The Chiba Bank, Ltd.

Small Meeting

July 26, 2022

Event Summary

[Company Name]	The Chiba Bank, Ltd.
[Event Name]	Small Meeting
[Date]	July 26, 2022
[Time]	16:00 – 17:06 (Total: 66 minutes, Presentation: 24 minutes, Q&A: 42 minutes)
[Venue]	Webcast
[Number of Speakers]	4

Kazunari Tanaka	Executive Officer, General Manager of EDP System Division
Taro Kanzawa	General Manager of Corporate Planning Division
Atsushi Imai	General Manager of Operation Planning Division

Kanzawa: My name is Kanzawa from Chiba Bank.

Thank you very much for joining us today. We would like to thank you again for your continued understanding and cooperation in our IR activities.

First, I, Kanzawa, will provide a presentation, followed by those by Mr. Tanaka and Mr. Imai.
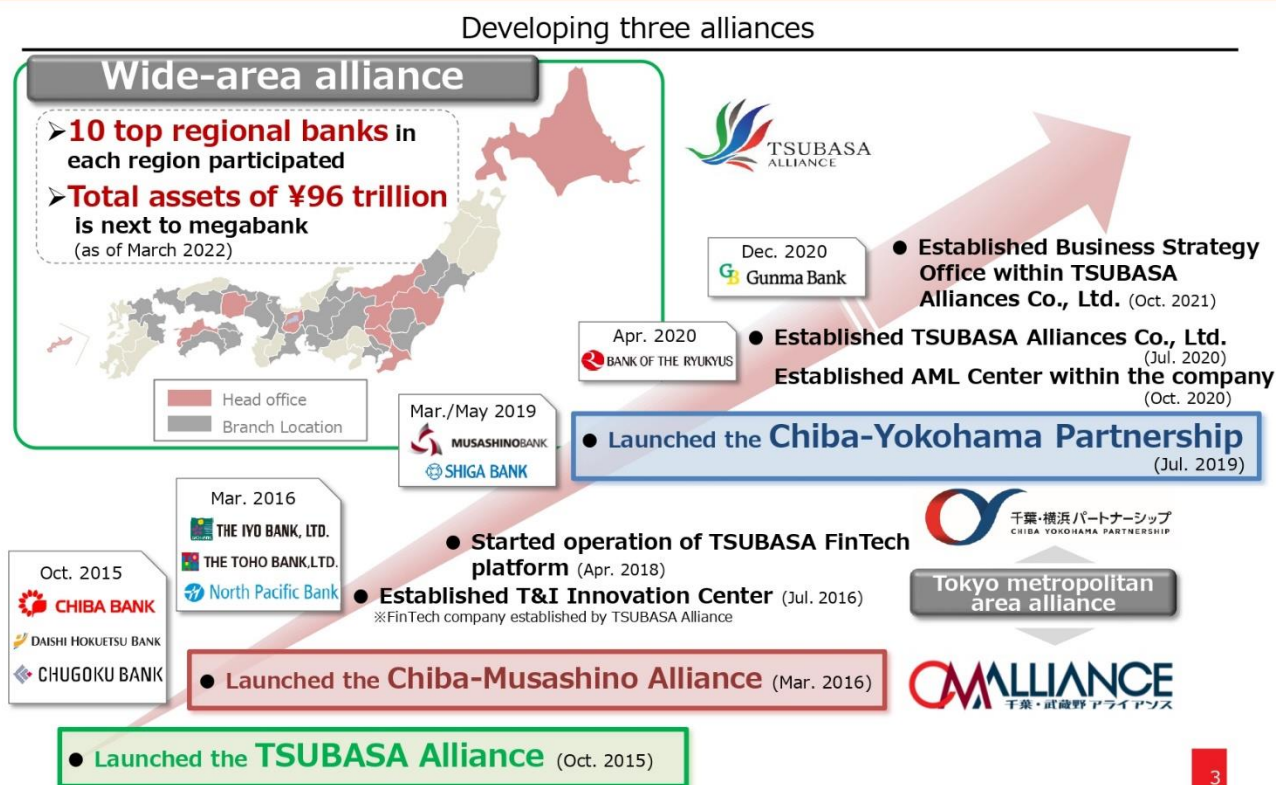

Please open page three of the materials. First, this is the overall picture of the Bank's alliances.

The TSUBASA Alliance was launched in October 2015, and in 2018, the TSUBASA FinTech platform, an open API platform, was put into operation as a pioneer in the banking industry.

We established TSUBASA Alliances Co., Ltd. two years ago as a joint venture company to promote the advancement of AML initiatives, et cetera. Currently, one staff member from each of the TSUBASA partner banks is dispatched to the Business Strategy Division, where they are engaged in planning on various common issues such as DX, human resources, the SDGs, information utilization, new businesses, and so on.

In addition to the TSUBASA Alliance, we began partnerships with Musashino Bank in 2016 and The Bank of Yokohama in 2019. The three alliance strategies are the Bank's strengths and they play an extremely important role.
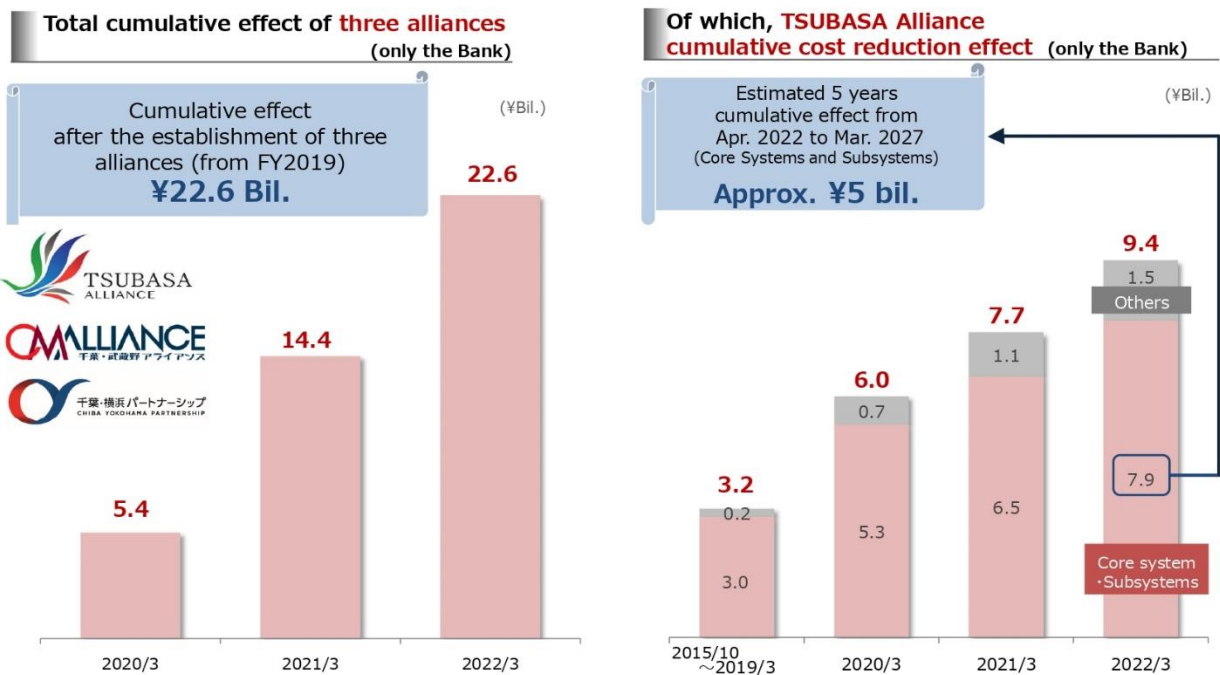
Please see page four.

