contribute to solving our customers' challenges. Moving forward, I will continue to leverage the Bank's strengths—highly specialized consulting and a passionate commitment to community contribution—and, together with our team members, engage in branch management that is deeply integrated into the local community.

Advisory Services for Corporate Clients

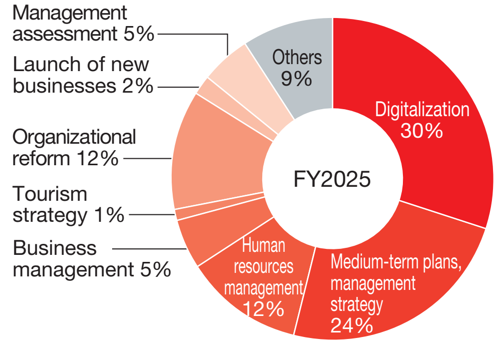
In our business advisory and ICT consulting services, we engage in initiatives aimed at addressing management challenges—including support for the formulation of management strategies and business plans, assistance in developing personnel systems, and guidance on operational efficiency improvements. In FY2025, through the strengthening of our personnel structure, we increased the number of consultations to approximately 1,200, representing an increase of about 200 from the previous fiscal year. We have also maintained a solid level of contracts by addressing a wide range of client needs, with approximately 300 contracts.

Furthermore, with the establishment of the Corporate Advisory Division in April 2026, we will further enhance the lineup of solutions we offer—such as consulting services, business matching, and personnel referral services—enabling us to respond more swiftly to the increasingly diverse management challenges faced by our clients. We remain committed to providing ongoing support to our customers.

Changes in the number of consultations, and advisory income



Breakdown of contract categories (FY2025)*

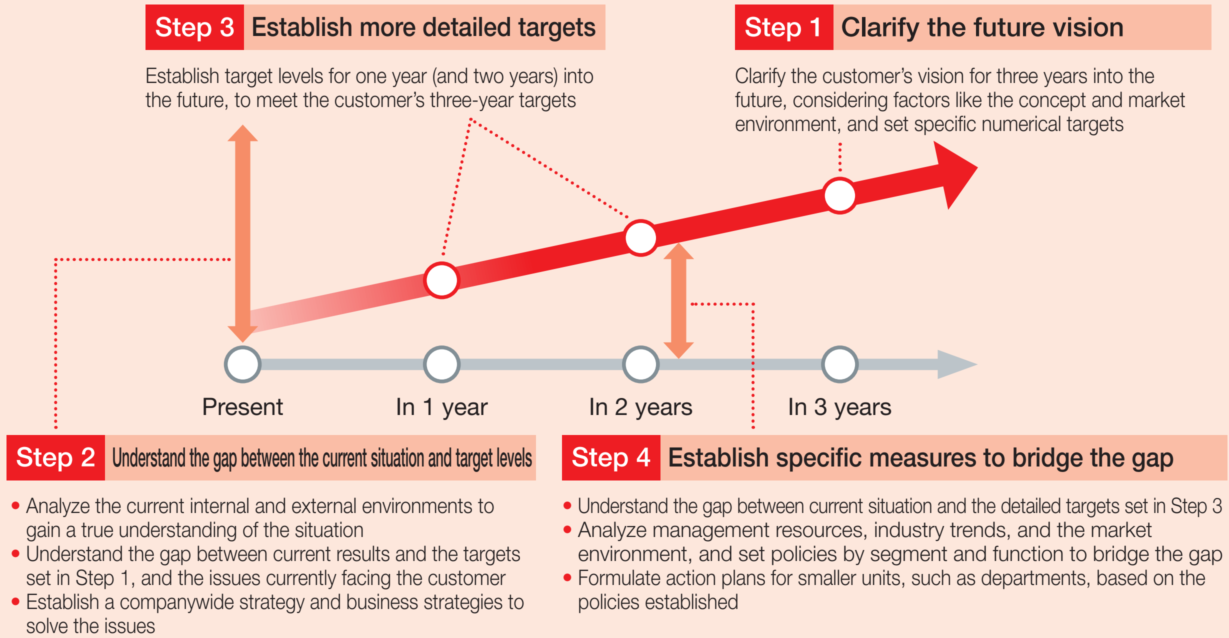


*Including ICT consulting services

Case Study: Formulation of large-scale capital investment plans and support for verifying the return on investment

We have provided support to a local food manufacturing company that was considering strengthening its production capacity. We helped the customer to plan equipment investments for factory expansion and verify the recovery of these investments.

To help the customer formulate business plans, we also conducted research on market and competitor trends, as well as a qualitative analysis of the organizational structure before and after the expansion, thereby helping to realize the customer's vision.



Alliances

Alliances represent a key strategy for differentiation for the Chiba Bank Group. We will work to further strengthen our alliances through expanded collaboration measures. By extending these initiatives to other financial institutions, we aim not only to expand synergies but also to establish ourselves as a platformer for regional financial institutions.

TSUBASA Alliance

TSUBASA Alliance is expanding in size year by year while firmly maintaining the independence of each bank as Japan's largest regional banking alliance, bringing together 10 regional banks with solid business foundations. Since its launch in October 2015, the TSUBASA Alliance has expanded beyond FinTech and the joint use of operations and systems to include inheritance-related services, the arrangement of syndicated loans, international operations, and the utilization of group companies. By bringing together the expertise of the 10 participating banks, the alliance will further deepen collaboration and operational integration, while advancing initiatives to enhance top-line growth and reduce costs through economies of scale.

Basic data
(Total for 10 banks, as of March 31, 2026)

Total assets	¥100 trillion
Deposits	¥80 trillion
Loans	¥63 trillion

Total synergy effects
(For all 10 banks)

FY2025	¥25.6 billion
FY2024	¥14.6 billion
FY2023	¥11.5 billion

Jointly funded company

Company	Investor	Business activities
TSUBASA Alliance	All 10 alliance banks	Planning and making recommendations on important issues and operational efficiency common to all banks; operation and implementation of AML programs
T&I Innovation Center	The Chiba Bank, Daishi Hokuetsu Bank, The Chugoku Bank, The Iyo Bank, The Toho Bank, North Pacific Bank, and IBM Japan	FinTech surveys and research Planning and development of financial services using FinTech
TSUBASA-AML Center	The Chiba Bank, Daishi Hokuetsu Bank, The Chugoku Bank, North Pacific Bank, and NRI	Joint operation of measures to prevent money laundering and terrorist financing (exchange transaction analysis business)

TSUBASA/JUUDANKAI Joint Research Group

The two groups, which have a strong affinity in terms of systems, engage in joint research to share knowledge and expertise in the three fields of systems, operational efficiency, and cybersecurity. We will provide value-added services to regional communities and customers in cooperation with participating banks of the Research Group.

Video to commemorate the 10th anniversary of the launch of the TSUBASA Alliance
https://youtu.be/WzYPOfn-SFc (Japanese only)

Scan the code on the right to view the video

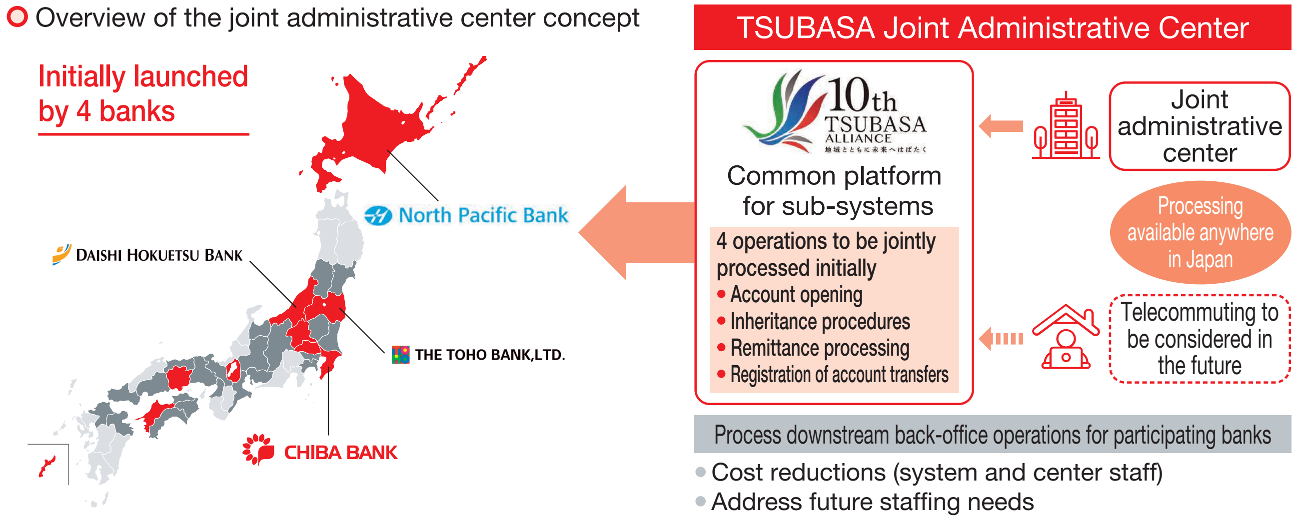
Establishment of TSUBASA Joint Administrative Center Co., Ltd.

In July 2026, we established a joint venture, TSUBASA Joint Administrative Center Co., Ltd., together with Daishi Hokuetsu Bank, The Toho Bank, North Pacific Bank, and Hitachi, Ltd. with the aim of jointly conducting back-office banking operations.

Under this arrangement, the company will build a common cloud-based platform, on which each bank deploys its own subsystems. This enables back-office operations to be jointly performed across multiple banks—including account transfers, remittances, and inheritance procedures—thereby reducing operational costs for each bank and addressing potential future staffing shortages.

Given that many regional financial institutions face similar challenges, we are also exploring the possibility of expanding this initiative beyond the framework of TSUBASA Alliance in the future.

Overview of the joint administrative center concept



- Cost reductions (system and center staff)
- Address future staffing needs

MESSAGE

Creating the future of banking operations through collaboration

Representative Director, TSUBASA Joint Administrative Center Co., Ltd.
Senior Deputy General Manager, Operation Planning Division, The Chiba Bank
Nozomu Fukushima

The TSUBASA Joint Administrative Center leverages the knowledge accumulated through the TSUBASA Alliance in the joint use of core system and subsystems to further advance the joint back-office operations across banks.

By utilizing the common platform for sub-systems on AWS, the Center enables participating banks to entrust and receive back-office operations, provides personnel coordination functions, and works to improve the overall administrative quality of the participating banks, while also addressing personnel shortages in centralized departments. Building systems on the common platform also helps to contain system costs.

As an initial effort, we will build an inheritance system on the common platform, based on the standardized administrative rules for inheritance procedures developed jointly by the participating banks.

We expect a reduction in system costs through joint system development with the other participating banks. We also expect a significant reduction in administrative workload for each bank through operations based on the standardized rules and systems.

By steadily promoting efficiency, standardization, and operational advancement, we aim to establish our position as a platform provider supporting the joint back-office operations.

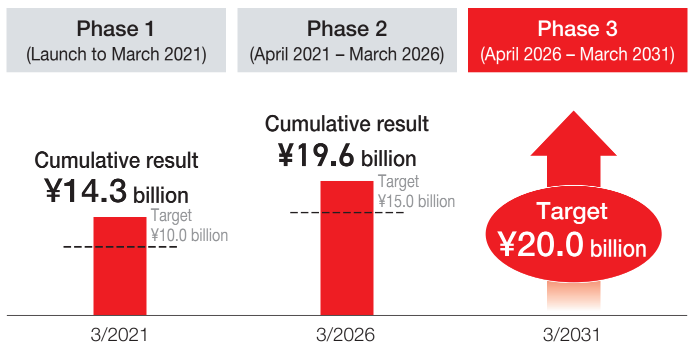
Chiba-Musashino Alliance

The Chiba-Musashino Alliance was launched in 2016 as a new model for regional bank collaboration that does not involve management integration and aims for cooperation across all fields. As of the end of the final year of Phase 2 (FY2021 to FY2025), the alliance had generated collaboration synergies of ¥19.6 billion over five years, significantly exceeding the target of ¥15.0 billion.

During the five years of Phase 3 (FY2026 to FY2030), we will target cumulative collaboration synergies of ¥20.0 billion.

Phase 3 is designated as a period of rapid development for the Alliance. While maintaining the Alliance's existing Mission and Vision, we aim to further revitalize the regional economy and society, and to enhance customer services, by building on the foundation we have established to date and deepening collaboration under the three basic policies: Create, Match, and Advance.

○ Collaboration synergies (total of both banks)



Mission Provide added value and highly convenient services to our customers and the community by combining ideas of both banks.

Vision Realize an image of evolved regional banks as front-runners in regional bank collaboration.

○ Three basic policies of Phase 3

Create Achieve a significant expansion of value-creation areas through AI utilization and DX promotion

Use of AI

- Deployment of AI products and solutions for customers
- Use of AI in personnel transfers, personnel placements, and new graduate recruitment

Joint development of new products and tools

- Deposit products and non-financial products/services
- Housing loan scoring models, etc.

Match Shared operations beyond differences in host systems and platforms

Standardization of administrative flows and tools, joint usage of systems (also considering the potential standardization of business flows)

- Joint clerical work using the TSUBASA general-purpose paperless system*
- Joint development of Power BI and other M365-related tools
- Standardization of inheritance back-office operations and real estate collateral operations
- Joint operation at market section, etc.

*A system jointly developed by The Chiba Bank, Daishi Hokuetsu Bank, The Chugoku Bank, and IBM Japan that enables paperless follow-up tasks in branch operations.

Advance Deepening and expansion into other alliances beyond the CMA framework

Expansion to TSUBASA & JUUDANKAI member banks (beginning with CMA)

- Generative AI models and AI efficiency tools
- Various other tools jointly created by both banks, etc.
- TSUBASA general-purpose paperless system

Video to commemorate the 10th anniversary of the launch of the Chiba-Musashino Alliance
https://youtu.be/SlYnHNj46hk (Japanese only)

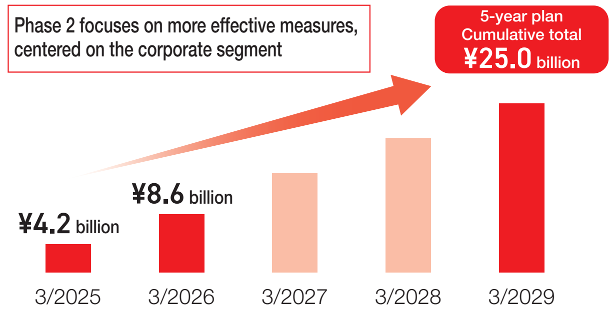
Scan the code on the right to view the video

Chiba-Yokohama Partnership

The Chiba-Yokohama Partnership, which started in July 2019 with a focus on collaboration in the business division, achieved collaboration synergies of ¥4.3 billion in FY2025, bringing the cumulative synergies so far during Phase 2 (FY2024-FY2028) to ¥8.6 billion. In addition to active mutual client referrals, mainly in Tokyo, we further strengthened our ability to provide solutions to corporate and individual clients by jointly arranging syndicated loans, engaging in personnel exchanges at overseas bases, and holding joint seminars on themes such as nursing care.

Going forward, we will continue to pursue value creation for our customers that both banks are uniquely positioned to achieve.

○ Collaboration synergies (total of both banks)



○ Concept and areas of collaboration for Phase 2

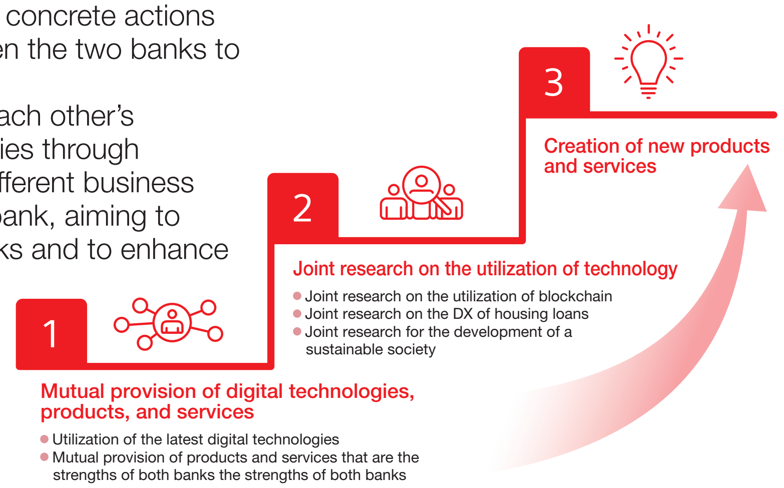
Concept (what we aim to be)	"Increasing Presence in the Tokyo Metropolitan Area" - Creating Value for Customers that only Chiba and Yokohama can provide -
Corporate sector	● Expansion of cooperation among sales branches, mainly in Tokyo (Sustainable finance, real estate non-recourse loans, LBO loans) ● Development of overseas business opportunities at overseas bases (Co-financing, seminars, business negotiation events)
Retail sector	● Collaboration contributing to the realization of a nation built on asset formation and investment ● Efforts to implement Fiduciary Duty (FD)
Digital sector	● Studying collaborative measures in digital human resources development and advertising business ● Sharing knowledge and knowhow to create new digital businesses
Sustainability sector	● Strengthening efforts to contribute to the ESG strategies of both banks (decarbonization, human capital, governance, etc.)
Others	● Consideration of joint investments and other initiatives to support the inorganic growth of both banks

Business Partnership with Sony Bank

The business partnership with Sony Bank, for which a basic agreement was concluded in October 2022, is now in its fourth year.

This partnership is a business partnership between the two banks focusing on our joint initiatives in the digital field, with the aim of translating initiatives into concrete actions while deepening the relationship between the two banks to create new products and services.

Going forward, we will complement each other's strategies to generate significant synergies through cooperation between two banks with different business models, a regional bank and an online bank, aiming to achieve sustainable growth of both banks and to enhance corporate value.



New Business Strategy

By pursuing challenges in new business areas, we aim to deliver unprecedented value, addressing the challenges facing our customers and the local community. We will also contribute to the sustainable development of the local community by enhancing our Group-wide value-providing capabilities from both financial and non-financial perspectives.

The Significance of New Business Initiatives

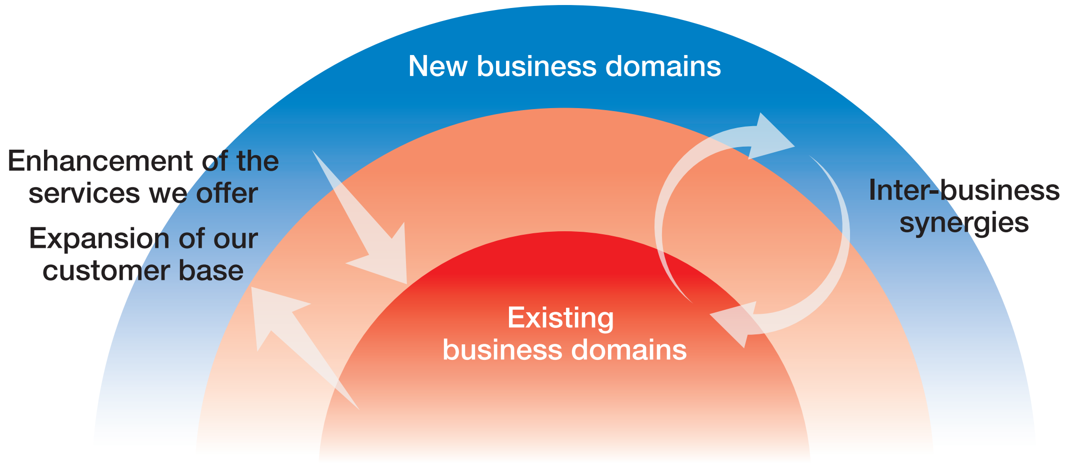
Realize the Purpose

Realizing wishes | Solving problems | Prosperous lifestyles

We will deliver new value, addressing the challenges facing our customers and the local community

Financial domains — Non-financial domains

- 01 Acceleration of growth in existing businesses
- 02 Diversification of financial services
- 03 Pursuit of challenges in new business domains



Issues facing customers and the local community

- [DX] Delays in business transformation due to a shortage of digital talent, disparities in digital literacy, etc.
- [GX] Insufficient local penetration of decarbonization, the investment burden of introducing renewable energy and energy-saving equipment, etc.
- [WX] The necessity of promoting diversity and inclusion, including work style reforms

The Bank's strengths

- [Customer base] A solid business base and close connections with customers and the local community
- [Financial base] Top-class asset size among the regional banks
- [Alliances] Leading position among banks in deepening nationwide collaboration through an advanced alliance strategy

Background and environment

- Increasingly diverse and sophisticated preferences and expectations of the local community and customers in an era of irreversible change
- Relaxation of regulations on the scope of banking operations and investment restrictions due to the 2021 amendments to the Banking Act

Examples of Initiatives

Expanding the business scope of Chibagin Market Co., Ltd.

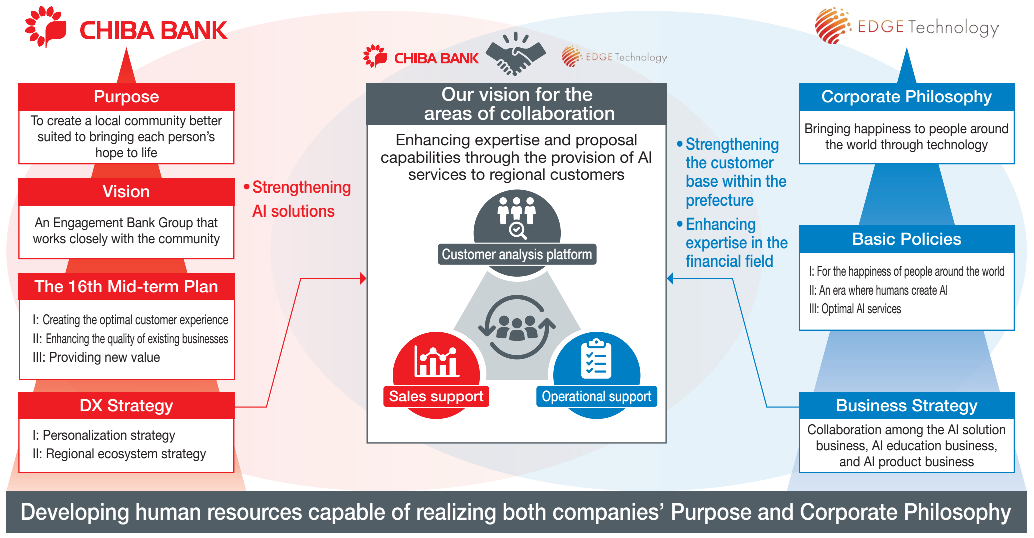
Chibagin Market was established as a wholly-owned subsidiary of The Chiba Bank in May 2021. It aims to contribute to the sustainable development of our customers and the local community by building a regional economic circulation system through support for the market development and marketing of outstanding local products and services.

