

# Provision of High-quality, Customer-oriented Financial Services

## Basic Stance

Japan Post Bank aims to become "the most accessible and trustworthy bank in Japan," guided by the needs and expectations of our customers. We aspire to provide "reliable and thorough" financial services "safely and securely" to anyone and everyone throughout Japan.

## Japan Post Group's "Commitments to Regain Customers' Trust"

Having been involved in the improper solicitation of Japan Post Insurance products, Japan Post Group will thoroughly enforce measures to prevent any possible malpractice in the future. To publicly acknowledge our determination to reestablish ourselves as a genuinely customer-oriented corporate group, we have formulated "Commitments to Regain Customers' Trust," and all employees of Japan Post Group will act on these Commitments to regain trust from our customers.

### "Commitments to Regain Customers' Trust"

#### Company we commit to becoming

- We commit to becoming a trusted company that gives individual customers utmost cares, satisfaction, and peace of mind.

#### Actions we commit to taking

- We will ensure that we are always customer-oriented in our business operations and will perform our work with the utmost care to deliver customer satisfaction.
- We will carefully listen to our customers and reflect their feedback to make improvements in our services.
- We will enhance our employees' expertise and provide our customers with accurate, clear explanations of our products and services.
- We will comply with laws and rules to provide our customers with reliable, high-quality services.
- We will offer products and services that can please customers and meet their needs.

#### Related Information

[Japan Post Group "Commitments to Regain Customers' Trust"](#)

## Customer-oriented Business Operations

In order to actively respond to the diverse needs of our customers through services such as asset building support and our existing deposit and remittance services, Japan Post Bank adopted the "Principles for Customer-oriented Business Conduct" that were announced by the Financial Service Agency of Japan in March 2017, and in June of the same year we established our "Basic Policy for Fiduciary Duties." We also disclose details of our initiatives concerning our customer-oriented business operations and the status of these initiatives on our website.

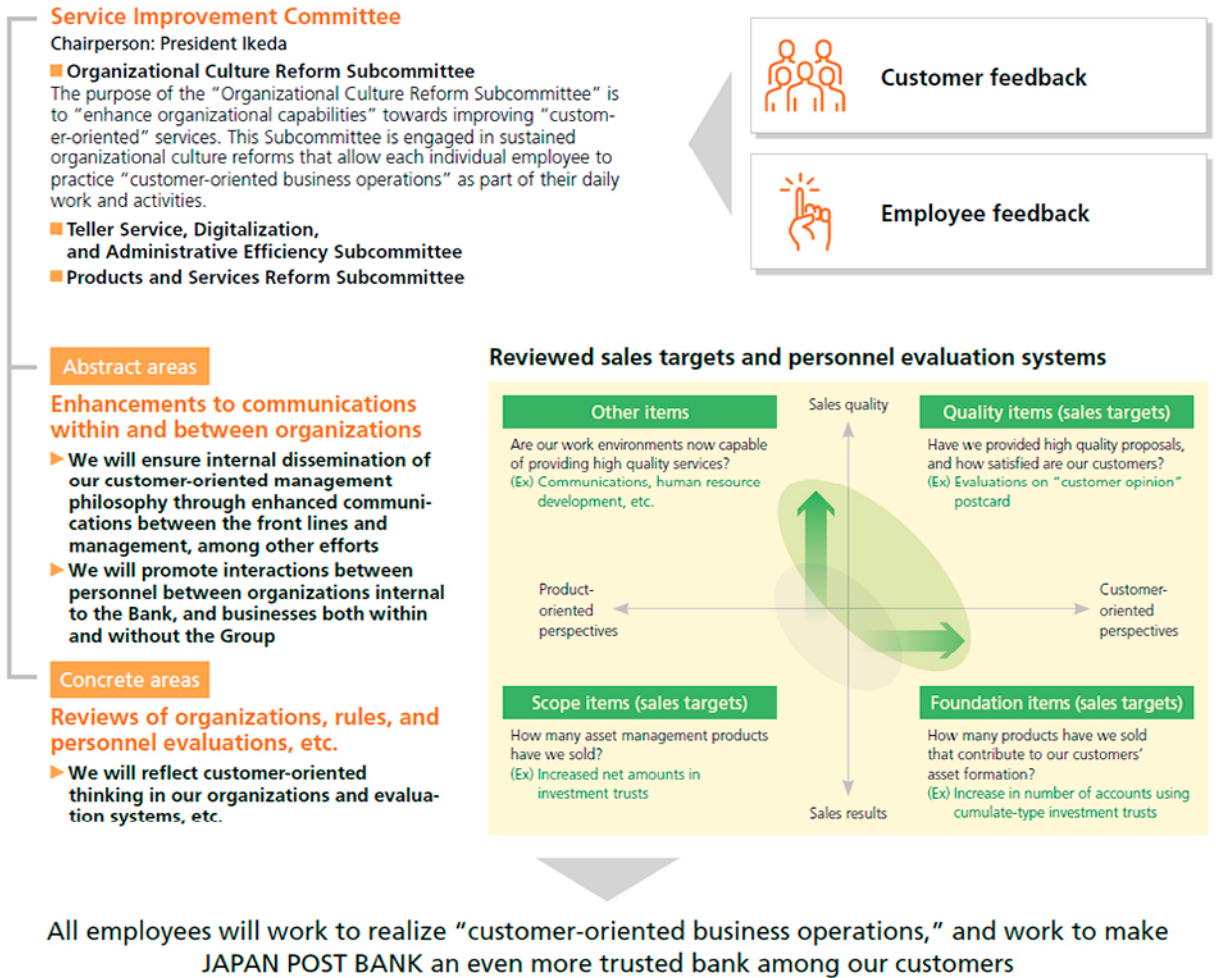
#### Related Information

- ▶ [Basic Policy for Fiduciary Duties](#)

## ■ Establishment of Service Improvement Committee

For the purpose of better promoting and putting into practice customer-oriented business operations, we have established a Service Improvement Committee—a specialized committee chaired by the President and Representative Executive Officer. Utilizing the feedback of our customers and employees, management will work to improve and enhance our products and services.

### Overview



### Related Information

- ▶ [Framework for applying customer opinions within business activities](#)

## Provision of High-quality, Customer-oriented Financial Services

### Support of asset building

Based on customer-oriented business operations, the bank is providing optimized services to our customers through "Face-to-face channels," where customers can consult with their usual staff members, as well as simple, convenient, and low-cost "Digital channels."

Along with organizing our asset-management product line-up in our face-to-face channels into products suitable for Japan Post Bank's customer base, we will mainly promote cumulative-type investments to our beginner-level investment customers. Also, through actions such as implementing and expanding an online consultation function and the development of asset management consulting, we are striving to deliver life plans and consulting that closely centers on our customers.

In the digital channels, we are expanding our website and app-based services and maintaining an asset management platform that anyone can easily use under competitive fee levels.

### Holding seminars

In order to answer the diverse needs of our customers, we are holding seminars helpful for understanding market trends and improving knowledge regarding finance and investing. We have opened online seminars that can be participated in from home, so that we can continue to provide information despite the challenges of COVID-19. Also, from September 2020, we made it possible to make individual consultation bookings for services such as asset management via our website at any time.

### Expanding digital services that a wide range of customers can readily use

While putting safety and security foremost, we will expand digital services that all customers can easily use by taking advantage of our nationwide post office network. Furthermore, we are advancing the development an open, "Co-creation Platform" that actively utilizes our customer base and provides optimized services through collaborations with various business operators. Specifically, we are strengthening security measures such as the identity verification functions for our digital services, and we are working to constantly improve our user interface and experience (UI/UX) through measures such as expanding the functionality of the Yucho Bankbook App and the development of our Household Finance Consultation App. Also, through maintaining our nationwide post office network, we are guiding customers toward channels optimized for them and providing accessible digital service support.

Going forward, we will strive to increase our customer base in the digital domain and expand digital services which can be used safely and conveniently by many customers. We will achieve this through focusing on the Yucho Bankbook App and by utilizing the largest banking customer base established in Japan.

### Development of new services that heighten convenience

We are engaging in the development of new services that will provide long-term support for the lives of our customers and create greater convenience for them.

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## ■ Support for foreign customers

In January 2017, we introduced compact ATMs with functions such as support for 16 languages\*<sup>1</sup>, and they are being installed nationwide in places including FamilyMart.

We have also created a service on our website that allows customers, before actually coming to the service desk, to use their own PC to prepare documents such as application forms required for procedures when opening a bank account. The service supports 16 languages, allowing customers without strong Japanese to easily use it.

\*1: Limited to withdrawals for cards issued abroad.

## ■ Developing human resources to support our services

We are enhancing our customer services so that a wider range of customers can use Japan Post Bank. Through actions such as the training of CS (customer satisfaction) promotion leaders, training with external instructors, and watching DVDs for learning purposes, we are striving to increase our customer service skills.

We are also examining our efforts through regular reviews of our service skills by external experts, and we are applying their feedback in our improvement process. Furthermore, we are encouraging employees to participate in dementia-supporter-training, having endorsed initiatives for supporting people with dementia based on The New Orange Plan (a plan for the promotion of strategies to help dementia) established by the Ministry of Health, Labour and Welfare, in collaboration with concerned government ministries. By the fiscal year ended March 31, 2021, 15,830 employees had participated in the training.

## ■ Products to support customers

We are providing products and services to support our customers such as the Retirement Pension Delivery Service,\*<sup>2</sup> and New Welfare Time Deposits.\*<sup>3</sup>

\*2: A service where staff home-deliver pension payments each payment month for customers, such as the elderly living on their own, who have difficulty in coming to a Japan Post Bank branch or a post office to receive their payments.

\*3: With this service, we offer a one-year time deposit up to ¥3 million with preferential interest rates for recipients of certain pensions and allowances, such as the disability basic pension, the basic pension for surviving family, and child-rearing allowances, which are given to people with disabilities or surviving family members.

### Related Information

- ▶ [Universal Services](#)
- ▶ [Conducting Customer Satisfaction Surveys](#)

# Basic Policy for Fiduciary Duties

We at Japan Post Bank aim to become the most accessible and trustworthy bank in Japan guided by the needs and expectations of our customers. With this as our management philosophy, we offer financial services to a wide range of customers through a nationwide network centered on Japan's approximately 24,000 post offices.

In addition to our long-standing services in savings and money transfer, we aim to respond actively to a wide range of customer needs, among other things by providing support for asset building. Accordingly, in March 2017, we adopted the Principles for Customer-Oriented Business Conduct published by the Financial Services Agency and in June of the same year we established our Basic Policy on Fiduciary Duties.

Furthermore, to ensure customer-oriented business operations in line with the new Principles for Customer-Oriented Business Conduct revised by the Financial Services Agency in January 2021, we have updated our Basic Policy on Fiduciary Duties and the details of our initiatives concerning our customer-oriented business operations. We take careful note of comments received from customers, and thoroughly engage in customer-oriented business operations even further to become a truly trustworthy company.

In line with this Basic Policy, our management team exercises leadership, striving for continuous improvement and innovation of our products and services as part of our contribution to stable asset building for customers and sustainable economic growth.

## 1. Establishing a corporate culture focusing on customer-oriented business operations

- Our management philosophy commits us to innovating in our management and business operations in response to requests from customers and changes in the business environment, pursuing customer-oriented financial instruments and services, and increasing our specialist capabilities so as to provide services that meet the expectations of our customers. We will work to firmly implant this approach as our corporate culture and engage in initiatives to put it into practice.
- In collaboration with our business partner Japan Post Co., Ltd., we will engage in customer-oriented business operations for increased customer satisfaction.

## 2. Developing/Provision of High-quality, Customer-oriented Financial Services

- We will respond to a wide range of customer needs by working to improve the convenience of the services we provide through a network centered on approximately 24,000 post offices nationwide and our ATM network of approximately 30,000 outlets.
- As a financial institution rooted in local communities, we will work to enhance our services and facilities so that they can be used with confidence and convenience by all customers, including those who are elderly or have physical disabilities.
- Based on customer comments received by our nationwide sales offices and the Call Center, we will seek to improve and innovate in our products and services.
- In particular in the field of asset management products, we will seek to enhance our product range so that customers can select appropriate products that match their level of knowledge, experience, asset status, and purpose of purchase.

### 3. Providing customer-oriented information and consulting services

- We will offer products and services likely to benefit the interests of customers in view of their level of knowledge, needs, investment experience and other factors. In addition, before customers use our products and services, we will ensure they have a proper understanding by giving them an adequate explanation of the associated risks and other aspects.
- In particular in the field of asset management products, to assist customers with investment decisions and product selection, we will provide clear information for each product or service on the associated fees and other data and give careful relevant explanations.
- When necessary, such as when there are major changes in the asset management environment, we will provide information on market conditions, product management status, and other factors to assist customers with investment decisions as part of a timely and dedicated follow-up service.
- We will respond to diverse customer needs in asset management and other areas by providing materials, arranging seminars, and providing other support to help them improve their knowledge of finance and investment and understand market trends.

### 4. Improving the system for managing conflict of interest

- To ensure that the customer interest is not exposed to unfair prejudice, we will ensure comprehensive management of conflicts of interest relating to customer transactions.

### 5. Fostering human resources/performance evaluations

- To provide accurate consulting and reliable office services in response to diverse customer needs in asset management and other areas, we will foster staff equipped with the specialist knowledge to enable them to carry out their duties appropriately.
- So that each individual employee acts with the customer as the foremost priority, we will include efforts to improve customer service and similar considerations in our evaluation of employee performance.

### 6. Status update

- We will regularly assess the status of activities based on this policy and publish the results.
- In order to deliver high-quality products and services responsive to customer comments and changing market environments, this policy will be reviewed every year.

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# Universal Services

## Basic Stance

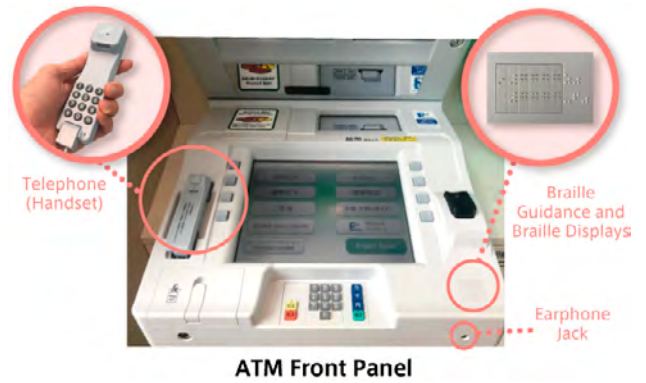
Japan Post Bank strives to create branches with facilities that can be used securely by all customers, continuing its efforts to provide greater convenience for customers with disabilities.

