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.

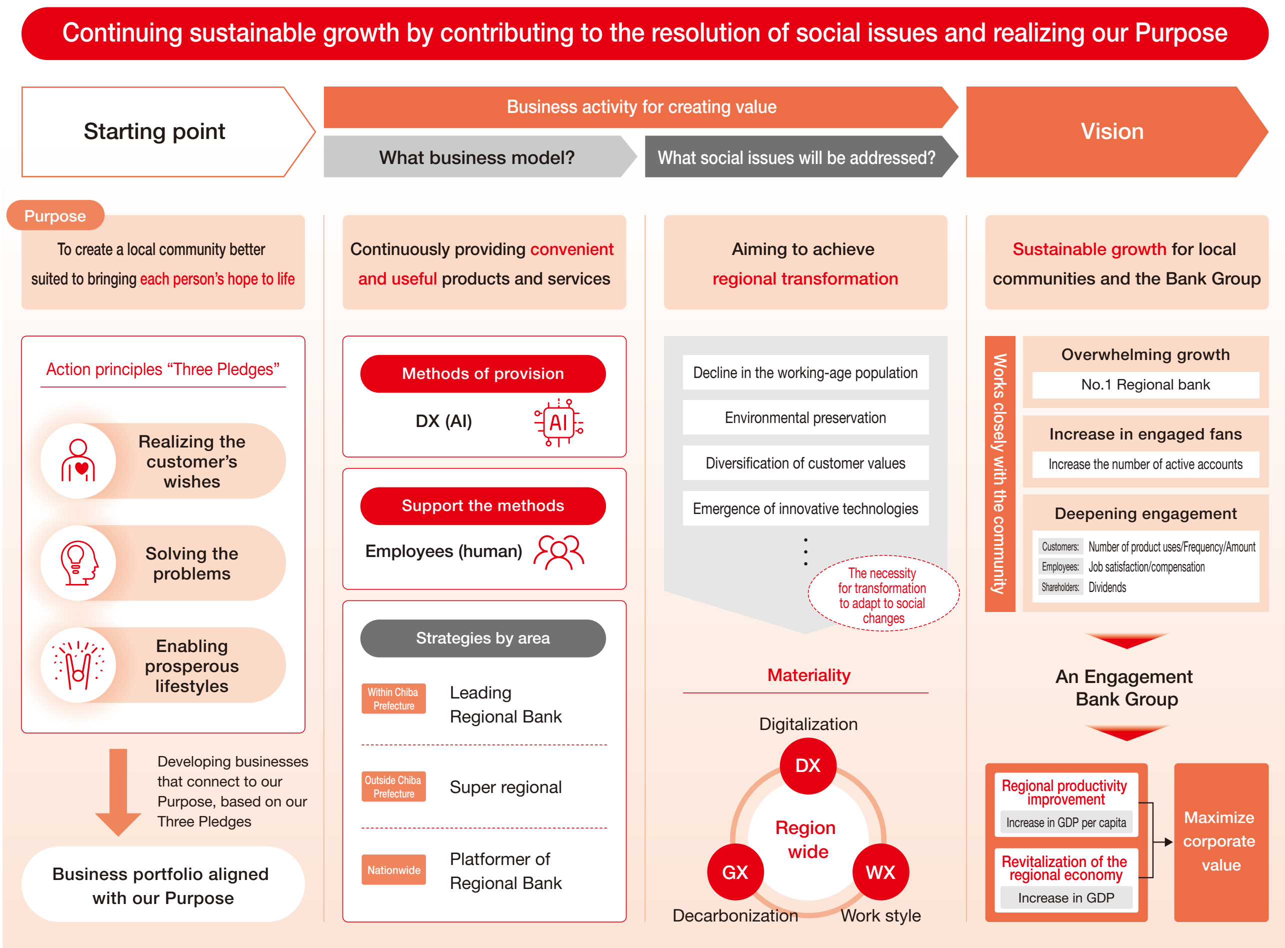
Nationwide, we will build on the TSUBASA Alliance, which marked its 10th anniversary last year, to further enhance our position as a platformer. We are taking collaboration to the next level, with the number of app IDs exceeding 5.00 million, in addition to the consolidation of mainframes and subsystems. 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 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.