Looking ahead, we will also consider entering businesses related to new products and life events. We will support everyday consumption activities and explore initiatives aimed at "connecting with daily lives."

Acquisition of EDGE Technology Inc. as a subsidiary

In September 2024, the Chiba Bank Group announced its intention to acquire the shares of EDGE Technology through a public tender offer, with the aim of realizing a range of synergies such as the further strengthening of one-to-one marketing, business transformation through AI, expansion to alliance partner banks, and the promotion of Region-wide DX including the provision of AI solutions.

Subsequently, as a result of the tender offer, EDGE Technology became a subsidiary of the Bank on October 30, 2024. On December 10, 2024, all remaining shares were acquired through a minority squeeze-out, completing the acquisition as a wholly-owned subsidiary.



Acquisition of Fresh Farm Chiba Co., Ltd. as a subsidiary

Fresh Farm Chiba was jointly established by 15 local companies and the Bank in March 2018, to resolve issues such as the decrease in the number of farmers due to aging and the resulting increase in abandoned farmland.

We acquired it as a subsidiary in March 2025. By further strengthening collaboration, we aim to contribute to solving the challenges faced by primary industries in the region and make Fresh Farm Chiba a core company for primary industries within the Chiba Bank Group.

Image source: AQUPONI Co., Ltd.'s website

Message from the Group CHRO

Developing diverse professionals to become a corporate group that is better able to bring customers' and employees' hopes to life

Managing Executive Officer
(Group Chief Human Resources Officer (CHRO))

Atsushi Imai

Our view of the human capital environment and related challenges

Human capital is widely regarded as the most critical management capital of any company, and we are now said to be in an era in which the quality of that human capital itself determines corporate value.

Since 2020 in particular, external shifts—including greater workforce diversity, evolving values, and intensifying competition for human resources—have exposed the limitations of the Group's traditional human resources management practices.

Our previous approach to human resources relied partly on experience and subjective judgment, which at times gave rise to concerns over the fairness of evaluations and the soundness of personnel assignments. There were cases, for example, in which employees were transferred involuntarily simply to fill vacancies, or were placed in roles that did not align with their aptitudes or career aspirations. As a result, such practices inevitably result in diminished organization-wide productivity and decreased employee engagement.

Given this situation, I became acutely aware of the need to fundamentally reassess our human resources decision-making framework and reconstruct our human resources strategy as a "repeatable and systematic process."

Integrating our human resources strategy with management strategy

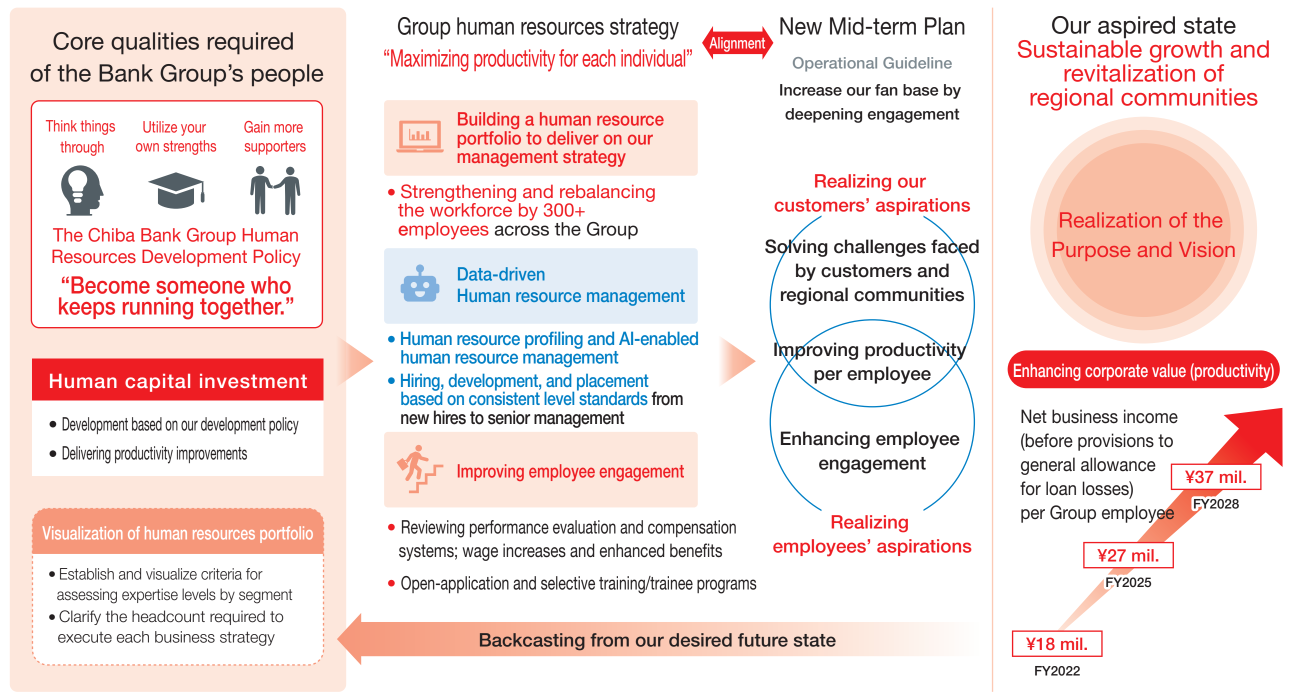
With this issue in mind, the Group has repositioned human resources strategy, not as a set of human resources measures but as an integral part of management strategy in its own right.

It is the individual business divisions that execute the Group's management strategy, and only the front lines possess detailed knowledge of what kinds of talent are required, in which business areas, and in what numbers. Accordingly, in building our human resources portfolio, we have adopted a co-creation process involving each business division, and have designed our recruitment, development, and deployment efforts as an integrated, unified system.

At the same time, in executing our business strategy, it is essential not only to consider the "quantity" of human resources but also to "maximize productivity for each individual." By clearly defining each employee's role and unlocking their full potential, we will strengthen the organization's overall value-creation capacity.

I am firmly convinced that treating our human resources strategy and business strategy as a single, integrated whole—rather than as separate endeavors—is a fundamental prerequisite for sustainable growth.

Formulation of human resources strategy that is linked to management strategy



Maximizing productivity through Human × AI

To ensure the success of our human resources initiatives, the Group has made "enhancing productivity through Human × AI" a central pillar of our approach. Rather than depending on human effort alone, we will leverage data and AI to strengthen human resource decision-making and talent deployment, enabling more objective and transparent operations.

AI is not meant to supplant human judgment; instead, we use it as a base to reduce variability in evaluations and optimize personnel deployments. Through these measures, we aim to cultivate an environment in which employees are able to dedicate themselves to more creative and higher-value-added work.

For the Group, which is committed to delivering the optimal customer experience, it is equally critical within the human resources strategy to offer growth opportunities and role assignments that align with each individual's strengths and career aspirations.

By treating our employees as "internal customers" and drawing out their full potential and motivation, we seek to achieve both higher productivity and stronger engagement—ultimately reinforcing the competitiveness of the organization as a whole.

Creating value through employee growth

Given the Group's scale, we are still able to promptly identify issues within each business division and any imbalances in resource allocation, and we can flexibly reallocate resources through collective decision-making by management. Looking ahead to future growth, however, it is essential that we move beyond reliance on individual judgment and instead fully systematize these processes through thorough visualization and formalization.

Under our new Mid-term Plan, we are advancing a human resources strategy anchored in "maximizing productivity for each individual," supported by three core pillars: building our human resources portfolio, data-driven human resources management, and enhanced employee engagement.

These are not standalone initiatives; they represent a fundamental strengthening of our management base that directly contributes to the enhancement of corporate value.

Going forward, by driving our human resources strategy and management strategy as an integrated whole, we will create a virtuous cycle of sustainable growth—one in which the development of each employee generates value for our customers and the regional community that, in turn, is reinvested in our people.

Human Capital

Maximizing productivity for each individual

We aim to link our human resources strategy, based on the Human Resources Development Policy, with the management strategy, to deliver productivity improvements.

Group Human Resources Development Policy

Chiba Bank Group Human Resources Development Policy “Become someone who keeps running together.”

Three core elements	Think things through	Think through everything on your own, and take action and take on the challenge
	Utilize your own strength	Have your own strengths and expertise
	Gain more supporters	Accomplish while connecting with others

To achieve the Group’s Purpose—“To create a local community better suited to bringing each person’s hope to life”—we believe it is vital to become an organization that creates new value by bringing together diverse specialists. To this end, we have established the Human Resources Development Policy “Become someone who keeps running together.” with the idea that each and every Group employee should “be a partner who keeps running together with customers, local communities and colleagues.”

The three core elements of the Human Resources Development Policy are “think things through,” “utilize your own strength,” and “gain more supporters.” We strive to develop and retain human resources by providing a variety of opportunities for “learning, challenges, and practice” so that employees can refine their own skills and maximize their capabilities.

Formulation of Human Resources Strategy and KPIs Aligned with Management Strategy

We have formulated the Group human resources strategy, linked to our management strategy, and established the following KPIs in line with the strategy’s three pillars, to achieve the Group’s Purpose and Vision and improve corporate value.

Challenges	Actions under the new Mid-term Plan (Human Resources Strategy)		Human Capital KPIs	Previous Mid-term Plan	New Mid-term Plan	The Group’s Vision
Gap with the human resources portfolio essential to fulfill our management strategy	Building a human resource portfolio to deliver on our management strategy	Define the segment-level strategic vision and build the requisite HR portfolio	Executive leadership succession pool (participants in the selective training program)	33 persons	At least 60 persons	Fulfill the human resources portfolio to deliver our management strategy
Lack of proper setup for job requirements and expected roles (level definitions)		Establish skill level assessments and visualize the status of human resources	Specialist development plan (3-year cumulative)	291 persons	360 persons	
			AI specialist development (dispatched trainees) included in above	24 persons	30 persons	
Mismatches due to failure to meet hiring requirements, and stagnation in the performance of developed human resources		Establish a roadmap and development system for nurturing core human resources, which are at heart of our business	Number of certified corporate solutions professionals (★2 or above)	115 persons	150 persons	
		Verify future retirement forecasts, identify the required number of personnel and candidates in each segment, and formulate recruitment and placement plans	Number of mid-career hires (3-year cumulative)	292 persons	240 persons	
Insufficient objective criteria for personnel evaluation and reassignment	Achieving data-driven talent management	Conduct talent profiling and visualize the characteristics and strengths of each employee	Increase in employees’ sense of growth	80%	At least 80%	Achieve optimal personnel placements based on detailed data for each employee, and ensure objectivity
The deterioration of the feedback process into a mere formality and the lack of communication of role expectations			Improvement in employees’ job satisfaction	82%	At least 80%	
		Develop HR AI in-house Enhance personnel transfers, performance evaluation feedback, and HR interviews	Improvement in perceived fairness of employee evaluations	72%	At least 75%	
Discrepancy between management policy and employee behavior patterns	Realizing an organization where employees can perform with high engagement	Provide opportunities for dialogue between management and employees to eliminate gaps, and clarify guidelines for action	Increase employee alignment with our Purpose	92%	At least 92%	Create a workplace where engagement of each employee is enhanced and they can feel job satisfaction Overall score* At least 80%
Decline in competitiveness of working conditions in the labor market		Expand support for self-development and housing welfare, and continue to implement wage increases	The company’s attractiveness	82%	At least 82%	
Lack of organizational human resources capacity due to rising employee turnover rate		Actions to make improvements for organizations and individuals, leveraging the results of engagement surveys	Reduction in the employee turnover rate	2.5%	2.5% or less	

Deliver productivity improvements

Achieve our Purpose and improve corporate value

*Percentage of positive responses

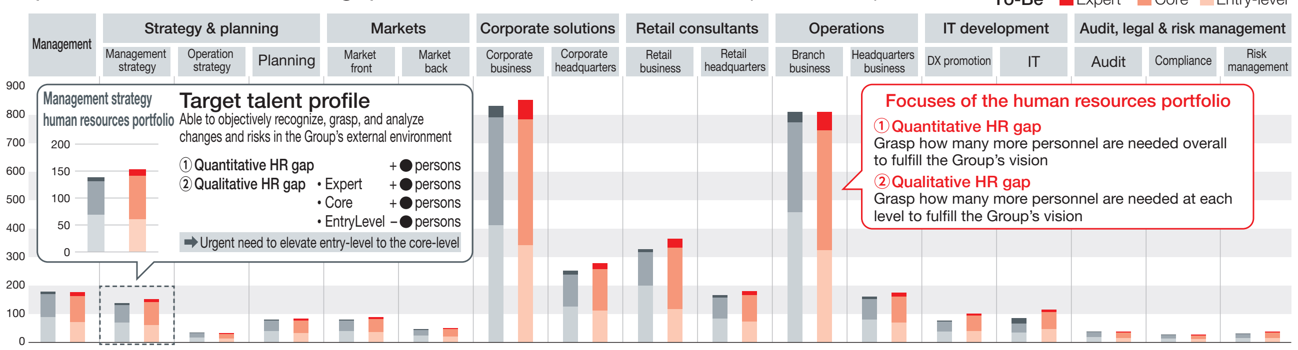
Pillar of Human Resources Strategy (1) Building a human resource portfolio to deliver on our management strategy

Human Resources Portfolio

By developing specialists and improving employee engagement, we will build the Group-wide human resources portfolio. We classify personnel into 17 types, assess their levels within each classification, and visualize them in terms of As-Is and To-Be for each type and level.

Based on our human resources portfolio, we aim to build an organization that delivers on management strategies by implementing measures such as non-uniform recruitment considering quantitative and qualitative gaps and unique requirements for each personnel type, scientifically customized and optimized development by personnel type and level, optimal placement of personnel based on both business and individual expertise, proactive promotion of unique and specific initiatives in each department, an increased sense of ownership, and enhanced applications of data analysis and AI utilization through a common Group-wide human resources data infrastructure.

Number of personnel by each of the 17 personnel types and personnel levels, and the gap between the As-Is and To-Be (illustration)



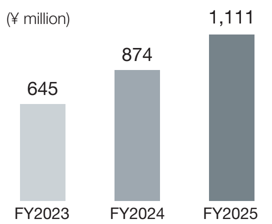
Strengthening Human Resource Development and the Development of Specialists and Management Personnel

We believe that in order for the Group to achieve sustainable growth and revitalization for the region, while also enhancing corporate value, developing human resources responsible for service provision is an urgent issue. For this reason, we significantly expanded our investment in human capital in FY2025. We also conducted large-scale training at an unprecedented level, with a strong focus on practical learning that leverages AI, to strengthen our consulting and proposal capabilities for both corporate and retail customers (Training days per person: 42 business days for corporate banking personnel; 24 business days for retail banking personnel).

From FY2026 onward, we plan to invest ¥3.5 billion in human capital to establish a human resources development framework for a total 360 personnel over three years, with the aim of deepening the expertise of each employee. We will continue to review and enhance our training framework while accelerating the development of specialists through the Group’s unique professional certification system, and leverage the outcomes for strategic personnel placements. In addition, we will proactively develop next-generation management talent with the introduction of our “Chibagin MBA” training program, scheduled to launch in FY2026.

Investment in human capital

Results under the previous Mid-term Plan
¥2.6 billion
(3-year cumulative total)



New Mid-term Plan
¥3.5 billion
(3-year cumulative total)

*The definition of investment in human capital has been revised under the new Mid-term Plan, and the results under the previous Mid-term Plan have been aggregated based on the new definition.

Human resources development

Results under the previous Mid-term Plan (April 2023 – March 2026): 291 persons → New Mid-term Plan (April 2026 – March 2029): 360 persons

Development field	New Mid-term Plan (cumulative)
Corporate solutions	24 persons
Strategy & planning	90 persons
Retail consultants	30 persons
Audit, legal & risk management	30 persons
IT development	60 persons
Other specialist fields	96 persons
Management	30 persons
Total	360 persons

The Value Chiba Bank Aspires To
Chiba Bank's Value Creation
Growth Strategy for Value Creation
Contribution to Local Community, Society, and Environment
Management Base Supporting Value Creation

Pillar of Human Resources Strategy (2) Achieving data-driven talent management

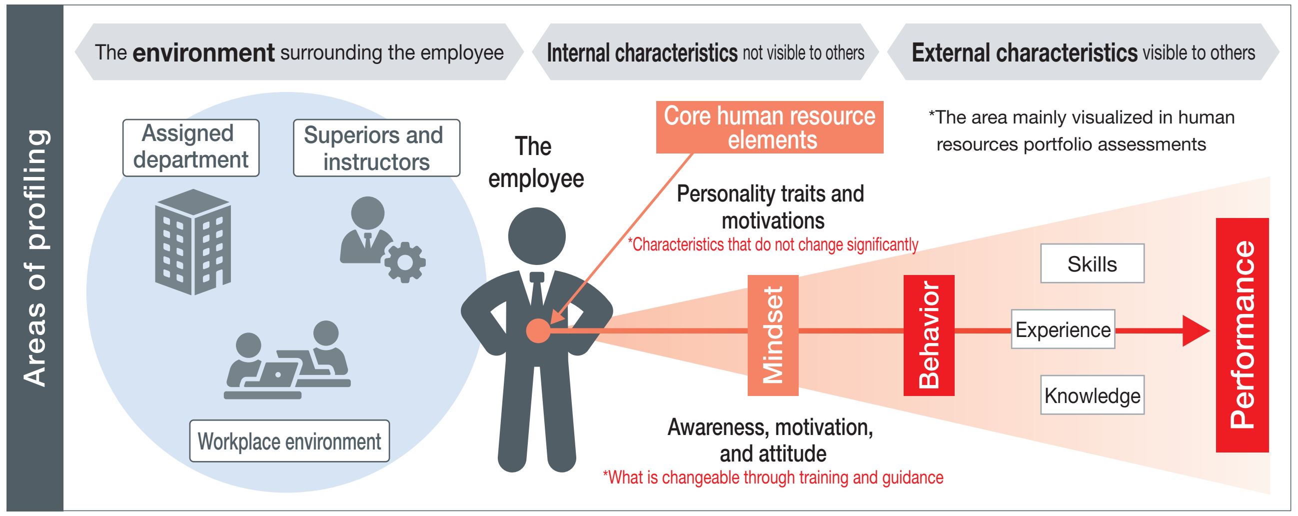
AI-enabled HR Management

We are actively advancing the use of AI in the field of HR to enhance employee engagement through initiatives such as earlier career development, more optimized personnel transfers, and increased objectivity in personnel evaluations. By reallocating the time saved through the use of AI tools to higher-value tasks, we aim to improve overall productivity.

	Initiative overview and aims
① Use of AI in human resource development (AI role-playing)	• Incorporate AI-driven role-playing exercises into the training curriculum for both corporate and retail customer relations, providing more practice opportunities than would be possible for face-to-face training with real personnel. • Based on the content of interviews conducted with AI agents, we will score whether proposals and customer dialogues are being executed at the expected standard. This enables us to visualize employee growth and clarify capability expectations from the training.
② Use of AI in personnel transfers	• Deploy AI to learn the logic and considerations involved in formulating personnel transfer proposals—a process traditionally carried out by staff in the Human Resources Division. • Based on the learned logic, AI will generate transfer proposals, with the aim of achieving optimal placement across the entire organization. • Tasks that would otherwise require several days of manual work—such as calculating the negative impact on sales branches resulting from an increase in headquarters staff—will be performed instantly.
③ Use of AI in personnel evaluation (raises, promotions, bonuses)	• AI checks the fairness and validity of goal-setting based on past data. • Managers use AI to create suggestions for convincing feedback to express what they want to say during evaluation interviews.
④ Use of AI in career support	• The introduction of AI-enabled interviews provides employees with a tool for casual and candid consultation. • AI presents the characteristics and career scenarios of the person seeking advice, based on interview history and HR data.

Talent Profiling

We will carry out talent profiling to tailor development and placement according to each employee's personal characteristics. Specifically, we will analyze employee data alongside related attributes—such as personal characteristics, experience, interests, and skills—that distinguish high performers from low performers. By applying these success and performance factors to individual employees, we will identify the roles or departments in which they are likely to perform most effectively. We aim to optimize our human resources portfolio and enhance overall employee engagement by utilizing these insights in transfers, recruitment, and personnel development.

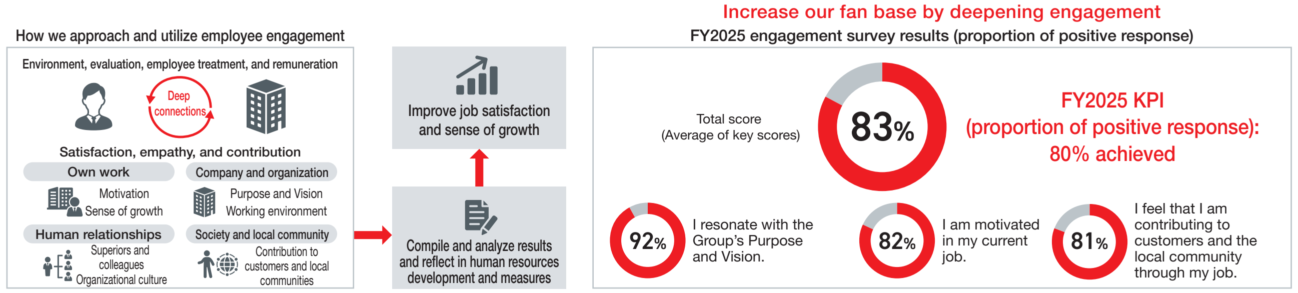


Pillar of Human Resources Strategy (3) Building an organization where employees can thrive with high engagement

Engagement Survey

From the perspective of fulfilling employees' aspirations, the Bank Group is working to improve employee engagement through various measures to promote self-development, enhance job satisfaction, and review compensation.

