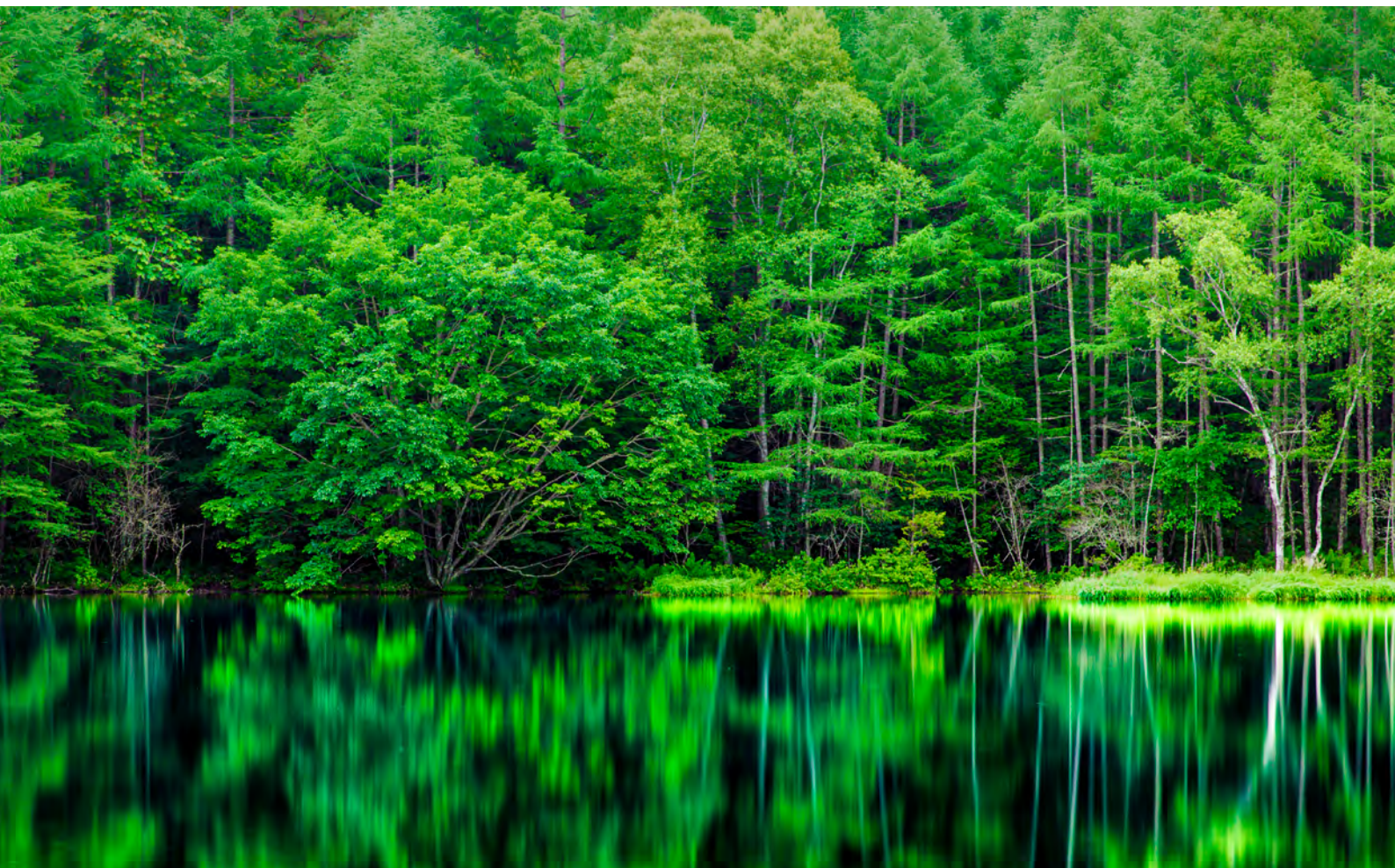


Sustainability Report

2022



# Sustainability Report 2022

## Contents

<b>Message from the President</b> .....	P1	<b>Governance</b>	
<b>Sustainability Management</b>		<b>Basic Stance</b> .....	P125
Sustainability Stance and Promotion Framework .....	P3	<b>Corporate Governance System</b> .....	P128
Employee Roundtable (FY2022) .....	P7	<b>Compliance System</b> .....	P136
Stakeholder Engagement .....	P16	Conflicts of Interest Management Policy .....	P141
Message from the Executive in		Basic Policy for Combating against Antisocial Forces .....	P142
Charge Of Sustainability .....	P21	<b>Risk Management</b> .....	P143
<b>Priority Issues and the SDGs</b>		<b>Internal Audit System</b> .....	P149
JAPAN POST BANK Priority Issues .....	P27	Basic Policy on Internal Auditing .....	P150
Relationship with International Frameworks (SDGs) .....	P30	<b>Tax Initiatives</b> .....	P152
<b>Environment</b>		<b>Initiatives to Prevent Corruption</b> .....	P153
Environmental management .....	P33	<b>External Assessments and</b>	
JAPAN POST BANK Environmental Policy .....	P34	<b>Endorsement of Initiatives</b> .....	P155
<b>Climate Change Initiatives</b> .....	P35	<b>Data and Guidelines</b>	
Complying with the TCFD Recommendations .....	P40	ESG Data .....	P161
<b>ESG Investment and Financing</b> .....	P46	GRI Content Index .....	P170
ESG Investment and Financing Policy .....	P53	SASB Standards Index .....	P177
<b>Biodiversity Conservation Initiatives</b> .....	P56	ESG-Related Information Index .....	P178
<b>Social Contribution Activities for the Environment</b> .....	P66	ESG Policies .....	P180
Third-party Assessment .....	P68		
<b>Social</b>		<b>Disclaimer</b>	
<b>Customers &amp; Markets</b>		The information disclosed on the Japan Post Bank website regarding its sustainability initiatives can be viewed in PDF format. However, as the report covers information until September 30, 2022, it may not be in accord with the latest information that is available through the link.	
Provision of High-quality, Customer-oriented Financial Services .....	P69	<b>Period Covered:</b> April 2020–March 2021 (Some parts include information from April 2021 onwards)	
Basic Policy for Fiduciary Duties .....	P73	The figures and percentages are information as of March 31, 2022, unless separately noted.	
Universal Services .....	P75	<b>Organization Covered:</b> In principle, Japan Post Bank (non-consolidated)	
Customer Protection .....	P78	<b>Referenced Guidelines:</b>	
Response to Disasters, Accidents and COVID-19 .....	P82	• GRI Standards	
<b>Regional Communities</b>		See the reference table posted on page 170 for the standards referenced by this report.	
Vitalization of Regional Economies .....	P83	• Environmental Reporting Guidelines 2018 published by the Ministry of the Environment	
Relationship with Regional Communities .....	P87		
Fostering the Next Generation Human Resources .....	P89		
Financial Education .....	P90		
Piggy Bank Design Contest for children .....	P91		
<b>Employees</b>			
Basic Stance .....	P92		
Officer Dialogue Session .....	P93		
Employee Roundtable (FY2021) .....	P97		
Diversity Management .....	P101		
Human Resources Development .....	P107		
Work-life Balance Management .....	P110		
Initiatives on Health Management .....	P116		
<b>Human Rights &amp; Supply Chain</b>			
Respect for Human Rights .....	P120		
JAPAN POST BANK Human Rights Policy .....	P123		
Initiatives in the Supply Chain .....	P124		

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

# Message from the President

## To Our Stakeholders



Norito Ikeda  
Director, President and Representative Executive Officer

■ **As the most accessible and trustworthy bank in Japan, we will contribute to the realization of a sustainable society.**

The business environment surrounding JAPAN POST BANK is characterized by a declining population and super-aging society, shrinking regional economies, advance in digital innovation, changes to new lifestyle following the COVID-19 pandemic, growing momentum toward the realization of a sustainable society against the backdrop of the increasingly severe climate change problem and other factors. In addition, the current situation is characterized by increasing uncertainties, such as monetary policy shifts in the U.S. and other countries against the backdrop of inflationary concerns and heightened geopolitical risks including escalating tensions in Ukraine.

## Toward fulfilling our purpose

Against this backdrop, reflecting on the significance of its purpose, namely its aim for the happiness of customers and employees and efforts to contribute to the development of society and the region, as well as its management philosophy of becoming the most accessible and trustworthy bank in Japan guided by the needs and expectations of its customers, JAPAN POST BANK clarified its three social missions under the Medium-term Management Plan. At the same time, the Bank also identified four priority issues (materiality) to be addressed in order to realize sustainable management through efforts aimed at both enhancing corporate value and solving social issues.

### Priority Issues (Materiality)

Providing "safe and secure" financial services to anyone and everyone throughout Japan	Contributing to regional economic expansions	Reducing environmental impact	Advancement of work style reforms, and sophistication of governance

#### Related Information

▶ [JAPAN POST BANK Priority Issues](#)

## A customer-oriented mindset underpins every facet of our operations

I believe that a customer-oriented mindset is the most important attribute in realizing the Bank's purpose through materiality. Uppermost is the need to ensure that our customers can avail themselves of our products and services with confidence and to maintain their trust. Established as a customer-oriented initiative, the Service Improvement Committee engages in thoroughgoing deliberations on customer-oriented issues, focusing not only on the validity of products and services as well as the digitalization of teller and customer center operations, but also on internal organizational and cultural reforms. In addition, the Bank uses videos to convey to employees nationwide management's thoughts regarding behavior, attitude and spirit toward customers. I believe it is essential that management and front-line employees share each of their values and engage in close-knit communication in order to provide high-quality, customer-oriented financial services. Furthermore, the Bank maintains forums to gain access to information not only from a management, but also from the employee and organizational perspectives. These forums facilitate discussions regarding specific attributes that are unique to JAPAN POST BANK and are linked to the Bank's purpose, work to strengthen vertical, horizontal and diagonal communication and lead to organizational and cultural reform.

In order for the Bank's true corporate value to be understood, while firmly tackling our materiality, it is vital that we articulate our journey of growth, engage in dialogue, and enhance information disclosure. As president and representative executive officer, I have absolute faith in the Bank's strength and its growth potential. Moving forward, all executives and employees will work in unison to set and achieve ever loftier goals. Market expectations call for nothing less, and I am convinced that our efforts in this regard will further strengthen the trust that binds us to our customers. We will continue to engage in dialogue with all of our stakeholders. Determined to enhance the corporate value of JAPAN POST BANK while resolving social issues, I ask for your continued support and patronage.

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

- Index
- Message from the President
- Sustainability Management
- Priority Issues and the SDGs
- Environment
- Social
- Governance
- External Assessments and Endorsement of Initiatives
- Data and Guidelines

# Sustainability Approach and Promotion Framework

## Basic Stance

Because the Japan Post Bank operates its business throughout Japan based on financial infrastructure that includes directly managed branches, the nationwide post office network, and ATMs, we are highly aware that our activities will contribute to the solutions for the problems faced by society.

With our Medium-term Management Plan beginning in FY2022/3, we determined to aim for realizing both corporate value enhancement and solutions for issues facing society, such as the achievement of SDGs, through implementing our mission based on the Japan Post Group and Japan Post Bank management philosophy.

### Purpose of JAPAN POST BANK (raison d'être)

**We aim for the happiness of customers and employees, and will contribute to the development of society and the region.**

\* The Management Philosophy of JAPAN POST GROUP

### The Management Philosophy of JAPAN POST BANK

**We aim to become "the most accessible and trustworthy bank in Japan," guided by the needs and expectations of our customers.**

### The Mission of JAPAN POST BANK

**Providing "reliable and thorough" financial services "safely and securely" to anyone and everyone throughout Japan.**

**Contributing to the development of regional community economies by enhancing funds flow to, and relationships with, communities using various frameworks.**

**As one of the largest institutional investors in Japan, JAPAN POST BANK will work to both realize sound and profitable operations, and contribute to the realization of a sustainable society.**

**Realizing both the enhancement of corporate value, and contributing to the solution of social issues such as SDGs (ESG management)**

Based on this basic approach, Japan Post Bank has established the Basic Sustainability Policy after discussions at the Management Committee and the Board of Directors. The policy stipulates that the bank will promote sustainability as a top management priority.

## ■ Basic Sustainability Policy

The Bank positions the promotion of sustainability as a top management priority and aims to achieve both the creation of sustainable social value and enhancement of corporate value over the medium to long term by addressing materiality in its business activities as follows:

- (1) The Bank will work to develop and provide “safe and secure” financial services that can be used by anyone and everyone throughout Japan.
- (2) As a community-based financial institution, the Bank will contribute to the development of the regional economies and society.
- (3) To protect nature and the environment and pass them on to future generations, the Bank will engage in environmentally friendly activities and work to resolve environmental issues.
- (4) The Bank will conduct its business activities in a manner that respects human rights and will ensure a work environment where employees can work in a healthy and safe manner and where diverse personalities and work styles are respected. In addition, the Bank will strive to develop human resources who can think and act on their own, and to improve their work-life balance and job satisfaction.

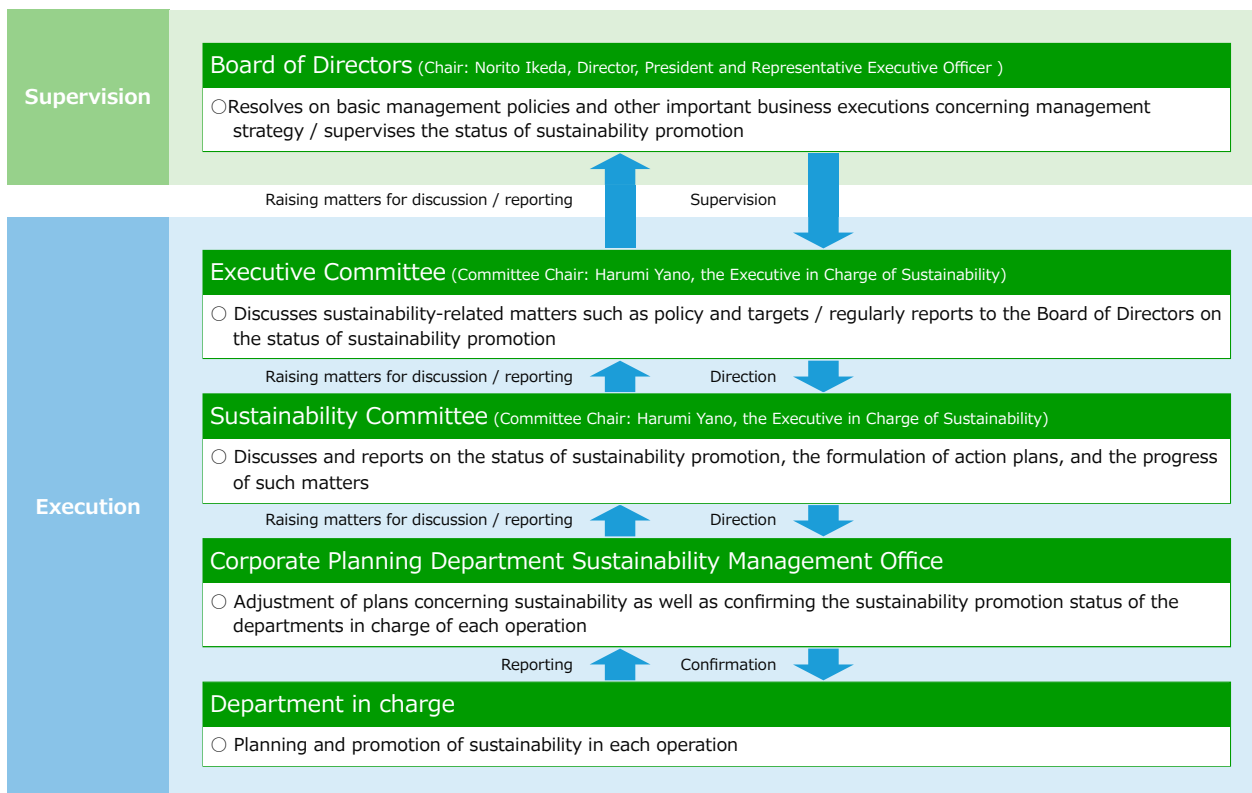
[Basic Sustainability Policy \(full text\) \(PDF/307KB\)](#) 

### Related information

- ▶ [Priority Issues \(Materiality\)](#)

## ■ Sustainability Promotion Framework

Matters related to the promotion of sustainability are discussed by the Sustainability Committee, and discussed or reported to the Management Committee and the Board of Directors in a timely and appropriate manner.



## ■ Persons responsible for the promotion of sustainability (including climate change response)

The President and Representative Executive Officer, who serves as the chairman of the Executive Committee and the Board of Directors and presides over the Bank's operations, is responsible for the promotion of sustainability including the Bank's response to climate change. The Executive in Charge of Sustainability, who serves as the Sustainability Committee Chair, attends meetings of the Executive Committee and the Board of Directors and reports on and raises matters for discussion regarding the status of promotion.

Person responsible	Meeting attended		
	Sustainability Committee	Executive Committee	Board of Directors
Director, President and Representative Executive Officer (Norito Ikeda)	-	◎	◎
The Executive in Charge of Sustainability (Harumi Yano)	◎	○	○(Note)

◎ : Chairman, Committee Chair

Note: The Executive in Charge of Sustainability is not a member of the Board of Directors but reports regularly to the Board of Directors on the status of the Bank's promotion of sustainability.

## Main sustainability agenda items (from FY2021/3 onward) to be referred to the Board of Directors

- Selection of Priority Issues (Materiality)
- Setting targets for reducing CO<sub>2</sub> emissions
- Setting targets for the balance of ESG-themed investments
- Complying with the TCFD Recommendations (Policy and Status of Initiatives)
- Formulation of the Basic Sustainability Policy
- Raising targets for the balance of ESG-themed investments
- Selection of top risks from climate change risks and other sustainability-related risks

## ■ In-house Training

JAPAN POST BANK conducts training activities regarding initiatives intended to promote sustainability with the aim of ensuring that each employee understands these initiatives in terms of their own duties and practices them under their own initiative.

