



The Keiyo Bank, Ltd.

2022

Annual Report

Year Ended March 31, 2022



Into the future with solid ties

Toshiyuki Kumagai

President

Introduction

Please accept my sincere gratitude for your continued patronage and support for the Keiyo Bank.

I would like to express my heartfelt sympathy to all those who are suffering from the various effects of infection with the COVID-19 virus. At the same time, let me express my sincere gratitude to all those who are making efforts to maintain social and economic activities.

Our recognition of the business environment

Looking back at the economic situation in fiscal 2021, we see that the Japanese economy continued to face difficult conditions, particularly with regard to employment, due to the protracted outbreak of COVID-19. From around fall, we saw indications of a partial recovery in production and consumer spending due to the resumption of economic activities following the progress of vaccination. Since the beginning of the year, however, the recovery has stalled due to a resurgence of the contagion and the impact of geopolitical risks surrounding the situation in Ukraine.

In addition to these economic conditions, regional financial institutions find themselves in a business environment that is expected to be significantly affected by the prolonged low interest rate environment, the declining birthrate coupled with an aging and shrinking of the population, and lifestyle changes. Moreover, I believe we need to undertake a further evolution of our financial services to meet the increasingly diverse and sophisticated challenges and needs of our customers due to the advancement of digital technology and other factors.

On the other hand, Chiba Prefecture, our Bank's operating base, has experienced a growing population inflow, especially in the northwestern part of the prefecture, blessed as it is with agricultural, fishing, and tourism resources due to its topography bordering Tokyo Bay and the Pacific Ocean, abundant nature, and mild climate. In addition, the prefecture has a well-balanced industrial structure, including manufacturing industries in the waterfront area. It has potential for medium- to long-term economic growth due to ongoing development of its transportation infrastructure, including Narita Airport, which supports logistics and human flow, and its expressway and rail networks, which provide good access to central Tokyo.

The Keiyo Bank will contribute to the further growth and

development of the local economy by providing solutions to the challenges faced by the community and our customers by taking full advantage of the strengths and potential of this fertile market.

Summary of financial results for FY2021

This is the environment in which the Keiyo Bank Group initiated our 19th Medium-term Business Plan, "α ACTION PLAN 2024 - Further Advancements -" in fiscal 2021, and I believe that we have produced good financial results during the first year of the plan.

In terms of financial performance, interest income and income from fees and commissions performed well, exceeding the initial plan mainly due to the curbing of credit-related expenses, as well as reduction of costs centered on property and equipment expenses due to a revision of our branch office structure.

The measures we have taken naturally include providing financing support to companies affected by the COVID-19 pandemic. We have also worked to provide a sophisticated menu of solutions and highly convenient financial services to help resolve corporate and community issues, and to respond to the diversifying behavioral patterns of our customers.

Moreover, we have worked together on various measures with Resona Holdings, with whom we formed a business alliance in August 2021. These include the joint origination of syndicated loans, collaboration in the area of assets under custody, and using the web to co-host business meetings in individual interview formats. We will continue to deliver optimal solutions to the community by taking advantage of the synergies between our information and know-how in the three areas of digital technology, solutions and human resource development.

Building a sustainable business model based on our Medium-term Business Plan

Based on the three basic strategies set forth in our Medium-term Business Plan, we intend to build a sustainable business model that is resilient to changes in the business environment, and by contributing more actively to the local economy than ever before, we will continue to advance "Into the future with solid ties."

Message from the President



Basic Strategy (1): Strengthen solution-based business operations

In order to meet the various challenges confronting our customers, the Keiyo Bank Group is working together to enhance our solution business structure, and to accelerate collaboration and cooperation with strategic external partners.

In fiscal 2021, we strengthened the support we provide to the corporate sector in the use of subsidies that help with new capital investment and business transformation. We collaborated with Group companies such as Keiyo Bank Capital & Consulting to establish a business succession fund that addresses a wide range of business succession issues faced by small and medium-sized companies, which represent a serious social issue.

In April 2022, we started full-scale operation of a placement and recruiting business and ICT consulting services, and we continue to further promote initiatives to support our core businesses.

In the retail sector, we opened Keiyo Bank SBI Money Plaza Narita in April 2021 to offer optimal asset management and asset succession services that meet various needs and challenges in this era of 100-year lifespans as we work to expand our product lineup and build relationships with the next generation through inheritance-related services.

In June 2022, we began offering the Keiyo Bank Fund Wrap service, and we are working to enhance our after-service

follow-up efforts as we continue to build long-term relationships of trust with each and every one of our customers.

Basic Strategy (2): Improve productivity while developing human resources

In fiscal 2021, we expanded the "area system," in which we provide high-quality consulting sales by unifying multiple branches situated in close proximity to each other within a given business area. In order to shorten waiting times at branches and make visits more comfortable, we have introduced a Branch Visit Reservation Service at some of our branches, enabling customers to reserve appointments at any time via smartphone or other devices. We are implementing a phased expansion of this service to more branches.

In strengthening governance and advancement in the digital field, we have formulated the POLESTAR Plan for promotion of digital technology, which clarifies our medium- to long-term digital strategy. We plan to create value by solving issues faced by our customers and local communities, evolving the customer experience (CX) and employee experience (EX) through the use of digital technology.

In the field of human resource development, we reallocated personnel made available through a revision of the branch office business structure and operational streamlining to priority areas such as the specialized solutions and digital fields, and we expanded personnel exchanges with external specialized organizations, including those in other industries. We strive to foster a corporate

culture that encourages the autonomous growth of our employees, and we develop a diverse range of specialist human resources who undertake responsibility for solving customer issues, promoting DX, and managing risks. We will further enhance engagement with our employees by continuing our efforts to create a comfortable work environment and to enhance their work-life balance.

Basic Strategy (3): Bolster our management foundation

In order to ensure appropriate levels of risk-taking in loans, securities management, and other operations, we are further upgrading our risk management and compliance frameworks.

In fiscal 2021, we introduced forward-looking reserves to provide for more active support of local economies and to further improve our preventive measures against future credit risks. In addition, we have worked to strengthen our earning power by promoting cost reductions through productivity improvement, while maintaining positive investments to improve customer service.

In February 2022, we repurchased Company treasury shares as we continued to pursue an optimal balance between financial soundness, capital efficiency and shareholder returns as part of our ongoing efforts to enhance corporate value.

Sustainability initiatives

Amid the prolonged COVID-19 pandemic, we have reaffirmed our awareness of just how important sustainable community and environmental initiatives are. Through the fulfillment of our financial intermediary function and by offering high-quality, customer-oriented services, our Group will work to resolve various social issues, including environmental problems such as climate change, and to create a virtuous cycle of regional economic development and increased Group corporate value, thereby contributing to the realization of a sustainable society.

In December 2021, these ideas were formulated as our Sustainability Policy, and in May 2022, the Sustainability Committee was established. In addition to strengthening our governance structure, we have set long-term targets of a 50% reduction of CO₂ emissions (compared to fiscal 2013) and JPY700 billion in ESG-related investments and loans by fiscal 2030.

As a specific effort to achieve these targets, we have

switched all electricity used at the Chibaminato Headquarters to renewable energy. In addition, in order to contribute to the advancement of our customers' sustainability management efforts and environmental conservation activities, we have started offering "α Sustainability Linked Loan" and "α Green Loan" services. Furthermore, through the issuance of "Keiyo Bank SDGs Donation-Type Private Placement Bonds," a portion of the fees received from issuing companies are donated to healthcare, education, public institutions, etc. In January 2022, we participated in the "Chiba SDGs Promotion Network," a new framework established to promote SDGs in the region, and we will continue to strengthen and promote regional sustainability efforts.

Reaching our 80th anniversary

Having begun operations on March 31, 1943 as Chiba Godo Mujin K.K., we will celebrate our 80th anniversary next March. I would like to take this opportunity to express my sincere gratitude for the longstanding patronage and support of our local community, and to all of our employees. Looking ahead to our 90th and 100th anniversaries, we will aim to create a virtuous cycle of growth with our local customers by flexibly adapting to all the changes of the times and practicing management that is more community-rooted than ever before.

To express our gratitude to our shareholders and other stakeholders for their longstanding support and patronage, we plan to pay a commemorative dividend of JPY1 per share for the fiscal year ending March 31, 2023, which, together with the ordinary dividend, will result in an annual dividend of JPY22 per share.

Conclusion

All of the executives and employees at the Keiyo Bank Group will make ever greater efforts to live up to the trust and expectations of all of our stakeholders, and to contribute to the sustainable growth of the economy of Chiba Prefecture. We sincerely appreciate your continued support and patronage, and will continue to strive for the further development and growth of the local economy as we aim to be an appealing and dynamic bank providing our customers with trust, convenience, and a high level of satisfaction.