In past disclosures, we have disclosed the total effects of benefits gained from the tie-ups with the two banks in the Chiba-Musashino Alliance and the Chiba-Yokohama Partnership, respectively. On the other hand, we have not disclosed the amount of benefits of the TSUBASA alliance until now, but today, for the first time, we are disclosing the amount of benefits of the three alliances combined on the performance of our Bank.

The cumulative effect amount of more than JPY20 billion was piled up over the three-year period beginning in FY2019, contributing significantly to the Bank's top line result enhancement and cost reduction. In addition, the TSUBASA Alliance's cumulative cost savings since its inception have amounted to JPY9.4 billion, which have led to the Bank's low expense ratio.
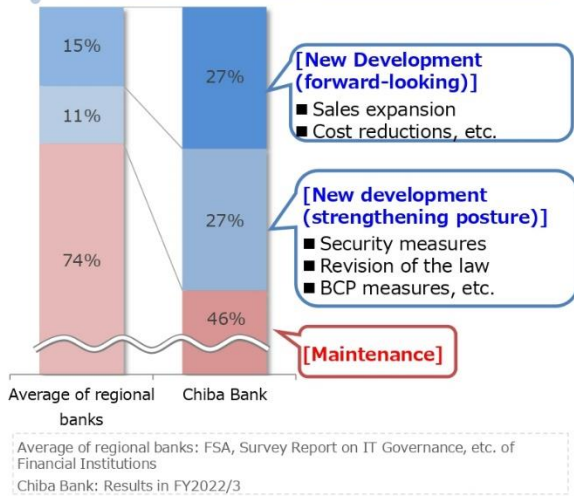
The amount of benefits from the joint implementation of the core system and subsystems, which accounted for most of the cost reduction effect, is expected to total approximately JPY5 billion further over the next five years, and is expected to continue to contribute to the improvement of the Bank's bottom line.

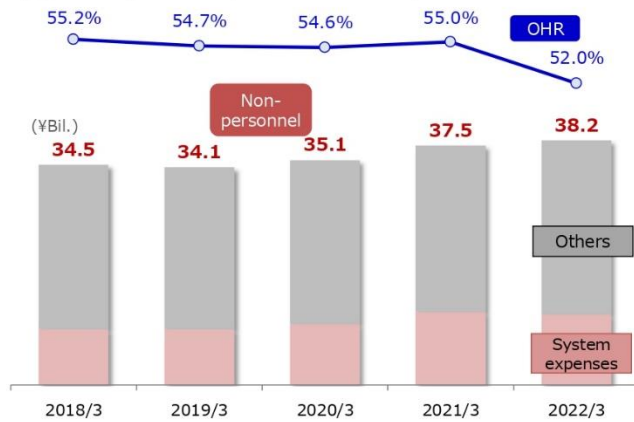Restrain system expenses by utilizing alliances and thoroughly implementing low-cost operations from the past

Ratio of IT-related investments and expenses by Purpose

Restrain system expenses by utilizing alliances and thoroughly implementing low-cost operations from the past

Allocate a large amount of management resources to new development, mainly positively, by controlling maintenance cost

Average of regional banks	Chiba Bank
15%	27% [New Development (forward-looking)] ■ Sales expansion ■ Cost reductions, etc.
11%	
74%	27% [New development (strengthening posture)] ■ Security measures ■ Revision of the law ■ BCP measures, etc.
	46% [Maintenance]

Average of regional banks: FSA, Survey Report on IT Governance, etc. of Financial Institutions
Chiba Bank: Results in FY2022/3

Trends in OHR, Non-personnel, and System Expenses

OHR: 55.2% 54.7% 54.6% 55.0% 52.0%

(¥Bil.)

Non-personnel

2018/3	2019/3	2020/3	2021/3	2022/3
34.5	34.1	35.1	37.5	38.2

Others
System expenses

Screening system for system investment projects

Cost estimate	Method of Approval
Over ¥30 million	System Investment Review Committee
Over ¥50 million	System Investment Review Committee and **Board of Designated Directors**

At System Investment Review Committee and Board of Designated Directors, **investment effectiveness is verified for up to 5 years** to validate the investment

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Please turn to page five for a description of the Bank's system expenses.

The Bank has been controlling system expenses to a certain extent by utilizing the alliances and ensuring low-cost operations from the past. As a result, the ratio of IT-related expenses to the deposit volume has been kept lower than that of other regional banks.

The graph on the left for maintenance and upkeep shows that by curbing IT-related investments for maintenance and upkeep, more than half of the IT-related investments are for top line enhancement, forward-looking investments to reduce expenses, and new development to strengthen the system, which is much higher than the regional bank average.

These forward-looking investments have led to an expansion of the top line result and a reduction in expenses, and as a result, as shown in the upper right graph, we have been able to further lower the OHR to a top level among regional banks, and plan to lower it to below 50% in the current fiscal year.

As indicated in the lower right-hand corner, when reviewing investment projects, all projects that exceed JPY50 million in the total of initial costs and five-year running costs shall be discussed by the Board of Designated Directors. After that, the Board of Designated Directors will check the effectiveness of each investment every year for up to five years, which is a rigorous system that has led to thorough low-cost management.

TSUBASA FinTech Platform

New services and functions are developed on the platform, and all services are provided through the platform

TSUBASA FinTech platform concept

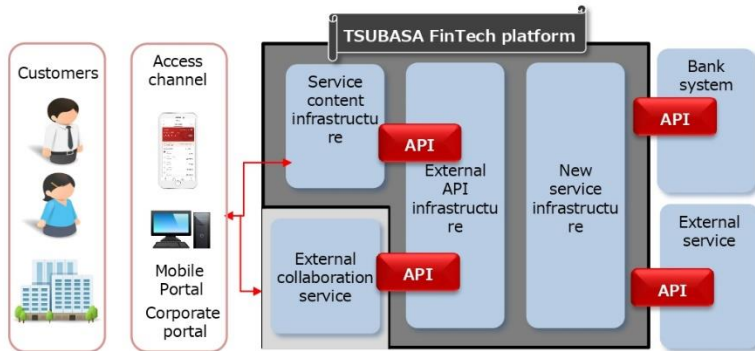|	
Enable broad external collaboration, without being limited to existing Internet Banking (IB)	**Expansion of "possible transactions" and "target users"**
Escape from existing IB constraints, and position the system as the self-contained system	**"Flexible and speedy development"**
Be released from the measured rate on existing IB	**"Accelerate collaboration through fixed charges"**

Overview

Customers — Access channel: Mobile Portal, Corporate portal

TSUBASA FinTech platform
- Service content infrastructure — API
- External API infrastructure
- New service infrastructure
- External collaboration service — API

Bank system — API
External service — API

Results related to API

Number of individual user ID (¥Mil.)