### FY2022/3 Training Results and Major Training Themes

- Training for executives (July 2021, Theme: Global Trends in and Japan's Current Approach to ESG and the SDGs)
- Training for all employees (October 2021 and February 2022, Theme: Priority Issues (Materiality) under the Medium-term Management Plan)
- E-learning for headquarters employees (December 2021, Theme: Climate Change, Biodiversity, Human Rights, and Other Trends in Sustainability)
- Sustainability Officer Video (January 2022, Theme: ESG Management)
- Training for management (April 2022, Theme: Considering human rights from a management perspective)

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines



Sustainability Officer Video



Training for management

**Ecology Guidebook Utilization**

We have compiled an Ecology Guidebook to raise awareness among employees. This is utilized to guide employees to drive in an eco-friendly manner and conserve energy. We are promoting initiatives to reduce the impact of our operations on the environment, such as providing feedback to employees at our headquarters regarding the amount of copy paper they are using per month.





Employee Roundtable (FY2022)

What Japan Post Bank can do to achieve the SDGs

"Providing high-quality services to all customers equally"

Japan Post Bank continually conducts training and implements measures to spread understanding among management and employees, constantly promoting awareness to enable all employees to recognize the importance of business growth that is in harmony with society. From FY2023/3, along with bringing all employees together to raise their awareness toward solving social issues, we have implemented a specific initiative whereby all of our workplaces<sup>\*1</sup> throughout Japan formulate and achieve their own "SDGs declaration"<sup>\*2</sup> to enable each individual employee to contribute to solving social issues through our business activities.

As representatives of the Bank's branches, we asked employees at Machida Branch, Tokyo, about their customer service initiatives in relation to the recent development of their SDGs declaration, and we spoke together about the purpose of Japan Post Bank.

\*1: In addition to its 233 national branches, Japan Post Bank has various other offices such as Regional Headquarters that manage its branches, Administration Service Centers that provide operational and sales support for branches and post offices, and Operation Support Centers that manage accounts and other areas.

\*2: Each workplace has declared an action plan with initiatives for achieving the SDGs after reflecting on Japan Post Bank's priority issues (Materiality) and related SDGs.

Machida Branch's SDGs declaration

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

Machida Branch's SDGs declaration

# Happiness for Everyone

—Providing high-quality services to all customers equally!

Machida Branch's SDGs declaration expresses their purpose of "contributing to enriching the lives of customers while each and every employee feels rewarded in their work." With the digitalization of banking advancing, we are always thinking of what we can do as a branch to maintain the relationships of trust that can only be built in-person and ensure the peace of mind that we have always provided for our customers continues to be there.

**Priority issues (Materiality) that Machida Branch is working toward**



**Related SDGs**



Participants:

The branch manager and three employees of Machida Branch, JAPAN POST BANK.



Otofuji, Branch Manager

Counter Service Department Interviewee H, Deputy Manager

Sales Department Interviewee T, Deputy Manager

Sales Department Interviewee I, Chief

## Q Your branch's SDGs declaration has a strong message, showing the positive attitudes of the employees and their desire to help customers. How did you come to develop the declaration?



Otofuji, Branch Manager

At our branch, we have customers of many different nationalities and ages. We strive everyday to address the various needs of all of our customers.

This year, we appointed our own "SDGs Leader" to greater promote our initiatives, selecting a Sales Department employee (Interviewee I) for the position. The SDGs Leader has run activities such as weekly study seminars, and our SDGs declaration was developed through discussion among employees under her leadership.



Interviewee I

Recognizing the importance of a customer-oriented approach when carrying out our duties at the branch, we set initiatives related to the theme of "providing 'safe and secure' financial services to anyone and everyone throughout Japan," which is one of the Bank's priority issues (Materiality) that are based on the SDGs.

With war currently occurring in the world, we are painfully aware that not everyone is able to live their lives in peace. Japan Post Bank holds 120 million accounts, and we support Japan's infrastructure as a bank where most citizens of Japan are our customers. We believe that working to provide high-quality services to all customers equally is an effort we can make toward achieving the SDGs. This also expresses our intention to speak and act in a way that shows we care about all of our customers and fellow employees.

## Q Please tell us about the things you are doing as a branch to realize your declaration, "Happiness for Everyone ."



Interviewee I

We are making a range of efforts in our daily work to ensure that we provide high-quality services to all customers equally.

For example, since we communicate through writing with our hearing-impaired customers, we have made two writing devices (one for customer use and one for employee use) available and have created a corner in the branch for communicating through acrylic sheets to maintain social distancing due to the COVID-19 pandemic. In addition, all employees practice sign language every week at morning meetings so that we can provide a simple greeting.

Because we have customers of various different nationalities, we have instructions and explanatory materials available in each language, in addition to English, organized in a way that ensures we can quickly give them to customers. We also practice using POCKETALK (AI interpreting device) to ensure smooth communication.

Q

In promoting these sorts of initiatives at your branch, how does each employee identify issues and put their ideas into practice?



Interviewee I

After serving customers, we reflect on our service, considering whether our guidance may have been easier to understand if we had done things differently. In this way, we are always mindful of whether there are points for improvement. Our activities such as preparing documents in different languages in advance and learning sign language started as branch-wide initiatives based on the sharing of everyday observations among employees. By providing smoother service, we have increased customer satisfaction, and employees can feel rewarded in their work.



Machida Branch employees conducting a sign language role play.

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

What each employee is being mindful of and working on to achieve the SDGs declaration

**Q Please tell us about the things you are doing to achieve the SDGs declaration and what challenges have noticed.**



Interviewee H

As a teller, I try to ensure that I provide the same level of service to all customers. While it does take more time serve foreign customers due to language barriers, seeing the delight on their faces when their requests have been properly fulfilled makes me feel a sense of value in my work. Recently, after opening a bank account for a foreign customer, they came back to our branch with their friend and introduced them to me. It felt great to hear they mentioned to their friend that "If you go to Japan Post Bank, they can open an account for you and explain everything clearly and politely." It was an occasion where I felt that my customer service was contributing to expanding the Bank's circle of customers. In addition, as we have senior customers who have trouble hearing or need extra time to reach the teller windows, we are mindful to provide appropriate service that meets their needs. For example, for those who have difficulty hearing, we speak more loudly, slowly, and in a lower voice to ensure that they can hear properly. We are also mindful to collect information useful for customer service, sharing it among all employees.

**I want to see all of our customers smile and be the person who makes customers say thank you.** I strongly feel that this mindset also contributes to the achievement of the SDGs.



Interviewee T

As a Sales employee, I provide information on asset-management products that suit our customers' life plans, such as investment trusts.

One thing I always make sure to do before explaining products to customers is ask what are the most important things to them, or who are the most important people. They might mention things like "My car is important to me because driving is my hobby," or "I have an adorable grandchild who has just been born." By listening to them, I can better understand who they are, their thinking, and their lifestyles, and therefore be able to inform them of products that are right for them.

As online consultations have increased recently, we are supporting customers through efforts such as helping those who require assistance in setting up their computers and explaining how to use our services online. I feel this also helps to expand the banking choices for customers who have trouble leaving their homes, enabling them to use Japan Post Bank more easily.

In addition, as I am the QQ Sales Leader\*<sup>3</sup> for Machida Branch, I strive to ensure that customer opinions are reflected in our service. I analyze the opinions of customers collected through surveys, considering what they would like to see and ways to improve our service.

\*3: "QQ" is an abbreviation for quantity and quality. QQ Sales Leaders were appointed at each branch in October 2018 with the aim of promoting customer-oriented business operations\*<sup>4</sup>.

- Index
- Message from the President
- Sustainability Management
- Priority Issues and the SDGs
- Environment
- Social
- Governance
- External Assessments and Endorsement of Initiatives
- Data and Guidelines

Q

**What measures should we take as a financial institution to be closer to our customers?**



Interviewee T

I think we need extensive knowledge and skills. So that our customers can use Japan Post Bank with peace of mind, it is important that we deepen our employees' knowledge as financial experts in areas such as pension and tax. At Machida Branch, Sales Department employees have the Financial Planner Level 2 certification (FP2), and constantly work to improve their knowledge. In the workplace, fellow employees diligently pursue their study at mini study seminars that are held every week.




Otofujii, Branch Manager

I also think that it is important to look properly at our customers and understand their different situations.

While we are always being mindful to prevent bank transfer scams at our teller windows, recently, an employee who felt that a customer's actions and transaction details were suspicious successfully prevented an incident of bank transfer fraud. I believe that the practice of looking properly at each customer to understand what their current situation is and provide closer service leads to the protection of customers.

\*4: Customer-oriented business operations of Japan Post Bank

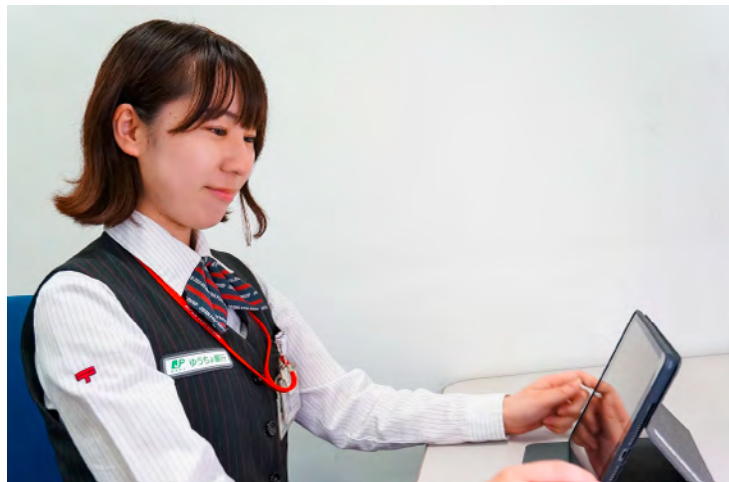
In order to actively respond to the diverse needs of our customers through services such as asset building support and our existing deposit and remittance services, Japan Post Bank adopted the "Principles for Customer-oriented Business Conduct" that were announced by the Financial Service Agency of Japan 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. We sincerely listen to the opinions of our customers and thoroughly conduct customer-oriented business operations, aiming to be a truly trustworthy bank.

- ▶ [Basic Policy for Fiduciary Duties](#)
- ▶ [Our initiatives concerning our customer-oriented business operations and its situation \(Japanese version only\) \(PDF/3,636KB\)](#) 

- Index
- Message from the President
- Sustainability Management
- Priority Issues and the SDGs
- Environment
- Social
- Governance
- External Assessments and Endorsement of Initiatives
- Data and Guidelines

- Index
- Message from the President
- Sustainability Management
- Priority Issues and the SDGs
- Environment
- Social
- Governance
- External Assessments and Endorsement of Initiatives
- Data and Guidelines

Main initiatives at branches		
<b>Providing customer-oriented information and consulting services</b>	System for understanding customer feedback	We verify whether the products we propose and our sales and recommendation methods are appropriate for our customers, receiving their evaluations through means such as surveys. We also disseminate information regarding market conditions and the profit and loss status of the financial products we hold. Furthermore, should our customers' life plans change, we make proposals for our customers' new life plans tailored to their needs, and offer support including helping them to make the right investment decisions.
	Life plan consulting	With lifestyles currently diversifying, we make proposals that suit the life plans of each customer through means such as using our Life Plan Consulting (LPC) app to run various simulations.
<b>Improving the system for managing conflict of interest</b>	Appropriate management of conflict of interest transactions	We propose asset-management products that we believe meet the needs of our customers, irrespective of the amount of sales commissions related to the product or sales channel.
<b>Fostering human resources / Performance evaluations</b>	Training system	We carry out training to provide knowledge on topics such as products and services or superannuation and inheritance. We also conduct role playing exercises for consulting proposals and training to ensure proper work practices. In addition, we support our employees in gaining qualifications to develop their expertise. We ascertain whether each employee has the skills required for consulting work, and branch managers guide employees after creating a skills development plan for each of them. Branch managers also regularly follow up on each employee in accordance with their progress in acquiring the skills outlined in development plan.



Online interview

What Japan Post Bank can do to achieve the SDGs

Q As branch manager, what do you feel your role is and what are you enthusiastic about in regard to achieving the SDGs?



Otofuji, Branch Manager

The purpose of Japan Post Bank is to "We aim for the happiness of customers and employees and will contribute to the development of society and the region." For the Machida Branch, this means "contributing to enriching the lives of customers while each and every employee feels rewarded in their work." Our SDGs declaration expresses this ideal. With the digitalization of banking advancing, we are always thinking of what we can do as a branch to maintain the relationships of trust that can only be built in-person and ensure the peace of mind that we have always provided for our customers continues to be there.

Before I was appointed as branch manager, I worked in the investment trusts business department at our head office and was involved in sales strategy formulation and plan design for asset-management products. With the number of people using their smartphones to manage their assets by themselves increasing, what are Japan Post Bank's advantages? While there are customers who want to manage their assets by themselves easily using an app, there are also customers who want someone to politely explain everything until they understand. To meet the needs of both of these types of customers, Japan Post Bank is working to develop its digital channel, while also providing attentive consulting to customers at our branches at the same time. We have appointed a QQ Sales Leader at each branch who analyzes opinions or complaints that have been received when serving customers, taking them into account to improve our service. Through this, we are working to increase customer satisfaction, engaging in customer-oriented business operations.

The mission of our physical channel throughout Japan is to ensure that customers know that if they do their banking with Japan Post Bank, employees will consult with them directly and will kindly and politely provide suggestions and explanations. I feel that my role as branch manager is to work together with branch employees to achieve this.

- Index
- Message from the President
- Sustainability Management
- Priority Issues and the SDGs
- Environment
- Social
- Governance
- External Assessments and Endorsement of Initiatives
- Data and Guidelines



Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

## Comment from Kishi, Executive General Manager of the Tokyo Regional Headquarters

The Tokyo Regional Headquarters supports all post offices and directly operated branches in Tokyo on a daily basis to ensure that they are loved by their customers.

All employees at the Machida Branch strive to improve their daily service through efforts such as helping senior customers who require assistance in setting up online banking and by improving their skills at making sure facilities are in place to enable those with disabilities to easily use the Bank's services. The branch has also commented that it is important to look at customers properly and provide service that meets their needs so that they can trust Japan Post Bank and have peace of mind. I feel that this reflects the stance and intention of the Bank to fulfill our customers' expectations.

To contribute to achieving the SDGs, we will value customer opinions, engaging in customer-oriented business operations together with our post offices and directly operated branches.



## Comment from the Corporate Planning Department Sustainability Management Office

The Corporate Planning Department Sustainability Management Office constantly implements measures to promote understanding of ESG and the SDGs so that each of Japan Post Bank's employees can fully understand the importance of sustainability and strive toward solving social issues such as the SDGs through our business activities.

By developing SDGs declarations at each workplace and putting them into practice, employees can recognize the Bank's purpose, their individual purpose, such as their life goals and meaning of their work, and the challenges of each workplace, which will in turn lead to a greater contribution to the achievement of the SDGs.



Job titles are as of June 2022

# Stakeholder Engagement

## Basic Stance

In order for Japan Post Bank to contribute to the creation of a sustainable society and future alongside realizing sustainable growth as a business, it is essential for us to listen closely to the opinions of everyone in society, meet their expectations, and gain their understanding and support. Consequently, we believe that it is vital for us to actively engage in dialogue with members of different communities.

## Third-party Opinion



**Hidemi Tomita**  
**Managing Director, LRQA Sustainability K.K.**

Graduated from the University of Tokyo's Faculty of Engineering. Received a Master's degree in chemical engineering (M.S.E.) from the Princeton University School of Engineering.  
 Mr. Tomita joined Sony Corporation and was involved in research on polymer properties and environmental technology at its central laboratory. Subsequently, he was appointed to Sony Europe, where he established an environmental laboratory within the European Environmental Centre. After returning to Japan, he became the head of the Environmental Strategy Office at the Sony Head Office before becoming the executive manager of the CSR Department for roughly the first ten years of its existence. During that time, Mr. Tomita held overall responsibility for CSR activities, such as the introduction of CSR management at the Sony Group, information disclosure, engagement with stakeholders such as investors and NGOs, collaboration projects with NGOs, and supply chain management. Following that, he joined Lloyd's Register Group and worked as the Director of Business Planning and Marketing at Lloyd's Register Japan K.K. (currently LRQA Sustainability K.K.). He then served as a director before becoming the Managing Director in 2020.

Although Japan Post Bank belongs to the Japan Post Group, it discloses information regarding its own initiatives on its sustainability website in addition to those of the Japan Post Group. I will offer an outside opinion on the content of these disclosures.

In terms of sustainability management, the messages from both the President and the Sustainability Officer outline the Bank's course of action, reveal that the promotion system and clarification of responsibilities is progressing, and show that the Bank is working to instill understanding through training. This is linked to the SDGs declarations made at each of the Bank's branches and their related initiatives. The Bank also provides a glimpse into its specific efforts for realizing its purpose by introducing its unique initiatives, such as the provision of services that leverage its banking network, which is the largest in Japan.

In recent times, it has become essential for companies to respond to climate change. It is clear that Japan Post Bank is steadily carrying out the basic efforts required of large companies, such as the disclosure of greenhouse gas (GHG) emissions (including Scope 3), making a net zero declaration, and publishing TCFD reports. Furthermore, the Bank's mention of the climate change mitigation and adaptation measures within its supply chain and among investees and borrowers is particularly noteworthy. It has also demonstrated that it is making efforts related to ESG investment and financing on a concrete level by providing examples of its unique initiatives, such as regional revitalization funds.

Going forward, I hope to see Japan Post Bank evaluate its various initiatives in terms of the fulfillment of the Bank's purpose and their social impact. To enhance sustainability management, it is extremely important for the Sustainability Committee and other committees to actively engage in dialogue with external stakeholders.

Alongside climate change, "business and human rights" has been recognized as a global and highly important issue that must be addressed. Efforts in this direction are growing, and the Government of Japan has published related guidelines. Specific human rights due diligence efforts and the establishment and operation of grievance mechanisms based on the UN Guiding Principles will become necessary and require a quick response from companies.