July 2022

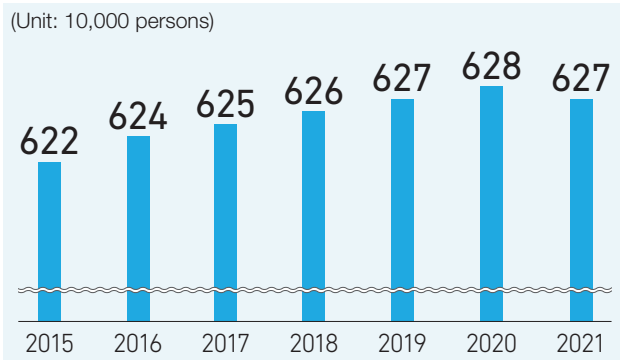
The Potential of Major Markets

Chiba Prefecture, where our Bank's operations are based, has a well-balanced industrial structure, with agriculture, fisheries, industry, and commerce each among the best in Japan. In addition to a net population influx and further development of transportation infrastructure, the rich natural environment, including the sea, is a tourism resource, and the area has high potential for further development and growth in the future.

Demographics of continued net population influx

With a population of approximately 6.27 million, Chiba Prefecture is the sixth most populous prefecture in Japan, and ranks third in terms of the net number of new residents moving in from other prefectures in Japan. In addition to being blessed with abundant nature despite being situated in the greater metropolitan Tokyo area, Chiba Prefecture is characterized by its easy access to transportation, which has led to an increase in the number of young people, especially those raising children, moving into the area.

Chiba Prefectural population statistics



Source: Chiba Prefecture, "Monthly Full-time Inhabitant Population Census" (reference date: October 1 of each year)

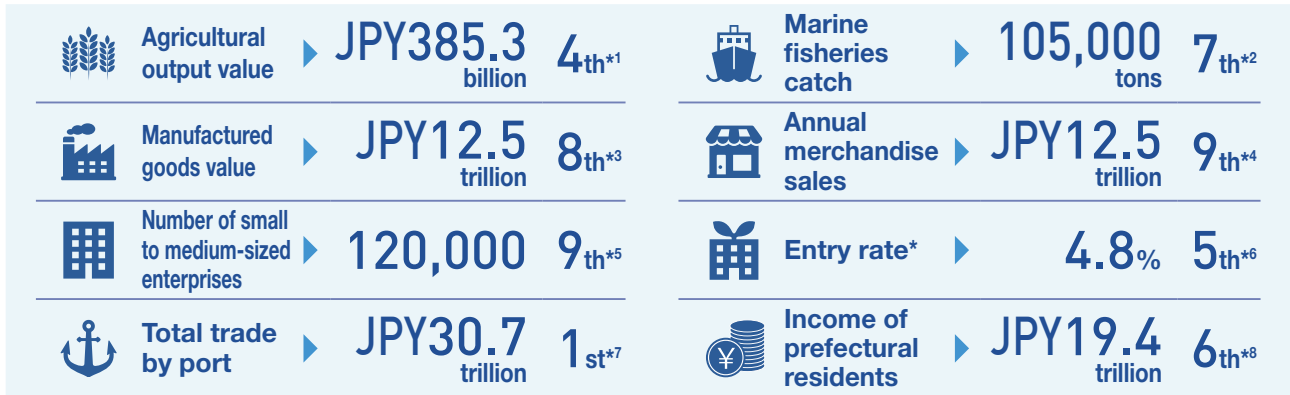
Number of excess relocations by prefecture (Japanese citizens)

1st	Kanagawa	▶	28,922
2nd	Saitama	▶	22,479
3rd	Chiba	▶	18,225
4th	Tokyo	▶	10,815
5th	Fukuoka	▶	7,691

Source: Statistics Bureau, Ministry of Internal Affairs and Communications, "Annual Report on Internal Migration in Japan Derived from Basic Resident Registration 2021"

A well-balanced industrial structure

With its mild climate and the large geographical area, it occupies within the major economic consumption zone centering on greater metropolitan Tokyo, Chiba is among the top-ranked prefectures in Japan in terms of agricultural output and marine fisheries catch. In addition to its manufacturing industry in waterfront areas, its transportation infrastructure such as expressways and rail networks are well developed, making the area increasingly attractive as a factory location, forming a well-balanced industrial structure.

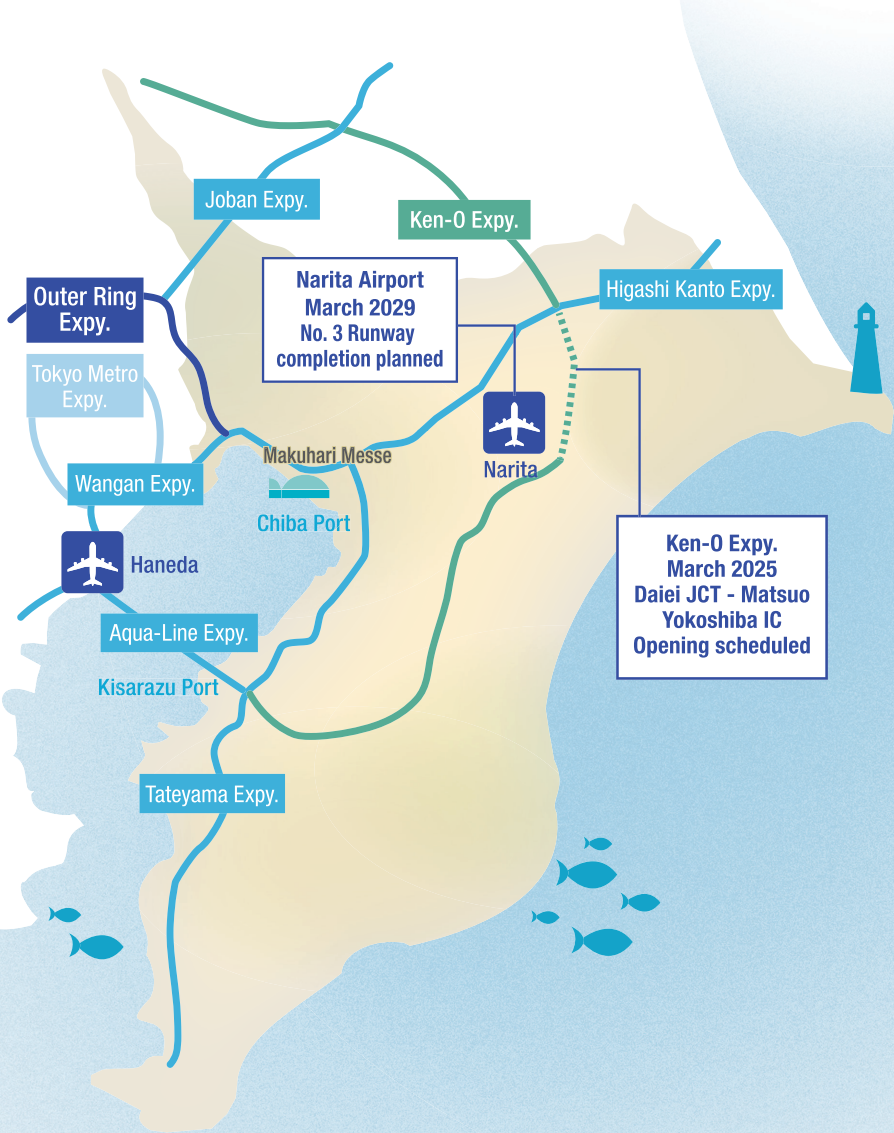


Sources: ^{*1}. Ministry of Agriculture, Forestry and Fisheries, "Agricultural Output and Agricultural Income Produced, 2020"
^{*3}. Ministry of Economy, Trade and Industry, "Survey of Industrial Statistics, 2020"
^{*5}. Small and Medium Enterprise Agency, "Number of Enterprises, Permanent Employees, and Workers by Prefecture and Major City, 2016"
^{*7}. Total value of exports and imports, from Trade Statistics 2020, Ministry of Finance (The figures for Chiba Prefecture comprise the total of Narita International Airport, Chiba Port, and Kisarazu Port.)

^{*2}. Ministry of Agriculture, Forestry and Fisheries, "Fisheries and Aquaculture Production Statistics, 2021"
^{*4}. Ministry of Economy, Trade and Industry, "Economic Census (Wholesale and Retail Trade), 2016"
^{*6}. Small and Medium Enterprise Agency, "2021 White Paper on Small Enterprises in Japan"
^{*} Entry rate: Number of places of business that newly established employment relationships during the fiscal year/comparable number as of the end of the previous fiscal year.
^{*8}. Cabinet Office, Government of Japan, "Prefectural Accounts for Fiscal Year 2008"