## Secure Facilities and Services

### ATMs with Support for Visually Impaired Customers

The Bank provides ATMs with voice guidance and braille support for visually impaired customers.

- **ATM Telephone (Handset):** Customers use the handset's keypad and receive operating instructions through voice guidance.
- **Braille and Braille Guidance Displays:** In addition to having braille to indicate bankbook and card insertion slots, as well as operating buttons, ATMs are equipped with small protruding braille displays that show important information such as transaction amounts.
- **Earphone Jack:** Customers can use their own headphones via the earphone jack to listen to more detailed voice guidance on information such as transaction amounts.



### ATM Screen Design

In January 2017, the Color Universal Design\* concept was adopted to create an ATM screen design that can be easily seen by many customers.

\*: A design adopting colors so that as many people as possible can easily see it, regardless of individual differences in color perception.



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## ■ Support Tools for Physically Challenged Customers

So that all customers can use our facilities with ease, we have placed support tools for physically challenged customers such as ramps that eliminate steps, as well as handrail support and brail walkway blocks at the entrances of our branches. Inside the branches we provide crane holders and wheelchairs, and writing surfaces that can be used while seated. At our counters, “Ear Mark” symbols for the hearing impaired are displayed where writing devices are located, and we are assisting customers through writing communication.



Crane holders



Wheelchairs



Ramps



Sign for hearing loss



Writing devices

## ■ Braille Cash Card Support

We issue bankbooks, deeds, and cash cards with braille. We also provide various notifications with braille characters such as those for ordinary deposits, TEIGAKU (fixed-amount) deposits, and time deposits.

## ■ Signing and Stamping on Someone’s Behalf

For customers who have difficulty with signing or stamping, the Bank permits a representative such as a family member visiting the branch with them to act on their behalf.

## ■ Improving Website Accessibility

To improve web accessibility, we have made Japan Post Bank website compliant with Level A of the Japanese Industrial Standards “Guidelines for older persons and persons with disabilities—Information and communications equipment, software and services—Part 3: Web content (JIS X8341- 3:2010).”

## ■ Discounted Transfer Fees at the Counter

By presenting their physical disability certificate when using transfer services at teller windows, visually impaired customers are entitled to a discounted counter fee, equivalent to the ATM rate. Note that this is limited to transfers in the customer’s name, at branches with ATM facilities.



## Service Overview

<b>Target</b>	Visually impaired customers who hold physical disability certificates. note: The discount is applied regardless of the level of disability. note: Transfers requested by representatives are excluded.
<b>Eligible Services</b>	Ordinary in-payment (including forms bearing the Pay-easy logo) note: Ordinary in-payment by check are excluded. Telegraphic transfer (between Japan Post Bank accounts) note: Excludes transfers related to customers who are non-Japanese residents under the Foreign Exchange and Foreign Exchange Act Bank transfer (to an account at a different financial institution) note: Excludes transfers related to customers who are non-Japanese residents under the Foreign Exchange and Foreign Exchange Act
<b>Participating Branches</b>	Japan Post Bank branches and post offices throughout Japan. note: Limited to branches with ATMs (branches without payment ATMs can only perform telegraphic transfers or bank transfers, as they do not handle ordinary in-payments). note: Simple post offices (kan'i yuubinkyoku) do not perform bank transfers; only ordinary in-payments and telegraphic transfers are possible.

### ■ Telephone relay service

The telephone relay service is a service in which a sign language interpreter operator facilitates the communication of those with hearing or speech disabilities by translating sign language or text into speech.

In line with the launch of the service as public infrastructure, Japan Post Bank has adopted the telephone relay service to help customers with hearing disabilities follow various procedures, etc.

Procedures, etc., covered by the service

The service covers the following procedures and inquiries over the phone.

- (1) Reporting the loss or theft of a card, passbook, etc.
- (2) Procedures, inquiries, etc., regarding our products and services
- (3) Phone calls from Japan Post Bank to customers regarding transactions, etc.

Points to note

- Please submit your phone number for the telephone relay service in advance.
- Depending on the procedure or inquiry, we may have to confirm your identity.
- Requests for procedures involving customer information (except for reporting the loss or theft of a card, passbook, etc.) will be made only through the Nippon Foundation Telecommunication Relay Service (only in Japanese).
- If it is not appropriate to handle your procedure or inquiry through the operator, for example, because it involves specialist knowledge, we may ask you to communicate via other means, such as in writing.

### ■ Consultation Service for Customers with Disabilities

The Bank has created a consultation service that can be accessed via an online form for customers who are unable to use telephones due to disabilities, such as customers with hearing and speech impediments.

# Customer Protection

## Customer Protection

The Bank has taken measures to protect customers so that that they are able to use our services securely.

### ■ Providing Customer-oriented Information and Consulting Services

In 2019, the Bank announced that a violation of its internal rules took place involving negligence in obtaining administrative approval for "pre-solicitation" in regard to the sale of investment trusts to elderly customers over seventy years of age. In response to the incident, we have reestablished our focus on being a customer-oriented business and are continuing to implement initiatives that allow our customers to use our services more securely.

#### Related Information

[Results of internal survey on the improper handling of investment trusts and future response \(Japanese version only\)](#) 

[Results of response to improper handling of investment trusts \(Japanese version only\)](#) 

#### Employee Training

We view ensuring customer-oriented business operations and compliance (such as observing laws and regulations) as an important management issue and we are conducting compliance training for all employees.

In FY2021/3, we strengthened our training for customer satisfaction (CS) aimed at our elderly customers. Specifically, we carried out training on how to provide service for elderly customers for our CS Promotion Leaders working at each of our branches. We also outlined points on providing customer service to the elderly for employees such as those who will become financial consultants.

Explanations on the purpose of rules concerning investment trusts for the elderly were also added to our various types of training for employees responsible for the sale of these services, and we expanded the contents of the training. To ensure proper conduct, we also implemented methods such as training via e-learning about the appropriate sale of investment trusts.

#### Expansion of customer sales tools

In FY2021/3, we revised the contents of our pamphlet for elderly customers so that they could more securely purchase asset management products.

Specifically, in addition to amending the pamphlet's information so that elderly customers could better understand the necessity of asset management, we made changes to the design such as enlarging characters so that they could be more easily visible for elderly customers.



### Implementation of follow-up services

Since FY2020/3, JAPAN POST BANK and Post Office employees have continued to provide follow up services for all elderly customers using investment trusts.

### Introduction of Senior Life Advisors

To provide high-quality and courteous service to our elderly customers, we are trialing the placement of "Senior Life Advisors" at some of our direct branches, and considering the expansion of the initiative in the future.

### Reviewed sales targets and personnel evaluation systems

In order to advance customer-oriented sales, in FY2022/3 we thoroughly revised sales targets and personnel evaluation systems so that they would place greater emphasis on "sales quality" over "sales results," and "customer-oriented perspectives" over "product-oriented perspectives."

### Reviewed sales targets and personnel evaluation systems



### Strengthening customer-oriented business operations

To thoroughly implement customer-oriented business operations, in FY2020/3 we formed the Service Improvement Committee, chaired by the President and Representative Executive Officer. Furthermore, in FY2021/3 we organized a management system for customer service by establishing the Customer Satisfaction Department, which is responsible for the centralized reception of customer complaints and inquiries.

### Related Information

- ▶ [Provision of High-quality, Customer-oriented Financial Services: "Establishment of Service Improvement Committee"](#)

### Privacy Protection Measures

Having recognized that protecting personal data, including specific personal information and Individual Numbers is vital to offering services that can achieve a high degree of customer satisfaction, the Bank has established a privacy policy and conducts business operations based on this policy.

We have also put in place regulations for the protection of personal information and formed an appropriate management system, conducting regular training sessions for all employees on protecting personal information.

### Related Information

- ▶ [Privacy Policy](#)

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## ■ Security for Cashless Payment Services

### Responses to the fraudulent use of cashless payment services

In September 2020, the Bank announced the occurrence of incidents involving financial damage caused by the fraudulent use of its immediate transfer services and "mijica," which are part of the Bank's cashless payment services.

In regard to the immediate transfer services, an unauthorized third party opened a payment service account and linked it with a number of customers' bank accounts to perform illegal transfers.

In regard to mijica, a third party logged into the mijica members' online accounts without authorization and illegally transferred funds to their own mijica card from the customers' mijica cards.

The below measures have been taken in regard to the incidents.

### Responses to the fraudulent use of immediate transfer services

- Suspension of immediate transfer services to some payment service providers.
- Notifications for transaction confirmations and other such actions have been provided to approx. 5.5 million customers with accounts registered with payment service providers.
- Introduction of a two-factor authentication system for when registering bank accounts with payment service providers.
- All customers who have incurred financial damage have received full compensation.

### Responses to the fraudulent use of mijica cards

- Money transfer functions for all mijica cards (Visa debit / prepaid card), as well as new registrations and the use of the member website and smartphone apps have been suspended.
- Warning notifications were sent to all mijica members.
- Screening has been conducted for all transfers between members.
- All customers who have incurred financial damage have received full compensation.

### Security Review Task Force

In light of fraudulent transactions occurring in cashless payment services, the Security Review Task Force was established in FY2021/3, under the direct supervision of the President and Representative Executive Officer. The task force performed in-depth security reviews that included cashless payment services that the Bank provides other than immediate transfer services and mijica.

#### Scope of Review

- Yucho Pay
- Immediate transfer services and interactive immediate transfer services.
- mijica
- JP BANK CARD (credit card)

#### Enhanced security measures for immediate transfer services implemented by the Security Review Task Force

- Establishment of a monitoring system for account registration and transfers.
- Notification letters or text messages are sent to customers following the completion of their account registration.
- Introduction of a two-factor authentication system (IVR authentication) for payment service providers.
- In the event that letters requesting confirmation of fraudulent transactions fail to deliver due to reasons such as unknown addresses, account registrations are temporarily revoked.

#### Related Information

[Report by the Security Review Task Force for cashless payment services \(Japanese version only\)](#) 

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### Reopening services

For its immediate transfer services, the Bank has complied with the required items established by the Security Review Task Force and has implemented enhanced security measures. It has also completed compliance with the guidelines of the Japanese Bankers Association and the Japan Payment Service Association. Since January 2021, the Bank has gradually reopened services to payment service providers whose completion of the compliance required by the guidelines of the Japanese Bankers Association and the Japan Payment Service Association has been confirmed by the Bank.


We terminated the mijica service on July 31, 2022, following the commencement of Japan Post Bank Debit, our new Visa debit card, in May 2022.

### Governance Review and the Establishment of Governance Systems

The Audit Committee has reviewed and made recommendations on the establishment and operation status of the governance systems related to the fraudulent use of cashless payment services, which was announced in September 2020. In addition, the JP Reform Execution Committee, which has been established by the four companies of the Japan Post Group and is comprised of external experts, has released results from reviews concerning the Bank's governance and has made proposals for improvements to help strengthen it.

Based on these recommendations, the Bank has formed a system to allow for the centralized management of customer complaints and inquiries, covering from their reception to their resolution. As part of this system, steps were taken such as the creation of the Customer Service Management Department in January 2021, and the establishment of the Consultation Desk for Damages due to Cashless Services in March 2021. Furthermore, in April 2021, the Bank established the "New Product and Service Assessment Subcommittee," which endeavors to strengthen the Bank's screening system for new products and services at the time of introduction and after introduction, and the "IT System Risk Subcommittee," which discusses and shares matters concerning system security and/or system risk with relevant departments.

### Related Information

[Future response for cashless payment services \(Japanese version only\)](#) 

[JAPAN POST BANK Co., Ltd Governance Verification Report \(Japanese version only\)](#) 

### ■ Prevention of Specific Fraud Cases Including Bank Transfer Scams

The Bank cooperates with the police and takes various measures to ensure customers are protected from financial damage relating to bank transfer scams and other types of fraud. Also, based on the Criminal Accounts Damages Recovery Act,\* funds in accounts used for crime are seized and distributed to customers who have been affected in accordance with the amount of financial damage.

\*: Act on Damage Recovery Benefit Distributed from Funds in Bank Accounts Used for Crimes, enacted June 2008.

### Related Information

▶ [Beware of financial crime! \(Japanese version only\)](#)

### Measures for the prevention of special fraud cases

- Strengthening of screening when accounts are opened, including the refusal to open accounts for people with a history of fraudulent account use.
- Freezing accounts and denying the opening of new accounts for persons whose names match those appearing in the "frozen account holder list," which is provided by the police and lists accounts used in the past for crimes such as bank transfer scams and investment fraud.
- Distributing warning flyers and displaying warnings on ATM screens. (In the event that we receive a deposit or refund that we suspect is part of a bank transfer scam, we explain the situation to the customer and request an explanation by the police.)
- Recommending customers reduce the maximum withdrawal limit on their accounts.

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# Response to Disasters, Accidents and COVID-19

## Response to Disasters, Accidents and COVID-19

Japan Post Bank takes measures to prepare for natural disasters, accidents and other emergencies.

It is also working to support victims during disasters through initiatives such as providing transfers for donations free of charge, and its nationwide network of branches and Post Offices contributes greatly to the setting up of donation counters.

### BCP initiatives and response to COVID-19

Japan Post Bank has formulated a business continuity plan (BCP) to prepare for crises such as natural disasters, developed a crisis management system, and conducts crisis response training at least once a year.

Furthermore, to respond to the spread of COVID-19, we have implemented various measures based on the management policies of the Japanese government, so that we can continue our work while ensuring that protecting the health and safety of our employees and customers remains our highest priority.

In FY2021/3, facing the increasing spread of the COVID-19, the Japan Post Group donated ¥100 million to the Japanese Red Cross Society to support the activities of medical workers and efforts to prevent the spread of the virus.

#### Countermeasures to stop the spread of COVID-19

- Installation of vinyl curtains in branches
- Requesting customers refrain from visiting branches to make non-essential and non-urgent transactions
- Implementing a rotating shift system, staggering commuting times, working from home, etc.
- Conducting workplace vaccination programs

#### Related Information

- ▶ [Introduction and Expansion of Telecommuting \(Working from Home, etc.\)](#)
- ▶ [Response to Pandemic Infectious Diseases](#)

### Disaster victim support

For people who have lost their savings account bankbooks, certificates or personal seals as a result of a natural disaster, we will allow them to withdraw funds up to ¥200,000 from their ordinary savings accounts, etc. Moreover, we offer a free money transfer service for disaster relief donations to the Japanese Red Cross Society, community chests, and local governments, among others, for the purpose of supporting victims.