To accurately understand the status of employee engagement, we conduct semiannual engagement surveys, with questions independently designed based on advice from an external consultant. As a result of our rigorous implementation of the PDCA cycle, the percentage of positive responses in the overall score has improved from 77% in FY2023 to 83% in FY2025.



Improving Employees' Working Conditions (Pay Increases and Benefits)

To respond to each employee's hard work and improve engagement, we have progressively raised our employees' working conditions, including their pay, to a competitive level. As a result, we have implemented wage increases of over 4–5% for five consecutive years from FY2022 to FY2026. In addition, treatment of non-regular employees has been improved through measures such as reviewing compensation for employees who continue to work after the age of 60 and revising hourly wages for part-time employees. In FY2025, we also introduced welfare services for all employees, aiming to enhance employee benefits.

The Bank Group regards human resources as its most important management capital and believes that sustainable growth of the Group is achieved through the growth of its human resources. Going forward, we will continue to create an environment where employees can work with enthusiasm and make active investments to support their growth.

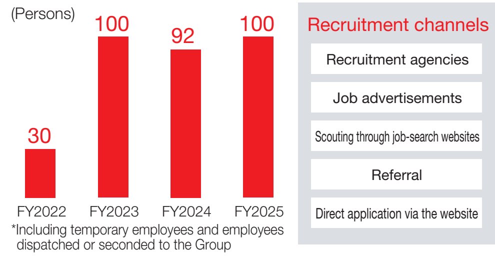
Enhancement of Human Resources Recruitment

We focus on the recruitment of human resources who resonate with our Purpose and Vision and keep running together. From FY2024 onward, the Bank centrally recruits new graduates for the entire Group, to provide diverse career paths and facilitate personnel exchanges within the Group.

We try to bridge the gap between what applicants wish to do and the actual job at the Bank by providing a number of opportunities to experience simulated Bank Group operations in briefings and internships, as well as to speak with actual employees.

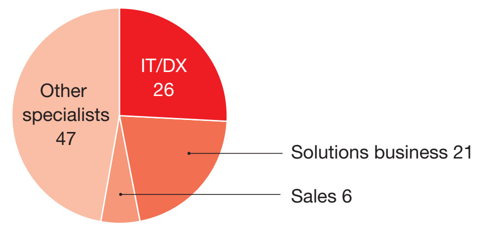
Securing highly specialized personnel is of paramount importance against the backdrop of rapidly changing times, and given our aim of evolving into a new financial group that transcends the conventional framework of banking. We are therefore significantly expanding our mid-career recruitment, with 100 new mid-career hires in FY2025.

Trends in mid-career recruitment



*Including temporary employees and employees dispatched or seconded to the Group

Breakdown of mid-career hires' backgrounds



Health Management and Financial Wellness

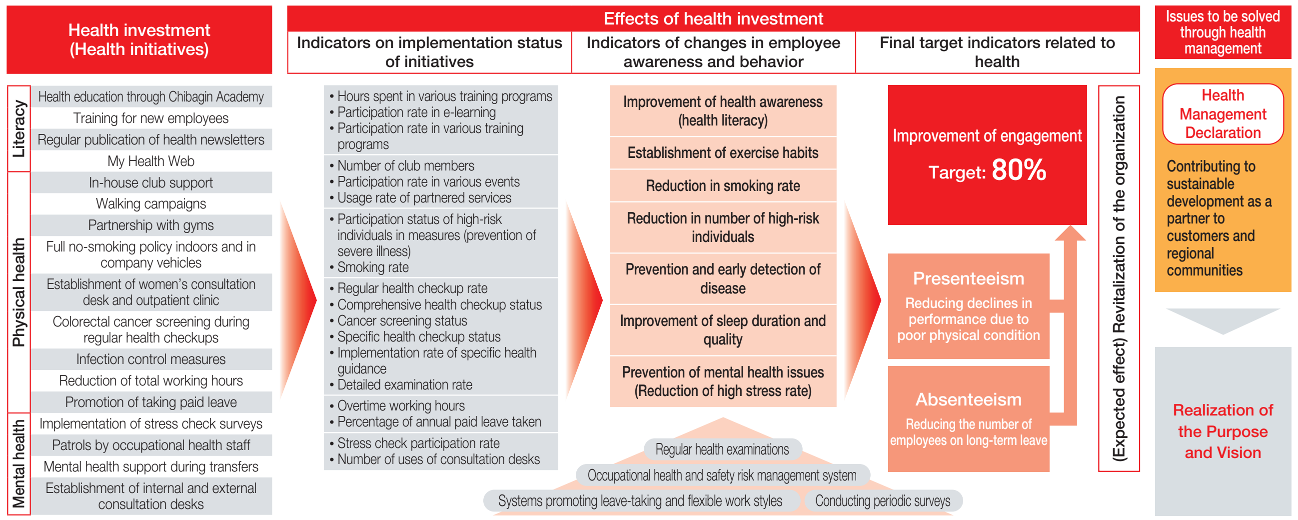
Based on the belief that creating a company where employees are physically and mentally healthy and feel fulfilled in their work will lead to the provision of quality services to customers, the Group has established the Health Management Declaration and is promoting measures to maintain and improve the health of its employees, with the President as the highest responsible executive. As the practice of health management leads to the realization of the Purpose and Vision, we have formulated the Health Management Strategy Map, and through various measures such as walking campaigns, we are working to reduce presenteeism and absenteeism.

We also believe that supporting the financial well-being of employees (financial wellness) is important, and we have established a corporate defined contribution pension plan and employees' share ownership plan to encourage employee participation.

Health Management Declaration We have established the Health Management Declaration to clearly state our approach and stance toward health management.

Chiba Bank is working to maintain and improve the physical and mental health of employees and to prevent infectious diseases, aiming to create a workplace where diverse human resources can work with motivation and contribute to the sustainable development of the regional economy as a partner to customers and regional communities. President Tsutomu Yonemoto

Health Management Strategy Map



Message from a Mid-career Hire

Leveraging my experience to support people and organizations through audits

Audit and Credit Assessment Department
Audit and Inspection Division
Ayumi Shoji

In my previous job at a credit card company, I was involved in the evaluation of the effectiveness of internal control over financial reporting (J-SOX). I changed jobs because I wanted to make use of my experience and take on work that supports organizations from a broader perspective, and also because I wanted to contribute to my hometown. Having dealt with disaster response in my previous job, I became strongly aware that our everyday work can have an impact on customers' lives, which is another reason I decided to join Chiba Bank.

In the Audit and Inspection Division, my work currently focuses on verifying internal control systems in operational departments and making proposals for improvements. I find it very fulfilling to work so closely with colleagues, carefully exchanging opinions and tackling challenges together; identifying issues hidden in daily tasks and turning them into improvements.

What I find particularly attractive about Chiba Bank is the warmth of the people and the supportive environment for growth. In addition to an open culture where anyone can easily ask for advice, there are plenty of learning opportunities, such as training for mid-career hires and the Chibagin Academy, which enable us to confidently take on challenges in new areas. Looking ahead, I hope to continue to contribute to enhancing the value of both the region and the Bank through my auditing work.

Diversity & Inclusion Promotion Policy

At the Chiba Bank Group, we leverage the individuality and strengths of our diverse human resources to create innovation through synergies as a key management strategy, supporting sustainable growth. To this end, we are actively advancing diversity and inclusion initiatives. Under the previous Mid-term Plan, we aimed to generate value by integrating diverse opinions and perspectives. We focused on the four themes of career development support, work-life management support, elimination of the gender gap, and corporate culture reform, and pursued initiatives from both a system development and awareness-building standpoint. This enabled us to lay a solid foundation for promoting diversity and inclusion.

Under our new Mid-term Plan, we will build on the foundations established through our efforts to date to create an environment in which diverse human resources can fully exercise their capabilities and aspirations. At the same time, we aim to establish an organizational culture that encourages open dialogue and a willingness to take on challenges. Through these efforts, we aim to cultivate an organization in which diverse perspectives and values are respected and proactive collaboration is generated, thereby strengthening the Group's unique value creation capabilities and delivering sustainable value to the local community on an ongoing basis.

Main Initiatives

Diversity Promotion Committee

The Diversity Promotion Committee brings together members from diverse positions, job types, and departments, facilitating the review and dissemination of organizational transformation initiatives from a broad range of perspectives. Through bottom-up discussions grounded in frontline input, the committee aims to develop highly effective measures. As part of these efforts, in FY2025, it introduced the "Ikuboss Award," which showcases how senior management teams are supporting diverse work styles and talent development. We recognize and share exemplary initiatives selected from best practices reported from across the entire Group, linking them to the dissemination of desirable leadership models and the cultivation of organizational culture. In addition, we continuously work to promote mutual understanding through dialogue at the workplace level. We hold regular opportunities at each workplace for employees to share their individual strengths and ways of thinking through dialogue, thereby enhancing psychological safety, energizing teams, and reinforcing the organizational foundations to respond flexibly to change.

Support for balancing work and family caregiving

We hold annual "diversity forums" with participation from all executives and general managers, including those from Group companies. The forums focus on themes grounded in changes in the social environment and current trends, aiming to reflect them in our organizational culture. In FY2025, the central theme was set as "balancing work and nursing care." In addition to a keynote lecture by an expert with firsthand caregiving experience, participants engaged in group work sessions. By providing managers with an opportunity to consider how they should respond to consultations from their subordinates, we seek to promote understanding at the workplace level and enhance management capabilities. Through this approach, we encourage changes in participants' awareness and behavior that go beyond the development of personnel systems, contributing to the cultivation of an organizational culture that supports the successful balancing of work and nursing care. We also held caregiving-related events in collaboration with local governments. These events were aimed not only at the Group's employees but also at members of the local community. Through these efforts, we are advancing "Region-wide WX," an initiative that seeks to deepen understanding of nursing care through simulations using VR headsets and to help realize rich and fulfilling lifestyles for people living in the region.

Selected for the New Diversity Management Selection 100 Prime

Certified as a Platinum Kurumin Plus company

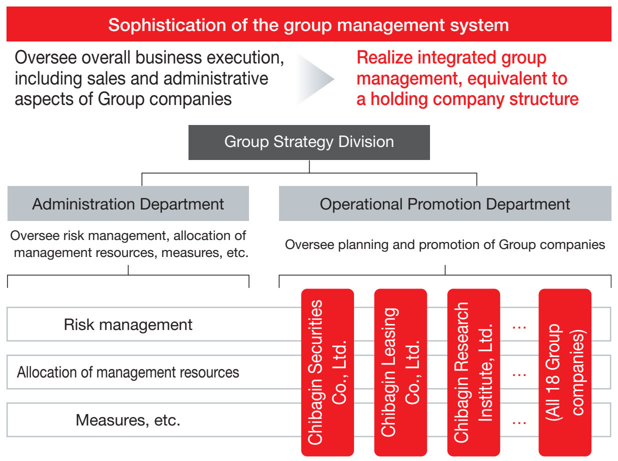
2025 Constituent of MSCI Japan Empowering Women (WIN) Select Index

Group Governance

The Bank Group has introduced the Group Chief Officer System. Under the overall leadership of the Group CEO, Group Chief Officers oversee their respective areas of responsibility across the Group. Additionally, to maintain management discipline and manage critical business risks at Group companies, we appoint our officers and employees as Directors and Audit & Supervisory Board Members of Group companies to oversee their business execution.

Group Management System

In April 2023, which marked the start of our previous Mid-term Plan, the Group Strategy Division was established to oversee overall business execution, including sales and administrative aspects of Group companies, with the aim of realizing integrated Group management, equivalent to a holding company structure. This division is working to strengthen group governance in cooperation with the departments responsible for supporting the business operations of Group companies and the Group management departments that conduct cross-group management of their respective functions.



Measures Implemented in FY2025

Formulation of the next Mid-term Plan at Group companies

The Mid-term Plan that commenced in April 2026 was formulated autonomously and through a bottom-up approach by each Group company, following extensive discussions with the Bank's management team and relevant departments.

The Bank Group believes that "maximizing synergies through strengthened integrated Group management" is essential to address the growth challenge of "improving the profitability of Group companies" identified in the previous Mid-term Plan, and is committed to working as a unified Group to implement the various measures outlined in the Mid-term Plan.

Ongoing evaluations of the Board of Directors' effectiveness at Group companies

The Bank has been conducting evaluations of the effectiveness of its Board of Directors since FY2015. Aiming to enhance engagement with all stakeholders by improving the effectiveness of our Board of Directors and thereby making the Bank Group a better company and a company we can be proud of, we have been conducting these evaluations at our Group companies as well since FY2023.

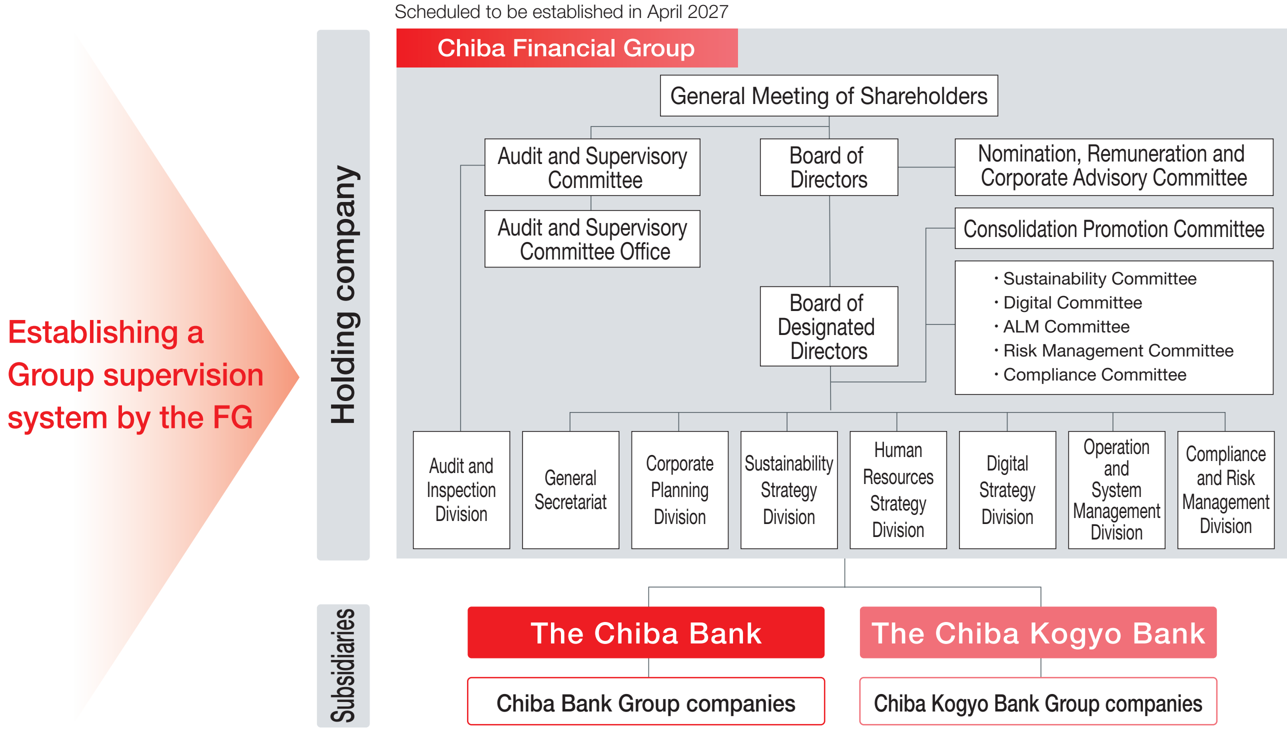
The evaluation process involves an annual questionnaire that includes self-assessments by individual directors. The results are shared with each company's Boards of Directors and incorporated into specific improvement measures, such as enhancing agenda items on important management challenges and fostering more substantive free discussions.

Ongoing implementation of risk assessments

To identify and manage risks across the Group on a comprehensive basis, we conduct continuous risk assessments covering all Group companies. We use the results of these assessments, which take into account the business characteristics of each company, to identify and prioritize key risks for the Group. As necessary, we consider corrective and improvement measures and monitor their implementation status.

Enhancing Group Governance through Transition to a Holding Company Structure

With a view to transitioning into a new financial group, we will advance the enhancement of our organizational and operational structures, strive to enhance group governance, and aim to create synergies.



Group Companies

The Bank Group has 19 group companies. In recent years, we have been expanding our business activities beyond banking through initiatives such as establishing a power business company, entering the agricultural sector, and strengthening our capabilities in the field of AI solutions.

Contribution to Regional Communities

Providing social value by contributing to the resolution of regional issues is an important mission of the Bank Group.

The Bank Group will contribute to the sustainable growth of regional communities by leveraging and collaborating with regional networks, including local governments and local companies.

Holding the "Chiba Everyone Sports Festival"

In March 2026, the Chiba Everyone and Project Executive Committee, consisting of the Bank, Chibagin Market, and K's Network, was launched, and the inaugural "Chiba Everyone Sports Festival" was held.

Taking place at the Sanbashi Square in Chiba Minato, the event featured a special program combining the three elements of "watching, experiencing, and enjoying," offering activities such as sports viewing, sports experiences, and night cruises.

With over 5,000 visitors on the day, the event successfully created a new attraction for the Chiba Minato area.

Live public viewing on a large monitor

A live public viewing of the first-ever matchup between Altiri Chiba and Chiba Jets, both B.LEAGUE teams based in Chiba Prefecture, was shown on a large screen, drawing enthusiastic cheers from many visitors.

Sports activity booths & food trucks

Approximately 10 sports experience booths, including those hosted by professional sports teams and para-sports from along the JR Keiyo Line area, were set up, and many people, from children to adults, enjoyed the sports activities in the warm spring weather.

In addition, over 20 popular local food trucks were on site, and the event was further enlivened by attractions such as a stationmaster photo booth hosted by the Chiba Branch of East Japan Railway Company and a monorail driving experience offered by Chiba Urban Monorail Co., Ltd.

After-party special night cruise

Following the sports activities, a special night cruise was held aboard the luxury cruiser "Ocean Bleu." Approximately 80 passengers enjoyed the illuminated factory nightscape of Chiba Port while savoring the lingering excitement of the event.

Live viewing scene

Sports experience scene

Event poster

Support for local government DX

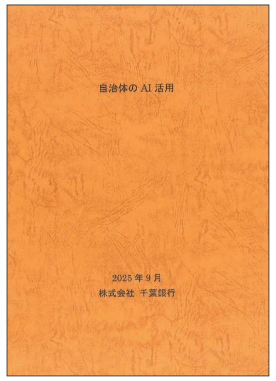
The Bank considers the "2040 problem," which reflects the concern that a shortage of local government officials due to the shrinking workforce will result in a decline in resident services, to be a critical issue.

In collaboration with Group companies and business partners, we are promoting support for local government DX from the perspective of maintaining public infrastructure, which will lead to streamlined administrative operations and improved service quality. Through these initiatives, we will build a sustainable social infrastructure and contribute to the region's sustainable growth.

Survey on AI utilization by local governments in the prefecture

In June 2025, as part of our support for solving issues, we conducted a survey on the actual state of AI utilization by local governments within the prefecture.

Based on the survey results, and following reporting to the associations of city mayors and town/village mayors, we are collaborating with Group companies such as Chibagin Research Institute, Ltd., EDGE Technology, Inc. and Chibagin Computer Service Co., Ltd. to make specific recommendations for promoting DX and resolving issues faced by local governments, including educational programs for DX personnel and the provision of generative AI services.



Holding the local government DX promotion trade fair & DX seminar

In July 2025, we held the "Local Government DX Promotion Trade Fair & DX Seminar" at the Bank's Head Office building. This event provided local government officials with an opportunity to gain hands-on experience with various DX tools and engage in direct dialogue with exhibiting vendors about specific ways to utilize them. Marking the third iteration of this event, 14 vendors set up exhibits. In addition, the seminar featured a report on the results of the survey regarding actual AI usage within local governments in the prefecture, and presented easy-to-understand examples of how generative AI can be applied to daily operations, all aimed at supporting the promotion of DX in local governments.

The Value Chiba Bank Aspires To
Chiba Bank's Value Creation
Growth Strategy for Value Creation
Contribution to Local Community, Society, and Environment
Management Base Supporting Value Creation

Initiatives in the educational field

Career and financial education initiatives

The Bank promotes career education—which encourages students from elementary school through university to reflect on how they wish to live and what they value—along with financial education that supports the realization of those aspirations.

In our on-site classes, rather than simply introducing specific professions, we emphasize fostering students' own values and decision-making criteria, encouraging a fundamental understanding of money as a "tool for expanding one's choices and expressing gratitude." Through preliminary consultations, we design semi-customized lessons tailored to each school's educational goals and students' grade levels, structuring the sessions around dialogue and hands-on activities so that students can learn proactively. After the lessons, we distribute questionnaires and provide schools with reports that visualize the students' level of understanding and key insights.

In FY2025, we provided the program to a total of approximately 6,800 students.

As we move forward toward realizing our Purpose, we remain committed to fostering children's self-esteem and supporting their growth into positive adults who contribute to their communities.

Holding a private company training program for teachers

In July 2025, we hosted a private company training program for teachers, with 12 elementary and junior high school teachers participating. During the training, the Bank introduced the three core banking operations (deposits, loans, and exchange services), as well as its unique approach to diversity, DX initiatives, and efforts toward regional revitalization, helping participants deepen their understanding of the social role played by financial institutions. At the end of the training, the participants developed original class content that could be applied at schools.

Hosting the Economics Koshien Chiba Tournament

In November 2025, we co-hosted the 20th national high school students' financial and economic quiz championship Economics Koshien in Chiba, together with Chiba Kogyo Bank. Economics Koshien is a quiz event in which high school students from across Japan compete in a financial and economic knowledge, with the aim of spreading financial and economic education to the high school students who will lead the next generation.

Seventeen teams of 34 high school students from nine high schools in the prefecture participated in the Chiba Tournament, and the winning team advanced to the national competition held in February 2026.

Initiatives in the fields of sports, the arts, and social welfare

Special sponsorship of the 30th Chibagin Cup

In January 2026, we became a special title sponsor of the 2026 J.League Pre-Season Match, 30th Chibagin Cup - Kashiwa Reysol vs. JEF United Ichihara Chiba.