Ample transportation infrastructure and geographic features

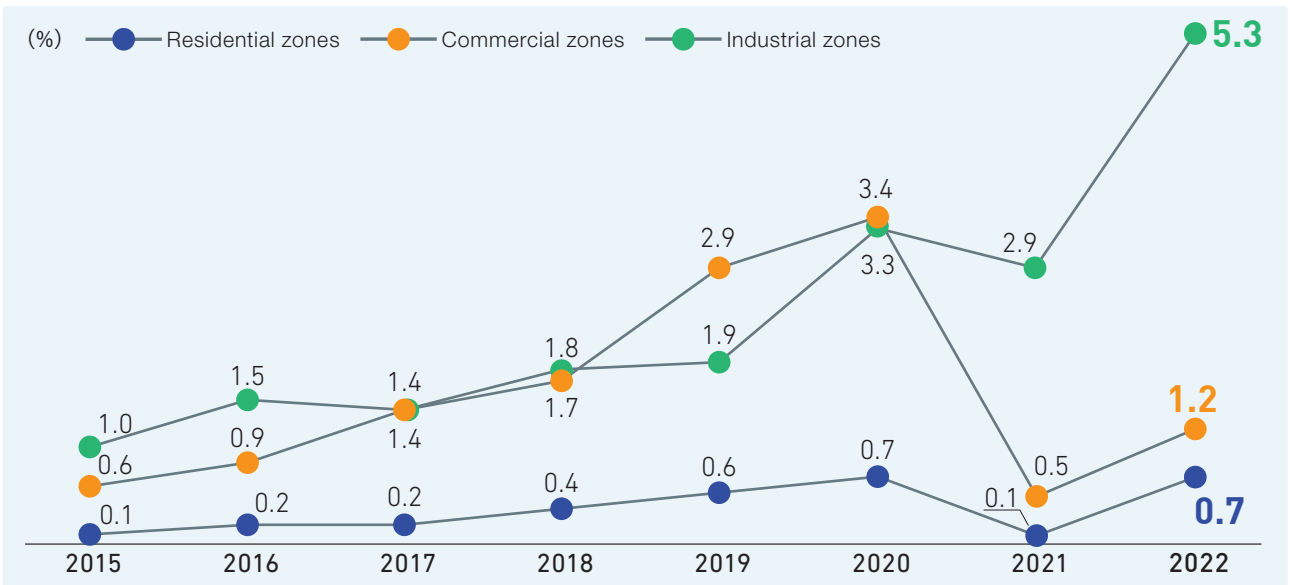
Transportation infrastructure is advancing to new levels of development, with a section of the Ken-O Expressway linking Daiei JCT to Matsuo Yokoshiba IC scheduled to open in March 2025, and a third runway at Narita Airport scheduled to be completed in March 2029. Further expansion of logistics functionality is expected, with road improvements planned for the North Chiba Road and the Second Bayshore Route expressway. Home to Makuhari Messe, one of the largest convention facilities in Asia, located between Narita Airport and Tokyo, Chiba Prefecture also has a wealth of infrastructure and facilities that support logistics and human flow, making it an important hub connecting Japan and the world.



Assessed land values continue to rise as demand increases

Given Chiba's net population influx, industrial structure and transportation infrastructure, officially assessed land values in the prefecture continue to rise in all categories.

Chiba Prefecture's officially assessed land values (average rate of change from the previous year)

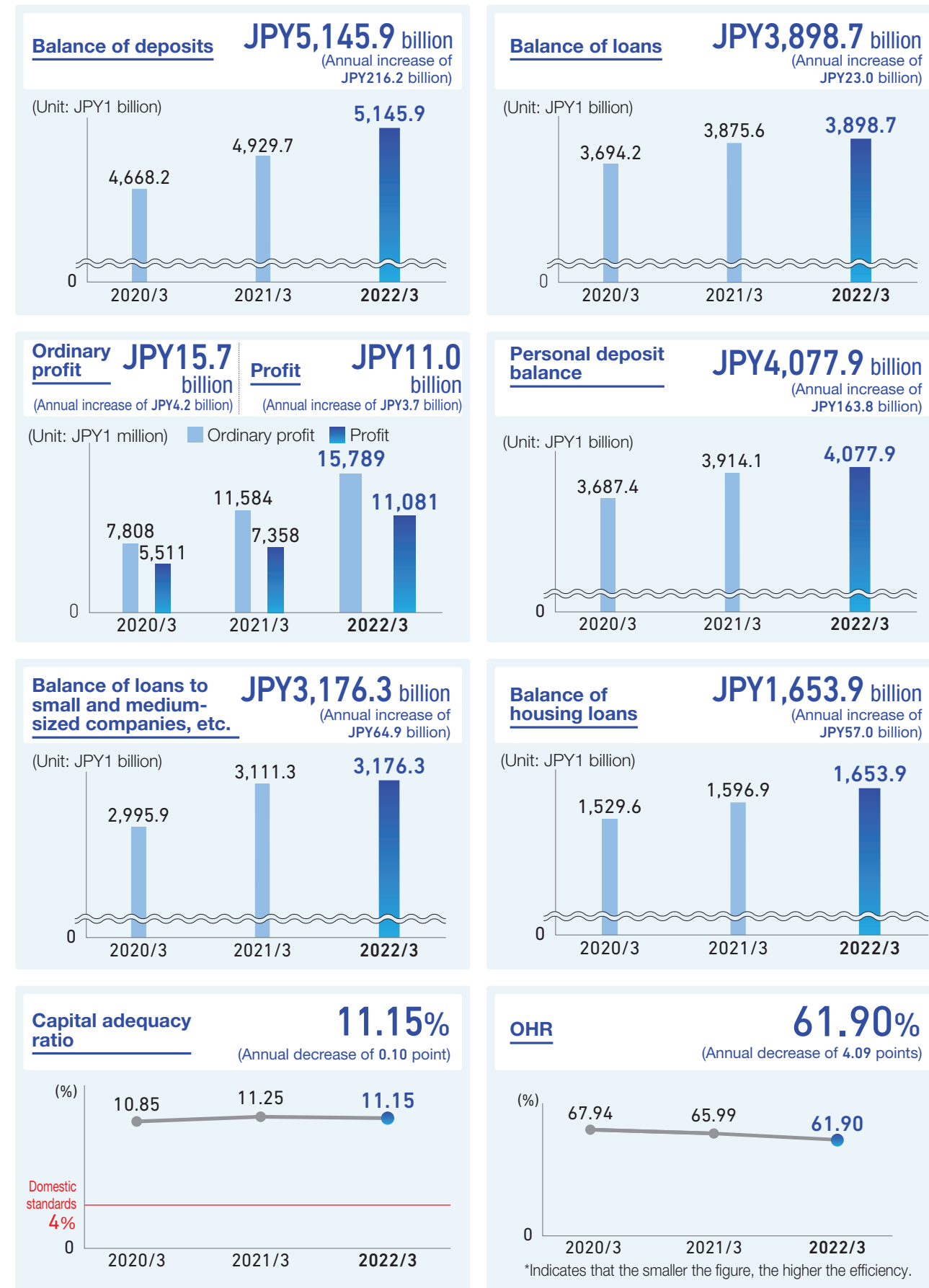


Source: Chiba Prefecture, "Land Value Assessments" (reference date: January 1 of each year)

Value Creation Process



Financial Highlights (non-consolidated)



Non-financial Highlights



*The rate of childcare leave taken is calculated as specified by the Ministry of Health, Labor and Welfare: the number of workers who started childcare leave during the fiscal year/the number of workers who gave birth during the fiscal year (including cases where the worker's spouse gave birth). For women, the rate of taking childcare leave, including postpartum leave, is 100%.

External assessment



19th Medium-term Business Plan: State of Progress

19th Medium-term Business Plan (April 2021 - March 2024)

19th Medium-term Business Plan ACTION PLAN 2024 - Further Advancements -

Three basic strategies

Basic strategy (1)

Strengthen solution-based business operations

We will strengthen our sales efforts to discover issues facing local communities and customers, present solutions, and provide support for implementation.

Basic strategy (2)

Improve productivity while developing human resources

We will utilize digital technology to improve the productivity of both our Bank and our customers, and develop human resources to solve problems.