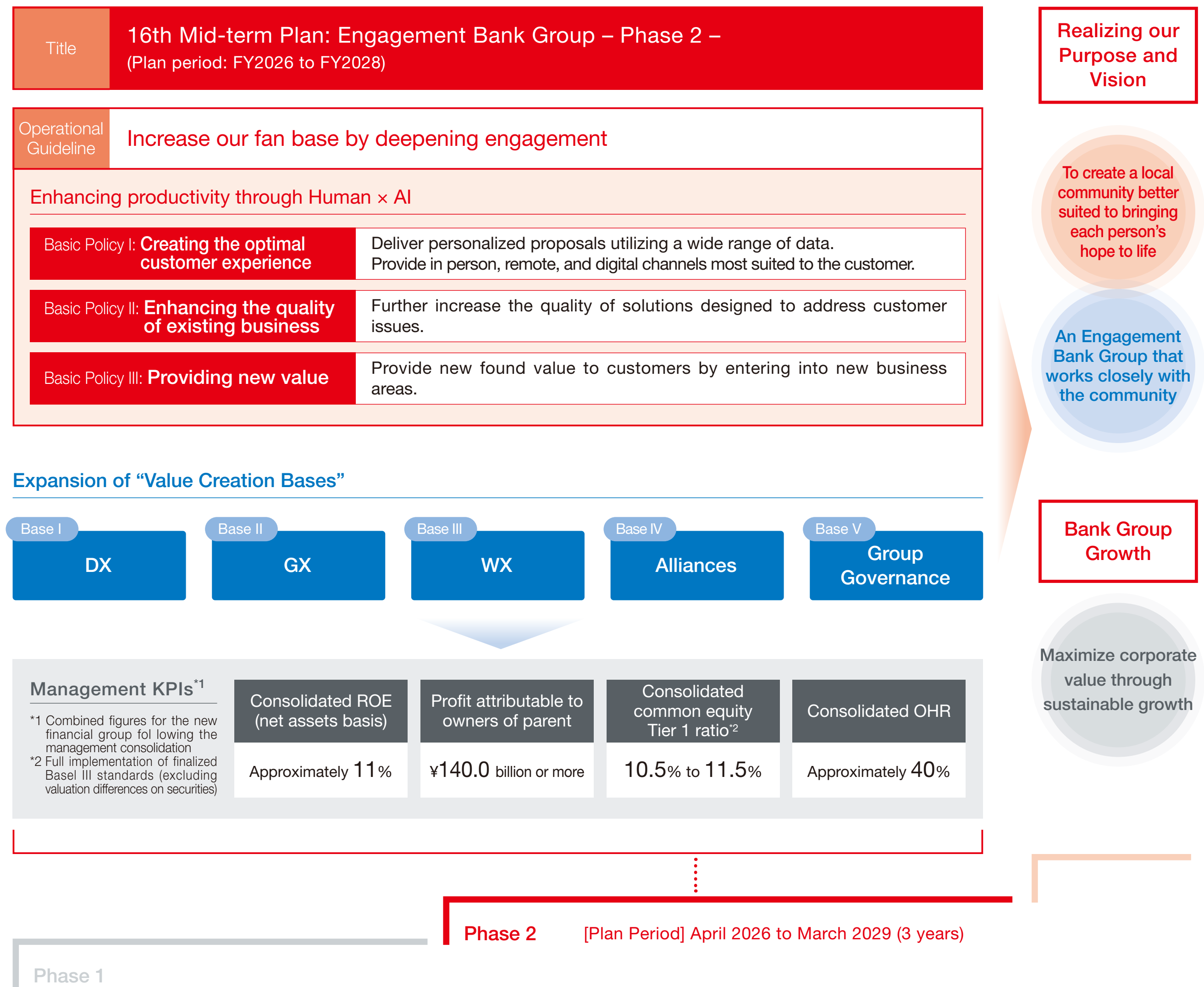
As we work toward building a regional ecosystem, our mobile app and cashless payment services have evolved into what can be described as a "local lifestyle infrastructure" and a "local payment infrastructure," respectively. At the same time, we have made progress in developing a platform to aggregate 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

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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 our 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.