With the aim of supporting local J-League teams and promoting local sports, the Bank has been a special sponsor of the Chiba Derby Match, a pre-season match between the two teams, since the first event in 1995. To commemorate the 30th edition of this event, a "Legends Match" featuring former players from both teams was held. Many spectators arrived from the morning to watch the Legends Match, and total attendance on the day of the match reached 13,556, a record high for SANKYO FRONTIER Kashiwa Stadium.

Title sponsorship of a home game hosted by the local basketball team

In March and May 2026, the Bank offered a title sponsorship for games between the Chiba Jets and Altiri Chiba, two professional basketball clubs based in Chiba Prefecture. Sharing the vision of these two teams, which are based in Chiba Prefecture, the Bank supports the realization of the goals pursued collectively by the players and team staff, as well as the aspirations of the fans who strongly support them. On the days of the games, we distributed specially designed harisen (traditional Japanese foldable paper fans) to visitors, helping to foster a sense of unity within the venue and adding to the excitement of the games.

Supporting a mini-orchestra event for children

In March 2026, the Bank supported the event "Let's Play with the Orchestra!" co-hosted by the Chiba Prefecture Cultural Promoting Foundation and the Chibagin Mirai Foundation. The event was held to introduce children and their families to the joy of music. On the day of the event, 492 people gathered in the Main Hall on the third floor of the Bank's Head Office building to enjoy singing and dancing.

Grant ceremony held for a public charitable trust, Chibagin Heartful Welfare Fund

In August 2025, Chibagin Heartful Welfare Fund, a public charitable trust, awarded a total of ¥8 million in grants to 13 organizations.

The fund supports social welfare activities conducted by social welfare corporations and volunteer groups in the form of grants with the aim of enhancing social welfare in the Chiba Prefecture. Including the grant this year, the cumulative record of grants reached 200 cases totaling ¥116 million.

Initiatives for Respecting Human Rights

The Bank Group recognizes that respect for human rights is a responsibility that companies must fulfill. In order to respect the human rights of all stakeholders, including executives and employees, customers, and suppliers, we have formulated a human rights policy, and are conducting human rights due diligence and establishing grievance mechanisms based on the framework of the UN Guiding Principles on Business and Human Rights.

Policies, Guidelines, etc., Concerning Respect for Human Rights

Human Rights Policy

The Bank Group has established the Chiba Bank Group Human Rights Policy, which states that the Bank Group respects the human rights of all executives and employees, and will not tolerate discrimination, harassment, or human rights violation based on race, gender, nationality, etc.

For details of the Chiba Bank Group Human Rights Policy, see our website:
https://www.chibabank.co.jp/en/related/human_rights_policy

Corporate Code of Conduct

The Bank Group has declared the Chiba Bank Group's Corporate Code of Conduct and is committed to respect the human rights of all people, including executives and employees, and customers, as a company and a bank to take social responsibility and public mission.

For details of the Chiba Bank Group's Corporate Code of Conduct, see our website:
https://www.chibabank.co.jp/en/related/behavioral_policy

AI Policy

Guided by its human-centric approach, the Bank Group leverages artificial intelligence (AI) to pursue the well-being of diverse communities. The Bank Group strives to ensure AI fairness and address issues such as bias and disinformation, while remaining committed to ensuring legal compliance, privacy protection, safety, and transparency.

For details of the Chiba Bank Group AI Policy, see our website:
https://www.chibabank.co.jp/en/related/ai_policy

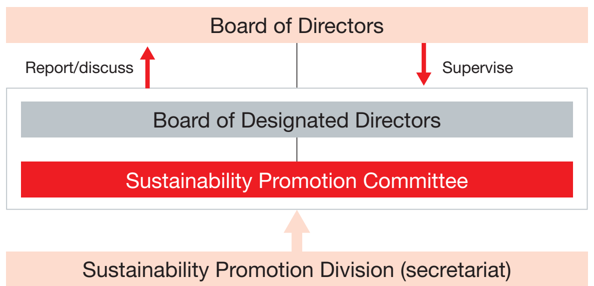
Annual Statement on the UK Modern Slavery Act 2015

Based on the UK Modern Slavery Act 2015, we publish an annual statement on our initiatives to prevent human rights violations, including slave labor and human trafficking, not only at our London Branch but throughout the entire business operations of the Bank.

For details of the annual statement on the UK Modern Slavery Act 2015, see our website:
https://www.chibabank.co.jp/en/related/slavery_act

Governance Structure Regarding Respect for Human Rights

The Sustainability Promotion Committee, chaired by the President, deliberates and decides on policies regarding respect for human rights, reports regularly on progress, and works to respect human rights under the commitment of senior management. The deliberations by the Sustainability Promotion Committee are reported to the Board of Directors and are subject to their supervision.



Human Rights Due Diligence

The Bank Group implements human rights due diligence by creating a human rights issue map to identify and analyze the negative impacts that its business may have on human rights, implementing measures to prevent or mitigate them, verifying their effectiveness through regular monitoring, and disclosing information externally regarding the status of its response.

Employees	We conduct regular questionnaire surveys for employees to identify and monitor human rights violations. We also regularly hold training sessions and seminars for employees on topics such as harassment prevention and promotion of diversity and inclusion, and work to raise the awareness of employees regarding respect for human rights. In addition, through initiatives such as teleworking, staggered working hours, use of IT, and operational reforms by reviewing business processes, we are establishing a work environment that enables flexible work styles and reduces long working hours, so that employees can feel fulfilled in their work.
Borrowers and investees	The Loan Policy has been revised to prohibit investments in and loans to businesses that engage in forced labor, child labor, and other human rights violations, as well as to prohibit new transactions with companies that may be involved in human rights violations, by checking for information regarding human rights violations when extending new credit. Moreover, we regularly conduct monitoring of customers with whom we already have investment or lending transactions, and we engage in dialogue with the customer and request that the customer remedy the human rights violation if a human rights violation is identified.
Suppliers	We have established the Chiba Bank Group Procurement Policy and provided our suppliers with copies of Chiba Bank Group Human Rights Policy and Chiba Bank Group Procurement Policy and request that they understand and comply with these policies. In addition, we conduct monitoring once a year to determine whether any human rights violations have occurred among our suppliers. For details of the Chiba Bank Group Procurement Policy, see our website: https://www.chibabank.co.jp/en/related/procurement_policy

Going forward, we will further enhance our human rights due diligence and promote appropriate disclosure of information and stronger engagement with stakeholders.

Sustainability Report

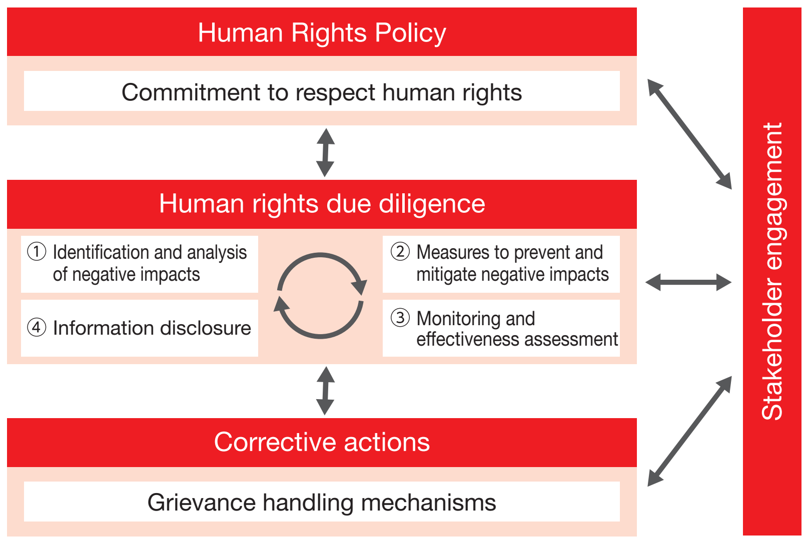
The Bank Group publishes a sustainability report to disclose detailed information on its initiatives aimed at respecting human rights and to promote appropriate disclosure of information. Going forward, we will further enhance our human rights due diligence and strengthen our engagement efforts.

For the sustainability report, see our website:
https://www.chibabank.co.jp/en/ir/disclosure

Grievance Handling Mechanisms

The Bank Group has established an internal hotline and conducts periodic surveys with employees, such as engagement surveys, to detect human rights violations and to protect and provide relief for victims.

We also collect requests and complaints related to respect for human rights through customer consultation department, customer cards, and questionnaire surveys, and listen and respond to all feedback from customers concerning human rights.

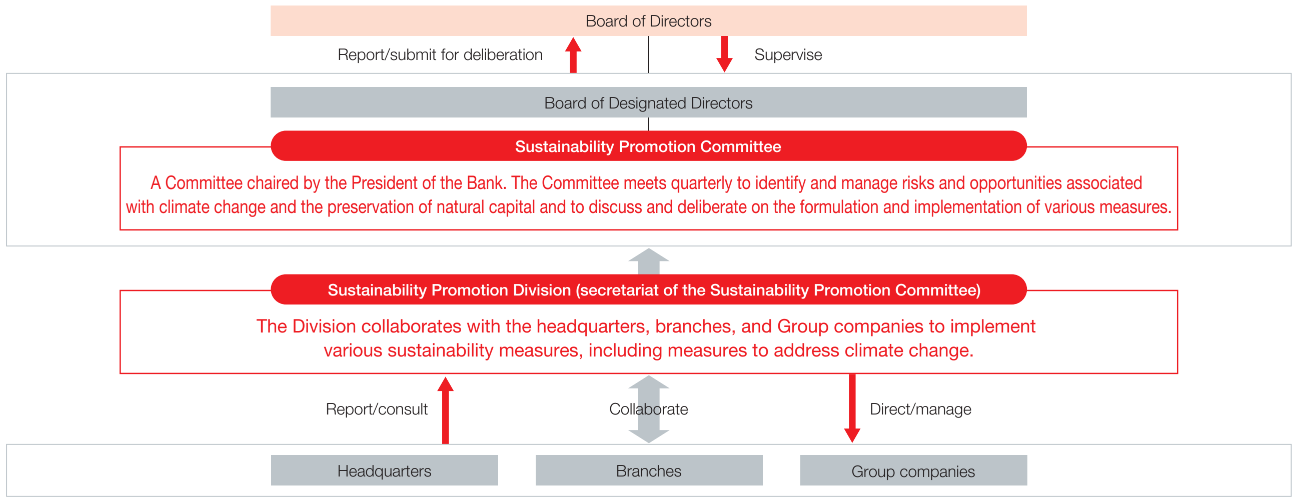


Climate Change Responses and Natural Capital Preservation Initiatives
(Disclosures based on the TCFD and TNFD Recommendations)

The Bank Group has expressed its support for the TCFD recommendations and registered as a TNFD Adopter, and has since proactively disclosed information on its climate change responses and natural capital preservation initiatives in line with the disclosure items recommended by the TCFD and TNFD.

Governance Climate Change Natural Capital

The Bank Group has built an agile and robust governance framework to identify and manage dependencies, impacts, risks, and opportunities associated with climate change and the preservation of natural capital.



Supervision by the Board of Directors

The identification and management of dependencies, impacts, risks, and opportunities associated with climate change and natural capital, and the formulation and implementation of various measures are discussed and deliberated by the Sustainability Promotion Committee on a quarterly basis. Matters discussed and deliberated by the Committee are periodically reported to the Board of Directors.

Key initiatives for dependencies, impacts, risks, and opportunities associated with climate change and natural capital are resolved by, or reported to, the Board of Directors after being separately submitted to the Board of Designated Directors for deliberation.

Policies and management plans related to climate change responses and natural capital preservation

The Bank Group has incorporated items related to climate change responses and natural capital preservation into the Chiba Bank Group Sustainability Policy and various policies and management plans, and is implementing various measures.

Chiba Bank Group Sustainability Policy	The Chiba Bank Group Sustainability Policy states that we promote environmental initiatives including climate change responses and natural capital preservation throughout the entire Group.
Materiality	The Chiba Bank Group has designated "GX" as one of its priority issues (materiality), and is advancing various climate- and nature-related measures.
Chiba Bank Group Environmental Policy	In order to contribute to the realization of sustainable regional communities, the Chiba Bank Group Environmental Policy sets forth our policy for addressing environmental issues such as environmental conservation initiatives and responses to climate change risk through our business activities.
Chiba Bank Group Human Rights Policy	The Chiba Bank Group Human Rights Policy stipulates that we will respect human rights through our business activities, and we are implementing initiatives in consideration of stakeholders based on this policy when engaged in environment-related initiatives.
The 16th Mid-term Plan	GX (green transformation) is set as one of the value creation bases in the 16th Mid-term Plan, and initiatives for decarbonization are incorporated as a key strategy under the Mid-term Plan.

Strategy Climate Change

Risks and opportunities associated with climate change

The Bank Group qualitatively analyzes risks (physical and transition risks) and opportunities associated with climate change over short- (less than five years), medium- (five to 10 years), and long-term (over 10 to 30 years) horizons. Specific risks and opportunities associated with climate change and their impact on the Bank's business, strategy, and financial plan are as follows.

Risks and opportunities		Specific risks and opportunities and their impact on the Bank's business, strategy, and financial plan	Time horizon*
Risks			
Physical risks			
	Credit risk	Damage to real estate collateral held by the Bank due to large-scale storms and floods	Short to long term
		Deterioration in business performance due to business disruptions at borrowers resulting from damage to their business locations caused by large-scale storms and floods	Short to long term
		Withdrawal of borrowers from business operations due to damage caused by sea-level rises to their business locations	Long term
	Operational risk	Disruption or inability to continue operations at the Bank's business locations as a result of large-scale storm and flood	Short to long term
Transition risks			
	Credit risk	Deterioration in business performance of borrowers as a result of changes in climate-related laws, regulations, and tax systems	Medium to long term
		Deterioration in business performance of borrowers as a result of failed investments in decarbonization technologies or excessive investment burden in new technologies	Medium to long term
		Deterioration in business performance of borrowers as a result of decreased demand for traditional products and services	Short to long term
		Deterioration in business performance of borrowers as a result of rapid fluctuations in resource prices as the transition to a decarbonized society progresses	Medium to long term
	Reputational risk	Drop in our share price and difficulties in raising funds as a result of the deterioration of the Bank's reputation due to its continued excessive financing of and investment in fossil fuel-related sectors	Short to long term
Opportunities			
Products and services		Increase in sustainable finance transactions including renewable energy-related loans	Short to long term
		Increase in consulting services related to decarbonization support	Short to long term
		Increase in demand for funds driven chiefly by infrastructure investment for disaster countermeasures and business continuity	Short to long term
Cost reduction		Reduction in operating costs through high-efficiency operations including energy conservation	Short to long term

*Short-term (less than five years), medium-term (five to 10 years), and long-term (over 10 to 30 years)

Initiatives for risks and opportunities associated with climate change

The Bank Group has identified and recognized risks and opportunities associated with climate change, and is implementing the following initiatives as its main strategies.

CO_2 emissions reduction	With the aim of realizing a decarbonized society, the Bank Group is striving to reduce CO_2 emissions from its own operations. Improvement of energy efficiency in buildings and introduction of environmentally friendly vehicles Introduction of electricity derived from renewable energy sources Installation of solar power plants through Himawari Green Energy Co., Ltd., an electric power company
Support for decarbonization initiatives	We are engaging in various activities to support our customers' decarbonization management. Provision of CO_2 emissions measurement tool "C-checker" Decarbonization consulting Identification of greenhouse gas emissions and promotion of dialogue using the ESG evaluation sheet Promotion of customer engagement through measurement of Financed Emissions
Promotion of sustainable finance	We have strengthened our efforts in sustainable finance that will contribute to climate change mitigation and adaptation. Promoting renewable energy-related loans, such as financing the installation of solar power generation facilities Provision of various loan products including green loans, sustainability-linked loans, and Chibagin Leaders Loan NEXT Active investment in green bonds and sustainability-linked bonds Setting a target for the amount of sustainable finance provided
Enhancement of climate change risk management	We have selected "delays in responding to climate change" as one of the top risks and are strengthening risk management. Selecting and managing a "delayed response to climate change" as one of the top risks that are highly significant in terms of impact and probability Establishment of the Loan Policy and stricter credit standards for fossil fuel-related sectors Managing of credit and operational risks associated with climate change under the integrated risk management framework

Scenario analysis

The Bank Group analyzes resilience in its strategy, taking into consideration various climate change scenarios including a Below 2°C scenario.

As a result of our analysis based on each scenario, physical risks are estimated at ¥7.0-¥8.0 billion and transition risks at up to ¥31.0 billion over the analysis period (up to 2050). Considering the Bank's business performance (¥94.0 billion of profit attributable to owners of parent (consolidated)) and other factors, we recognize that these risks do not pose a significant concern to the sustainability of the Bank Group's business at this point.

We will continue to enhance our analysis methods for physical and transition risks associated with climate change on a continual basis, to manage risks, take appropriate countermeasures, and disclose information.

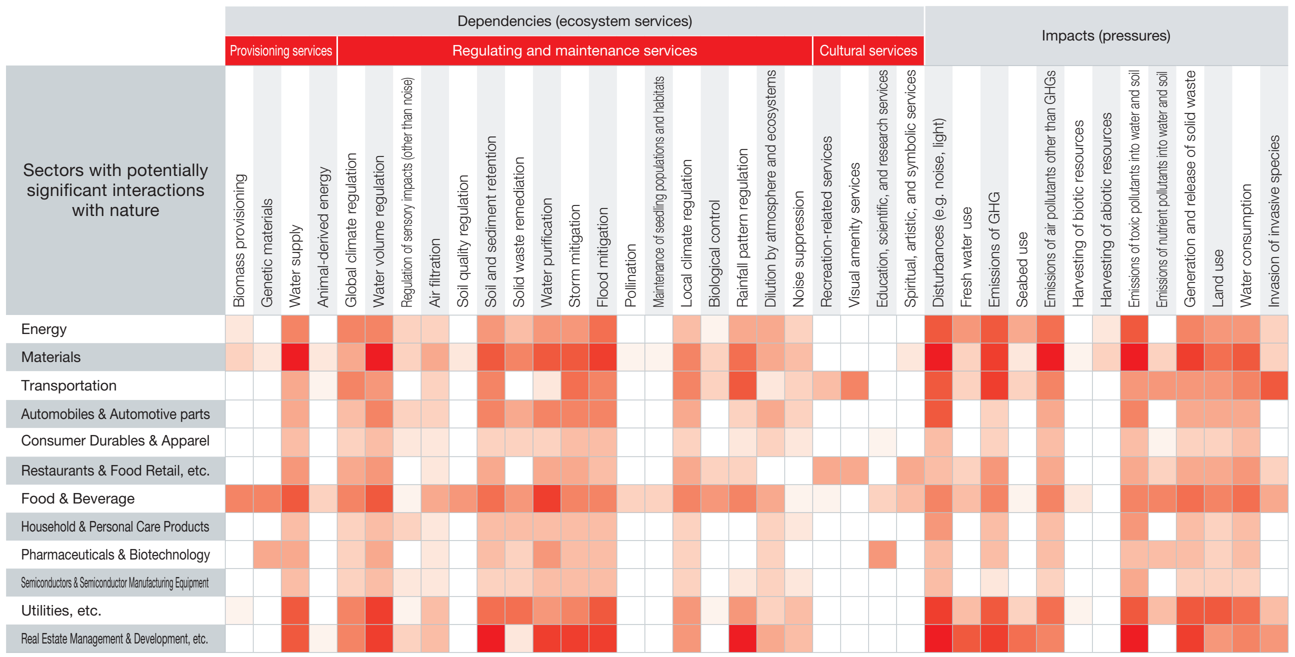
	Physical risks	Transition risks
Scenario	RCP4.5 scenario and RCP8.5 scenario (4°C scenario) of the Intergovernmental Panel on Climate Change (IPCC)	IEA's NZE scenario Net Zero 2050 and Below 2°C scenario of NGFS
Analysis target	The Bank's real estate collateral (only that for general lending) The Bank's borrowers (general corporate borrowers)	Oil and gas and coal industries Electric utilities industry Steel, chemical, and air transport industries
Analysis method	Analyze the amount of increase in net credit costs based on the deterioration of business performance of financing customers, based on damage to the Bank's real estate collateral caused by typhoons, heavy rainfall and other storm and flood events, and on flooding depth at each borrower's location.	Analyze the amount of increase in net credit costs due to changes in borrower classification by estimating the business performance and financial status of financing customers through 2050, based on the IEA's NZE scenario and other factors
Analysis period	Up to 2050	Up to 2050
Analysis result	Increase in net credit costs: ¥7.0 to ¥8.0 billion	Increase in net credit costs: maximum ¥31.0 billion

*The risk status and risk ratio of building sites were analyzed with the support of a weather information company Weathernews Inc.

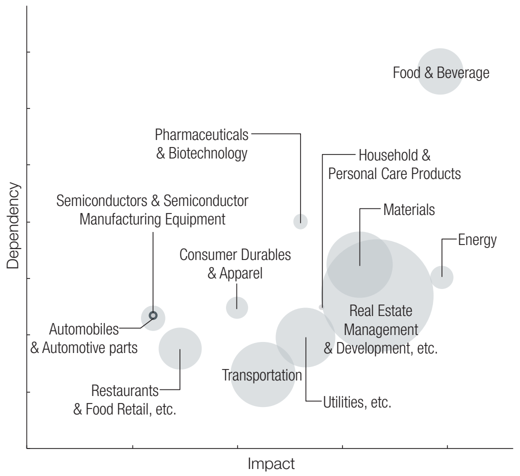
Strategy Natural Capital

Dependence and impact on natural capital

To understand the dependencies and impacts of borrowers on natural capital, a heat map and bubble chart were created using the nature-related risk analysis tool ENCORE to analyze the degree of dependency and impact for each sector.



Based on factors such as loan balance ratios, importance within the region and in administrative plans, and the results of dependency and impact assessments, we selected "Real Estate Management & Development, etc." as a priority sector and mapped out its value chain.