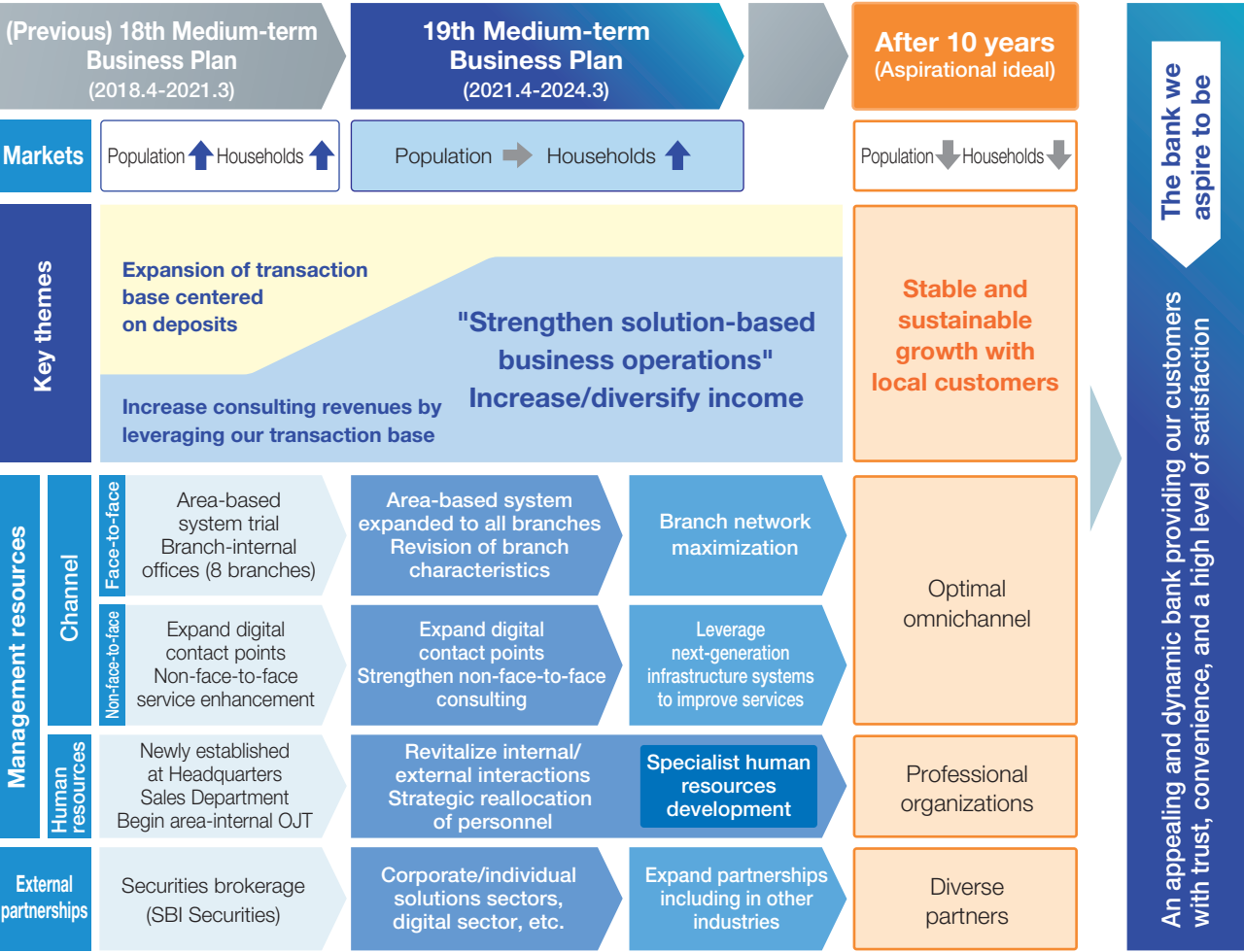
Basic strategy (3)

Bolster our management foundation

By properly controlling risks and costs, we aim to strengthen our management base and achieve sustainable growth together with the community.

Positioning the plan

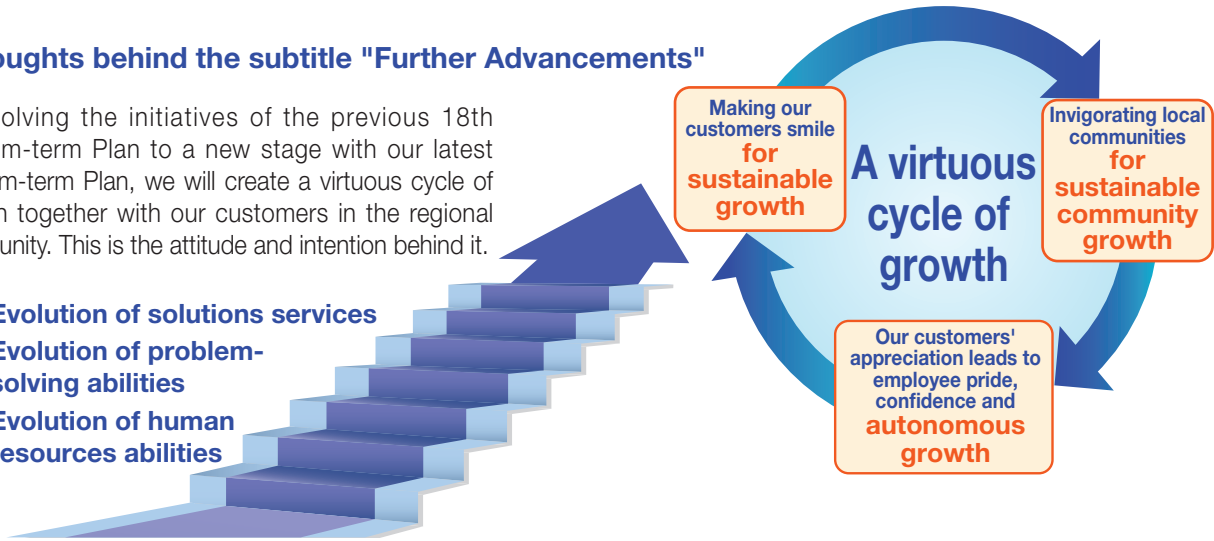
We will delve more deeply into the initiatives of the previous Medium-term Business Plan and develop solution-based business operations by leveraging our transaction base.



Thoughts behind the subtitle "Further Advancements"

By evolving the initiatives of the previous 18th Medium-term Plan to a new stage with our latest Medium-term Plan, we will create a virtuous cycle of growth together with our customers in the regional community. This is the attitude and intention behind it.

- ▶ Evolution of solutions services
- ▶ Evolution of problem-solving abilities
- ▶ Evolution of human resources abilities



State of progress on key indexes

In the year through March 2022, interest income and income from fees and commissions performed well, exceeding the initial plan mainly due to the curbing of credit-related expenses, as well as reduction of costs centered on property and equipment expenses due to a revision of our branch office structure.

		2021/3 (performance)	2022/3 (performance)	2024/3 (planned)
Key indexes	Profit attributable to owners of parent	JPY7.3 billion	JPY11.1 billion	JPY8.0 billion
	Capital adequacy ratio (consolidated)	11.29%	11.17%	11% (approx.)
	OHR (non-consolidated)	65.99%	61.90%	60% level

State of progress in key figures for each strategy

Utilizing the transaction platform inherited from the previous Medium-term Business Plan, we are steadily implementing the three basic strategies set forth in the current Medium-term Business Plan. We will accelerate our efforts on each strategy to build a sustainable business model that will not be shaken by changes in the business environment.

		2021/3 (performance)	2022/3 (performance)	2024/3 (planned)
Corporate solutions	Balance of loans to small and medium-sized companies*1	JPY1,423.6 billion	JPY1,436.1 billion	JPY1,600.0 billion
	Fees related to corporate solutions*2	JPY1.3 billion	JPY2.6 billion	JPY3.0 billion
Individual life planning support	Balance of housing loans*1	JPY1,596.9 billion	JPY1,653.9 billion	JPY1,780.0 billion
	Fees related to assets under custody	JPY2.8 billion	JPY3.6 billion	JPY3.5 billion
	Investment trust accounts (containing balances)	41,000	46,000	50,000
Progress in digitalization	Individual digital contact points*3	420,000	580,000	750,000
	Corporate IB contracts	14,000	15,000	17,000
Human resources strategy	FP1-certified personnel	118	127	150
	External organization dispatch/acceptance (3-year total)	-	19	40
	Paid leave utilization rate	70.1%	73.7%	80%

*1. Planned figures are before partial direct depreciation is applied

*2. Includes the portion for Keiyo Bank Capital & Consulting

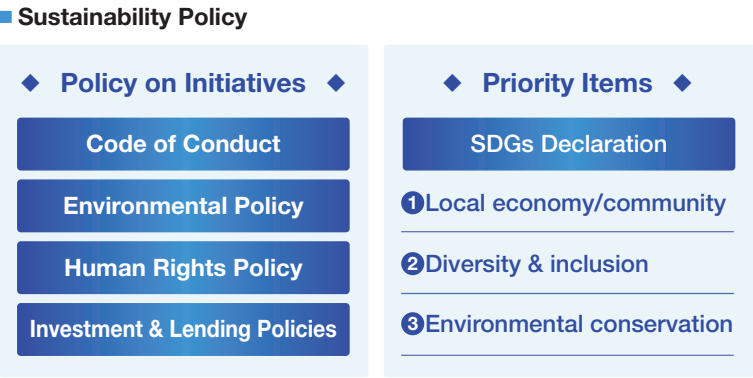
*3. Total of Internet banking, smartphone apps, Sign-in Anywhere, LINE friend registration, and Salesforce Cloud My Page

Sustainability Initiatives

Based on the Keiyo Bank Group Sustainability Policy, the Keiyo Bank Group is committed to addressing issues involved in sustainability as we aim to both realize a sustainable society and enhance Group corporate value.

Sustainability policy

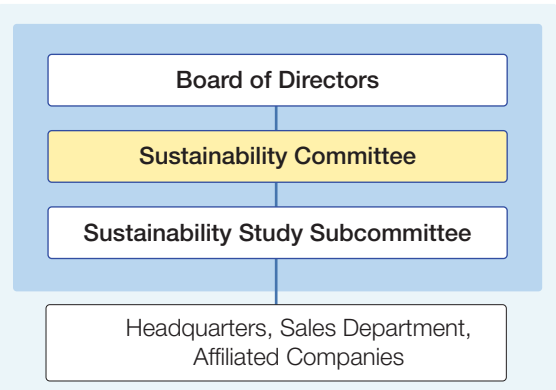
Through the fulfillment of our financial intermediary function and by offering high-quality, customer-oriented services, the Keiyo Bank Group will work to resolve various social issues, including environmental problems such as climate change, and to create a virtuous cycle of regional economic development and increased Group corporate value, thereby contributing to the realization of a sustainable society.