Number of disaster relief donations received in FY2022/3 at Japan Post Bank branches and post offices: 30,000 donations (0.64 billion yen)

#### Number of organizations receiving free money transfers for disaster relief donations (as of August 19, 2022)

Beneficiary	No. of Organizations
Disaster caused by heavy rains starting on August 3, 2022	11
Disaster caused by heavy rains starting on July 14, 2022	2
Disaster caused by heavy rains in July 2020	3
Disaster caused by the Hokkaido Eastern Iburi Earthquake in 2018	2
Disaster caused by heavy rains in July 2018	3
Disaster caused by heavy rains starting on July 5, 2017	1
Great East Japan Earthquake (off the Pacific coast of Tohoku region in March 2011)	4
Total	26

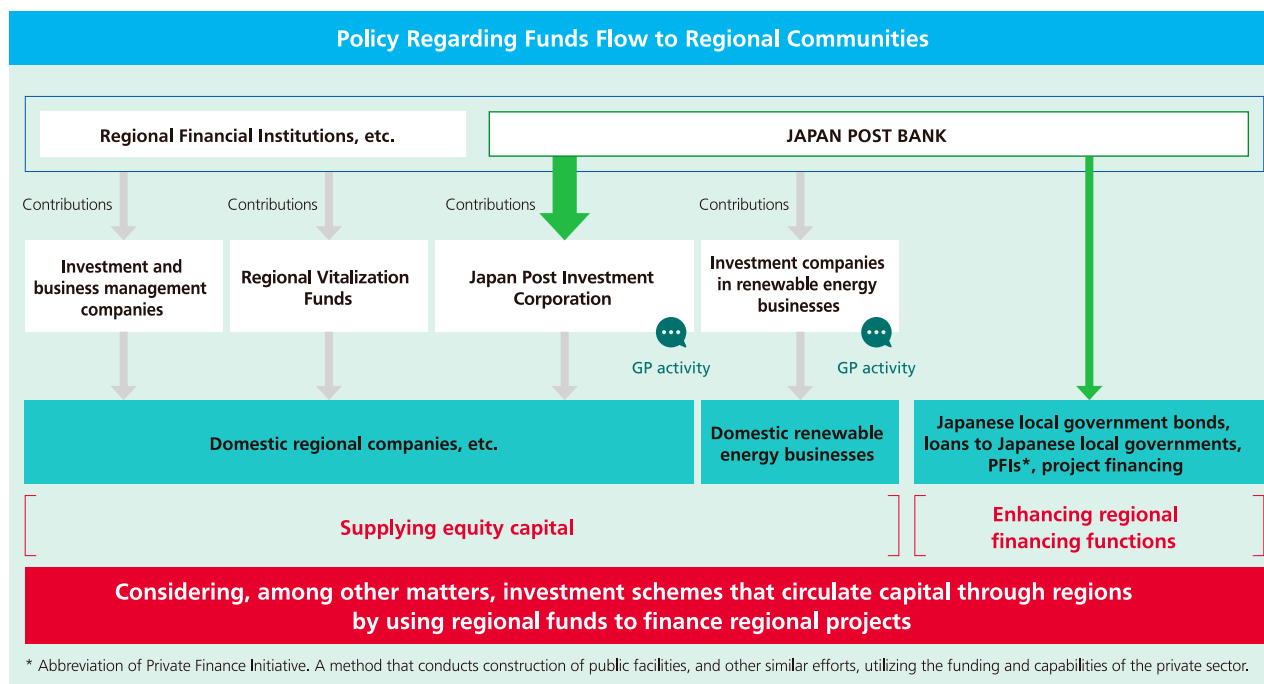
# Vitalization of Regional Economies

## Basic Stance

As a community-based financial institution, Japan Post Bank considers its relationship with local communities to be extremely important. We will contribute to the vitalization of regional economies and the development of Japan's economy by working to provide funds flow to regional economies and addressing the unique financial needs of each community, while passing down the traditions we have built up alongside people in the community.

## Funds Flow to Regional Communities

In order to direct the important funds of our customers to local communities, we are working to contribute to the vitalization of regional economies by supplying funds through various frameworks. In addition to supplying equity-type funds through regional vitalization funds, we also address the needs of risk money in the community through Japan Platform of Industrial Transformation, Inc. (JPiX) and Japan Post Investment Corporation.



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## Overview of Regional Vitalization Funds (As of March 31, 2021)

Name of Fund	Year/month of participation	Name of Fund	Year/month of participation
1 Kyushu Wide Area Reconstruction Assistance Investment LP	2016/7	18 Aomori Bank Regional Vitalization LP	2019/3
2 KFG Regional Enterprise Support Investment LP	2016/11	19 Capitalization of Tourism Heritage Investment LP	2019/6
3 Hokkaido Growth Companies Support Investment LP	2016/11	20 Regional Next-generation Industry Accelerate Investment LP	2019/7
4 Chubu / Hokuriku Region Vitalization Investment LP	2017/4	21 Regional Companies Value Up Support Investment 1 LP	2019/7
5 Shiga Bank Core Business Support Investment LP	2017/6	22 Growth Support Investment Project No.1 LLP	2019/7
6 Toho Business Succession Investment LP	2017/8	23 Ant Bridge No.5-A Private Equity Secondary Investment Fund, LP	2019/9
7 Kyushu Setouchi Potential Value Investment LP	2017/10	24 Kiraboshi Capital-Mercuria Investment LP for the Investment Business	2019/10
8 MIYAKO Kyoto University Innovation LP	2017/11	25 Akita City SME Promotion Investment LP	2019/11
9 MBC Shisaku 1 LP	2017/12	26 Towa Regional Activation Investment LP	2019/11
10 Michinoku Regional Vitalization Investment LP	2018/3	27 Furusato Renkei Ouen Fund, L.P.	2020/1
11 Fukui Future Business Support Investment LP	2018/3	28 East Japan Typhoon Reiwa 1 and COVID-19 Recovery Support Investment LP	2020/1
12 Ehime Regional Vitalization Investment LP	2018/3	29 Kansai Innovation Network Investment Limited Partnership	2020/4
13 Healthcare New Frontier Investment LP	2018/8	30 Kansai and Chubu Regions Recovery Support Investment Limited Partnership	2020/7
14 Tokyo SME Support 2 LP	2018/8	31 MIYAKO Kyoto University Innovation II L.P.	2020/10
15 Succession Investment LP, I	2018/10	32 Dogan Regional Value Fund	2020/12
16 TOKYO Relationship No.1 Investment, L.P.	2018/12		
17 Kyoto-University-Venture NVCC No.2 Investment LP	2019/3		

## Overview of Major Regional Finance Projects (As of March 31, 2021)

Finance project name	Schemes	Project period
1 Tottori Prefecture hydroelectric plant re-improvement and operation business	PFI	2020/7
2 Tochigi Prefecture Comprehensive Sports Zone East Area Development Project	PFI	2020/8

## Regional Financial Platform

By cooperating with regional financial institutions, we will act as a "regional financial platform" to respond to financial needs suited to the actual conditions of each region, by utilizing Japan Post Bank's ATM network and aggregation of operational processes, among other efforts.

### ■ Use of JP Bank's ATM Network

Utilizing our network with the largest number of ATMs nationwide, we will promote the platforming\*<sup>1</sup> of our ATMs through tie-ups with regional financial institutions throughout Japan.

\*1: A partnership arrangement for waiving fees when an ATM card of a regional financial institution is used at a JP Bank ATM. Terms and conditions for waiving fees are set by each financial institution.

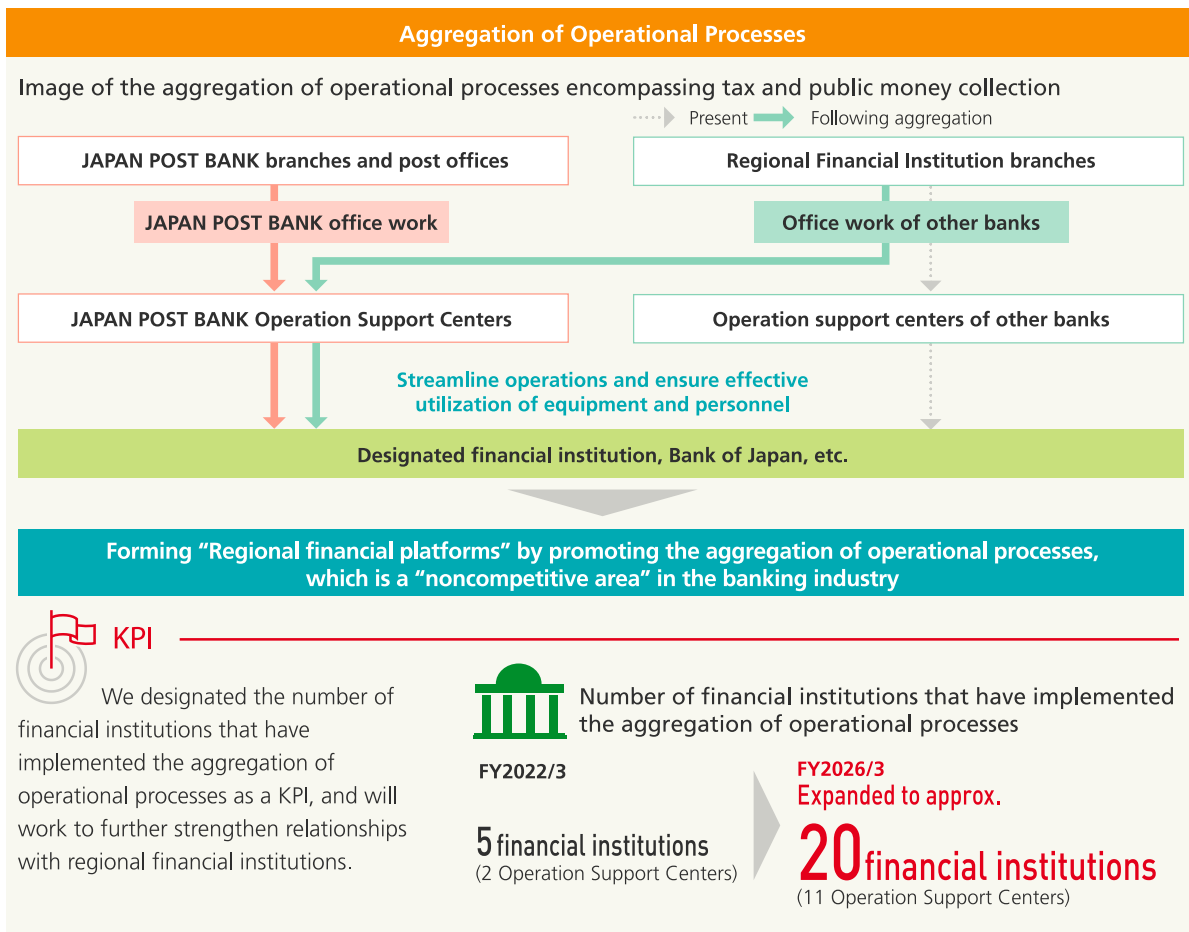




\* A partnership arrangement for waiving fees when an ATM card of a regional financial institution is used at a JP Bank ATM. Terms and conditions for waiving fees are set by each financial institution.

### ■ Aggregation of Operational Processes

We will advance the aggregation of each respective financial institution's operational processes by utilizing the excess capacity of the 11 Japan Post Bank Operation Support Centers.

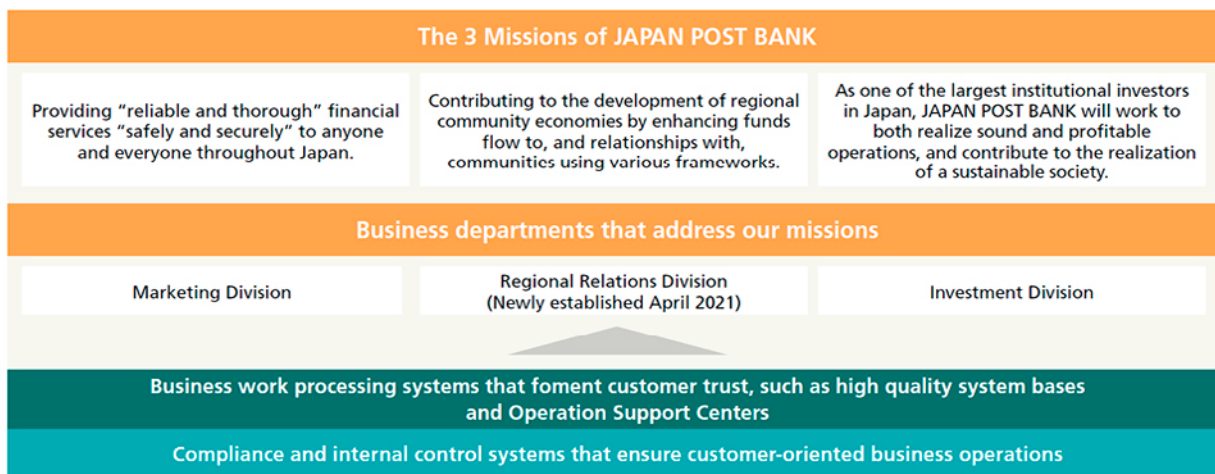


### ■ Enhancing the regional relationship functions

In order to enhance our efforts regarding our mission of "contributing to the development of regional community economies," and to advance ESG management, we newly established the Regional Relations Division in April 2021.

### ■ Promoting Transactions with Local Governments

To contribute to the vitalization of regional economies, the funds entrusted by local customers are returned through the Bank's investment management operations in the form of local government bonds and local government loans.



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# Relationship with Regional Communities

## Caring about towns all over Japan: Production of JAPAN POST BANK Machiomoi Calendar

Starting with the 2013 edition, we have published the JAPAN POST BANK Machiomoi Calendar. Its catchphrase is Machiomoi wa hitomoi (“caring about a town is caring about its people”), which expresses our commitment to being a familiar, accessible financial institution rooted in the community.

The calendar makes everyone who sees it recall their hometown with a feeling of warmth and nostalgia.

The calendar is distributed at JAPAN POST BANK branches and JAPAN POST offices nationwide and sent to residential care homes for children.



JAPAN POST BANK 2023 Machiomoi Calendar

### Support for artists with disabilities

To support the independence of persons with disabilities, the Japan Post Bank provides opportunities for artists with disabilities to display their amazing talent. We contribute to the sustainable development of generous societies that recognizes and accepts diversity.