The development of sustainability information disclosure standards has also advanced rapidly internationally, and proper compliance with these standards will be essential. It is important to be aware of these international trends and continuously prepare to stay ahead of change.

## Dialogue with Experts

Japan Post Group holds regular dialogue with experts in order to hear their opinions and advice.

### Related Information

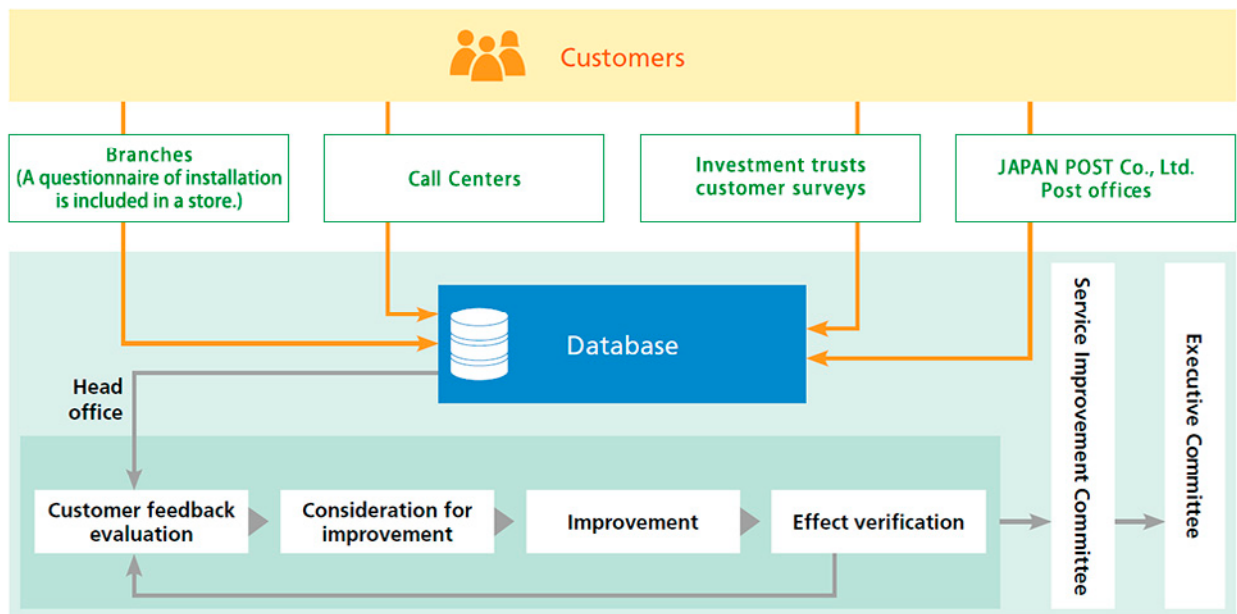
[Stakeholder Engagement \(external website\)](#)

## Communication with Customers

### Framework for applying customer opinions within business activities

The opinions and feedback the Bank receives from its customers at its branches or through its call centers are managed in a unified manner by the Customer Service Management Department at headquarters. The information is shared throughout the company and applied to the development and improvement of products and services, and the results of these improvements are then reported to bodies such as the Executive Committee and the Service Improvement Committee chaired by the President and Representative Executive Officer.

#### Organizational Structure for Improving Services



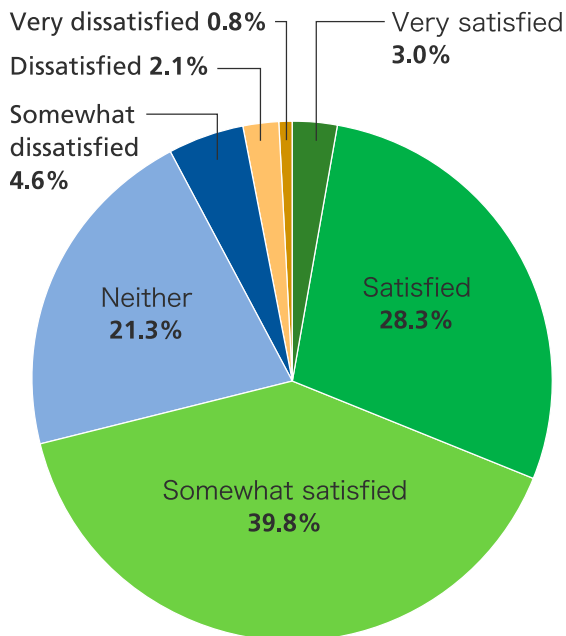
- Index
- Message from the President
- Sustainability Management
- Priority Issues and the SDGs
- Environment
- Social
- Governance
- External Assessments and Endorsement of Initiatives
- Data and Guidelines

## ■ Conducting Customer Satisfaction Surveys

In order to provide better services, Japan Post Group is conducting satisfaction surveys of the customers who use its services. In the 14th survey, conducted in September 2021, 71%\*1 of customers indicated that they were satisfied with the services of the Bank.

\*1: Percentage represents the combined total of customers who answered that they were very satisfied, satisfied, or somewhat satisfied.

### Customer Satisfaction Survey Results (FY2022/3)



## ■ Examples of Improvements Based on Customer Opinions

### Customer opinions

- ① I would like to make inquiries via a telephone relay service, just like a person without disabilities.
- ② I would like to purchase investment trusts with ease.
- ③ I would like there to be more ways to register for an app.

### Improvements

- ① A telephone comprehensive relay service is now available that covers all procedures and inquiries that can be handled by telephone.
- ② Customers are now able to trade investment trusts by means of Yucho Bankbook app. Furthermore, there are no charges for any purchases of investment trusts handled via digital channels (Yucho Direct [investment trusts], the Yucho Bankbook App service).
- ③ In addition to the previously introduced automatic voice authentication system, JAPAN POST BANK has added SMS authentication for customers who have registered their mobile phone numbers in their accounts.

### Related Information

- ▶ [Initiatives to improve customer service \(Japanese version only\)](#)

## Communication with Shareholders and Investors

While aiming for sustainable growth and improvements in corporate value over the medium to long term, the Bank promotes the establishment of strong engagement with investors and shareholders.

Through these activities, we will deepen understanding of the Bank's business and reflect the opinions and requests of investors and shareholders in its management.

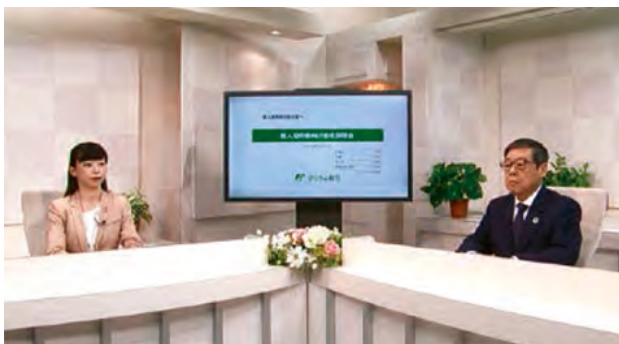
Going forward, we will enhance our IR activities and IR structure through such initiatives as creating IR opportunities for the heads of each business division. In addition, as a company listed on the Prime Market of the Tokyo Stock Exchange, we will strive to enhance our disclosure of such topics as climate change risk in response to social demands and trends.

### IR Activity Results (FY2022/3)

Activity	Outline
15th Ordinary General Meeting of Shareholders	Held on June 17, 2021
Briefings for individual investors	Director, President and Representative Executive Officer Norito Ikeda and Managing Executive Officer in charge of the IR Department Makoto Shinmura spoke at the five online briefing sessions for individual investors.
Investor Meetings	Half-yearly meetings were held mainly for institutional investors and analysts.
Individual interviews with institutional investors and analysts	The Bank conducted individual interviews with multiple institutional investors and analysts, both domestically and overseas.
Themed Investors Meeting	In line with the interests and concerns of institutional investors, the Bank held the meeting on its ESG initiatives.
Securities firms-sponsored conferences for institutional investors	Participating in conferences hosted by multiple securities firms, the Bank held individual interviews mainly with overseas institutional investors.
16th Ordinary General Meeting of Shareholders (FY2023/3)	Held on June 16, 2022

### Related Information

- ▶ [Disclosure Policy / Timely Disclosure System](#)
- ▶ [IR Information](#)



Briefing session for individual investors (January 26, 2022)

Briefing Speakers: Director, President and Representative Executive Officer Norito Ikeda and IR Department personnel



Scene from the 16th General Meeting of Shareholders (June 16, 2022)

## Communication with Employees

### Online In-house Newsletter

As part of the organizational culture reforms JAPAN POST BANK distributes video messages from the president and executive officers.

Since April 2022, the in-house newsletter, which serves as an in-house communication tool, has been available online, and contents such as role models and introductions of each organization are regularly distributed under its concept of being a "reliable in-house newsletter that employees can keep close at hand."



### "Live in Person" Town Hall Meetings

JAPAN POST BANK has commenced a Live in Person town hall meeting as a forum for dialogue between management and employees held through the independent planning and operation of employees.

Approximately 50 employees participated in the "Live in Person" held in FY2022/3, and President Ikeda held a dialogue on the organizational culture reforms and management vision in the form of a Q&A session with the participants. The dialogue also touched on the personality of President Ikeda, who usually has few opportunities to have direct conversations, and deepened their understanding of management.



## Dialogue with Regional Communities

As a financial institution deeply rooted within regional communities, Japan Post Bank treats the opinions of its regional customers with utmost importance. As part of this approach, we are engaging in dialogue with regional financial institutions that are trusted by regional communities, as well as local governments.

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines



**Harumi Yano**  
 Senior Managing Executive Officer, JAPAN POST BANK Co., Ltd.

## Special Feature

# Message from the Executive in Charge Of Sustainability

Since its founding, JAPAN POST BANK has worked to build social infrastructure that is equally accessible to everyone. We are currently engaging in ESG management that combines both corporate value enhancement and solutions for issues facing society. Harumi Yano, the Executive in Charge Of Sustainability, speaks below about the Bank's related initiatives and future targets.

Basic Stance

**Q** What is the Bank focusing on in its promotion of sustainability?

**Our focus is on aiming for the happiness of customers and employees and contributing to the development of society and the region. This is the purpose of JAPAN POST BANK.**

JAPAN POST BANK began in 1875 as a postal money order service established by the government. Since then, we have continued to pass on the spirit of founder Hisoka Maejima, aiming to build financial infrastructure equally accessible for everyone. Even after the Bank was privatized in 2007, the Bank's stance of providing "safe and secure" financial services to anyone and everyone throughout Japan has never changed. As a bank that holds around 120 million accounts, a number roughly equal to the total population of Japan, we recognize that our purpose is to aim for the happiness of our customers and employees, and contribute to the development of society and the region.

JAPAN POST BANK also places importance on contributing to the Sustainable Development Goals (SDGs) of the United Nations and strives to realize a sustainable society through its business activities. In FY2021/3, we established a Sustainability Management Office within the Corporate Planning Department, building a framework for the advancement of sustainability in unison with management. As Executive in Charge Of Sustainability, I serve as the Chairperson of the Sustainability Committee which acts as an advisory body for the Executive Committee. The Sustainability Committee discusses various sustainability-related themes we should work toward through our business activities, such as environment, social, and governance (ESG). The key measures formulated by the Sustainability Committee are then discussed by the Executive Committee before being discussed and decided upon by the Board of Directors. The progress and results of initiatives are then monitored.

In FY2022/3, JAPAN POST BANK launched its new Medium-term Management Plan (FY2022/3 to FY2026/3). Under the plan, we will reaffirm our purpose and clarify the Three Missions of JAPAN POST BANK, aiming for ESG management that combines corporate value enhancement and solutions for issues facing society. These Three Missions are deeply connected to the basic principle of the SDGs, "leave no one behind." To achieve these missions, from the two perspectives of importance to stakeholders and the impact of our business activities, we have established four priority issues (Materiality) to be addressed among those facing society, and we have clearly stated our strategies for solving these issues and the target KPIs that we must achieve. I believe that my role as Executive in Charge Of Sustainability is to fully instill an understanding throughout the entire company that the promotion of ESG management relies on the daily efforts of each individual employee to address the priority issues raised in the Medium-term Management Plan. From this standpoint, in FY2023/3, we began an initiative under which all branches develop an "SDGs declaration." It aims to have each branch think about their own SDGs declaration that is tied to the Bank's four priority issues (Materiality), as well as specific initiatives for achieving it, before putting these ideas into practice in their daily work. In this way, all employees can feel a sense of solidarity and advance sustainability management through initiatives that align with their daily work.

- Index
- Message from the President
- Sustainability Management
- Priority Issues and the SDGs
- Environment
- Social
- Governance
- External Assessments and Endorsement of Initiatives
- Data and Guidelines



■ Three Missions

Purpose of JAPAN POST BANK (raison d'être)

**We aim for the happiness of customers and employees, and will contribute to the development of society and the region.**

(The Management Philosophy of JAPAN POST GROUP)

The Management Philosophy of JAPAN POST BANK

**We aim to become "the most accessible and trustworthy bank in Japan," guided by the needs and expectations of our customers.**

The Mission of JAPAN POST BANK

- Providing "reliable and thorough" financial services "safely and securely" to anyone and everyone throughout Japan.
- Contributing to the development of regional community economies by enhancing funds flow to, and relationships with, communities using various frameworks.
- As one of the largest institutional investors in Japan, JAPAN POST BANK will work to both realize sound and profitable operations, and contribute to the realization of a sustainable society.
- Realizing both the enhancement of corporate value, and contributing to the solution of social issues such as SDGs (ESG management)

■ Four Priority Issues (Materiality)

Providing "safe and secure" financial services to anyone and everyone throughout Japan		Contributing to regional economic expansions		Reducing environmental impact		Advancement of work style reform and the sophistication of governance	
<b>3</b> GOOD HEALTH AND WELL-BEING	<b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE	<b>8</b> DECENT WORK AND ECONOMIC GROWTH	<b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE	<b>13</b> CLIMATE ACTION	<b>14</b> LIFE BELOW WATER	<b>3</b> GOOD HEALTH AND WELL-BEING	<b>4</b> QUALITY EDUCATION
<b>10</b> REDUCED INEQUALITIES	<b>16</b> PEACE, JUSTICE AND STRONG INSTITUTIONS	<b>10</b> REDUCED INEQUALITIES	<b>11</b> SUSTAINABLE CITIES AND COMMUNITIES	<b>15</b> LIFE ON LAND	<b>17</b> PARTNERSHIPS FOR THE GOALS	<b>5</b> GENDER EQUALITY	<b>10</b> REDUCED INEQUALITIES

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

## Initiatives and Targets

**Q Please tell us about the progress of initiatives toward addressing each of the priority issues (Materiality).**

**We are steadily implementing strategies for solving each of priority issues in a way that is unique to the Bank.**

The first priority issue is "providing 'safe and secure' financial services to anyone and everyone throughout Japan." To achieve this, we will expand digital services that can be used easily by all of our customers, while putting safety and security foremost. The key point is that we will do this by realizing the complementarity of the physical and digital, which is an approach that is unique to the Bank. Specifically, we will harness our nationwide post office network, and employees will provide kind and courteous support for the use of digital services. We will thereby ensure that all customers can use digital services safely, including customers who are currently not familiar with them. For example, in the Medium-term Management Plan, we have set the target of increasing the number of registered Bankbook App accounts to 10 million by FY2026/3. As of March 31, 2022, we already had 4.81 million registered accounts.

The second priority issue, "contributing to regional economic expansions," relates to the purpose of JAPAN POST BANK. We are working to ensure fund flow to regional communities in a way that is unique to the Bank, where funds are provided not through loans (debt funding) but through fund investment (equity funding). For example, we are working with regional financial institutions throughout all of Japan by participating in regional revitalization funds. As of March 31, 2022, we had invested in a total of 39 funds, and we aim to have invested in a total of 50 funds by FY2026/3. In addition, through Japan Post Investment Corporation, our consolidated subsidiary established in 2018, we are focusing efforts on providing the flow of equity funding. The Company has already formed three funds. In particular, "Japan Post Investment Regional Development and Impact Fund I, ILP," which was formed in April 2022, aims to build a sustainable society through investment in companies and businesses that create a positive social impact by contributing to regional revitalization and the SDGs.

The third priority issue is "reducing environmental impact." Here, we will strengthen initiatives that accord with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations, which are a global standard. In the Bank's business model, the management of securities (internationally diversified investment) represents a key pillar of its operations. Therefore, in terms of greenhouse gas (GHG) emissions, the emissions of our investees (scope 3) are considerably larger than our direct emissions (scope 1 and 2). We have therefore set the target of a 46% reduction in scope 1 and 2 emissions by FY2031/3 compared to FY2020/3, and a target of net zero emissions by 2050, which includes scope 3 (category 15: investments) GHG emissions. We are making steady progress toward these goals. In addition, from the viewpoint of contributing to the realization of a sustainable society through our securities management operations, we are expanding balances for ESG-themed investment such as green bonds. We have increased the target balance for the end of FY2026/3 from ¥2 trillion to ¥4 trillion, accelerating our initiatives for realizing a decarbonized society.

The fourth priority issue is the "advancement of work style reforms, and sophistication of governance." We are addressing this issue from the perspective of enhancing the well-being of our employees, as stated in our basic purpose to "aim for happiness of customers and employees and contribute to the development of society and the region." I believe that diversity management is an important part of this. Since the lifestyles of customers are diversifying with changes in the social structure, their needs are also becoming more diverse. This means that we, as the provider of services, must also diversify to meet their needs. Based on this awareness, I will strive to create an environment where each of the Bank's diverse and unique employees can work autonomously and independently and build their careers while sharing the purpose of JAPAN POST BANK. By doing so, I hope to make the Bank a place where they can experience well-being. We are also making considerable efforts toward promoting women's empowerment in the workplace, and as of March 31, 2022, the ratio of female employees was approximately 43%, which is comparatively high. Having been selected under the Nadeshiko Brand and MSCI Japan Empowering Women Index programs, we have received high external evaluations as a business that excels in supporting women's empowerment, and we are further strengthening our initiatives in this area. The ratio of women in managerial positions is currently 16.6%. However, given that the ratio of women is currently higher among new graduate hires, I would like to firmly build on this by increasing the target ratio of women in managerial positions to at least 20% by April 1, 2026.