Code of Conduct	<p>In order to maintain the unwavering trust of society, we have established the following Code of Conduct, with which all executives and employees are to comply.</p> <div><div>Trust & Credibility</div><div>Harmony & Cooperation</div><div>Fairness & Transparency</div><div>Growth & Challenge</div><div>Autonomy & Co-creation</div></div>
Environmental Policy	<p>As a member of the local community, we recognize that protecting the rich natural environment of the region is one of the most important aspects of management. We therefore aspire to achieve a low-carbon, recycling-oriented society by reducing the environmental impact of our corporate activities as we support our customers in their environmental conservation efforts.</p>
Human Rights Policy	<p>As a company trusted by society, we recognize that fostering a corporate culture of respect for the fundamental human rights of all stakeholders is one of the most important aspects of management. We will therefore contribute to the creation of a society in which individual diversity is respected and each person can be fulfilled in work and lifestyle, playing an active part in their own way.</p>
Investment & Lending Policies	<p>As a regional financial institution, we recognize that addressing environmental, social, and economic issues is one of the most important aspects of management. We will therefore contribute to the realization of a sustainable society by helping our customers and communities solve their problems through responsible investment and lending operations.</p>

Sustainability promotion system

A Sustainability Committee chaired by the president has been established to centrally manage the progress of initiatives to improve sustainability, and to receive oversight from the Board of Directors. At the same time, we have established the Sustainability Study Subcommittee as a subordinate organization to examine specific measures to address sustainability issues on a cross-organizational basis.

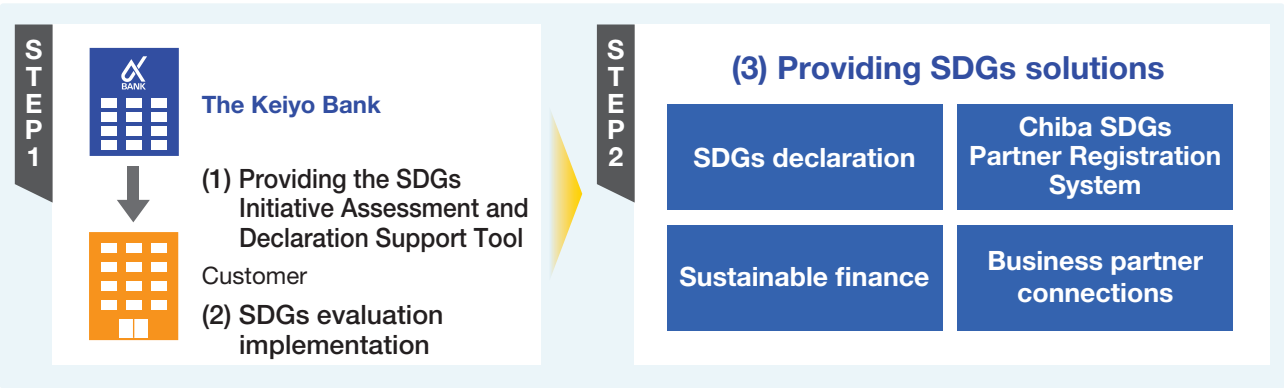


SDGs initiatives

Priority items	Main goals to be addressed
Local economy/ community	<p>We will contribute to the development of local economies by helping to resolve issues faced by our customers and their communities.</p> <div><div>1 NO POVERTY</div><div>3 GOOD HEALTH AND WELL-BEING</div><div>4 QUALITY EDUCATION</div><div>8 DECENT WORK AND ECONOMIC GROWTH</div><div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div><div>11 SUSTAINABLE CITIES AND COMMUNITIES</div><div>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</div><div>17 PARTNERSHIPS FOR THE GOALS</div></div>
Diversity & inclusion	<p>We will help build a society in which individual diversity is respected and each person can be fulfilled in work and lifestyle, playing an active part in their own way.</p> <div><div>3 GOOD HEALTH AND WELL-BEING</div><div>4 QUALITY EDUCATION</div><div>5 GENDER EQUALITY</div><div>8 DECENT WORK AND ECONOMIC GROWTH</div><div>10 REDUCED INEQUALITIES</div><div>17 PARTNERSHIPS FOR THE GOALS</div></div>
Environmental conservation	<p>We are committed to reducing the environmental impact of society as a whole, and to environmental conservation, as we aim to realize a low-carbon, recycling-oriented society.</p> <div><div>2 ZERO HUNGER</div><div>6 CLEAN WATER AND SANITATION</div><div>7 AFFORDABLE AND CLEAN ENERGY</div><div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div>13 CLIMATE ACTION</div><div>14 LIFE BELOW WATER</div><div>15 LIFE ON LAND</div><div>17 PARTNERSHIPS FOR THE GOALS</div></div>

Launch of the SDGs Initiative Assessment and Declaration Support Tool offering

As part of our SDGs measures for small and medium-sized enterprises, we have introduced the SDGs Initiative Assessment and Declaration Support Tool. With the use of our support tool, we will analyze and evaluate the current status of our customers' SDGs initiatives while promoting the production of SDGs declarations and the provision of SDGs solutions in collaboration with various loan and business partners.



Advancing SDGs in collaboration with Chiba Prefecture

As a company that is actively working toward the achievement of the SDGs, the Keiyo Bank has been certified by Chiba Prefecture under the Chiba SDGs Partner Registration System. In January 2022, we joined the Chiba SDGs Promotion Network consisting of 12 organizations and companies including our Bank, as part of our own efforts to actively address the SDGs while providing strong support to local companies in their SDGs efforts. We will make maximum use of the network to further strengthen our activities supporting SDGs initiatives and spreading awareness. In April 2022, we also began supporting our business partners in acquiring certification under the Chiba SDGs Partner Registration System.



Environmental Conservation Initiatives

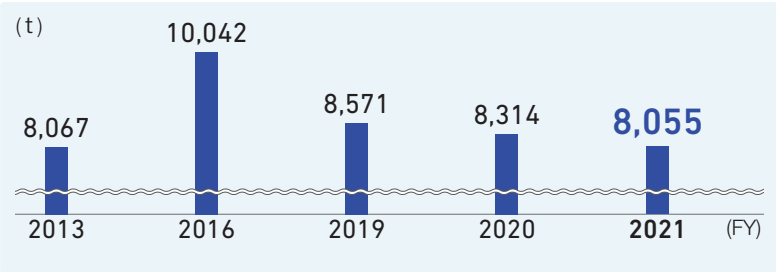
Initiatives to address climate change risk

In December 2021, we announced our endorsement of the TCFD* Recommendations, and are actively undertaking the recommended climate-related financial information disclosure and efforts toward achieving a decarbonized society.



Governance	<ul style="list-style-type: none">In order to both achieve a sustainable society and enhance the Bank's corporate value, we have formulated the Keiyo Bank Group Sustainability Policy, which outlines our basic approach to sustainability.We have established a Sustainability Committee, which deliberates matters related to sustainability, including climate change. Chaired by the President, it reports to and is supervised by the Board of Directors.
Strategy	<p>Opportunity</p> <ul style="list-style-type: none">We foresee an increase in business opportunities including the offering of renewable energy-related financing, and consulting services to help customers with the transition to a decarbonized society. <p>Risk</p> <ul style="list-style-type: none">The climate-related risks we have identified are transition risk and physical risk.In terms of transition risk, we recognize the possibility that the Bank's credit risk could increase for sectors affected in the medium to long term by climate-related regulatory and tax changes associated with the process of transitioning to a decarbonized society. The energy sectors of oil, gas and coal, as well as electric power, which are considered to have the highest transition risk, accounted for about 0.73% of the Bank's total credit balance at the end of March 2022.As physical risk, we recognize the possibility that the Bank's credit risk could increase due to natural disasters resulting from climate change, which may cause customer businesses and collateral values to deteriorate due to business stagnation.The Bank will consider methods for estimating the impact of climate-related risks on the Bank's borrowers and the impact of damage to collateral values.
Risk management	<ul style="list-style-type: none">We have established an Investment and Lending Policy for Achieving a Sustainable Society for investments and loans in which funds are to be used in ways likely to make a difference for the environment, society, and the economy.Recognizing that climate-related risks affect the Bank's business activities and financial position, we will assess and analyze the influences of such risks as we consider establishing a management system.
Indexes and targets	<ul style="list-style-type: none">We have set targets for reducing CO₂ emissions and for making ESG-related investments and loans.* <p>CO₂ emissions reduction target A 50% reduction from fiscal 2013 levels by fiscal 2030, aiming for carbon neutrality by fiscal 2050</p> <p>ESG-related investment & loan implementation target Implementation target from fiscal 2021 to fiscal 2030: JPY700 billion</p> <p><small>*Investments and loans that contribute to ESG, including investments and loans in the environmental and renewable energy sectors and in the medical and nursing care sectors</small></p>

Trends in CO₂ emissions



Our Group's CO₂ emissions peaked in fiscal 2016, when the Chibaminato Headquarters was completed, and have been decreasing since then.