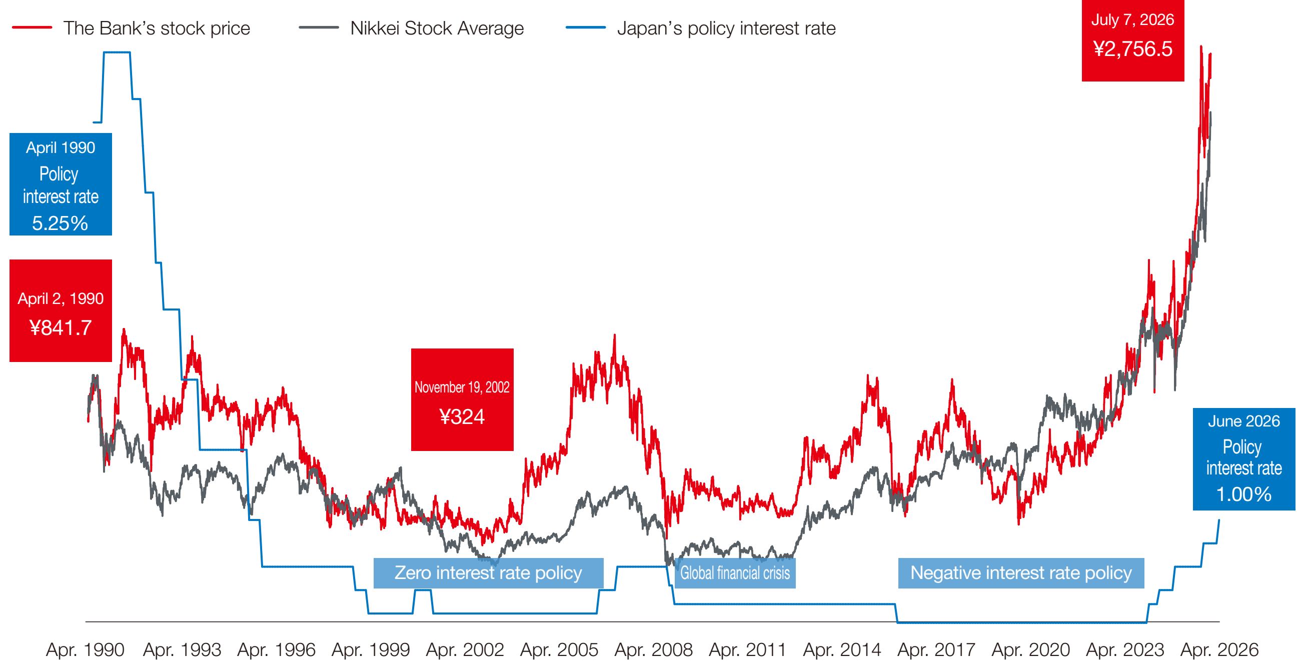
I joined The Chiba Bank in 1990. At that time, the Bank of Japan's policy rate stood at a high level of around 6%, as part of a monetary tightening cycle designed to rein in the asset bubble. Over subsequent years, the rate was gradually reduced, falling to zero in 1999 and entering negative territory 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.

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.

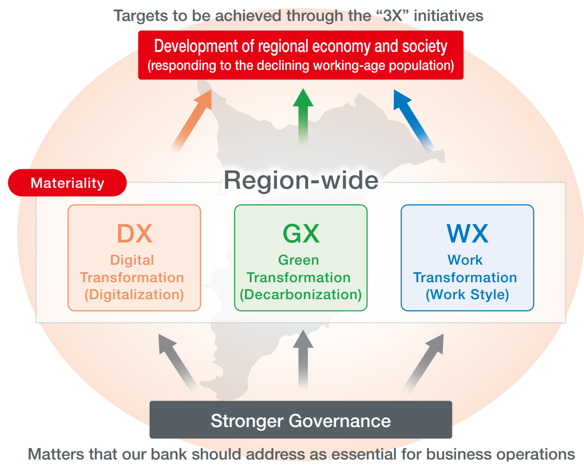
In the area of business succession, we work closely with business owners to provide personalized support, ranging from proposals for optimal succession schemes to assisting with their implementation. For companies facing challenges in business continuity, we support smooth business succession and the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



Message from the Group CDTO

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

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

Hideki Shibata

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

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

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

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

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

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

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

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

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

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.