- Index
- Message from the President
- Sustainability Management
- Priority Issues and the SDGs
- Environment
- Social
- Governance
- External Assessments and Endorsement of Initiatives
- Data and Guidelines

Future Outlook

**Q** Could you please tell us about the Bank’s medium- to long-term challenges and policies?

**We will make proactive efforts to communicate information and engage in dialog with all of our stakeholders to ensure that they have a deeper understanding and empathy with the Bank.**

From children to adults, I believe that we are the most accessible bank for a wide range of people. I remember going to the post office (JAPAN POST BANK) as a child to deposit my pocket money. As a place where even children can feel comfortable, I feel we are a truly unique bank. While continuing in this way by upholding our principle of "providing safe and secure financial services to anyone and everyone throughout Japan" as a company that is intertwined with people's lives, I also strongly feel that we must transform our business model to align with the changing social structure.

As I mentioned earlier, over the medium to long term, it is important that we change this model to expand digital services that all customers can readily use. With the change in the social structure due to factors such as accelerated demographic aging and an increase in one-person households, as well as clear demand for contactless services as a result of COVID-19, it is vital that we expand digital services. In addition, "regional digitalization" is an issue facing the entire country, and the Government of Japan has established its promotion as one of its basic policies. By transforming our business model through realizing complementarity between the physical and the digital, we are accelerating various initiatives to digitalize financial services under the principle of "leave no one behind."

From now on, it will become even more important that all of our investors in both Japan and overseas, including individual investors, understand the unique business model of JAPAN POST BANK and our aim to increase corporate value while maintaining our public nature. Furthermore, to promote sustainability over the medium to long term and achieve targets, the cooperation of various stakeholders both within and outside the Bank is essential. Based on this awareness, JAPAN POST BANK will work harder than ever before to proactively communicate information in an easy-to-understand manner and engage in constructive dialog with all stakeholders to deepen their understanding and empathy with the Bank.

**Harumi Yano**

Senior Managing Executive Officer, JAPAN POST BANK Co., Ltd.

Harumi Yano joined the Industrial Bank of Japan in 1984. His career has included the positions of Manager of Administration Department at Mizuho Corporate Bank; Manager of the Management Research Office, General Planning Department at Mizuho Securities; and in 2010, Senior Manager of the Management Research Department at Mizuho Securities. In 2011, he was appointed as Senior Manager of Research Department of the Corporate Administration Division at JAPAN POST BANK. He then served as an executive officer and managing executive officer before assuming his current position in 2019.

- Index
- Message from the President
- Sustainability Management
- Priority Issues and the SDGs
- Environment
- Social
- Governance
- External Assessments and Endorsement of Initiatives
- Data and Guidelines

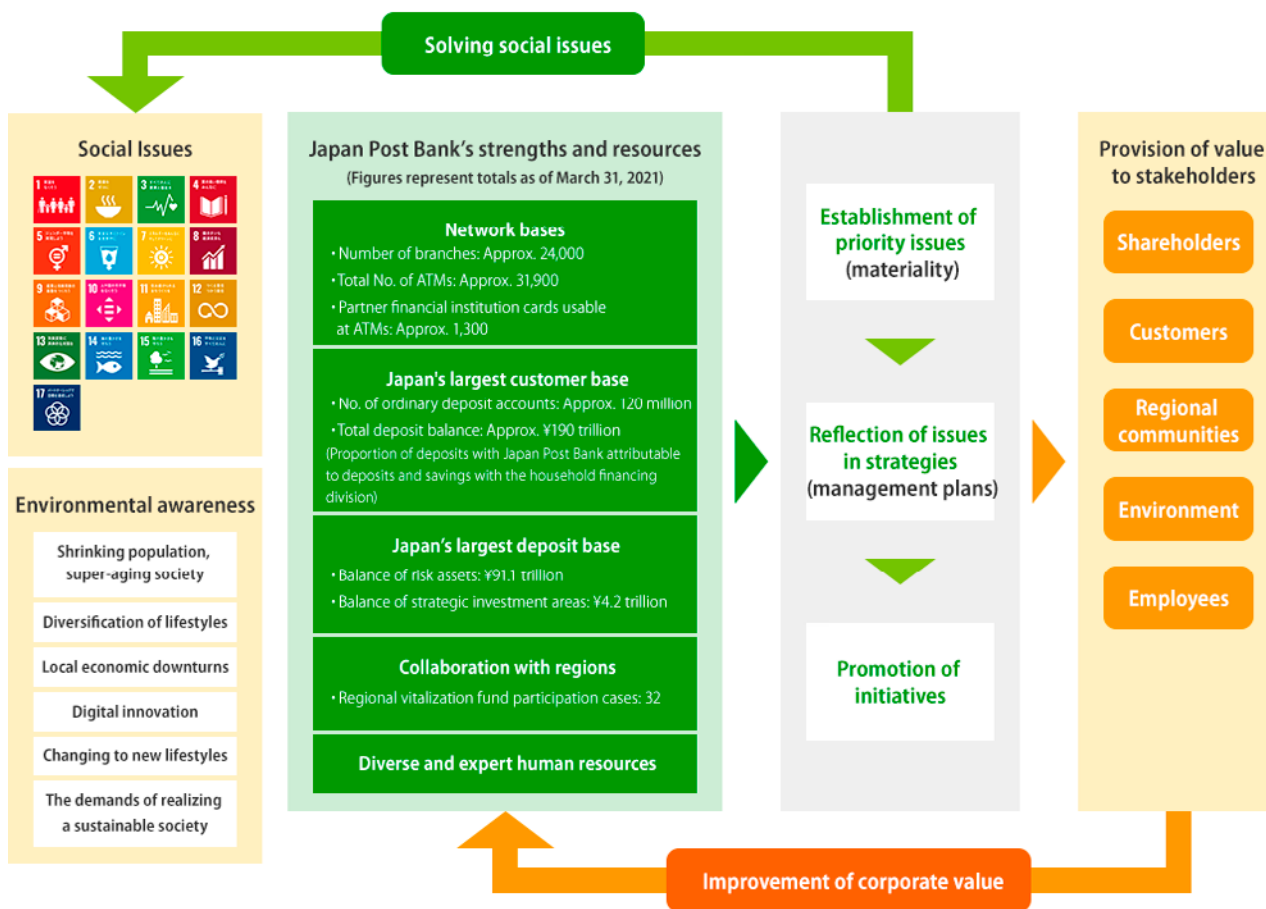
# JAPAN POST BANK Priority Issues

## Positioning of Priority Issues (Materiality) in Management

Japan Post Bank is engaging in the advancement of ESG management, which combines both corporate value enhancement and the solving of social issues. At the basis of this is a “cycle of value creation” – an approach that involves working to solve social issues and provide value to our various stakeholders through our business activities, which in turn is linked to the enhancement of our corporate value.

### Purpose of Japan Post Bank

We aim for the happiness of customers and employees, and will contribute to the development of society and the region.



#### Related Information

- ▶ [Management Strategy \(Medium-term Management Plan\)](#)





















## Priority Issues (Materiality)

In our Medium-term Management Plan that commenced in FY2022/3, we established priority issues (Materiality) that our company should focus on.

These have been selected from the issues that we, as a “chosen bank that continues to grow with society,” must focus on in our processes that deliver value to our stakeholders such as our customers, regional communities, the environment, and our employees. By returning to the fundamentals of our business and specifying these priority issues, we can realize the importance of growing in harmony with society, and our employees can strive to achieve this goal.

Furthermore, for each of these priority issues we have established target KPIs to manage our progress.

### Priority Issues (Materiality) / Strategies / KPIs

Priority Issues(Materiality)	Specific Initiatives	Target KPIs(FY2026/3)	Connection to social issues(Realizing SDGs)
 <p><b>Providing “safe and secure” financial services to anyone and everyone throughout Japan</b></p>	<ul style="list-style-type: none"> <li>Utilizing post offices networks across the country</li> <li>While putting safety and security foremost, we will expand digital services that all customers can readily use</li> <li>Developing an open, “Co-creation Platform”</li> <li>Consulting that closely centers on clients</li> </ul>	<ul style="list-style-type: none"> <li>Number of accounts registered in the Yucho Bankbook app <b>10 million accounts</b></li> <li>Number of Cumulatetype NISA Operation Accounts <b>400 thousand accounts</b></li> </ul>	   
 <p><b>Contributing to regional economic expansions</b></p>	<ul style="list-style-type: none"> <li>Flow of funds to regional communities via various frameworks</li> <li>We will address financial needs suited to the real conditions of each regional community as a “regional financial platform”</li> <li>Enhancing relationship functions of regional communities</li> </ul>	<ul style="list-style-type: none"> <li>Regional vitalization fund participation cases <b>Cumulatively 50 cases</b></li> <li>Number of financial institutions that have aggregated operational processes <b>Roughly 20 financial institutions</b></li> </ul>	   
 <p><b>Reducing environmental impact</b></p>	<ul style="list-style-type: none"> <li>Enhancing initiatives based on TCFD proposals*1</li> <li>Advancement of shift to paperless transactions, reductions in CO2 emissions</li> <li>Advancement of ESG investment</li> </ul>	<ul style="list-style-type: none"> <li>CO2 emissions reduction rate (FY2031/3 targets/FY2020/3 comparison) <b>46%</b></li> <li>ESG themed investment balance <b>4trillion</b></li> </ul>	   
 <p><b>Advancement of work style reforms, and sophistication of governance</b></p>	<ul style="list-style-type: none"> <li>Make work more worthwhile for employees</li> <li>Advancement of diversity management</li> <li>Expand flexible work styles, eliminate harassment</li> <li>Board of directors that balances independence, diversity, and expertise</li> </ul>	<ul style="list-style-type: none"> <li>Ratio of women in managerial positions <b>20%</b></li> <li>Ratio of employees taking childcare leave (Regardless of gender) <b>100%</b></li> <li>Ratio of employees with disabilities <b>2.7% or more</b></li> </ul>	   

\*1 Abbreviation of Task Force on Climate-related Financial Disclosures. An organization established at the proposal of the Financial Stability Board for the purpose of thoroughly realizing corporate information disclosure pertaining to climate change, in which the representatives of the central banks and financial supervisory authorities, etc. of key nations participate.

\*2 Abbreviation of Sustainable Development Goals. International goals for the period between 2016 to 2030, stated in “The 2030 Agenda for Sustainable Development” adopted at a United Nations summit in 2015.

## The Process of Identifying Materiality

### Step 1: Identifying social issues to be considered

Through the methods below, social issues were identified as comprehensively as possible.

- Analysis of international situation (various types of international frameworks, standards, and external assessments, such as SDGs\*2).
- Analysis of Japan’s situation (administrative bodies, the finance industry).
- Support of international initiatives (SDGs, TCFD, CDP\*3, the United Nations Global Compact\*4, and GRI\*5).

\*3 Abbreviation for the Carbon Disclosure Project. An international NPO that manages the disclosure of information regarding the environmental impact of corporations, etc.

\*4 An international framework that supports the achievement of sustainable growth, proposed by the Secretary-General of the United Nations at the 1999 World Economic Forum.

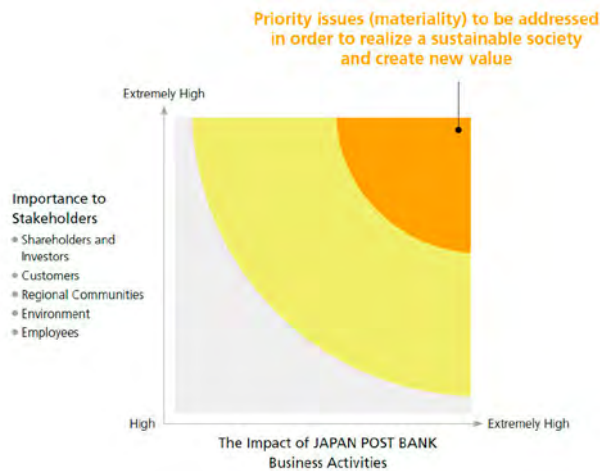
\*5 Abbreviation for the Global Reporting Initiative. An international NPO that establishes guidelines for sustainability reports.

### Step 2: Narrowing down social issues to be addressed

<ul style="list-style-type: none"> <li>• Relevancy to Japan Post Bank’s business activities.</li> </ul>	Social issues are examined based on Japan Post Bank’s management philosophy, policies, services, and business details, and those with low relevancy to our business activities are removed.
<ul style="list-style-type: none"> <li>• Discussion with stakeholders</li> </ul>	In consideration of information such as assessment results from external research agencies and external expert opinions, it is determined whether the issues selected are based on what society demands of the bank.

### Step 3: Selecting Priority Issues (Materiality)

Assuming the key role, The Corporate Planning Department created a “Materiality Map” – outlining and sorting priority issues using the two criteria of “importance to our stakeholders” and “relevancy to the business of Japan Post Bank.”



### Step 4: Identifying Priority Issues (Materiality)

The Executive Committee and the Board of Directors analyzed their suitability and identified four priority issues. The issues are linked to our management strategy as we continue to advance our initiatives, and the state of progression regarding them is checked on a regular basis at Executive Committee and Board of Directors meetings. It is also planned to regularly review these priority issues in light of social environment changes.



Providing “safe and secure” financial services to anyone and everyone throughout Japan



Contributing to regional economic expansions



Reducing environmental impact



Advancement of work style reforms, and sophistication of governance

- Index
- Message from the President
- Sustainability Management
- Priority Issues and the SDGs
- Environment
- Social
- Governance
- External Assessments and Endorsement of Initiatives
- Data and Guidelines

# Relationship with International Frameworks (SDGs)

## Initiatives of the JAPAN POST GROUP

The Sustainable Development Goals (SDGs) were adopted in September 2015 by the United Nations General Assembly as a set of common worldwide goals to end poverty and pursue a sustainable future. The SDGs consist of 17 goals and 169 specific targets for reaching these goals that address worldwide issues by 2030.

Japan Post Holdings Co., Ltd., on behalf of the Japan Post Group participates in the UN Global Compact. Through this arrangement, the Group is working to help achieve the SDGs. For more details please see the following page.

### Related Information

[Framework of Global Society and Sustainability of Japan Post Group \(external website\)](#)



## JAPAN POST BANK Initiatives

Japan Post Bank is promoting initiative, having established individual targets and KPI for the materiality items of “Providing ‘safe and secure’ financial services to anyone and everyone throughout Japan,” “Contributing to regional economic expansions,” “Reducing environmental impact” and “Advancement of work style reforms, and sophistication of governance.” In addition, we are promoting greater understanding and penetration of Sustainability inside the company through training for all employees.

The relationship between the SDGs as well as Japan Post Bank’s materiality, initiatives, targets and KPI is as follows.

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social





Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines



## Initiatives and Targets toward Achievement of SDGs in Japan Post Group Medium-term Management Plan 2026 (FY2022/3 to FY2026/3)

SDGs relevant to materiality	Key initiatives taken to solve issues	Target KPIs (FY2026/3)
<p>Providing “safe and secure” financial services to anyone and everyone throughout Japan</p> 	<ul style="list-style-type: none"> <li>Utilizing post offices networks across the country</li> <li>While putting safety and security foremost, we will expand digital services that all customers can readily use</li> <li>Developing an open, “Co-creation Platform”</li> <li>Consulting that closely centers on clients</li> </ul>	<ul style="list-style-type: none"> <li>Number of accounts registered in the Bankbook app: 10 million accounts (4.81 million accounts as of March 31, 2022)</li> <li>Number of Cumulate-type NISA Operation Accounts: 400 thousand accounts (170 thousand accounts as of March 31, 2022)</li> </ul>
<p>Contributing to regional economic expansions</p> 	<ul style="list-style-type: none"> <li>Flow of funds to regional communities via various frameworks</li> <li>We will address financial needs suited to the real conditions of each regional community as a “regional financial platform”</li> <li>Enhancing relationship functions of regional communities</li> </ul>	<ul style="list-style-type: none"> <li>Regional vitalization fund participation cases: cumulatively 50 cases (Cumulatively 39 cases as of March 31, 2022)</li> <li>Number of financial institutions that have aggregated operational processes: roughly 20 financial institutions (Cumulatively 5 financial institutions as of March 31, 2022)</li> </ul>
<p>Reducing environmental impact</p> 	<ul style="list-style-type: none"> <li>Strengthen initiatives in accordance with the TFCF<sup>*1</sup> recommendations</li> <li>Encourage the elimination of paper and reduce CO<sub>2</sub> emissions</li> <li>Advancement of ESG investing</li> </ul>	<ul style="list-style-type: none"> <li>46% reduction in CO<sub>2</sub> emissions compared to FY2020/3 by FY2031/3 (9.9% reduction in FY2022/3)</li> <li>Balance of ESG-themed investing of ¥4 trillion (Approx. ¥2.1 trillion as of March 31, 2022)</li> </ul>
<p>Advancement of work style reform and the sophistication of governance</p> 	<ul style="list-style-type: none"> <li>Make work more worthwhile for employees</li> <li>Advancement of diversity management</li> <li>Expand flexible work styles, eliminate harassment</li> <li>Board of directors that balances independence, diversity, and expertise</li> </ul>	<ul style="list-style-type: none"> <li>Ratio of women in managerial positions: 20% (by April 2026)<sup>*2</sup> (16.6% as of April 2022)</li> <li>Ratio of employees taking childcare leave: 100% (regardless of gender) (100% in FY2022/3)</li> <li>Ratio of employees with disabilities: 2.7% or more (2.71% as of June 2021)</li> </ul>

\*1: Abbreviation of Task Force on Climate-related Financial Disclosures. An organization established at the proposal of the Financial Stability Board for the purpose of thoroughly realizing corporate information disclosure pertaining to climate change, in which the representatives of the central banks and financial supervisory authorities, etc. of key nations participate.