#### Design and distribution of original items based on the works of artists with disabilities

We have designed original polyethylene (PE) bags\* based on the works of artists with disabilities, and we are distributing them at Japan Post Bank counters and other locations.

By giving them to customers at our branches nationwide, we aim to help people become aware of the activities of artists with disabilities.

\* The bags are produced from biomass film, which contains at least 25% biomass-derived material and has received the Biomass Mark indicating certification by the Japan Organics Recycling Association for contribution to the prevention of global warming. As the thickness of the bags is 50 micrometers (0.05 millimeters) or more, they are environmentally friendly bags that are ideal for repeated use.



Sixth Edition Distributed in 2021

**Name : Tawamurete**  
**Artist : Mikiko Hata**  
 (affiliated with Able Art Company)

About the Artist's Work :  
 I looked at my friend's wonderful painting of cosmos, which inspired me to paint it. Cosmos is one of my favorite flowers.

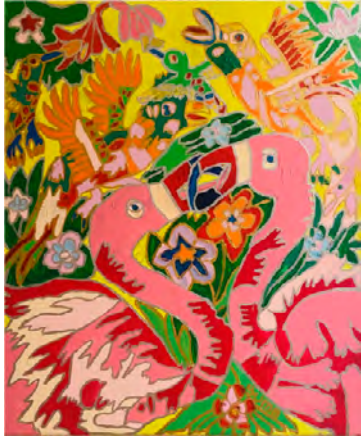
#### Exhibition in the underground square in front of JP Tower(Marunouchi) Held in December 2021

For the purpose of providing opportunities for various artists, we exhibited the artworks of artists with disabilities (total 3 artworks) in a showcase at underground square in front of JP Tower(Marunouchi) from 27 December 2021 to 26 January 2022.



**Exhibited Works**

All artworks exhibited are shown below.



Name : Happy Bird Paradise  
Artist : Yuma Suda



Name : Tawamurete  
Artist : Mikiko Hata



Name : Brown mushroom shiitake bell pepper  
Artist : Yu Aoki

**■ Participating in regional festivals**

The JAPAN POST GROUP cooperates and participates in the Aomori Nebuta Festival, Yamagata Hanagasa Festival and Awa Odori Dance Festival.



**Awa Odori Dance Festival**



**Aomori Nebuta Festival**

We sponsor the regional events to support and cooperate with non-profit social and cultural activities conducted by organizations that serve the public interest, with the purpose of contributing to regional communities.

**■ Other activities**

<p><b>Sponsoring the Tokyo Philharmonic Orchestra</b></p>	<p>We support and cooperate with various activities conducted by Japan's oldest orchestra that contribute to the creation of a rich society through the power of music, including children's education, international exchange, and disaster area support.</p>
<p><b>Accepting university interns</b></p>	<p>We accept university interns and offer project planning experiences.</p>

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# Fostering the Next Generation Human Resources

Nurturing the next generation is a challenge shared by all regional communities. Various money troubles involving youth have emerged amid the spread of credit cards and e-money. JAPAN POST BANK believes that our responsibility as a financial institution is to help improve financial literacy as a step toward solving these problems. We will contribute to the future of regional communities by helping to raise children through financial literacy education programs that harness our expertise as a financial institution.

## Financial Education

The Japan Post Bank offers financial education to elementary and junior high school students at schools and other locations. We use educational materials developed in-house to teach the importance and appropriate management of money, helping children develop a proper sense of money.

### Related Information

▶ [Financial Education](#)

## Piggy Bank Design Contest for children

Our children are the future leaders of society. The Japan Post Bank Piggy Bank Design Contest aims to encourage children to stretch their creative muscles and design piggy banks, generating greater interest in savings. Started in 1975 to commemorate the 100th anniversary of the bank, this competition enjoys a long and storied history.

### Related Information

▶ [Piggy Bank Design Contest for children](#)

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# Financial Education

## Basic Stance

With economic globalization and the spread of electronic money, there has been considerable change in the financial environment surrounding children, and against a background of youths encountering financial trouble, demand for financial education is growing from all quarters of society.

As a financial institution that is deeply rooted within regional areas, Japan Post Bank believes that it is its social responsibility to teach the children growing up freely in these areas about the importance of money and how to treat it properly.

## Financial Education Initiatives

Japan Post Bank has conducted financial education classes for elementary and junior high school students since FY2015/3.

### Visiting Lessons

Japan Post Bank employees are visiting elementary and junior high schools in order to conduct lessons to teach students about money and other topics in an easy-to-understand manner. If you or your organization is interested in this service, please contact your nearest Japan Post Bank or Post Office. A video that introduces the Financial Education Classes in more detail is available through the link below.



Financial Education Classes (visiting lessons)

## Original Textbooks

In our Financial Education program, we are utilizing our proprietary teaching material Okane no Chishiki (“Money Knowledge”), to communicate to students in a clear manner the importance of money and how to manage it properly. In FY2021/3, we produced texts that can be used together with the original textbook, including Denshi Money Nado (“Electronic Money etc.”) and Yuushi to Toushi (“Financing and Investment”), which was produced with the assistance of the Japan Sustainability Investment Forum.

Original Textbook Okane no Chishiki



Supplementary textbook Yuushi to Toushi



Supplementary textbook Denshi Money Nado



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# Piggy Bank Design Contest for children

## Competition Overview

Our children are the future leaders of society. The Japan Post Bank Piggy Bank Design Contest aims to encourage children to stretch their creative muscles and design piggy banks, generating greater interest in savings. Started in 1975 to commemorate the 100th anniversary of the bank, this competition enjoys a long and storied history.

Each year, more than half of the elementary schools in Japan submit entries for the contest. After selections in each school, the competition conducts an initial judging (via photos) and a final judging (using actual works) before determining the winning entries.

For each entry, Japan Post Bank donates 10 yen to the Japan Committee for UNICEF, the Japan International Cooperation Agency (JICA), and JOICFP. The donations are used in support activities for children suffering from poverty and illness in developing countries.



## Exhibitions Held Throughout Japan

Each year, the Japan Post Bank hosts exhibitions of prize-winning works in various locations throughout Japan, attracting numerous visitors, including winners and their families. Piggy bank making workshops and other events are also held at each exhibition site, making for the event fun for all ages.

\* A part of 45th (FY2020) and 46th (FY2021) exhibitions were cancelled in consideration of COVID-19 infections status.

We are implementing measures to combat the spread of COVID-19 infections, and have temporarily suspended certain events that involve close-contact settings.



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# Basic Stance

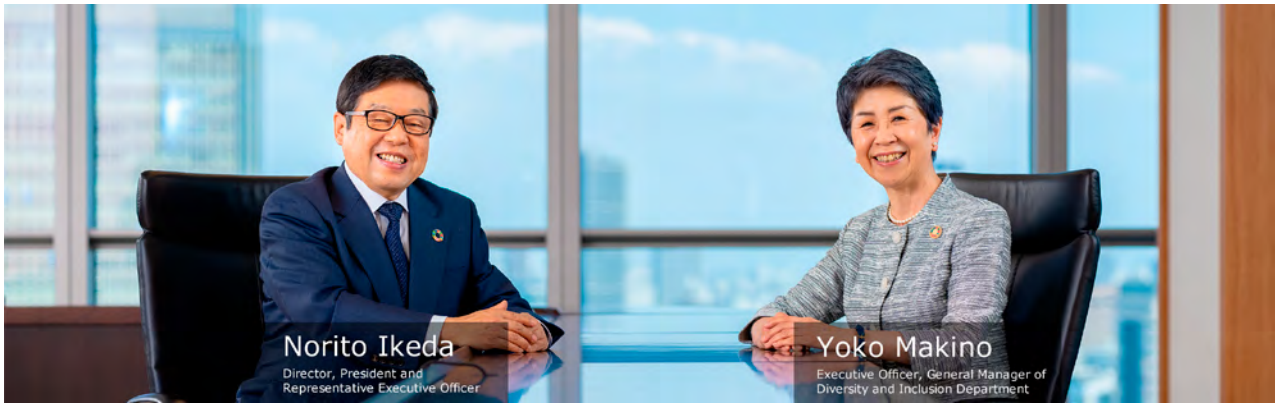
## Basic Stance

The external environment is marked by persistent low interest rates and a shrinking working population leading to increasing difficulties in the securing of human resources. Against this backdrop, we are supporting stable profit growth from a human resources perspective by appointing personnel based on their ability and performance, without being constrained by a focus on seniority and years served.

Specifically, we are working on initiatives that include the strategic assignment of human resources, customer-oriented business operations, the securing of human resources for specialized fields, the advancement of diversity management, and personnel exchanges within the Bank's organizations, Group companies, and with external organizations.

In addition, to allow us to be an organization with the flexibility to adapt to change, we are strengthening our human resources development initiatives, shifting away from the uniform training system for all employees that has been adopted so far to one that can nurture the talents of each individual.





## Officer Dialogue Session

# Japan Post Bank's diversity strategy

Japan Post Bank established the Diversity and Inclusion Department that reports to the Executive Officer in charge. Since then, we have implemented a variety of measures for increasing diversity, including empowering women in the workplace. Norito Ikeda, Director, President and Representative Executive Officer, and Yoko Makino, Executive Officer, General Manager of the Diversity and Inclusion Department, sat down to look back on the progress made to date and explain future policy and strategy.

### Recognition of diversity

## Diversity is vital to the sustainable company growth in the middle of a changing society

**Makino:** Initiatives for diversity and inclusion took off across Japan and at Japan Post Bank following the establishment of the Act on the Promotion of Female Participation and Career Advancement in the Workplace in 2015. This Act has mainstreamed initiatives for increasing women in managerial positions, developing a workplace environment conducive to work-life balance, and encouraging men to take childcare leave. While it is important to implement these individual responses, perhaps more important is having the recognition that diversity is vital to a company's growth. A company acts as a living organism. Even from the standpoint of sustainability, today is a time when we need to prepare for various unexpected risks. I don't think a company can survive today or in the future without securing diversity.

**Ikeda:** You are exactly right. Looking back on Japan's post-war history, a social model formed where men were the main workforce primarily in the construction and manufacturing industries and women were responsible for chores and childcare as homemakers. This made it possible to maintain a high level of productivity in all aspects of society, including companies and government, giving rise to Japan's economic miracle. However, over the past 30 years or so, Japan's social structure and corporate management born from this miracle have reached an impasse. Changes in economic and financial environments, advancements in IT, and transformation of industrial structure from globalization have completely changed corporate management and human resources development.

These changes are likely to accelerate further in the future. To make the correct management decisions and create innovation, a company must hire and promote a diverse workforce and incorporate their various knowledge and skills into management. Using the example of customer service, Japan Post Bank has teller windows in every corner of Japan to carefully address the individual needs of its diverse customer base. I recognize that an important task of management will be to maintain a diverse workforce that can address these needs and continuously foster a culture that respects this diversity.

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Looking back on previous initiatives

## Transforming our mindsets by encouraging managerial employees to change the way they think

**Makino:** JAPAN POST BANK launched its initiatives for diversity in FY2017/3. Since then, we have done a number of things, including promoting women's empowerment, hiring people with disabilities and promoting inclusion of the LGBTQ+ community. Particularly, we have focused on changing the way our managerial employees think. Specifically, we have promoted the development of Ikubosses\* through training and other means. In other words, I recognized that changing supervisors, who came up in organizations managed according to the methods established in Japan's period of high economic growth, is vital to transforming our corporate culture and the entire organization's mindset. Actually, the employee survey conducted in fiscal 2021 revealed that 70% responded "there has been positive change in my supervisor." This shows we have made great strides.

As a result of these activities, the ratio of women in managerial positions is steadily increasing, rising to 16.6% as of April 2022, compared to 10.9% in 2016. The ratio of employees with disabilities remains at 2.71% as of June 2021 which is much higher than the statutory requirement of 2.3%. Also, we have received the top rating of gold on the PRIDE Index four years running. This index evaluates companies' efforts toward inclusion for the LGBTQ+ community.

\* An Ikuboss(or "New-era" Boss) is a manager/an executive who (a) considers his/her staff's work-life balance and supports their career, (b) achieves his/her organization's business targets, and (c) enjoys his/her own life outside of work.

**Ikeda:** Although not a numerical achievement, the Japan Post Bank Diversity Forum comes to mind when looking back on our past initiatives. This event is held annually with members of the Diversity Committee in attendance. They include representatives from headquarters, regional headquarters, operation support centers, and branches. The event was held online during the COVID-19 pandemic, and around 240 employees from throughout Japan took part to share their challenges and solutions as well as provide recommendations to me. Since being established in the Meiji era (1868 to 1912), JAPAN POST BANK has been a community lifestyle financial institution with a nationwide network covering the more than 400 inhabited islands of the Japanese archipelago. Japan features ever-changing geographical features including shoreline and mountains to go along with unique climates and cultures, spanning from densely populated cities to sparsely populated regions. The fact that employees working directly with customers from various walks of life can provide management, including myself, with ideas we would never have thought of before shows that there is still room for management to promote diversity.

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Targets and policies for the future

Invigorating innovation using diversity indicators as KPI for management plans

**Ikeda:** Although our previous initiatives achieved a certain degree of success, this is still not a level that is satisfactory. Therefore, the new Medium-term Management Plan launched in fiscal 2022 contains the targets of 20% ratio of women in managerial positions, 100% ratio of employees taking childcare leave, and 2.7% ratio of employees with disabilities for fiscal 2026. Although we do not focus exclusively on the numbers, these targets were set in the sense of clearly indicating our commitment inside and outside the company to position diversity and inclusion as an important task of management, and from the thinking that we need KPI for measuring progress.

Regarding the promotion of women, I believe we need to increase the ratio of women in Executive Officer positions to more than 40% of the total in the future. However, since it will be difficult to reach these goals all at once, we aim to steadily increase women in managerial positions and as candidates for Executive Officer. Toward that end, I believe it is important to develop a workplace environment where employees are motivated to continue their career.

**Makino:** We are making progress toward such an environment post-childcare leave through measures and revisions to various programs. Going forward, though, it will be important to support the development of employees with greater creative thinking and a challenging spirit tailored to the rapidly changing financial industry and lifestyles. Today, Japan is deploying initiatives that utilize diversity, including its regional revitalization and community vitalization programs. I feel like JAPAN POST BANK, too, has a great deal of hidden potential in terms of employees' diversity and inclusion that has yet to be tapped. Drawing out this potential will make work more worthwhile for employees and result in growth for the company.

