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(Securities Code: 8331)

June 4, 2026

To Shareholders with Voting Rights:

Tsutomu Yonemoto
President
The Chiba Bank, Ltd.
1-2, Chiba-minato, Chuo-ku,
Chiba City, Chiba, Japan

**NOTICE OF CONVOCAION OF
THE 120TH ANNUAL GENERAL MEETING OF SHAREHOLDERS**

You are hereby notified that the 120th Annual General Meeting of Shareholders of The Chiba Bank, Ltd. (the “Bank”) will be held for the purposes described below.

When convening this General Meeting of Shareholders, the Bank has taken measures for providing information in an electronic format (the “electronic provision measures”) and has posted matters subject to the electronic provision measures on the following Bank website.

The Bank’s website: <https://www.chibabank.co.jp/english/ir/market/meeting/>

In addition to the website listed above, the Bank has also posted this information on the website of the Tokyo Stock Exchange (TSE). To view this information, please access the TSE website below, enter “Chiba Bank” in the “Issue name (company name)” field or the stock exchange code “8331” in the “Code” field, click “Search,” and then click “Basic information” and select “Documents for public inspection/PR information.”

The TSE website (Listed Company Search):

<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

If you are unable to attend the meeting, you can exercise your voting rights in writing or electronically (via the internet, etc.). Please review the following Reference Documents for the General Meeting of Shareholders before exercising your voting rights.

- 1. Date and Time:** Friday, June 26, 2026 at 10:00 a.m. Japan time
(Reception is scheduled to begin at 9:00 a.m.)
- 2. Place:** 3F Main Hall, Head Office of the Bank
1-2, Chiba-minato, Chuo-ku, Chiba City, Chiba, Japan
- 3. Meeting Agenda:**
Matters to be reported:
 1. The Business Report and Non-consolidated Financial Statements for the Bank’s 120th Fiscal Year (from April 1, 2025 to March 31, 2026)
 2. Consolidated Financial Statements for the Bank’s 120th Fiscal Year (from April 1, 2025 to March 31, 2026) and results of audits of the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Board

Proposals to be resolved:

Proposal No. 1: Appropriation of Surplus

Proposal No. 2: Election of Ten (10) Directors

Proposal No. 3: Election of One (1) Audit & Supervisory Board Member

Exercise of Voting Rights:

Exercise of Voting Rights Electronically (via the internet, etc.)

Please access the Bank's designated voting website (<https://www.web54.net>) using the "Voting Rights Exercise Code" and "Password" printed on the Voting Rights Exercise Form, follow the instructions on the voting website, and cast your vote for or against the proposals by the deadline.

Deadline for exercise: Thursday, June 25, 2026 at 6:00 p.m. Japan time

Exercise of Voting Rights in Writing

Please cast your vote for or against the proposals on the enclosed Voting Rights Exercise Form and return it so that it is received by the deadline. If there is no indication of approval or disapproval for a proposal on the Voting Rights Exercise Form, it will be treated as an indication of approval.

Deadline for exercise: Thursday, June 25, 2026 at 6:00 p.m. Japan time

Exercise of Voting Rights by Attending the Meeting in Person

When attending the meeting in person, please submit the enclosed Voting Rights Exercise Form at the reception desk on the day of the meeting.

Date and time of the meeting: Friday, June 26, 2026 at 10:00 a.m. Japan time (reception will start at 9:00 a.m.)

Handling of Duplicate Voting

If you vote both in writing on the Voting Rights Exercise Form and via the Bank's designated voting website on the internet, only your vote cast via the internet will be valid. In addition, if you submit your vote multiple times via the internet or submit in duplicate via a personal computer as well as a smartphone, only the latest vote will be considered valid.

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For this Annual General Meeting of Shareholders, the Bank will send paper copies of the matters subject to electronic provision measures to all shareholders regardless of whether or not they made a request for delivery of the documents. However, the “Non-consolidated Statement of Changes in Net Assets,” “Notes to the Non-consolidated Financial Statements,” “Consolidated Statement of Changes in Net Assets,” and “Notes to the Consolidated Financial Statements” are not presented in the documents mailed to shareholders pursuant to the provisions of laws and regulations and the Article 16 of the Bank’s Articles of Incorporation.

As a result, this document is a portion of the Consolidated Financial Statements and Non-consolidated Financial Statements audited during preparation of the Audit Report by the Audit & Supervisory Board and the Accounting Audit Report by the Accounting Auditor.

- ◎ If any amendments are made to matters subject to the electronic provision measures, the amendments will be posted on the respective websites where such matters are posted.
- ◎ A semiformal dress code (business casual) will be enforced on the day of the meeting, and as such we would like to ask shareholders to follow the dress code when attending.

<The Use of the Voting Rights Electronic Exercise Platform for Institutional Investors>

Institutional investors may use the Voting Rights Electronic Exercise Platform for Institutional Investors operated by ICJ, Inc. to exercise voting rights if they apply to use the platform in advance.

## **Acceptance of Questions in Advance**

The Bank will accept questions concerning the matters described in this Notice of Convocation of the General Meeting of Shareholders through a dedicated website, limited to shareholders with voting rights themselves. Among the questions received, those that are considered to be of particular interest to shareholders are scheduled to be answered on the day of the General Meeting of Shareholders.

Reception period: Thursday, June 4, 2026 to Friday, June 19, 2026 at 6:00 p.m. Japan time

How to submit: Please log in to the website below and enter your question.  
<https://chibabank-dg-kaikaku.spiral-site.com/sokai>

### **<Points to Note>**

- Questions are limited to matters related to the purposes of the General Meeting of Shareholders.
- Questions are limited to those submitted by shareholders themselves.
- On the day of the General Meeting of Shareholders, the Bank plans to answer questions on matters considered to be of particular interest to shareholders. Please note that not all questions will be answered, and we ask for your understanding.
- Please note that the Bank is unable to provide individual responses or follow-ups.
- Questions are limited to 200 characters or less (in Japanese).

# **Business Report for the 120<sup>th</sup> Fiscal Year**

(April 1, 2025 - March 31, 2026)

## **1. Current Status of the Bank**

### **(1) Business Progress and Results, etc.**

#### **(i) Principal Business Activities**

The Bank, as a regional financial institution with its primary operating base in Chiba Prefecture, provides a broad range of financial products and services to customers in the region. In addition to deposit-taking, lending, and exchange services, the Bank engages in agency services for financial institutions such as the Bank of Japan, as well as over-the-counter sales of Japanese government bonds and other public bonds, investment trusts, and insurance products, and trust services.

#### **(ii) Financial and Economic Environment**

##### **Domestic Economy:**

Looking back on the Japanese economy during the fiscal year under review, the economy recovered moderately, supported by improvements in the employment and income environment driven by the effects of various policies. However, the outlook remains uncertain due to the impact of the situation in the Middle East, as well as fluctuations in financial and capital markets and developments in U.S. trade policies.

##### **Prefectural Economy:**

The economy of Chiba Prefecture continued to recover moderately, despite being affected by rising prices and labor shortages. The recovery was led mainly by the service sector, including tourism and dining, while production in the manufacturing sector showed an increasing trend. Looking ahead, the prefectural economy is expected to remain firm, supported by construction demand associated with increases in transportation infrastructure development and other factors.

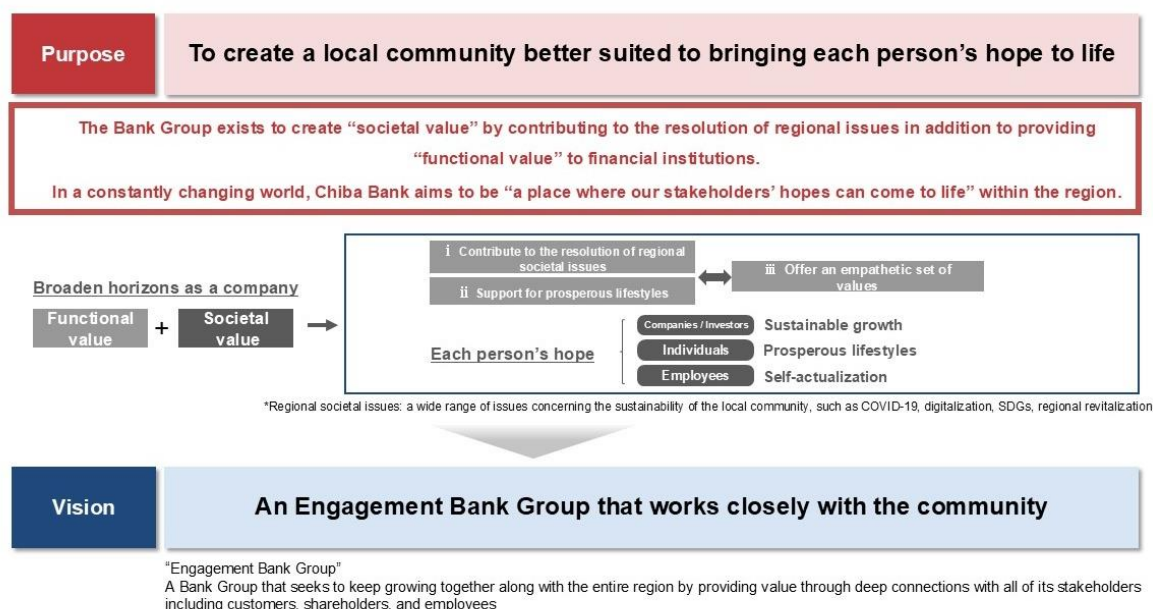
##### **Financial Conditions:**

In the financial markets, the uncollateralized overnight call rate rose from the high 0.40% range to above 0.72% at the end of the fiscal year, reflecting the Bank of Japan's policy rate hikes. Yields on long-term Japanese government bonds increased from around 1.50% to above 2.30% at the end of the fiscal year. Meanwhile, the Nikkei Stock Average rose from approximately 36,000 yen, temporarily reaching a peak in the upper 58,000 yen range, marking a record high, before settling at around 51,000 yen toward the end of the fiscal year.

### (iii) Business Progress and Results

#### Purpose and Vision

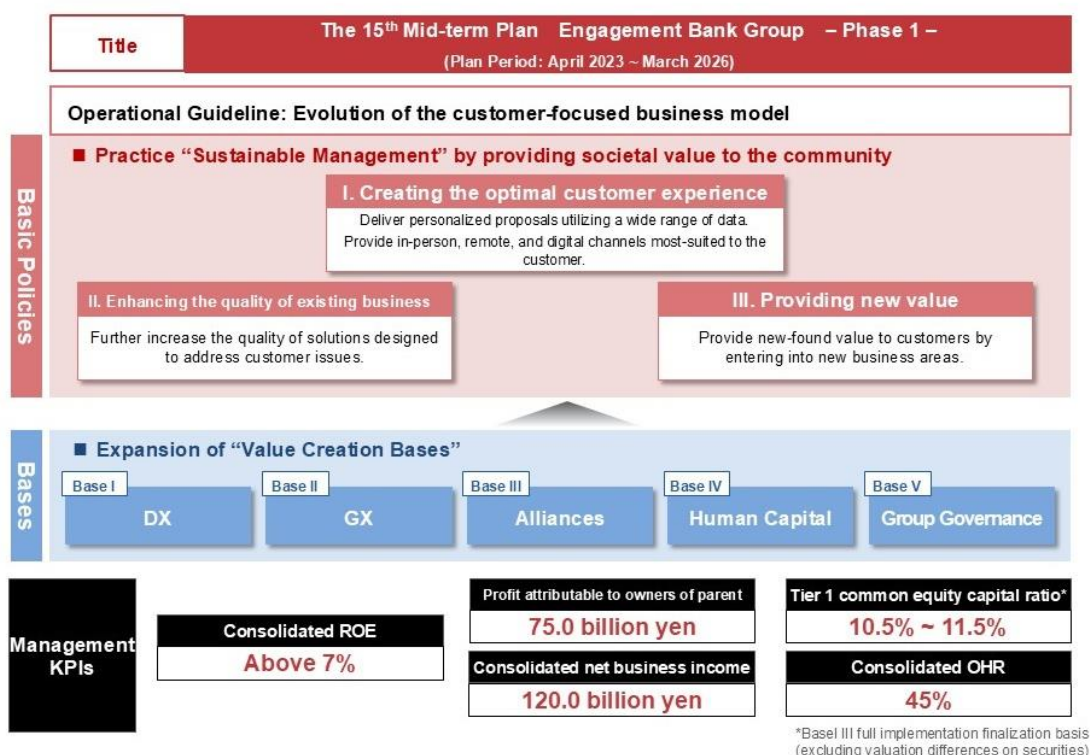
The Bank Group aims to realize its Purpose, “To create a local community better suited to bringing each person’s hope to life,” and its Vision, “An Engagement Bank Group that works closely with the community.” To this end, in addition to providing functional value through financial services and other means, the Bank Group is working as one to create social value, including “contributing to the resolution of regional social issues,” “supporting prosperous lifestyles,” and “offering empathetic set of values.”



#### Mid-Term Plan

With a view to realizing its Purpose and Vision, the Bank Group has been implementing the 15th Mid-term Plan, “Engagement Bank Group – Phase 1 –,” covering the three-year period from April 2023 to March 2026. Under this plan, the “Evolution of the customer-focused business model” is positioned as the operational guideline, and the following three Basic Policies have been established: “creating the optimal customer experience,” “enhancing the quality of existing business,” and “providing new value.” In addition, as five Value Creation Bases supporting these initiatives, the Bank Group has worked to strengthen and expand “Digital Transformation (DX),” “Green Transformation (GX),” “Alliances,” “Human Capital,” and “Group Governance.”

As management KPIs, five targets were set: consolidated ROE (shareholders’ equity basis) in the low 7% range, profit attributable to owners of parent of ¥75.0 billion, consolidated net business income of ¥120.0 billion, consolidated Tier 1 capital ratio of 10.5% to 11.5%, and consolidated OHR of approximately 45%. As a result of implementing various measures, these targets were generally achieved, and in particular, consolidated ROE (shareholders’ equity basis) reached the mid-8% range and profit attributable to owners of parent reached ¥94.0 billion, both significantly exceeding the targets.



### Basic Policy I: Creating the optimal customer experience

Under the policy of creating the optimal customer experience, the Bank has implemented “one-to-one marketing” to deliver optimal information and proposals to each individual customer at the optimal timing, and accelerated initiatives to address customers’ latent needs. In addition, the Bank built a new analytical and marketing infrastructure in March last year. By utilizing a platform that centrally integrates customer data, including deposit account information as well as customers’ behavioral data obtained through the apps, e-mails, and other sources, the Bank further enhanced its marketing strategy. Furthermore, the Bank has developed its respective in-person, remote, and digital channels and worked to further improve customer experience.

#### [In-person Channels]

In Chiba Prefecture, as a “Regional Leading Bank,” the Bank strengthened its branch network and worked to establish an optimal sales structure tailored to the characteristics of each region. In May last year, the Bank relocated and newly opened the Sekiyado Branch, which features high energy efficiency and is equipped with private consultation booths to accommodate diverse consultation needs. In addition, in areas outside the prefecture designated as growth regions, the Bank promoted active branch expansion and increased personnel, while making preparations for the establishment of the Akasaka Corporation Sales Office, thereby working to enhance its presence as a “Super regional.”

#### [Remote Channels]

In response to growing customer demand for non-face-to-face transactions, the Bank strengthened its remote consulting functions, including services centered on inheritance procedures, and worked to establish optimal customer touchpoints that combine service quality comparable to that of in-person channels with the high convenience of digital channels. Furthermore, the Bank made preparations for the establishment of the Remote Channel Strategy Division as a specialized unit to implement these initiatives with greater speed.

#### [Digital Channels]

For the Chibagin app, which serves as the starting point for customer transactions, the Bank responded to a wide range of customer needs, resulting in the cumulative number of registered accounts reaching 1.46 million. In addition, to further enhance the customer experience, the Bank introduced various new functions, including a “Life Plan Simulation” and a “Family Account Inquiry” to support personalized future planning and household financial management, as well as a “Switch to Digital Passbook” function, which contributes to reducing environmental impact through paperless



operations.

For the Chibagin Business Portal, which aims to serve as a hub for all services connecting business operators with the Bank, the Bank enhanced core functions and added a new “Changing Registered Information” function, thereby working to improve customer convenience.

### **Basic Policy II: Enhancing the quality of existing business**

Amid the diversification of values and behavioral patterns among individual customers and the increasing complexity of management issues faced by corporate customers, the Bank worked to enhance the quality of solutions by further deepening its existing businesses. In addition, the Bank established the “Committee for Creating the Optimal Customer Experience,” chaired by the President, within each of the retail and corporate business areas, and worked to further refine its customer-centric business model.

#### **[Retail Business]**

For individual customers, the Bank, acting as a “comprehensive individual consultant,” worked to provide optimal services tailored to diverse needs and life events through cross-organizational discussions. In addition, by analyzing various types of data and enhancing its understanding of each customer, the Bank focused on delivering personalized proposals. Furthermore, the Bank strengthened efforts to acquire deposits that lead to ongoing transactions by improving convenience and activating accounts through the expansion of app-based transactions.

#### **[Corporate Business]**

For corporate customers, the Bank aims to serve as a “management support partner” and to be a trusted presence across all areas while working closely with each company, and has worked to provide smooth financing in response to changes in interest rate conditions and to support customers’ core businesses. In addition, the Bank advanced the sophistication of various consulting services to contribute to solving management issues such as DX, GX, labor shortages, and business succession, as well as to improving productivity. Furthermore, the Bank made preparations for the establishment of the Corporate Advisory Division to build a framework for maximizing value provision to customers from a long-term perspective.

#### **[Regional Revitalization]**

In March this year, the Bank held a special event titled the “Chiba Everyone’s Sports Festival,” in collaboration with local governments and businesses, with the aim of revitalizing the Chiba-minato area, where its Head Office is located, by creating new vibrancy through events such as sports viewing. In addition, in November last year, to further contribute to regional economic development and the resolution of regional issues, the Bank and other regional financial institutions entered into comprehensive partnership agreements with the cities of Matsudo and Kimitsu. Furthermore, to support further revitalization of the surrounding area, the Bank acquired the naming rights to the Chiba Port Arena, a facility owned and operated by Chiba City as a hub for sports, culture, and community activities, and decided to name it “CHIBAGIN ARENA.”

### **Basic Policy III: Providing new value**

With a view to the future, the Bank advanced the development of new services and the exploration of new business areas without being bound by existing frameworks. In addition, in July last year, the Bank established the New Business Strategy Office within the Corporate Planning Division to further strengthen new business initiatives.

#### **[Retail services: Chibagin Market]**

Chibagin Market Co., Ltd., which aims to create new value in Chiba as a regional trading company, worked to expand its e-commerce site operations and crowdfunding business. In addition, for customers considering purchasing a home, the Bank advanced preparations for full-scale development of the “Chibagin Housing Concierge,” a housing-related service that provides support from the home selection stage, including collaboration with local real estate-related companies.

#### **[Corporate services: Advertising, real estate fund, buyout fund, academia fund]**

In the advertising business, which connects regional businesses and consumers and supports the revitalization of the local economy, the Bank worked to further expand its advertising media service through initiatives such as the installation of large-scale signage. For the advertising consulting

service, the Bank addressed customers' marketing challenges through support for the development of websites and other initiatives.

In the real estate fund business, which responds to advanced real estate-related needs, the Bank worked to provide high value-added solutions through investments and loans to private real estate funds backed by rental housing in Chiba Prefecture developed and managed by customers.

In the buyout fund business, which meets financing needs related to business succession and growth support for regional companies, the Bank focused on executing investments and providing hands-on support through the Chiba Engagement Fund No. 1. In addition, with the aim of creating innovation through support for regional startups, the Bank undertook its first investment in September last year and its second investment in March this year through the "Chiba Growth Academia Fund," which was jointly established with National University Corporation Chiba University.

[Initiatives to solve regional issues: Himawari Green Energy, Fresh Farm Chiba]

Himawari Green Energy Co., Ltd., which operates in the electric power business, commenced operations of a new solar power plant in Choshi City in June last year as part of efforts to achieve carbon neutrality for the Bank Group and the local community. In addition, in March this year, it launched an initiative in paddy fields for agrivoltaic projects using film-type perovskite solar cells. Fresh Farm Chiba Co., Ltd., which operates in the agricultural business, advanced studies aimed at expanding into new business areas such as open-field cultivation and fisheries, in order to contribute to solving challenges facing primary industries in the region.

### **Base I: DX**

Amid the rapid advancement of digital technologies, including AI, the Bank placed greater emphasis on expanding the functionality of customer-facing services and digitizing internal operations, and accelerated various DX and AI-related initiatives in order to contribute to improving productivity across the region.

[Utilization of AI]

Through collaboration with EDGE Technology, Inc., which operates an AI solutions business, the Bank worked to enhance "digital contact points with customers," "the Bank Group's operational activities," and "customers' operational activities" through the utilization of AI, thereby improving the customer experience. In addition, with a view to further improving productivity, the Bank advanced the development of AI models in areas such as sales and human resources.

[DX Personnel]

With the aim of becoming an "AI-native company," the Bank enhanced the training framework by expanding educational programs to further improve AI literacy among all employees. In addition, the Bank strengthened the development of DX personnel by promoting the acquisition of specialized skills through the dispatch of "DX trainees" both within and outside the Bank.

[Operational Reform]

To fundamentally improve its operational infrastructure, the Bank introduced Microsoft 365 and actively promoted reductions in workload through the review of business processes utilizing AI. Furthermore, positioning AI as a base for augmenting human capital, the Bank advanced studies toward operational reform across all areas.

### **Base II: GX**

With the goal of achieving carbon neutrality by FY2030, the Bank Group, acting as one, advanced initiatives aimed at "realizing a decarbonized society" in the region.