\*2: (Japan Post Group targets) Ratio of female managers of 30% at headquarters by April 1, 2031

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

## Initiatives to Achieve the Transformative Promise of the SDGs, "Leave No One Behind"

We provide deposit and remittance services through our nationwide network of approximately 24,000 post offices to enable customers in every corner of the country to use our Bank. In addition, for pension recipients who are unable to receive their payments at our branches due to advanced age or physical difficulty, we offer the Retirement Pension Delivery Service whereby pension and public employees' pension payments are home-delivered. Through operating these sorts of services as well as Japan's largest banking network, we support communities with essential social infrastructure.

Furthermore, so that all people can use the Bank with ease, accounts can be opened free of charge and without making a deposit. Foreign customers can also open a bank account if they reside in Japan, and we have made a guideline that explains important points regarding the opening of accounts available on our website titled "To all Japan Post Bank Customers of non-Japanese Citizenship." (Available in 14 different languages including English, Chinese, and Vietnamese.)

As the holder of 120 million accounts, a number roughly equivalent to the whole population of Japan, JAPAN POST BANK will continue to provide a variety of services to customers as the most accessible bank to anyone and everyone throughout Japan.

### Related Information

[Retirement Pension Delivery Service \(Japanese version only\)](#)

[Open a bank account](#)



Number of branches

**23,734**



Number of partner financial institutions available at ATMs

Approx. **1,300** companies

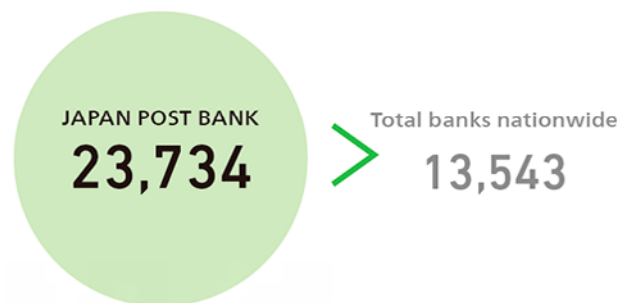


Number of ATMs

**31,774**

### Branch network comparison

(as of March 31, 2022)



Source: Japanese Bankers Association HP "National Bank Financial Statement Analysis (National Bank Capital, Number of Stores, Number of Bank Agents, Number of Officers and Employees List)," total domestic head offices and branch offices (as of September 30, 2021)

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

# Environmental management

Companies around the world are responsible for taking action to resolve global environmental issues such as climate change, loss of forest, and water pollution. Japan Post Bank will strive to reduce the environmental impact of our business through proactive efforts toward resource conservation, energy conservation and recycling. We will also actively work to reduce the environmental impact of society overall through financial products.

## Environmental Policy

In response to environmental issues such as climate change, Japan Post Bank is promoting initiatives not only by endeavoring to act in ways that show consideration for the environment but also through its business activities. It was from this viewpoint that the Bank revised the JAPAN POST BANK Environmental Policy in April 2019 and is working to make further enhancements to its activities.

### Related Information

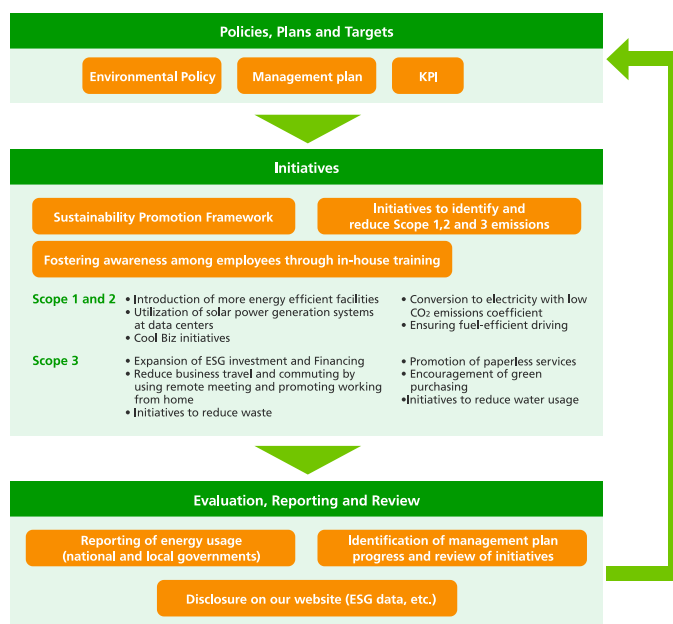
▶ [JAPAN POST BANK Environmental Policy](#)

## Environmental Management Framework

JAPAN POST BANK has established a Sustainability Promotion Framework to address global environmental issues such as climate change. The Sustainability Management Office of the Corporate Planning Department summarizes reports on climate-change related initiatives from the departments in charge of each operation and reports to the Sustainability Committee, the Executive Committee, and the Board of Directors.

### Related Information

▶ [Sustainability Promotion Framework](#)



## Environmental Education

In addition to implementing various types of training measures to promote initiatives that reduce our environmental impact, we have compiled an Ecology Guidebook to raise awareness among employees. This is utilized to teach employees to drive in an eco-friendly manner and conserve energy.

### Related Information

▶ [In-house Training](#)

# JAPAN POST BANK Environmental Policy

## I Basic Philosophy

As "the most accessible and trustworthy bank in Japan," JAPAN POST BANK will engage in environmentally friendly activities, and work to resolve environmental issues, to protect nature and the environment of regional communities, and preserve the irreplaceable global environment for the next generation.

## II Basic Policies

1. We will comply with laws, regulations and ordinances concerning the environment, as well as sign various agreements, and make further efforts to reduce the burden on the global environment and prevent environmental pollution.
2. We will set and systematically implement environmental objectives and environmental goals, and construct a framework to regularly review them, aiming for continuous improvement of our environmental management system.
3. We will work actively to save resources and energy, recycle resources, use environmentally friendly goods, and manage industrial waste, as well as decrease the impact on the global environment of our business while taking into consideration the influence of our business on environment.  
We will also contribute to the realization of a recycling society and preserve the global environment by promoting environmental awareness in society and effectively addressing the issue of climate change in our business activities.
4. We will strive to improve awareness of environmental problems by actively disclosing information concerning the environment both inside and outside the Bank, as well as promote environmental education and awareness raising activities.
5. We will continue to improve environmental activities through effective communication with local communities.
6. We will broadly announce the policy to the public.

# Climate Change Initiatives

JAPAN POST BANK has set forth in its Basic Sustainability Policy and Environmental Policy that it will engage in environmentally friendly activities and work to resolve environmental issues to protect nature and the environment and pass them on to future generations, and it is promoting the reduction of greenhouse gas (GHG)\* emissions and other initiatives.

## Complying with the TCFD Recommendations

JAPAN POST BANK announced its agreement with the TCFD Recommendations in April 2019, and has been making disclosures in accordance with the TCFD framework. For more details, please visit “Complying with the TCFD Recommendations” under Related Information.

### Related Information

- ▶ [Complying with the TCFD Recommendations](#)

## Japan Post Bank Net Zero GHG Emissions Declaration

Recognizing that climate change, which has a serious impact on the society and the economy, is an important issue, we announced the Japan Post Bank Net Zero GHG Emissions Declaration in March 2022. To achieve the targets of the Paris Agreement, we are implementing various measures to reduce the impact of climate change and are working to improve efficiency, such as through conserving energy.

### Japan Post Bank Net Zero GHG Emissions Declaration

- Recognizing that climate change, which has a serious impact on the society and the economy, is an important issue, we have endorsed the Paris Agreement and are implementing and supporting initiatives that contribute to mitigating and adapting to climate change.
- We aim to achieve net zero GHG emissions (Scopes 1 to 3) for the Bank and the finance portfolio by 2050.

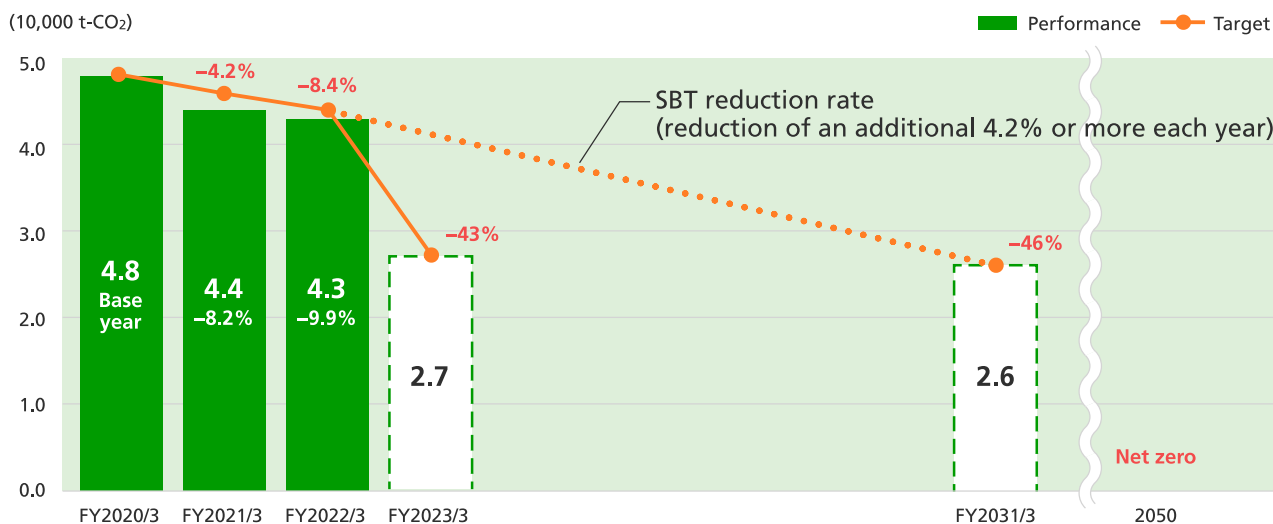
FY2020/3	FY2022/3	FY2031/3	2050
<ul style="list-style-type: none"> <li>• Agreement with the TCFD recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• Committed to achieving net zero GHG emissions for the Bank and the finance portfolio</li> </ul>		
<b>Emissions by the Bank (Scope 1 and Scope 2)</b>			
<ul style="list-style-type: none"> <li>• Switching power used by the Bank's own facilities to renewable energy</li> <li>• Ongoing energy conservation initiatives</li> </ul>		-46% <small>(FY2020/3 comparison)</small>	<b>Net zero</b>
<b>Emissions by the finance portfolio (Scope 3)</b>			
<ul style="list-style-type: none"> <li>• Membership in initiatives (CDP, PCAF)</li> <li>• Disclosed GHG emissions by the finance portfolio</li> <li>• Began engagements with investees and borrowers</li> <li>• Continued zero credit balances for coal-fired power plants</li> </ul>		Medium-term targets under investigation	<b>Net zero</b>
		<b>Increased sophistication of initiatives meant to realize a carbon-free society</b>	

## Targets and Results for Reducing GHG Emissions

In our Medium-term Management Plan announced in May 2021, we have set the KPI of a 46% reduction in the Bank's CO<sub>2</sub> emissions (Scopes 1 and 2) compared to FY2020/3 by FY2031/3. The reduction status is reported to the Executive Committee and the Board of Directors on a quarterly basis.

In addition, for each year until FY2031/3, the yearly target will be raised by 4.2% (compared to FY2020/3). In FY2022/3 we achieved a 9.9% reduction compared to the target of 8.4%. In FY2023/3, we have set the short-term target of an approximately 43% reduction (compared to FY2020/3) as we have completed the transition to renewable energy for the electricity used in all of the Bank's own facilities.

### Change in GHG Emission Targets and Results



Note 1: A level that is in line with Japan's target (goal of carbon neutrality by 2050, a 46% reduction in emissions compared to FY2014/3 by FY2031/3), which is also consistent with the Paris Agreement.

Note 2: The targets cover 100% of the Scopes 1 and 2 emissions of JAPAN POST BANK (non-consolidated).

### Related Information

▶ ESG Data "Environment"

### Recent GHG Emissions Results and Targets

Classification*1	Base year	FY2022/3		FY2023/3	FY2031/3	2050
		Target	Performance	Target	Target	Target
JAPAN POST BANK (Scopes 1, 2)	FY2020/3 (48,000 t-CO <sub>2</sub> )	-8.4% (44,000 t-CO <sub>2</sub> )	-9.9% (43,000 t-CO <sub>2</sub> )	-43% (27,000 t-CO <sub>2</sub> )	-46% (26,000 t-CO <sub>2</sub> )	Net zero
Finance Portfolio (Scope 3 Category 15)	Under consideration	-	Approx. 27 million t-CO <sub>2</sub> *2	-	Under consideration	Net zero

\*1: GHG Protocol classification. CO<sub>2</sub> is a target and subject to management at JAPAN POST BANK.

Scope 1: Direct emissions of greenhouse gases by the business itself

Scope 2: Indirect emissions from the use of electricity, heat and steam supplied by other companies

Scope 3: Emissions of other companies related to the activities of the business (category 15: investment)

\*2: The GHG emissions of our investment and financing portfolio are calculated based on the Partnership for Carbon Accounting Financials (PCAF) methodology and according to our investment and finance balance as of March 31, 2022. Calculations are made using the GHG emission and financial-related data provided by S&P Global Trucost. (The GHG emissions data includes estimated values from S&P Global Trucost.) The scope of calculation includes shares and corporate bonds (Scopes 1 and 2) from Japan and overseas, however, in the event that there is not an established calculation method under the PCAF methodology or the data required for calculation is insufficient, they are excluded from the scope of calculation.

## Measures for Mitigating and Adapting to Climate Change

To reduce the impact of climate change, we are working on measures for mitigating and adapting to climate change and are also supporting measures for the mitigation and adaptation to climate change within our supply chain and among our investees and borrowers. Details of these efforts are as follows.

Climate change countermeasures	In-house initiatives	Supporting initiatives throughout the supply chain and among investees and borrowers
<p>Mitigation measures</p> <p>Measures that prevent global warming, such as by minimizing GHG emissions or maintaining and enhancing absorption by forests and plants</p>	<p>(Scopes 1 and 2)</p> <ul style="list-style-type: none"> <li>• Introduction of more energy efficient facilities</li> <li>• Conversion to electricity with a low CO<sub>2</sub> emissions coefficient</li> <li>• Utilization of solar power generation systems at data centers</li> <li>• Ensuring fuel-efficient driving</li> </ul> <p>(Scope 3)</p> <ul style="list-style-type: none"> <li>• Promotion of paperless services</li> <li>• Reducing business travel using remote meeting systems</li> <li>• Reducing employee commuting by promoting working from home</li> <li>• Initiatives to reduce water usage</li> <li>• Initiatives to reduce waste</li> <li>• Expansion of ESG investment and financing</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of environmentally friendly procurement activities</li> <li>• Encouragement of green purchasing</li> <li>• Supporting mitigation measures of investees and borrowers by providing finance or investing in green bonds, etc.</li> <li>• Engagement with investees and borrowers</li> </ul>
<p>Adaptation measures</p> <p>Measures to address the current and future impact of climate change caused by global warming</p>	<ul style="list-style-type: none"> <li>• Cool Biz initiatives</li> <li>• Establishment of a business continuity plan (BCP) to respond to natural disasters such as typhoons or floods and conducting drills.</li> <li>• Scenario analysis to ascertain the financial impact of climate change on the Bank (compliance with the TCFD Recommendations).</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting adaptation measures of investees and borrowers by providing finance or investing in green bonds, etc.</li> </ul>

### Promoting paperless business operations

JAPAN POST BANK is developing new services that will reduce paper usage by harnessing ICT, and we are eliminating paper and waste through the digitization of documents such as those that we send to our customers.

Internally, we are striving to reduce paper usage from various angles, accomplishing this by improving services through sales using tablets, as well as by eliminating paper used in internal meetings, introducing a paperless, electronic decision-making system, and conducting seminars through e-learning. All photocopy paper used internally is recycled paper.

#### Yucho Direct+ (plus) Non-Passbook General Account

With no issuing of a passbook, this service enables customers to use their cash cards for cash deposit and withdrawal enquiries, while current balances are obtained via "Yucho Direct." Instead of issuing passbooks, details of deposits and withdrawals can be confirmed for up to a maximum period of 20 years\*. Since the paper used for both conventional passbooks and for the various notifications sent to customers is unnecessary, this leads to a reduction in paper usage.



\*: For deposits and withdrawals from March 2021. (Deposits and withdrawals made prior to March 2021 can be confirmed up to a maximum period of 15 months)

#### Related Information

- ▶ [Yucho Direct+ \(plus\) \(Japanese version only\)](#)

**Online Service for Viewing Transfer Receipt / Payment Notifications**

This is a service that enables customers to check transfer receipt / payment notifications and payment handling slips from 9:00 a.m. the day after the account update on an office computer, home computer or smartphone. The feedback we have received from customers has included comments like "Being able to confirm transfer receipt / payment notifications via the internet is convenient," "No longer needing to store hard copies of transfer receipt / payment notifications has made life easier." Since transactions are confirmed via an online screen instead of informing customers in writing, this is also leading to a reduction in paper usage.



**Related Information**

- ▶ [Online Service for Viewing Transfer Receipt / Payment Notifications \(Japanese version only\)](#)

**■ Flat 35 S Home Loan that Supports the Purchase of Environmentally Friendly Homes**

JAPAN POST BANK includes the Flat 35 S in its home loan lineup.

The Flat 35 S provides a reduced interest rate for a fixed period of time for Flat 35 applicants who acquire long-lasting homes that are high-quality, energy-saving, and earthquake-resilient.

By providing the FLAT 35 S to customers, JAPAN POST BANK will promote the spread of environmentally friendly housing, such as houses that reduce cooling and heating energy consumption, and work to contribute to Japan's goal of achieving carbon neutrality by 2050.

**Related Information**

- ▶ [Yucho Flat 35 S \(Japanese version only\)](#)

[Flat 35 S \(Incorporated Administrative Agency Japan Housing Finance Agency \[JHF\]\) \(Japanese version only\)](#)

**■ Environmental Consideration in Procurement (Climate Change and Biodiversity)**

In our contract processes, we declare "Consideration for the environment: We shall conduct procurement activities with consideration for conservation of the global and regional environment and effective use of resources," and so conduct environmentally friendly procurement.