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**Ikeda:** My duty as head of the company is to clarify our policies, exhibit leadership in unforeseen situations, and provide an employee-friendly workplace environment. Therefore, I will take the lead in working to improve the workplace environment.

Making work more worthwhile for employees is another important challenge with equal emphasis. People who worked during Japan’s period of high economic growth had easy access to success. Since Japan’s economic bubble burst, most employees have not fared as well, making it difficult to maintain the motivation to continue working. I would like to focus more on building a workplace environment where employees can fully contribute their skills, have fun at work, and build success.

We have set up the Organizational Culture Reform Subcommittee under the Service Improvement Committee launched in fiscal 2020. Around half of this subcommittee’s members are women. They are now working to entrench a culture that respects one another and foster an organization that shares information thoroughly. By promoting these initiatives, we can speed up diversity and inclusion, and as a result, generate new innovations that lead to customer-oriented sales.

**Makino:** One of the features of JAPAN POST BANK post privatization is that we have increased the number of female employees not only at branches but also at corporate departments. Today, these women are actively returning to their workplaces after taking maternity and childcare leave. Since about last year, male employees, too, have begun to actively take childcare leave. Based on these experiences, many of these men have expanded their horizons and matured as an individual. Also, there are many opportunities to learn from the sensitivities and approaches of employees with disabilities and LGBTQ+ employees working in the same workplace. It has become extremely important to shift from the conventional management approach of how to assign employees to work to one that determines how best to harness the unique skills of individual employees.

**Ikeda:** Exactly. Invigorating innovation through diversity and inclusion, including what you have pointed out here, will become a foundation for our future growth strategy.

## Norito Ikeda

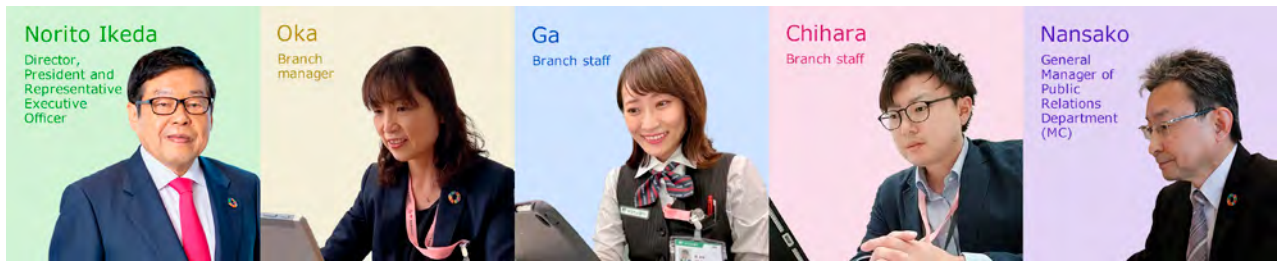
Director, President and Representative Executive Officer

He joined The Bank of Yokohama in 1970 where he later served as director and representative director. After becoming President and Representative Director of The Ashikaga Bank, Ltd. in 2003 and the President & CEO of The Corporation of Revitalizing Earthquake affected Business in 2012, he was appointed Director, President and Representative Executive Officer of Japan Post Bank in 2016.

## Yoko Makino

Executive Officer, General Manager of Diversity and Inclusion Department

She joined the Ministry of Posts and Telecommunications in 1988 and later served as Director-General of the Mitaka Inokashira Post Office. She attended graduate school while Director-General, completing her master’s degree in March 2005. She was appointed Executive Officer of Japan Post Bank in 2007. After serving as General Manager of the Public Relations Department and General Manager of the Tokyo Regional Headquarters, she became General Manager of the Diversity and Inclusion Department in 2016.



## Employee Roundtable (FY2021)

# Fostering a culture that respects diversity

Japan Post Bank is implementing a diversity strategy that includes empowering women in the workplace. Four employees joined President Norito Ikeda to discuss ways of building a workplace environment that respects the individuality of all employees and empowers them to utilize their skills.

### Appointing women to management positions

## The joy of seeing team members enjoy their work

**Moderator**

**What are some of the challenges you have faced since becoming manager? What are the positives?**

First, in terms of a challenge, I became a manager in my third year after returning from childcare leave. Having a young child means that sometimes I have to leave work suddenly or return home early. At first, I tried to avoid this believing that it did not make me look good as a manager. Then, a female co-worker told me, "You look like you are having fun at work. I want to become a manager, too. But, if you find it too taxing, I won't aim to become a manager." This awoke me to the fact that my team members are observing me more so than I had thought. After that, I took days off and asked my team members to go on business travel in my place. In this manner, I have been able to manage my work-life balance better thanks to their support.



Oka

One of the positives is that I've been given greater discretion and a role with more responsibility. That was the biggest change and gives me a great sense of satisfaction. I am also pleased that I have been able to rely on those around me more. Moreover, it makes me happy to see my co-workers working happily with a positive attitude. Therefore, I make it a point to always smile.

**Moderator**

**Medium-term Management Plan (FY2022/3 to FY2026/3) calls for 20% of managerial positions to be filled by women by April 2026. What does Japan Post Bank need to do to increase the number of women in managerial positions?**

Japan Post Bank has a large number of programs in place and well developed work environment conducive to work-life balance. On top of this, there are three things that I find really beneficial.

First is the presence of role models who are female managers. Looking back on my own experience, working for a female manager was instrumental in my decision to become one. Second is the opportunity to think about your career path. What about holding a workshop to experience what it's really like to be a manager? At a glance, we tend to think being a manager is taxing, but I think we can change people's impression if they can experience the satisfaction of being a manager for themselves. Third is the mentorship program. In my case, perhaps it would have been beneficial to have someone to talk to about the challenges I faced as a manager. Appointment of manager, regardless of gender, requires us to understand each team members' capabilities and increase their motivation. Utilizing the capabilities of each team member correctly will make the organization stronger. I believe the number of women in managerial positions will also increase as a result of this.



Oka

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Moderator

**I have a question for Ms. Ga. Do you imagine becoming a manager yourself in the future? Do have any concerns?**



Ga

In recent years, I've seen a number of women promoted to managerial positions. I feel a strong sense of the company's drive to increase the ratio of women in managerial positions firsthand. Amidst this, I had the impression that being promoted to a managerial position would mean a lot more work. However, a supervisor told me, "If promoted, your responsibility, of course, will increase. But, it also means you will have more chances to help create an employee-friendly workplace." This changed my mindset toward the positive.

One concern is that if I become a manager, my current workplace will not have someone in my position; that is, a female manager. In this sense, I'd like to have a mentor to talk to if anything comes up after becoming a manager.

Moderator

**Ms. Oka, as her senior colleague, do you have any advise or words of support for Ms. Ga?**



Oka

I want to support employees who are working hard and who are trying hard. I would like to see Ms. Ga become a role model for other young employees by playing an active role in her own unique way while receiving the helping hand of those around her.



President Ikeda

I feel that Ms. Oka has a positive attitude and really values her co-workers. Can you share your career experience at Japan Post Bank?



Oka

The post office general manager was a woman when I first joined the company and after that I also worked with a female manager of the General Affairs Section. In this way, I was really influenced by having these women that I respected in managerial positions close by me from a young age.



President Ikeda

Employees each have their own unique skill sets. By utilizing these skills, we will be able to increase the ratio of women in managerial positions. Until now, employees who increased their sales performance received the strongest evaluations, but from FY2022/3 we changed our approach to one focused on qualitative aspects, such as sales processes. This will make it possible to better evaluate and promote those employees who otherwise may have not been promoted to managerial positions due to their quantitative performance.

If talented employees are promoted to managerial positions, regardless of gender, I believe we will be able to achieve our target for the ratio of women in managerial positions.



The importance of encouraging men to take childcare leave

Helping out with childcare will deepen men’s understanding of their co-workers’ situation

**Moderator** Japan Post Bank aims for a 100% rate of employees taking childcare leave, regardless of gender. What were some of the positives from taking childcare leave?



First, I’ve been able to work more efficiently and with greater balance. In the past, I heard a senior colleague say, “If you’re home life is going well, work will follow suit.” I didn’t quite get it at the time, but now I understand.

Second, I’ve been able to develop closer relationships with my corporate clients by talking about my experience with childcare leave. When I mention childcare leave, clients sometimes take an interest in Japan Post Bank’s programs, leading to more exciting sales talk.

**Moderator** How do your co-workers feel about you taking childcare leave?



Initially, I didn’t plan to take childcare leave, but the branch manager and general manager of the Sales Department at the time encouraged me to do so. I felt some unease, but I decided to do it after my co-workers supported me. Right after my decision I was transferred, but my branch manager at the time discussed the matter with my new branch manager and supervisor, so I was able to take leave with peace of mind. I’m really grateful for the support I’ve received from everyone.

**Moderator** As a branch manager, what are your thoughts about a team member taking childcare leave?



Based on what Mr. Chihara said, I feel it’s important for supervisors to encourage their team members to take childcare leave. Personally, I would like to see men, too, take childcare leave. Helping out with childcare will deepen men’s understanding of co-workers who have children. A supervisor can easily gain the understanding of others in the workplace by showing a positive stance toward men taking childcare leave.



It is wonderful when co-workers show understanding when a man takes childcare leave. Some may still hold a negative view toward a man taking childcare leave. I hope to foster a culture where employees respect, understand and openly engage one another.



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Promoting organizational culture reforms

Fostering a culture where employees respect, understand and openly engage one another.

**Moderator** **Medium-term Management Plan (FY2022/3 to FY2026/3) calls for “enhancements to communications within and between organizations” as part of “Internal reforms necessary for Japan Post Bank to Become a More Trusted Bank.” What are your feelings on the current situation?**



Ga

There were times when I felt communication was difficult even within the same branch. And, communication with other organizations was even more difficult, I felt. Recently, however, following the launch of the Service Improvement Committee, there have been more opportunities for headquarters to listen to the views of branches when implementing new policy. Also, employees can now directly convey their thoughts to management through the president’s comments box. I feel like we are making slow but steady progress toward improving communication.

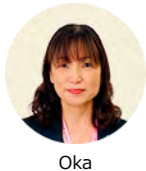
**Moderator** **How can we improve communication between organizations?**



Ga

The main duties of branches are customer service. In contrast, headquarters employees are mainly working on planning measures. This marks a major difference. For example, some employees at headquarters need to plan measures without having any work experience at branches. To fix this, I would like to see more active exchanges of people between differing organizations, such as headquarters and branches. By doing so, we can increase understanding of one another’s work and facilitate communication.

**Moderator** **How do you feel, Ms. Oka and Mr. Chihara?**



Oka

I agree. Certainly, there are few contact points between branches and headquarters. COVID-19 has also reduced opportunities to communicate face to face. At the same time, recently headquarters are listening to the voice of branches when planning measures. In this sense, communication has improved compared to before. Additionally, I find it beneficial that there are increasing opportunities for all employees to better understand the company’s policy, such as through the president’s video message.



Chihara

I have only ever worked for branches, so frankly I have no idea what type of work employees at headquarters do. When I have to ask headquarters about something, it usually takes some time to get a response. There are times when the customer wants a response immediately. This is when I think to myself, “Hurry! The customer is waiting.” There seems to be a gap in thinking. I think we can bury this gap if employees from headquarters had the chance to experience what it’s like to work at a branch.

Although it has been 13 years since the privatization, the fact is the civil servant culture from that time still remains, which has caused a gap with current thinking. I think it takes time to get a response because headquarters are making sure their answer is correct. One factor may be the communication barrier between departments. I’d like to foster a culture where we can remove these barriers and facilitate communication between employees from various backgrounds.



President Ikeda

Also, I’m very thankful I can receive feedback from employees through the president’s comments box. I look forward to hearing your honest voices going forward so that we can incorporate your diverse opinions in management. Thank you for today, everyone.



\*: Job titles are at the time of interview

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# Diversity Management

## Basic Stance

Japan Post Bank believes that its employees are its most important stakeholder because they are the driving force behind sustainable growth and achievement of customer-oriented business operations. We will increase diversity in our corporate culture, and create lively, employee-friendly working environments where each individual employee can demonstrate their full potential, as a way to promote behavioral change among employees.

## Fostering a Corporate Culture

Japan Post Bank is working to transform the way employees think in order to provide workplace environments where its diverse workforce can better understand one another. In addition to officers, employees in managerial positions take the lead in implementing various developmental measures for building better human relationships in the workplace.

### Framework for Promoting Diversity and Inclusion

Japan Post Bank established the Diversity and Inclusion Department as part of its efforts to strengthen its promotion of diversity management.

Additionally, diversity committee activities are carried out at all organizations including the headquarters, Regional Headquarters, and Operation Support Centers, aimed at resolving the different challenges facing each organization and region. The committee, chaired by the President and Representative Director, is comprised of members from each organization with varying experiences and career paths. In addition to reviewing policies and measures on diversity management, the committee provides recommendations based on challenges and actual situations.

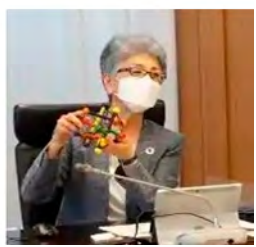
### Diversity and Inclusion Month

We have established Diversity and Inclusion Month in which we focus efforts on diversity and inclusion in order to recognize the diversity of our employees and encourage changes in mindset and behavior. In FY2022/3, to embed the awareness fostered through initiatives implemented until the previous fiscal year, we conducted a study session using the information magazine and a "D&I Quiz" for all employees, working to promote diversity throughout the entire company.

### Holding the Japan Post Bank Diversity Forum

We host the Japan Post Bank Diversity Forum involving the members of our diversity committees nationwide to foster awareness of diversity and to create a comprehensive mindset focused on the future.

In FY2023/3, the forum was held to launch yearly activities for the first time, and more than 350 employees of varying age, gender, and occupation from across Japan participated. During the forum, the President, as top management, and employees across Japan shared their awareness and thoughts on diversity and inclusion in real time.



FY2023/3 Yucho Diversity Forum (top right: President and Representative Executive Officer; bottom right: Executive Officer, General Manager of the Diversity and Inclusion Department)

## Fostering of Ikubosses

Believing the presence of Ikubosses\* to be essential to achieving workplaces where each and every employee can work comfortably and enjoy their experiences, we are working to foster Yucho Ikubosses based on the four conditions of Yucho Ikuboss.

In FY2018, the heads of each organization at JAPAN POST BANK, including the President and Representative Executive Officer, made the Yucho Ikuboss Declaration. Since FY2019, we have expanded the scope of Ikuboss to all managerial positions and worked to foster Yucho Ikuboss through the Yucho Ikuboss Declaration, diversity (Ikuboss) training, and Yucho Ikuboss Certification.