Upstream	Midstream	Downstream
Construction Materials Dependency/Impact: High Loan balance ratio: Medium	Real estate development Dependency/Impact: High Loan balance ratio: High	
Construction-related products Dependency/Impact: Medium Loan balance ratio: Low	Hotels, resorts, and cruise ships Dependency/Impact: High Loan balance ratio: Medium	
Forest products Dependency/Impact: High Loan balance ratio: Low	Leisure facilities Dependency/Impact: High Loan balance ratio: Medium	
Construction machinery and heavy transport Dependency/Impact: Low Loan balance ratio: Low		Real estate management companies Dependency/Impact: Low Loan balance ratio: High
Metal, glass, and plastic containers Dependency/Impact: Medium Loan balance ratio: Low		Real estate services Dependency/Impact: Low Loan balance ratio: High
Steel Dependency/Impact: High Loan balance ratio: Low		Environmental and facility services Dependency/Impact: High Loan balance ratio: Medium
Paper products Dependency/Impact: Low Loan balance ratio: Medium		Specialized consumer services Dependency/Impact: Medium Loan balance ratio: High
Electrical components and equipment Dependency/Impact: Medium Loan balance ratio: Medium	Construction and civil engineering Dependency/Impact: Medium Loan balance ratio: High	Security and alarm system services Dependency/Impact: Low Loan balance ratio: Low

Nature-related risks and opportunities

After assessing dependencies and impacts in the priority sector and analyzing the interaction with nature at the locations where our borrowers operate, the Bank Group identified nature-related risks and opportunities within the priority sector. Based on these findings, the specific risks and opportunities facing the Bank Group, as well as their impact on the Bank's business, strategy, and financial plan, are as follows.

Risks and opportunities			Specific risks and opportunities and their impact on the Bank's business, strategy, and financial plan
Risks	Dependency	Policy risks Acute and chronic risks	Risks of deterioration in borrowers' repayment capacity and a decline in the value of the Bank's assets due to stricter regulations or natural disasters, and risks of increased costs or business interruptions resulting from regulatory compliance or disaster damage.
		Acute and chronic risks	Risks of deterioration in borrowers' repayment capacity, a decline in the value or liquidity of the Bank's assets and difficulties in raising funds due to water shortages or disasters, and risks of business interruptions and recovery costs resulting from disaster damage.
	Impact	Policy and reputational risks	Risks of a deterioration in borrowers' repayment capacity due to factors such as stricter regulations, and risks of a deterioration in the Bank's own reputation due to financing that fails to give due consideration to nature-related issues.
			Risks of deterioration in borrowers' repayment capacity and a decline in the value of the Bank's assets due to inadequate compliance with GHG regulations, and risks of increased costs resulting from regulatory compliance or reputation deterioration.
		Technology and policy risks	Risks of a deterioration in borrowers' repayment capacity and a deterioration in the Bank's own reputation and increased costs due to stricter regulations on pollutants or inadequate pollution management, and risks of financial burdens arising from litigation over pollution issues.
Opportunities	Reputational capital, capital flows and funding, and markets		Revenue growth through sustainable finance and consulting.
	Products and services, reputational capital, protection, restoration, and regeneration of ecosystems, and markets		Enhancement of corporate value through initiatives that contribute to the natural environment.

Initiatives to address nature-related risks and opportunities

Forest conservation activities at the Chibagin Forest

Since 2003, the Bank has been implementing forest management activities using Chiba Prefecture's "Corporate Forest Program" initiative. These activities strive to restore the coastal shelter forest, which has become sparse due to pine wilt disease damage and the tsunami caused by the Great East Japan Earthquake. The activities aim to enhance tsunami damage mitigation and promote tourism by improving the landscape.

Measurement of resources consumption and waste generation from business activities

	Water consumption (m^3)	Paper consumption (t)	Waste generated (t)
FY2025	51,025	32	514

Data from the Head Office, Oyumino Center, and Soga Operations Center building. Water consumption is the total volume of water and sewage.

Responses to Climate Change and Natural Capital Preservation Initiatives

(Disclosures based on the TCFD and TNFD Recommendations)

Risk management Climate Change Natural Capital

Identification and assessment of risks and impacts

The Bank Group recognizes climate change and nature-related risks (physical and transition risks) as risks that have a significant impact on the Group's management, and has strengthened management of these risks after having identified and assessed their specific details by time horizon (short, medium, and long term). For natural capital, we created a heat map of dependencies and impacts for our borrowers and investees. The Sustainability Promotion Division and the Compliance and Risk Management Division cooperate to identify and assess these risks and impacts, and report the analysis results at the Sustainability Promotion Committee and other meetings.

Top risk management

The Bank Group identifies risks with high significance in terms of impact and likelihood among risks surrounding its business as "Top Risks," which are selected by the Board of Directors. In selecting and managing top risks, a risk map covering a wide range of risk events is produced and discussed, including by the outside directors and Group companies, after which a report is presented to the ALM Committee and the Board of Directors. In order to strengthen the management of climate change and nature-related risks, we have designated "delays in addressing climate change" as a top risk and "delays in responding to natural capital and biodiversity" as a sub-risk (a risk equivalent to a top risk).

Integrated risk management

The Bank Group assigns divisions to manage risks for each form of risk, and the Compliance and Risk Management Division centrally monitors these risks and discusses risk countermeasures. The Group Chief Risk Officer (CRO) reports the status of risks to the Board of Directors. In addition, to ensure an effective risk management system, the Audit and Inspection Division conducts audits to determine whether risks are appropriately managed and reports the audit results to the Board of Directors. Climate change and nature-related risks are categorized into credit risk related to borrowers' business activities and operational risk related to the continuity of operations of our branch locations, in light of the results of qualitative and quantitative analyses, and integrated into the above risk management system.

Establishment of the Loan Policy and stricter credit screening for specific sectors

The Bank Group has formulated and announced its Loan Policy for businesses that are considered to involve significant environmental and social risks or negative impacts, and for specific sectors where lending activities may have significant environmental and social impact.

Furthermore, we have established a stricter credit examination system in which we determine whether to provide credit to fossil fuel-related sectors that are considered to have a huge impact on global warming after receiving opinions of divisions in charge of sustainability.

For full text of the Loan Policy, see our website: https://www.chibabank.co.jp/en/related/loan_policy

Overview of the Loan Policy

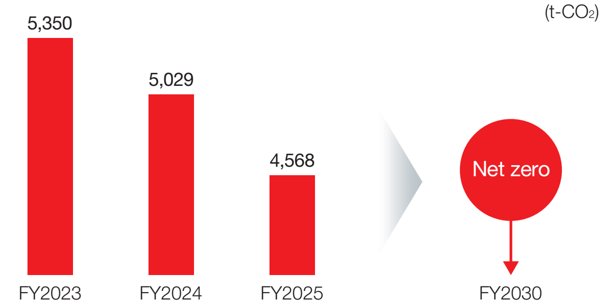
Prohibition	• Businesses that have negative impact on Ramsar wetlands and UNESCO World Heritage sites • Businesses that violate the Washington Convention • Credit to newly established or expanded coal-fired thermal power plants • Credit to new coal mining projects and expansion of existing facilities • Credit to mountaintop removal coal mining
Strict response	• Credit to oil and gas sector, credit to palm oil farm development • Credit to deforestation business • Credit to large-scale hydropower plant

Metrics and Targets Climate Change Natural Capital

GHG emissions

The Bank Group supports the Paris Agreement and announced its goal of "achieving net zero CO_2 emissions by FY2030" in March 2022, and has been working on reducing GHG (CO_2) emissions. For FY2025, our GHG emissions (SCOPE 1 and 2, net emissions) totaled 4,568t-CO_2, achieving our target of 4,800t-CO_2 and representing a decrease of approximately 9% compared to FY2024.

GHG emissions (SCOPE 1 and 2, net emissions)



	FY2023	FY2024	FY2025
SCOPE 1	2,614	2,444	2,439
SCOPE 2	2,736	2,685	2,129
SCOPE 1 and 2	5,350	5,129	4,568
Offset amount (J-Credit)	—	100	—
Net emissions	5,350	5,029	4,568

* The scope of calculation is the Bank and the Bank Group companies.
* An independent third-party assurance from SOCOTEC Certification Japan was obtained.

While supporting our customers' efforts for decarbonization, we will strive to reduce GHG emissions in SCOPE 3 category 15 to achieve a decarbonized society in 2050.

GHG emissions (SCOPE 3)

(t-CO_{2e})

	FY2025
Category 1 (Purchased goods and services)	12,820
Category 2 (Capital goods)	65,952
Category 3 (Fuel- and energy-related activities not included in SCOPE 1 or 2)	2,644
Category 4 (Transportation and distribution (upstream))	1,385
Category 5 (Waste generated in operations)	511
Category 6 (Business travel)	1,028
Category 7 (Employee commuting)	2,413
Category 15 (Investments and loans)	34,118,189

Breakdown of SCOPE 3 Category 15 (FY2025)

(t-CO_{2e})

	SCOPE 1	SCOPE 2	SCOPE 3	Total
Business loans	10,931,266	1,483,055	21,063,436	33,477,757
Project finance	489,349	42,436	108,647	640,432
Total	11,420,614	1,525,492	21,172,083	34,118,189

* An independent third-party assurance from SOCOTEC Certification Japan was obtained.
* For emissions, carbon intensity, and data quality scores by industry, please refer to the "Sustainability Report 2026."

Sustainable finance

For sustainable finance targets and results, please refer to page 56.

Status of carbon-related assets

Loans, acceptances and guarantees, foreign exchange transactions and private placement bonds (hereinafter the Loans, etc.) for carbon-related sectors account for 43.5% of the Bank's Loans, etc. as of March 31, 2026.

Loans, etc. for coal-fired power generation account for 0.07% of the Bank's Loans, etc., and credit exposure to coal-fired power generation is planned to be reduced to zero by the end of March 2037.

Directors, Audit & Supervisory Board Members and Executive Officers

Directors

(As of June 26, 2026)

President (Representative Director, Group Chief Executive Officer)

Tsutomu Yonemoto

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)

Deputy President (Representative Director, Group Chief Business Officer, General Manager in charge of Business Promotion)

Kiyomi Yamazaki

Apr. 1988 Joined the Bank
Jun. 2018 Executive Officer, General Manager, Chuo Branch and Keisei-ekimae Branch
Jun. 2019 Executive Officer in charge of Domestic Business (Senior Deputy General Manager in charge of Business Promotion)
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)
Apr. 2026 Deputy President (Representative Director, Group Chief Business Officer, General Manager in charge of Business Promotion) (current position)

Deputy President (Representative Director, Group Chief Sustainability Officer)

Mutsumi Awaji

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)
Jun. 2025 Executive Director (Outside Director), Narita International Airport Corporation (current position)
Apr. 2026 Deputy President (Representative Director, Group Chief Sustainability Officer), the Bank (current position)

Director and Senior Executive Officer (Group Chief Strategy Officer)

Takashi Makinose

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)
Apr. 2026 Director and Senior Executive Officer (Group Chief Strategy Officer) (current position)

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

Masayasu Ono

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), the Bank
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)
Apr. 2026 Director and Senior Executive Officer (Group Chief Risk Officer, General Manager in charge of Corporate Management) (current position)

Outside Directors

(As of June 26, 2026)

Director (Outside Director, Chairperson of the Board of Directors)

Yasuko Takayama

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

Director (Outside Director, Chairperson of the Nomination, Remuneration and Corporate Advisory Committee)

Takahide Kiuchi

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)

Director (Outside Director)

Ryoji Yoshizawa

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)

Director (Outside Director)

Mana Nabeshima

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
Dec. 2020 Representative Director, Wakiaiai Co., Ltd. (current position)
Jun. 2021 Outside Director, Nichirei Corporation (current position)
Jun. 2025 Outside Director, the Bank (current position)

Director (Outside Director)

Naoko Mizukoshi

Apr. 1995 Registered at Osaka Bar Association
Joined Miyazaki Law Firm
Apr. 1998 Registered at Yokohama Bar Association (currently Kanagawa Bar Association)
Joined Nomura Research Institute, Ltd.
Sep. 1999 Registered at Dai-ni Tokyo Bar Association
Joined Autodesk, Ltd.
Sep. 2002 Registered at the State Bar of California
Joined Microsoft Co., Ltd. (currently Microsoft Japan Co., Ltd.)
Nov. 2006 Joined TMI Associates
Jan. 2008 Partner, TMI Associates
Mar. 2010 Partner, Endeavour Law Office
Jun. 2018 Outside Director, TIS Inc.
Dec. 2018 Partner, Leftright Law & IP (current position)
Mar. 2020 Outside Director, Nabtesco Corporation (current position)
Jun. 2021 Established polisee Inc.
as Co-founder, Chief Strategy Officer
Apr. 2025 Co-founder, Director and Chief Strategy Officer, polisee Inc. (current position)
Jun. 2026 Outside Director, 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

Directors, Audit & Supervisory Board Members and Executive Officers

Audit & Supervisory Board Members

(As of June 26, 2026)

Standing Audit & Supervisory Board Member
Yuichiro Ikeda

Apr. 1993 Joined the Bank
Jun. 2017 Chief Representative, Singapore Representative Office
Jun. 2018 General Manager, London Branch
Jun. 2021 General Manager, Treasury Operation Division
Apr. 2023 General Manager, Audit and Inspection Division
Apr. 2024 Corporate Officer, General Manager, Audit and Inspection Division
Jun. 2026 Standing Audit & Supervisory Board Member (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.
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
Auditor, The Financial Futures Association of Japan
Jun. 2021 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.
Jun. 2025 Outside Audit & Supervisory Board Member, the Bank (current position)

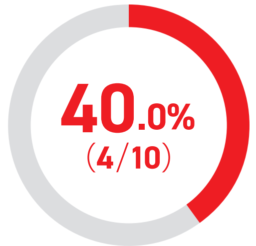
Executive Officers

(As of June 26, 2026)

Managing Executive Officer (In charge of Market and International Business)
Nobukazu Odaka
Managing Executive Officer (In charge of Credit Review)
Kyota Izumi
Managing Executive Officer (Group CIO)
Kazunari Tanaka
Managing Executive Officer, Senior Deputy General Manager in charge of Business Promotion (Chiba Prefecture)
Masaki Miyauchi
Managing Executive Officer (Group CHRO)
Atsushi Imai
Managing Executive Officer (Group CDTO, General Manager of Digital Strategy & Business Unit)
Hideki Shibata
Managing Executive Officer (General Manager of Corporate Planning Division)
Shinichi Ito
Managing Executive Officer (In charge of Retail Business)
Yumiko Mitsuoka
Managing Executive Officer (In charge of Special Appointment)
Taro Kanzawa
Managing Executive Officer, Senior Deputy General Manager in charge of Business Promotion (Tokyo, Saitama, Ibaraki and the Western Japan Area)
Shigeru Saito
Executive Officer (Head of Narita and Choshi Area)
Yoshitaka Furumoto
Executive Officer (General Manager of Chuo Branch and Keisei-ekimae Branch)
Ryosuke Terauchi
Executive Officer (General Manager of Head Office and Saiwaicho Sub Branch)
Tatsuya Onishi
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
Executive Officer (General Manager of Business Coordination Division)
Masanari Yasoshima
Executive Officer (Digital Strategy & Business Unit, General Manager of Payments & Loyalty Business Division)
Yasuyoshi Katsuragi
Executive Officer (General Manager of Audit and Inspection Division)
Hideaki Izumi
Executive Officer (Digital Strategy & Business Unit, General Manager of Digital Strategy Division)
Kyoko Ito
Executive Officer (General Manager of Compliance and Risk Management Division)
Daiju Hagiwara

Ratio of Independent Outside Directors

Ratio of Female Directors



- Organizational structure: Company with an audit & supervisory board
- Number of Directors: 10
- Number of outside directors: 5 (All of them are independent officers)
- Number of female directors: 4
- 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 : 23
- Number of female executive officers : 2
- Attendance rate of the Board of Directors meetings* : 100% (attendance rate for outside directors: 100%)

*For the Board of Directors meetings held in FY2025

Skills Matrix

(As of June 26, 2026)

*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						
Name/Position		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	Deputy President (Representative Director), Group CBO, General Manager in charge of Business Promotion		●	●	●	●		
Mutsumi Awaji	Deputy President (Representative Director), Group CSuO		●	●			●	●
Takashi Makinose	Director and Senior Executive Officer, Group CSO		●	●	●	●		●
Masayasu Ono	Director and Senior Executive Officer, Group CRO, 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 the Nomination, Remuneration and Corporate Advisory Committee)		●	●		●	●	
Ryoji Yoshizawa	Director (Outside Director)		●	●		●		●
Mana Nabeshima	Director (Outside Director)	●	●	●		●		●
Naoko Mizukoshi	Director (Outside Director)	●		●			●	
Yuichiro Ikeda	Standing Audit & Supervisory Board Member		●	●		●		
Chigusa Saito	Standing Audit & Supervisory Board Member	●	●	●				
Norikazu Takahashi	Standing Audit & Supervisory Board Member (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.

Corporate Governance Structure

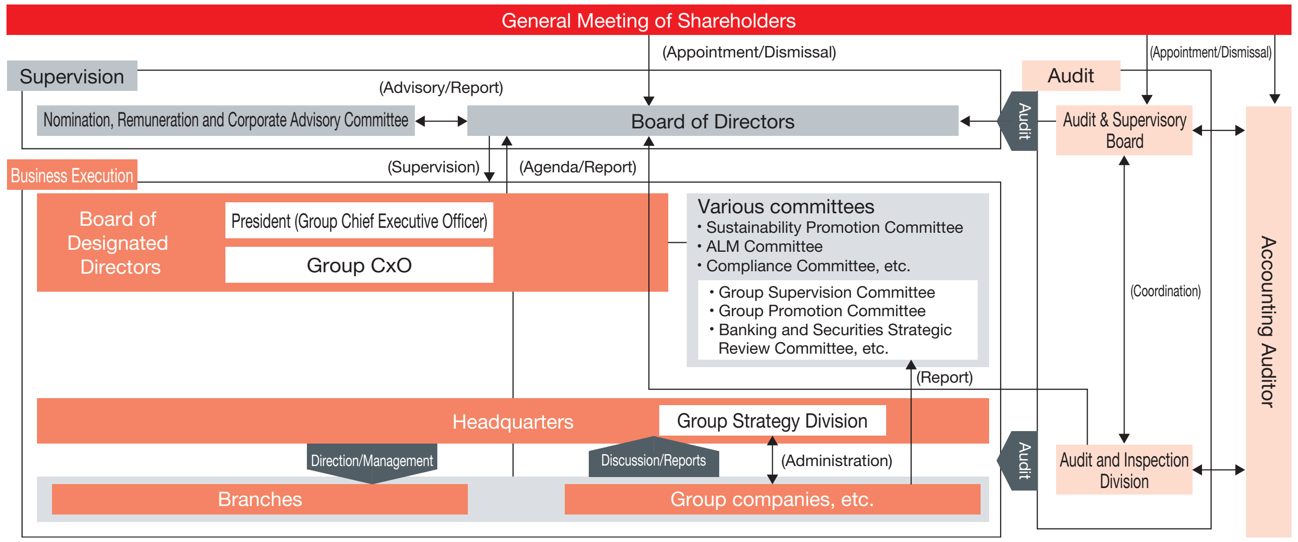
Basic Policies

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.

Corporate Governance Structure

As of June 26, 2026



*The Group Improvement Office was integrated into the Audit and Inspection Division in April 2026.

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 26, 2026, we have a 50% ratio of independent outside directors (5 out of 10) and a 40% ratio of female directors (4 out of 10).

2003	Introduced the executive officer system
2010	Abolished directors' retirement benefits Introduced equity-based remuneration in the form of stock options
2011	Put the Audit and Inspection Division under direct control of the Board of Directors
2013	Appointed an outside director
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) Formulated the Information Disclosure Policy
2018	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
2020	Assigned Group CDTO
2021	Assigned Group CHRO Revised the director remuneration framework (Introduced restricted stock remuneration system) Abolished the Advisor position and reviewed the role of Advisor to the President Assigned the first female internal director
2022	Appointed an outside director as the Chairperson of the Nomination, Remuneration and Corporate Advisory Committee
2023	Established the Group Strategy Division that oversees overall business execution of Group companies
2024	Appointed an outside director as the 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
2025	Assigned Group CSuO Implemented a 360-degree evaluation of executives

Board of Directors

The Board of Directors consists of 10 directors, including five independent outside directors as of June 2026 (the ratio of independent outside directors is 50.0%). 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 the role of the executive officers, who conduct business operations. Furthermore, recognizing the importance of strengthening our governance structure to support the sustainable enhancement of corporate value, we are committed to further strengthening the supervisory function of the Board of Directors. To this end, since April 2024, we have continued the practice of appointing an outside director as the Chairperson of the Board of Directors.

Main Topics for Deliberation in FY2025	
Management strategy	• Formulation of the 16th Mid-term Plan • Formulation of business strategies and policies for the allocation of management resources • Initiatives to enhance corporate value and IR/SR activities • Status of initiatives and policies for human resources strategy • Management consolidation with The Chiba Kogyo Bank • Status of initiatives toward sustainability management • Challenges and policies regarding alliance and partnership strategies • Progress on Group company strategies
Digital strategy and IT	• Progress of the DX strategy • Formulation of systems initiatives • Upgrade of core systems (shared host infrastructure)
Governance	• Progress of the business improvement plan • Group CxOs' identification of issues and action policies • Evaluation of the effectiveness of the Board of Directors • Status of meetings of the Nomination, Remuneration and Corporate Advisory Committee • Status of cross-shareholdings
Risk management and compliance	• Selection of top risks • Status of integrated risk management, etc. • Establishment of Policy on Customer-oriented Business Operations and announcement of the status of initiatives • Report on customer feedback • Implementation status of the compliance program, etc.

Audit & Supervisory Board, Committees, etc.

Audit & Supervisory Board

The Bank has adopted 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, the Bank's three standing Audit & Supervisory Board members, one of whom is an outside Audit & Supervisory Board member, conduct objective and appropriate audits of business execution by attending meetings of the Board of Directors and other important meetings, reviewing important documents, and conducting on-site inspections of the Head Office and branches.Through these activities, they provide effective oversight of the Bank's management.

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 five independent outside directors and three internal directors appointed by a resolution of the Board of Directors. In addition, since October 2022, an outside director has served as its chairperson to ensure the Committee's independence.

Policy for the Appointment of Directors

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, a majority of whose members are 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 bank management, as well as sufficient social credibility, with the aim of achieving our management strategy. In selecting a 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 a president or when the president falls under reasons for disqualification*, dismissal of the president shall be determined by the Board of Directors following deliberations by the Nomination, Remuneration and Corporate Advisory Committee.