For example, we use vegetable-based ink\*1 to print our Integrated Report (Annual Report) and Environmental Data Book. In addition, we check the materials used in the items we procure, and we are gradually changing item specifications to environmentally friendly materials.\*2 We also continuously promote green purchasing.

Furthermore, in December 2018, we reviewed Japan Post Group's Approach to Procurement Activity (procurement policy). In addition to showing that the Japan Post Group supports the 10 principles in the four fields (human rights, labor, environment and anti-corruption) defined in the UN Global Compact, we ask our business partners for their cooperation.

\*1: Refers to ink made from recycled oil containing vegetable oil, such as soy oil and palm oil, and / or waste oil.

\*2: An initiative to reduce plastic waste.

**Related Information**

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

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

For details on our ESG Investment and Financing initiatives and Social Contribution Activities for the Environment, please refer to Related Information.

**Related Information**

- ▶ [Social Contribution Activities for the Environment](#)
- ▶ [ESG Investments and Financing](#)

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines



## Endorsing Environmental Policies

### Endorsing COOL CHOICE

COOL CHOICE is a national movement being promoted by the Japanese Government that encourages people to make smart choices that assist measures to counter global warming, such as making lifestyle changes, replacing products, and using services that contribute to the creation of a carbon-free society. JAPAN POST BANK endorses COOL CHOICE.



### Related Information

- ▶ [Investing in the Ministry of the Environment's Japan Green Investment Corp. for Carbon Neutrality](#)

## Participation in Industry Associations

JAPAN POST BANK is a member of the industry associations below.

We believe that the environmental policies of these industry associations are in accord with the policies of the Bank, however, should their policies deviate, we will clearly express our opinion in an effort to contribute to the promotion of climate change countermeasures throughout the entire industry.

- Japanese Bankers Association
- Japan Securities Dealers Association

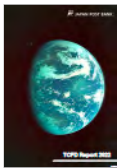
- Index
- Message from the President
- Sustainability Management
- Priority Issues and the SDGs
- Environment
- Social
- Governance
- External Assessments and Endorsement of Initiatives
- Data and Guidelines

# Complying with the TCFD Recommendations

Recognizing that responding to climate change, which has a major impact on the environment, society and business activities, is an important issue, JAPAN POST BANK announced its agreement with the TCFD\*1 Recommendations in April 2019. Since then, the Bank has incorporated various initiatives into its management strategies, increasing the level of its response to climate change.

\*1: Abbreviation of Task Force on Climate-related Financial Disclosures. An organization established at the proposal of the Financial Stability Board for the purpose of thoroughly realizing corporate information disclosure pertaining to climate change, in which the representatives of the central banks and financial supervisory authorities, etc., of key nations participate.

## TCFD Report



Our initiatives related to the TCFD Recommendations are summarized in our TCFD Report. It can be downloaded here.

[TCFD Report 2022 \(PDF/3,177KB\)](#)

## Overview

Items	Recommended disclosures	Initiatives Summary of Japan Post Bank
Governance	Disclosure of the organization’s governance regarding risks and opportunities associated with climate change.	<ul style="list-style-type: none"> <li>The Board of Directors supervises the formulation of policies and the status of sustainability initiatives to counter climate change, etc.</li> <li>Following discussions within the Sustainability Committee, Executive Committee, and the Board of Directors, issues relating to climate change have been incorporated into the Medium-term Management Plan and fiscal year management plan.</li> <li>The Sustainability Management Office, Corporate Planning Department facilitates the advancement of initiatives concerning climate change in unison with management strategies.</li> <li>Policies concerning the environment and climate change are stipulated in the JAPAN POST BANK Environmental Policy.</li> <li>Promotion of ESG management,* which includes addressing climate change, has been incorporated as a performance-linked compensation evaluation indicator for executive compensation.</li> </ul> <p>*: The status of CO<sub>2</sub> reduction has been set as one KPI.</p>
Strategy	Disclosure of the actual and potential impact of risks and opportunities associated with climate change upon the organization’s business, strategy, and financial planning.	<ul style="list-style-type: none"> <li>Identify the impact (risks and opportunities) of climate change on the Bank.</li> <li>Scenario analysis has been employed to ascertain the impact of climate change-related risks on the Bank’s finance portfolio.</li> <li>Monitor the proportion of carbon-related assets in loans.</li> </ul>

Items	Recommended disclosures	Initiatives Summary of Japan Post Bank
Risk Management	Disclosure of how climate change-related risks are identified, assessed, and managed within the organization.	<ul style="list-style-type: none"> <li>• Risks associated with issues related to climate change have been recognized as top risks.</li> <li>• Responding to these risks has been reflected in management plans and are examined and managed on a quarterly basis.</li> <li>• Undertaking investments based on an established ESG Investment and Financing Policy in order to mitigate social and environmental risks including climate change.</li> <li>• Make ESG engagements with investees.</li> <li>• Analyzing the impact climate change risk has on existing financial risks.</li> </ul>
Metrics and Targets	Disclosure of the metrics and targets used for the assessment and management of climate change-related risks and opportunities.	<ul style="list-style-type: none"> <li>• Announced details of the Japan Post Bank Net Zero GHG Emissions Declaration and committed to achieving net zero emissions for the Bank (Scope 1 and Scope 2) as well as its finance portfolio (Scope 3) by 2050.</li> <li>• Set a target to reduce GHG emissions for the Bank (Scope 1 and Scope 2) by 46% for FY2031/3 compared to FY2020/3.</li> <li>• Calculated the GHG emissions (Scope 3) of investees.</li> <li>• Raised the Bank's ESG-themed investment balance target to ¥4 trillion by the end of FY2026/3</li> </ul>

## Governance

- Details concerning the formulation of policies regarding climate change and the status of initiatives are reported on a regular basis to the Board of Directors, which is responsible for the supervision of issues related to climate change.
- In order to advance sustainability initiatives including issues related to climate change in unison with management strategies, the Sustainability Committee, which serves as an advisory body to the Executive Committee, Executive Committee, and Board of Directors incorporated details of their discussions into the Medium-term Management Plan (FY2022/3 through FY2026/3) while also identifying priority (materiality) issues and setting target KPIs.
- The status of initiatives is reported on a regular basis to the Board of Directors. Moving forward, JAPAN POST BANK will continue to advance sustainability initiatives, including issues related to climate change, in unison with management plans.
- JAPAN POST BANK has incorporated the status of ESG management promotion, which includes addressing climate change, as an evaluation indicator for executive compensation.

### Related Information

- ▶ [Basic Sustainability Policy](#)
- ▶ [JAPAN POST BANK Environmental Policy](#)

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

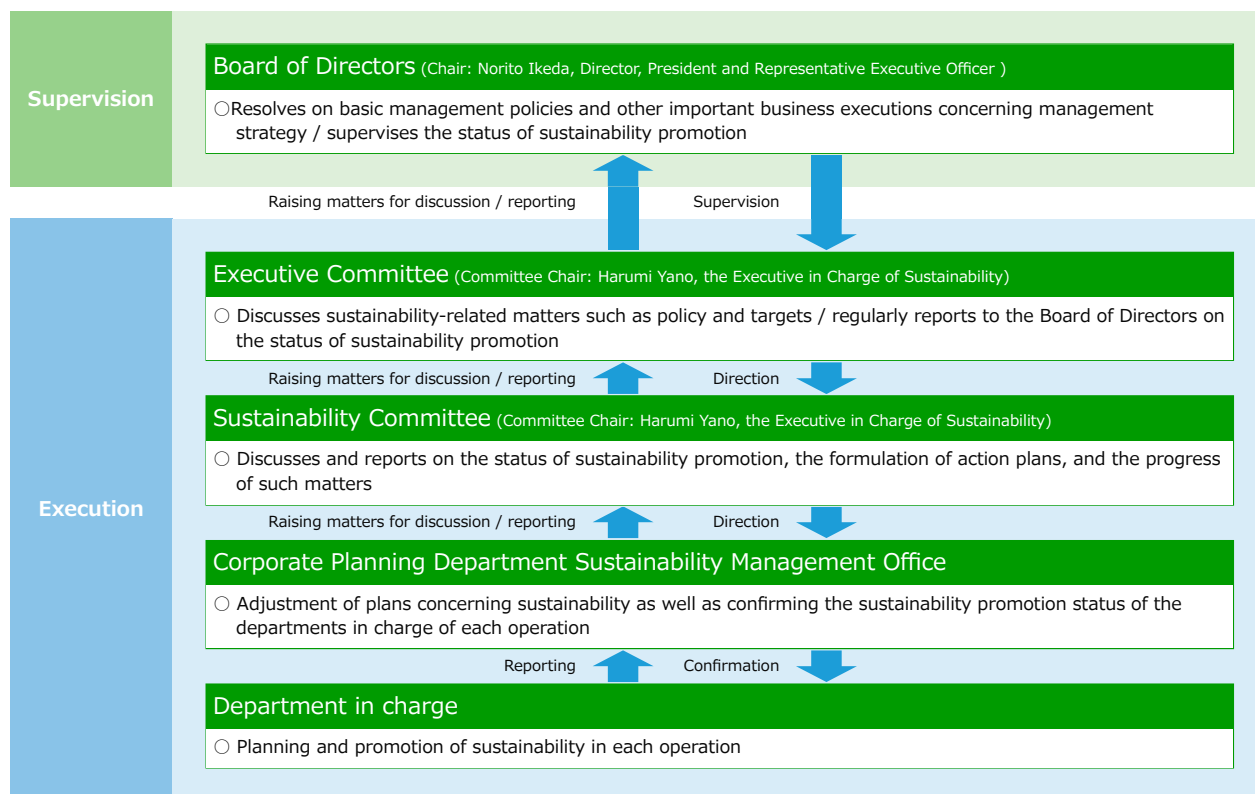
Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

## Sustainability Promotion Framework



## Strategy

JAPAN POST BANK has identified the risks and opportunities related to climate change as follows.

Risks and Opportunities	Details	Period*2	Financial impact*3
Physical Risks	<ul style="list-style-type: none"> <li>Damage to the Bank's assets such as ATMs due to natural disasters, etc., and an increase in the credit risk of investee companies.</li> </ul>	Short term	Small
Transition Risks	<ul style="list-style-type: none"> <li>Securities holdings of the companies in which JAPAN POST BANK is investing (companies that are greatly affected by environmental regulations) will suffer a decline in value due to a tightening of regulations.</li> </ul>	Medium to long term	Medium
Opportunities	<ul style="list-style-type: none"> <li>Improvements in capital markets and society's evaluations owing to steps by the Bank to take appropriate measures and make disclosures related to climate-related issues.</li> <li>Financing opportunities for renewable energy businesses and green bond investment opportunities will increase.</li> </ul>	Short to long term	Medium

\*2: The period of time until the applicable risk occurs or becomes more apparent. Short term: Less than one year; Medium term: 1-3 years; Long term: 3 or more years.

\*3: The financial impact on the balance sheet and profit and loss statement. Small: less than ¥1 billion per year; Medium: ¥1 billion to ¥10 billion per year; Large: ¥10 billion or more per year.

### Related Information

- ▶ [ESG Investment and Financing](#)

- Carbon-related assets accounted for 8.2% of loans as of March 31, 2022, with a balance of ¥364.0 billion.
- In order to identify the impact of climate change-related risks on the Bank's finance portfolio, JAPAN POST BANK undertook a transition risk scenario analysis for the securities (bonds and equities) that comprise the majority of the portfolio. The impact of increased carbon costs on the earnings of investee companies for the subject period was calculated for each individual company, and the results of calculating the sum total of the impact is presented as follows.
- Looking ahead, JAPAN POST BANK will continue to monitor the impact of climate change and support the initiatives of investees through engagement and other means, while undertaking a variety of measures including analyses that take into consideration the long-term impact of climate change on an ongoing basis based on the aforementioned analysis.

### Transition Risks

<b>Scenario</b>	<ul style="list-style-type: none"> <li>• New Network for Greening the Financial System (NGFS) scenario disclosed in 2021*4 (Scenario model: REMIND-MAgPIE2.1-4.2)</li> </ul>
<b>Scope</b>	<ul style="list-style-type: none"> <li>• Securities (bonds and equities)*5 that account for the majority of the Bank's finance portfolio</li> </ul>
<b>Analytical Method</b>	<ul style="list-style-type: none"> <li>• Analysis of the impact of increased carbon costs*6 of investee companies due to laws and regulations on the earnings of investee companies Note: The effects of earnings-improvement and other measures undertaken by investee companies have not been taken into account.</li> </ul>
<b>Target Period</b>	Bonds: Up to the end of the redemption date of each bond Equities: Up to 2100
<b>Analysis Results</b>	Approximately -¥640.0 billion (maximum amount of decrease in fair market value)
<b>Financial Impact</b>	<ul style="list-style-type: none"> <li>• The transition risk scenario analyses that are generally conducted by commercial banks calculate the amount of increase in credit management costs associated with the incidence of non-performing loans. The aforementioned analysis calculates the amount of decrease in the value of securities in conjunction with the Bank's business model.</li> <li>• The impact of the increase in carbon costs on the earnings of investee companies is fully factored into the fair market value of investments under the aforementioned analysis. In reality, however, the impact on financial strategies is limited owing to the gradual manifestation of the amount of decline in fair market value and deterioration in earnings of investee companies, expectations toward the implementation of measures to improve investee company earnings, and the fact that the analysis covers market traded securities that can be sold in the interim.</li> </ul>

For physical risk, JAPAN POST BANK conducted a quantitative analysis of the impact on the Bank's ATMs, devices at counters, and other equipment installed and owned by the Bank nationwide. According to inundation depth predictions and the current assumption of such water-related disasters as floods, the amount of damage to the Bank's facilities was estimated at approximately ¥25 billion on a cumulative basis over the next 100 years. While climate change is expected to roughly double the frequency of floods under the 2°C scenario and increase the incidence of floods roughly four times under the 4°C scenario, the risk of damage to the Bank's facilities on a simultaneous basis is considered low due to the spread of facilities over a nationwide network. Taking into account the aforementioned, the impact on JAPAN POST BANK's financial strategies is expected to be limited.

- Index
- Message from the President
- Sustainability Management
- Priority Issues and the SDGs
- Environment
- Social
- Governance
- External Assessments and Endorsement of Initiatives
- Data and Guidelines

**Physical Risks**

<b>Scenario</b>	IPCC RCP2.6 (2°C scenario)*7	IPCC RCP8.5 (4°C scenario)*7
<b>Scope</b>	<ul style="list-style-type: none"> <li>ATMs, devices at counters, and other equipment installed and owned by the Bank nationwide</li> </ul>	
<b>Analytical Method</b>	<ul style="list-style-type: none"> <li>Calculation of the anticipated amount of flood-related damage under certain assumptions using inundation depth predictions</li> </ul>	
<b>Target Period</b>	Over the next 100 years	
<b>Analysis Results</b>	Approximately -¥50 billion	Approximately -¥100 billion
<b>Financial Impact</b>	<ul style="list-style-type: none"> <li>The risk of damage to the Bank’s facilities on a simultaneous basis is considered low due to the spread of facilities over a nationwide network. Taking into account the aforementioned, the impact on JAPAN POST BANK’s financial strategies is expected to be limited.</li> </ul>	

\*4: Climate scenarios released in June 2021 by the Network for Greening the Financial System (NGFS).  
 \*5: Excluded from the scope of calculation in the event required data (GHG emissions, financial related data, etc.) is incomplete.  
 \*6: Costs incurred by investees as a result of an increase in the carbon price under the scenario.  
 \*7: Scenario of the average increase in global temperatures over the next 100 years announced by the Intergovernmental Panel on Climate Change (IPCC).

**Risk Management**

JAPAN POST BANK has introduced a Risk Appetite Framework (RAF) and positions risks related to climate change, etc., as one of the top risks facing the Bank. These risks are reflected in the Bank’s management plans, and the ESG team which has been established in the Corporate Planning Department acts as necessary following regular checks of the status of control.

JAPAN POST BANK is advancing global asset allocations based on its ESG Investment and Financing Policy, which is based on sectors with a significant impact on climate change and various international agreements, etc. In the years to come, the Bank will consider enhancing this policy from the perspective of fulfilling and contributing to climate change obligations as an institutional investor.

JAPAN POST BANK took steps to engage with companies that have a significant impact on climate change. Details of examples are presented as follows.

Company	Main content of dialogue
Electricity sector Company A	Efforts are being made to achieve established GHG emission reduction targets. As a part of these efforts, steps are being taken to develop mixed combustion and other technologies with the aim of restarting nuclear power plants while garnering the understanding of local residents.

**Related Information**

- ▶ [ESG Investment and Financing Policy](#)

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

## Metrics and Targets

JAPAN POST BANK announced details of the Japan Post Bank Net Zero GHG Emissions Declaration and committed to achieving net zero emissions for the Bank as well as its finance portfolio by 2050.

Classification <sup>*8</sup>	FY2031/3 Target	2050 Target
JAPAN POST BANK (Scope 1 and Scope 2)	-46% (FY2020/3 comparison)	Net Zero
Finance Portfolio (Scope 3 Category 15)	Under consideration	Net zero

The following targets have been set as KPIs in our Medium-term Management Plan.

- 46% reduction in the Bank's CO<sub>2</sub> emissions<sup>\*9</sup> compared to FY2020/3 by FY2031/3. (48,000 t-CO<sub>2</sub> → 26,000 t-CO<sub>2</sub>)
- Balance of ESG-themed investments<sup>\*10</sup> target of ¥4 trillion by the end of FY2026/3 (double the initial KPI of ¥2 trillion)

\*8: GHG Protocol classification. CO<sub>2</sub> is a target and subject to management at JAPAN POST BANK.