Transitioning the Chibaminato Headquarters to renewable energy

In reducing CO₂ emissions, the Chibaminato Headquarters uses renewable energy sources for all electricity consumed, which are granted FIT non-fossil certificates*¹ tracked by TEPCO Energy Partner, Inc. This is expected to reduce CO₂ emissions by approximately 1,400 tons per year (approximately 17% of the Group's total electricity consumption in fiscal 2021), which is equivalent to the CO₂ absorbed by approximately 100,000 cedar trees in one year*².

*1. Non-fossil certificates that allow trading in FIT-eligible renewable energy sources, such as solar, wind, and hydro-power.
*2. One cedar tree absorbs approximately 14 kg of CO₂ per year (Source: Ministry of the Environment/Forestry Agency)

Keiyo Bank Chibaminato Headquarters



Launch of α Sustainability Linked Loan and α Green Loan offerings

We began offering α Sustainability Linked Loan and α Green Loan services in January 2022.

α Sustainability Linked Loans

These are loan products in which customers set ambitious and meaningful business strategy goals, known as sustainability performance targets* (SPTs), in their SDGs/ESG strategies. Interest rates and other loan terms will then vary depending on the status of achievement of the SPTs. By providing incentives based on the achievement of targets, we support our customers in attaining more sophisticated sustainability management and increasing their corporate value.

*Annual targets specified for each customer which can be used to measure their contribution to societal sustainability.

α Green Loans

This loan product is designed to finance green projects that support sustainable economic activities. We quantify our customers' contributions to global environmental conservation and to solving social and environmental problems through the promotion of green projects, thereby helping them enhance their corporate value and gain social support.

Chiba University × Keiyo Bank eco project

Since fiscal 2017, the Chiba University Environment Committee and the Keiyo Bank have been jointly implementing seven environmental contribution projects based on student ideas* for the people of Chiba Prefecture. The aim is to contribute to reducing local environmental impact and raising environmental awareness toward the achievement of the SDGs.

*Proposals for projects to raise awareness of the SDGs and the environment. (1) Considering SDGs with Chiba University Students, (2) Children's SDGs World, (3) Thousand Products to Consume Fair: Let's Eat and Be Eco-Friendly in Chiba, (4) Chiba SDGs Action, (5) Film Festival Chiba, (6) SDGs Communication Bureau, (7) Keiyo Bank SDGs Eco Challenge.

Key projects of FY2021

Children's SDGs World

The event, Family Eco-Friendly Challenge! Clean & Color, combines a litter clean-up activity with a workshop in which participants mix special liquids with unneeded cosmetics to make paints, then use them to paint pictures.

Chiba SDGs Action

In cooperation with a nonprofit organization in the prefecture, we conducted a Bamboo Forest Maintenance Experience in which participants learned about the current state of bamboo damage in neglected bamboo forests and the use and business of bamboo forests, and actually experienced the maintenance of bamboo forest sites.

Board of Directors, Audit & Supervisory Board Members and Executive Officers (as of June 30, 2022)

Directors



President
(Representative Director)
Toshiyuki Kumagai

May 1981 Joined the Bank
June 2008 General Manager of Corporate Planning Division
June 2009 Director, General Manager of Corporate Planning Division
June 2012 Managing Director, General Manager of Corporate Planning Division
June 2014 Senior Executive Managing Director
June 2016 President (to present)



Vice President
(Representative Director)
Kiyoshi Hashimoto

May 1981 Joined the Bank
June 2008 General Manager of First Loan Division
June 2010 Director, General Manager of First Loan Division
June 2011 Director, General Manager of Management Division & Office Manager of Management Center
June 2013 Managing Director
June 2016 Senior Executive Managing Director, Senior Managing Executive Officer
June 2018 Vice President (to present)



Director, Senior Managing Executive Officer
Satoru Akiyama

May 1986 Joined the Bank
June 2013 General Manager of Kashiwa Branch
June 2015 Director, General Manager of Funabashi Branch
June 2016 Executive Officer, General Manager of Funabashi Branch
June 2017 Managing Executive Officer
June 2018 Director, Managing Executive Officer
June 2020 Director, Senior Managing Executive Officer (to present)



Director, Managing Executive Officer
Tatsushi Ichikawa

May 1987 Joined the Bank
June 2014 General Manager of Retail Loan Division
June 2016 Executive Officer, General Manager of Corporate Planning Division
June 2018 Managing Executive Officer
June 2019 Director, Managing Executive Officer (to present)



Director, Managing Executive Officer
Kazuo Fujisaki

May 1986 Joined the Bank
June 2015 General Manager of Corporate Planning Division
June 2016 Executive Officer, General Manager of General Affairs Division
June 2019 Managing Executive Officer
June 2020 Director, Managing Executive Officer (to present)



Director, Managing Executive Officer
Hiromi Kosaka

May 1988 Joined the Bank
Apr. 2018 General Manager of Retail Business Division
June 2018 Executive Officer, General Manager of Personnel Department
June 2020 Managing Executive Officer
June 2022 Director, Managing Executive Officer (to present)



Director (Outside Director)
Katsusada Akiyama

Apr. 1974 Joined the Bank of Japan
July 1981 Secretariat Office
July 1983 Assistant to London Representative Councillor
May 1992 Head, Policy Public Relations Division, Monetary Affairs Department
Oct. 1994 Head, Coordination Division, Monetary Affairs Department
July 1997 General Manager, Shimonoseki Branch
Sept. 1998 Examiner, Examination Department
May 2000 Director-General, Currency Issue Department
May 2003 Director-General, Secretariat of the Policy Board
Sept. 2005 Standing Director of the Second Association of Regional Banks
June 2015 Outside Corporate Auditor of Sanyo Engineering & Construction Inc.
June 2015 Outside Director of the Bank (to present)



Director (Outside Director)
Hiroshi Uchimura

Apr. 1974 Joined Ministry of Finance
July 1993 Director of Research Division, International Finance Bureau
July 1999 Director of General Affairs Division, Commissioner's Secretariat, Financial Supervisory Agency
July 2000 Director-General of Tokai Local Finance Bureau, Ministry of Finance
July 2001 Director-General of Kinki Local Finance Bureau, Ministry of Finance
July 2004 Director-General of Kanto Local Finance Bureau
Sept. 2005 Director-General for Policy Planning, Ministry of Land, Infrastructure, Transport and Tourism
July 2006 Deputy Chairman and Managing Director of the Second Association of Regional Banks
June 2016 Outside Director of the Bank (to present)



Director (Outside Director)
Tomoko Tobe

Apr. 1980 Joined Chiba Prefectural Government
Apr. 2013 Director General of Economic Policy Division, Commerce, Industry and Labor Department
Apr. 2014 Deputy Executive Director of Commerce, Industry and Labor Department
Apr. 2015 Executive Director for Community Safety and Harmful Wildlife
Apr. 2016 Secretary General of Labor Relations Commission
Apr. 2017 Secretary General of Chiba Chapter, Japanese Red Cross Society
June 2020 Outside Director of the Bank (to present)



Director (Outside Director)
Kyoichiro Uenishi

Apr. 1980 Joined Oriental Land Co., Ltd.
May 2001 Secretary of the General Affairs Department
May 2003 General Manager of General Affairs Department
June 2003 Director and General Manager of General Affairs Department
May 2005 Director, Officer and General Manager of General Affairs Department
Apr. 2006 Director and Officer
Apr. 2008 Director, Officer and General Manager of Corporate Strategy Planning Department
Apr. 2009 Representative Director, President and COO and President Officer
June 2009 External Audit & Supervisory Board Member of Keisei Electric Railway Co., Ltd.
Apr. 2013 Representative Director, President and COO and President Officer, General Manager of Corporate Strategy Planning Division, General Manager of Theme Park Business Unit of Oriental Land Co., Ltd.
Oct. 2013 Representative Director, President and COO and President Officer, General Manager of Corporate Strategy Planning Division
Apr. 2014 Representative Director, President and COO and President Officer
June 2021 Special Advisor (to present)
Apr. 2022 Outside Director (Audit & Supervisory Committee Member) of Mizuho Bank, Ltd. (to present)
June 2022 Outside Director of the Bank (to present)

Audit & Supervisory Board Members



Standing Audit & Supervisory Board Member
Kazuhiro Hieda

May 1984 Joined the Bank
June 2018 General Manager of Risk Management Division
June 2020 Audit & Supervisory Board Member (to present)



Standing Audit & Supervisory Board Member
Shinichi Oike

May 1987 Joined the Bank
June 2018 General Manager of Auditing Division
June 2022 Audit & Supervisory Board Member (to present)