*Reasons for disqualification The president is deemed to have a relationship with antisocial forces The president 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, a majority of whose members are independent outside directors, based on the President's recommendations of persons who possess specialist knowledge and experience primarily in areas outside 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 following deliberations by the Nomination, Remuneration and Corporate Advisory Committee, a majority of whose members are 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 credibility.

Succession Planning

A successor to the president is determined by the Board of Directors following deliberations by the Nomination, Remuneration and Corporate Advisory Committee, a majority of whose members are independent outside directors, in view of desired qualifications, development policy and plan, as well as the development progress, etc. The status of deliberation is reported, as appropriate, to the Board of Directors.

Desired qualifications of candidates (nomination policy)

The desired qualifications of candidates are deliberated by the Nomination, Remuneration and Corporate Advisory Committee in view of qualities and abilities required of management, as well as the business environment surrounding our Group and the direction of its future business strategies, and are shared with the Board of Directors. The need to review the desired qualities and abilities in accordance with changes in the business environment, etc.is deliberated as appropriate.

Review of candidates and development plans

The Nomination, Remuneration and Corporate Advisory Committee members assess the candidates based on third-party evaluations conducted by external experts. The committee then considers policies and plans for training candidates based on the desired candidate profile.

Candidate selection process

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

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

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 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 ratings 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) *Name in family register: Mana Tokoi	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 at other companies.
Naoko Mizukoshi (June 2026) *Name in family register: Naoko Suzuki	Has a high level of expertise as an attorney in addition to having served as an outside director at other companies. She also has knowledge of AI and corporate legal affairs.

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.

Outside Directors

The Bank has placed staff in the General Secretariat and Corporate Planning Division to support the outside directors and provide them with information and support necessary for the execution of their duties in an appropriate and timely manner to ensure that outside directors fully exercise their management oversight function. We continuously give outside directors opportunities for deepening their understanding of 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 key committee meetings, visiting and holding dialogues at affiliated offices within the Group, participation in major external events, 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. Staff members of the Audit and Supervisory Support Office promptly report to the Audit & Supervisory Board members and liaise and cooperate 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, through attendance at meetings of the Board of Directors and other important meetings, review of important documents, individual opinion exchange meetings with CxOs, and participation in audit meetings involving headquarters, branches (including overseas branches) and the Group, 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 Audit & Supervisory Board members with opportunities to undergo training by thirdparty organizations at the Bank's expense.

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, a majority of whose members are 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 sectors. 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 remuneration (60%), bonuses (20%), and stock remuneration (20% (fixed RS: 10%, performance-linked RS: 10%)). (RS: Restricted stock)
- The amount of basic remuneration, bonuses, and stock remuneration (fixed RS: 10%, performance-linked RS: 10%) is determined based on position.
- 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

- In light of their role in supervising the business execution, 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 System

Group Chief Officers* (CxO) are assigned responsibility for their areas of supervision, thereby creating a Group-wide corporate management system. 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 matters in accordance with the Prior Consultation and Reporting System.

In FY2025, 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 generating synergies 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, a single responsible division within the Bank is designated for each Group company, and dedicated Group management functions have been established to realize optimal allocation of management resources not only crossfunctional risk management.

*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 the Board of Directors. 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, and are working to enhance the objectivity and accuracy of our evaluations by incorporating their insights. In FY2025, 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 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 initiatives for business improvement and recurrence prevention, the status of the Nomination, Remuneration and Corporate Advisory Committee and the performance of Group CxO functions. 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 FY2025 is as follows.

(1) Considering the findings below and quantitative and qualitative evaluations including questionnaire results, 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. The questionnaire results have generally maintained a high level, and the Board of Directors has received an overall positive evaluation.

- All directors and Audit & Supervisory Board members, whether they are internal or outside officers, aim to be a banking group that continues to grow 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 discussions on key strategies, such as the Mid-term Plan, management consolidation, DX strategy, alliance strategy, human capital strategy, and cybersecurity risks, and freely exchange their opinions based on mutual understanding with a strong sense of unity.
- Board discussions have become deeper as internal directors voice opinions based on their rich experience across various areas of banking operations, 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 an outside director continuing to serve as the Chairperson of the Board of Directors, discussions have become even more invigorated, with opinions being exchanged from even more diverse perspectives.
- We have 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 further enhancing the effectiveness of the Group Chief Officer System, each CxO has taken steps to deepen discussions from a group-wide perspective and strengthen the supervisory function through 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 discussions 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 deliberations to the Board of Directors. In FY2025, the Bank implemented various measures to enhance the Board of Directors' operations and decision-making processes. By streamlining and consolidating agenda items and reviewing operating procedures for the Board of Directors, we made progress in prioritizing the allocation of deliberation time to key agenda items. As a result, An improvement in the Board's effectiveness has been confirmed, as evidenced by more in-depth discussions than ever before on medium- to long-term management issues and strategic themes. In addition, we continue to review the agenda items submitted to the Board of Directors in light of changes in the external environment, advancing efforts to further enhance its supervisory functions.

(2) In light of changes in both the internal and external environments, the Bank has identified the following key issues as part of its efforts to further enhance the functioning of the Board of Directors.

- Optimizing agenda items and focusing on key agenda items
  We recognize the need to continuously review the agenda. One challenge is ensuring sufficient deliberation time for particularly important management issues. Accordingly, we will further promote focused deliberation on key agenda items by streamlining and consolidating agenda items and reviewing the agenda-setting process.
- Strengthening supervisory functions for key management issues
  A key challenge is to further strengthen the Board of Directors' supervisory functions regarding key priorities such as the allocation of management resources, company-wide risk management systems, and human capital. We will conduct ongoing and systematic discussions on these priorities to enhance the Board of Directors' supervisory functions.
- Enhancing information provision and opportunities for engagement for outside directors
  A key challenge is to enhance the provision of information to outside directors and promote their understanding of frontline operations. To this end, we will encourage deeper engagement from outside directors through measures including providing enhanced advance briefings and facilitating dialogue with executive divisions.

To address these challenges, we will refine the agenda-setting and operational processes of the Board of Directors, strengthen coordination with committees, and regularly review progress at meetings of the Board of Directors to implement a cycle of continuous improvement (PDCA).

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 for addressing identified issues, 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 and Group companies 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. Compliance and risk management-related issues and improvement measures are reviewed.

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

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

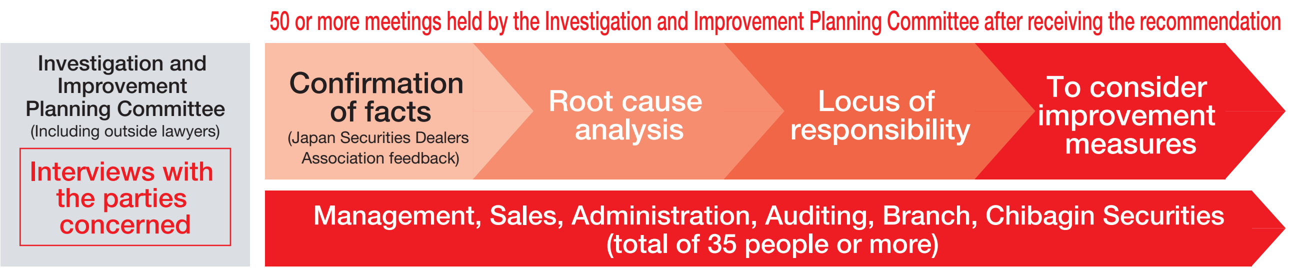
On June 23, 2023, the Bank was the subject of administrative actions (Business Improvement Order) for situations where a problem related to investor protection is recognized by the Kanto Local Finance Bureau, pursuant to Article 51, Paragraph 2 of the Financial Instruments and Exchange Act, regarding 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.

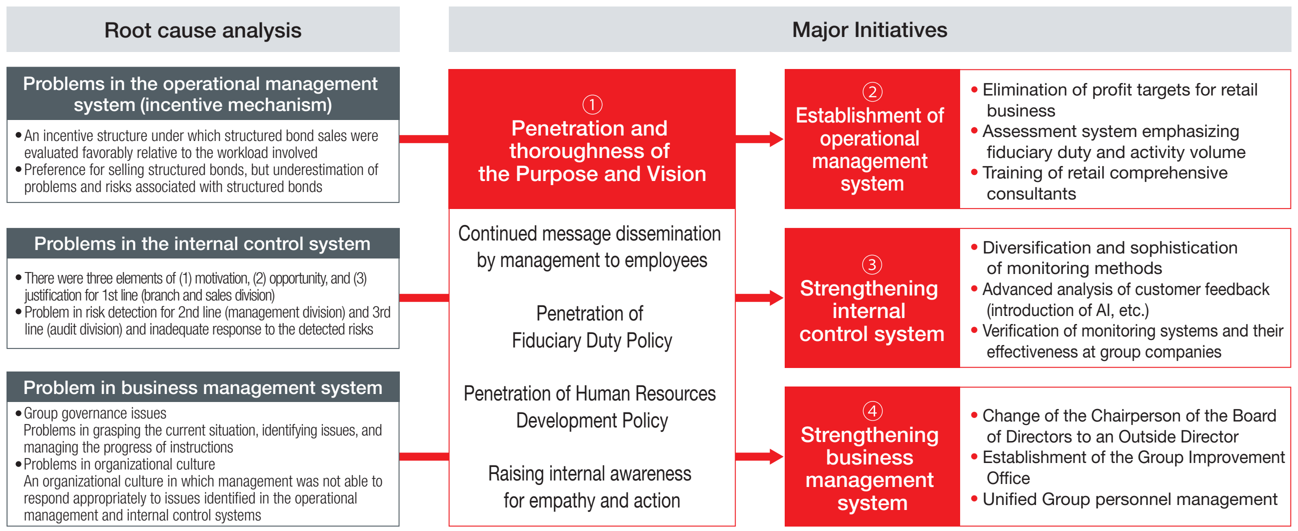
Root Cause Analysis and Formulation of a Business Improvement Plan

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, we have implemented cross-organizational initiatives to achieve this, while reflecting the expertise of external advisors.



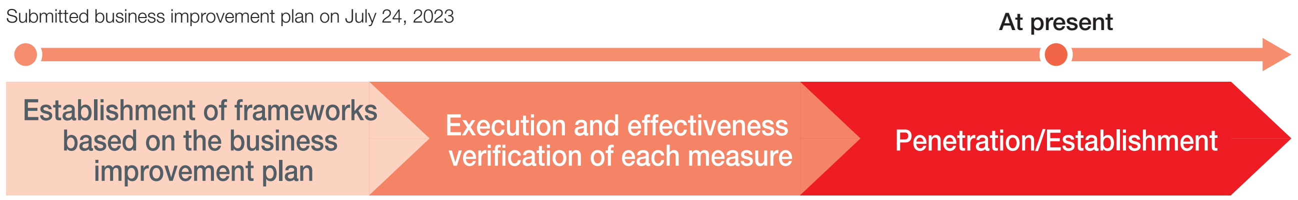
▲ Process for formulation of the business improvement plan



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

Status of Initiatives for Business Improvement and Recurrence Prevention

Since the formulation of the business improvement plan, the entire organization has worked to implement improvement and recurrence prevention measures. As a result, all initiatives set forth in the plan—with the penetration of the Purpose and Vision at its core —have been completed. Moreover, the results of customer and employee surveys confirm that these initiatives have been steadily taking hold and becoming embedded within the organization. The Bank Group will continue its various business improvement initiatives and work tirelessly to prevent the incident that gave rise to the administrative action (Business Improvement Order) from fading from memory. Through these efforts, all executives and employees will work together to become a financial institution group that is trusted by its customers and the regional communities.



▲ 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
Displaying the Purpose and Vision on internal PCs and business cards		September 2023	●	
Reviewed Fiduciary Duty Policy, established Fiduciary Duty Handbook		October 2023	●	
Established Three Pledges		October 2023	●	●
Monthly Fiduciary Duty Study Meeting involving all employees		October 2023	●	
Career support based on human resource development policies at personnel interviews		October 2023	●	●
Discussion by project team (two subcommittees under the project team)		December 2023	●	●
On the 23rd of every month, distributed video messages from Executives		December 2023	●	
Start of Fiduciary Duty Hearings		December 2023	●	●
Senior management and compliance training		December 2023	●	
Implemented Fiduciary Duty Special Award		2H of FY2023	●	●
Linking performance reviews to human resource development policies		April 2024	●	●

② Establishment of operational management system		Implementation timing	Implementation*1	Addition*2
Implemented the four major measures concerning investment-type financial instruments	Proposal capabilities	April 2023	●	
Specialist training in retail comprehensive consulting	Proposal capabilities	April 2023	●	
Training and video distribution for Fiduciary Duty, behavioral change to focus on activity volume	Incentive	September 2023	●	●
Elimination of the Bank's profit targets for the retail departments	Incentive	October 2023	●	
Eliminated return-of-profit incentives completely from Chibagin Securities' transactions based on the Bank referral	Incentive	October 2023	●	

*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

③ Strengthening internal control system		Implementation timing	Implementation*1	Addition*2
Conducted engagement survey	1st line	September 2023	●	
Opened Chotto line to Group companies	1st line	September 2023	●	
Newly established practical training for newly appointed internal administration supervisors	1st line	October 2023	●	
Introduced conformity verification tools	1st line	March 2024	●	
Introduced 360-degree evaluation to Group companies	1st line	August 2024	●	
Review of the 2nd line system (Establishment of the Customer Support Monitoring Office)	2nd line	October 2023	●	
Customer interviews by headquarters staff about sales of financial products	2nd line	December 2023	●	●
Advanced analysis of customer feedback (introduction of RPA and AI)	2nd line	September 2024	●	
Diversification and sophistication of monitoring methods (Phone recording system, voice and video recording of visits)	2nd line	August 2024	●	
Assigned president as officer in charge of the Audit Department with deep involvement in PDCA.	3rd line	October 2023	●	
Introduced culture audits	3rd line	March 2024	●	
Strengthening Group cooperation in auditing departments through participation of the Bank's Audit Department in the meetings of Chibagin Securities' Audit Department	3rd line	September 2023	●	

④ Strengthening business management system		Implementation timing	Implementation*1	Addition*2
Dispatch of Directors and general managers from the Bank to Chibagin Securities	Group Governance	April 2023	●	
Establishment of the Group Improvement Office	Group Governance	October 2023	●	
Implemented customer satisfaction surveys at all Group companies	Group Governance	November 2023	●	●
The Chairperson of the Board of Directors was changed to an Outside Director.	Group Governance	April 2024	●	
One-on-one meetings between the President and Group company presidents	Organizational culture	September 2023	●	
Opinion exchange meetings between the Bank's Executives and Group companies	Organizational culture	September 2023	●	
Introduced skill matrix for executives of Group companies	Organizational culture	April 2024	●	

Message from the Group CRO and Group CIO

We will further enhance our management systems to better serve our customers and the regional community

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

Masayasu Ono

Progress of business improvements under the Three Pledges

Chiba Bank and Chibagin Securities were issued with administrative actions (Business Improvement Order) in June 2023, and we have subsequently reported to the relevant authorities that the implementation of all measures under the business improvement plan, which the entire Chiba Bank Group has been working on, was completed as of the end of June 2025.

Within the administrative departments, we have been working to establish highly effective systems for improvement and prevention of recurrence, based on the dual pillars of reforming our organizational culture and strengthening our internal control systems. Recently, we have seen a significant increase in the number of occasions when customers have offered words of praise and gratitude, and we believe this reflects a certain level of recognition for the progress we have made in improving our operations.

As part of reforming our organizational culture, we have established the Three Pledges as the standard of conduct and decision-making for all officers and employees across the Group. The President and other members of the management team continue to issue monthly Fiduciary Duty Day executive messages reminding all employees to always keep the Three Pledges in mind in every situation. Moreover, through initiatives such as regular, Group-wide voting to recognize exemplary practices aligned with the Three Pledges, we are seeing a growing number of employees derive meaning and satisfaction from serving our customers. The sales division has proactively embraced the principle of "prioritizing righteousness over profit" in shaping action plans and performance targets, and we believe that a stronger sense of risk ownership is now taking hold among our frontline teams.

In terms of "strengthening the internal control system," we have established mechanisms to collect, analyze, and centrally manage a wide range of customer feedback. This is achieved by monitoring feedback and requests received at our branches, via telephone, and through our website and social media sites, as well as through customer surveys—the scope of which we are gradually expanding—and recordings of conversations during product and service briefings. Consequently, in addition to enhancing our risk management system—which monitors, checks, and detects early warning signs of inappropriate sales activities and administrative procedures—we have also made significant strides in strengthening our quality control system for service delivery and customer interactions. Looking ahead, we will continue to pursue and implement more effective and efficient systems, including the development of AI-powered monitoring capabilities, guided by our Three Pledges.

Continuing to serve our customers and the region

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 our ongoing efforts for improvement and prevention of recurrence will enable us to earn the trust of our customers and the local community, based on our attitude of responding sincerely to the expectations and trust of our customers and the regional community through our continued efforts to achieve our Purpose and Vision.

We have also launched the new Mid-term Plan. Moving forward, we remain committed to further strengthening our management systems, with a steadfast focus on serving our customers and the regional community. Our goal is to win the loyalty of as many individuals and businesses as possible as fans of the Group, and to earn their continued trust and recognition.

We will leverage our alliances to achieve more advanced systems and administrative processes, thereby helping to bring our customers' hopes to life

Managing Executive Officer
(Group Chief Information Officer (CIO))

Kazunari Tanaka

Advancing systems and administrative processes through alliances

At the Chiba Bank Group, we are committed to further enhancing and streamlining our systems and administrative processes, not simply as infrastructure but as essential elements that will enable us to achieve DX and realize our Purpose and Vision. At the same time, given the rapidly escalating threat of cyberattacks, we are intensifying our efforts to strengthen response capabilities and stay current with the latest developments, in addition to deploying technical safeguards to reinforce our defenses. Across all of these areas, our alliances deliver significant value—including knowledge sharing, cost efficiencies, and problem-solving—and we will continue to deepen and evolve our collaborative efforts going forward.

Further development of the TSUBASA Alliance core systems coalition

The core systems that manage primary banking operations—such as deposits, funds transfers, and lending—have been in use by five banks since 2016 as part of the "TSUBASA Alliance core systems coalition" initiative and have yielded significant results in improving development speed and quality, reducing costs, and developing IT talent. Going forward, concurrently with the participation of The Gunma Bank, Ltd. (with system migration scheduled for FY2029), the five banks currently using the system will also migrate to the next-generation system between FY2028 and FY2030. As part of this upgrade, in addition to modernizing applications, establishing a cloud development environment, and introducing the latest development tools, we will build an infrastructure capable of utilizing cutting-edge technologies such as AI and post-quantum cryptography. We will further develop the system into a hybrid core system that combines open and cloud environments where appropriate, thereby contributing to the provision of reliable and convenient services.

Shared back-office operations and the establishment of a new company

Currently, some of the transactions undertaken at bank branches are processed by each bank at its own central processing center. However, with the aim of the joint management of these back-office operations, we plan to establish a joint venture company with the other banks participating in the TSUBASA Alliance, as well as others, with the goal of launching a joint administrative center in 2027. Initially, we will begin by outsourcing and subcontracting operations among participating banks—starting with funds transfer operations at selected TSUBASA Alliance member banks—while standardizing related administrative procedures. We will then progressively expand the number of participating banks and the scope of services covered. Through this initiative, we seek to achieve cost reductions by enabling greater operational efficiency and to mitigate risks associated with future personnel shortages. At the same time, we will proceed with an eye toward future platform integration and the potential expansion of the model to include banks outside the TSUBASA Alliance.

Leveraging alliances for cybersecurity

We have established a risk management system that addresses cyber risks in conjunction with system risks and other risks. While we have been promoting the sharing of expertise among participating banks in the TSUBASA Alliance, the TSUBASA/JUUDANKAI Joint Research Group, launched in 2024, has also made cybersecurity a focus of joint research. We are striving to strengthen our countermeasures by further sharing expertise and enhancing our capabilities.

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 manages 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 oversight of the Group CxO responsible for each top risk, and specific measures are considered and implemented. Through these top risk management activities, we are striving to ensure deeper risk communication and sharing of risk awareness within the Group, leading to forward-looking risk management.

Top Risks in FY2026

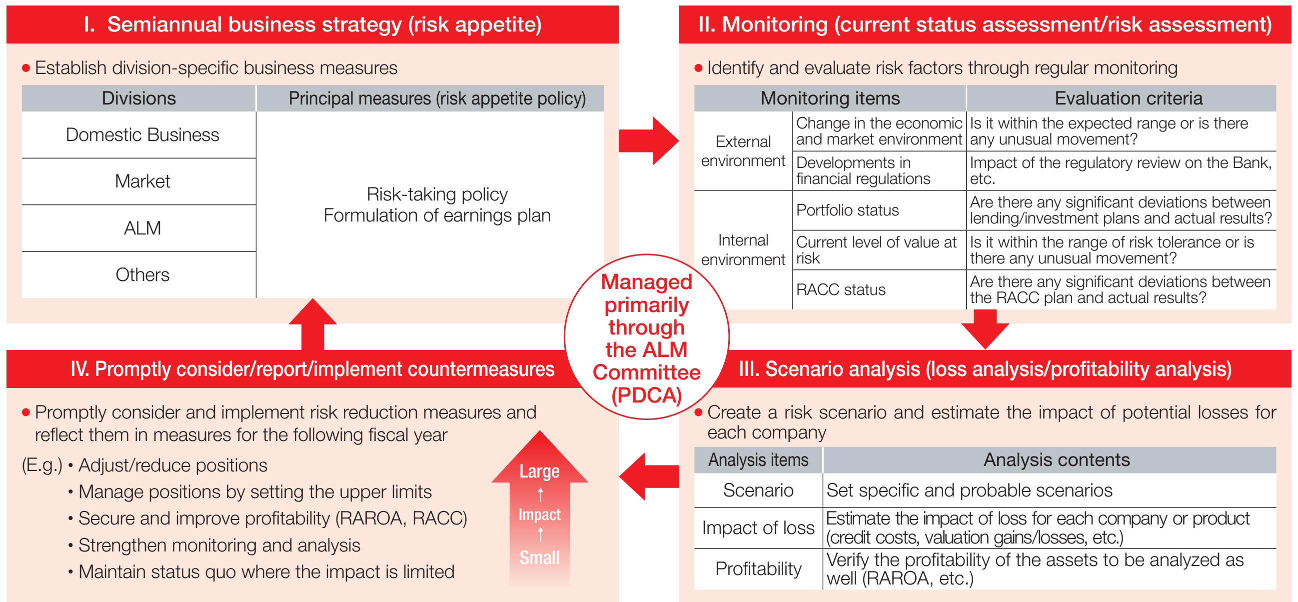
Top risks	Risk countermeasures (examples)
Decline in profitability due to deterioration in operating base	Expansion of the revenue base through collaboration with other banks and business expansion into new business lines, addressing regional revitalization, and promoting the adoption of our deposit accounts as the main accounts
Stagnation of sustainable growth due to lack of human resources and talent	Improving employee engagement, supporting career development, and strengthening hiring
Stagnation of DX/AI strategies and deficiencies in governance	Establishing AI development frameworks and governance, expanding app/portal features, and systematic development of DX personnel
Increase in credit costs	Vigorous management support, core business support, and business succession support to customers experiencing deteriorating business performance
Financial market instability	Setting and managing alarm points based on the rate of valuation gains/losses for each asset class and individual issue
Deteriorating environment for funding through deposits and other sources	Diversifying funding methods based on deposit trends and market conditions Compliance with liquidity risk management indicators
Inappropriate acts by officers and employees/loss of trust	Thorough implementation and instilling of customer-oriented business operations (fiduciary duties) Ensuring fair and honest behavior and strengthening the instilling of appropriate corporate culture
Inadequate measures against financial crimes such as money laundering	Thorough implementation of filtering and screening Preventing fraud-related losses
Occurrence of cyber-attacks or system failures	Strengthening cybersecurity risk management framework Prevention of system failures and development of contingency plans
Suspension of business due to large-scale natural disaster and other events	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 event occurs.