'19/3	'20/3	'21/3	'22/3	'22/6
0.09	0.40	1.08	1.71	1.96 (T&I Total)
0.02	0.08	0.42	0.64	0.70 (Of which, Chiba Bank)

Number of monthly API usage (¥Mil.)

'20/3	'21/3	'22/3	'22/6
23	61	102	121 (T&I Total)
4	22	39	43 (Of which, Chiba Bank)

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Please turn to page six. I will provide a brief overview of the TSUBASA FinTech platform, an open API developed by T&I Innovation Center.

The platform is joined by the 10 TSUBASA Alliance banks, and as an open platform that is not affected by differences in banking systems, it is an important infrastructure that can be connected to various fintech companies and others. In addition to collaborating with external providers, we can also develop our own applications using our internal service content infrastructure, which serves as a foundation for developing applications on our own. We will actively utilize the API common infrastructure to speed up the development of applications and restructuring of the internet channels.

Next, Mr. Tanaka, Executive Officer and General Manager of the EDP System Division, will explain the coalition of the TSUBASA system infrastructure.

History of Coalition of TSUBASA System Infrastructure ①

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017

Major event

★ TSUBASA (Wing) Project launched Chiba, Daishi, Hokkoku, Chugoku, Iyo (2008.03)

★ Toho participated (2012.04)

★ Chiba, Daishi, Chugoku Core system basic agreement on the coalition of system (2012.10)

★ North Pacific participated (2015.08)

★ T&I Innovation Center established (2016.07)

Core system

Next-generation core system joint research (Operations, product services, technology)

TSUBASA (wings) architecture development

Preliminary study on coalition of Chiba account system base

Joint requirement definition for Chiba, Daishi, Chugoku

Chiba started operation (2016.01) ▲
Daishi started operation (2017.01) ▲
Chugoku started operation (2017.05) ▲
Joint development projects in Chiba, Daishi, Chugoku

Major sub-system

● Renewal of telephone banking system <Chiba, Daishi, Hokkoku> (2010.03)
● Renewal of CRM system <Chiba, Daishi, Hokukoku, Chugoku, IYO> (2010.07)
● Renewal of branch system <Chiba,Daishi>(2011.09) <Toho>(2012.04)
Renewal of branch server <Chiba, Daishi> (2017.06) ●
Renewal of call center system <Chiba, Daishi, Chugoku>(2017.11) ●

※ Introduction period is based on the Bank

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Tanaka: I am Tanaka from the EDP System Division. Thank you very much for taking time out of your busy schedule to join us today. I would like to explain the coalition of the TSUBASA system infrastructure.
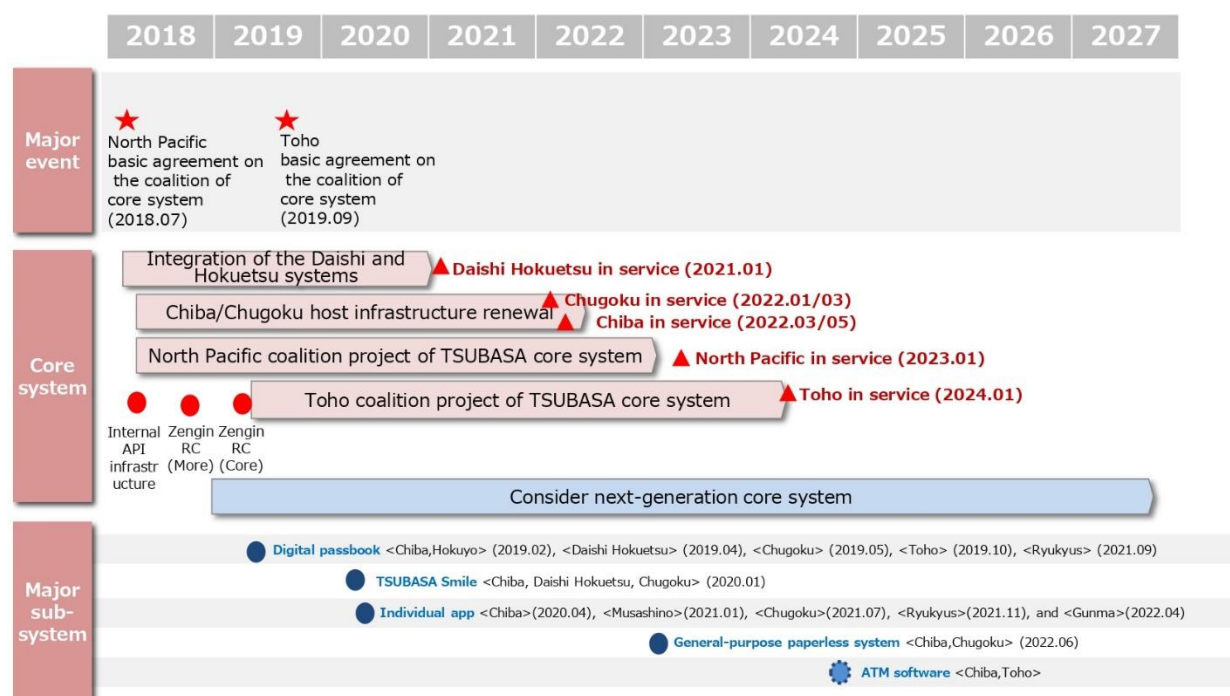
Please see page eight. Here is a chronological summary of the coalition of the TSUBASA system infrastructure.

As indicated in the upper row, on the left side of major events, the TSUBASA project was launched in 2008 by five banks (Chiba, Daishi, Hokkoku, Chugoku, and Iyo).

Initially, since each bank was able to continue using its core system, the joint development was led by collaboration in subsystems, and we conducted the joint development of the major subsystems as described in the lower part of the page: the telephone banking system, CRM system, and branch system.

In parallel, we also conducted joint research on the core system until 2009, as shown in the middle part of the page. Since 2010, the three banks of Chiba Bank, Daishi Bank, and Chugoku Bank were engaged in a preliminary study on the coalition of the Chiba accounting system, and in the process of defining the requirements. As the three banks confirmed that each of them would enjoy the benefits, they reach a basic agreement on having the core system in common.