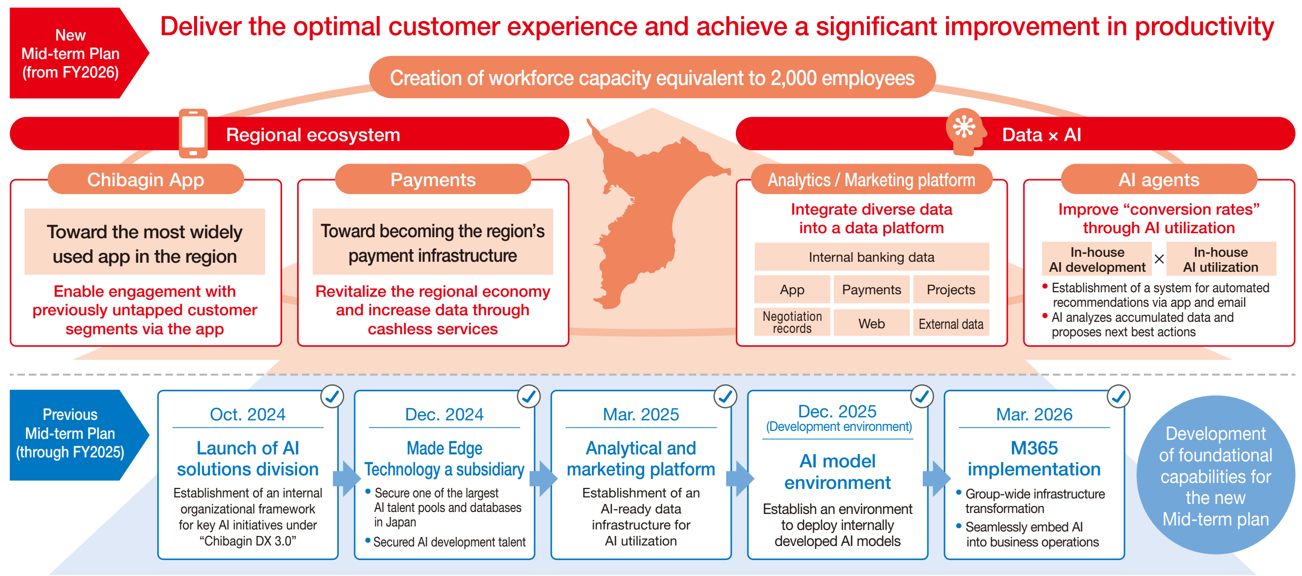
"It's as if your advisor always by your side." We believe that delivering this feeling—not as a premium service, but as a standard expectation—lies at the heart of the smart banking experience. Building on these digital touchpoints, we will develop the regional ecosystem as a tangible business model 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.

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



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.

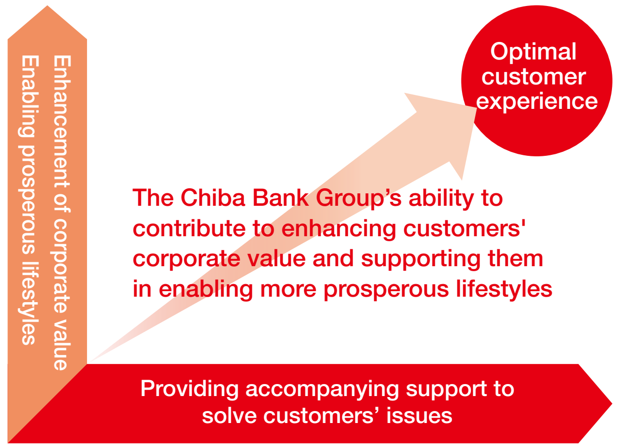
I will now discuss our specific initiatives to achieve this, broken down into our retail and corporate businesses, starting with the retail business.

We will further strengthen individual 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.