To provide comprehensive support for customers' decarbonization management, the Bank launched a new product, the "Chibagin Smart Loan," thereby expanding its product lineup. In addition, the Bank revised upward its target for the cumulative amount of sustainable finance to be executed by FY2030 from ¥2 trillion to ¥4 trillion, thereby accelerating initiatives that contribute to GX for regional companies. The Bank also actively engaged in carbon neutrality initiatives in collaboration with local governments and other entities, participating in the establishment of regional new power companies led by Ichikawa City in February last year and by Kashiwa City in April. Furthermore, in February this year, with the aim of contributing to the local production and consumption of renewable energy, the Bank jointly submitted a proposal with Choshi City and other parties, which was selected as a "Leading Decarbonization Area" by the Ministry of the Environment.

### **Base III: Alliances**

In order to provide high-quality products and services to customers in the region, the Bank promoted collaboration with other banks and companies in different industries, aiming to further enhance management efficiency and create new value.

#### **[TSUBASA Alliance]**

The TSUBASA Alliance, which marked its 10<sup>th</sup> anniversary in October last year, comprises ten leading regional banks with strong management foundations. Leveraging the scale merits of this wide-area and large-scale alliance, the participating banks worked to further deepen various collaborative and joint initiatives.

In November last year, discussions were initiated among some TSUBASA participating banks on the “TSUBASA Joint Administrative Center Concept,” with the aim of reducing operational costs and addressing labor shortages at each participating bank through the joint operation of back-office functions. In addition, in January this year, some of the participating banks commenced the development of a next-generation core system with the aim of further advancing the “TSUBASA Alliance core systems,” and reached a basic agreement for The Gunma Bank, Ltd. to newly participate in the joint use of this system. Furthermore, as part of the “TSUBASA/JUUDANKAI Joint Research Group,” Tsukuba Bank, Ltd. began system development in December last year for use of the common platform utilized by TSUBASA participating banks and the introduction of app services.

[TSUBASA Alliance 10<sup>th</sup> Anniversary Video (Japanese only)]

URL: <https://youtu.be/WzYPOfn-SFc>



#### **[Chiba-Musashino Alliance]**

The alliance implemented various collaborative initiatives, including sharing expertise through active personnel exchanges, improving top-line performance through mutual client referrals and co-financing, and reducing costs through the standardization and joint operation of back-office functions. In March this year, the alliance marked its 10<sup>th</sup> anniversary and formulated a new five-year plan positioned as Phase 3.

[Chiba-Musashino Alliance 10<sup>th</sup> Anniversary Video (Japanese only)]

URL: <https://youtu.be/SlYnHNj46hk>



#### **[Chiba-Yokohama Partnership]**

Both Banks further strengthened its efforts to provide solutions to both corporate and individual customers through initiatives such as mutual client referrals and the co-hosting of seminars. In addition, the partnership deepened collaboration across a wide range of areas, including digital and sustainability fields, and worked to further strengthen the management foundations of both banks.

#### **[Sony Bank]**

In April last year, for a special project titled the “Boso Cross Railway Tasuki Project,” which was implemented to revitalize areas along the Kominato Railway and Isumi Railway lines, the Bank distributed a “vehicle-type 3D model NFT” as part of its collaborative initiatives. In addition, the Bank further deepened collaboration with Sony Bank through joint research on the use of technology and initiatives aimed at creating new products and services.

#### **Base IV: Human Capital**

Recognizing that human resources, which support the sustainable growth of the Bank Group, are its most important management capital, the Bank Group worked to enhance its human capital management in alignment with its management strategy. In this context, with the aim of building an optimal human resources portfolio for the realization of its management strategy, the Bank focused on “enhancing personnel allocation” through cross-organizational discussions, “expanding investment in human capital” to strengthen human resources development, and “improving employee engagement” through various initiatives and revisions to compensation aimed at enhancing job satisfaction for each employee.

To strengthen human resources development, the Bank developed training and development systems to accelerate growth strategies in each business area, promoted the active dispatch of trainees to external organizations, and further expanded the learning content of the in-house university, “Chibagin Academy.” Through these initiatives, the Bank strengthened its “career step support” initiative to support each employee in realizing their desired career paths.

To enhance employee engagement, the Bank implemented wage increases, including base salary raises, in order to appropriately reward employees’ contributions, and raised starting salaries for three consecutive years to secure talented personnel. In addition, in July last year, the Bank significantly expanded its employee stock ownership incentive plan and also implemented improved treatment for employees continuing to work after the age of 60 and for non-regular employees. Furthermore, through engagement surveys and various questionnaires, the Bank widely gathered “employee feedback” and promoted initiatives to improve the working environment. By embracing the diversity of each employee and further strengthening its approach to diversity and inclusion, the Bank worked to create an attractive workplace where all employees can continue to work with high motivation.

#### **Base V: Group Governance**

The Board of Directors, consisting of nine Directors including four Outside Directors, made decisions on management policies and other important matters and appropriately supervised the execution of business. In addition, based on the results of the evaluation of the effectiveness of the Board of Directors, the Bank allocated sufficient time for deliberation of important agenda items and worked to invigorate discussions. The Bank also sought to enhance the operation of the Board of Directors by conducting free discussions on medium- to long-term key issues and holding Board of Directors’ retreats. Furthermore, in order to share a common understanding of the roles and behaviors expected of executives and to further enhance the overall effectiveness of the Board of Directors, the Bank newly introduced a multi-faceted evaluation for executives responsible for group management. This evaluation includes not only self-assessments but also feedback from perspectives that take an overarching view of management as well as from those who are in positions to regularly monitor the execution of duties by the relevant executives.

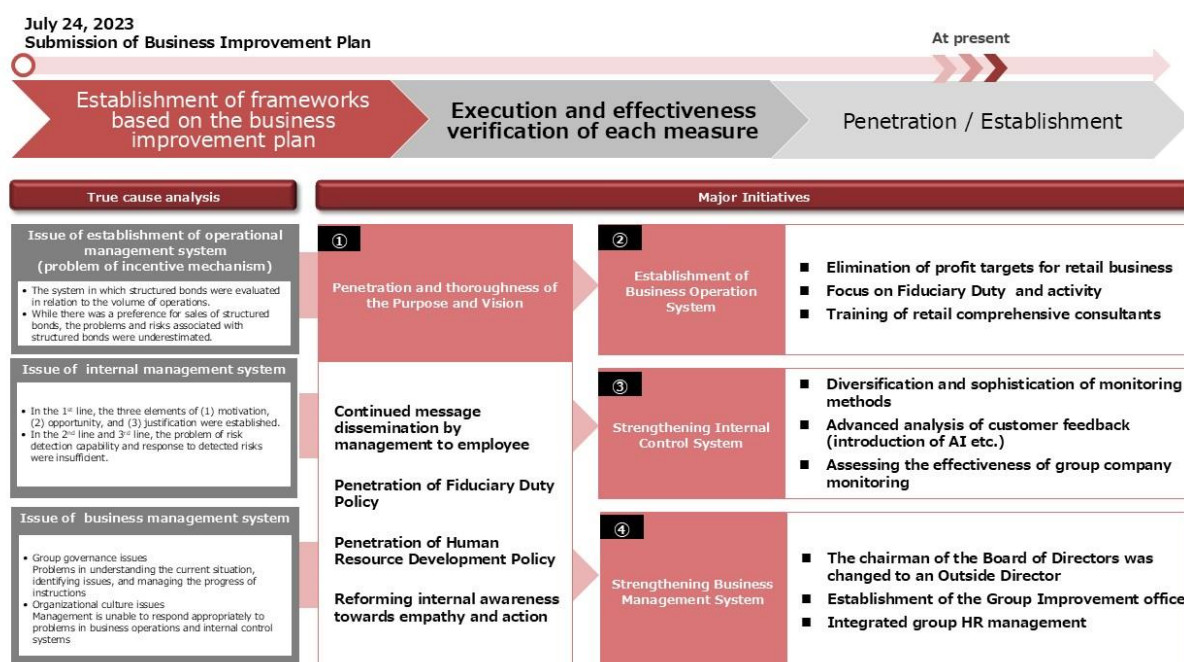
Under the overall supervision of the Group CEO, the Bank appointed Group Chief Officers as those responsible for their respective areas and established a group-wide integrated management framework. In this context, to promote sustainability management across the Group—aimed at achieving both economic and social value from a long-term perspective—the Bank appointed a Group CSuO (Chief Sustainability Officer) in April last year. In addition, in order to systematically organize the Bank Group’s sustainability initiatives and further enhance information disclosure, the Bank newly issued a Sustainability Report. Furthermore, in order to further deepen engagement with shareholders, the Bank established an Investor Relations Office within the Corporate Planning Division in November last year and worked to enhance IR activities and other related efforts and proactively disclose information.

## Initiatives for Business Improvement and Prevention of Recurrence in Response to Administrative Actions Issued by the Kanto Local Finance Bureau

On June 23, 2023, the Bank was the subject of administrative actions (Business Improvement Order) for situations where a problem related to investor protection is recognized by the Kanto Local Finance Bureau, pursuant to Article 51-2 of the Financial Instruments and Exchange Act, regarding the financial instruments intermediary business related to the solicitation and sales of structured bonds. Also, in accordance with Article 51 of the Financial Instruments and Exchange Act, Chibagin Securities Co., Ltd. was the subject of administrative actions (Business Improvement Order) from the Kanto Local Finance Bureau regarding business operations that violated the suitability principle for solicitation and sales of structured bonds. The Bank and Chibagin Securities Co., Ltd. take this matter very seriously and, based on root cause analyses conducted by each company, formulated a business improvement plan that includes recurrence prevention measures.

Since the formulation of the business improvement plan, the entire organization has worked to implement improvement and recurrence prevention measures. As a result, all initiatives set forth in the plan—with the penetration of the Purpose and Vision at their core—have been completed, and the results of customer and employee surveys indicate that the effects of these initiatives have been steadily taking hold and becoming embedded within the organization.

The Bank Group will continue its various business improvement initiatives and efforts to ensure that the incident that gave rise to the administrative action (Business Improvement Order) is not forgotten. Through these efforts, all officers and employees will work together to become a financial institution group that is trusted by customers and the local community.



As a result of these efforts, the Bank achieved the following results for the fiscal year under review. The Bank would like to express its sincere appreciation to its customers and shareholders for their continued support.

### Deposits, etc.

With regard to deposits, the balance at the end of the fiscal year increased by ¥582.6 billion compared with the end of the previous fiscal year to ¥16,851.4 billion, mainly due to an increase of ¥188.0 billion in individual deposits. In addition, the balance of investment trusts held in custody increased by ¥66.1 billion from the end of the previous fiscal year to ¥493.4 billion.

### Loans and Bills Discounted

With regard to loans and bills discounted, the balance at the end of the fiscal year increased by ¥914.4 billion compared with the end of the previous fiscal year to ¥14,147.7 billion, reflecting proactive efforts to meet customers' borrowing needs.

### Trading Assets and Liabilities

With regard to trading assets, the balance at the end of the fiscal year increased by ¥6.6 billion compared with the end of the previous fiscal year to ¥22.0 billion. Trading liabilities increased by ¥9.9 billion to ¥19.3 billion.

### Securities

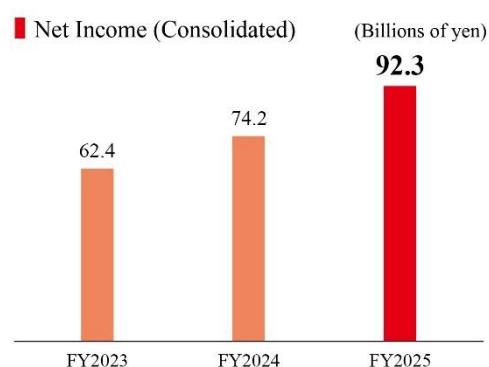
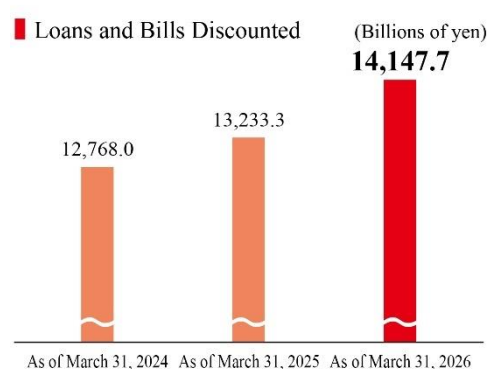
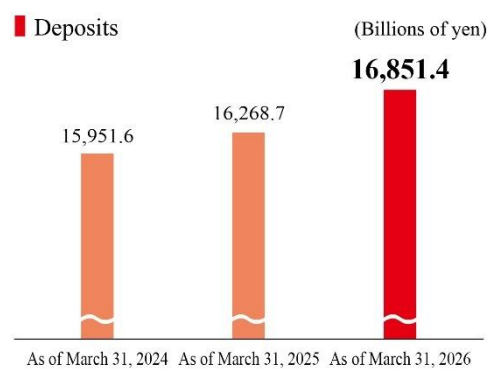
With regard to securities, the balance at the end of the fiscal year increased by ¥308.1 billion compared with the end of the previous fiscal year to ¥3,470.1 billion.

### Results of Operations

With regard to profit and loss, the Bank worked to improve earnings capacity through increases in deposits and loans. As a result, ordinary profit amounted to ¥134,548 million, and net income amounted to ¥92,342 million. On a consolidated basis, ordinary profit amounted to ¥138,815 million and profit attributable to owners of parent amounted to ¥94,063 million.

### Branches

With regard to the branches, the Bank reviewed its network structure based on the characteristics of each area. As of the end of the fiscal year, the Bank had a total of 187 offices, consisting of the Head Office, 167 branches (including 3 virtual branches), 14 sub branches, and 5 special sub branches. The number of off-branch ATM locations totaled 52,329, including 227 Bank-operated off-branch ATM locations, 26,641 ATM locations jointly with Seven Bank, Ltd., 11,445 E-net ATM locations at convenience stores, and 14,016 ATM locations jointly with Lawson Bank, Inc. In addition, the Bank operated 3 money exchange counters and 2 overseas representative offices.





(iv) Issues to Be Addressed by the Bank

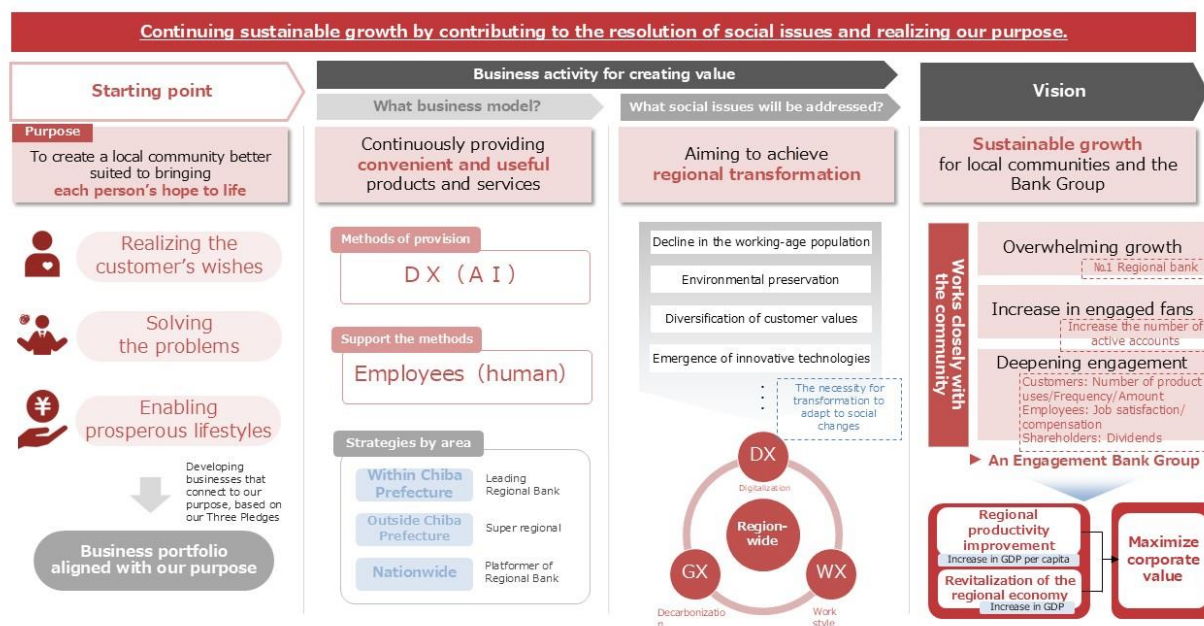
In addition to changes in customers' values and behavioral patterns, the social structure is undergoing significant transformation due to factors such as rising prices, the worsening labor shortage, advances in digital technologies including AI, and growing interest in sustainability. Furthermore, with the full-fledged shift to a rising interest rate environment and the entry of companies from other industries, competition in the financial sector has intensified further. At the same time, the importance of strengthening resilience—such as measures against financial crime and cybersecurity—has continued to increase, and the environment surrounding the Bank Group is changing rapidly. Amid these environmental changes, the needs of customers and local communities, as well as the issues to be addressed, are becoming increasingly diverse and complex. The Bank Group recognizes that, as a regional financial institution, its role to be fulfilled is becoming more important than ever.

### Value Creation Story

In order to steadily fulfill the social mission expected of the Bank Group, the Bank Group has formulated a value creation story of “continuing sustainable growth by contributing to the resolution of social issues and realizing our purpose.”

With the Purpose as the starting point for all activities, the Bank Group will evolve its business model with a focus on “AI” and the “regional ecosystem.” At the same time, by positioning “human resources” as the source of value creation and advancing human capital management aligned with its management strategy, the Bank Group aims to maximize the productivity of each and every officer and employee of the Group. In addressing social issues, the Bank Group will place “Region-wide DX, GX and WX (Work Transformation)” at the core and promote transformation in digitalization, decarbonization, work styles, and succession-related challenges, thereby aiming to achieve regional transformation.

Through these initiatives, the Bank Group will further contribute to improving regional productivity and revitalizing the regional economy, while maximizing its corporate value.



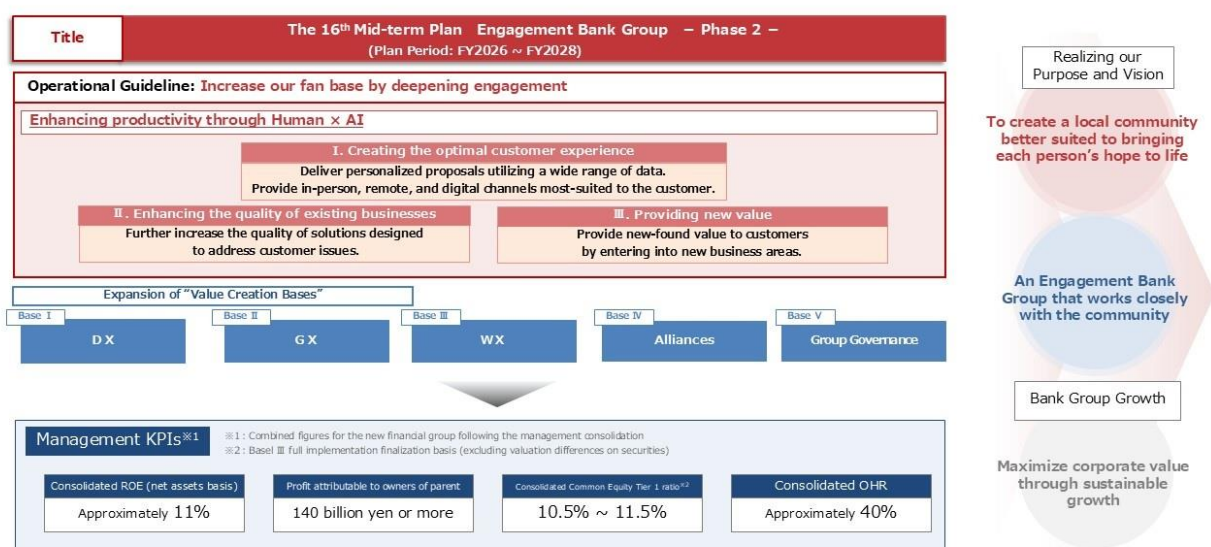
### The 16th Mid-Term Plan

The Bank Group launched the 16th Mid-term Plan, “Engagement Bank Group – Phase 2 –,” in April 2026, with a three-year plan period through March 2029.

Under the new mid-term plan, while further deepening the strategies set forth in the previous mid-term plan, the Bank Group has adopted “Increase our fan base by deepening engagement” as its operational guideline. The plan sets out three Basic Policies: “creating the optimal customer experience,” “enhancing the quality of existing businesses,” and “providing new value.” In addition, the five Value Creation Bases supporting these initiatives are defined as “DX,” “GX,” “WX,” “Alliances,” and “Group Governance.”

As management KPIs\*, the Bank Group has established the following four targets: consolidated ROE (net assets basis) of approximately 11%, profit attributable to owners of parent of ¥140.0 billion or more, consolidated Common Equity Tier 1 capital ratio of 10.5% to 11.5%, and consolidated OHR of approximately 40%. Together with the achievement of its Purpose and Vision, the Bank Group aims to enhance its corporate value through sustainable growth.

\*These figures are based on the combined results of the new financial group following the management consolidation with The Chiba Kogyo Bank, Ltd.



Going forward, the Bank Group will continue to strive to realize a future in which the hopes of all stakeholders, including customers, shareholders, and employees, can be brought to life. The Bank Group respectfully requests the continued strong support of its shareholders.



## (Reference)

### Definitive Agreement on the Management Consolidation Between The Chiba Bank, Ltd. and The Chiba Kogyo Bank, Ltd.

The Bank and The Chiba Kogyo Bank, Ltd. (the Bank and The Chiba Kogyo Bank, Ltd. are hereinafter collectively referred to as the “Banks”) entered into a management consolidation agreement on March 25, 2026, with the aim of establishing a joint holding company, “Chiba Financial Group, Inc.,” on April 1, 2027, subject to obtaining the approval of the extraordinary general meetings of shareholders of each bank scheduled to be held on December 23, 2026, and the authorizations and other permissions from the relevant authorities.