As shown in red letters, Chiba started operation of the common core system in January 2016, and Daishi and Chugoku in January 2017 and May 2017, respectively.

| 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 |

Major event

★ North Pacific basic agreement on the coalition of core system (2018.07)

★ Toho basic agreement on the coalition of core system (2019.09)

Core system

Integration of the Daishi and Hokuetsu systems ▲ Daishi Hokuetsu in service (2021.01)

Chiba/Chugoku host infrastructure renewal ▲ Chugoku in service (2022.01/03) / Chiba in service (2022.03/05)

North Pacific coalition project of TSUBASA core system ▲ North Pacific in service (2023.01)

Toho coalition project of TSUBASA core system ▲ Toho in service (2024.01)

● Internal API infrastructure ● Zengin RC (More) ● Zengin RC (Core)

Consider next-generation core system

Major sub-system

● Digital passbook <Chiba,Hokuyo> (2019.02), <Daishi Hokuetsu> (2019.04), <Chugoku> (2019.05), <Toho> (2019.10), <Ryukyus> (2021.09)

● TSUBASA Smile <Chiba, Daishi Hokuetsu, Chugoku> (2020.01)

● Individual app <Chiba>(2020.04), <Musashino>(2021.01), <Chugoku>(2021.07), <Ryukyus>(2021.11), and <Gunma>(2022.04)

● General-purpose paperless system <Chiba,Chugoku> (2022.06)

⚙ ATM software <Chiba,Toho>

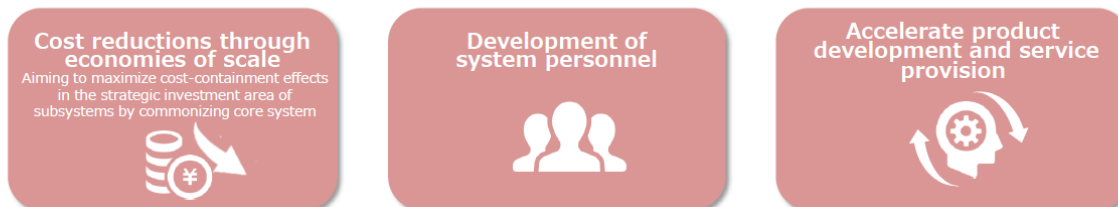※ Introduction period is based on the Bank

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Please turn to page nine.

As described in the major event section above, North Pacific Bank and Toho Bank agreed to participate in the core system collaboration in 2018 and 2019, respectively, bringing the number of banks in the coalition of the core system to five. North Pacific Bank and Toho Bank are currently in the process of development, with service launch scheduled for 2023 and 2024, respectively.

As shown in the middle section, core system, Daishi Bank shifted to a new host infrastructure and new hardware in 2021 in line with the merger with Hokuetsu Bank. Our Bank and Chugoku also completed the renewal of the new host infrastructure this year, and plan to continue using the current system for the time being.
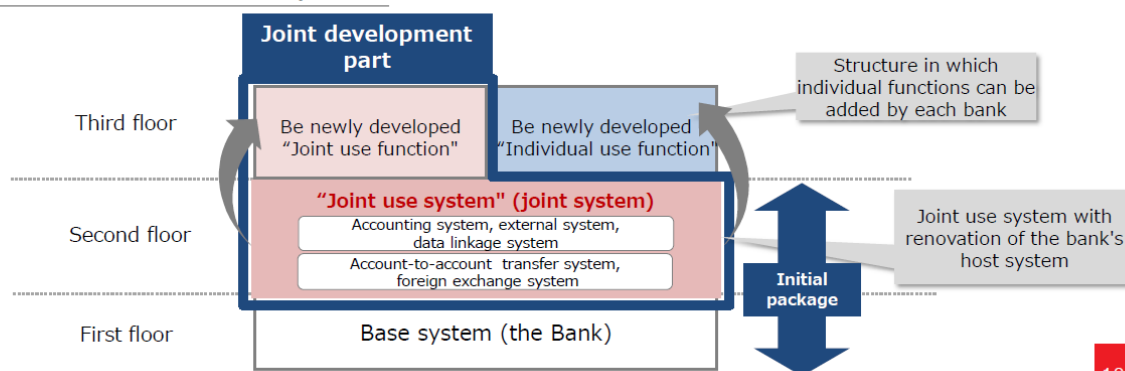
As for the next generation core system shown in a light blue arrow feather, we have begun gathering information and other studies starting in 2019, and are not limiting ourselves to a specific IT company or mainframe, but are broadly considering an open infrastructure and other options.

Coalition of TSUBASA System Infrastructure

Joint development, shared use, and joint operation and maintenance outsourcing of core system and subsystems from an equal standpoint for each bank

■ Benefits of coalition of core systems

Cost reductions through economies of scale
Aiming to maximize cost-containment effects in the strategic investment area of subsystems by commonizing core system

Development of system personnel

Accelerate product development and service provision

■ Structure of coalition of core systems

Joint development part

Third floor
- Be newly developed "Joint use function"
- Be newly developed "Individual use function"

Structure in which individual functions can be added by each bank

Second floor
"Joint use system" (joint system)
- Accounting system, external system, data linkage system
- Account-to-account transfer system, foreign exchange system

Joint use system with renovation of the bank's host system

Initial package

First floor
Base system (the Bank)

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Please see page 10. I will explain the coalition of the TSUBASA system infrastructure.

The coalition of the TSUBASA system infrastructure is a framework for joint development, shared use, and joint operation and maintenance outsourcing of the core system and subsystems. This is a scheme in which each bank stands on an equal footing to establish and operate a joint system in order to leverage the strengths of the participating banks, and is not initiated by any particular bank.

The main benefits of the coalition of the main system includes "reduced development costs through economies of scale, reduced running costs through joint outsourcing," "human resource development by dispatching personnel to the development and operating organizations," and "faster product development and service provision through joint development."

Next, we will discuss the structure of the core system coalition. In the coalition of the TSUBASA core system, Chiba Bank provided a joint use system, which is a modified version of our host system, as an initial package, and each member bank can add individual functions.

Scope of Coalition of Core System

Joint accounting and external online batches, channel collaboration, internal API infrastructure, etc.
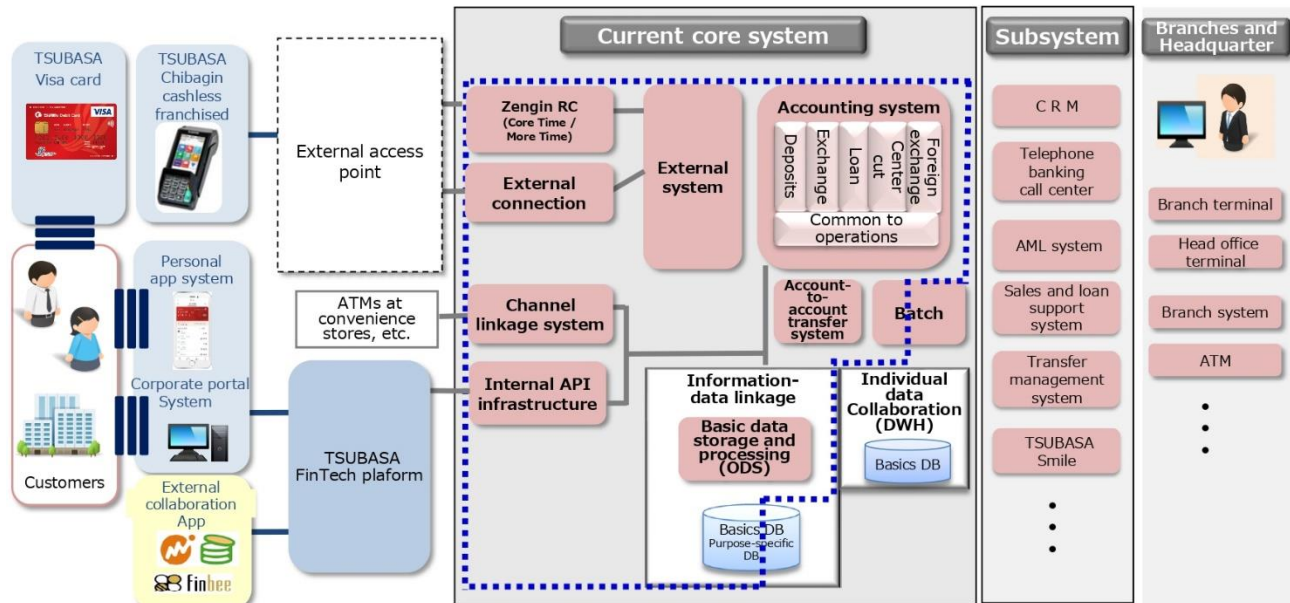
Please turn to page 11. The figure shows the scope of the core system coalition.