Outside Audit & Supervisory Board Member
Isao Ono

Apr. 1968 Joined Hitachi, Ltd.
Jan. 2000 General Manager of Finance and Distribution System Group, CEO
June 2002 Senior Managing Director, General Manager of Information & Telecommunications System Business and CEO
Apr. 2004 Representative Executive Officer, Executive Vice President and Executive Officer
Apr. 2006 Special Advisor
June 2006 Representative Executive Officer, President and CEO of Hitachi Software Engineering Co., Ltd. (now Hitachi Solutions, Ltd.)
June 2006 Outside Audit & Supervisory Board Member of the Bank
Apr. 2010 Chairman of the Board of Hitachi Software Engineering Co., Ltd.
June 2010 Director of Hitachi, Ltd.
Oct. 2010 Director, Chairman of the Board of Hitachi Solutions, Ltd.
Apr. 2012 Chairman Emeritus of Hitachi Solutions, Ltd.
Apr. 2014 Honorary Chairman Emeritus of Hitachi Solutions, Ltd. (to present)
June 2014 Outside Audit & Supervisory Board Member of NSD Co., Ltd.
June 2014 Outside Audit & Supervisory Board Member of the Bank (to present)



Outside Audit & Supervisory Board Member
Tsutomu Hanada

Apr. 1966 Joined Keisei Electric Railway Co., Ltd.
July 1993 General Manager of Transportation Department, Railway Headquarters
June 1998 Director, Deputy General Manager of Railway Headquarters
June 2000 Managing Director
June 2002 Outside Director of Shin-Keisei Electric Railway Co., Ltd.
June 2002 Representative Director, Senior Managing Director of Keisei Electric Railway Co., Ltd.
June 2004 Representative Director and President
June 2005 External Director of Oriental Land Co., Ltd. (to present)
June 2011 Representative Director and Chairman of the Board of Keisei Electric Railway Co., Ltd.
June 2015 Adviser (to present)
June 2018 Outside Audit & Supervisory Board Member of the Bank (to present)



Outside Audit & Supervisory Board Member
Jun-ichi Iwahara

Sept. 1969 Joined Miyasaka Certified Accountant Office
Apr. 1970 Joined Daiichi Audit Firm (now Ernst & Young ShinNihon LLC)
Apr. 1973 Registered as Certified Public Accountant
Jan. 1988 Partner of Century Audit Corporation (now Ernst & Young ShinNihon LLC)
July 2011 Established Iwahara Certified Accountant Office
June 2020 Outside Audit & Supervisory Board Member of the Bank (to present)

Executive Officers

Managing Executive Officer
Tomoyuki Kunii
Executive Officer
Seiichiro Matsuki

Managing Executive Officer
Go Fujita
Executive Officer
Shiro Yamazaki

Executive Officer
Minoru Yoshida
Executive Officer
Takashi Kitami

Executive Officer
Yasuhiko Suba
Executive Officer
Takao Miyama

Executive Officer
Hideaki Ushikawa
Executive Officer
Akira Sasagawa

Executive Officer
Satoko Watanabe

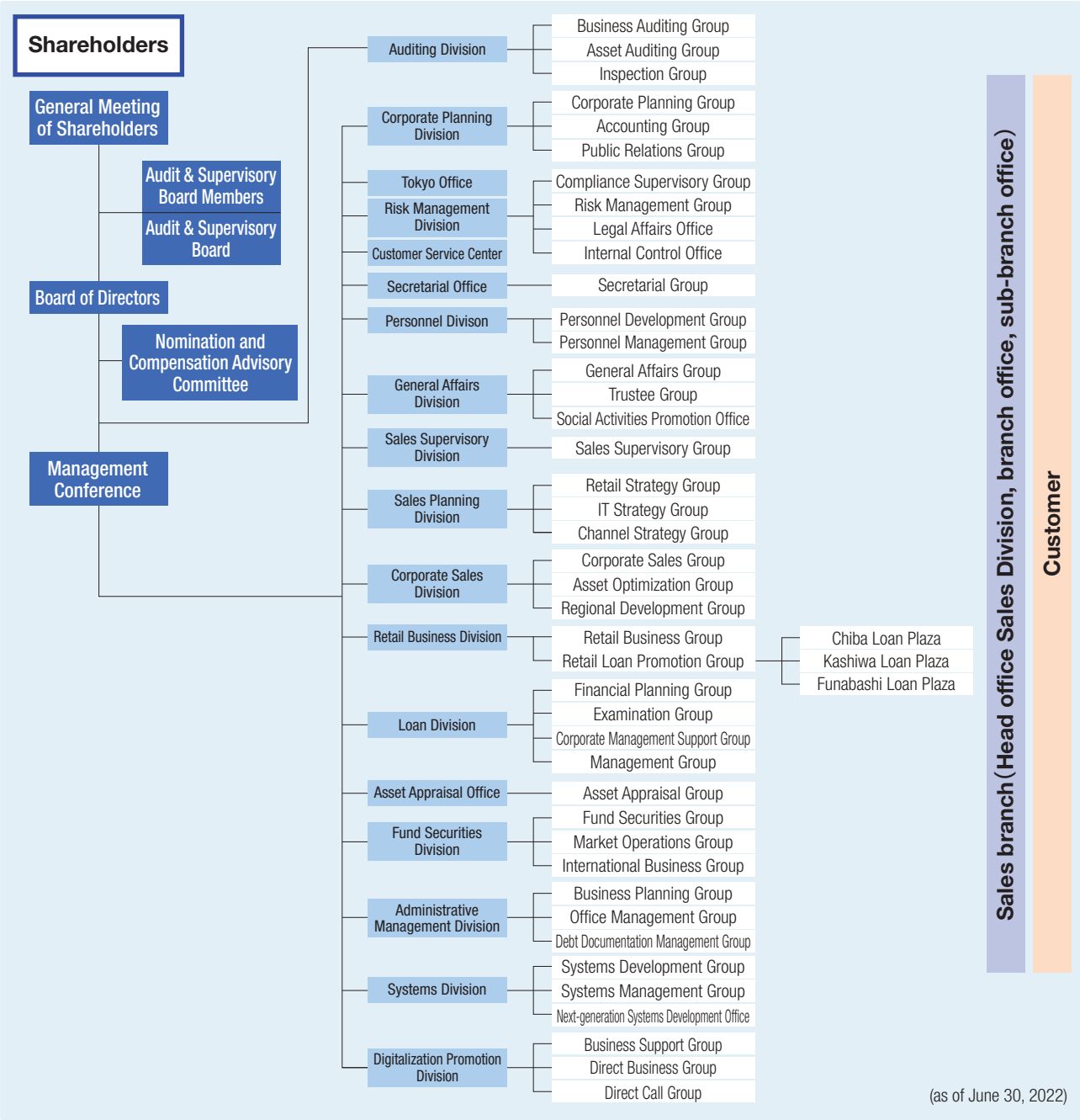
Corporate Data

Overview of the Keiyo Bank

Name	The Keiyo Bank, Ltd.	Deposits	JPY5,145.9 billion
Date of foundation	March 31, 1943	Loans and bills discounted	JPY3,898.7 billion
Head office	11-11, Fujimi 1-chome, Chuo-ku, Chiba City, Chiba, Japan	Total assets	JPY6,897.5 billion
Chibaminato Headquarters	5-45 Chiba-minato, Chuo-ku, Chiba City, Chiba, Japan	Share capital	JPY49.7 billion
		Capital adequacy ratio (Based on standards for a domestically-operating bank)	Non-consolidated 11.15 % Consolidated 11.17 %

(as of March 31, 2022)

Organizational Chart



Business operations

Item	Description	
Deposit services	Deposits	We offer current deposits, ordinary deposits, ordinary deposits for settlement, savings deposits, deposits at notice, time deposits, separate deposits, tax payment reserve deposits, and foreign currency deposits, etc.
	Negotiable certificates of deposit	We offer negotiable fixed time deposits.
Lending business services	Loans	We offer loans on bills, loans on deeds, and overdrafts.
	Bill discounting	We handle discounting of bank acceptance drafts, commercial paper, and documentary drafts.
Trading account securities	We are engaged in the trading of government bonds and other public bonds.	
Securities investment services	We invest in government bonds, municipal bonds, corporate bonds, equities and other securities to provide for the payment of deposits and for fund management.	
Domestic exchange services	We handle remittance exchange, current account transfers, and payment collections, etc.	
Foreign exchange services	We provide various services related to exports, imports, foreign remittances, and various other foreign exchange services.	
Bonds and other fiduciary services	We engage in operations related to bond fiduciary services, consignment of government bond offerings, and other services.	
Defined contribution pension plan services	As an operation and management institution, we select and present investment products and provide information, etc.	
Ancillary business operations	Agency business operations	(1) Acting branch of the Bank of Japan, Revenue agency for the Bank of Japan (2) Public funds handling services for local governments (3) Agency services for the Organization for Workers Retirement Allowance Mutual Aid, etc. (4) Agency for receiving payments for shares and payment of stock dividends, as well as principal and interest on government and corporate bonds (5) Loan services on behalf of the Japan Housing Finance Agency, etc. (6) Trust agency services (7) Insurance agency services
	Secure custody and safe-deposit box services	
	Lending of securities	
	Debt guarantee (payment acceptance)	
	Underwriting of government bonds	
	Over-the-counter sales of government bonds and other public bonds and investment trusts	
	Handling of commercial paper, etc.	
	Financial product brokerage services	

Employees

	FY2019	FY2020	FY2021
Employees	1,984	1,997	1,965
Average age	38 years, 8 months	38 years, 9 months	39 years, 1 month
Average length of employment	16 years, 7 months	16 years, 7 months	16 years, 10 months
Average monthly salary	JPY384,634	JPY384,741	JPY392,226

Notes: 1. The average monthly salary is the regular salary in March including tax (including overtime allowance) and does not include bonuses.
2. The number of employees does not include the following temporary and casual employees.