As the vision to be pursued through this management consolidation, the Banks have set forth “Strengthening of Regional Financial Capabilities through Two Brands of Trust and Respect,” and will aim to further contribute to the sustainable growth of customers and local communities, while also seeking to realize the purposes of the Banks. While trusting and respecting the values and relationships with stakeholders that each of the Banks has established, the Banks will strive to maximize the value provided to all stakeholders by enhancing each other’s strengths.



| Upcoming Schedule             |                                                                                                                   |
|-------------------------------|-------------------------------------------------------------------------------------------------------------------|
| March 25, 2026                | Execution of the definitive agreement regarding the Management Consolidation                                      |
| September 30, 2026 (Expected) | Preparation of a share transfer plan                                                                              |
| December 23, 2026 (Expected)  | Holding of the Banks’ respective extraordinary general meetings of shareholders (Record date: September 30, 2026) |
| March 30, 2027 (Expected)     | Delisting of the Banks’ respective shares from the Tokyo Stock Exchange                                           |
| April 1, 2027 (Expected)      | Incorporation of the Holding Company (the Effective Date) and listing of its shares                               |

## (2) Financial Position and Results of Operations

(Millions of yen)

|                                | Fiscal year ended<br>March 31, 2023 | Fiscal year ended<br>March 31, 2024 | Fiscal year ended<br>March 31, 2025 | Fiscal year ended<br>March 31, 2026 |
|--------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Deposits                       | 15,424,491                          | 15,951,614                          | 16,268,796                          | 16,851,456                          |
| Time deposits                  | 3,466,664                           | 3,350,125                           | 3,427,353                           | 3,905,108                           |
| Other                          | 11,957,826                          | 12,601,488                          | 12,841,443                          | 12,946,347                          |
| Bonds                          | 110,038                             | 120,792                             | 44,831                              | 47,955                              |
| Loans and bills discounted     | 12,153,618                          | 12,768,009                          | 13,233,344                          | 14,147,744                          |
| Loans to individuals           | 4,089,597                           | 4,213,987                           | 4,312,341                           | 4,569,386                           |
| Loans to SMEs                  | 5,781,563                           | 6,115,109                           | 6,381,581                           | 6,761,197                           |
| Other                          | 2,282,456                           | 2,438,911                           | 2,539,421                           | 2,817,160                           |
| Trading assets                 | 151,783                             | 11,345                              | 15,414                              | 22,027                              |
| Trading liabilities            | 8,740                               | 6,276                               | 9,435                               | 19,347                              |
| Securities                     | 2,554,340                           | 2,876,803                           | 3,162,013                           | 3,470,156                           |
| Government bonds               | 284,858                             | 420,373                             | 688,891                             | 915,975                             |
| Other                          | 2,269,482                           | 2,456,429                           | 2,473,121                           | 2,554,180                           |
| Total assets                   | 19,680,697                          | 21,212,100                          | 21,530,580                          | 21,111,793                          |
| Domestic exchange transactions | 79,589,527                          | 81,004,571                          | 84,500,432                          | 91,807,805                          |
| Foreign exchange transactions  | US\$ million<br>5,912               | US\$ million<br>5,194               | US\$ million<br>5,595               | US\$ million<br>6,032               |
| Ordinary profit                | 81,753                              | 86,081                              | 105,025                             | 134,548                             |
| Profit                         | 58,127                              | 60,571                              | 74,231                              | 92,342                              |
| Profit per share               | 79.58 yen                           | 83.94 yen                           | 104.13 yen                          | 131.30 yen                          |
| Trust assets                   | 13,577                              | 15,688                              | 17,011                              | 18,057                              |
| Trust fees                     | 122                                 | 93                                  | 84                                  | 81                                  |

(Note) Amounts are rounded down to the nearest unit indicated.

## (Reference) Financial Position and Results of Operations of the Group

(Millions of yen)

|                                         | Fiscal year ended<br>March 31, 2023 | Fiscal year ended<br>March 31, 2024 | Fiscal year ended<br>March 31, 2025 | Fiscal year ended<br>March 31, 2026 |
|-----------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Ordinary income                         | 278,377                             | 310,742                             | 362,179                             | 445,037                             |
| Ordinary profit                         | 86,983                              | 90,262                              | 107,506                             | 138,815                             |
| Profit attributable to owners of parent | 60,276                              | 62,440                              | 74,259                              | 94,063                              |
| Net assets                              | 1,061,115                           | 1,181,503                           | 1,145,190                           | 1,257,300                           |
| Total assets                            | 19,778,005                          | 21,308,721                          | 21,631,292                          | 21,211,781                          |

(Note) Amounts are rounded down to the nearest unit indicated.

(3) Employees

|                           | As of March 31, 2026 |
|---------------------------|----------------------|
| Number of employees       | 4,202                |
| Average age               | 38 years 10 months   |
| Average length of service | 14 years 9 months    |
| Average monthly salary    | 482 thousand yen     |

- (Notes)
1. Average age, average length of service, and average monthly salary are each rounded down to the nearest unit indicated.
  2. The number of employees does not include 18 Executive Officers, temporary employees, or contract employees.
  3. Average monthly salary represents the average monthly salary for March, excluding bonuses.

(4) Status of Offices and Other Facilities

(a) Number of Offices

|                | As of March 31, 2026 |                          |
|----------------|----------------------|--------------------------|
|                | Offices              | (Of which, sub branches) |
| Chiba          | 158                  | ( 17)                    |
| Tokyo          | 17                   | ( 2)                     |
| Saitama        | 3                    | ( -)                     |
| Ibaraki        | 4                    | ( -)                     |
| Osaka          | 1                    | ( -)                     |
| Domestic total | 183                  | ( 19)                    |
| Americas       | 1                    | ( -)                     |
| Europe         | 1                    | ( -)                     |
| Asia           | 2                    | ( -)                     |
| Overseas total | 4                    | ( -)                     |
| Total          | 187                  | ( 19)                    |

- (Note) In addition to the above, money exchange counters, overseas representative offices, and off-branch ATM locations are established as follows.

|                                          | As of<br>March 31, 2026 |
|------------------------------------------|-------------------------|
| Money exchange counters (Narita Airport) | 3                       |
| Overseas representative offices          | 2                       |
| Off-branch ATM locations                 | 52,329                  |

(b) Offices Newly Established During the Fiscal Year  
No new offices were established during the fiscal year.

(Note) In addition, off-branch ATM locations were newly established and closed as follows.  
Newly established off-branch ATM locations

|                                               |                 |
|-----------------------------------------------|-----------------|
| ATM locations of the Bank:                    | 4 locations     |
| ATM locations jointly with Seven Bank, Ltd.:  | 1,003 locations |
| E-net ATM locations at convenience stores:    | 213 locations   |
| ATM locations jointly with Lawson Bank, Inc.: | 414 locations   |
| Closed off-branch ATM locations               |                 |
| ATM locations of the Bank:                    | 11 locations    |
| ATM locations jointly with Seven Bank, Ltd.:  | 451 locations   |
| E-net ATM locations at convenience stores:    | 228 locations   |
| ATM locations jointly with Lawson Bank, Inc.: | 244 locations   |

(c) List of Banking Agents

| Name                     | Location of principal business office or office                                                                       | Principal business other than banking agency services |
|--------------------------|-----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|
| The Musashino Bank, Ltd. | Musashino Bank, Ikebukuro Branch<br>1-24-1 Higashi-Ikebukuro, Toshima-ku,<br>Tokyo<br>(Nissay Ikebukuro Building 11F) | Commercial banking                                    |

(d) Status of Banking Agency Services Conducted by the Bank

| Name of Principal Bank   |
|--------------------------|
| The Musashino Bank, Ltd. |

(5) Status of Capital Expenditures

(a) Total Amount of Capital Expenditures

|                                      | (Millions of yen) |
|--------------------------------------|-------------------|
| Total Amount of Capital Expenditures | 15,774            |

(Notes) 1. Amounts are rounded down to the nearest million yen.  
2. The above amounts do not include consumption taxes or local consumption taxes.

(b) Major Additions to Property and Equipment

| Description       | Amount | (Millions of yen) |
|-------------------|--------|-------------------|
| Software          | 7,586  |                   |
| Office equipment  | 822    |                   |
| Branch facilities | 1,439  |                   |

(Notes) 1. Amounts are rounded down to the nearest million yen.  
2. The above amounts do not include consumption taxes or local consumption taxes.

(6) Status of Material Parent Company and Subsidiaries, etc.

(a) Status of the Parent Company

Not applicable.

(b) Status of Subsidiaries and Affiliates

(As of March 31, 2026)

| Name                                 | Location                                          | Principal business                                                                                                                                               | Capital<br>(Millions<br>of yen) | Voting<br>Rights Held<br>by the Bank<br>(%) | Other |
|--------------------------------------|---------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|---------------------------------------------|-------|
| Sobu Co., Ltd.                       | 1-10-2, Nakase,<br>Mihama-ku,<br>Chiba-shi        | Rental and maintenance<br>of the Chiba Bank's<br>office buildings and<br>welfare facilities, and<br>purchase and sale of<br>supplies and consumer<br>goods, etc. | 20                              | 100.00                                      | —     |
| Chibagin Career<br>Service Co., Ltd. | 1-10-2, Nakase,<br>Mihama-ku,<br>Chiba-shi        | Accounting and general<br>administration-related<br>business, staffing service<br>business                                                                       | 20                              | 100.00                                      | —     |
| Chiba Servicer<br>Co., Ltd.          | 1-10-2, Nakase,<br>Mihama-ku,<br>Chiba-shi        | Management and<br>collection of claims                                                                                                                           | 500                             | 100.00                                      | —     |
| Chibagin Heartful<br>Co., Ltd.       | 4-1-10, Masago,<br>Mihama-ku,<br>Chiba-shi        | Outsourcing of the Chiba<br>Bank's operational<br>business                                                                                                       | 10                              | 100.00                                      | —     |
| Chibagin<br>Securities Co.,<br>Ltd.  | 2-5-1, Chuo,<br>Chuo-ku, Chiba-<br>shi            | Securities business                                                                                                                                              | 4,374                           | 100.00                                      | —     |
| EDGE<br>Technology, Inc.             | 7-1,<br>Kandamikuracho,<br>Chiyoda-ku,<br>Tokyo   | AI algorithm business                                                                                                                                            | 98                              | 100.00                                      | —     |
| Chibagin<br>Guarantee Co.,<br>Ltd.   | 3-17-5, Inage-<br>higashi, Inage-ku,<br>Chiba-shi | Credit guarantee<br>business related to<br>housing loans, etc.                                                                                                   | 54                              | 45.63                                       | —     |
| Chibagin Card<br>Co., Ltd.           | 2-6-1, Nakase,<br>Mihama-ku,<br>Chiba-shi         | Credit card and credit<br>guarantee business                                                                                                                     | 100                             | 48.49                                       | —     |
| Chibagin Leasing<br>Co., Ltd.        | 1-10-2, Nakase,<br>Mihama-ku,<br>Chiba-shi        | Leasing business                                                                                                                                                 | 100                             | 49.00                                       | —     |

- (Notes)
1. Capital amounts are rounded down to the nearest million yen.
  2. Percentages of voting rights held by the Bank are rounded down to the second decimal place.
  3. The above nine companies are consolidated subsidiaries and subsidiary entities. In addition, there are six affiliated companies accounted for by the equity method.

#### Overview of Material Business Alliances

1. The Bank provides cash withdrawal and other services through mutual use of ATMs under the service known as All Japan Card Service (“ACS”) together with 61 regional banks.
  2. The Bank provides cash withdrawal and other services through mutual use of ATMs under the service known as Multi Integrated Cash Service (“MICS”) in alliance with 61 regional banks, city banks, trust banks, member banks of The Second Association of Regional Banks, shinkin banks, credit cooperatives, agricultural and fishery cooperative financial institutions (including The Norinchukin Bank and Credit Federations of Agricultural Cooperatives), and labor banks.
  3. Through Chigin Network Service Co., Ltd. (“CNS”), a jointly funded company established by 61 regional banks, the Bank provides services for the transmission and receipt of various data, including bulk remittance data, account transfer data, and transaction statements, with corporate customers via data transmission systems.
  4. Through an alliance among the Bank, The Chiba Kogyo Bank, Ltd., The Keiyo Bank, Ltd., six shinkin banks, The Norinchukin Bank, 17 agricultural cooperatives in Chiba Prefecture, Chuo Labour Bank, and three credit cooperatives in Chiba Prefecture, the Bank provides the C-NET collection service through mutual use of the C-NET system (joint settlement system).
  5. Through an alliance with E-net Co., Ltd. (a company jointly funded by 50 banks and 13 other companies, totaling 63 companies), the Bank provides cash withdrawal, cash deposit, and other services through jointly installed ATMs located in convenience stores and other locations.
  6. Through an alliance with Seven Bank, Ltd., the Bank provides cash withdrawal, cash deposit, and other services through jointly installed ATMs located in convenience stores and other locations.
  7. Through an alliance with JAPAN POST BANK Co., Ltd., the Bank provides cash withdrawal services through mutual use of ATMs.
  8. Through an alliance with Lawson Bank, Inc., the Bank provides cash withdrawal, cash deposit, and other services through jointly installed ATMs located in convenience stores and other locations.
  9. The Bank has entered into a basic agreement regarding the coalition of core systems with Daishi Hokuetsu Bank, Ltd., The Chugoku Bank, Ltd., North Pacific Bank, Ltd., The Toho Bank, Ltd., The Gunma Bank, Ltd., IBM Japan, Ltd., and Kyndryl Japan KK.
  10. The Bank has entered into a basic agreement on the TSUBASA Alliance with Daishi Hokuetsu Bank, Ltd., The Chugoku Bank, Ltd., The Iyo Bank, Ltd., The Toho Bank, Ltd., North Pacific Bank, Ltd., The Musashino Bank, Ltd., The Shiga Bank, Ltd., Bank of the Ryukyus, Limited, and The Gunma Bank, Ltd.
  11. The Bank has entered into a comprehensive alliance agreement (Chiba-Musashino Alliance) regarding a business and capital alliance with The Musashino Bank, Ltd.
  12. The Bank has entered into a basic agreement regarding a business alliance with The Bank of Yokohama, Ltd. (Chiba–Yokohama Partnership).
  13. The Bank has entered into a basic agreement regarding a business alliance with Sony Bank Incorporated.
- (7) Status of Business Transfers, etc.  
Not applicable.
- (8) Other Important Matters Concerning the Current Status of the Bank  
Not applicable.

## 2. Company Officers (Directors and Audit & Supervisory Board Members)

### (1) Status of Company Officers

(As of March 31, 2026)

| Name             | Position and responsibilities                                                                                                                                                                                                                                                                                                                                                                                                                                   | Significant concurrent positions                                                                 | Other |
|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|-------|
| Tsutomu Yonemoto | President (Representative Director, Group Chief Executive Officer)<br>In charge of Audit and Inspection Division and Group Improvement Office                                                                                                                                                                                                                                                                                                                   |                                                                                                  |       |
| Kiyomi Yamazaki  | Director and Senior Executive Officer (Representative Director, Group Chief Business Officer)<br>General Manager in charge of Business Promotion<br>In charge of Business Coordination Division, Corporate Business Division, Business Succession Consulting Division, Trust Business Division, Consumer Loan Business Division, Asset Management and Consultation Division, Payment Card Business Division, Treasury Division, and Treasury Operation Division |                                                                                                  |       |
| Mutsumi Awaji    | Director and Senior Executive Officer (Representative Director, Group Chief Sustainability Officer)<br>In charge of Sustainability Promotion Division, Public Relations Division, Corporate Administration Division, and Regional Revitalization Division                                                                                                                                                                                                       | Exective Director (Outside Director), Narita International Airport Corporation                   |       |
| Takashi Makinose | Director and Managing Executive Officer (Group Chief Strategy Officer)<br>Corporate Planning Division and Group Strategy Division                                                                                                                                                                                                                                                                                                                               |                                                                                                  |       |
| Masayasu Ono     | Director and Managing Executive Officer (Group Chief Risk Officer)<br>General Manager in charge of Corporate Management<br>In charge of Compliance and Risk Management Division                                                                                                                                                                                                                                                                                 |                                                                                                  |       |
| Yasuko Takayama  | Director (Outside Director, Chairperson of the Board of Directors)                                                                                                                                                                                                                                                                                                                                                                                              | Audit and Supervisory Committee Member (Outside Director), Cosmo Energy Holdings Co., Ltd.       |       |
| Takahide Kiuchi  | Director (Outside Director, Chairperson of Nomination, Remuneration and Corporate Advisory Committee)                                                                                                                                                                                                                                                                                                                                                           |                                                                                                  |       |
| Ryoji Yoshizawa  | Director (Outside Director)                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                  |       |
| Mana Nabeshima   | Director (Outside Director)                                                                                                                                                                                                                                                                                                                                                                                                                                     | Representative Director, Wakiaiai Co., Ltd.<br>Director (Outside Director), Nichirei Corporation |       |
| Hironaga Fukuo   | Standing Audit & Supervisory Board Member                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                  |       |
| Chigusa Saito    | Standing Audit & Supervisory Board Member                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                  |       |

| Name               | Position and responsibilities                                                        | Significant concurrent positions                                                                                            | Other |
|--------------------|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|-------|
| Norikazu Takahashi | Standing Audit & Supervisory Board Member (Outside Audit & Supervisory Board Member) |                                                                                                                             |       |
| Yukio Anazawa      | Audit & Supervisory Board Member (Outside Audit & Supervisory Board Member)          |                                                                                                                             |       |
| Yukiko Matsuoka    | Audit & Supervisory Board Member (Outside Audit & Supervisory Board Member)          | Certified Public Accountant, Yukiko Matsuoka Certified Public Accountant Office Director (Outside Director), ARTNATURE INC. |       |

- (Notes)
1. Director Yuko Tashima and Audit & Supervisory Board Members Kazuhiro Kikuchi and Wataru Takahashi retired from office upon the expiration of their terms of office at the conclusion of the 119th Annual General Meeting of Shareholders held on June 27, 2025.
  2. The Bank has submitted to the Tokyo Stock Exchange, Inc. notifications designating Directors Yasuko Takayama, Takahide Kiuchi, Ryoji Yoshizawa, and Mana Nabeshima, and Audit & Supervisory Board Members Norikazu Takahashi, Yukio Anazawa, and Yukiko Matsuoka as independent officers.
  3. Director Mana Nabeshima's name in the family register is Mana Tokoi.



(Reference) The Bank has adopted an executive officer system. The names, positions, and responsibilities of Executive Officers (excluding Executive Officers concurrently serving as Directors) are as follows.

(As of March 31, 2026)

| Name                | Position and responsibilities                                                                                                                                                                                                                                                                                                           |
|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Nobukazu Odaka      | Managing Executive Officer, In charge of Market and International Business, In charge of Treasury Division and Treasury Operation Division                                                                                                                                                                                              |
| Yoichi Matakai      | Managing Executive Officer, In charge of Chiba Prefecture Business, In charge of Business Coordination Division, Corporate Business Division, Business Succession Consulting Division, Trust Business Division, Consumer Loan Business Division, Asset Management and Consultation Division, and Payment Card Business Division         |
| Kyota Izumi         | Managing Executive Officer, In charge of Credit Review, In charge of Business Support Division and Loan Support Division                                                                                                                                                                                                                |
| Kazunari Tanaka     | Managing Executive Officer (Group Chief Information Officer), In charge of Operation Planning Division, EDP System Division, Business Operation Division, and Operation Division                                                                                                                                                        |
| Yukio Mikami        | Managing Executive Officer, In charge of Business Outside Chiba Prefecture, In charge of Business Coordination Division, Corporate Business Division, Business Succession Consulting Division, Trust Business Division, Consumer Loan Business Division, Asset Management and Consultation Division, and Payment Card Business Division |
| Masaki Miyauchi     | Managing Executive Officer, General Manager of Head Office and Saiwaicho Sub Branch                                                                                                                                                                                                                                                     |
| Atsushi Imai        | Managing Executive Officer (Group Chief Human Resources Officer), In charge of Human Resources Division and General Secretariat                                                                                                                                                                                                         |
| Hideki Shibata      | Managing Executive Officer (Group Chief Digital Transformation Officer), In charge of Digital Strategy Division                                                                                                                                                                                                                         |
| Shinichi Ito        | Managing Executive Officer, General Manager of Corporate Planning Division                                                                                                                                                                                                                                                              |
| Yumiko Mitsuoka     | Executive Officer, General Manager of Operation Division                                                                                                                                                                                                                                                                                |
| Yoshitaka Furumoto  | Executive Officer, General Manager of Narita Branch                                                                                                                                                                                                                                                                                     |
| Ryosuke Terauchi    | Executive Officer, General Manager of Chuo Branch and Keiseiekimae Branch                                                                                                                                                                                                                                                               |
| Tatsuya Onishi      | Executive Officer, General Manager of Group Strategy Division                                                                                                                                                                                                                                                                           |
| Taro Kanzawa        | Executive Officer (In charge of Special Appointment)                                                                                                                                                                                                                                                                                    |
| Shigeru Saito       | Executive Officer, General Manager of Tokyo Head Office                                                                                                                                                                                                                                                                                 |
| Makoto Ito          | Executive Officer, General Manager of Human Resources Division                                                                                                                                                                                                                                                                          |
| Yoshinori Nishisaka | Executive Officer, General Manager of EDP System Division                                                                                                                                                                                                                                                                               |
| Hiroaki Matsuoka    | Executive Officer, General Manager of Operation Planning Division                                                                                                                                                                                                                                                                       |
| Hiroki Matsumoto    | Executive Officer (President and Representative Director of Chibagin Capital Co., Ltd.)                                                                                                                                                                                                                                                 |
| Makoto Sakamoto     | Executive Officer, General Manager of Corporate Business Division                                                                                                                                                                                                                                                                       |

(Note) Managing Executive Officers Yoichi Matakai and Yukio Mikami resigned as of March 31, 2026.