(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

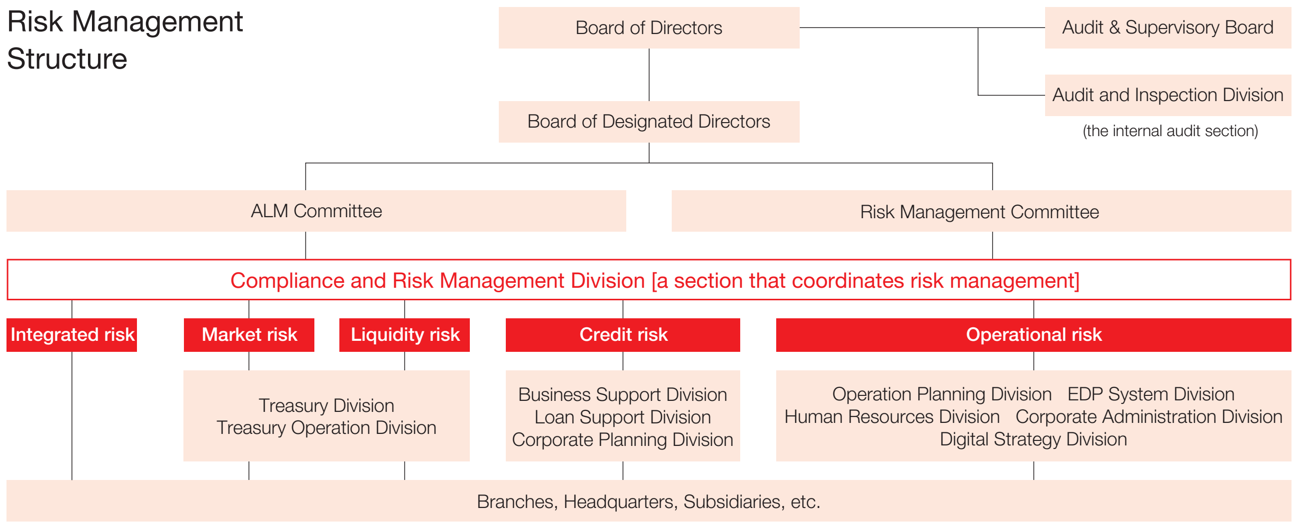


*RAROA: Risk Adjusted Return on Asset

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.

Risk Management Structure



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 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.

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 assets held as a result of deterioration in the financial soundness of borrowers	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 based on position balance and valuation loss alarm points, 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 division consists of the transaction execution unit, the business administration unit, and the risk management unit, which creates a structure with mutual oversight and checks. 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 operational risk losses events 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 professional obligations or provide explanations to customers	The risk of incurring a loss resulting from a leak or falsification of information held by the Bank or the unauthorized use, failure, or malfunction 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>

Within 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 has duplicated key hardware and network lines 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 failures during 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 protect data within critical 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 unauthorized access to computer systems 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 spoofed 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 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 balancing innovation and risk management through documentation such as technical specifications and control registers, and the systematization of evaluation and decision-making flows related to AI risks.

Business continuity management 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 management 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 beneath the Tokyo Metropolitan area, as well as a variety of risks such as increasingly severe storm and flood damage in recent years and epidemics.

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 social norms and standards. 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 specific measures 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 status of compliance and risk management . In addition, each division of the headquarters monitors branch-level compliance and provides guidance.

Thorough Implementation of Basic Policies and Formulation of Compliance Program

We established The Chiba Bank Group's Corporate Code of Conduct and Action Guidelines for Executives and Employees to clarify the code of conduct for employees. We also established the Chibagin Group 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 implementation of this program is regularly monitored 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.

Action Guidelines for Executives and Employees

Ⅰ For Our Customers

1. We will maintain unwavering trust and our brand by conducting business with sincerity and fairness.
2. We will remain closely attuned to our customers' expectations and continue to be their trusted best partner.
3. We will do our utmost to protect our customers' valuable assets.

Ⅱ For the Local Community and Society

1. We will prevent illicit use of financial functions by criminal organizations and provide safe and secure financial services.
2. We will comply with all domestic and international laws and regulations and contribute to ensuring the fairness and integrity of the market.
3. As members of society, we will act responsibly, striving to create a sustainable society.

Ⅲ For the Workplace and Teams

1. We will hold each other accountable and eradicate misconduct, rule violations, and harassment from the workplace.
2. We will foster and maintain a comfortable, high-quality workplace environment that encourages open communication.
3. We will speak out against wrongdoing.

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 principle 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, while responding to changes in the internal and external environment, the Bank appropriately evaluates risks of money laundering, terrorist financing, 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 working together with the banks participating in the TSUBASA Alliance to address these risks. 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 begin undertaking operations for other TSUBASA Alliance participating banks, and aim to further enhance effectiveness and efficiency through AI-powered monitoring, etc.

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 monitoring the status of compliance and risk management of each Group company in a timely and appropriate manner and providing necessary support and guidance, etc. through frequent and substantive dialogue between the Division and the Group companies.

Opposition to Antisocial Forces

The Bank maintains close communication with police authorities, lawyers, and other external organizations and has established a framework to respond appropriately against unreasonable demands, interference, or other inappropriate approaches from antisocial forces. Moreover, the Bank has put antisocial force exclusion clausess 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 eliminate relationships with 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 quality 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 strengthening customer-oriented initiatives, and the Three Pledges action principles are at the core of these efforts.

The Three Pledges embody our commitment to customer-oriented business operations, with the principle of always stopping and considering, that is, refraining from prioritizing the Bank's own interests, taking a moment to face the customer sincerely, and then thinking and acting with the primary focus 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 the management team continues to send video messages to officers and employees of the Group to communicate their 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 work closely with them.
2. We will make proposals appropriate for each individual customer to help realize their aspirations, solve their problems, and achieve a fulfilling lifestyle.
3. We will provide transparent, clear, and accurate explanations from the customer's perspective and offer timely and appropriate ongoing 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 works closely with 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 monitor and evaluate its effectiveness.

Moreover, to promote the practice of customer-oriented business operations and the pursuit of customers' best interests, we have established quantitative indicators (KPIs), which are monitored regularly. We also conduct qualitative evaluations through interviews with employees and other means, and implement necessary improvements based on the results.

Major Quantitative Indicators (KPIs)

Actions for and awareness of fiduciary duties	Benefits to customers	Evaluation by customers
• Sales ratio via Okane no Basket • Ratio of sales by Group companies • Investment trust cancelation rate • Number of holders of Asset Building Consultant certificates • Number of seminars held	• Ratio of customers by investment profit/loss (investment trust funds, foreign currency-denominated insurance products)* • Ratio of customers holding multiple investment trusts • 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	• 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 Basic Policy on Customer-oriented Business Operations and Policy and Action Plan for Customer-oriented Business Operations 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 FY2025 under the Policy on Customer-oriented Business Operations available on our website (Japanese only).
https://www.chibabank.co.jp/f/fiduciary_duty_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 feedback including requests and complaints from customers and feedback from 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 plan and improve products and services from the customer's perspective. We will also test the effectiveness of these efforts and make further improvements to raise quality.

Collection of Customer Feedback
- Customer Feedback Cards (accepted at branches or by post)
- In-person comments made at branches or via telephone
- Questionnaires
- Our website (opinion & request forms)

▼

Identification and Analysis of Issues

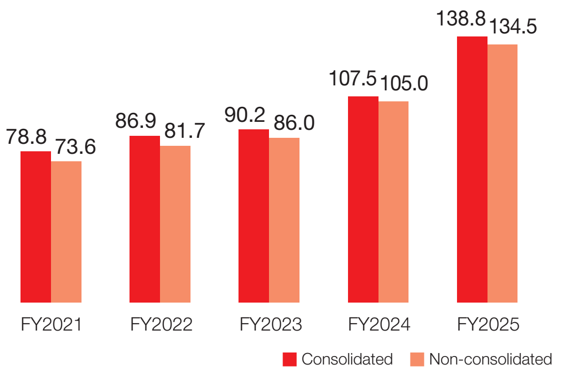
▼

Formulation and Implementation of Improvement Measures

Financial Highlights

Ordinary Profit (Consolidated/Non-consolidated/¥ billion)

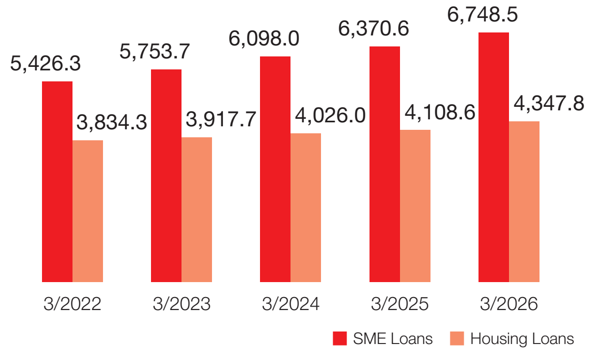
Consolidated: ¥138.8 billion Non-consolidated: ¥134.5 billion



SME Loans/Housing Loans (Non-consolidated/¥ billion)

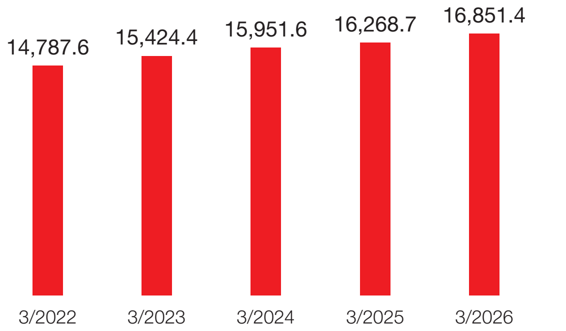
SME Loans: ¥6,748.5 billion

Housing Loans: ¥4,347.8 billion



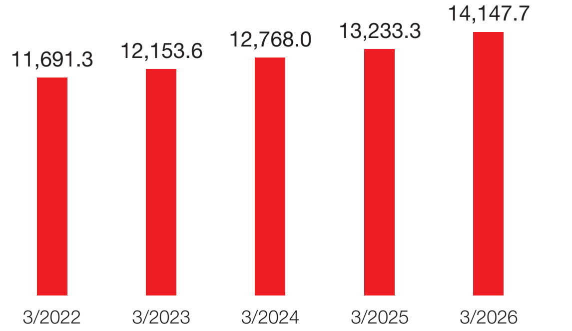
Deposits (Non-consolidated/¥ billion)

Non-consolidated: ¥16,851.4 billion



Loans and Bills Discounted (Non-consolidated/¥ billion)

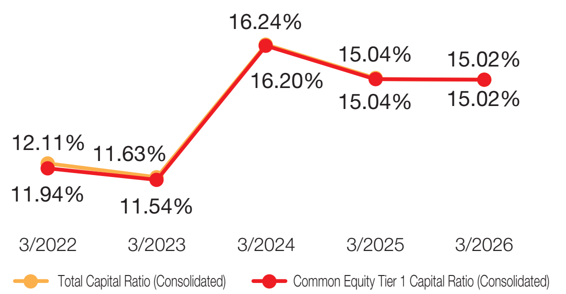
Non-consolidated: ¥14,147.7 billion



Capital Ratio

Total Capital Ratio (Consolidated): 15.02%

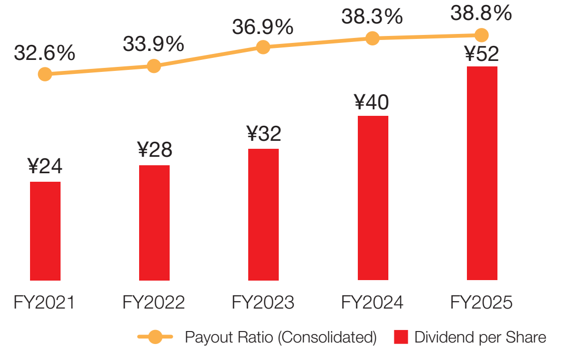
Common Equity Tier 1 Capital Ratio (Consolidated): 15.02%



Dividends Paid

Payout Ratio (Consolidated): 38.8%

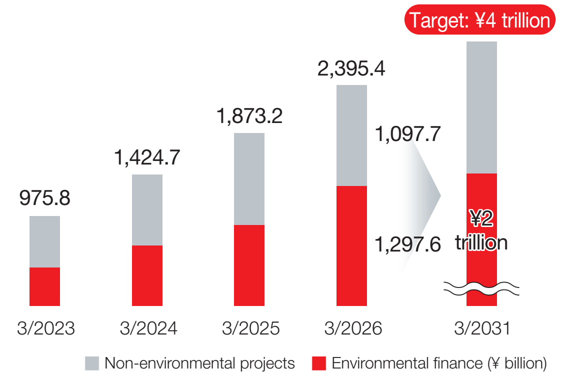
Dividend per Share: ¥52



Non-financial Highlights

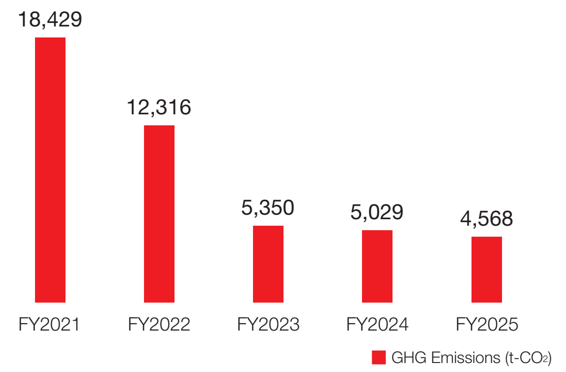
Progress in Cumulative Sustainable Finance Execution

Cumulative Sustainable Finance Executed: ¥2,395.4 billion



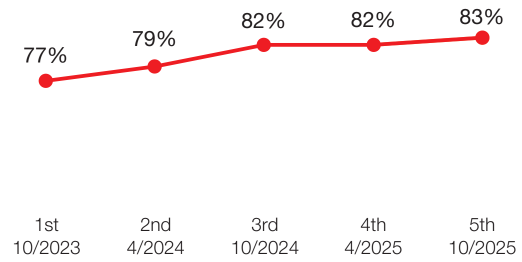
Changes in GHG Emissions (Scope 1 and 2, Net Emissions)

GHG Emissions: 4,568 t-CO_2



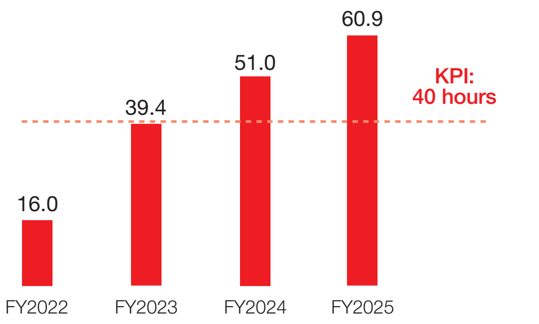
Engagement Score (Overall Score, Positive Response Rate)

Engagement Score (Overall Score, Positive Response Rate): 83%



Learning Time per Person

Learning Time per Person: 60.9 hours



*Calculated based on the average annual learning hours per person

Participation in Initiatives

- TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES
- PCAF Partnership for Carbon Accounting Financials
- TNFD Taskforce on Nature-related Financial Disclosures
- GX FUTURE CONSORTIUM
- PFA21 Principles for Financial Action for the 21st Century

Financial and Corporate Data

Five-Year Summary (Consolidated)

The Chiba Bank, Ltd. and Consolidated Subsidiaries
Years ended March 31

	Millions of Yen*1					Thousands of U.S. Dollars*2
	2026	2025	2024	2023	2022	2026
For the Year						
Total Income	¥ 445,437	¥ 362,183	¥ 311,701	¥ 278,467	¥ 236,185	$ 2,786,077
Total Expenses	309,326	255,358	221,032	191,797	157,807	1,934,742
Profit before Income Taxes	136,111	106,825	90,668	86,670	78,378	851,335
Profit	94,063	74,259	62,440	60,276	54,498	588,341
Profit Attributable to Non-controlling Interests	—	—	—	—	—	—
Profit Attributable to Owners of Parent	94,063	74,259	62,440	60,276	54,498	588,341
At Year-End						
Total Assets	¥21,211,781	¥21,631,292	¥21,323,895	¥19,787,882	¥19,104,764	$132,673,139
Loans and Bills Discounted	14,082,336	13,183,185	12,721,829	12,107,066	11,646,721	88,080,662
Securities	3,491,819	3,178,969	2,906,067	2,576,106	2,482,224	21,840,252
Deposits	17,011,190	16,715,335	16,307,293	15,903,940	15,324,161	106,399,742
Net Assets	1,257,300	1,145,190	1,181,503	1,061,115	1,059,091	7,864,027
Capital Ratio (BIS guidelines)	15.02%	15.04%	16.24%	11.63%	12.11%	15.02%
PER (Times)	14.92	13.42	14.57	10.36	9.86	14.92
PBR (Times)	1.10	0.86	0.76	0.58	0.50	1.10

	Yen					U.S. Dollars
Per Share						
Profit	¥ 133.75	¥ 104.17	¥ 86.53	¥ 82.52	¥ 73.47	$ 0.84
Net Assets	1,801.69	1,618.89	1,651.46	1,464.45	1,436.74	11.27

*1 Japanese yen amounts are presented in millions of yen by rounding down figures below one million. As a result, the totals in Japanese yen in the supplementary information do not necessarily agree with the sums of individual amounts.
*2 U.S. dollar amounts are shown solely for the convenience of the readers of this Integrated Report and are translated at the rate of ¥159.88 to $1.00, the exchange rate prevailing at March 31, 2026.

Consolidated Balance Sheet

The Chiba Bank, Ltd. and Consolidated Subsidiaries
As of March 31, 2026

	Millions of Yen*1		Thousands of U.S. Dollars*2
	2026	2025	2026
Assets			
Cash and Due from Banks	¥ 2,680,390	¥ 4,245,781	$ 16,765,012
Call Loans and Bills Bought	306,014	448,130	1,914,027
Receivables under Securities Borrowing Transactions	3,782	1,379	23,657
Monetary Claims Bought	21,019	23,156	131,474
Trading Assets	22,998	16,496	143,849
Money Held in Trust	5,900	6,900	36,903
Securities	3,491,819	3,178,969	21,840,252
Loans and Bills Discounted	14,082,336	13,183,185	88,080,662
Foreign Exchanges	6,781	5,571	42,413
Other Assets	396,141	338,967	2,477,745
Tangible Fixed Assets	127,123	125,295	795,117
Intangible Fixed Assets	28,001	23,927	175,142
Net Defined Benefit Asset	49,139	37,407	307,352
Deferred Tax Assets	2,470	2,946	15,449
Customers' Liabilities for Acceptances and Guarantees	23,361	24,854	146,118
Allowance for Loan Losses	(35,498)	(31,675)	(222,031)
Total Assets	¥21,211,781	¥21,631,292	$132,673,139
Liabilities			
Deposits	¥17,011,190	¥16,715,335	$106,399,742
Call Money and Bills Sold	415,244	1,415,022	2,597,226
Payables under Repurchase Agreements	63,045	50,565	394,328
Payables under Securities Lending Transactions	192,214	214,190	1,202,243
Trading Liabilities	19,347	9,435	121,014
Borrowed Money	1,694,463	1,637,445	10,598,343
Foreign Exchanges	882	845	5,518
Bonds Payable	47,955	44,831	299,945
Borrowed Money from Trust Account	17,970	16,892	112,403
Other Liabilities	397,378	314,202	2,485,481
Net Defined Benefit Liability	577	605	3,614
Provisions for Directors' Retirement Benefits	206	232	1,289
Provisions for Reimbursement of Deposits	213	421	1,334
Provisions for Point Loyalty Programs	708	693	4,431
Reserves under Special Laws	23	23	147
Deferred Tax Liabilities	59,277	29,815	370,764
Deferred Tax Liabilities for Land Revaluation	10,420	10,688	65,174
Acceptances and Guarantees	23,361	24,854	146,118
Total Liabilities	¥19,954,480	¥20,486,102	$124,809,112
Net Assets			
Capital Stock	¥ 145,069	¥ 145,069	$ 907,363
Capital Surplus	122,134	122,134	763,911
Retained Earnings	874,340	837,898	5,468,728
Treasury Shares	(64,921)	(75,104)	(406,065)
Total Shareholders' Equity	1,076,621	1,029,997	6,733,937
Valuation Difference on Available-for-sale Securities	102,209	80,195	639,291
Deferred Gains or Losses on Hedges	55,087	17,650	344,553
Revaluation Reserve for Land	9,683	9,594	60,568
Remeasurements of Defined Benefit Plans	13,698	7,752	85,678
Total Accumulated Other Comprehensive Income	180,678	115,193	1,130,089
Total Net Assets	¥ 1,257,300	¥ 1,145,190	$ 7,864,027
Total Liabilities and Net Assets	¥21,211,781	¥21,631,292	$132,673,139

*1 Japanese yen amounts are presented in millions of yen by rounding down figures below one million. As a result, the totals in Japanese yen in the supplementary information do not necessarily agree with the sums of individual amounts.
*2 U.S. dollar amounts are shown solely for the convenience of the readers of this Integrated Report and are translated at the rate of ¥159.88 to $1.00, the exchange rate prevailing at March 31, 2026.