Temporary and casual employees	1,083	1,040	978
--------------------------------	-------	-------	-----

(As of March 31 of each fiscal year)

Group company

Company name	Location	Primary business	Date of foundation	Share capital	*1 Ratio of voting rights held by the Bank	*2 Ratio of voting rights held by subsidiaries
Keiyo Bank Capital & Consulting Co., Ltd.	5-45 Chiba-minato, Chuo-ku, Chiba City, Chiba, Japan	Fund management, M&A and consulting services	April 1, 2019	JPY50 million	100%	—
Keiyo Bank Card Co., Ltd.	2-6, Honcho 3-chome, Chuo-ku, Chiba City, Chiba, Japan	Credit card services, money lending and credit guarantee services, etc.	January 13, 1989	JPY50 million	5%	35%
Keiyo Bank Guarantee Service Co., Ltd.	11-11, Fujimi 1-chome, Chuo-ku, Chiba City, Chiba, Japan	Guarantee services for personal loans, mainly mortgage loans, and research services for real estate	March 16, 1998	JPY30 million	5%	38%

*1. The ratio of the Banks' voting rights is the ratio of the voting rights of the relevant subsidiary held by our Bank to the voting rights of all shareholders. (as of June 30, 2022)
*2. The ratio of subsidiary voting rights is the ratio of the voting rights of the specified subsidiary that are held by subsidiaries other than the specified subsidiary to the voting rights of all shareholders.

Consolidated Balance Sheets

(Unaudited)

	Unit: JPY million		Unit: Thousands of U.S. dollars *Note
	FY2020	FY2021	FY2021
Assets			
Cash and due from banks	¥ 514,412	¥ 1,722,133	\$ 14,070,863
Call loans and bills bought	—	1,529	12,492
Trading securities	3,656	3,406	27,829
Money held in trust	2,954	3,007	24,569
Securities	1,047,334	1,154,419	9,432,298
Loans and bills discounted	3,875,818	3,898,801	31,855,551
Foreign exchanges	7,739	11,963	97,744
Other assets	41,022	42,951	350,935
Tangible fixed assets	59,477	58,122	474,891
Buildings, net	23,642	22,568	184,394
Land	30,806	30,762	251,344
Construction in progress	583	375	3,064
Other tangible fixed assets	4,444	4,416	36,081
Intangible fixed assets	7,886	11,453	93,577
Software	2,160	2,288	18,694
Software in progress	5,557	8,996	73,502
Other intangible fixed assets	168	168	1,372
Retirement benefit asset	1,970	2,147	17,542
Deferred tax assets	3,197	6,664	54,448
Customers' liabilities for acceptances and guarantees	3,203	2,997	24,487
Allowance for loan losses	(15,643)	(16,382)	(133,850)
Total assets	5,553,028	6,903,217	56,403,439
Liabilities			
Deposits	¥ 4,926,199	¥ 5,141,976	\$ 42,013,040
Negotiable certificates of deposit	85,874	58,602	478,813
Cash collateral received for securities lent	—	462,219	3,776,607
Borrowed money	216,600	921,100	7,525,941
Foreign exchanges	165	143	1,168
Other liabilities	14,569	11,565	94,493
Provision for bonuses	1,314	1,330	10,866
Provision for bonuses for directors (and other officers)	60	70	571
Retirement benefit liability	284	240	1,960
Provision for retirement benefits for directors (and other officers)	5	6	49
Provision for share awards	—	284	2,320
Provision for loss on interest repayment	2	1	8
Provision for reimbursement of deposits	589	461	3,766
Provision for contingent loss	1,023	1,087	8,881
Deferred tax liabilities	515	575	4,698
Deferred tax liabilities for land revaluation	4,570	4,570	37,339
Acceptances and guarantees	3,203	2,997	24,487
Total liabilities	5,254,977	6,607,233	53,985,072
Net assets			
Share capital	¥ 49,759	¥ 49,759	\$ 406,561
Capital surplus	39,704	39,704	324,405
Retained earnings	177,123	183,058	1,495,694
Treasury shares	(8,301)	(7,315)	(59,768)
Total shareholders' equity	258,286	265,208	2,166,909
Valuation difference on available-for-sale securities	27,015	18,576	151,777
Revaluation reserve for land	7,040	7,040	57,521
Remeasurements of defined benefit plans	451	(49)	(400)
Total accumulated other comprehensive income	34,507	25,567	208,897
Share acquisition rights	312	—	—
Non-controlling interests	4,944	5,208	42,552
Total net assets	298,051	295,983	2,418,359
Total liabilities and net assets	5,553,028	6,903,217	56,403,439

Summary of Performance Results (consolidated)

	Unit: JPY million		Unit: Thousands of U.S. dollars *Note
	FY2020	FY2021	FY2021
Trends in key indexes			
Ordinary income	¥ 62,957	¥ 65,745	\$ 537,176
Ordinary profit	11,987	16,210	132,445
Profit attributable to owners of parent	7,383	11,185	91,388
Comprehensive income	18,026	2,513	20,532
Total net assets	298,051	295,983	2,418,359
Total assets	5,553,028	6,903,217	56,403,439
Capital adequacy ratio (Based on standards for a domestically-operating bank)	11.29%	11.17%	—

*Note: U.S.dollar amounts are shown solely for the purpose of convenience and calculated at the conversion rate of JPY122.39 to USD1.00, the exchange rate prevailing on March 31, 2022.

Consolidated Statements of Income and Consolidated Statements of Comprehensive Income

(Unaudited)

	Unit: JPY million		Unit: Thousands of U.S. dollars *Note
	FY2020	FY2021	FY2021
Consolidated Statement of Income			
Ordinary income	¥ 62,957	¥ 65,745	\$ 537,176
Interest income	47,810	48,966	400,081
Interest on loans and discounts	36,097	35,568	290,612
Interest and dividends on securities	11,151	11,342	92,671
Interest on call loans and bills bought	(3)	1	8
Interest on deposits with banks	564	2,053	16,774
Other interest income	0	0	0
Fees and commissions	11,648	13,552	110,728
Other ordinary income	988	754	6,160
Other income	2,510	2,472	20,197
Recoveries of written off receivables	2	1	8
Other	2,508	2,470	20,181
Ordinary expenses	¥ 50,970	¥ 49,535	\$ 404,730
Interest expenses	753	629	5,139
Interest on deposits	323	216	1,764
Interest on negotiable certificates of deposit	2	2	16
Interest on call money and bills sold	(5)	(40)	(326)
Interest expenses on cash collateral received for securities lent	433	451	3,684
Interest on borrowings and rediscounts	0	0	0
Fees and commissions payments	4,377	4,506	36,816
Other ordinary expenses	2,201	3,844	31,407
General and administrative expenses	36,647	35,533	290,326
Other expenses	6,991	5,020	41,016
Provision of allowance for loan losses	4,173	2,770	22,632
Other	2,817	2,250	18,383
Ordinary profit	¥ 11,987	¥ 16,210	\$ 132,445
Extraordinary income	95	336	2,745
Gain on disposal of non-current assets	95	18	147
Gain on reversal of share acquisition rights	—	317	2,590
Extraordinary losses	1,217	400	3,268
Loss on disposal of non-current assets	229	178	1,454
Impairment loss	987	8	65
Provision for share awards	—	214	1,748
Profit before income taxes	¥ 10,866	¥ 16,145	\$ 131,914
Income taxes - current	4,124	4,323	35,321
Income taxes - deferred	(878)	460	3,758
Total income taxes	¥ 3,246	¥ 4,783	\$ 39,080
Profit	¥ 7,620	¥ 11,361	\$ 92,826
Profit attributable to non-controlling interests	¥ 236	¥ 176	\$ 1,438
Profit attributable to owners of parent	¥ 7,383	¥ 11,185	\$ 91,388
Consolidated Statements of Comprehensive Income			
Profit	¥ 7,620	¥ 11,361	\$ 92,826
Other comprehensive income	10,406	(8,847)	(72,285)
Valuation difference on available-for-sale securities	7,198	(8,340)	(68,142)
Remeasurements of defined benefit plans, net of tax	3,207	(507)	(4,142)
Comprehensive income	18,026	2,513	20,532
Comprehensive income attributable to:			
Owners of parent	17,529	2,245	18,343
Non-controlling interests	497	268	2,189

*Note: U.S.dollar amounts are shown solely for the purpose of convenience and calculated at the conversion rate of JPY122.39 to USD1.00, the exchange rate prevailing on March 31, 2022.

The Keiyo Bank, Ltd.


Corporate Planning Division

5-45, Chiba-Minato, Chuo-Ku, Chiba City, Chiba 260-0026, Japan

Phone: +81 43 3062121

URL: <https://www.keiyobank.co.jp>

SWIFT Code: KEIB JP JT

An abstract graphic at the bottom of the page consisting of overlapping, curved shapes in various shades of blue and teal, creating a sense of movement and depth.