(2) Remuneration, etc. for Company Officers

(i) Policy on determination of individual remuneration, etc. for Directors

At the Board of Directors held on March 22, 2024, the Bank resolved to adopt a policy for determining the content of individual remuneration for Directors. At the time of the resolution of the Board of Directors, the Bank consulted with the Nomination, Remuneration and Corporate Advisory Committee regarding the content of the resolution in advance, and receives reports. In addition, the Board of Directors has confirmed that the method for determining the contents of remuneration, etc. and the contents of remuneration, etc. determined for the relevant fiscal year are consistent with the decision policy decided by the Board of Directors, and that the reports from the Nomination, Remuneration and Corporate Advisory Committee are respected. Therefore, the Board of Directors has determined that the remuneration, etc. is in accordance with the said decision policy.

The details of the decision-making policy concerning the content of individual remuneration, etc. for directors are as follows.

1. Basic Policy

The basic policy is that the remuneration for Directors of the Bank shall, in order to ensure transparency, fairness, and rationality, be determined by the Board of Directors in accordance with the remuneration rules determined by the Board of Directors after the deliberation by the Nomination, Remuneration and Corporate Advisory Committee, of which an independent Outside Directors have the majority. Specifically, the remuneration of Directors consists of fixed basic remuneration and performance-linked remuneration paid as monetary remuneration and fixed stock remuneration and performance-linked stock remuneration paid as stock remuneration, while the remuneration of the Outside Directors who commit to supervisory function is fixed basic remuneration paid as monetary remuneration only.

2. The Policy for Determination of Amount of Individual Remuneration, etc. of Basic Remuneration (Monetary Remuneration), Including the Policy for Determination of Timing and Conditions of Granting Remunerations, etc.

The basic remuneration of Directors of the Bank shall be a fixed monthly remuneration by position, and such fixed remuneration by position shall be paid in accordance with the weight of the responsibilities of each position.

3. The Policy for Determination of Contents, Amount, and the Method of Calculating Number of Performance-Linked Remuneration and Non-Monetary Remuneration, etc., Including the Policy for Determination of Timing and Conditions of Granting Remunerations, etc.

Focusing on soundness as a financial institution, the Bank shall have the Nomination, Remuneration and Corporate Advisory Committee appropriately consider management enhancement by shareholders' point of view and executive remuneration plan for performance improvement.

The performance-linked remuneration, etc. paid as monetary remuneration shall, to raise awareness of performance improvement per fiscal year, the amount calculated by considering current profit attributable to owners of parent, etc. of every fiscal year as a bonus, be paid as monetary remuneration at a fixed time every year.

The fixed stock remuneration and performance-linked stock remuneration paid as non-monetary remuneration shall, with the introduction of the restricted stock remuneration plan with the objectives of more clearly linking the remuneration for Directors with the Bank's performance and share value, granting incentives aimed at sustainable improvement of the corporate value of the Bank through the achievement of the performance targets set forth in the Mid-term Plan and the medium- to long-term improvement of the Bank's performance, as well as further sharing value with shareholders, be paid at a fixed time every year. The number of shares granted as fixed stock remuneration shall be determined in accordance with the weight of the responsibilities of each position and the number of shares granted as performance-linked remuneration shall be determined in accordance with the degree of achievement of the performance targets.

4. The Policy for Determination of the Ratio of the Amount of Monetary Remuneration, the Amount of Performance-Linked Remuneration, etc., and the Amount of Non-Monetary Remuneration in the Amount of Individual Remuneration, etc. for Directors.

Referring to companies of similar size to the Bank and in related industries and business categories, in accordance with changes in the business environment as appropriate, the executive remuneration

plan for Directors and the remuneration ratio by kinds shall be considered by the Nomination, Remuneration and Corporate Advisory Committee, of which independent Outside Directors have the majority. Representing the Board of Directors, the President, as described in item 5 below, shall determine the contents of individual remuneration, etc. of Directors to the extent of remuneration ratio by kinds, paying respect to the deliberations of the Nomination, Remuneration and Corporate Advisory Committee. The guide ratio for each kind of remuneration, etc. shall be “basic remuneration : bonus : fixed stock remuneration : performance-linked stock remuneration = 70 : 10 : 10 : 10.”

#### 5. Matters Related to the Determination of the Contents of Individual Remuneration, etc. of Directors

With regard to the amount of individual remuneration, based on the resolution of the Board of Directors, the President, being authorized for detailed contents, shall evaluate and allocate. In order to ensure that such right is to be appropriately exercised by the President, the Board of Directors, based on the deliberation by the Nomination, Remuneration and Corporate Advisory Committee, of which independent Outside Directors have the majority, must respect the contents of the deliberation and decide. With regard to the stock remuneration, based on the deliberation by the Nomination, Remuneration and Corporate Advisory Committee, the amount of individual allotted shares for Directors shall be determined by the Board of Directors.

In addition, in the event of serious misconduct or violation by a Director, the system is established whereby the beneficial interest in remuneration can be forfeited (malus) or demanded to be returned (clawback) to the Director, either wholly or in part.

#### (Reference) Partial Revision to the Executive Remuneration Plan for Directors

At the meeting of the Board of Directors held on March 23, 2026, the Bank resolved certain revisions to the executive remuneration plan for Directors, etc. to be effective from June 2026. The principal revisions are as follows:

- In order to strengthen the linkage between executive remuneration and the Bank’s performance, the ratio of performance-linked remuneration will be increased, thereby further strengthening value sharing with shareholders.
- In order to enhance awareness toward improving performance for each fiscal year, performance-linked remuneration shall be paid annually as monetary remuneration at a certain time each year in the form of bonuses, with the amount calculated based on factors including profit attributable to owners of parent for each fiscal year as well as individual evaluations designed to enhance awareness toward achieving the performance targets set forth in the Bank’s Mid-term Plan.
- Taking into consideration the level of responsibilities, the Bank will adopt a remuneration ratio by kinds for Directors and Executive Officers according to their positions. The guide ratio for each kind of remuneration, etc. for Directors shall be “basic remuneration : bonus : fixed stock remuneration : performance-linked stock remuneration = 60 : 20 : 10 : 10.”

The guide ratio for each kind of remuneration, etc. for Executive Officers shall be “basic remuneration : bonus : fixed stock remuneration : performance-linked stock remuneration = 65 : 15 : 10 : 10.”

## (ii) Total Amount of Remuneration, etc. for the Fiscal Year Under Review

(Millions of yen)

| Category                          | Number of persons | Total remuneration, etc. | Basic remuneration (Non-performance-linked) | Bonuses (Performance-linked) | Non-monetary remuneration (Non-performance-linked) | Non-monetary remuneration (Performance-linked) |
|-----------------------------------|-------------------|--------------------------|---------------------------------------------|------------------------------|----------------------------------------------------|------------------------------------------------|
| Directors                         | 10                | 391                      | 295                                         | 33                           | 33                                                 | 29                                             |
| Audit & Supervisory Board Members | 7                 | 113                      | 113                                         | —                            | —                                                  | —                                              |
| Total                             | 17                | 504                      | 408                                         | 33                           | 33                                                 | 29                                             |

- (Notes)
1. Amounts are rounded down to the nearest million yen.
  2. The above table includes one Director and two Audit & Supervisory Board Members who retired from office upon the conclusion of the 119th Annual General Meeting of Shareholders held on June 27, 2025.
  3. As performance-linked remuneration, bonuses are paid to Directors excluding Outside Directors. Bonuses are paid annually at a certain time each year in the form of cash remuneration, with the amount calculated based on factors including profit attributable to owners of parent for each fiscal year. Profit attributable to owners of parent for the fiscal year under review amounted to ¥94.0 billion.
  4. As non-monetary remuneration, restricted stock is granted to Directors excluding Outside Directors in the form of fixed stock remuneration and performance-linked stock remuneration. The conditions for the allotment of restricted stock, etc. are as described in “(i) Policy on determination of individual remuneration, etc. for Directors.”
  5. The amount of monetary remuneration for Directors was resolved at the 104th Annual General Meeting of Shareholders held on June 29, 2010, to be within ¥560 million per year. The number of Directors as of the conclusion of such shareholders’ meeting was nine. In addition to such monetary remuneration, at the 118th Annual General Meeting of Shareholders held on June 26, 2024, the Bank resolved that the amount of restricted stock remuneration shall be within ¥140 million per year and that the total number of common stock of the Bank to be issued or disposed of shall be within 500,000 shares per year. The number of Directors as of the conclusion of such shareholders’ meeting was nine (including four Outside Directors).
  6. The amount of monetary remuneration for Audit & Supervisory Board Members was resolved at the 104th Annual General Meeting of Shareholders held on June 29, 2010, to be within ¥150 million per year. The number of Audit & Supervisory Board Members as of the conclusion of such shareholders’ meeting was five. In order to ensure independence, remuneration for Audit & Supervisory Board Members consists entirely of fixed remuneration, and the amount thereof is determined through consultation among the Audit & Supervisory Board Members.
  7. The Board of Directors has delegated to Tsutomu Yonemoto, President (Representative Director, Group Chief Executive Officer), authority to determine the allocation of basic remuneration, bonuses, and non-monetary remuneration, etc. for each Director based on performance evaluations for each Director. The reason for such delegation is that the Board determined that the President is the most appropriate person to evaluate each Director, taking into consideration the Bank’s overall performance. In determining the details of matters so delegated, the Nomination, Remuneration and Corporate Advisory Committee confirms the appropriateness thereof in advance.
  8. With respect to performance-linked stock remuneration, FY2025 marked the first grant of stock remuneration reflecting performance evaluations since the introduction of the system. In making such a grant, the Nomination, Remuneration and Corporate Advisory Committee confirmed, in light of consistency with the performance targets set forth in the Mid-term Plan and the purpose of the system, whether the system was functioning appropriately as an incentive aimed at enhancing medium- to long-term corporate value. Specifically, in addition to financial indicators such as profitability, initiatives related to “customer engagement,” “employee engagement,” “ratio of women in managerial positions and above,” “carbon neutrality,” and “support for regional decarbonization” are included as evaluation criteria. Based on the degree of achievement of these initiatives, an overall performance evaluation coefficient is calculated. As a result of the evaluation for the fiscal year under review, the performance evaluation coefficient was 100%. The performance evaluation coefficient is determined by comprehensively taking into account the achievement status of each performance indicator, based on deliberations by the Nomination, Remuneration and Corporate Advisory Committee.

(iii) Liability Limitation Agreement

| Name               | Overview of the liability limitation agreement                                                                                                                                                                                                                                                                    |
|--------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Yasuko Takayama    | Pursuant to Article 423, Paragraph 1 of the Companies Act, liability for damages shall, where such person has acted in good faith and without gross negligence in the performance of his or her duties, be limited to the minimum liability amount provided for in Article 425, Paragraph 1 of the Companies Act. |
| Takahide Kiuchi    |                                                                                                                                                                                                                                                                                                                   |
| Ryoji Yoshizawa    |                                                                                                                                                                                                                                                                                                                   |
| Mana Nabeshima     |                                                                                                                                                                                                                                                                                                                   |
| Norikazu Takahashi |                                                                                                                                                                                                                                                                                                                   |
| Yukio Anazawa      |                                                                                                                                                                                                                                                                                                                   |
| Yukiko Matsuoka    |                                                                                                                                                                                                                                                                                                                   |

(iv) Indemnification Agreements

Not applicable.

(v) Directors and Officers Liability Insurance Agreement

The Bank has entered into a directors and officers liability insurance agreement, as set forth in Article 430-3, Paragraph 1 of the Companies Act, with an insurance company, naming Directors, Audit & Supervisory Board Members, and Executive Officers of the Bank as insured parties. The Bank bears the full amount of the insurance premiums, including those for special coverage. Under such insurance agreement, losses to be borne by the insured persons, including compensation for damages and litigation expenses, are covered. However, in order to ensure that the appropriateness of the execution of duties by the insured persons is not impaired, certain exemptions apply, including that damages arising from willful misconduct or gross negligence are not covered.

### 3. Outside Officers

(1) Concurrent Positions and Other Status of Outside Officers

| Name            | Concurrent positions and other status                                                      | Relationship between the Bank and the relevant organization    |
|-----------------|--------------------------------------------------------------------------------------------|----------------------------------------------------------------|
| Yasuko Takayama | Audit and Supervisory Committee Member (Outside Director), Cosmo Energy Holdings Co., Ltd. | The Bank and the company have ordinary business relationships. |
| Mana Nabeshima  | Representative Director, Wakiaiai Co., Ltd.                                                | There is no relationship requiring disclosure.                 |
|                 | Director (Outside Director), Nichirei Corporation                                          | The Bank and the company have ordinary business relationships. |
| Yukiko Matsuoka | Certified Public Accountant, Yukiko Matsuoka Certified Public Accountant Office            | There is no relationship requiring disclosure.                 |
|                 | Director (Outside Director), ARTNATURE INC.                                                | There is no relationship requiring disclosure.                 |

(2) Principal Activities of Outside Officers

| Name               | Term of office        | Attendance at meetings of the Board of Directors, etc.                                                                               | Statements at meetings of the Board of Directors, etc. and other activities                                                                                                                                                                                                                                                                                                                                                     |
|--------------------|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Yasuko Takayama    | 10 years and 9 months | Attended all 16 meetings of the Board of Directors held during the fiscal year.                                                      | Leveraging her extensive knowledge and experience in overall corporate management, she has made appropriate comments as necessary. In particular, based on her broad expertise in sustainability management, she has provided comments as appropriate, and at meetings of the Nomination, Remuneration and Corporate Advisory Committee, she has expressed appropriate opinions from the perspective of corporate governance.   |
| Takahide Kiuchi    | 5 years and 9 months  | Attended all 16 meetings of the Board of Directors held during the fiscal year.                                                      | Leveraging his extensive knowledge and experience in finance, economics, and overall corporate management, he has made appropriate comments as necessary. In particular, based on his broad expertise as an economist, he has provided comments as appropriate regarding trends in the Japanese economy and has expressed appropriate opinions regarding business strategies in light of such trends.                           |
| Ryoji Yoshizawa    | 1 year and 9 months   | Attended all 16 meetings of the Board of Directors held during the fiscal year.                                                      | Leveraging his extensive knowledge and experience in finance and economics, he has made appropriate comments as necessary. In particular, based on his broad expertise as a rating analyst, he has provided comments as appropriate regarding capital strategy and risk management and has expressed appropriate opinions regarding such matters.                                                                               |
| Mana Nabeshima     | 9 months              | Attended all 13 meetings of the Board of Directors held after her appointment as Outside Director.                                   | Leveraging her extensive knowledge and experience in finance, economics, and overall corporate management, she has made appropriate comments as necessary. In particular, based on her broad expertise in the management of global financial institutions, she has provided comments as appropriate regarding business strategies focused on customer experience and has expressed appropriate opinions regarding such matters. |
| Norikazu Takahashi | 4 years and 9 months  | Attended all 16 meetings of the Board of Directors and all 15 meetings of the Audit & Supervisory Board held during the fiscal year. | Leveraging his extensive knowledge and experience in financial services, including finance and accounting, and overall corporate management, he has made appropriate comments as necessary.                                                                                                                                                                                                                                     |

| Name            | Term of office | Attendance at meetings of the Board of Directors, etc.                                                                                                                          | Statements at meetings of the Board of Directors, etc. and other activities                                                                                   |
|-----------------|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Yukio Anazawa   | 9 months       | Attended all 13 meetings of the Board of Directors and all 12 meetings of the Audit & Supervisory Board held after his appointment as Outside Audit & Supervisory Board Member. | Leveraging his extensive knowledge and experience in the administration of Chiba Prefecture, he has made appropriate comments as necessary.                   |
| Yukiko Matsuoka | 9 months       | Attended all 13 meetings of the Board of Directors and all 12 meetings of the Audit & Supervisory Board held after her appointment as Outside Audit & Supervisory Board Member. | Leveraging her extensive knowledge and experience in finance and accounting as a Certified Public Accountant, she has made appropriate comments as necessary. |

(Note) In addition to the meetings of the Board of Directors stated above, there were four written resolutions deemed to have been adopted by the Board of Directors pursuant to Article 370 of the Companies Act and Article 28 of the Articles of Incorporation.

### (3) Remuneration, etc. for Outside Officers

(Millions of yen)

|                                    | Number of persons | Remuneration, etc. from the Bank | Remuneration, etc. from the Bank's parent company, etc. |
|------------------------------------|-------------------|----------------------------------|---------------------------------------------------------|
| Total amount of remuneration, etc. | 10                | 120                              | —                                                       |

(Notes) 1. Amounts are rounded down to the nearest million yen.  
2. The above table includes one Director and two Audit & Supervisory Board Members who retired from office upon the conclusion of the 119th Annual General Meeting of Shareholders held on June 27, 2025.

### (4) Opinions of Outside Officers

Not applicable.

## 4. Shares of the Bank

### (1) Number of Shares

Number of authorized shares: 2,500,000 thousand shares

Number of issued shares: 775,521 thousand shares

(Note) Numbers of shares are rounded down to the nearest thousand shares.

### (2) Number of Shareholders at the End of the Fiscal Year

50,496

### (3) Principal Shareholders

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

(Notes) 1. Numbers of shares are rounded down to the nearest thousand shares.  
2. Shareholding ratios are calculated after deducting treasury shares (77,676 thousand shares) from the total number of shares issued, and are rounded down to the second decimal place.

### (4) Shares Held by Officers

|                                         | Number of persons receiving shares | Number of restricted shares granted |
|-----------------------------------------|------------------------------------|-------------------------------------|
| Directors (excluding Outside Directors) | 5                                  | 413,209                             |
| Outside Directors                       | —                                  | —                                   |
| Audit & Supervisory Board Members       | —                                  | —                                   |

(Note) The above number of shares includes 148,200 restricted shares granted on July 21, 2021 as a transitional measure following the migration from the equity-based remuneration plan in the form of stock options.

## 5. Share Subscription Rights of the Bank

Not applicable.



## 6. Accounting Auditor

### (1) Status of the Accounting Auditor

(Millions of yen)

| Name                                                       |                                                   | Fees<br>for the fiscal year | Other                                  |
|------------------------------------------------------------|---------------------------------------------------|-----------------------------|----------------------------------------|
| Ernst & Young ShinNihon LLC                                |                                                   | 598                         | (Note 2) (Note 3)<br>(Note 4) (Note 5) |
| Designated Limited Liability Partner<br>Engagement Partner | Certified Public Accountant:<br>Motoki Nagao      |                             |                                        |
| Designated Limited Liability Partner<br>Engagement Partner | Certified Public Accountant:<br>Hiroshi Miyagawa  |                             |                                        |
| Designated Limited Liability Partner<br>Engagement Partner | Certified Public Accountant:<br>Shinichi Kusumoto |                             |                                        |

- (Notes)
1. Amounts are rounded down to the nearest million yen.
  2. Reasons for the Audit & Supervisory Board's consent to the Accounting Auditor's fees  
The Audit & Supervisory Board, based on the "Practical Guidelines for Cooperation with Accounting Auditors" published by the Japan Audit & Supervisory Board Members Association, conducted an analysis and evaluation of the audit results for the previous fiscal year and reviewed matters including the audit hours, staffing plan, and appropriateness of the fee estimates in the audit plan for the fiscal year under review. Based on the results of such review, the Audit & Supervisory Board gave its consent to the Accounting Auditor's fees pursuant to Article 399, Paragraph 1 of the Companies Act.
  3. Services other than those set forth in Article 2, Paragraph 1 of the Certified Public Accountants Act consist of financial advisory services and other services.  
Fees related to such services amounted to ¥13 million.
  4. Fees for the fiscal year under review include audit fees of ¥500 million related to consolidated financial statements included in a registration statement on Form F-4 filed under the U.S. Securities Act in connection with the business integration with The Chiba Kogyo Bank, Ltd.
  5. The total amount of fees payable by the Bank, its subsidiaries, and its subsidiary entities to the Accounting Auditor amounted to ¥631 million.
  6. In addition to the above fees, the Bank paid ¥10 million during the fiscal year as additional fees relating to the previous fiscal year.
  7. The above amounts do not include consumption taxes or local consumption taxes.

### (2) Liability Limitation Agreement

Not applicable.

### (3) Indemnification Agreements

Not applicable.

### (4) Other Matters Concerning the Accounting Auditor

#### (a) Policy for Determining the Dismissal or Non-reappointment of the Accounting Auditor

In addition to the dismissal of the Accounting Auditor by the Audit & Supervisory Board as provided for in Article 340 of the Companies Act, where it is deemed difficult for the Accounting Auditor to properly perform its duties, the Bank shall, in accordance with a resolution of the Audit & Supervisory Board, submit to the General Meeting of Shareholders a proposal concerning the dismissal or non-reappointment of the Accounting Auditor.

#### (b) Where the Bank Is a Large Company as Prescribed in Article 444, Paragraph 3 of the Companies Act, the Fact, if Certified Public Accountants (including Foreign Certified Public Accountants as prescribed in Article 16-2, Paragraph 5 of the Certified Public Accountants Act) or Audit Firms (including persons holding equivalent foreign qualifications) Other Than the Bank's Accounting Auditor Are Conducting Audits (limited to audits conducted pursuant to the Companies Act or the Financial Instruments and Exchange Act (including equivalent foreign laws and regulations)) of the Financial Documents (including equivalent documents) of the Bank's Important Subsidiaries and Subsidiary Entities, etc.

Not applicable.

## 7. Basic Policy on the Control of Decisions on Financial and Business Policies

Not applicable.

## 8. Systems for Ensuring Proper Operations

### (1) Details of the resolution on the development of systems for ensuring proper operations

The Bank has resolved the basic policies regarding the development of systems for ensuring proper operations at the Board of Directors as follows.