\*: An Ikuboss (or "New-era" Boss) is a manager/an executive who (a) considers his/her staff's work-life balance and supports their career, (b) achieves his/her organization's business targets, and (c) enjoys his/her own life outside of work.

### The Four Yucho Ikuboss Principles

- I support my subordinates in balancing work and life, encouraging them to develop in their careers and private lives.
- I place the highest value on my life and the lives of my family.
- I maintain close communications with and help my co-workers.
- I encourage team spirit in the workplace and strive to achieve our goals.

### Yucho Ikuboss Declaration (FY2022/3)

- We will expand new and flexible work styles and dedicate our best efforts to providing a workplace where employees can grow and tackle challenges autonomously.
- We will promote comfortable workplaces where all employees understand one another through dialogue and deepen their understanding of diversity and inclusion.
- In addition to encouraging 100% of eligible employees to take childcare leave, we will support all employees to access opportunities for personal growth through life events.

May 20, 2021  
 Norito Ikeda  
 Director, President and Representative Executive Officer  
 JAPAN POST BANK Co., Ltd.

[IkuBoss Project \(Japanese version only\)](#)

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## ■ Diversity (Ikuboss) Training

We have provided diversity training to managerial employees since FY2018 with the purpose of teaching them about our diversity and inclusion policies, measures and systems and foster understanding of the role, importance and need for Ikubosses. In FY2021, we held diversity training online, which was led by Hiroyuki Egami, Representative Director of URUU Co., Ltd. Around 250 managers participated in this training in FY2021.

Also, we are working to increase understanding of diversity and inclusion among general employees by opening up diversity training to non-managerial employees in stage.



Diversity (Ikuboss) training in FY2021

## ■ Yucho Ikuboss Certification

We launched Yucho Ikuboss Certification in FY2019 to test managerial employees about the knowledge and approach required of an Ikuboss. We are now working to have all managerial employees obtain this certification. Around 2,600 managers (98% pass rate) obtained this certification in FY2022/3.

## ■ Promoting Diverse Human Resources

Japan Post Bank actively recruits and hires talent from various backgrounds to continuously respond to the needs of its diverse customer base and society in general.

## ■ Employment of People with Disabilities

Japan Post Bank employs people with varying disabilities who play an active role in their respective workplaces. We continue to provide support, including improving workplace environments, so that employees with disabilities can work with peace of mind for an extended period of time and they have access to opportunities to play an active role depending on their own individual situation.

### Related Information

▶ [ESG Data: "Employees with Disabilities"](#)

### Japan Post Bank ARIGATO Center

In 2010, Japan Post Bank established and started operating the Japan Post Bank ARIGATO Center as a part of efforts to provide people with disabilities who are seeking employment with the opportunity to work. Since then, more employees with disabilities are playing an active role at the company. At this center, employees with disabilities bag candy, which is given out to customers visiting branches.



General view of the ARIGATO Center operation

**Message room**

Visually impaired employees have been employed as in-house physiotherapists at certain Operation Support Centers since fiscal 2017/3. Employees who work as in-house physiotherapists provide treatment to employees at the massage rooms located inside each Operation Support Center.

**Employment assistance for people with disabilities**

Through a tie-up with schools for special needs students, we host trainees as an occupational experience so that people with disabilities can find work where they can fully utilize their skills.

■ **Promoting the Active Role of Senior Citizens at Work**

Japan is faced with a declining labor population of young people due to the rapid onset of demographic aging. For this reason, providing a place for senior citizens, who are motivated to work and share their skills, is an important issue facing the entire country. Given this situation, Japan Post Bank extended its mandatory retirement age from 60 to 65 years from April 2021 in order to further harness the skills and experiences of its older employees.

■ **Recruitment for Japan-wide and Area-specific Positions**

Japan Post Bank conducts recruitment for Japan-wide major career track positions and area-specific key positions.

**Related Information**

▶ [Status of Recruitment](#)

■ **Promoting Women in the Workplace**

JAPAN POST BANK has worked toward the target of a 14% ratio of women in managerial positions during the previous Medium-Term Management Plan (FY2019/3 to FY2021/3). As of April 2022, we achieved 16.6%, exceeding the target. Under the Medium-Term Management Plan (FY2022/3 to FY2026/3), we have set targets to achieve a 20% or higher ratio of women in managerial positions and 100%\* ratio of employees taking childcare leave by April 1, 2026.

Based on the Act on Promotion of Women's Participation and Advancement in the Workplace, JAPAN POST BANK established a General Business Owner Action Plan which is published in the database of the Ministry of Health, Labour and Welfare on companies that empower women in the workplace.

\*: Ratio of taking childcare leave refers to the ratio of eligible employees who commenced childcare leave during the eligibility period, including mothers who gave birth and men with a spouse who gave birth (excluding employees who do not wish to take childcare leave).

**Related Information**

▶ [ESG Data: "Number and percentage of women in managerial positions"](#)

[General Employer Action Plan based on the Act on Promotion of Women's Participation and Advancement in the Workplace \(Japanese version only\)](#) 

[The Database on Promotion of Women's Participation and Advancement in the Workplace \(Japanese version only\)](#) 

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■ Employee Referrals

focus

Wanting to support the future of those around me



Ms. O, Human Resources Department (pictured at center)

**Growing together with the company**

Since joining the company in FY2012/3, I've been involved in a variety of job duties at the headquarters Human Resources Department, including employment of people with disabilities, internal control, and labor relations. Today, I'm mainly working in payroll.

I decided to join the company because I wanted to see for myself how Japan Post Bank, with its nationwide network as well as close relationships with people from all walks of life, has changed since privatization. The deciding factor became my conviction that someone with a hearing impairment such as myself can grow together with the company based on my dealings with the hiring manager of the Human Resources Department at the time.

**Able to balance work and childcare thanks to our extensive programs.**

I returned from childcare leave in April 2020. Prior to taking leave, I read the handouts from the seminar for new mothers/fathers and the Work-life Balance Guidebook. During leave, I took seminars on scheduling post return and which provided a trial experience with finding the right daycare in an effort to alleviate my concerns.

Currently, I'm taking partial childcare leave. This leave, which can be taken until my child becomes a third grader, can be taken in hourly increments up to two hours a day depending on how busy I am at work. Also, I also use paid leave set aside for caring for my child in case of a sudden fever or illness. I look forward to continuing my career while taking advantage of these leave programs depending on the situation.

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### Hoping to support others someday

I returned to work during the state of emergency issued as a result of the COVID-19 pandemic. Initially, there was a shortage of telework terminals, but my coworkers made it possible so I could work from home first. They also adjusted my workload, which made the transition back to work easy, which offset my concerns during leave about balancing work and childcare after returning to work.

However, with mask wearing the norm, I've lost my bearings somewhat at work and in my everyday life because it is harder to understand what people are saying when I cannot read their lips under their mask. During meetings with multiple people, I don't even know who is talking, so I need to rely on the written summary. When I'm having difficulty, coworkers will remove their mask naturally and talk in a way where I can easily read their lips or they write down what they want to say. This has really helped. I feel like the culmination of these small acts of consideration have resulted in a really comfortable workplace, good human relationships and as an extension strong teamwork.

I am the one receiving support at the moment, but in the future I hope to be the one providing this support. At the same time, I hope to acquire new certifications and take continuing education courses for my AFP certification that I obtained this year. I plan to take some time out from childcare to do this.

\*: Job titles are at the time of interview

## External Activities

Mr. Norito Ikeda, Director, President and Representative Executive Officer of Japan Post Bank, has endorsed the "Declaration on Action" by "The Group of Male Leaders Who will Create a Society in Which Women Shine"\* and is participating in this group.

\*: Following the first meeting of the Group of Male Leaders Who Will Create a Society in Which Women Shine held at the Prime Minister's official residence on March 28, 2014, a movement spread among business leaders to support working women and women who want to shine. Against this backdrop, the "Declaration on Action" by "The Group of Male Leaders Who will Create a Society in which Women Shine," a group of male corporate business leaders who are proactively working to promoting women's success, has been drawn up.

### Endorsement of the Declaration on Action of the group of male leaders who will create "A Society in which Women Shine"

Japan Post Bank encourages the hiring of diverse human resources in order to further enhance corporate value. The empowerment of women in the workplace is a particularly vital aspect of our efforts. As top management, I am working to develop human resources and creating a workplace environment where skilled employees can exhibit their skills regardless of gender, utilizing the company-wide efforts for "fostering a corporate culture," "work-life balance management" and "career development assistance."

I will incorporate three guidelines of the Declaration on Action of "take action and share the message," "break through the current situation" and "promote networking" as I actively promote the empowerment of women who shine.

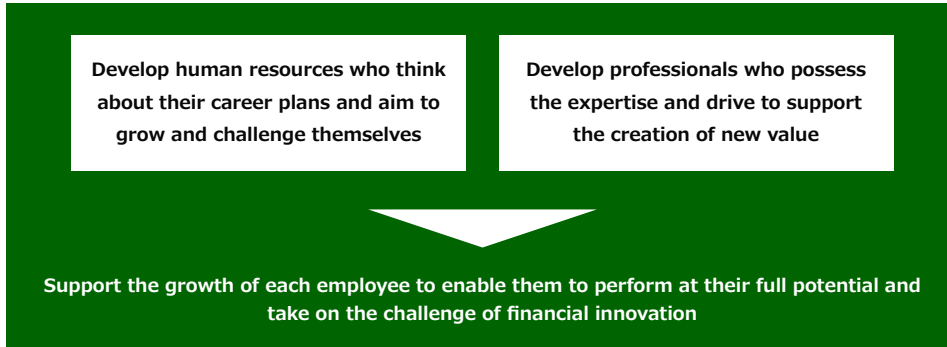
May 13, 2016  
 Norito Ikeda  
 President and Representative Executive Officer  
 JAPAN POST BANK Co., Ltd.

[Male Leaders Coalition for Empowerment of Women \(Japanese version only\)](#) 

# Human Resources Development

## Basic Policy for Human Resources Development

We actively support the growth of employees, believing that change in the business environment, the passion of each employee, and their challenging initiatives can create significant value and become a source of competitiveness.



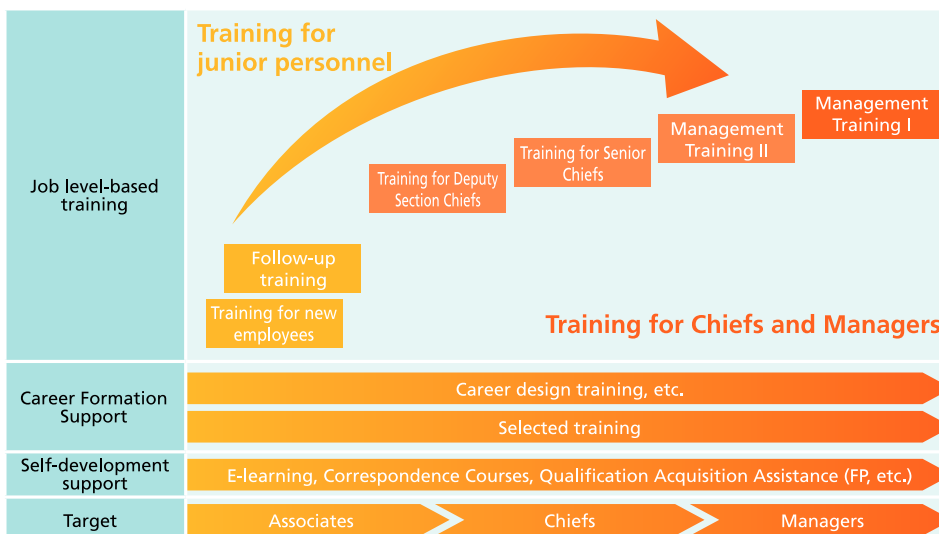
## Human Resources Development System

In consideration of employees' aspirations, Japan Post Bank promotes career development by providing opportunities for them to raise their awareness and learn, so that they can map out and implement plans for that purpose for themselves.

We offer more than 200 correspondence courses and over 300 e-learning courses to contribute to human resources development in enhancement areas from various perspectives, not just financial matters.

In addition to job level-based training and job skills-based training, we have newly added career design training and selected training to provide employees with opportunities to look back on their careers and think about their strengths and opportunities to learn in a more active manner. In this manner, we will review our human resources development system to ensure that employees can take the lead and initiative in developing their own careers.

### Training System Diagram



### Number of Participants in Training (FY2022/3)

Organization	Gender	Number of persons
Directly-operated branches	Men	291
	Women	440
Partner centers	Men	7
	Women	13
Regional Headquarters	Men	16
	Women	19
Operation Support Centers and Data Centers, etc.	Men	19
	Women	29
Head Office	Men	13
	Women	7
Total		854

### Hours of Training (FY2022/3)

Cumulative hours of training	Average hours per employee
20112	23.6

Note: In addition to the above, we also conduct training using e-learning.

#### ■ Mentoring Program

Under our mentoring program<sup>\*1</sup>, we provide a broad range of follow-up to employees with an eye toward their future growth.

\*1: One approach to human resources development where senior co-workers support junior co-workers through dialogue and mentoring.

#### ■ Introduction of a "Career Challenge" System

Via internal recruitment, we appoint employees who are willing to take on challenges to departments involved with specialized fields and focus areas creating an environment where each employee can focus on their career and continue to take on challenges.

#### ■ Securing and Training Human Resources for Specialized Fields

Through both outside recruitment and training of internal personnel, we strive to secure human resources for specialized fields (market/ALM/risk management, GP, cybersecurity, digitalization advancement, analytics (data analysis), marketing, etc.)

In terms of outside recruitment, we hire experienced mid-career human resources in addition to new graduate hires through specialized courses. In terms of training, in addition to having expert personnel conduct various forms of training including on-the-job training (OJT), we dispatch our employees to other companies to help them acquire knowledge and know-how in specialized fields.

We provide opportunities for employees to be dispatched to companies outside Japan or study at domestic or international universities in order to develop globally-minded human resources and advanced and specialist knowledge concerning such fields as finance, business administration, and law.



## ■ Providing an Environment for Self-Development

We have positioned enhancing basic financial skills as a pillar of our human resources development. Toward this end, we provide an environment conducive to self-development, including subsidizing accreditations, offering correspondence courses, and providing online e-learning accessible even from the home.

## ■ Fair Personnel Evaluations and Treatment

In terms of personnel evaluations, we make evaluation standards known to employees and enable employees to evaluate themselves (self evaluation). In turn, supervisors provide multistage evaluations and managers offer feedback. Also, we have put into a place a complaint and consultation system for personnel evaluations. We are working to increase employee motivation by reflecting the results of fair personnel evaluations in compensation.