The gray area in the center of the figure covers the current core system. Of these, the systems and equipment in the area enclosed by the blue dotted line are within the scope of the coalition. We have joint accounting and external online batches, channel collaboration, internal API infrastructure, et cetera.

What I just explained in the figure at the bottom of page 10 is the structure of the accounting and external systems, which is in the upper right-hand corner in the blue dotted line on page 11.

The accounting and external systems belong to the host system portion of the mainframe, which is the core of the core system coalition.

The first floor is the previous Chiba Bank program, and the second floor is the portion that was converted to a joint-use system in the initial development of the coalition. The third floor will be a newly developed area after the start of the development for the coalition. In terms of program structure, the initial packages on the first and second floors and the left side of the third floor, which is called joint use function, are provided as a joint system.

This part has been offered to future participants, North Pacific Bank and Toho Bank, and the two banks are currently developing the right side of the third floor, which will be individual use function on their own.

In addition to the core system, the TSUBASA Alliance is also working on the joint development of applications, TSUBASA Fintech platform, and subsystems. As you will see later in the video, we have also developed the TSUBASA Smile tablet terminal at branch office reception counters jointly with Daishi Hokuetsu and Chugoku Banks and are adding new functions as needed.

Overall Scheme for Coalition of Core System

Jointly outsource application development and maintenance to IBM Japan and infrastructure operations to Kyndryl Japan, and prorate development and operation costs

CHIBA BANK   DAISHI HOKUETSU BANK   CHUGOKU BANK   North Pacific Bank   THE TOHO BANK,LTD.

Outsourcing of development and operation
Maintain core skills and ensure governance by seconding personnel

Joint project management

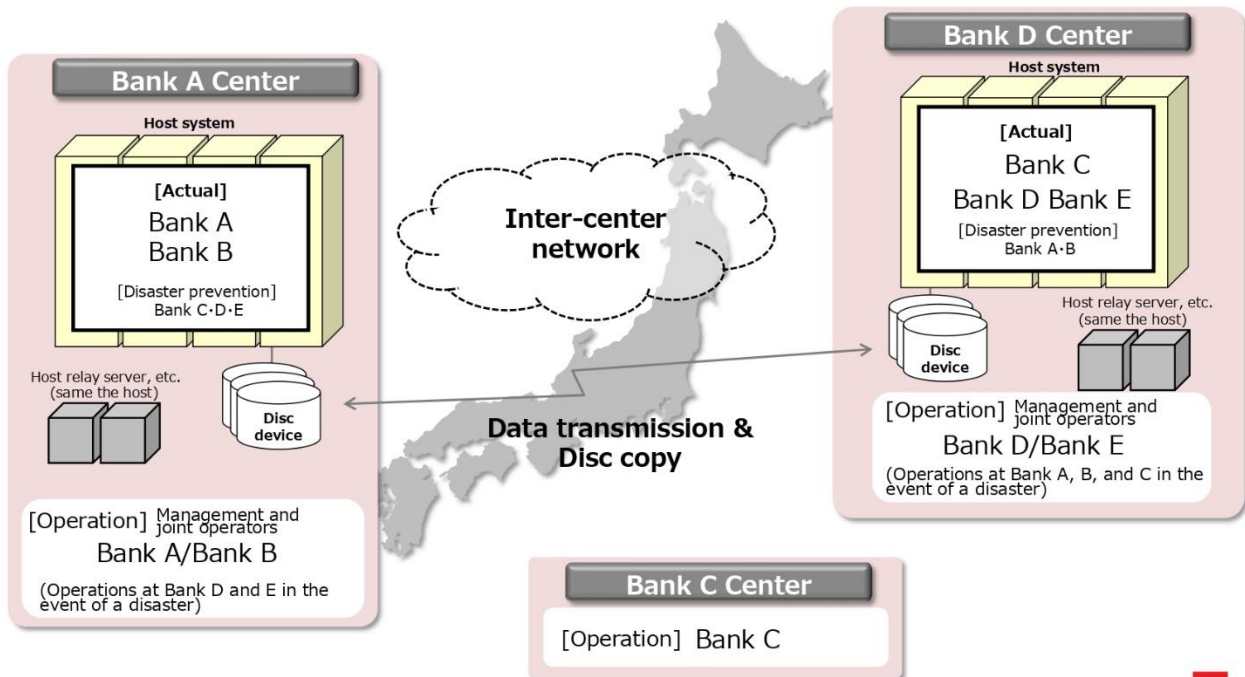| Joint management consultative group (Council of Companies)	Joint development organization (IBM Japan)	Joint management organization (Kyndryl Japan)
• Planning and operation of joint development schemes • Coordination of joint development projects • Information exchange among divisions, etc.	• Main entity of system development • Acceptance of temporary transfer of personnel from each bank , etc.	• Main entity of system operation • Acceptance of temporary transfer of personnel from each bank , etc.

12

Please see page 12. This diagram shows the overall scheme for the coalition of the core system.

The participating banks outsource application development and maintenance to IBM Japan and infrastructure operations to Kyndryl Japan, and prorate development and operation costs. In addition, we maintain core skills by seconding employees to the joint development and operation organizations established by the two outsourcing partner companies to acquire development and operation skills.