- (i) Systems for ensuring that business execution by Directors and employees comply with laws and regulations, as well as the Articles of Incorporation
  - (a) The Bank has established the Compliance Regulations including The Chiba Bank Group's Corporate Code of Conduct and Action Guidelines for Executives and Employees to clarify the guidelines for executives and employees, ensure implementation through the "Compliance Manual" which is a concrete guide.
  - (b) The Bank firmly opposes antisocial forces that threaten the order and safety of society and that undermine healthy economic and social development. In addition, in order to prevent money laundering, etc., the Bank establishes the "Basic Rules for the Prevention of Money Laundering, Terrorist Financing, Proliferation Finance and Other Violations of Economic Sanctions" and operates and manages in accordance with these rules.
  - (c) The Bank reinforces a compliance structure by measures including setting up the Compliance Committee that deliberates on important matters concerning compliance and by defining a division responsible for compliance.
  - (d) The Bank formulates a compliance program on a regular basis to provide a specific action plan for achieving improvements in compliance and implements it.
  - (e) The Board of Directors decides on important matters concerning compliance and receives regular reports on compliance.
  - (f) The Bank establishes "Basic Rules for Protection of Customers and Improvement of Convenience" to prevent customers benefits from being unjustly impaired, and establishes a system to appropriately manage conflicts of benefits.
  - (g) Audit & Supervisory Board Members and internal audit units, which are independent from business operating units, conduct audits on compliance regarding the effectiveness and appropriateness of the compliance structure, etc.
  - (h) The Bank has a whistle-blowing system to receive reports directly from employees, etc., concerning violations of laws committed by officers and employees, and the employees who made reports based on the system are not treated disadvantageously. In this manner, the Bank is operating the system properly.
- (ii) Systems concerning storage and control of information related to the execution of duties by Directors

Concerning information related to the execution of duties by Directors, important documents such as minutes of meetings and requests for approval are stored and controlled properly in accordance with relevant laws, regulations, and internal rules, and are kept in an accessible condition as necessary.
- (iii) Rules and other systems for managing risk of losses
  - (a) The Bank has set forth the Basic Policy on Risk Management and other risk management rules and clearly defines the divisions responsible for the management of each risk as well as the division in charge of the overall management of risks faced by the Bank Group, thereby developing the Bank Group's risk management system.
  - (b) The Board of Directors decides on important matters concerning risk management and receives regular reports on the Bank Group's risk management.
  - (c) Audit & Supervisory Board Members and internal audit units conduct audits on risk management regarding the effectiveness and appropriateness of the risk management structure, etc.
  - (d) The Bank has set forth a contingency plan that anticipates unforeseen circumstances such as large-scale disasters and large-scale system failures, and conducts drills as necessary.
- (iv) Systems for ensuring the efficient execution of duties by Directors
  - (a) The Board of Directors decides on the execution of important business matters such as the Mid-term Plan for the Bank Group and business measures and receives reports on their progress, etc.
  - (b) The Board of Designated Directors, consisting of Directors and Executive Officers who are appointed by resolution of the Board of Directors, discusses a wide range of matters concerning the execution of duties by Directors.
  - (c) Adopting an executive officer system, the Bank has separated decision-making and the

Directors' supervisory functions from executive functions, thereby expediting and streamlining decision-making and business execution.

- (d) Concerning Directors' execution of business, the Bank sets forth executive authorities and execution procedures, etc., in the Organizational Regulations, the Administrative Authorities Regulations, the Division of Duties Regulations, etc. to ensure efficient operations.
- (v) Systems for ensuring the proper operations at the corporate group consisting of the Bank and its subsidiaries
  - (a) To ensure the proper operations at a corporate group consisting of the Bank and its subsidiaries (the "Bank Group"), the Bank has established "Group Companies Management Regulations" that describe the basic framework for group management, including management methods for our group companies, and the Bank dispatches Directors and Audit & Supervisory Board Members to its subsidiaries as necessary, thereby developing an integrated management system.
  - (b) The Group Strategy Division supervises each company, the departments in charge of group company operations are responsible for planning, promotion, support, and risk management of matters related to each company under its jurisdiction, and the management departments for group company manage the operations under its jurisdiction across each company. In addition, the Bank's internal audit units conduct internal audits of each subsidiary to ensure the proper operations of the Bank Group as a whole.
  - (c) The Bank has a system in which important business operations of subsidiaries are discussed with and reported to the Bank in a timely and appropriate manner through Group Strategy Division based on "prior consultation and reporting system." In addition, officers of the Bank and subsidiaries exchange opinions regularly to share information through the Group Supervision Committee and the Group Promotion Committee etc., and strengthen the understanding, management and supervision of each company's business situation.
  - (d) The Bank and its subsidiaries comply with the arm's length rule set forth by the Banking Act not to cause disadvantages to each other.
  - (e) The Bank and its subsidiaries set forth the Internal Control Regulations concerning financial reporting and define the divisions responsible for internal control, thereby developing a system for ensuring the reliability of financial reporting.
- (vi) Matters concerning employees who support the duties of Audit & Supervisory Board Members and matters concerning the independence of such employees from Directors
  - (a) Audit & Supervisory Support Office shall be as an organization independent of the executive officers.
  - (b) The Bank assigns assistants to Audit & Supervisory Board Members to Audit & Supervisory Support Office as employees to support the duties of Audit & Supervisory Board Members under the direction by Audit & Supervisory Board Members.
  - (c) Assistants to Audit & Supervisory Board Members do not concurrently serve in positions involved in business execution, and their personnel changes, etc., require the consent of Audit & Supervisory Board Members. Their independence from Directors is ensured in this manner.
- (vii) Systems for reporting from Directors and employees to Audit & Supervisory Board Members and other systems for reporting to Audit & Supervisory Board Members
  - (a) Executives and employees of the Bank and each company immediately report to the Audit & Supervisory Board or Audit & Supervisory Board Members if they find or are informed any facts that may cause severe damage to the Bank or each company, such as any violation of laws and regulations, etc.
  - (b) Notwithstanding the preceding paragraph, the Audit & Supervisory Board may request Directors and employees of the Bank and each company to make reports as necessary.
  - (c) No disadvantageous treatment is accorded to any executive or employee of the Bank or any other company who reports to the Audit & Supervisory Board in accordance with paragraphs (a) and (b).
- (viii) Other systems for ensuring the effective audit by Audit & Supervisory Board Members
  - (a) The Bank ensures effective audits by Audit & Supervisory Board Members by having them attend Board of Directors' meetings and other important meetings while coordinating with internal audit units and the Accounting Auditor.
  - (b) Representative Directors exchange opinions with Audit & Supervisory Board Members regularly to maintain mutual understanding and relationship of trust.

(c) Expenses necessary for the execution of duties by Audit & Supervisory Board Members are borne by the Bank upon request by the Audit & Supervisory Board Members.

(2) Overview of the implementation status of the systems for ensuring proper operations

An overview of the implementation status of the systems for ensuring proper operations at the Bank in the fiscal year under review is as follows.

(i) Execution of duties by Directors

In order to realize sustainable growth and improvement of medium- to long-term corporate value, the Bank Group established and published the Policy on Corporate Governance. The Group has introduced the Group Chief Officer (CxO) system, and has established an integrated group management system by assigning a CxO as the person in charge of the area under his/her jurisdiction under the overall supervision of the Group Chief Executive Officer. The Bank held a Regular Meeting of the Board of Directors 12 times and an Extraordinary Meeting of the Board of Directors 8 times, whereby reports were made on important business execution such as formulation of the Mid-term Plan, management consolidation, digital strategy including AI, and human resource strategies, and the progress of the business improvement plan based on the Business Improvement Order. Through these efforts, the Bank properly supervises the execution of duties by Directors. In operating the Board of Directors, based on the evaluation of the effectiveness of the Board of Directors, the Bank allocated sufficient time for deliberation on important agenda items in order to promote active discussions. Furthermore, the Bank conducted free discussions and board retreats on important medium- to long-term themes other than agenda items formally submitted to the Board of Directors. In addition, the Board of Designated Directors, consisting of Directors and Executive Officers appointed by the Board of Directors, met 48 times in total to discuss a wide range of matters concerning the execution of duties by Directors. The Bank continues to operate under a structure in which an Outside Director serves as chairperson, thereby ensuring transparent and objective management while striving to deepen discussions regarding management issues and further improve decision-making processes. The Board of Directors deliberates on and determines important matters, including growth strategies and the appropriate allocation of management resources, toward the realization of the Bank Group's medium- to long-term corporate value improvement and the value creation story, and supervises the execution of duties by Directors. In addition, the Bank positions human resources as one of its important management resources and continuously engages in discussions and supervision at meetings of the Board of Directors regarding human resources strategies, while confirming consistency with management strategies and the direction of related initiatives. (Basic Policies (i), (ii), (iii), and (iv))

(ii) Compliance structure

The compliance program was established by the Board of Directors for each year and the Compliance Committee met 12 times to deliberate as needed on matters such as the status of the execution of the program, measures to prevent recurrence of compliance violations based on root cause analysis, and efforts for further enhancement of countermeasures against money laundering, terrorist financing, proliferation financing, and other violations of economic sanctions, and reported important matters to the Board of Directors. In addition, based on “Chibagin Group Compliance Hotline Rules,” the whistleblower protection rules are being appropriately applied by, for example, improving the system of the whistleblower reporting hotlines established inside and outside the Group and continuously informing about the prohibition of disadvantageous treatment to whistleblowers. Furthermore, in order to firmly penetrate and embed the Purpose and Vision in the organization, the Bank conducted an “Engagement Survey” and a “Compliance Questionnaire” twice each to verify the degree of penetration and establishment among employees, to discover issues, and to continuously implement improvement measures. The Bank also continues to conduct cross-organizational verification of the degree of penetration and establishment in audits. Moreover, the Bank continues to make semi-annual reports to the Board of Designated Directors and the Board of Directors on the activities of the Audit & Inspection Division to strengthen its compliance audits. (Basic Policies (i) (a) to (f), and (h))

(iii) Risk management system

Based on current risk recognition, the Bank Group annually reviews the “Risk Map” and other information to select top risks. For FY2025, 13 top risks were selected, and each Group CxO, acting as the risk owner for the respective top risks, appropriately managed such risks by setting alarm points and creating action plans. In addition, the ALM Committee, the Risk Management

Committee and other committees discussed policies for each risk. Furthermore, the Bank has worked to enhance risk recognition and strengthen its framework by continuously reporting to the Board of Designated Directors and the Board of Directors the results of analyses of customer feedback, such as “complaints, requests, and inquiries,” together with related improvement measures. At the same time, the Bank established the “Chiba Bank AI Policy” and the “AI Risk Management Regulations,” and built an AI risk management system. The Audit and Inspection Division, which is independent from the audited divisions, conducts internal audits of the headquarters, branches, Group companies, etc., and reports the results of internal audits, matters pointed out, etc., to the “Internal Audit Committee” and the Board of Directors on a monthly basis. The General Manager of the Audit and Inspection Division participates as an observer in the Board of Designated Directors and other important committees, and conducts effective audits to collect information on risk management and reflect it in audit plans. The state of cyber-attack occurrence and strengthening of countermeasures thereto, and management systems for cyber-attacks, etc., were regularly reported to the Board of Directors. The Bank newly established the “Cyber Security Management Office” within the EDP System Division, formulated a roadmap for responding to the “Financial Services Agency Guidelines on Cybersecurity” and other related matters, and worked to strengthen its cyber risk management framework. The Bank conducted drills to set up an emergency headquarters in anticipation of the occurrence of critical situations and to handle important businesses and communications drills for the initial response in the event of a complete ATM failure on a holiday and storm and flood damage drills in anticipation of a major typhoon. (Basic Policies (iii) (a), (b), and (d))

(iv) Ensuring proper operations at the Bank Group

CxOs are assigned responsibility for their areas of supervision, thereby establishing a group-wide corporate management system. Pursuant to the “Group Companies Management Regulations,” the Bank strives to ensure proper operations at the Bank Group through measures including the assignment of responsible Directors to supervise each Group company, the dispatch of Audit & Supervisory Board Members, audits conducted by the Bank’s Audit and Inspection Division, and discussions with and reports to the Bank on important operational matters in accordance with the “prior consultation and reporting system” of the Group companies. With respect to basic policies and rules to be applied commonly throughout the Group, the Bank is promoting initiatives to transition to “Group Common Rules” established uniformly across the Group by the Bank, and is working to further strengthen group governance. In addition, the Board of Directors conducted integrated discussions regarding the allocation of management resources and risk management across the entire Group, and promoted the enhancement of group management through discussions on the appropriate governance framework in anticipation of the management consolidation. In addition, the Bank continued during FY2025 the audits initiated in FY2024 under which the Bank’s Audit and Inspection Division focuses on examining the specific operations of each company, and has established a system for further in-depth examinations of risks specific to each company in cooperation with the Audit & Supervisory Board Members of each company. Furthermore, Standing Audit & Supervisory Board Members of the Bank concurrently serve as Audit & Supervisory Board Members of each company and conduct operational audits, while also seeking to enhance the effectiveness of group governance through measures including providing feedback as necessary through interviews with officers and employees of Group companies. The “Group Supervision Committee” was held twice for the purpose of grasping the business conditions and various issues of each group company, and the “Group Promotion Committee,” in order to realize synergistic effects through further cooperation among the Bank and group companies, was held twice. In addition, each CxO attended meetings of the boards of directors of Group companies as an observer and worked to enhance management quality and strengthen integrated group management from a group-wide optimization perspective by understanding the status of business execution and issues at each company. Moreover, the Group Strategy Division oversees the business divisions that plan, promote, and support matters related to Group companies under its jurisdiction, as well as the framework, which manages risk, allocation of management resources, and other matters across the Group under its jurisdiction, to promote advanced group governance. (Basic Policy (v))

(v) Ensuring the effective audit by Audit & Supervisory Board Members

The Bank has adopted an Audit & Supervisory Board system. Audit & Supervisory Board Members conducted objective and reasonable audits, including from the perspective of group governance, through means such as attendance at meetings of the Board of Directors and other

important meetings, checks on important documents, individual opinion exchange meetings with CxOs, onsite audits at headquarters, branches (including overseas branches), and Group companies, and Group Audit & Supervisory Board Members Meetings. Audit & Supervisory Board Members, including Outside Audit & Supervisory Board Members, actively conduct onsite audits to further strengthen their understanding of the actual business operations and risks, thereby enhancing the effectiveness of audits. In addition, Audit & Supervisory Board Members regularly exchange opinions with Representative Directors and Outside Directors, and the system has been established for receiving direct monthly reports from Audit and Inspection Division on the results of audits, etc. through the Internal Audit Committee. The Audit & Supervisory Board Members hold three-way audit liaison meetings, etc. Through close cooperation, the Audit & Supervisory Board Members strive to improve the effectiveness of their auditing functions. In order to facilitate the smooth operation of audits and other operations by Audit & Supervisory Board Members, the Bank has established the Audit & Supervisory Support Office, which is independent from the business executives, and the General Manager of the Audit & Supervisory Board Member's Office is responsible for these roles and for prompt reporting to, communication with, and close cooperation with the Audit & Supervisory Board Members. (Basic Policies (i) (g), (iii) (c), (vi), (vii), and (viii))

**9. Matters Concerning Specified Wholly Owned Subsidiaries**

Not applicable.

**10. Matters Concerning Transactions with Parent Company, etc.**

Not applicable.

**11. Matters Concerning Accounting Advisors**

**(1) Liability Limitation Agreement**

Not applicable.

**(2) Indemnification Agreements**

Not applicable.

**12. Other Matters**

Not applicable.

# Financial Statements

## Non-Consolidated Balance Sheet for the 120<sup>th</sup> Fiscal Year

(As of March 31, 2026)

(Millions of yen)

| Item                                                         | Amount            | Item                                                         | Amount            |
|--------------------------------------------------------------|-------------------|--------------------------------------------------------------|-------------------|
| <b>Assets</b>                                                |                   | <b>Liabilities</b>                                           |                   |
| <b>Cash and due from banks</b>                               | <b>2,674,547</b>  | <b>Deposits</b>                                              | <b>16,851,456</b> |
| Cash                                                         | 98,804            | Current deposits                                             | 324,053           |
| Due from banks                                               | 2,575,743         | Ordinary deposits                                            | 11,992,620        |
| <b>Call loans</b>                                            | <b>306,014</b>    | Saving deposits                                              | 302,363           |
| <b>Receivables under securities borrowing transactions</b>   | <b>3,782</b>      | Deposits at notice                                           | 3,364             |
| <b>Monetary claims bought</b>                                | <b>19,033</b>     | Time deposits                                                | 3,905,108         |
| <b>Trading assets</b>                                        | <b>22,027</b>     | Other deposits                                               | 323,945           |
| Trading account securities                                   | 4,037             | <b>Negotiable certificates of deposit</b>                    | <b>242,316</b>    |
| Derivatives of trading securities -assets                    | 1                 | <b>Call money</b>                                            | <b>415,244</b>    |
| Trading-related financial derivatives                        | 17,989            | <b>Payables under repurchase agreements</b>                  | <b>63,045</b>     |
| <b>Securities</b>                                            | <b>3,470,156</b>  | <b>Payables under securities lending transactions</b>        | <b>192,214</b>    |
| Government bonds                                             | 915,975           | <b>Trading liabilities</b>                                   | <b>19,347</b>     |
| Local government bonds                                       | 213,457           | Sale of commodity bonds                                      | 3,733             |
| Corporate bonds                                              | 324,018           | Securities and derivatives related to trading transactions   | 15                |
| Stocks                                                       | 382,138           | Trading-related financial derivatives                        | 15,598            |
| Other securities                                             | 1,634,565         | <b>Borrowed money</b>                                        | <b>1,687,953</b>  |
| <b>Loans and bills discounted</b>                            | <b>14,147,744</b> | Borrowings from other banks                                  | 1,687,953         |
| Bills discounted                                             | 3,518             | <b>Foreign exchanges</b>                                     | <b>882</b>        |
| Loans on bills                                               | 87,253            | Foreign bills sold                                           | 54                |
| Loans on deeds                                               | 12,908,096        | Foreign bills payable                                        | 827               |
| Overdrafts                                                   | 1,148,876         | <b>Bonds payable</b>                                         | <b>47,955</b>     |
| <b>Foreign exchanges</b>                                     | <b>6,781</b>      | <b>Borrowed money from trust account</b>                     | <b>17,970</b>     |
| Due from foreign banks (our accounts)                        | 5,622             | <b>Other liabilities</b>                                     | <b>339,054</b>    |
| Foreign bills receivable                                     | 1,158             | Domestic exchange settlement account, credit                 | 22                |
| <b>Other assets</b>                                          | <b>301,368</b>    | Income taxes payable                                         | 23,468            |
| Prepaid expenses                                             | 735               | Accrued expenses                                             | 23,489            |
| Accrued income                                               | 25,050            | Unearned revenue                                             | 4,187             |
| Initial margins of futures markets                           | 8,228             | Derivatives other than for trading - liabilities             | 168,888           |
| Variation margins of futures markets                         | 14                | Cash collateral received for financial instruments           | 64,938            |
| Derivatives other than for trading - assets                  | 187,338           | Asset retirement obligations                                 | 5                 |
| Cash collateral paid for financial instruments               | 25,824            | Other                                                        | 54,054            |
| Other                                                        | 54,176            | <b>Provision for reimbursement of deposits</b>               | <b>213</b>        |
| <b>Tangible fixed assets</b>                                 | <b>120,352</b>    | <b>Provision for loyalty point programs</b>                  | <b>674</b>        |
| Buildings, net                                               | 49,798            | <b>Deferred tax liabilities</b>                              | <b>47,275</b>     |
| Land                                                         | 56,444            | <b>Deferred tax liabilities for land revaluation</b>         | <b>10,420</b>     |
| Construction in progress                                     | 4,998             | <b>Acceptances and guarantees</b>                            | <b>20,627</b>     |
| Other tangible fixed assets                                  | 9,111             | <b>Total liabilities</b>                                     | <b>19,956,651</b> |
| <b>Intangible fixed assets</b>                               | <b>20,053</b>     | <b>Net assets</b>                                            |                   |
| Software                                                     | 13,394            | <b>Capital stock</b>                                         | <b>145,069</b>    |
| Other intangible fixed assets                                | 6,659             | <b>Capital surplus</b>                                       | <b>122,134</b>    |
| <b>Prepaid pension cost</b>                                  | <b>29,171</b>     | Legal capital surplus                                        | 122,134           |
| <b>Customers' liabilities for acceptances and guarantees</b> | <b>20,627</b>     | <b>Retained earnings</b>                                     | <b>802,000</b>    |
| <b>Allowance for loan losses</b>                             | <b>(29,867)</b>   | Legal retained earnings                                      | 50,930            |
|                                                              |                   | Other retained earnings                                      | 751,070           |
|                                                              |                   | Reserve for advanced depreciation of non-current assets      | 347               |
|                                                              |                   | General reserve                                              | 680,971           |
|                                                              |                   | Retained earnings brought forward                            | 69,752            |
|                                                              |                   | <b>Treasury shares</b>                                       | <b>(64,921)</b>   |
|                                                              |                   | <b>Total shareholders' equity</b>                            | <b>1,004,282</b>  |
|                                                              |                   | <b>Valuation difference on available-for-sale securities</b> | <b>86,088</b>     |
|                                                              |                   | <b>Deferred gains or losses on hedges</b>                    | <b>55,087</b>     |
|                                                              |                   | <b>Revaluation reserve for land</b>                          | <b>9,683</b>      |
|                                                              |                   | <b>Total valuation and translation adjustments</b>           | <b>150,859</b>    |
|                                                              |                   | <b>Total net assets</b>                                      | <b>1,155,141</b>  |
| <b>Total assets</b>                                          | <b>21,111,793</b> | <b>Total liabilities and net assets</b>                      | <b>21,111,793</b> |