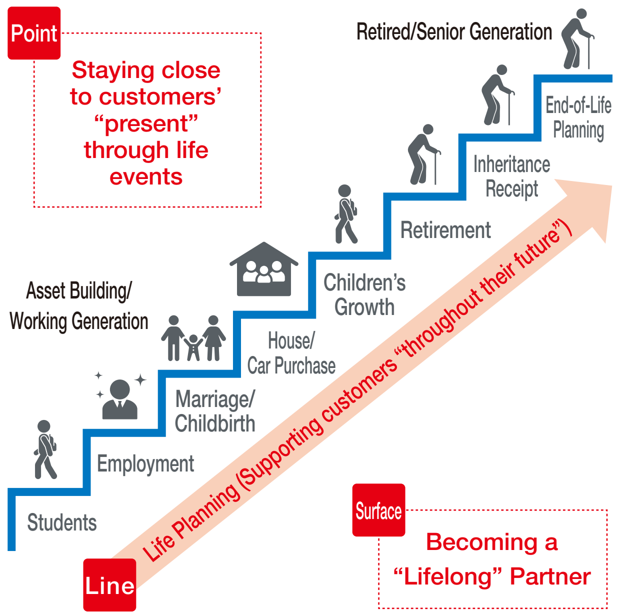
Next, in the corporate business, as "a management assistant," the Head Office, branches, and Group companies will work together to gain a full picture of the management issues of individual corporate customers and promptly make proposals that will help support their core business. At the same time, we 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)

Advancement of Training and Development	• High level experts • Reliable staff (younger generation)
Advancement of Sales System	Understanding clients' business strategies and challenges
Advancement of Solution Proposals	Optimal proposals through enhanced Head Office support system

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

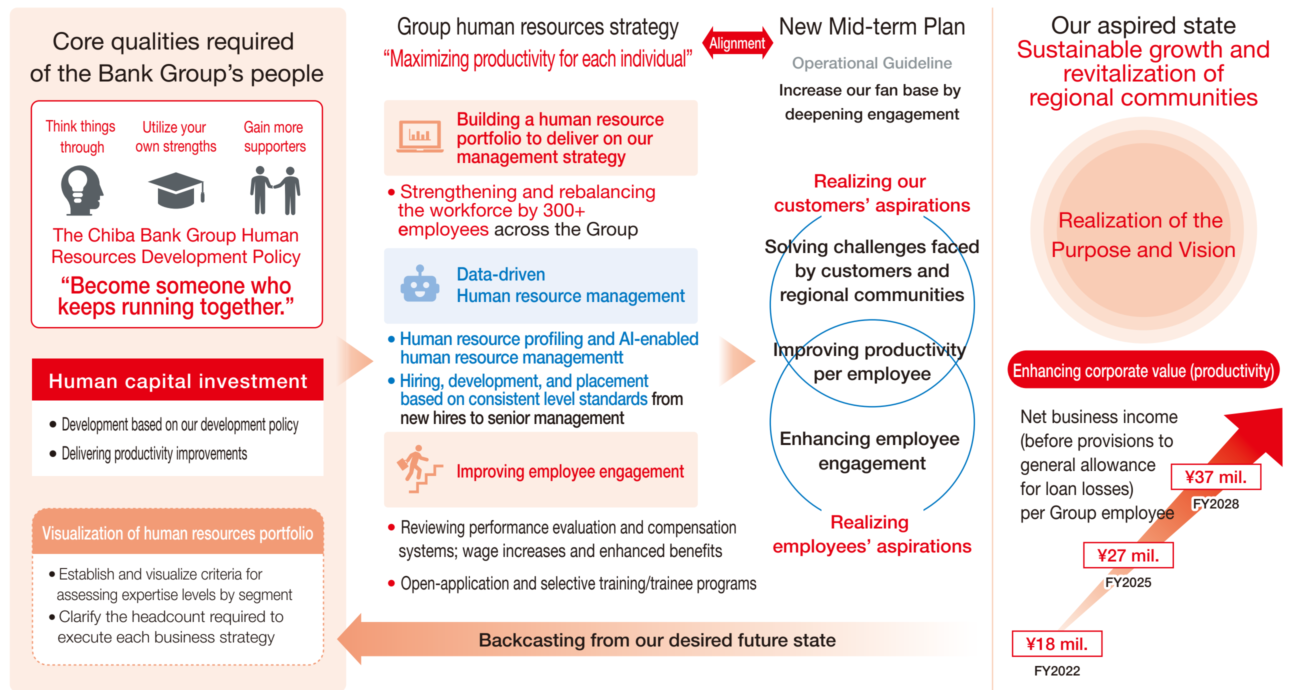
With this issue in mind, the Group has repositioned human resources strategy, not as a set of human resources measures but as an integral part of management strategy in its own right.

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.

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.