Consolidated Statement of Income

The Chiba Bank, Ltd. and Consolidated Subsidiaries
For the year ended March 31, 2026

	Millions of Yen*1		Thousands of U.S. Dollars*2
	2026	2025	**2026**
Income			
Interest Income:			
Interest on Loans and Discounts	¥201,440	¥159,075	$1,259,948
Interest and Dividends on Securities	83,489	61,733	522,198
Other Interest Income	20,527	18,071	128,394
Trust Fees	81	84	511
Fees and Commissions	68,688	65,003	429,624
Trading Income	626	1,142	3,916
Other Ordinary Income	6,156	5,520	38,509
Other Income	64,427	51,551	402,977
Total Income	¥445,437	¥362,183	$2,786,077
Expenses			
Interest Expenses:			
Interest on Deposits	¥ 61,315	¥ 41,452	$ 383,509
Interest on Borrowings and Rediscounts	7,949	6,878	49,723
Other Interest Expenses	41,433	37,932	259,156
Fees and Commissions Payments	26,263	24,431	164,272
Trading Expenses	35	20	221
Other Ordinary Expenses	20,736	7,664	129,702
General and Administrative Expenses	104,888	96,761	656,048
Other Expenses	46,702	40,216	292,110
Total Expenses	¥309,326	¥255,358	$1,934,742
Profit before Income Taxes	136,111	106,825	851,335
Income Taxes—Current	42,342	31,619	264,840
Income Taxes—Deferred	(295)	946	(1,846)
Profit	¥ 94,063	¥ 74,259	$ 588,341
Profit Attributable to Owners of Parent	¥ 94,063	¥ 74,259	$ 588,341

*1 Japanese yen amounts are presented in millions of yen by rounding down figures below one million. As a result, the totals in Japanese yen in the supplementary information do not necessarily agree with the sums of individual amounts.
*2 U.S. dollar amounts are shown solely for the convenience of the readers of this Integrated Report and are translated at the rate of ¥159.88 to $1.00, the exchange rate prevailing at March 31, 2026.

Non-Consolidated Balance Sheet

The Chiba Bank, Ltd.
As of March 31, 2026

	Millions of Yen*1		Thousands of U.S. Dollars*2
	2026	2025	**2026**
Assets			
Cash and Due from Banks	¥ 2,674,547	¥ 4,236,671	$ 16,728,468
Call Loans	306,014	448,130	1,914,027
Receivables under Securities Borrowing Transactions	3,782	1,379	23,657
Monetary Claims Bought	19,033	18,032	119,050
Trading Assets	22,027	15,414	137,777
Securities	3,470,156	3,162,013	21,704,755
Loans and Bills Discounted	14,147,744	13,233,344	88,489,770
Foreign Exchanges	6,781	5,571	42,413
Other Assets	301,368	252,791	1,884,966
Tangible Fixed Assets	120,352	118,680	752,771
Intangible Fixed Assets	20,053	15,498	125,431
Prepaid Pension Cost	29,171	26,107	182,457
Customers' Liabilities for Acceptances and Guarantees	20,627	22,454	129,017
Allowance for Loan Losses	(29,867)	(25,510)	(186,815)
Total Assets	¥21,111,793	¥21,530,580	$132,047,743
Liabilities			
Deposits	¥17,093,773	¥16,791,910	$106,916,269
Call Money	415,244	1,415,022	2,597,226
Payables under Repurchase Agreements	63,045	50,565	394,328
Payables under Securities Lending Transactions	192,214	214,190	1,202,243
Trading Liabilities	19,347	9,435	121,014
Borrowed Money	1,687,953	1,619,707	10,557,630
Foreign Exchanges	882	845	5,518
Bonds Payable	47,955	44,831	299,945
Borrowed money from Trust Account	17,970	16,892	112,403
Other Liabilities	339,054	258,863	2,120,679
Provisions for Reimbursement of Deposits	213	421	1,334
Provisions for Point Loyalty Programs	674	649	4,216
Deferred Tax Liabilities	47,275	21,279	295,695
Deferred Tax Liabilities for Land Revaluation	10,420	10,688	65,174
Acceptances and Guarantees	20,627	22,454	129,017
Total Liabilities	¥19,956,651	¥20,477,758	$124,822,689
Net Assets			
Capital Stock	¥ 145,069	¥ 145,069	$ 907,363
Capital Surplus	122,134	122,134	763,911
Retained Earnings	802,000	767,280	5,016,265
Legal Retained Earnings	50,930	50,930	318,553
Other Retained Earnings	751,070	716,350	4,697,712
Treasury Shares	(64,921)	(75,104)	(406,065)
Total Shareholders' Equity	1,004,282	959,379	6,281,474
Valuation Difference on Available-for-Sale Securities	86,088	66,197	538,460
Deferred Gains or Losses on Hedges	55,087	17,650	344,553
Revaluation Reserve for Land	9,683	9,594	60,568
Total Valuation and Translation Adjustments	150,859	93,442	943,580
Total Net Assets	¥ 1,155,141	¥ 1,052,821	$ 7,225,054
Total Liabilities and Net Assets	¥21,111,793	¥21,530,580	$132,047,743

*1 Japanese yen amounts are presented in millions of yen by rounding down figures below one million. As a result, the totals in Japanese yen in the non-consolidated financial statements do not necessarily agree with the sums of individual amounts.
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Group Companies

Non-Consolidated Statement of Income

The Chiba Bank, Ltd.
For the year ended March 31, 2026

	Millions of Yen*1		Thousands of U.S. Dollars*2
	2026	2025	2026
Income			
Interest Income:			
Interest on Loans and Discounts	¥201,881	¥159,258	$1,262,707
Interest and Dividends on Securities	86,484	65,742	540,937
Other Interest Income	20,423	17,989	127,742
Trust Fees	81	84	511
Fees and Commissions	60,226	56,786	376,699
Trading Income	631	1,159	3,948
Other Ordinary Income	6,119	5,472	38,274
Other Income	31,306	21,858	195,810
Total Income	¥407,154	¥328,352	$2,546,627
Expenses			
Interest Expenses:			
Interest on Deposits	¥ 61,456	¥ 41,476	$ 384,391
Interest on Borrowings and Rediscounts	7,903	6,815	49,433
Other Interest Expenses	41,421	37,928	259,082
Fees and Commissions Payments	28,078	26,057	175,620
Trading Expenses	35	20	221
Other Ordinary Expenses	20,736	7,664	129,702
General and Administrative Expenses	97,791	89,711	611,656
Other Expenses	18,081	14,301	113,094
Total Expenses	¥275,504	¥223,977	$1,723,199
Profit before Income Taxes	131,649	104,375	823,429
Income Taxes—Current	39,818	29,379	249,054
Income Taxes—Deferred	(511)	763	(3,197)
Profit	¥ 92,342	¥ 74,231	$ 577,572

*1 Japanese yen amounts are presented in millions of yen by rounding down figures below one million. As a result, the totals in Japanese yen in the non-consolidated financial statements do not necessarily agree with the sums of individual amounts.
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Group Companies

The Chiba Bank, Ltd.
As of July 1, 2026

Securities and asset management businesses

Company	Principal business	Corporate profile
Chibagin Securities Co., Ltd.* Chiba Chuo Twin Building, 2nd Tower 2F, 2-5-1,Chuo, Chuo-ku, Chiba-shi, Chiba 260-0013	Securities business	Established: March 27, 1944 Capital: ¥4,374 million Bank's voting rights: 100%
Chibagin Asset Management Co., Ltd. 2-13-7, Kotobashi, Sumida-ku, Tokyo 130-0022	Investment management, investment advice	Established: March 31, 1986 Capital: ¥200 million Bank's voting rights: 40% Subsidiaries' voting rights: 30%

*Branches of Chibagin Securities Co., Ltd. [12branches]: Head Office, Kisarazu Branch, Yachiyo Branch, Narita Branch, Funabashi Branch, Mobara Branch, and Kashiwa Branch (all the above in Chiba Prefecture), Tokyo Head Office (Tokyo), Saitama Head Office, Urawa Branch, Soka Branch, and Tokorozawa Branch (all the above in Saitama Prefecture)

Research and consulting business

Company	Principal business	Corporate profile
Chibagin Research Institute, Ltd. Chibagin Makuhari Building, 1-10-2, Nakase, Mihama-ku, Chiba-shi, Chiba 261-0023	Research, surveys, and consulting	Established: February 28, 1990 Capital: ¥150 million Bank's voting rights: 31.77% Subsidiaries' voting rights: 68.23%
Chibagin Computer Service Co., Ltd. Chibagin Makuhari Building, 1-10-2, Nakase, Mihama-ku, Chiba-shi, Chiba 261-0023	Software development, commissioned computation tasks	Established: April 1, 1980 Capital: ¥150 million Bank's voting rights: 48.67% Subsidiaries' voting rights: 51.33%
T&I Innovation Center Co., Ltd. KABUTO ONE Building 11F, 7-1, Nihonbashi Kabuto-cho, Chuo-ku, Tokyo 103-0026	Research and investigation of IT and financial technologies, development and sales of software	Established: July 1, 2016 Capital: ¥100 million Bank's voting rights: 40%

Leasing and venture capital business

Company	Principal business	Corporate profile
Chibagin Leasing Co., Ltd. Chibagin Makuhari Building, 1-10-2, Nakase, Mihama-ku, Chiba-shi, Chiba 261-0023	Leasing	Established: December 15, 1986 Capital: ¥100 million Bank's voting rights: 49% Subsidiaries' voting rights: 51%
Chibagin Capital Co., Ltd. Chibagin Makuhari Building, 1-10-2, Nakase, Mihama-ku, Chiba-shi, Chiba 261-0023	Operation and management of investment funds	Established: May 29, 1984 Capital: ¥100 million Bank's voting rights: 30% Subsidiaries' voting rights: 70%

Credit card business

Company	Principal business	Corporate profile
Chibagin Card Co., Ltd. World Business Garden Marive East 9F, 2-6-1, Nakase, Mihama-ku, Chiba-shi, Chiba 261-7109	Credit card and credit guarantee business	Established: February 16, 1989 Capital: ¥100 million Bank's voting rights: 48.49% Subsidiaries' voting rights: 51.51%

Staffing service and outsourcing business

Company	Principal business	Corporate profile
Chibagin Career Service Co., Ltd. Chibagin Makuhari Building, 1-10-2, Nakase, Mihama-ku, Chiba-shi, Chiba 261-0023	Staffing service business, accounting and general administration entrustment service business	Established: December 22, 1989 Capital: ¥20 million Bank's voting rights: 100%
Chibagin Heartful Co., Ltd. 4-1-10, Masago, Mihama-ku, Chiba-shi, Chiba 261-0011	Outsourcing of operational business	Established: December 1, 2006 Capital: ¥10 million Bank's voting rights: 100%
Sobu Co., Ltd. Chibagin Makuhari Building, 1-10-2, Nakase, Mihama-ku, Chiba-shi, Chiba 261-0023	Rental and maintenance of the Chiba Bank's office buildings and welfare facilities, purchase and sale of supplies and consumer goods	Established: September 7, 1959 Capital: ¥20 million Bank's voting rights: 100%
TSUBASA-AML Center Co., Ltd. World Business Garden Marive East 19F, 2-6-1, Nakase, Mihama-ku, Chiba-shi, Chiba 261-7119	Exchange transaction analysis business	Established: November 1, 2023 Capital: ¥85 million Bank's voting rights: 50%
TSUBASA Joint Administrative Center Co., Ltd 1-2, Chiba-minato, Chuo-ku, Chiba-shi, Chiba 260-0026	Acceptance of outsourced back-office operations Provision of company-owned systems as a service	Established: July 1, 2026 Capital: ¥60 million Bank's voting rights: 54%

Credit guarantees and management business

Company	Principal business	Corporate profile
Chibagin Guarantee Co., Ltd. 3-17-5, Inage-higashi, Inage-ku, Chiba-shi, Chiba 263-0031	Loan guarantees, fee collection services	Established: May 1, 1978 Capital: ¥54 million Bank's voting rights: 45.63% Subsidiaries' voting rights: 54.37%
Chiba Servicer Co., Ltd. Chibagin Makuhari Building, 1-10-2, Nakase, Mihama-ku, Chiba-shi, Chiba 261-0023	Management and collection of claims	Established: October 1, 2001 Capital: ¥500 million Bank's voting rights: 100%

AI solutions

Company	Principal business	Corporate profile
EDGE Technology Inc. Daiwa Kanda Mikuracho Building, 7-1, Kandamikuracho, Chiyoda-ku, Tokyo 101-0038	Provision of AI solution services and AI education services	Established: May 12, 2014 Capital: ¥98 million Bank's voting rights: 100%

Regional trading company

Company	Principal business	Corporate profile
Chibagin Market Co., Ltd. Tsukamoto Dai-Chiba Building 2F, 2-3-1 Fujimi, Chuo-ku, Chiba-shi, Chiba 260-0015	Regional trading company	Established: May 10, 2021 Capital: ¥100 million Bank's voting rights: 100%

Energy generation business

Company	Principal business	Corporate profile
Himawari Green Energy Co., Ltd. 1-2 Chiba-minato, Chuo-ku, Chiba-shi, Chiba 260-0026	Renewable energy power generation/ sales operations	Established: April 28, 2023 Capital: ¥50 million Bank's voting rights: 100%

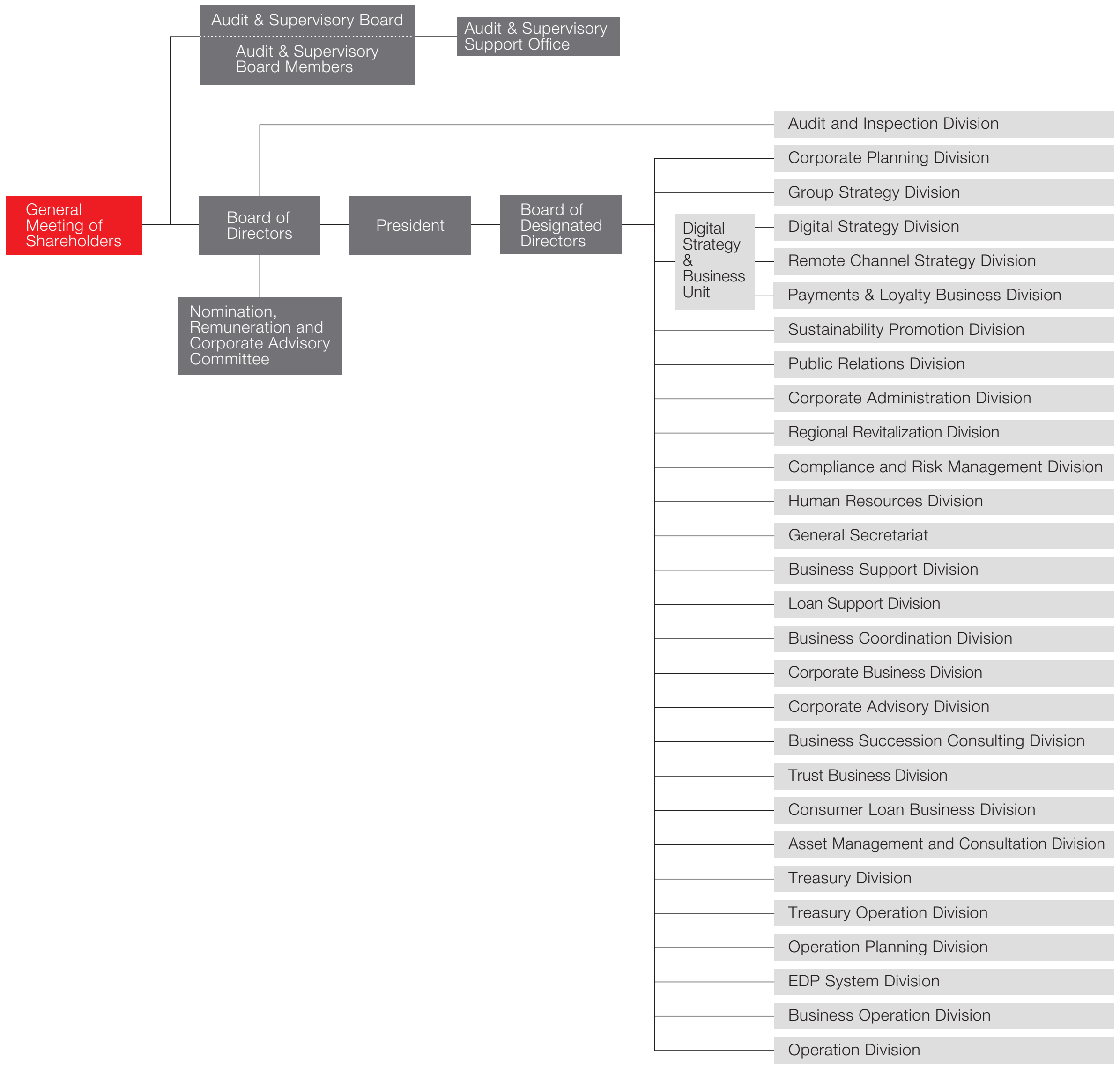
Agriculture

Company	Principal business	Corporate profile
Fresh Farm Chiba Co., Ltd. 1-2 Chiba-minato, Chuo-ku, Chiba-shi, Chiba 260-0026	Agriculture	Established: March 16, 2018 Capital: ¥44.5 million Bank's voting rights: 100%

Organization and Corporate Data

Organization

The Chiba Bank, Ltd.
As of June 26, 2026



International Directory

The Chiba Bank, Ltd.
As of March 31, 2026

Head Office
1-2, Chiba-minato, Chuo-ku, Chiba-shi,
Chiba 260-8720, Japan
Telephone: 81-43-245-1111
https://www.chibabank.co.jp/en

Treasury Operation Division
1-5-5, Nihonbashi Muromachi, Chuo-ku,
Tokyo 103-0022, Japan
Telephone: 81-3-3270-8459 Fax: 81-3-3242-1735
SWIFT Address: CHBA JPJT

Treasury Division
1-5-5, Nihonbashi Muromachi, Chuo-ku,
Tokyo 103-0022, Japan
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10036, U.S.A.
Telephone: 1-212-354-7777 Fax: 1-212-354-8575
SWIFT Address: CHBAUS33

Hong Kong Branch
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Telephone: 852-2840-1222 Fax: 852-2840-0507
SWIFT Address: CHBAHKHH

London Branch
3rd Floor, Regina House, 1 Queen Street, London EC4N
1SW, The United Kingdom
Telephone: 44-20-7315-3111 Fax: 44-20-7236-2205
SWIFT Address: CHBAGB2L

Singapore Branch
50 Raffles Place, #17-05 Singapore Land Tower,
Singapore 048623
Telephone: 65-6438-4525 Fax: 65-6438-6890
SWIFT Address: CHBASGSG

Shanghai Representative Office
Room 707, Shanghai International Trade Center,
2201 Yan-An Road (West),
Shanghai, P.R.C. 200336
Telephone: 86-21-62780482 Fax: 86-21-62780422

Bangkok Representative Office
No.98 Sathorn Square Office Tower, 20th Floor, Room 2008,
North Sathorn Road, Silom, Bangrak, Bangkok 10500, Thailand
Telephone: 66-2-163-2723 Fax: 66-2-163-2725

Corporate Data

The Chiba Bank, Ltd.
As of March 31, 2026

Principal Shareholders

The ten largest shareholders of the Bank and their respective shareholdings as of March 31, 2026 were as follows:

	Number of Shares (in thousands)*1	Percentage of Total Shares Issued*2 (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	98,636	14.13
Custody Bank of Japan, Ltd. (Trust Account)	33,670	4.82
Nippon Life Insurance Company	26,870	3.85
STATE STREET BANK AND TRUST COMPANY 505001	23,154	3.31
STATE STREET BANK AND TRUST COMPANY 505223	20,384	2.92
SUMITOMO LIFE INSURANCE COMPANY	18,302	2.62
Meiji Yasuda Life Insurance Company	17,842	2.55
Daiichi Life Insurance Co., Ltd.	14,404	2.06
JP MORGAN CHASE BANK 385781	12,869	1.84
Sompo Japan Insurance Inc.	11,937	1.71

Excluded from the figures above are 77,676 thousand treasury shares in the name of the Chiba Bank, Ltd. (Excludes one thousand shares which, although registered in the name of the Chiba Bank, Ltd. on the shareholder list, are not actually owned by the Bank.)
*1 Rounded down to the nearest thousand
*2 Rounded down to two decimal places

Corporate Profile

Established		March 1943
Network	Domestic	183 offices (161 branches, 19 sub branches, 3 virtual branches) 3 money exchange counters 52,329 off-branch ATM locations (including 11,445 E-net ATM locations at convenience stores, 26,641 ATM locations jointly with Seven Bank, Ltd., 14,016 ATM locations jointly with Lawson Bank, Inc.)
	Overseas	4 branches (New York/Hong Kong/London/Singapore) 2 representative offices (Shanghai/Bangkok)
Number of Employees*		4,202
Total Assets		¥21,111.7 billion (Non-consolidated)
Deposits		¥16,851.4 billion (Non-consolidated)
Loans and Bills Discounted		¥14,147.7 billion (Non-consolidated)
Capital Stock		¥145.0 billion
Total Capital Ratio (BIS guidelines)		15.02% (Consolidated) 14.20% (Non-consolidated)
Authorized Number of Shares		2,500,000 thousand
Number of Issued Shares		775,521 thousand
Number of Shareholders		50,496
Stock Listing (Code)		Tokyo Stock Exchange Prime Market (8331)
Transfer Agent		Sumitomo Mitsui Trust Bank, Limited 1-4-1 Marunouchi, Chiyoda-ku, Tokyo 100-8233

Figures as shown are rounded down in principle.
* Number of employees includes transferred employees but excludes temporary staff and one-year contract employees.

THE CHIBA BANK, LTD.

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