# Non-Consolidated Statement of Income for the 120<sup>th</sup> Fiscal Year

(April 1, 2025 - March 31, 2026)

(Millions of yen)

| Item                                                                   | Amount  |                |
|------------------------------------------------------------------------|---------|----------------|
| <b>Ordinary income</b>                                                 |         | <b>407,149</b> |
| Interest income                                                        | 308,790 |                |
| Interest on loans and discounts                                        | 194,141 |                |
| Interest and dividends on securities                                   | 86,484  |                |
| Interest on call loans                                                 | 7,740   |                |
| Interest on receivables under securities borrowing transactions        | 85      |                |
| Interest on deposits with banks                                        | 16,281  |                |
| Other interest income                                                  | 4,056   |                |
| Trust fees                                                             | 81      |                |
| Fees and commissions income                                            | 60,226  |                |
| Fees and commissions on domestic and foreign exchanges                 | 8,264   |                |
| Other fees and commissions                                             | 51,962  |                |
| Trading income                                                         | 631     |                |
| Gains on trading account securities transactions                       | 148     |                |
| Income from trading-related financial derivatives transactions         | 482     |                |
| Other ordinary income                                                  | 6,119   |                |
| Gains on foreign exchange transactions                                 | 3,891   |                |
| Gains on sales of bonds                                                | 750     |                |
| Income from trading-related financial derivatives transactions         | 1,477   |                |
| Other income                                                           | 31,301  |                |
| Recoveries of written off claims                                       | 1,930   |                |
| Gain on sales of stocks and other securities                           | 28,033  |                |
| Other                                                                  | 1,336   |                |
| <b>Ordinary expenses</b>                                               |         | <b>272,601</b> |
| Interest expenses                                                      | 110,781 |                |
| Interest on deposits                                                   | 52,227  |                |
| Interest on negotiable certificates of deposit                         | 9,228   |                |
| Interest on call money                                                 | 4,791   |                |
| Interest on payables under repurchase agreements                       | 2,264   |                |
| Interest on payables under securities lending transactions             | 8,588   |                |
| Interest on borrowings and rediscounts                                 | 3,111   |                |
| Interest on bonds                                                      | 642     |                |
| Interest on interest swaps                                             | 25,306  |                |
| Other interest expenses                                                | 4,619   |                |
| Fees and commissions payments                                          | 28,078  |                |
| Fees and commissions on domestic and foreign exchanges                 | 1,487   |                |
| Other fees and commissions                                             | 26,590  |                |
| Trading expenses                                                       | 35      |                |
| Expenses on securities and derivatives related to trading transactions | 35      |                |
| Other ordinary expenses                                                | 20,736  |                |
| Loss on sales of bonds                                                 | 19,288  |                |
| Loss on devaluation of bonds                                           | 1,447   |                |
| General and administrative expenses                                    | 97,791  |                |
| Other expenses                                                         | 15,177  |                |
| Provision of allowance for loan losses                                 | 4,379   |                |
| Written-off of loans                                                   | 7,078   |                |
| Losses on sales of stocks and other securities                         | 567     |                |
| Losses on devaluation of stocks and other securities                   | 465     |                |
| Other                                                                  | 2,686   |                |
| <b>Ordinary profit</b>                                                 |         | <b>134,548</b> |
| <b>Extraordinary gains</b>                                             |         | <b>4</b>       |
| Gain on disposal of non-current assets                                 | 4       |                |
| <b>Extraordinary losses</b>                                            |         | <b>2,903</b>   |
| Loss on disposal of non-current assets                                 | 371     |                |
| Impairment loss                                                        | 2,531   |                |
| <b>Profit before income taxes</b>                                      |         | <b>131,649</b> |
| <b>Income taxes - current</b>                                          | 39,818  |                |
| <b>Income taxes - deferred</b>                                         | (511)   |                |
| <b>Total income taxes</b>                                              |         | <b>39,307</b>  |
| <b>Net income</b>                                                      |         | <b>92,342</b>  |



# Consolidated Balance Sheet for the 120<sup>th</sup> Fiscal Year

(As of March 31, 2026)

(Millions of yen)

| Item                                                         | Amount            | Item                                                  | Amount            |
|--------------------------------------------------------------|-------------------|-------------------------------------------------------|-------------------|
| <b>Assets</b>                                                |                   | <b>Liabilities</b>                                    |                   |
| Cash and due from banks                                      | 2,680,390         | Deposits                                              | 16,830,424        |
| Call loans and bills bought                                  | 306,014           | Negotiable certificates of deposit                    | 180,766           |
| Receivables under securities borrowing transactions          | 3,782             | Call money and bills sold                             | 415,244           |
| Monetary claims bought                                       | 21,019            | Payable under repurchase agreements                   | 63,045            |
| Trading assets                                               | 22,998            | Payables under securities lending transactions        | 192,214           |
| Money held in trust                                          | 5,900             | Trading liabilities                                   | 19,347            |
| Securities                                                   | 3,491,819         | Borrowed money                                        | 1,694,463         |
| Loans and bills discounted                                   | 14,082,336        | Foreign exchanges                                     | 882               |
| Foreign exchanges                                            | 6,781             | Bonds payable                                         | 47,955            |
| Other assets                                                 | 396,141           | Borrowed money from trust account                     | 17,970            |
| <b>Tangible fixed assets</b>                                 | <b>127,123</b>    | <b>Other liabilities</b>                              | <b>397,378</b>    |
| Buildings, net                                               | 52,256            | Net defined benefit liability                         | 577               |
| Land                                                         | 59,413            | Provision for directors' retirement benefits          | 206               |
| Construction in progress                                     | 4,998             | Provision for reimbursement of deposits               | 213               |
| Other tangible fixed assets                                  | 10,454            | Provision for loyalty point programs                  | 708               |
| <b>Intangible fixed assets</b>                               | <b>28,001</b>     | Reserves under special laws                           | 23                |
| Software                                                     | 13,506            | Deferred tax liabilities                              | 59,277            |
| Goodwill                                                     | 7,839             | Deferred tax liabilities for land revaluation         | 10,420            |
| Other intangible fixed assets                                | 6,655             | Acceptances and guarantees                            | 23,361            |
| <b>Net defined benefit asset</b>                             | <b>49,139</b>     | <b>Total liabilities</b>                              | <b>19,954,480</b> |
| <b>Deferred tax assets</b>                                   | <b>2,470</b>      | <b>Net assets</b>                                     |                   |
| <b>Customers' liabilities for acceptances and guarantees</b> | <b>23,361</b>     | Capital stock                                         | 145,069           |
| <b>Allowance for loan losses</b>                             | <b>(35,498)</b>   | Capital surplus                                       | 122,134           |
|                                                              |                   | Retained earnings                                     | 874,340           |
|                                                              |                   | Treasury shares                                       | (64,921)          |
|                                                              |                   | Total shareholders' equity                            | 1,076,621         |
|                                                              |                   | Valuation difference on available-for-sale securities | 102,209           |
|                                                              |                   | Deferred gains or losses on hedges                    | 55,087            |
|                                                              |                   | Revaluation reserve for land                          | 9,683             |
|                                                              |                   | Remeasurements of defined benefit plans               | 13,698            |
|                                                              |                   | Total accumulated other comprehensive income          | 180,678           |
|                                                              |                   | <b>Total net assets</b>                               | <b>1,257,300</b>  |
| <b>Total assets</b>                                          | <b>21,211,781</b> | <b>Total liabilities and net assets</b>               | <b>21,211,781</b> |

# Consolidated Statement of Income for the 120<sup>th</sup> Fiscal Year

(April 1, 2025 - March 31, 2026)

(Millions of yen)

| Item                                                            | Amount        |                |
|-----------------------------------------------------------------|---------------|----------------|
| <b>Ordinary income</b>                                          |               | <b>445,037</b> |
| Interest income                                                 | 305,457       |                |
| Interest on loans and discounts                                 | 193,700       |                |
| Interest and dividends on securities                            | 83,489        |                |
| Interest on call loans and bills bought                         | 7,740         |                |
| Interest on receivables under securities borrowing transactions | 85            |                |
| Interest on deposits with banks                                 | 16,324        |                |
| Other interest income                                           | 4,117         |                |
| Trust fees                                                      | 81            |                |
| Fees and commissions income                                     | 68,688        |                |
| Trading income                                                  | 626           |                |
| Other ordinary income                                           | 6,156         |                |
| Other income                                                    | 64,027        |                |
| Recoveries of written off claims                                | 1,984         |                |
| Other                                                           | 62,043        |                |
| <b>Ordinary expenses</b>                                        |               | <b>306,222</b> |
| Interest expenses                                               | 110,699       |                |
| Interest on deposits                                            | 52,213        |                |
| Interest on negotiable certificates of deposit                  | 9,102         |                |
| Interest on call money and bills sold                           | 4,791         |                |
| Interest on payables under repurchase agreements                | 2,264         |                |
| Interest on payables under securities lending transactions      | 8,588         |                |
| Interest on borrowings and rediscounts                          | 3,158         |                |
| Interest on bonds                                               | 642           |                |
| Other interest expenses                                         | 29,938        |                |
| Fees and commissions payments                                   | 26,263        |                |
| Trading expenses                                                | 35            |                |
| Other ordinary expenses                                         | 20,736        |                |
| General and administrative expenses                             | 104,888       |                |
| Other expenses                                                  | 43,598        |                |
| Provision of allowance for loan losses                          | 4,618         |                |
| Other                                                           | 38,980        |                |
| <b>Ordinary profit</b>                                          |               | <b>138,815</b> |
| <b>Extraordinary gains</b>                                      |               | <b>400</b>     |
| Gain on disposal of non-current assets                          | 400           |                |
| <b>Extraordinary losses</b>                                     |               | <b>3,104</b>   |
| Loss on disposal of non-current assets                          | 570           |                |
| Impairment loss                                                 | 2,534         |                |
| <b>Profit before income taxes</b>                               |               | <b>136,111</b> |
| <b>Income taxes - current</b>                                   | <b>42,342</b> |                |
| <b>Income taxes - deferred</b>                                  | <b>(295)</b>  |                |
| <b>Total income taxes</b>                                       |               | <b>42,047</b>  |
| <b>Net income</b>                                               |               | <b>94,063</b>  |
| <b>Profit attributable to owners of parent</b>                  |               | <b>94,063</b>  |

## **Independent Auditor's Report**

(English Translation)

May 14, 2026

To the Board of Directors  
The Chiba Bank, Ltd.

Ernst & Young ShinNihon LLC  
Tokyo Office

Motoki Nagao  
Designated Limited Liability Partner  
Engagement Partner  
Certified Public Accountant  
Hiroshi Miyagawa  
Designated Limited Liability Partner  
Engagement Partner  
Certified Public Accountant  
Shinichi Kusumoto  
Designated Limited Liability Partner  
Engagement Partner  
Certified Public Accountant

### **Opinion**

Pursuant to Article 436, Paragraph 2, Item 1 of the Companies Act of Japan, we have audited the non-consolidated financial statements of The Chiba Bank, Ltd. (the "Bank"), namely, the balance sheet, the statement of income, the statement of changes in net assets, the notes to the non-consolidated financial statements, and the related supplementary schedules (collectively, the "financial statements and supplementary schedules") for the 120<sup>th</sup> fiscal year from April 1, 2025 to March 31, 2026.

In our opinion, the accompanying financial statements and supplementary schedules present fairly, in all material respects, the financial position and results of operations for the period covered by the financial statements and supplementary schedules in accordance with accounting principles generally accepted in Japan.

### **Basis for Opinion**

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements and Supplementary Schedules section of our report. We are independent of the Bank in accordance with the ethical requirements that are relevant to our audit in Japan, including those applicable to audits of financial statements of public interest entities, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Emphasis of Matter**

As described in the Notes to the Non-consolidated Financial Statements (Business Combinations, etc.), at the meeting of the Board of Directors held on March 25, 2026, the Bank resolved to establish a jointly owned holding company with The Chiba Kogyo Bank, Ltd. through a joint share transfer, and approved the outline of the jointly owned holding company and the terms and conditions of the share transfer. On the same date, the Bank entered into a management consolidation agreement.

Our opinion is not modified in respect of this matter.

## **Other Information**

The other information comprises the business report and its supplementary schedules. Management is responsible for the preparation and disclosure of the other information. The Corporate Auditor and the Board of Corporate Auditors are responsible for overseeing the directors' performance of their duties with regard to the design and operation of the reporting process for the other information.

Our opinion on the financial statements and supplementary schedules does not cover the other information, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements and supplementary schedules, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and supplementary schedules or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of the other information, we are required to report that fact.

We have nothing to report in this regard.

## **Responsibilities of Management, the Corporate Auditor and the Board of Corporate Auditors for the Financial Statements and Supplementary Schedules**

Management is responsible for the preparation and fair presentation of the financial statements and supplementary schedules in accordance with accounting principles generally accepted in Japan, and for such internal control as management determines is necessary to enable the preparation of financial statements and supplementary schedules that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and supplementary schedules, management is responsible for assessing the Bank's ability to continue as a going concern and disclosing, as required by accounting principles generally accepted in Japan, matters related to going concern.

The Corporate Auditor and the Board of Corporate Auditors are responsible for overseeing the directors' performance of duties relating to the design and operation of the financial reporting process.

## **Auditor's Responsibilities for the Audit of the Financial Statements and Supplementary Schedules**

Our objectives are to obtain reasonable assurance about whether the financial statements and supplementary schedules as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion from an independent standpoint. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements and supplementary schedules.

As part of an audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements and supplementary schedules, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The selection and application of audit procedures depend on the auditor's judgment.
- Consider internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the purpose of the audit of the financial statements and supplementary schedules is not to express an opinion on the effectiveness of the Bank's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Bank's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements and supplementary schedules or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Bank to cease to continue as a going concern.
- Evaluate whether the presentation and disclosures of the financial statements and supplementary schedules are in accordance with accounting principles generally accepted in Japan, and whether the financial statements and supplementary schedules represent the underlying transactions and events in a manner that

achieves fair presentation.

We communicate with the Corporate Auditor and the Board of Corporate Auditors regarding, among other matters, the planned scope and timing of the audit, significant audit findings including any significant deficiencies in internal control identified during our audit, and other matters required by auditing standards.

We also provide the Corporate Auditor and the Board of Corporate Auditors with a statement that we have complied with the ethical requirements regarding independence that are relevant to our audit in Japan, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied to reduce threats to an acceptable level.

**Interest Required to Be Disclosed**

Neither our firm nor the designated engagement partners have any interest in the Bank which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

**Independent Auditor's Report**  
(English Translation)

May 14, 2026

To the Board of Directors  
The Chiba Bank, Ltd.

Ernst & Young ShinNihon LLC  
Tokyo Office

Motoki Nagao  
Designated Limited Liability Partner  
Engagement Partner  
Certified Public Accountant  
Hiroshi Miyagawa  
Designated Limited Liability Partner  
Engagement Partner  
Certified Public Accountant  
Shinichi Kusumoto  
Designated Limited Liability Partner  
Engagement Partner  
Certified Public Accountant

**Opinion**

Pursuant to Article 444, Paragraph 4 of the Companies Act of Japan, we have audited the consolidated financial statements of The Chiba Bank, Ltd. (the "Bank") and its consolidated subsidiaries for the consolidated fiscal year from April 1, 2025 to March 31, 2026, namely, the consolidated balance sheet, the consolidated statement of income, the consolidated statement of changes in net assets, and the notes to the consolidated financial statements.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position and results of operations of the corporate group, which consists of the Bank and its consolidated subsidiaries, for the period covered by the consolidated financial statements in accordance with accounting principles generally accepted in Japan.

**Basis for Opinion**

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Bank and its consolidated subsidiaries in accordance with the ethical requirements that are relevant to our audit in Japan, including those applicable to audits of financial statements of public interest entities, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Emphasis of Matter**

As described in the Notes to the Consolidated Financial Statements (Business Combinations, etc.), at the meeting of the Board of Directors held on March 25, 2026, the Bank resolved to establish a jointly owned holding company with The Chiba Kogyo Bank, Ltd. through a joint share transfer, and approved the outline of the jointly owned holding company and the terms and conditions of the share transfer. On the same date, the Bank entered into a management consolidation agreement.

Our opinion is not modified in respect of this matter.

## **Other Information**

The other information comprises the business report and its supplementary schedules. Management is responsible for the preparation and disclosure of the other information. The Corporate Auditor and the Board of Corporate Auditors are responsible for overseeing the directors' performance of their duties with regard to the design and operation of the reporting process for the other information.

Our opinion on the consolidated financial statements does not cover the other information, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of the other information, we are required to report that fact.

We have nothing to report in this regard.

## **Responsibilities of Management, the Corporate Auditor and the Board of Corporate Auditors for the Consolidated Financial Statements**

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in Japan, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Bank's ability to continue as a going concern and disclosing, as required by accounting principles generally accepted in Japan, matters related to going concern.

The Corporate Auditor and the Board of Corporate Auditors are responsible for overseeing the directors' performance of duties relating to the design and operation of the financial reporting process.

## **Auditor's Responsibilities for the Audit of the Consolidated Financial Statements**

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion from an independent standpoint. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The selection and application of audit procedures depend on the auditor's judgment.
- Consider internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the purpose of the audit of the consolidated financial statements is not to express an opinion on the effectiveness of the Bank's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Bank's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Bank to cease to continue as a going concern.
- Evaluate whether the presentation and disclosures of the consolidated financial statements are in accordance with accounting principles generally accepted in Japan, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Plan and perform the audit of the consolidated financial statements to obtain sufficient appropriate audit evidence regarding the financial information of the Bank and its consolidated subsidiaries as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit of the consolidated financial statements. We remain solely responsible for our audit opinion.

We communicate with the Corporate Auditor and the Board of Corporate Auditors regarding, among other matters, the planned scope and timing of the audit, significant audit findings including any significant deficiencies in internal control identified during our audit, and other matters required by auditing standards.

We also provide the Corporate Auditor and the Board of Corporate Auditors with a statement that we have complied with the ethical requirements regarding independence that are relevant to our audit in Japan, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied to reduce threats to an acceptable level.

#### **Interest Required to Be Disclosed**

Neither our firm nor the designated engagement partners have any interest in the Bank or its consolidated subsidiaries which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.



## **Audit Report** (English Translation)

The Audit & Supervisory Board, based on the audit reports prepared by each Audit & Supervisory Board Member concerning the performance of duties by the Directors during the 120<sup>th</sup> fiscal year from April 1, 2025 to March 31, 2026, has prepared this Audit Report following deliberations and hereby reports as follows:

### 1. Summary of Auditing Methods

- (1) The Audit & Supervisory Board established the audit policies, audit plans and other relevant matters for the fiscal year, received reports from each Audit & Supervisory Board Member regarding the status and results of audits conducted, and received reports from Directors and the Accounting Auditor concerning the execution of their duties, requesting explanations as necessary.
- (2) The Audit & Supervisory Board Members, in accordance with the auditing standards established by the Audit & Supervisory Board and pursuant to the audit policies and audit plans, endeavored to facilitate communication with Directors, the internal audit division and other employees, and to collect information and establish an appropriate audit environment, and conducted audits by the following methods:
  - (i) The Audit & Supervisory Board Members attended meetings of the Board of Directors and other important meetings, received reports from Directors and employees regarding the execution of their duties, requested explanations as necessary, reviewed important approval documents and related materials, and examined the status of operations and assets at the head office and principal branches and offices. With respect to subsidiaries, the Audit & Supervisory Board Members maintained communication and exchanged information with Directors and Audit & Supervisory Board Members of subsidiaries and received business reports from subsidiaries as necessary.
  - (ii) The Audit & Supervisory Board Members received reports from Directors and employees regarding the establishment and operation of the systems described in the business report that are necessary to ensure that the execution of duties by Directors complies with laws and regulations and the Articles of Incorporation, as well as systems necessary to ensure the appropriateness of operations of the corporate group consisting of the Bank and its subsidiaries, as provided for in Article 100, Paragraphs 1 and 3 of the Ordinance for Enforcement of the Companies Act (internal control systems). The Audit & Supervisory Board Members requested explanations as necessary and expressed their opinions thereon.
  - (iii) The Audit & Supervisory Board Members monitored and verified whether the Accounting Auditor maintained its independence and conducted appropriate audits, received reports from the Accounting Auditor regarding the execution of its duties, and requested explanations as necessary. In addition, the Audit & Supervisory Board Members received notice from the Accounting Auditor that it had established systems necessary to ensure the proper execution of its duties (matters listed in each item of Article 131 of the Regulation on Corporate Accounting) in accordance with the "Quality Control Standards for Auditing" established by the Business Accounting Council and other relevant standards, and requested explanations as necessary.

Based on the foregoing methods, the Audit & Supervisory Board examined the business report and its supplementary schedules, the non-consolidated financial statements (the balance sheet, the statement of income, the statement of changes in net assets and the notes to the non-consolidated financial statements) and their supplementary schedules, as well as the consolidated financial statements (the consolidated balance sheet, the consolidated statement of income, the consolidated statement of changes in net assets and the notes to the consolidated financial statements) for the fiscal year under review.

### 2. Results of Audit

#### (1) Results of Audit of the Business Report and Related Documents

- (i) In our opinion, the business report, including the status of initiatives under the business improvement plan, and its supplementary schedules fairly present the condition of the Bank in accordance with applicable laws and regulations and the Articles of Incorporation.
- (ii) We found no evidence of wrongful acts or material violations of laws and regulations or the Articles of Incorporation with respect to the execution of duties by Directors.
- (iii) We find the resolutions of the Board of Directors regarding the internal control systems to be

appropriate. In addition, we found nothing requiring comment with respect to the descriptions in the business report concerning such internal control systems or the execution of duties by Directors.