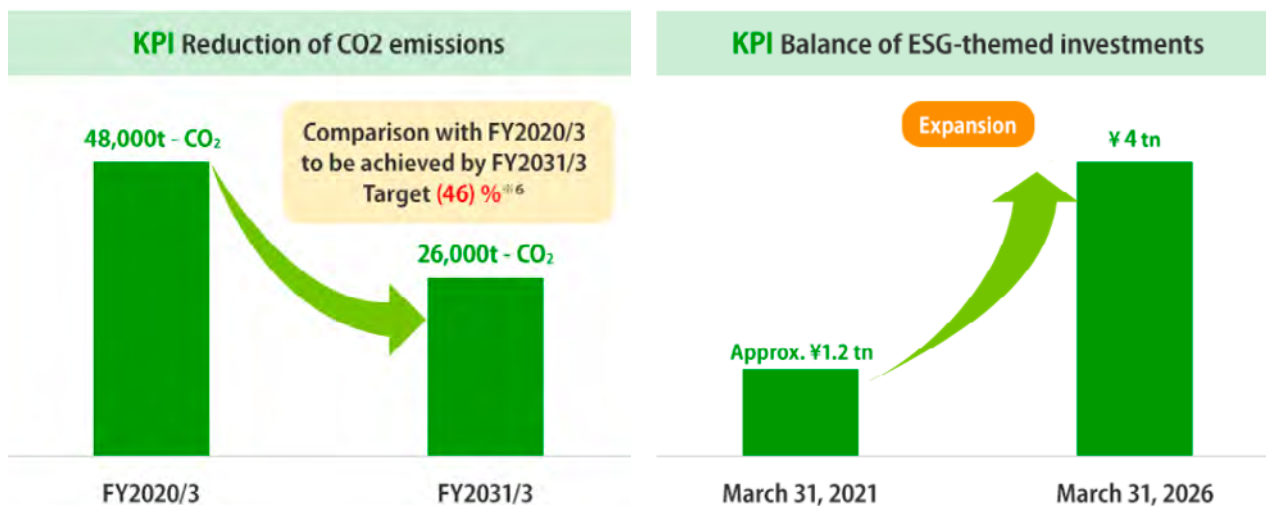
Scope 1: Direct emissions of greenhouse gases by the business itself

Scope 2: Indirect emissions from the use of electricity, heat and steam supplied by other companies

Scope 3: Emissions of other companies related to the activities of the business (category 15: investment)

\*9: Scope 1 + 2 (JAPAN POST BANK non-consolidated)

\*10: ESG bonds (green bonds, social bonds, sustainability bonds, etc.) and loans to the renewable energy sector, regional vitalization funds, etc.



\*11: Levels that will allow Japan to reach its targets (goal of carbon neutrality by 2050, a 46% reduction in emissions compared to FY2014/3 by FY2031/3).

### Related Information

- ▶ [Climate Change Initiatives: "Targets and Results for Reducing GHG Emissions"](#)

## About participation in the Bank of Japan's Funds-Supplying Operations to Support Financing for Climate Change Responses

Japan Post Bank has been selected to receive financing under the Bank of Japan's Funds-Supplying Operations to Support Financing for Climate Change Responses.

### Related Information

- ▶ [About participation in the Bank of Japan's Funds-Supplying Operations to Support Financing for Climate Change Responses \(Japanese version only\)](#)

[Disclosure of criteria and specific procedures for judging suitability for eligible investments and financing related to the Funds-Supplying Operations to Support Financing for Climate Change Responses \(Japanese version only\) \(PDF/48KB\)](#)

[Results related to investment and financing contributing to addressing climate change \(Japanese version only\) \(PDF/423KB\)](#)

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

# ESG Investment and Financing

## JAPAN POST BANK ESG Investment and Financing

### Promotion of ESG Investment and Financing

In its Medium-term Management Plan announced in May 2021, JAPAN POST BANK set forth its commitment to the advancement of ESG investment and financing, setting the target KPI of increasing its balance of ESG-themed investments\* to ¥4 trillion by FY2026/3. (The initial target of ¥2 trillion was doubled in April 2022.) While enhancing returns on assets under appropriate risk management, we will support initiatives for reducing greenhouse gas (GHG) emissions throughout the whole of society through the advancement of ESG investment and financing, such as investing in green bonds/loans.

The status of ESG investment and financing is regularly reported to the Board of Directors and managed appropriately under its supervision.

\*: ESG bonds (green bonds, social bonds, sustainability bonds, etc.), loans to the renewable energy sector, and regional revitalization funds, etc.

#### Main Opinion of Outside Directors

As far as ESG investment and financing is concerned, there is a risk that the green bond market will not continue to expand as it has so far due to the effects of the situation in Ukraine, so we would like the Bank to remain aware of market trends.

### ESG Investment and Financing Policy

JAPAN POST BANK has established ESG Investment and Financing Policy (hereafter "this Policy") to appropriately address environmental issues such as climate change and biodiversity, social issues such as the violation of human rights, and to secure stable returns over the medium- to long-term and reduce risk. This Policy applies to all of the investment and financing directly carried out by JAPAN POST BANK.\*

In this Policy, matters such as those concerning proactive investment and financing and sectors to be aware of when investing or financing are established and revised based on discussions by the Executive Committee. We regularly review this Policy at meetings of the Executive Committee to make further improvements when necessary.

\*: JAPAN POST BANK offers loans for corporate borrowers via a syndicate to provide syndicated loans. The operations of JAPAN POST BANK are restricted under the Postal Service Privatization Act. Therefore, to carry out operations not permitted when the postal service was privatized, such as loans for corporate borrowers performed by general commercial banks, the Bank must obtain the approval of the Prime Minister or the Minister for Internal Affairs and Communications.

#### Related Information

[Medium-Term Management Plan](#)

▶ [ESG Investment and Financing Policy](#)



## Investment and financing in Green Bonds, etc.

As an initiative to take climate change as an opportunity, JAPAN POST BANK actively invests in financial instruments such as green bonds and provides finance.

### Examples of Investment in Green Bonds and Other Bonds

#### Investment in Green Bonds Issued by the Incorporated Administrative Agency Japan Housing Finance Agency (JHF)

JHF offers Flat 35 S loans, which have reduced interest for a fixed period, for borrowers who acquire high-quality, energy-saving, and earthquake-resilient homes. JHF also issues green bonds to finance its purchase of home loans for newly built houses that meet the energy saving technical standard under the Flat 35 S.

In addition to including JHF's Flat 35 S in its housing loan lineup, JAPAN POST BANK also invests in JHF's green bonds, thereby contributing to the spread of environmentally friendly housing and implementing and supporting initiatives that mitigate climate change.

#### Related Information

- ▶ [Environmentally friendly business \(Flat 35 S / Housing loans to support the purchase of environmentally friendly houses\)](#)
- [Investment in Green Bonds Issued by the Incorporated Administrative Agency Japan Housing Finance Agency \(JHF\)](#)
- [—Supporting initiatives to reduce greenhouse gas emissions— \(Japanese version only\)](#)

#### Investment in Social Bonds Issued by Japan Expressway Holding and Debt Repayment Agency (JEHDRA)

JAPAN POST BANK invests in social bonds issued by JEHDRA. These funds are allocated to refinance debt in JEHDRA's expressway business and are utilized to resolve the social issues of sustainable and resilient national land creation and regional revitalization and community vitalization.

In addition, as the target operations of JEHDRA's social bonds are connected to SDG 13, "Take urgent action to combat climate change and its impacts," which concerns resilience toward and strengthening the ability to adapt to climate-related disasters and natural disasters, JAPAN POST BANK is supporting initiatives that contribute to adapting to climate change through investment and financing.

Seto Ohashi Bridge (Seto Chuo Expressway)



Expressway floor slab replacement works



Extract from explanatory materials for investors published by JEHDRA

#### Related Information

- [Investment in Social Bonds Issued by Japan Expressway Holding and Debt Repayment Agency \(JEHDRA\) —Supporting the resolution of the social issues of sustainable and resilient national land creation and regional revitalization and community vitalization— \(Japanese version only\)](#)

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

**Investment in SDG bond investment trusts (ESG Funds)**

We invest in investment trusts whose main investment targets are bonds in which the funds raised are allocated to projects that contribute to the SDGs (SDGs bonds), such as green bonds, social bonds, and sustainability bonds. By investing in SDGs bonds through investment trusts, we expect to actively contribute to solving social issues and secure stable returns (increase in corporate value) over the medium to long term.

In selecting investment trusts, we confirm the ESG analysis and monitoring systems and track record of the management company in regard to issuers and the issues in which it invests.

**■ Examples of Financing Green Loans and Other Loans**

**Participation in Green Loans under the PFI Scheme (Tottori Prefecture hydroelectric plant re-improvement and operation business)**

JAPAN POST BANK is participating in the joint financing of projects for businesses managed by the lead-managing underwriter, Sumitomo Mitsui Banking Corporation (SMBC), which is operating under the PFI concession system and is involved in projects such as the redevelopment and operation of hydroelectric power plants in Tottori Prefecture.

The "SDGs Green Loan" is a product provided by SMBC which they limit to the use of environmentally friendly businesses and verify specific requirements for financing. Additionally, SMBC examines the relevance of the target businesses' SDGs through methods such as high-level mapping that reflects sustainable development goals including investment in green bonds and social bonds, and due to this the loan scheme has been highly regarded by external assessment organizations.



Hinogawa Daiichi Power Station (photo from the official website of Tottori Prefecture)



Nakatsu Dam (photo from the official website of Tottori Prefecture)

**Related Information**

[Participation in Project Finance through "SDGs Green Loan" originated by Sumitomo Mitsui Banking Corporation \(SMBC\)](#)  
[—The redevelopment and operation of hydroelectric power plants in Tottori Prefecture— \(Japanese version only\)](#)

**Participation in Mitsui Fudosan's Sustainability Linked Loan (joint financing)**

JAPAN POST BANK is participating in joint financing for Mitsui Fudosan Co., Ltd.'s Sustainability Linked Loan, which is managed by lead underwriter, MUFG Bank, Ltd. In sustainability linked loans, borrowers set sustainability performance targets (SPTs) in accordance with their sustainability goals. Loan terms such as interest rates are then linked to the level of their SPT achievement to promote and support environmentally and socially sustainable economic activities and growth. It is the first time JAPAN POST BANK has participated in this sort of initiative.

**Related Information**

[Participation in Mitsui Fudosan's Sustainability Linked Loan \(joint financing\) \(Japanese version only\)](#)

## Investment in Regional Revitalization Funds (Community Investment / Impact Investment)

### Investment in regional revitalization funds (community investment)

Based on its purpose to "contribute to the development of society and the region," JAPAN POST BANK has set forth "enhancing funds flow to regional communities and the regional relationship functions through various frameworks" as a key strategy in its Medium-term Management Plan announced in May 2021. Under this strategy, we will supply risk money (equity funds) to small and medium-sized enterprises that play an important role in regional revitalization through regional revitalization funds and other means. We have defined these forms of investment as "proactive investment and financing" in our ESG Investment and Financing Policy, and we are promoting them accordingly.

In terms of specific fields of investment, in addition to funds that support growth, business succession, and the starting and founding of businesses, we have a wide range of funds that support small and medium-sized enterprises working on revitalizing areas damaged by disasters such as earthquakes and typhoons or whose business environment has been negatively impacted by COVID-19. In this way, we supply funds to various fields that contribute to the revitalization of regional communities.

We had participated in a cumulative total of 39 funds as of the end of FY2022/3, and have committed to investing a cumulative total of approximately ¥13 billion.

Since the regional revitalization funds participated in by JAPAN POST BANK cover 29 prefectures, and there are also multiple funds that target the whole of Japan, we supply funds to nearly all small and medium-sized enterprises in Japan. Currently, more than 300 small and medium-sized enterprises have been supported through investment from the regional revitalization funds the Bank participates in.

Through these initiatives, we facilitate the flow of the precious funds entrusted by our customers to regional communities, thus contributing to regional revitalization.

#### Related Information

[Medium-Term Management Plan](#) 

- ▶ [ESG Investment and Financing Policy](#)
- ▶ [Vitalization of Regional Economies](#)

### Investment in Impact Funds (impact investment)

JAPAN POST BANK invests in the Japan Post Investment Regional Development and Impact Fund I, ILP that Japan Post Investment Corporation, our consolidated subsidiary, established in April 2022. This fund aims to establish a sustainable society by investing in companies and businesses that contribute to the revitalization of regional community economies and create social impact geared toward achieving the SDGs. Specifically, by investing in small and medium-sized enterprises, venture companies, and regional development projects in Japan that have a variety of growth capital, business succession and other needs, Japan Post Investment Corporation will contribute to the achievement of the SDGs. In facilitating funds flow to regional communities, the company will revitalize regional community economies and create a positive impact on society. Among its investment targets, the company will work to create a positive impact by pursuing both a social and economic return, especially when investing in companies and businesses that have a social impact, as impact investments.

#### Related Information

[Investment in the Japan Post Investment Regional Development and Impact Fund I, ILP \(Japanese version only\)](#) 

## Investment in Companies Working to Reduce Environmental Impact

### Investing in the Ministry of the Environment's Japan Green Investment Corp. for Carbon Neutrality

Based on the Revised Act on Promotion of Global Warming Countermeasures which went into effect on July 1, 2022, the Ministry of the Environment has established the Japan Green Investment Corp. for Carbon Neutrality, which is a new company that will be capitalized with government fiscal investment and loans and private investment. The new company aims to invest in businesses that contribute to de-carbonization and serve as a function for redirecting large amounts of private ESG funds to de-carbonization investments. JAPAN POST BANK has endorsed this initiative and is investing in the Japan Green Investment Corp. for Carbon Neutrality.

#### Related Information

[Investing in the Japan Green Investment Corp. for Carbon Neutrality \(Japanese version only\)](#)

[Inaugural General Meeting and Establishment of the Japan Green Investment Corp. for Carbon Neutrality \(JICN\) \(external website / Ministry of the Environment Government of Japan\)](#)

### Investing in a New Company for Establishing a Renewable Energy Fund

JAPAN POST BANK invested in "Z Energy Co., Ltd.," which is engaged in the establishment and operation of renewable energy funds, as well as that company's "Carbon Neutral Fund 1 Investment Limited Partnership." Through this investment in the company, we are working to further spread the use of and expand the market for renewable energy in order to address the global social issue of climate change, achieve carbon neutrality for Japan by 2050, and construct a carbon-free society. At the same time, we will also make every effort to contribute to regional vitalization projects involving renewable energy.

#### Related Information

[Investing in a New Company for Establishing a Renewable Energy Fund \(Japanese version only\)](#)

[Investment in the Carbon Neutral Fund 1 Investment Limited Partnership \(Japanese version only\)](#)

## Investment and Financing with Consideration for the Environment and Society

In its fund management operations, JAPAN POST BANK appropriately considers environmental and social issues, such as climate change and biodiversity, and the human rights of indigenous peoples and residents of regional communities.

In July 2022, we prohibited investment and financing for the construction of new coal-fired power generation plants, expansion of facilities of existing plants, and new thermal coal mining projects. As of the end of FY2022/3, our balance for project financing for coal-fired power generation business operators was zero.

### ESG Consideration in Private Equity Investment

JAPAN POST BANK considers ESG factors when determining investment in private equity (selection of investment managers, investment advisors/gatekeepers). Specifically, as part of the selection process, we require investment managers, investment advisors/gatekeepers to be signatories to the UN-supported Principles for Responsible Investment (PRI). They are also required to confirm compliance with JAPAN POST BANK's ESG-related policies in their private equity fund due diligence, such as the prohibition of investment in businesses that violate international treaties (Washington Convention, Ramsar Convention, etc.) and business engaged in child labor or forced labor.

In addition, in November 2021, we became a member of the ESG Data Convergence Initiative, through which we encourage the standardization of ESG-related data and reporting for investee funds.

## Constructive Dialogue (Engagement) with Investees and Borrowers and the Exercise of Voting Rights

In our ESG Investment and Financing Policy, we have set forth our commitment to supporting initiatives that resolve social issues and drive the sustainable growth of investees and borrowers through constructive dialogue (engagement) and the exercise of voting rights, and request that investees and borrowers thoroughly disclose non-financial information.

### Engagement

Since the second half of FY2022/3, the main theme of our engagement has been the addressing of climate change, focusing on sectors with high GHG emissions.

Since FY2023/3 we have also engaged in dialogue on areas other than the environment, such as the status of initiatives for respecting human rights (society) and the status of initiatives for increasing the ratio of women in managerial positions (governance).

#### Engagement Status and Themes (As of October 31, 2022)

Number of companies engaged with	Emissions ratio of engagement partners that comprise all of our Scope 3 emissions	Environment	Society	Governance
		Climate change	Respect for human rights	Ratio of women in managerial positions
13	23%	13	8	2

### Exercise of Voting Rights

While JAPAN POST BANK has established the Policy for the Exercise of Voting Rights for the internal management of shares, decisions are not treated as a matter of formality, but rather take into account considerations such as non-financial information, including ESG factors, and the status of dialogue.

As of the end of FY2022/3, we did not hold shares under internal management, and voting rights were not exercised.

Results of the exercise of voting rights in external asset management institutions are as below.

[Policy on the Exercise of Voting rights \(PDF/278KB\)](#) 

[Results of the Exercise of Voting Rights in External Asset Management Institutions \(PDF/91KB\)](#) 

## Initiatives as a Long-term Institutional Investor

Under our business model, the savings entrusted to us by customers are mainly invested in securities such as Japanese government bonds and foreign corporate bonds. Thus, as a long-term institutional investor, we aim to support initiatives that help to resolve social issues and drive the sustainable growth of investees and borrowers through constructive dialogue (engagement) and other means.

The amount of sales against the average balance of total assets in FY2022/3 was ¥5.1 trillion, with a turnover ratio\* of 2.2%.

\*: Turnover ratio is calculated as the amount of sales divided by the average balance of total assets.

## Participation in Various Incentives

### ■ Joining the CDP and PCAF

In 2022, we joined the CDP and PCAF international initiatives.

#### Related Information

[Joining the International Initiative "CDP" \(Japanese version only\)](#) 

[Joining the International Initiative "Partnership for Carbon Accounting Financials \(PCAF\)" \(Japanese version only\)](#) 

#### Reference: Japan Post Investment Corporation Signs the Principles for Responsible Investment (PRI)

Our consolidated subsidiary, JAPAN POST BANK Japan Post Investment Corporation signed the UN-supported Principles for Responsible Investment (PRI) in February 2022 to express its commitment to responsible investment activities that incorporate environment, social, and governance (ESG) issues.