The joint management consulting group, shown on the left side of Joint project management at the bottom of the figure, is a council composed of the participating banks, the joint development organization, and the joint management organization. It is responsible for planning and managing the joint development scheme, coordinating joint development projects, and other tasks to ensure the smooth implementation of this coalition project.
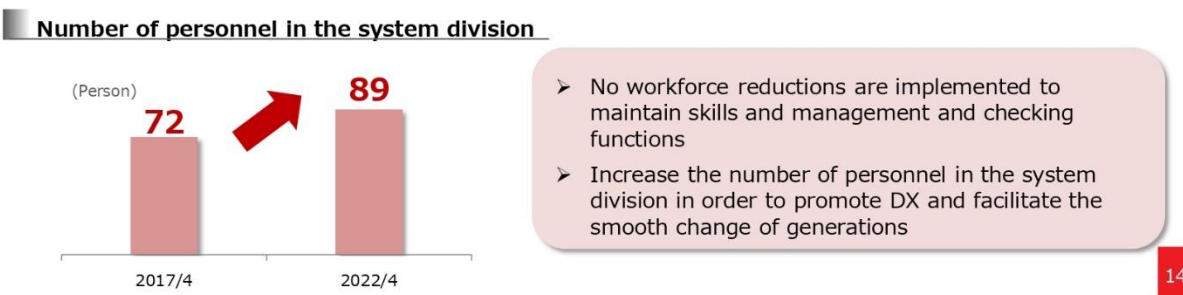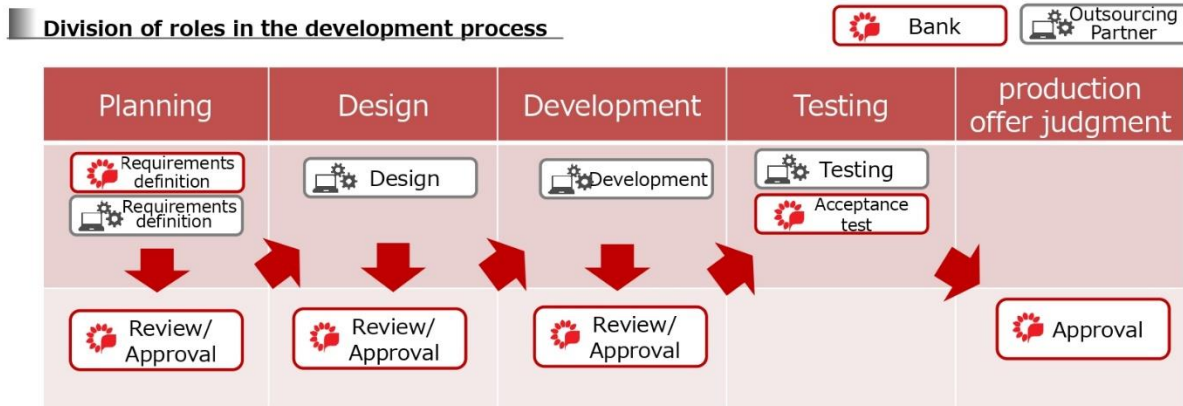
Back-up system through establishment of hosts at two locations and system operation at three locations

Bank A Center
Host system
[Actual]
Bank A
Bank B
[Disaster prevention]
Bank C·D·E
Host relay server, etc.
(same the host)
Disc device
[Operation] Management and joint operators
Bank A/Bank B
(Operations at Bank D and E in the event of a disaster)

Inter-center network

Data transmission & Disc copy

Bank D Center
Host system
[Actual]
Bank C
Bank D Bank E
[Disaster prevention]
Bank A·B
Host relay server, etc.
(same the host)
Disc device
[Operation] Management and joint operators
Bank D/Bank E
(Operations at Bank A, B, and C in the event of a disaster)

Bank C Center
[Operation] Bank C

13

Please look at page 13. The diagram shows the site composition.

The host system is shared by the TSUBASA core system coalition banks, and a mutual backup system is realized by distributing the system in two centers. In the unlikely event of a large-scale disaster, if one of the centers is damaged, the disaster countermeasure system installed at the other center will be activated to ensure business continuity. In addition, system operations are distributed among three centers, and a mutual backup mechanism has been established as with the host system.

Maintain key areas of know-how, with the Bank's staff conducting requirements review, review and approval, and acceptance examinations

Division of roles in the development process

Bank | Outsourcing Partner

Planning	Design	Development	Testing	production offer judgment
Requirements definition / Requirements definition	Design	Development	Testing / Acceptance test	
Review/ Approval	Review/ Approval	Review/ Approval		Approval

Number of personnel in the system division

(Person)
72 (2017/4) → 89 (2022/4)

➤ No workforce reductions are implemented to maintain skills and management and checking functions
➤ Increase the number of personnel in the system division in order to promote DX and facilitate the smooth change of generations

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Please turn to page 14. I will explain the development structure.

Please see the division of roles in the development process. This is a simplified diagram of the system development process.

For each process, the main roles are shown separately for the banks and the outsourcing partners. Even after development and outsourcing, the Bank maintains its expertise in key areas through a system in which the Bank performs requirements definition, review and approval at each stage of the process, and acceptance tests. In order to maintain this structure, no reduction in personnel has been implemented.
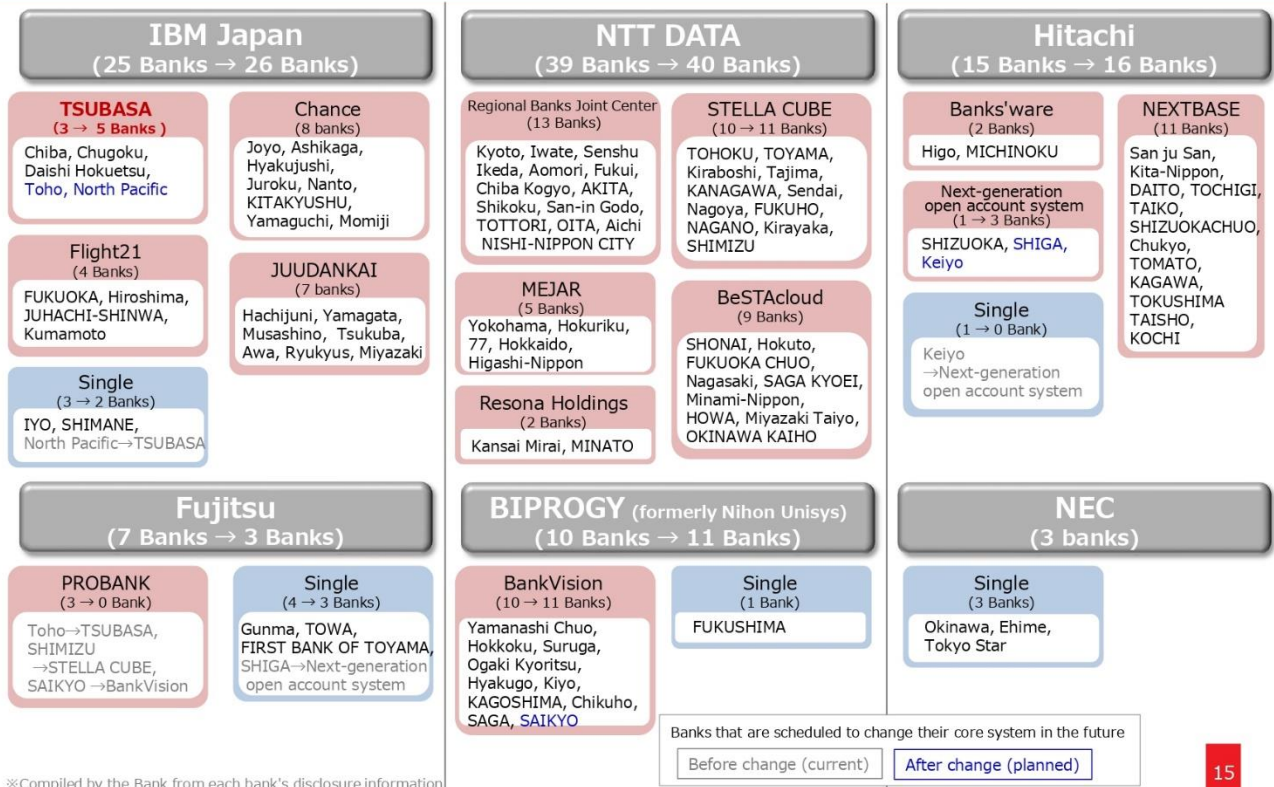
The number of staff members in the system division is shown at the bottom of the chart. The number of personnel increased from five years ago to promote DX and ensure a smooth generational change.