- (2) Results of Audit of the Non-consolidated Financial Statements and Supplementary Schedules  
In our opinion, the methods and results of the audit conducted by the Accounting Auditor, Ernst & Young ShinNihon LLC, are appropriate.
- (3) Results of Audit of the Consolidated Financial Statements  
In our opinion, the methods and results of the audit conducted by the Accounting Auditor, Ernst & Young ShinNihon LLC, are appropriate.

May 14, 2026

Audit & Supervisory Board, The Chiba Bank, Ltd.

|                                                   |                    |
|---------------------------------------------------|--------------------|
| Standing Audit & Supervisory Board Member         | Hironaga Fukuo     |
| Standing Audit & Supervisory Board Member         | Chigusa Saito      |
| Standing Outside Audit & Supervisory Board Member | Norikazu Takahashi |
| Outside Audit & Supervisory Board Member          | Yukio Anazawa      |
| Outside Audit & Supervisory Board Member          | Yukiko Matsuoka    |

## **(Reference) Matters Concerning Cross-Shareholdings**

### **1. Basic Policy on Holdings of Cross-Shareholdings**

The Bank's basic policy is to maintain cross-shareholdings on a limited basis if a meaningful rationale for holding the shares is recognized, such as contributing to the development of the regional economy and the enhancement of the Bank's corporate value through the maintenance and strengthening of favorable relationships with business counterparties as a regional financial institution. From the perspectives of controlling risks associated with shareholdings and improving capital efficiency, the Bank also promotes the reduction of such holdings after engaging in sufficient dialogue with business counterparties.

With respect to the quantitative effects of holdings of listed shares, the Bank evaluates such holdings using indicators including Return on Risk-weighted Assets (RORA) and Risk Adjusted Return on Assets (RAROA). The Board of Directors annually verifies the validity of the rationale for cross-shareholdings for each individual issue, based on the economic rationale and future prospects for the value of the shares, taking into consideration the financial and performance details of each company.

### **2. Changes in Shares Held by the Bank for Cross-Shareholding Purposes and Ratio to Consolidated Net Assets**

As a result of continuing reduction initiatives during the fiscal year, the carrying amount (market value) of cross-shareholdings on the balance sheet as of March 31, 2026 amounted to ¥224.2 billion, representing 17.83% of total capital (consolidated net assets).

Until the previous fiscal year, the Bank disclosed cross-shareholdings including shares of affiliated companies.\* However, under applicable laws and regulations, shares of affiliated companies do not constitute investment shares, and it is considered appropriate not to include such shares in cross-shareholdings. In addition, if shares that became shares of affiliated companies through the acquisition of 20% or more of voting rights pursuant to investments based on the Bank's growth strategy (including M&A transactions) were included in cross-shareholdings, there was concern that the Bank's initiatives based on its policy to reduce cross-shareholdings could become less clear. Accordingly, from the fiscal year under review, disclosures are based on figures excluding shares of affiliated companies.

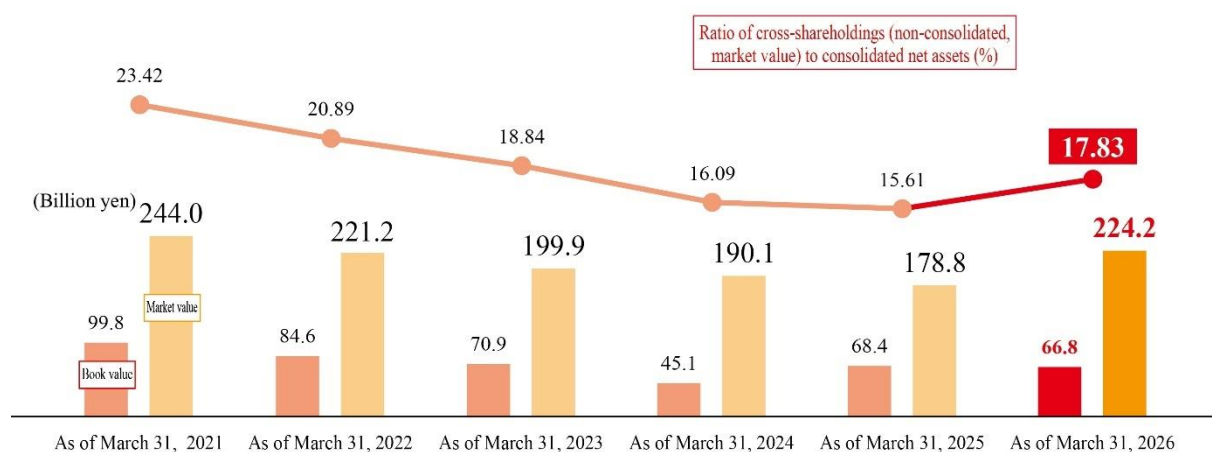
Past fiscal year figures restated based on the standards applied in the fiscal year under review (with the ratio of cross-shareholdings recalculated) are shown on the following page.

As a specific reduction target for cross-shareholdings, the Bank's policy is to reduce the ratio of cross-shareholdings (non-consolidated, market value) to consolidated net assets to below 15% by the end of the Mid-term Plan period (March 31, 2029), while also closely monitoring fluctuations in market value resulting from changes in share prices.

\* The Bank classifies shares of companies in which the Bank holds 20% or more of voting rights as shares of affiliated companies. In addition, on March 25, 2026, the Bank entered into a definitive agreement regarding the management consolidation with The Chiba Kogyo Bank, Ltd., and, subject to approval at the shareholders' meetings of both banks and approvals and other authorizations from the relevant authorities, plans to establish "Chiba Financial Group, Inc." as the wholly owning parent company of both banks through a joint share transfer effective April 1, 2027. However, as of the end of the fiscal year under review, the Bank's voting rights holding in The Chiba Kogyo Bank, Ltd. was less than 20%, and therefore such shares do not constitute shares of an affiliated company.

## Status of Cross-shareholdings

|                                                                                                    | As of<br>March 31, 2021  |                          | As of<br>March 31, 2022  |                          | As of<br>March 31, 2023  |                          | As of<br>March 31, 2024  |                          | As of<br>March 31, 2025  |                          | As of<br>March 31, 2026  |                          |
|----------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|                                                                                                    | Number<br>of<br>holdings | Balance<br>(billion yen) | Number<br>of<br>holdings | Balance<br>(billion yen) | Number<br>of<br>holdings | Balance<br>(billion yen) | Number<br>of<br>holdings | Balance<br>(billion yen) | Number<br>of<br>holdings | Balance<br>(billion yen) | Number<br>of<br>holdings | Balance<br>(billion yen) |
| Total shareholdings                                                                                | 291                      | 244.0                    | 268                      | 221.2                    | 248                      | 199.9                    | 221                      | 190.1                    | 213                      | 178.8                    | 195                      | 224.2                    |
| Of which,<br>listed shares                                                                         | 167                      | 239.4                    | 147                      | 216.7                    | 126                      | 195.2                    | 100                      | 185.4                    | 93                       | 174.1                    | 78                       | 217.6                    |
| Of which,<br>unlisted shares                                                                       | 124                      | 4.5                      | 121                      | 4.5                      | 122                      | 4.6                      | 121                      | 4.6                      | 120                      | 4.6                      | 117                      | 6.5                      |
| Ratio of cross-<br>shareholdings                                                                   | 23.42%                   |                          | 20.89%                   |                          | 18.84%                   |                          | 16.09%                   |                          | 15.61%                   |                          | 17.83%                   |                          |
| Shares of affiliated<br>companies (for<br>reference)                                               | 15                       | 10.6                     | 17                       | 11.2                     | 17                       | 11.2                     | 20                       | 11.4                     | 21                       | 20.9                     | 21                       | 20.5                     |
| Ratio of cross-<br>shareholdings<br>including shares of<br>affiliated companies<br>(for reference) | 24.45%                   |                          | 21.95%                   |                          | 19.90%                   |                          | 17.06%                   |                          | 17.45%                   |                          | 19.46%                   |                          |



# Reference Documents for the General Meeting of Shareholders

## Proposals and References

### Proposal No. 1: Appropriation of Surplus

To prepare for changes in the business environment surrounding financial institutions, it is proposed that the surplus be appropriated as follows, taking into consideration the enhancement of internal reserves from the perspective of ensuring the stability of the financial base, as well as the earnings performance for the fiscal year under review.

#### 1. Matters concerning year-end dividends

##### (1) Type of dividend property

Cash

##### (2) Matters concerning the allocation of dividend property to shareholders and the total amount

28 yen per share of common stock, for a total of 19,539,648,604 yen

Furthermore, as 24 yen was paid in December 2025 as an interim dividend, dividends to be paid for the full year amount to 52 yen per share.

##### (3) Effective date of distribution of surplus

June 29, 2026

#### 2. Other matters concerning the appropriation of surplus

##### (1) Item and the amount of surplus to be increased

General reserve

25,000,000,000 yen

##### (2) Item and amount of surplus to be decreased

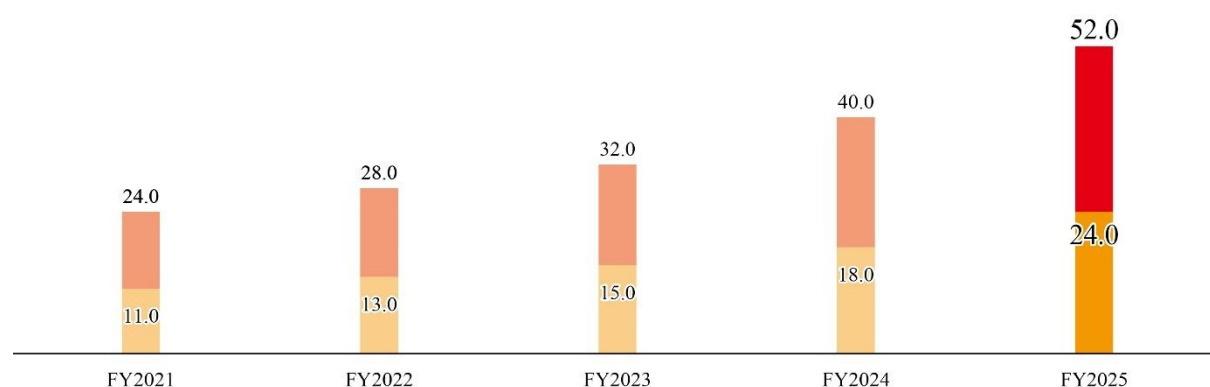
Retained earnings brought forward

25,000,000,000 yen

■ Trends in Dividend Payments

(Unit: yen)

■ Interim ■ Year-end



**Proposal No. 2:** Election of Ten (10) Directors

The terms of office of nine (9) Directors, Tsutomu Yonemoto, Kiyomi Yamazaki, Mutsumi Awaji, Takashi Makinose, Masayasu Ono, Yasuko Takayama, Takahide Kiuchi, Ryoji Yoshizawa, and Mana Nabeshima will expire at the conclusion of this Annual General Meeting of Shareholders.

Therefore, the election of ten (10) Directors is proposed, including one (1) additional Outside Director in order to further enhance the effectiveness of the Board of Directors' deliberative and supervisory functions.

This is expected to enhance the objectivity and transparency of the Board of Directors, while greater diversity and independence are to be promoted.

The candidates for Directors are as follows:

| Candidate No. | Name             |                                       | Present position at the Bank                                                             |
|---------------|------------------|---------------------------------------|------------------------------------------------------------------------------------------|
| 1             | Tsutomu Yonemoto | Re-nominated                          | President                                                                                |
| 2             | Kiyomi Yamazaki  | Re-nominated                          | Deputy President, General Manager in charge of Business Promotion                        |
| 3             | Mutsumi Awaji    | Re-nominated                          | Deputy President                                                                         |
| 4             | Takashi Makinose | Re-nominated                          | Director and Senior Executive Officer                                                    |
| 5             | Masayasu Ono     | Re-nominated                          | Director and Senior Executive Officer, General Manager in charge of Corporate Management |
| 6             | Yasuko Takayama  | Re-nominated, Outside, Independent    | Director (Outside Director)                                                              |
| 7             | Takahide Kiuchi  | Re-nominated, Outside, Independent    | Director (Outside Director)                                                              |
| 8             | Ryoji Yoshizawa  | Re-nominated, Outside, Independent    | Director (Outside Director)                                                              |
| 9             | Mana Nabeshima   | Re-nominated, Outside, Independent    | Director (Outside Director)                                                              |
| 10            | Naoko Mizukoshi  | Newly nominated, Outside, Independent | –                                                                                        |

Outside: Outside Director candidate

Independent: Independent Officer candidate

| No.                                                                                                                                                                                                                                                                                                                                                                                                                  | Name<br>(Date of birth)                                                                                                                         | Past experience, positions, responsibilities,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Number of Bank<br>shares held |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| 1                                                                                                                                                                                                                                                                                                                                                                                                                    | <br>Tsutomu Yonemoto<br>(Jul. 9, 1964)<br>Male<br>Re-nominated | Apr. 1987 Joined the Bank<br>Jun. 2016 Executive Officer, General Manager, Business Promotion Division<br>Jun. 2017 Director and Managing Executive Officer<br>Jun. 2018 Director and Managing Executive Officer, General Manager in charge of Business Promotion, Group Chief Business Officer<br>Jun. 2019 Director and Senior Executive Officer, General Manager in charge of Corporate Planning, Group Chief Strategy Officer<br>Apr. 2020 Director and Senior Executive Officer, General Manager in charge of Corporate Planning, Group Chief Strategy Officer, Group Chief Digital Transformation Officer<br>Apr. 2021 Director and Senior Executive Officer<br>Jun. 2021 President, Group Chief Operating Officer<br>Apr. 2023 President, Group Chief Executive Officer (current position) | 226,104 shares                |
| ○Reasons for nomination as a candidate for Director<br>Tsutomu Yonemoto has been a Director since June 2017 and has also been President since June 2021. He has the knowledge and experience necessary to perform the business administration of a bank in an appropriate, fair and efficient manner. As he has properly executed the duties of Director, the Bank has re-nominated him as a candidate for Director. |                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                               |

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Name<br>(Date of birth)                                                                                                                             | Past experience, positions, responsibilities,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Number of Bank<br>shares held |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <br>Kiyomi Yamazaki<br>(Dec. 22, 1964)<br>Male<br><br>Re-nominated | <div><div>Apr. 1988</div><div>Joined the Bank</div></div> <div><div>Jun. 2018</div><div>Executive Officer, General Manager, Chuo Branch and Keisei-ekimae Branch</div></div> <div><div>Jun. 2019</div><div>Executive Officer (in charge of Domestic Business)</div></div> <div><div>Jun. 2020</div><div>Managing Executive Officer, General Manager, Head Office and Saiwaicho Sub Branch</div></div> <div><div>Apr. 2021</div><div>Senior Executive Officer, General Manager in charge of Business Promotion, Group Chief Business Officer</div></div> <div><div>Jun. 2021</div><div>Director and Senior Executive Officer, General Manager in charge of Business Promotion, Group Chief Business Officer</div></div> <div><div>Apr. 2026</div><div>Deputy President, General Manager in charge of Business Promotion, Group Chief Business Officer (current position)</div></div> | 118,782<br>shares             |
| ○Reasons for nomination as a candidate for Director<br>Kiyomi Yamazaki has served in various important positions within the Bank, including General Manager of the Chuo Branch and Keisei-ekimae Branch, and General Manager of the Head Office and Saiwaicho Sub Branch, and has been a Director since June 2021. This has given him the knowledge and experience necessary to perform the business administration of a bank in an appropriate, fair and efficient manner. The Bank has thus re-nominated him as a candidate for Director. |                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                               |



| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Name<br>(Date of birth)                                                                                                                                  | Past experience, positions, responsibilities,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Number of<br>Bank shares<br>held |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |  <p>Mutsumi Awaji<br/>(Apr. 2, 1966)<br/>Female</p> <p>Re-nominated</p> | <p>Apr. 1989 Joined the Bank</p> <p>Jun. 2019 Executive Officer, General Manager, Regional Revitalization Division</p> <p>Apr. 2020 Executive Officer, General Manager, Corporate Business Division</p> <p>Apr. 2021 Managing Executive Officer, Group Chief Human Resources Officer</p> <p>Jun. 2021 Director and Managing Executive Officer, Group Chief Human Resources Officer</p> <p>Apr. 2022 Director and Managing Executive Officer, Group Chief Digital Transformation Officer, Group Chief Human Resources Officer</p> <p>Apr. 2023 Director and Senior Executive Officer, Group Chief Strategy Officer, Group Chief Digital Transformation Officer</p> <p>Apr. 2025 Director and Senior Executive Officer, Group Chief Sustainability Officer</p> <p>Jun. 2025 Executive Director (Outside Director), Narita International Airport Corporation (current position)</p> <p>Apr. 2026 Deputy President, Group Chief Sustainability Officer, the Bank (current position)</p> | 86,149 shares                    |
| <p>○Reasons for nomination as a candidate for Director</p> <p>Mutsumi Awaji has served in various important positions within the Bank, including General Manager of the Regional Revitalization Division and General Manager of the Corporate Business Division, and has been a Director since June 2021. This has given her the knowledge and experience necessary to perform the business administration of a bank in an appropriate, fair and efficient manner. The Bank has thus re-nominated her as a candidate for Director.</p> |                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                  |

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Name<br>(Date of birth)                                                                                                                             | Past experience, positions, responsibilities,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Number of<br>Bank shares<br>held |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <br>Takashi Makinose<br>(Feb. 8, 1968)<br>Male<br><br>Re-nominated | <div><div>Apr.</div><div>1990</div><div>Joined the Bank</div></div> <div><div>Jun.</div><div>2018</div><div>General Manager, Corporate Planning Division</div></div> <div><div>Apr.</div><div>2019</div><div>General Manager, Hong Kong Branch</div></div> <div><div>Apr.</div><div>2021</div><div>Executive Officer, General Manager, Human Resources Division</div></div> <div><div>Apr.</div><div>2023</div><div>Managing Executive Officer, Group Chief Human Resources Officer</div></div> <div><div>Jun.</div><div>2023</div><div>Director and Managing Executive Officer, Group Chief Human Resources Officer</div></div> <div><div>Apr.</div><div>2025</div><div>Director and Managing Executive Officer, Group Chief Strategy Officer</div></div> <div><div>Apr.</div><div>2026</div><div>Director and Senior Executive Officer, Group Chief Strategy Officer (current position)</div></div> | 55,146<br>shares                 |
| <div>○Reasons for nomination as a candidate for Director</div> <div>Takashi Makinose has served in various important positions within the Bank, including General Manager of the Corporate Planning Division, General Manager of the Hong Kong Branch and General Manager of the Human Resources Division, and has been a Director since June 2023. This has given him the knowledge and experience necessary to perform the business administration of a bank in an appropriate, fair, and efficient manner. The Bank has thus re-nominated him as a candidate for Director.</div> |                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                  |

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Name<br>(Date of birth)                                                                                                                                | Past experience, positions, responsibilities,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Number of<br>Bank shares<br>held |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  <p>Masayasu Ono<br/>(Feb. 22, 1967)<br/>Male</p> <p>Re-nominated</p> | <p>Apr. 1990 Joined the Bank</p> <p>Dec. 2018 General Manager, Compliance Division</p> <p>Jun. 2019 Executive Officer, General Manager, Corporate Planning Division</p> <p>Oct. 2020 Executive Officer in charge of New Businesses</p> <p>Apr. 2021 Corporate Planning Division and Human Resources Division (Supervisor of regional trading company business)</p> <p>May 2021 President and Representative Director, Chibagin Market Co., Ltd.</p> <p>Apr. 2023 Managing Executive Officer, Group Chief Risk Officer, the Bank</p> <p>Jun. 2023 Director and Managing Executive Officer, Group Chief Risk Officer</p> <p>Oct. 2023 Director and Managing Executive Officer, General Manager in charge of Corporate Management, Group Chief Risk Officer</p> <p>Apr. 2026 Director and Senior Executive Officer, General Manager in charge of Corporate Management, Group Chief Risk Officer (current position)</p> | 56,860 shares                    |
| <p>○Reasons for nomination as a candidate for Director</p> <p>Masayasu Ono has served in various important positions, including General Manager of the Compliance Division and General Manager of the Corporate Planning Division within the Bank, and President and Representative Director of its subsidiary in the Group, Chibagin Market Co., Ltd. In addition, he has been a Director since June 2023. This has given him the knowledge and experience necessary to perform the business administration of a bank in an appropriate, fair, and efficient manner. The Bank has thus re-nominated him as a candidate for Director.</p> |                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                  |

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Name<br>(Date of birth)                                                                                                                                                                | Past experience, positions, responsibilities,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Number of<br>Bank shares<br>held |
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| 6                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |  <p>Yasuko Takayama<br/>(Mar. 8, 1958)<br/>Female</p> <p>Re-nominated<br/>Outside<br/>Independent</p> | <p>Apr. 1980 Joined Shiseido Co., Ltd.</p> <p>Apr. 2006 General Manager, Consumer Information Center, Shiseido Co., Ltd.</p> <p>Oct. 2008 General Manager, Consumer Relations Department, Shiseido Co., Ltd.</p> <p>Apr. 2009 General Manager, Social Affairs and Consumer Relations Department, Shiseido Co., Ltd.</p> <p>Apr. 2010 General Manager, Corporate Social Responsibility Department, Shiseido Co., Ltd.</p> <p>Jun. 2011 Audit &amp; Supervisory Board Member (standing), Shiseido Co., Ltd.</p> <p>Jun. 2015 Advisor, Shiseido Co., Ltd.</p> <p>Jun. 2015 Outside Director, the Bank (current position)</p> <p>Jun. 2015 Outside Director, Nippon Soda Co., Ltd.</p> <p>Jun. 2016 Outside Audit &amp; Supervisory Board Member, Mitsubishi Corporation</p> <p>Jun. 2017 Outside Audit &amp; Supervisory Board Member, Yokogawa Electric Corporation</p> <p>Jun. 2019 Outside Director (Audit and Supervisory Committee Member), Cosmo Energy Holdings Co., Ltd. (current position)</p> <p>Jun. 2024 Outside Director, Yokogawa Electric Corporation</p> | 0<br>shares                      |
| <p>○Reasons for nomination as a candidate for Outside Director and overview of expected role</p> <p>Yasuko Takayama has been in charge of the Consumer Relations and Corporate Social Responsibility Departments of Shiseido Co., Ltd. and served as an Audit &amp; Supervisory Board Member (standing) while gaining experience as an Outside Director at other companies. The Bank determined that its corporate value would increase over the mid- to long-term through further enhancement of the decision-making and supervisory functions of the Board of Directors achieved by leveraging her knowledge and experience in the management of the Bank.</p> <p>The Bank also expects that she will supervise the execution of duties by Directors and provide them with advice particularly from the viewpoint of an expert in corporate governance, and has thus re-nominated her as a candidate for Outside Director.</p> <p>She will have served as an Outside Director of the Bank for eleven years as of the conclusion of this General Meeting of Shareholders.</p> |                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                  |