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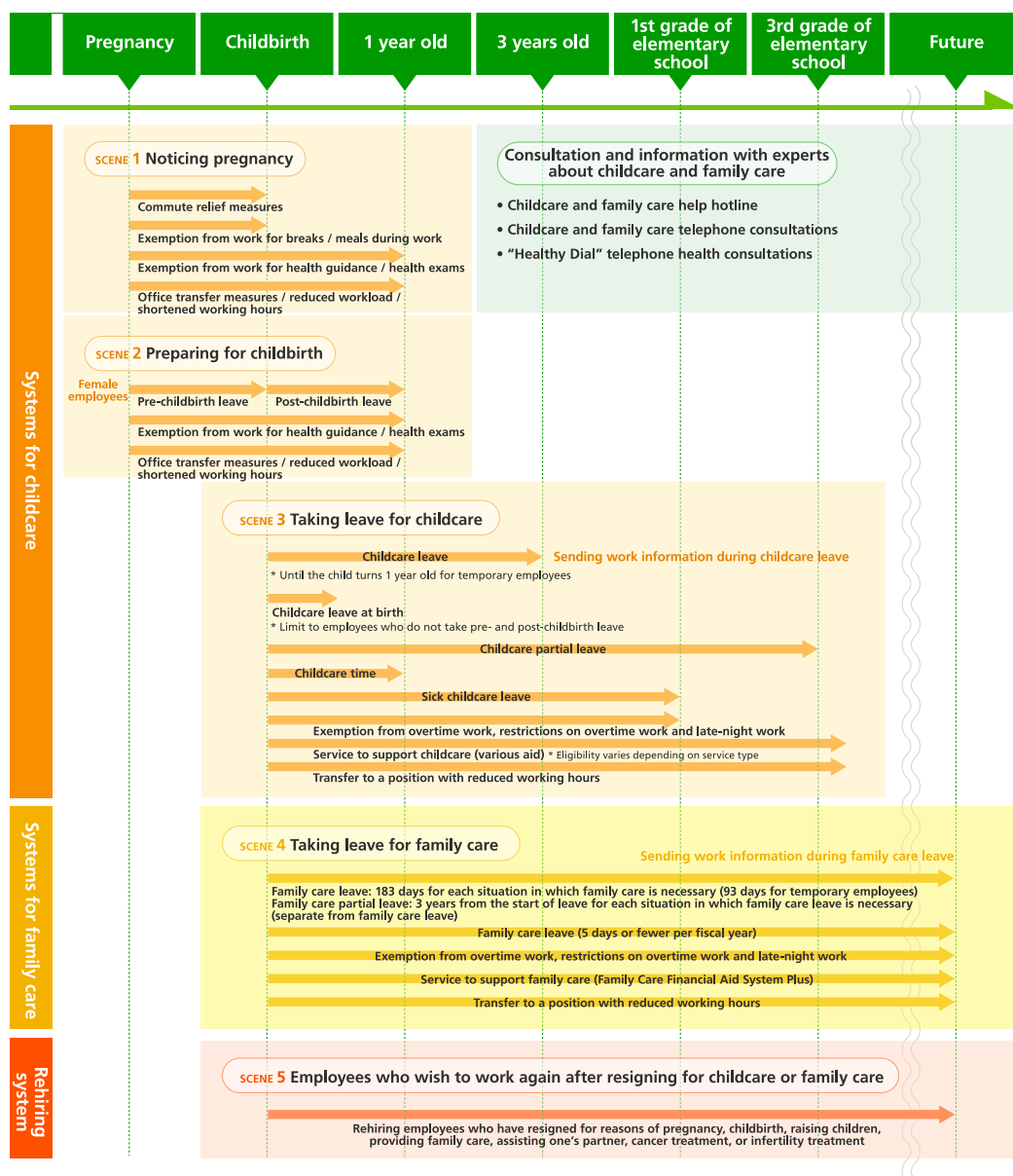
# Work-life Balance Management

## Work-life Balance Support System

JAPAN POST BANK has put in place a support system that exceeds that which is required by laws and regulations, in order to allow employees to continue to work, rather than leave the company, in times when they cannot attend the workplace for reasons such as pregnancy, childbirth, raising children, caring for family members, or undergoing medical treatment.

In addition, the Bank is supporting employees to achieve a more independent and autonomous work-life balance through combining measures such as raising awareness through various internal seminars and e-learning courses about work-life balance and expanding the adoption of telework.

### Balance Support System



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Initiatives to support a balance between childcare and work

Initiative	System of JAPAN POST GROUP					
	Permanent		Re-employed		Contractual employment	
	Period	Paid	Period	Paid	Period	Paid
Childcare leave	Until 3 years old	No*	Until 3 years old	No*	Until 1 year old (Until 3 years old in the case of associate employees and senior re-employed associate employees)	No
Childcare leave at birth (employees who do not take childcare leave after birth)	Within eight weeks of the child's date of birth or estimated date of delivery	No*	Within eight weeks of the child's date of birth or estimated date of delivery	No*	Within eight weeks of the child's date of birth or estimated date of delivery	No
Childcare partial leave	Until the fiscal year-end after the child turns nine years of age	No	Until the fiscal year-end after the child turns nine years of age	No	Until the fiscal year-end after the child turns nine years of age	No
Childcare period	Twice per day 45 min per period	Yes	Twice per day 45 min per period	Yes	Twice per day 30 min per period	No
Sick-child care leave	Up to 5 days (10 days when two or more children are sick)	Yes	Up to 5 days (10 days when two or more children are sick)	Yes	Up to 5 days (10 days when two or more children are sick)	No
Exemption from overtime or working on days off	Until entering elementary school	—	Until entering elementary school	—	Until entering elementary school	—
Overtime limit	24 hours or less per month 150 hours or less per year	—	24 hours or less per month 150 hours or less per year	—	24 hours or less per month 150 hours or less per year	—
Night-work exemption	Until entering elementary school	—	Until entering elementary school	—	Until entering elementary school	—
Transfer to a position with reduced working hours	Yes	—	—	—	—	—
Rehire for resigned employees	Yes	—	—	—	—	—

\*: Pay will be granted for the first three days of childcare leave when the leave falls within the period that is eight weeks and one day from the day the child was born or estimated date of delivery.

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Initiatives to support the balance between work and family care / other support measures

Initiative	System of JAPAN POST GROUP					
	Permanent		Re-employed		Contractual employment	
	Period	Paid	Period	Paid	Period	Paid
Family care leave	183 days in total (Continuous or intermittent)	No	183 days in total (Continuous or intermittent)	No	93 days in total (183 days in total in the case of associate employees and senior re-employed associate employees) (Continuous or intermittent)	No
Family care partial leave	3 years (Continuous or intermittent)	No	3 years (Continuous or intermittent)	No	3 years (Continuous or intermittent)	No
Family care break	Up to 5 days (10 days when two or more family members require care)	No	Up to 5 days (10 days when two or more family members require care)	No	Up to 5 days (10 days when two or more family members require care)	No
Exemption from overtime or working on days off	Granted for the period in which family members require care	—	Granted for the period in which family members require care	—	Granted for the period in which family members require care	—
Overtime limit	24 hours or less per month 150 hours or less per year	—	24 hours or less per month 150 hours or less per year	—	24 hours or less per month 150 hours or less per year	—
Night-work exemption	Granted for the period in which family members require care	—	Granted for the period in which family members require care	—	Granted for the period in which family members require care	—
Transfer to a position with reduced working hours	Yes	—	—	—	—	—
Rehire of resigned employees	Yes	—	—	—	—	—

\*: The above chart applies to employees who work eight hours per day.

Related Information

▶ [ESG Data: "Child care leave/Family care leave"](#)

■ Producing Manuals

To help employees use the different systems with peace of mind, we have produced and distributed among them various manuals such as a support guide for balancing work and childcare and a work-life balance support handbook for managers, which outline the points that superiors should know and attend to in the period from when a female employee applies for maternity leave until the day she returns to work. Other manuals include a work-life balance handbook that explains the different support systems for childcare and family care, as well as a family care support book that covers the process that occurs when an employee has to provide care and the ways a manager can respond to the issue.

■ Childcare and Family Care Support System

We provide aid for various childcare-related measures, including aid for using babysitters, aid for using monthly childcare, and aid for using childcare for sick or convalescent children, as well as subsidies for family care to employees who are engaged in family care.

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## ■ Establishing day care centers at offices

As a means of supporting a balance between childcare and work, in April 2019 we opened the Yutemachi Day Care Center, a workplace day care center at JAPAN POST GROUP's headquarters building in Otemachi.

## ■ Holding of All Types of Training Programs/Seminars

We hold a variety of work-life balance-related seminars, such as for employees who are expecting a baby, employees returning to work after childcare leave, and seminars on balancing work and caregiving. In addition to providing support for employees to balance their childcare or caregiving obligations with work, we conduct online seminars to help staff who are on leave return to work without stress or anxiety.



Seminar on returning to work after childcare leave

We also raise awareness by holding lectures on work-life balance in our internal training programs.

### Related Information

- ▶ [Fostering of Ikubosses](#)

## Childcare Leave for Male Employees



### Declaration of Full Childcare Leave for Male Employees

Director, President and Representative Executive Officer Norito Ikeda supports the "Declaration of Full Childcare Leave for Male Employees" by WORK LIFE BALANCE Co., Ltd.

JAPAN POST BANK recognizes diversity management as one of the most important management issues we face, and we are striving to create an environment in which every employee can improve their abilities and express their full potential. Our childcare leave system allows employees to take a longer period of leave than legally required (up to three years for childcare leave and up to nine years for childcare partial leave). In October 2018, we began offering partially paid childcare leave to help men actively participate in housework and childcare. We are also fostering a working environment in which male employees can use the leave system easily and with confidence through means such as distributing support books and providing e-learning for our male employees and supervisors.

We aim for 100% of male employees to use childcare leave, and will continue to fully encourage them to actively participate in raising their children.

[Declaration of Full Childcare Leave for Male Employees \(Japanese version only\)](#) ■



Director, President and Representative Executive Officer  
JAPAN POST BANK Co., Ltd.

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## Initiatives to Encourage Leave Taking

Together with making childcare leave partially paid leave, JAPAN POST BANK recommends that men take childcare leave, for example we introduce our staff who have taken childcare leave with interviews on our internal magazines.



Childcare leave seminars for employees and their spouses



Yucho Papa Mama Support Cards

To follow up at all workplaces we are also working to create the environment for parenting employees, such as by giving them original "Yucho Papa Mama Support Cards" from their superiors.

## Providing e-learning

By setting up e-learning that can be accessed even from home, we are helping to promote understanding and raise awareness through providing information that is beneficial to understanding childbirth, childcare, and family care. We are also providing contents that can be utilized for work and management after returning to work, and training contents designed for each level of employee.



Screen image of an e-learning page

## Work Style Reform

The JAPAN POST BANK believes that a working environment that enables employees with a diverse range of backgrounds to fully express their potential is extremely important in providing high-quality service to our customers. Through work style reform, we are striving to create employee-friendly working environments.

### Introduction and Expansion of Telecommuting (Working from Home, etc.)

With the goal of making work more flexible, increasing the motivation of employees, and boosting operational productivity, the JAPAN POST BANK introduced telecommuting at its headquarters in FY2019/3. Since FY2020/3, the Bank has gradually introduced it at locations other than its headquarters, and the number of employees engaging in telecommuting is expanding in response to the need for diverse work styles.

The Bank has responded to the challenges of COVID-19 through expanding telework, adopting web-based meetings, and introducing staggered working hours and alternate shifts. From the perspective of encouraging work-life balance, we are also advancing initiatives that will make these flexible working styles possible even after the pandemic ends.

### Voice

- "I was able to manage my work even when my child was in hospital."
- "I could spend more time with my family and enjoying my hobbies because I was spending less time travelling to work"
- "It became easy to balance family care and work"

## ■ Diversifying Working Patterns

Through supporting different systems such as reduced working hours, as well as a flextime and rehiring system, we are creating an environment where employees can choose from a diverse range of work styles.

## ■ Initiatives to Reduce Total Working Hours and Improve Productivity

We are aiming to create balance in our employees' lives, so that they can perform work that leads to increased added value and higher productivity, while reducing total hours worked. We are achieving this through setting limits on overtime, reducing workloads through advancing Business Process Re-engineering (BPR), encouraging employees to take the planned time or one week of continuous time off, and promoting "refresh days", in which employees leave at a designated time.

### Related Information

- ▶ [ESG Data: "Paid Holiday Utilization Rate"](#)
- ▶ [ESG Data: "Overtime Working Hours"](#)

## ■ Introducing an interval-based work system

With the goal of ensuring employees get enough time for daily living and creating a healthy working environment, since April 2018 we have had in place a system that guarantees 11-hour intervals between each day's work.

## ■ Employee Satisfaction Surveys

We are conducting regular attitude surveys in order to raise the work satisfaction of each of our employees. Results of the surveys are reported to the Executive Department and feedback is gathered from those in charge of each organization. The outcomes are then incorporated into our efforts to improve working environments throughout the whole company, leading to independent improvement activities within each organization.

## | Labor-management Relations

The JAPAN POSTAL GROUP UNION and the Postal Industry Workers Union represent employees within the JAPAN POST BANK, and the Bank works to build positive labor-management relations with these unions through regular communication and negotiations regarding various working conditions, including employee pay and work-life balance.

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# Initiatives on Health Management

## Basic Stance

Japan Post Bank bases its initiatives on health and productivity management on the idea that maintaining and improving the mental and physical health of employees, as well as creating environments where employees can work with vitality, will contribute to improving productivity and corporate value. Based on this belief, we established the Japan Post Bank Health Management System, and our initiatives include cutting down on long working hours, health guidance toward preventing/reducing the incidence of lifestyle diseases, and mental health care.