In addition, although not mentioned in the materials, we have been working on cyber risk countermeasures as an important initiative since previously. In addition to taking measures to prevent the intrusion of computer viruses and other malware and to protect the data of critical computer systems, we have established a management system and other measures in the event of a cyber-attack incident, and conduct regular training to ensure their effectiveness. As a result of these measures, there have been no data breaches or other cyber risk incidents.

Joint Development and Use of Core Systems (Regional Banks)

The 14th Medium Term Management Plan
NEXT STEP 2023
~ connect and go beyond, for the future ~

IBM Japan (25 Banks → 26 Banks)

TSUBASA (3 → 5 Banks)
Chiba, Chugoku, Daishi Hokuetsu, Toho, North Pacific

Chance (8 banks)
Joyo, Ashikaga, Hyakujushi, Juroku, Nanto, KITAKYUSHU, Yamaguchi, Momiji

Flight21 (4 Banks)
FUKUOKA, Hiroshima, JUHACHI-SHINWA, Kumamoto

JUUDANKAI (7 banks)
Hachijuni, Yamagata, Musashino, Tsukuba, Awa, Ryukyus, Miyazaki

Single (3 → 2 Banks)
IYO, SHIMANE, North Pacific→TSUBASA

NTT DATA (39 Banks → 40 Banks)

Regional Banks Joint Center (13 Banks)
Kyoto, Iwate, Senshu Ikeda, Aomori, Fukui, Chiba Kogyo, AKITA, Shikoku, San-in Godo, TOTTORI, OITA, Aichi NISHI-NIPPON CITY

STELLA CUBE (10 → 11 Banks)
TOHOKU, TOYAMA, Kiraboshi, Tajima, KANAGAWA, Sendai, Nagoya, FUKUHO, NAGANO, Kirayaka, SHIMIZU

MEJAR (5 Banks)
Yokohama, Hokuriku, 77, Hokkaido, Higashi-Nippon

BeSTAcloud (9 Banks)
SHONAI, Hokuto, FUKUOKA CHUO, Nagasaki, SAGA KYOEI, Minami-Nippon, HOWA, Miyazaki Taiyo, OKINAWA KAIHO

Resona Holdings (2 Banks)
Kansai Mirai, MINATO

Hitachi (15 Banks → 16 Banks)

Banks'ware (2 Banks)
Higo, MICHINOKU

Next-generation open account system (1 → 3 Banks)
SHIZUOKA, SHIGA, Keiyo

Single (1 → 0 Bank)
Keiyo →Next-generation open account system

NEXTBASE (11 Banks)
San ju San, Kita-Nippon, DAITO, TOCHIGI, TAIKO, SHIZUOKACHUO, Chukyo, TOMATO, KAGAWA, TOKUSHIMA TAISHO, KOCHI

Fujitsu (7 Banks → 3 Banks)

PROBANK (3 → 0 Bank)
Toho→TSUBASA, SHIMIZU →STELLA CUBE, SAIKYO →BankVision

Single (4 → 3 Banks)
Gunma, TOWA, FIRST BANK OF TOYAMA, SHIGA→Next-generation open account system

BIPROGY (formerly Nihon Unisys) (10 Banks → 11 Banks)

BankVision (10 → 11 Banks)
Yamanashi Chuo, Hokkoku, Suruga, Ogaki Kyoritsu, Hyakugo, Kiyo, KAGOSHIMA, Chikuho, SAGA, SAIKYO

Single (1 Bank)
FUKUSHIMA

NEC (3 banks)

Single (3 Banks)
Okinawa, Ehime, Tokyo Star

Banks that are scheduled to change their core system in the future
Before change (current) | After change (planned)

※Compiled by the Bank from each bank's disclosure information

15

Please look at page 15. This page summarizes the joint development and use of core systems among regional and second-tier regional banks.

Banks that are scheduled to move to other groups, according to press reports, are indicated in blue. Please see the chart for reference.

That is all from me.

Next, Mr. Imai, General Manager of the Operation Planning Division, will explain the TSUBASA Smile and paperless system.

Imai: Hello, everyone. I am Imai from the Operation Planning Division, in charge of planning the administrative structure and procedures in general. I will explain TSUBASA Smile, our in-store reception system, and other systems.
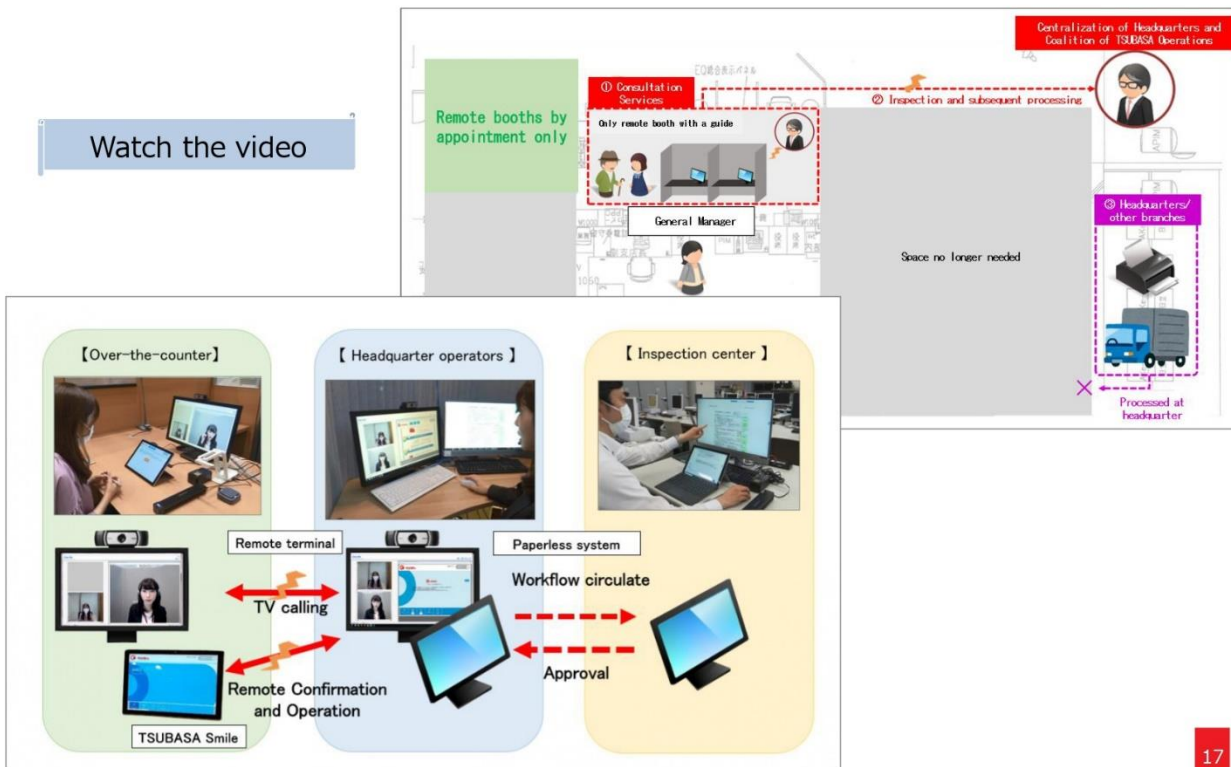
Today, we have prepared a video to introduce what this system is and to share with you an image of the administrative structure we are now aiming to realize.