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Name<br>(Date of birth)                                                                                                                                                               | Past experience, positions, responsibilities,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Number of<br>Bank shares<br>held |
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| 7                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  <p>Takahide Kiuchi<br/>(Nov. 29, 1963)<br/>Male</p> <p>Re-nominated<br/>Outside<br/>Independent</p> | <p>Apr. 1987 Joined Nomura Research Institute, Ltd.</p> <p>Jun. 2002 Head, Japanese Economic Research Unit, Economic Research Department, Nomura Research Institute, Ltd.</p> <p>Jun. 2004 Deputy Head, Economic Research Department and Head, Japanese Economic Research Section, Financial &amp; Economic Research Center, Nomura Securities Co., Ltd.</p> <p>Jun. 2007 Managing Director, Head, Economic Research Department and Chief Economist, Financial &amp; Economic Research Center, Nomura Securities Co., Ltd.</p> <p>Jul. 2012 Member of the Policy Board, Bank of Japan</p> <p>Jul. 2017 Executive Economist, Nomura Research Institute, Ltd. (current position)</p> <p>Jun. 2020 Outside Director, the Bank (current position)</p> | 0<br>shares                      |
| <p>○Reasons for nomination as a candidate for Outside Director and overview of expected role</p> <p>Takahide Kiuchi has a high level of expertise gained through his career in Japan and other countries as an economist at Nomura Research Institute, Ltd. and Nomura Securities Co., Ltd. The Bank determined that its corporate value would increase over the mid- to long-term through further enhancement of the decision-making and supervisory functions of the Board of Directors achieved by leveraging his knowledge and experience in the management of the Bank.</p> <p>As he also has experience in deliberating monetary policies as a member of the Policy Board, the highest decision-making body of Bank of Japan, the Bank expects that he will supervise the execution of duties by Directors and provide them with advice from an expert's viewpoint, and has thus re-nominated him as a candidate for Outside Director.</p> <p>He does not have experience of engaging in the business management of a company; however, for the reasons above, the Bank believes that he will appropriately perform his duties as an Outside Director and has thus re-nominated him as a candidate for the position.</p> <p>He will have served as an Outside Director of the Bank for six years as of the conclusion of this General Meeting of Shareholders.</p> |                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                  |

| No. | Name<br>(Date of birth)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Past experience, positions, responsibilities,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Number of<br>Bank shares<br>held |
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|     |  <p>Ryoji Yoshizawa<br/>(Nov. 23, 1964)<br/>Male</p> <p>Re-nominated<br/>Outside<br/>Independent</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <p>Apr. 1987 Joined The Ashikaga Bank, Ltd.</p> <p>Oct. 1998 Joined Westdeutsche Landesbank Girozentrale (WestLB)</p> <p>May 2001 Joined Standard &amp; Poor's (current S&amp;P Global Ratings)</p> <p>Apr. 2004 Director (Senior Analyst), Financial Institutions Ratings, Japan, Standard &amp; Poor's</p> <p>Apr. 2017 Senior Director, Financial Institutions Ratings, Japan, S&amp;P Global Ratings</p> <p>Nov. 2023 Managing Director, Financial Institutions Ratings, Japan, S&amp;P Global Ratings</p> <p>Jun. 2024 Outside Director, the Bank (current position)</p> |                                  |
| 8   | <p>○Reasons for nomination as a candidate for Outside Director and overview of expected role</p> <p>Ryoji Yoshizawa has a high level of expertise gained through his career in credit analysis of financial institutions as Managing Director of Financial Institutions Ratings, Japan at S&amp;P Global Ratings and supervision of rating standards and analysis techniques for the banks around the world as a member of the highest internal council for analysis. The Bank determined that its corporate value would increase over the mid- to long-term through further enhancement of the decision-making and supervisory functions of the Board of Directors achieved by leveraging his knowledge and experience in the management of the Bank.</p> <p>The Bank also expects that he will supervise the execution of duties by Directors and provide them with advice, particularly from the viewpoint of an expert with extended years of experience in the comparative analysis of financial institutions, and has thus re-nominated him as a candidate for Outside Director.</p> <p>He does not have experience of engaging in the business management of a company; however, for the reasons above, the Bank believes that he will appropriately perform his duties as an Outside Director and has thus re-nominated him as a candidate for the position.</p> <p>He will have served as an Outside Director of the Bank for two years as of the conclusion of this General Meeting of Shareholders.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 0<br>shares                      |

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Name<br>(Date of birth)                                                                                                                                                                                                           | Past experience, positions, responsibilities,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Number of<br>Bank shares<br>held |
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| 9                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  <p>Mana Nabeshima<br/>Name in family<br/>register: Mana Tokoi<br/>(Jul. 4, 1966)<br/>Female</p> <p>Re-nominated<br/>Outside<br/>Independent</p> | <p>Aug. 1991 Joined Citibank, N.A., Tokyo Branch</p> <p>Oct. 2000 Joined Goldman Sachs Japan Co., Ltd.</p> <p>Jan. 2015 Joined DBS Bank Ltd.</p> <p>Aug. 2016 Representative Director and CEO, DBS Securities (Japan) Co., Ltd.</p> <p>Sep. 2016 Country Head of Japan, DBS Bank Ltd.</p> <p>Jan. 2020 Executive Officer, Head of Sales, HiJoJo Partners Inc.</p> <p>Jul. 2020 Vice Chairman, DIGITAL GRID Corporation</p> <p>Dec. 2020 Representative Director, Wakiaiai Co., Ltd. (current position)</p> <p>Jun. 2021 Outside Director, Nichirei Corporation (current position)</p> <p>Jun. 2025 Outside Director, the Bank (current position)</p> | 0<br>shares                      |
| <p>○Reasons for nomination as a candidate for Outside Director and overview of expected role</p> <p>Mana Nabeshima has experience working at an investment bank in the United States and served as the first Representative Director and CEO of a Japanese subsidiary of a major foreign securities company. She has also served as an officer of several businesses, gaining extensive knowledge in finance overall and corporate management throughout her career. The Bank determined that its corporate value would increase over the mid- to long-term through further enhancement of the decision-making and supervisory functions of the Board of Directors achieved by leveraging her knowledge and experience in the management of the Bank.</p> <p>The Bank also expects that she will supervise the execution of duties by Directors and provide them with advice based on her knowledge and experience, particularly with a high level of expertise and global perspective gained through management of financial institutions and other roles, and has thus re-nominated her as a candidate for Outside Director.</p> <p>She will have served as an Outside Director of the Bank for one year as of the conclusion of this General Meeting of Shareholders.</p> |                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                  |

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Name<br>(Date of birth)                                                                                                                                                                                                                  | Past experience, positions, responsibilities,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Number of<br>Bank shares<br>held |
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| 10                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |  <p>Naoko Mizukoshi<br/>Name in family<br/>register: Naoko Suzuki<br/>(Sep. 23, 1967)<br/>Female</p> <p>Newly nominated<br/>Outside<br/>Independent</p> | <p>Apr. 1995 Registered at Osaka Bar Association<br/>Joined Miyazaki Law Firm</p> <p>Apr. 1998 Registered at Yokohama Bar Association (current<br/>Kanagawa Bar Association)<br/>Joined Nomura Research Institute, Ltd.</p> <p>Sep. 1999 Registered at Dai-ni Tokyo Bar Association<br/>Joined Autodesk, Ltd.</p> <p>Sep. 2002 Registered at the State Bar of California<br/>Joined Microsoft Co., Ltd. (current Microsoft Japan Co.,<br/>Ltd.)</p> <p>Nov. 2006 Joined TMI Associates</p> <p>Jan. 2008 Partner, TMI Associates</p> <p>Mar. 2010 Partner, Endeavour Law Office</p> <p>Jun. 2018 Outside Director, TIS Inc. (current position)</p> <p>Dec. 2018 Partner, Leftright Law &amp; IP (current position)</p> <p>Mar. 2020 Outside Director, Nabtesco Corporation (current position)</p> <p>Jun. 2021 Established polisee Inc. as Co-founder, Chief Strategy<br/>Officer</p> <p>Apr. 2025 Co-founder, Director and Chief Strategy Officer, polisee<br/>Inc. (current position)</p> | 0<br>shares                      |
| <p>○Reasons for nomination as a candidate for Outside Director and overview of expected role</p> <p>Naoko Mizukoshi possesses a high level of expertise as an attorney and has served as an outside officer of other business companies. The Bank determined that its corporate value would increase over the mid- to long-term through further enhancement of the decision-making and supervisory functions of the Board of Directors achieved by leveraging her knowledge and experience in the management of the Bank.</p> <p>The Bank also expects that she will supervise the execution of duties by Directors and provide them with advice, particularly from a professional perspective in the areas of AI and legal affairs.</p> <p>For the reasons stated above, the Bank has determined that she will be able to appropriately perform her duties as an Outside Director, and has thus nominated her as a candidate for Outside Director.</p> |                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                  |

- (Notes)
- There are no relationships of special interest between the candidates and the Bank.
  - Yasuko Takayama, Takahide Kiuchi, Ryoji Yoshizawa, Mana Nabeshima, and Naoko Mizukoshi are candidates for Outside Directors.
  - Five (5) candidates for Outside Directors satisfy the Bank's Independence Standards. Yasuko Takayama, Takahide Kiuchi, Ryoji Yoshizawa, and Mana Nabeshima are independent officers pursuant to the provisions established by the Tokyo Stock Exchange. As Naoko Mizukoshi satisfies the requirements for independent officers that are set forth in the provisions of the Tokyo Stock Exchange and does not have any conflicts of interest with general shareholders, she will be newly appointed as an independent officer.
  - Based on Article 427, Paragraph 1 of the Companies Act, the Bank has entered into a liability limitation agreement with the candidates for Outside Directors, Yasuko Takayama, Takahide Kiuchi, Ryoji Yoshizawa, and Mana Nabeshima. The Bank plans to enter into a liability limitation agreement with Naoko Mizukoshi, a candidate for Outside Director, upon approval of her appointment. The overview of the agreement is as follows:
    - If an Outside Director is held liable due to negligence of duties, the Outside Director will be responsible for such liability to the extent of the minimum liability amount set forth in Article 425, Paragraph 1 of the Companies Act.
    - Limitation of liabilities mentioned above only applies when the relevant Outside Director has acted in good faith and is not grossly negligent in performing his/her duties.
  - The Bank has entered into a directors and officers liability insurance agreement (the "Insurance"), as set forth in Article 430-3, Paragraph 1 of the Companies Act, with an insurance company, naming Directors as insured parties (the "Insured"). The Bank intends to continue and renew the Insurance. In the event of re-election or election of each of the candidates for Directors, he/she shall be named as the Insured under the Insurance. The Insurance shall cover liability for damages and losses relating to legal costs incurred due to legal claims or actions brought to the Insured by a third party or shareholders' derivation suits arising from the execution of duties by the Insured including Directors of the Bank.



**Proposal No. 3:** Election of One (1) Audit & Supervisory Board Member

Audit & Supervisory Board Member, Hironaga Fukuo is scheduled to resign at the conclusion of this Annual General Meeting of Shareholders. Therefore, the election of one (1) Audit & Supervisory Board Member is proposed.

We have obtained the approval of the Audit & Supervisory Board for this item.

The candidate for Audit & Supervisory Board Member is as follows:

| Name<br>(Date of birth)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Past experience, positions,<br>and significant concurrent positions                                                                                                                                                                                                                                                                           | Number of<br>shares of the<br>Bank held |
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| <br>Yuichiro Ikeda<br>(Jan. 21, 1971)<br>Male<br><br>Newly nominated                                                                                                                                                                                                                                                                                                                                                                         | Apr. 1993 Joined the Bank<br>Jun. 2017 Chief Representative, Singapore Representative Office<br>Jun. 2018 General Manager, London Branch<br>Jun. 2021 General Manager, Treasury Operation Division<br>Apr. 2023 General Manager, Audit and Inspection Division<br>Apr. 2024 Corporate Officer, General Manager, Audit and Inspection Division | 13,000<br>shares                        |
| <p>○Reasons for nomination as a candidate for Audit &amp; Supervisory Board Member</p> <p>He has served as General Manager of the London Branch, General Manager of the Treasury Operation Division, and General Manager of the Audit and Inspection Division. He possesses the knowledge and experience necessary to conduct audits of the execution of duties by Directors in an accurate, fair, and efficient manner. Accordingly, the Bank has nominated him as a candidate for Audit &amp; Supervisory Board Member.</p> |                                                                                                                                                                                                                                                                                                                                               |                                         |

- (Notes)
1. There are no relationships of special interest between the candidate and the Bank.
  2. The Bank has entered into a directors and officers liability insurance agreement (the “Insurance”), as set forth in Article 430-3, Paragraph 1 of the Companies Act, with an insurance company, naming Audit & Supervisory Board Members as insured parties (the “Insured”). The Bank intends to continue and renew the Insurance. In the event that the candidate for Audit & Supervisory Board Member is elected, he shall be named as the Insured under the Insurance. The Insurance shall cover liability for damages and losses relating to legal costs incurred due to legal claims or actions brought to the Insured by a third party or shareholders’ derivation suits arising from the execution of duties by the Insured including Directors of the Bank.

(Reference) The Bank's Independence Standards

**<Independence Standards>**

Candidates for Outside Director and Outside Audit & Supervisory Board Member of the Bank must, in principle, not fall under any of the following criteria currently or in the recent past (Note 1).

- (1) A person whose major business partner is the Bank (Note 2), or an executive of such an entity if it is a corporation, etc.
- (2) A person who is a major business partner of the Bank (Note 3), or an executive of such an entity if it is a corporation, etc.
- (3) A consultant, accounting professional, or legal professional that has received money or other property benefits, other than remuneration for directors and audit & supervisory board members, averaging 10 million yen or more per annum for the past three years
- (4) A member or an employee of a consulting firm, accounting firm, or legal office, etc., whose major business partner (Note 2) is the Bank
- (5) A person who has received donations, etc., from the Bank averaging 10 million yen or more per annum for the past three years, or an executive of such entity if it is a corporation, etc.
- (6) A major shareholder of the Bank (Note 4) or an executive of such an entity if it is a corporation, etc.
- (7) A close relative (Note 6) of a person falling under any of the following criteria (excluding those who are not an important person (Note 5))
  - A. A person falling under any of the criteria (1) through (6) stated above
  - B. A Director, Audit & Supervisory Board Member, Executive Officer, or other important employee, etc. of the Bank or its subsidiaries

- Notes:
1. Refers to a person who could be substantially deemed to currently fall under the criteria; e.g. a person who fell under the criteria when the agenda items were resolved at the General Meeting of Shareholders, where such persons are to be selected as an Outside Director or an Outside Audit & Supervisory Board Member
  2. A business partner who has received payments from the Bank in an amount of 1% or more of said partner's consolidated net sales during the most recent fiscal year
  3. A business partner who has made payments to the Bank in an amount of 1% or more of the Bank's consolidated gross business profits during the most recent fiscal year
  4. A shareholder who holds 10% or greater of the total voting rights
  5. An officer or employee of a company whose position is equivalent to a general manager of a department, or a certified public accountant or lawyer when the person in question is affiliated with an accounting firm or legal office
  6. A second-degree relative

(Reference) Skill Matrix for Directors and Audit & Supervisory Board Members

Provided that Proposal No. 2 and Proposal No. 3 are approved and each candidate is appointed as originally proposed, the skill matrix for Directors and Audit & Supervisory Board Members will be as follows.

| Name/Position                                                                 |                                             |  |                                              |  |  |                                      |  |                    |
|-------------------------------------------------------------------------------|---------------------------------------------|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|
|                                                                               |                                             | Tsutomu Yonemoto                                                                  | Kiyomi Yamazaki                                                                                                               | Mutsumi Awaji                                                                     | Takashi Makinose                                                                  | Masayasu Ono                                                                                                           | Yasuko Takayama                                                                     | Takahide Kiuchi                                                                                       |
|                                                                               |                                             | President (Representative Director)<br>Group Chief Executive Officer              | Deputy President (Representative Director)<br>Group Chief Business Officer<br>General Manager in charge of Business Promotion | Deputy President (Representative Director)<br>Group Chief Sustainability Officer  | Director and Senior Executive Officer<br>Group Chief Strategy Officer             | Director and Senior Executive Officer<br>Group Chief Risk Officer<br>General Manager in charge of Corporate Management | Director (Outside Director, Chairperson of the Board of Directors)                  | Director (Outside Director, Chairperson of Nomination, Remuneration and Corporate Advisory Committee) |
| Specialties and Experience of Directors and Audit & Supervisory Board Members | Corporate management                        | ●                                                                                 |                                                                                                                               |                                                                                   |                                                                                   | ●                                                                                                                      |                                                                                     |                                                                                                       |
|                                                                               | Corporate finance and accounting/ Finance   | ●                                                                                 | ●                                                                                                                             | ●                                                                                 | ●                                                                                 | ●                                                                                                                      |                                                                                     | ●                                                                                                     |
|                                                                               | Risk management/ Legal affairs              | ●                                                                                 | ●                                                                                                                             | ●                                                                                 | ●                                                                                 | ●                                                                                                                      | ●                                                                                   | ●                                                                                                     |
|                                                                               | Regional sales                              | ●                                                                                 | ●                                                                                                                             |                                                                                   | ●                                                                                 |                                                                                                                        |                                                                                     |                                                                                                       |
|                                                                               | International businesses/ Market operations | ●                                                                                 | ●                                                                                                                             |                                                                                   | ●                                                                                 | ●                                                                                                                      |                                                                                     | ●                                                                                                     |
|                                                                               | IT/DX                                       | ●                                                                                 |                                                                                                                               | ●                                                                                 |                                                                                   |                                                                                                                        |                                                                                     | ●                                                                                                     |
|                                                                               | Sustainability                              |                                                                                   |                                                                                                                               | ●                                                                                 | ●                                                                                 |                                                                                                                        | ●                                                                                   |                                                                                                       |

\* The matrix does not exhaustively show the specialty and experience of each of the Directors and Audit & Supervisory Board Members.

\* Positions of each Director and Audit & Supervisory Board Member will be resolved at the Board of Directors and the Audit & Supervisory Board after the conclusion of this General Meeting of Shareholders.

|                                                                               |                                             |                                                                                   |                                                                                   |                                                                                   |                                                                                   |                                                                                    |                                                                                                                |                                                                                                               |                                                                                                                 |
|-------------------------------------------------------------------------------|---------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|
| Name/Position                                                                 |                                             |  |  |  |  |  |                             |                            |                              |
|                                                                               |                                             | Ryoji Yoshizawa<br><br>Director (Outside Director)                                | Mana Nabeshima<br><br>Director (Outside Director)                                 | Naoko Mizukoshi<br><br>Director (Outside Director)                                | Yuichiro Ikeda<br><br>Standing Audit & Supervisory Board Member                   | Chigusa Saito<br><br>Standing Audit & Supervisory Board Member                     | Norikazu Takahashi<br><br>Standing Audit & Supervisory Board Member (Outside Audit & Supervisory Board Member) | Yukio Anazawa<br><br>Non-Standing Audit & Supervisory Board Member (Outside Audit & Supervisory Board Member) | Yukiko Matsuoka<br><br>Non-Standing Audit & Supervisory Board Member (Outside Audit & Supervisory Board Member) |
| Specialties and Experience of Directors and Audit & Supervisory Board Members | Corporate management                        |                                                                                   | ●                                                                                 | ●                                                                                 |                                                                                   | ●                                                                                  |                                                                                                                |                                                                                                               |                                                                                                                 |
|                                                                               | Corporate finance and accounting/ Finance   | ●                                                                                 | ●                                                                                 |                                                                                   | ●                                                                                 | ●                                                                                  | ●                                                                                                              | ●                                                                                                             | ●                                                                                                               |
|                                                                               | Risk management/ Legal affairs              | ●                                                                                 | ●                                                                                 | ●                                                                                 | ●                                                                                 | ●                                                                                  | ●                                                                                                              | ●                                                                                                             | ●                                                                                                               |
|                                                                               | Regional sales                              |                                                                                   |                                                                                   |                                                                                   |                                                                                   |                                                                                    |                                                                                                                |                                                                                                               |                                                                                                                 |
|                                                                               | International businesses/ Market operations | ●                                                                                 | ●                                                                                 |                                                                                   | ●                                                                                 |                                                                                    | ●                                                                                                              |                                                                                                               |                                                                                                                 |
|                                                                               | IT/DX                                       |                                                                                   |                                                                                   | ●                                                                                 |                                                                                   |                                                                                    | ●                                                                                                              |                                                                                                               |                                                                                                                 |
|                                                                               | Sustainability                              | ●                                                                                 | ●                                                                                 |                                                                                   |                                                                                   |                                                                                    |                                                                                                                | ●                                                                                                             |                                                                                                                 |