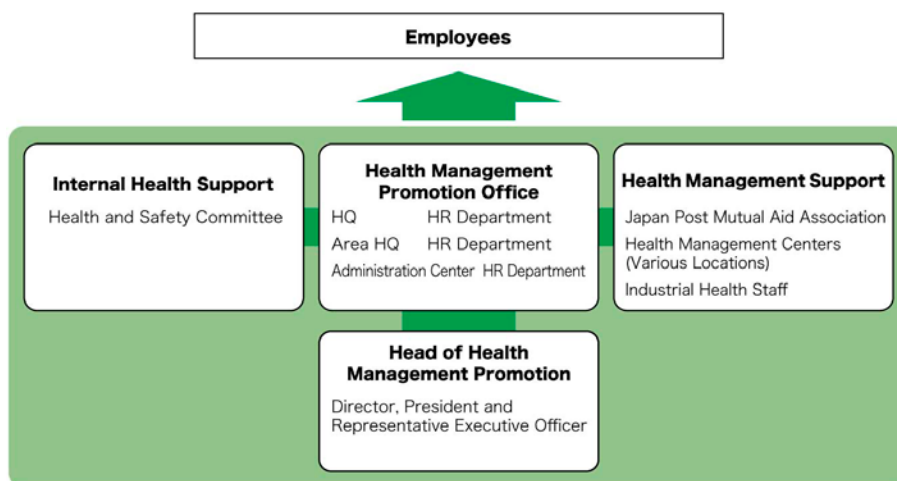
### Related Information

▶ [ESG Data: "Overtime Working Hours"](#)

## Health and Productivity Management Promotion Framework

With the President and Representative Executive Officer as the Health and Productivity Management Officer, the Health and Productivity Management Promotion Secretariat takes the lead in promoting health and productivity management at the company while working alongside industrial health staff, Japan Post Mutual Benefit Association and health and safety committees internally.

### Japan Post Bank's Health and Productivity Management Promotion Framework



### Establishment of Japan Post Bank's Health and Productivity Management KPI and PDCA

To ensure that employees can continue to work with good mental and physical health, we have established mid-term KPIs and evaluate the progress of initiatives for employee health. In addition, we identify potential issues after analyzing the current situation from the results of health exams, with this information used to formulate and evaluate health and productivity management measures.

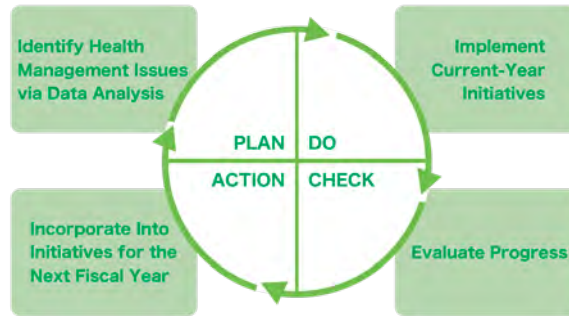


### Health and Productivity Management KPIs (FY2023/3)

Items	FY2021/3	FY2022/3 Performance	FY2023/3 Target
(1) Health exam uptake rate	100%	100%	100%
(2) Health counseling uptake rate	87.5%	84.1%	100%
(3) Detected health condition rate (blood lipids)	32.9%	31.4%	30.0%
(4) Smoking rate	16.7%	15.7%	15.0%
(5) Stress check uptake rate	95.0%	95.7%	100%

Note: (1) to (4) are based on the results of health exams

### PDCA cycle



## Health Advancement Initiatives

### Main Activities and Indicators

- We support the health advancement of our workforce throughout Japan by working closely with industrial health staff at our nationwide Health Management Centers responsible for the health management operations of the Japan Post Group.
- Based on the results of health exams, we work with industrial health staff to recommend exams be received at medical institutions and provide health guidance.
- We launched the My Health Navi website that provides information on health exam results and ways to prevent life-style related diseases in an effort to increase health literacy.
- We are working to review work styles so that employees can achieve work-life balance, including curtailing prolonged working hours and encouraging employees to take paid holidays. We are continuing to reduce the amount of overtime work. (See [ESG Data: "Overtime Working Hours"](#))
- We organize exercise programs led by a fitness instructor in order to help employees keep in shape.



Exercise program

**Employee Health Indicators (FY2022/3)**

		FY2021/3	FY2022/3
(1) Percentage of employees requiring medical treatment 1/2*1		1.11%	0.94%
(2) Rate of employees who no longer require specified health counseling*2		23.2%	23.7%
(3) Rate of employees with a healthy weight	Men	66.0%	67.5%
	Women	79.7%	80.8%
(4) Rate of employees who exercise on a regular basis*3		35.7%	35.3%
(5) Rate of employees on administrative leave due to illness		1.7%	1.7%
(6) Absenteeism*4		2.4 days	2.3 days
(7) Reduced work efficiency recognition rate		-	27.1%
(8) Lifestyle improvement awareness rate		78.8%	78.7%
(9) Rate of employees with high stress levels in stress check		17.3%	15.7%
(10) Rate of employees who feel their work is rewarding*5		42.7%	46.3%
(11) Employee walking event participation status*6	No. of participants	-	370
	Participation rate	-	18.7%
(12) Level of satisfaction in walking events*6		-	58.8%

Note: (1) to (8) are calculated based on the results of health exams

\*1: Requiring medical treatment 1/2: Employees requiring urgent or prompt medical treatment.

\*2: The ratio of employees who were recommended specified health counseling in the previous fiscal year but are no longer deemed to require it in the current fiscal year.

\*3: Rate of employees who walk or undertake equivalent forms of exercise for at least one hour (on a daily/regular) basis.

\*4: Average number of leave days of employees who have commenced administrative leave due to illness.

\*5: Rate of employees who answered "strongly agree" or "agree" to the survey question "do you feel your work is rewarding?"

\*6: The number of participants, participation rate, and participant satisfaction level for walking events conducted at our headquarters in FY2022/3.

**■ Initiatives to Prevent Secondhand Smoke Exposure**

- We make efforts to encourage employees to change their behavior, including designating a No-Smoking Day every month and providing online programs to help employees quit smoking\*.
- To raise awareness about quitting smoking, we hold discussions on ways to encourage employees to quit smoking during meetings of the Health and Safety Committee and make these known to employees.

\*: This program is provided through a partnership with Japan Post Mutual Benefit Association.

**■ Initiatives for Mental Health**

- We have prepared and handed out a Mental Health Guidebook for employees. At our Health Management Centers nationwide, we have set up mental and physical health consultation hotlines where industrial physicians and public health nurses provide guidance to employees about troubles they face at work or in their personal lives. Also, we have set up a hotline that employees can access outside of work hours, completing our consultation system that includes face-to-face, over-the-phone, and email-based services.
- We have support staff in place at our Regional Headquarters nationwide who meet with employees in-person to help prevent mental health issues and provide mental health training to managers with the goal of empowering them to prevent mental health issues in their team members.
- We perform stress checks at all of our business locations annually to quickly detect mental health issues and improve the workplace environment.
- We have prepared a return-to-work support program for employees returning to work from a mental health break that offers support and follow-up.

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| External Assessments

■ "White 500" ,2022 Certified Health & Productivity Management Outstanding Organizations Recognition (Large Enterprise Category) program

Japan Post Bank received certification as a company implementing excellent health and productivity management practices from Nippon Kenko Kaigi based on its responses to the health and productivity management survey conducted by the Ministry of Economy, Trade and Industry.



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## Human Rights Awareness Activities

### ■ Implementing various types of training

The Bank conducts workplace harassment prevention training and human rights awareness training for officers and all employees regarding various issues such as those involving people with disabilities, foreigners, senior citizens, sexual diversity, and social minorities (outcast discrimination). We are also raising awareness through means such as publishing a regular newsletter and conducting employee level-based training.

We collect and award human rights awareness slogans once every year and submit the slogans to external organizations, including the Japanese Bankers Association. Translated above.

#### Human rights-related training

Type of training	Times conducted	Target group
Training for new employees	Once per year	New employees (including mid-career employment)
Officer and management training / Position-based training / Duty-based training	Once per year for each training type	Eligible employees
Human rights awareness e-learning training	Once per year	All employees
Newsletter Jinken Tsuushin (Human Rights Report) (Covering harassment and human rights awareness)	6 times per year (every second month)	All employees

### ■ Harassment Consultation Counter

We have developed a system where employees can securely seek consultation by ensuring each organization is staffed with one male and one female harassment consultant, who serve as internal contacts for consultation regarding various types of harassment and human rights violations. We have also set up external contact counters.

A list of the types of contact counters is displayed at each business location, and we provide a platform on our internal portal site that allows the contact counters to be accessed centrally, including the external contact counters.

When employees contact consultants or contact counters, we inform them that consultations can be held anonymously, and we endeavor to maintain confidentiality of consultations and minimize the scope in which information is shared.

We are conducting training based on examples from both within and outside the Bank to improve the skills of consultants.

### ■ Requesting business partner cooperation in human rights considerations

We encourage our business partners to exercise respect for human rights.

#### Related Information

▶ [Initiatives in the Supply Chain](#)

[Japan Post Group's Approach to Procurement Activity](#) 

## LGBTQ+-related Awareness Raising Activities

### ■ Ally Stickers

After conducting study seminars to deepen awareness regarding LGBTQ+, we have distributed stickers to make it visually clear that the wearer of the sticker is an Ally,<sup>\*1</sup> so that LGBTQ+ customers and employees can feel safe and accepted.

\*1: People who offer support and understanding for LGBTQ+ people.



### ■ Sponsorship of Tokyo Rainbow Parade 2022

The four companies of JAPAN POST GROUP sponsored the Tokyo Rainbow Parade 2021<sup>\*2</sup> as part of their efforts to support LGBTQ+.

\*2: An event held by the NPO Tokyo Rainbow Parade. The parade is held under the slogan, "Be yourself, have fun, be proud," in order to help create a society where all people can be themselves and live positively with pride, regardless of sexual orientation or gender identity.

### ■ External Assessments

JAPAN POST BANK was awarded the highest gold evaluation for the fifth year in a row in the PRIDE Index with which the voluntary organization "work with Pride"<sup>\*3</sup> evaluates the efforts of companies in regard to LGBTQ+.

\*3: The goal of work with Pride is to provide information on creating workplaces in which LGBTQ+ persons in Japanese companies can be themselves. The organization offers opportunities for companies to work actively on LGBTQ+ issues.



work with Pride 2019 Conference held on October 11, 2019.  
JAPAN POST BANK Diversity and Inclusion Department employee  
(center) participating in a panel discussion



PRIDE Index Gold Award (Executive Officer, General Manager of the  
Diversity and Inclusion Department, Yoko Makino)

# JAPAN POST BANK Human Rights Policy

1. With the goal of realizing our management philosophy of becoming "the most accessible and trustworthy bank in Japan," JAPAN POST BANK (hereafter, the Company) contributes to a safe, secure, and prosperous society by recognizing that respect for human rights is an important social responsibility and fulfilling our role accordingly.
2. As a member of JAPAN POST GROUP, a signatory to the United Nations Global Compact, the Company will not only comply with all applicable laws in regions in which it operates, but in respect to human rights will also adhere to the International Bill of Human Rights, the International Labour Organization Declaration on Fundamental Principles and Rights at Work, as well as the United Nations' Guiding Principles on Business and Human Rights.
3. Our human rights policy applies to all Company officers and employees, who will work to build stronger ties with our customers by engaging in all business activities with the customer's point of view in mind. We also expect our stakeholders to respect human rights based on this policy.
4. The Company does not discriminate, including on the grounds of race, color, gender, sexual orientation, gender identity, language, religion, political affiliation, beliefs, nationality, social background, economic status, place of birth, or disability. We also aim to avoid indirect discrimination.
5. The Company respects each of its officers' and employees' human rights and is committed to providing a safe and comfortable working environment free from behaviors such as sexual harassment, power harassment, maternity harassment, bullying, and discrimination. Moreover, the Company will not tolerate human rights violations such as forced labor and child labor.
6. With the goal of fulfilling our responsibility in respecting human rights, we will promote educational activities aimed at raising awareness of various human rights issues, deepen the understanding of the importance of respect for human rights by each officer and employee, and work to reduce and avoid any negative impact on human rights. We will respond appropriately to any infringement on human rights.
7. The Company has established this policy after careful deliberation by the JAPAN POST BANK Human Rights Awareness Promotion Committee, which is charged with addressing human rights issues. We may review and revise this policy at any time based on changes to the business environment or discussions with stakeholders.

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# Initiatives in the Supply Chain

## CSR Procurement

Japan Post Group reviewed and updated the Japan Post Group's Approach to Procurement Activity in December 2018, and we ask that our business partners give consideration toward environmental and social issues so that we can achieve the 10 principles defined in the UN Global Compact.\*

In July 2019, we formulated and published the Japan Post Group's CSR Procurement Guidelines. We have asked all business partners to comply with these guidelines since December 2020.

### Japan Post Group's CSR Procurement Guidelines

- **Respect for human rights (including prohibition of forced labor and child labor)**

We require all business partners to ban forced labor, harassment, child labor and discrimination, as well as respect the human rights of their employees, treat them with dignity, and provide safe and comfortable workplaces following the international trend of valuing human rights.
- **Occupational safety and health**

We require all business partners to prevent unforeseen accidents and injuries by maintaining and improving the occupational health and safety environment for its employees and all others who work at their locations of business.
- **Consideration for the global environment**

We require all business partners to ensure the safety and health of all people while minimizing negative impacts on the national environment and ecosystems through full consideration toward the environment in terms of product manufacturing. Recognizing the importance of environmental conservation, we request that business partners strive toward management that is considerate of the environment in all aspects of business activities, including biodiversity conservation, resource recycling and reduction of greenhouse gas emissions.
- **Compliance with laws, regulations and social standards and development of a compliance system (including prohibition of corruption, bribery, etc.)**

We require all business partners to establish a compliance framework so that they can engage in business activities in compliance with applicable laws and social norms in the countries and regions where they operate, including prevention of corruption and bribery, as well as prevent legal violations and fraud of their company and employees, and quickly respond in the case of a problem.
- **Securing quality and safety of products and services**


We require all business partners to ensure thorough quality control and ensure that their products and services satisfy the safety standards set forth in the laws of each country. In addition, we require all business partners to establish a business continuity plan (BCP) for quickly restoring core operations in the event of an unforeseen contingency aimed at the stable supply of products.
- **Information security**

We require all business partners to implement defensive measures against computer network threats, manage information security so that no damages are incurred by their company or others, and appropriate manage and protect personal information of customers, third-parties and employees along with confidential information they receive.
- **Social contribution and harmonious coexistence with local communities**

We encourage all business partners to voluntarily engage in activities that contribute to the development of the international community and regional societies.

\* Japan Post Group announced its support of the 10 principles in the four fields (human rights, labor, environment and anti-corruption) defined in the UN Global Compact in May 2008. Since then, we have been working toward CSR procurement.

### Related Information

- [Japan Post Group's Approach to Procurement Activity](#) 
- [Japan Post Group's CSR Procurement Guidelines \(external website\)](#) 