[Video Begins]

Company Representative: The Bank has been using TSUBASA Smile for paperless reception of over-the-counter procedures, and the TSUBASA general-purpose paperless system introduced in June of this year has further expanded the range of operations that can be accepted in a paperless manner, and has enabled the Bank's internal procedures after reception to be completed in a paperless manner because these procedures have evolved into a workflow.

Now that the system is completely paperless, it will be possible for headquarters personnel to accept branch office procedures using remote terminals and TSUBASA Smile, and for relevant officials to conduct remote inspection using the paperless system to complete those procedures at unmanned offices.

Now, let us show you the actual offices, headquarters personnel, and the inspection center.

Customers operate the TSUBASA Smile tablet from a remote terminal while listening to the guidance of a headquarters representative. The seal is placed on the seal scanner and the signature is made directly on the tablet, making the process completely paperless and eliminating the need to receive documents from the customer.

The headquarters staff member checks the customer's facial expressions and the operation status of TSUBASA Smile via the remote terminal. In addition, in a situation where Smile operation by the headquarters official is required, he/she operates the tablet remotely. After the accepted content is confirmed by the paperless

system, the workflow is circulated to the seal inspection center, and approval requests that were previously made on paper are now made electronically.

The inspection center checks the content circulated from the workflow and performs approval operations on the paperless system. There is no need to assign officials in charge of inspection and sealing at each branch, and a sealing system can be established with a small number of people. We intend to utilize this mechanism to consider new branch development, such as the construction of lightweight branches with a minimal number of bank employees deployed there.

Here is a view of the office center of Daishi Hokuetsu Bank. We are currently outsourcing a series of operations in our Bank's exchange transmission operations, from registration to withholding and verification, to this center. Also, account transfer registration is under trial. We will consider establishing an even more efficient administrative processing system by extending the current joint operation of the clerical work centralized to the headquarters with Daishi Hokuetsu Bank to the other alliance partner banks.
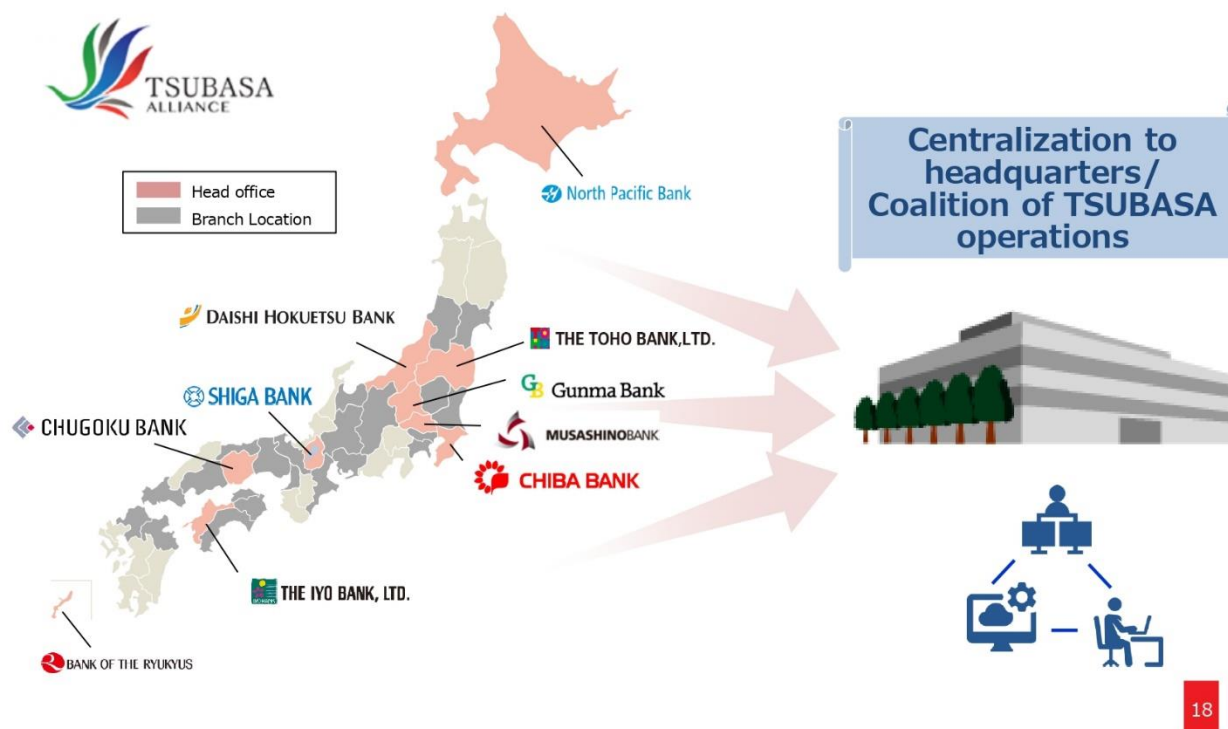
[Video Ends]

Imai: Thank you very much for viewing.

Some of you in attendance may have already seen banks' efforts to use tablets at their branches. A common example would be the use of tablets to open new accounts or change notifications at reception booths.

On the other hand, the Bank not only handles a large number of transactions such as account openings, but also other small-quantity, large-variety transactions. In addition, many banks' internal processing after receiving a request is done by taking out paper and retyping it on a dedicated terminal, but our Bank is completely paperless and seal-less from internal processing to storage.

The inspection center is still in the trial stage. In reality, the verification experiment is being conducted starting with the inspection of some operations between the head office sales division on the first floor of the head office building and the operation planning division on the 10th floor of the building.

Centralization of Headquarters and Coalition of TSUBASA Operations

The 14th Medium Term Management Plan
NEXT STEP 2023
~ connect and go beyond, for the future ~

Building a more efficient business processing system

TSUBASA ALLIANCE

Head office
Branch Location

North Pacific Bank

DAISHI HOKUETSU BANK

THE TOHO BANK,LTD.

SHIGA BANK

Gunma Bank

CHUGOKU BANK

MUSASHINO BANK

CHIBA BANK

THE IYO BANK, LTD.

BANK OF THE RYUKYUS

Centralization to headquarters/ Coalition of TSUBASA operations

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The paperless system will not only improve efficiency in a variety of ways, but will also enable back-office paperwork to be handled at a physically remote location, so we intend to take advantage of this new system to consolidate operations at the headquarters, which have been difficult to integrate.

We have also confirmed that Smile reception using remote terminals can provide remote guidance, operate equipment, and complete transactions, but this is still in the demonstration stage. Now that a completely paperless system has been achieved, it is now possible for headquarters personnel to accept branch office procedures using remote terminals and TSUBASA Smile, and to implement remote inspection using the paperless system, and we will take on the challenge of completing procedures at unmanned branches.

Finally, TSUBASA Smile was jointly developed with Daishi Hokuetsu Bank, Chugoku Bank, and Chiba Bank, while the TSUBASA general-purpose paperless system was jointly developed by Chugoku and Chiba. We are considering measures such as administrative collaboration together with the alliance partner banks, sharing the same vision for the future as you have seen.

That's all for my explanation.