Signatory of:



We will continue to engage in investment activities that consider ESG, upholding our mission to resolve various social issues and realize a sustainable and vibrant society through investment that creates value for the long-term and benefits all of our stakeholders, including our investors and investees.

## Green Bonds Issued by JAPAN POST HOLDINGS Co., Ltd.

JAPAN POST HOLDINGS Co., Ltd., the holding company of JAPAN POST BANK, issues green bonds.

#### Related Information

[Sustainability Finance \(currently only available in Japanese\)](#) 

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

# ESG Investment and Financing Policy

## Goal

JAPAN POST BANK has established ESG Investment and Financing Policy(hereafter "this Policy") to appropriately address environmental issues such as climate change and biodiversity, social issues such as the violation of human rights, and to secure stable returns over the medium- to long-term and reduce risk.

This Policy applies to all of the investment and financing directly carried out by JAPAN POST BANK.

## JAPAN POST BANK Investment and Financing Activities

While promoting internationally diversified investment, given the importance of its social mission, JAPAN POST BANK adheres to international agreements and does not invest in or finance activities that are contrary to the public or social good. The Bank invests or finances only after sufficient care is given in assessing how the funding from its investment or financing for securities or other financial instruments will be used.

## Proactive Investment and Financing

JAPAN POST BANK engages in the following investment and financing.

- a) With an eye toward contributing to the development of regional communities, the Bank is actively working to provide risk money to local communities in Japan through initiatives such as investing in regional revitalization funds.
- b) The Bank actively invests in financial instruments such as green bonds and provide finance to support initiatives that contribute to mitigating and adapting to climate change. The Bank also actively carries out investment and financing activities that contribute to solving social issues other than those related to climate change.

## Investment and Financing Prohibited Across Sectors

Based on its adherence to international agreements and policy of not investing in or financing activities that are contrary to the public or social good, JAPAN POST BANK does not invest in or finance businesses where funding is allocated to any of the following areas.

- a) Illegal transactions and transactions for illegal purposes
- b) Transactions which violate public order and good morals
- c) Transactions that negatively impact wetlands designated under the Ramsar Convention
- d) Transactions that negatively impact UNESCO-designated World Heritage Sites
- e) Transactions violating the Convention on International Trade in Endangered Species of Wild Fauna and Flora (Washington Convention)\*
- f) Transactions involving the use of child labor or forced labor

\* Taking into account country-specific considerations

## Policy for Specific Sectors

- a) Manufacturers of weapons  
 JAPAN POST BANK does not invest in or finance companies that manufacture cluster bombs.  
 In addition, from a humanitarian perspective, the Bank does not invest in or finance businesses where the funding will be used in the manufacture of weapons such as anti-personnel mines and biological and chemical weapons.
- b) Coal-fired power generation  
 JAPAN POST BANK does not invest in or finance businesses where funding will be used in the construction of new coal-fired power plants or the expansion of existing facilities.  
 However, if necessary for achieving the goals of the Paris Agreement, we may consider investment and financing that contributes to the transition to a carbon-free society, where funds will be used for technologies such as co-combustion and carbon capture, utilization and storage (CCUS).
- c) Coal mining  
 JAPAN POST BANK does not invest in or finance businesses where funding will be used in new operations for the mining of thermal coal. We carefully consider investment and financing for other forms of coal mining after verifying the environmental and social considerations implemented by the applicable business.
- d) Oil and gas  
 Where funding will be used in the mining of oil and gas (in particular, oil sands, Arctic development, and shale oil and gas) and pipeline production, JAPAN POST BANK carefully considers investment or financing after verifying the environmental and social considerations implemented by the applicable business.
- e) Developing palm oil plantations  
 Where funding will be used in developing palm oil plantations, JAPAN POST BANK carefully considers investment or financing after verifying the environmental and social considerations implemented by the applicable business.
- f) Deforestation  
 Where funding will be used in business involving deforestation (large-scale agricultural land development, etc.), JAPAN POST BANK carefully considers investment or financing after verifying the environmental and social considerations implemented by the applicable business.
- g) Large-scale hydroelectric power generation  
 Where funding will be used in the construction of large-scale hydroelectric power plants, JAPAN POST BANK carefully considers investment or financing after verifying the environmental and social considerations implemented by the applicable business.

## Engagement with Investees and Borrowers

Through constructive dialog (engagement) and the exercise of voting rights, JAPAN POST BANK supports initiatives that help to solve social issues and drive the sustainable growth of the companies we invest in and finance.  
 Through these initiatives, we require that the companies we invest in and finance thoroughly disclose non-financial information.

## Employee Training

JAPAN POST BANK conducts regular employee training to deepen understanding of environmental issues such as climate change and biodiversity as well as social issues such as the violation of human rights and ensure that duties are out appropriately in accordance with this Policy.

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines



## Stakeholder Engagement

JAPAN POST BANK as a matter of basic policy aims to improve constructive communication through dialog and closer ties with all its stakeholders.

## Governance

The JAPAN POST BANK policy on governance was determined and revised based on discussions by various committees, including the Sustainability Committee and Management Committee.

In light of the external environment, we intend to regularly review the application and adequacy of this Policy at meetings of the Sustainability Committee and Management Committee, improving it as necessary.

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

# Biodiversity Conservation Initiatives

## Participation in the TNFD Forum

In September 2022, JAPAN POST BANK joined the Taskforce on Nature-related Financial Disclosures (TNFD) Forum and is contributing to the development of the TNFD framework as a financial institution.

In addition, through participating in the TNFD Forum, we seek to increase awareness of natural capital and biodiversity as well as contribute to the realization of a sustainable society by further promoting initiatives that are conducive to the conservation of natural capital and biodiversity.

## Main Initiatives

### ■ Yucho Direct+ (plus) Non-Passbook General Account

With no issuing of a passbook, this service enables customers to use their cash cards for cash deposit and withdrawal enquiries, while current balances are obtained via "Yucho Direct." Instead of issuing passbooks, details of deposits and withdrawals can be confirmed for up to a maximum period of 20 years\*. Since the paper used for both conventional passbooks and for the various notifications sent to customers is unnecessary, this leads to a reduction in paper usage.

\*: For deposits and withdrawals from March 2021. (Deposits and withdrawals made prior to March 2021 can be confirmed up to a maximum period of 15 months)

### ■ Donation to environmental conservation organizations, Yucho Eco-Communication

To return the benefit of our various measures that contribute to reducing environmental impact, such as the Yucho Direct+ (plus) Non-Passbook General Account, we support and donate to organizations nationwide that work together with local residents in activities that contribute to both society and the environment, such as those for the protection of biodiversity, through the conservation and regeneration of natural woodland and coastal areas.



JAPAN POST BANK seeks to contribute to the sustainable development of regional communities through deepening mutual communication with local residents.

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

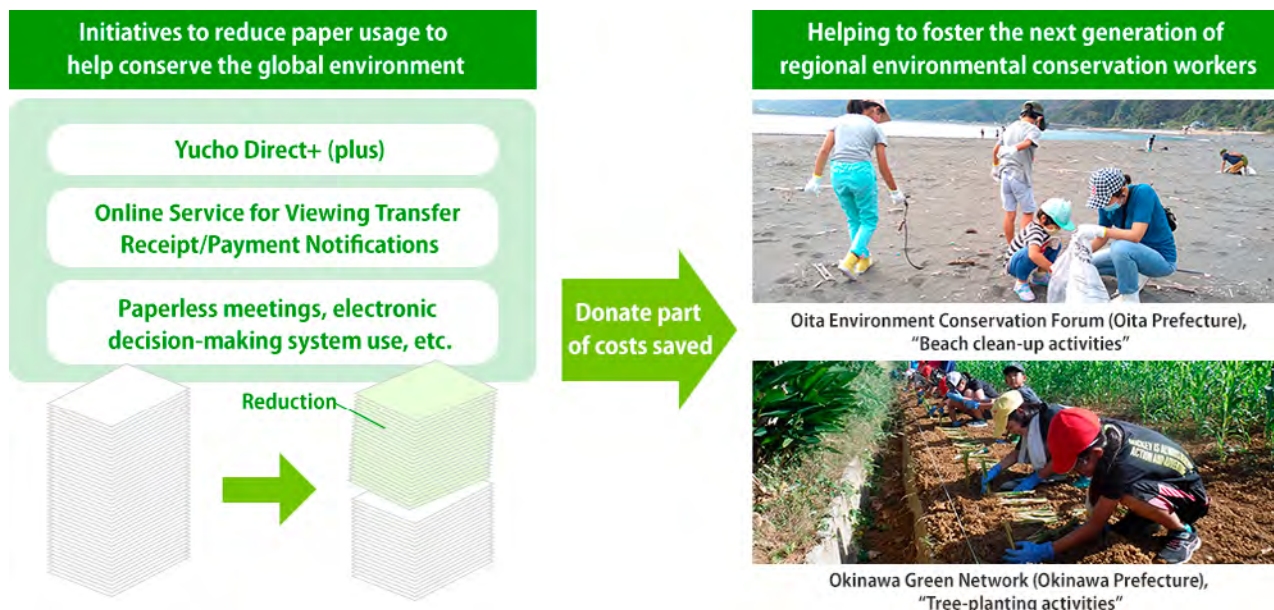
Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

## Yucho Eco-Communication Framework



### List of Donee Organizations (Donated to in March 2022)

No.	Area	Prefecture	Name of organization
1	Hokkaido area	Hokkaido	<a href="#">NPO Daisetsuzan Nature School (Japanese version only)</a>
2	Tohoku area	Iwate Prefecture	<a href="#">NPO Tono Econet (Japanese version only)</a>
3	Kanto area	Chiba Prefecture	<a href="#">NPO Tateyama Sea Shore Explorers (Tateyama Umibe no Kanteidan) (Japanese version only)</a>
4	Southern Kanto area	Yamanashi Prefecture	<a href="#">NPO Kosuge (Japanese version only)</a>
5	Tokyo area	Tokyo	<a href="#">NPO International Association for Restoration of Native Forest (Japanese version only)</a>
6	Shinetsu area	Nagano Prefecture	<a href="#">NPO A-TRUST (Japanese version only)</a>
7	Hokuriku area	Ishikawa Prefecture	<a href="#">NPO Notohantou-Oraccha-no-Satoyama-Satoumi (Japanese version only)</a>
8	Tokai area	Aichi Prefecture	<a href="#">NPO Donguri-Mongori Japan (Japanese version only)</a>
9	Kinki area	Kyoto	<a href="#">NPO Yamashiro Satoyama no Kai (Japanese version only)</a>
10	Chugoku area	Shimane Prefecture	<a href="#">NPO Oki Shizenmura (Japanese version only)</a>
11	Shikoku area	Kochi Prefecture	<a href="#">NPO Shikoku Institute of Natural History (Japanese version only)</a>
12	Kyushu area	Fukuoka Prefecture	<a href="#">Fukuoka Fun (Japanese version only)</a>
13	Okinawa area	Okinawa Prefecture	<a href="#">NPO Sekiseishouko Coral-reef Fund (Japanese version only)</a>

\*: The website for each organization will open in separate window.

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

■ "List and activities of Donee Organizations in the past" (Japanese version only)

✓ 寄付先団体一覧・寄付先活動紹介（2020年度、2021年度寄付）

寄付先団体一覧（寄付実施：2020年3月および2021年3月）

項番	エリア	所在都道府県	団体名
1	北海道エリア	北海道	<a href="#">特定非営利活動法人 シマフクロウ・エイド</a>
2	東北エリア	宮城県	<a href="#">特定非営利活動法人 わたりグリーンベルトプロジェクト</a>
3	関東エリア	栃木県	<a href="#">特定非営利活動法人 足尾に緑を育てる会</a>
4	東京エリア	東京都	<a href="#">特定非営利活動法人 ふるさとの森づくりセンター</a>
5	南関東エリア	神奈川県	<a href="#">特定非営利活動法人 暮らし・つながる森里川海</a>
6a	信越エリア	新潟県	<a href="#">新潟水辺の会</a>
6b	信越エリア	新潟県	<a href="#">特定非営利活動法人 かみえちご山里ファン倶楽部</a>
7	北陸エリア	石川県	<a href="#">特定非営利活動法人 河北潟湖沼研究所</a>
8	東海エリア	静岡県	<a href="#">特定非営利活動法人 サンクチュアリエヌピーオー</a>
9	近畿エリア	京都府	<a href="#">特定非営利活動法人 加茂女</a>
10	中国エリア	広島県	<a href="#">特定非営利活動法人 西中国山地自然史研究会</a>
11	四国エリア	愛媛県	<a href="#">特定非営利活動法人 由良野の森</a>
12	九州エリア	大分県	<a href="#">特定非営利活動法人 おおいた環境保全フォーラム</a>
13	沖縄エリア	沖縄県	<a href="#">特定非営利活動法人 おきなわグリーンネットワーク</a>

※ 各団体のサイトを別ウインドウで開きます

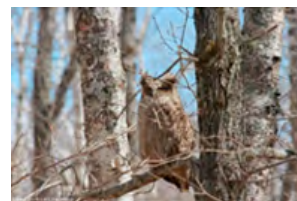
寄付先活動紹介

2020年4月～2022年3月に、寄付金を活用していただきました。その活動の一部をご紹介します。

シマフクロウ・エイド（北海道厚岸郡浜中町）

『北海道の自然や文化を代表し絶滅の恐れがあるシマフクロウの保護活動や、本種を生態系の中心に据えた次世代の人材育成と重要環境の保全活動を通じ持続可能な地域の創生の推進を軸に生物多様性保全や希少種と共存する社会の構築を目的としています。

「防鹿柵の設置」、「植樹の実施」や「PR動画の作成」等を通じて、河畔林再生の重要性等について多くの地域住民の皆さまに理解を深めてもらうことができました。』



**わたりグリーンベルトプロジェクト（宮城県亶理郡亶理町）**

『東日本大震災によって失われた海岸林を再生し、適切な管理及び利活用を進めながら、かつて沿岸部の農業や人々の暮らしを支えてきた緑豊かな自然環境と地域のにぎわいを取り戻すことを目的としています。

地域住民等を対象とした「自然観察会」や「海岸林再生活動」を通して、参加者に沿岸域の自然環境の魅力や価値、課題を伝えることができました。』



**足尾に緑を育てる会（栃木県日光市）**

『煙害で荒廃した足尾の山の緑化活動を通じて、水循環系を中心とした環境問題に取り組むとともに、渡良瀬川源流地域の問題を考え、もって自然環境の健全化並びに地域社会の伸展に貢献することを目的としています。

多くの若者に足尾と当会の活動を見て体験してもらうことで、自然環境学習非常勤スタッフを養成し、会と若者のネットワーク構築を図ることができました。また、長期的な整備事業である緑化事業を継続するための植樹地の土地整備を行い、苗木の活着率を高める基盤整備をおこなうことができました。』



**ふるさとの森づくりセンター（東京都あきる野市）**

『里山、特にその中心となる雑木林の保全・再生およびそれに関わる調査研究を行い、さらに環境教育および自然保護に関する普及啓発事業を進め、自然と人間が共生できる豊かな社会の実現に寄与することを目的としています。

市民参加の里山保全活動として、自然の中で体を張って遊んだり生き物の観察をしたりする体験型環境教育を行うことで、自然の不思議や奥深さ、大切さを育む活動を行うことができました。』



Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

**暮らし・つながる森里川海（神奈川県平塚市）**

『自然環境の保護・保全活動、川の自然と触れ合える場づくり、環境教育活動の実践など、環境視点のまちづくり運動を進めています。

環境、SDGsをテーマに開催したイベント「湘南ピクニック・土手の下のSDGs」には1000人を超える市民が集まり、活動PRや人的交流が図れるなど、大きな成果を収めることができました。』



**新潟水辺の会（新潟県新潟市）:2020年度寄付先**

『かつての潟の豊かさを体得している地元住民と支援する市民が連携し、潟の再生を協働しています。それを、次世代の子どもたちが自ら楽しみ、育みながら、潟の魅力遺産に発展させられたらいいと思っています。年間を通し、空心菜の湖上竹筏栽培、収穫体験や料理教室、小中学校の学習支援を行い、一石八鳥効果を上げています。ラジオやTVで空心菜の湖上栽培や潟舟、防災体験活動が放送され、毎日地球未来賞奨励賞などにつながりました。』

**かみえちご山里ファン倶楽部（新潟県上越市）:2021年度寄付先**

『会員及び地域振興と環境保全を願う市民の皆さまに対してボランティア活動、上越市西部中山間地域における里と山の自然・景観・文化を守る事業活動を行い、農・林・漁業の振興によるまちづくりと環境保全及び山里文化を育むことを目的としています。

市民の皆さまと行う棚田の保全活動や自然環境調査及び各種体験会を実施することで、地域の魅力を発信し、交流人口と協力者を増やし、学びの場としての棚田・里山をみんなで育てていくことができました。』

**河北潟湖沼研究所（石川県河北郡津幡町）**

『石川県の河北潟及び河北潟地域の水質や動植物を保全し、地域の人々の暮らしと水辺の自然とのかかわり、干拓地や周辺地域の農業のあり方等について、調査・研究、実践活動、事業を通じて、持続可能な地域の実現に貢献することを目的としています。

当法人が管理する水田と畑においてミニビオトープと生き物観察会を行い、参加された市民の皆さまに農業や肥料と生きものの生育状況との関係を理解してもらうことができました。』

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

**サンクチュアリエヌピーオー（静岡県浜松市）**

『貴重な海岸環境とそこに生息する野生動植物を保護していくことが私たち自身の未来にとっても大切であるとの思いのもと、多くの人々に活動に参加していただき、この思いを共感していただくことを目的に活動をしています。

遠州灘海岸のプラごみ及びマイクロプラスチックの早期回収を実施し、海岸の野生動植物の保護・繁殖調査を実施することで、活動への参加者に生物多様性保全の必要性を理解してもらうことができました。』



**加茂女（京都府木津川市）**

『地域住民に対して、ボランティア活動を活発にし、併せて町づくりへの積極参加を推進するために、福祉、教育文化、環境保全、地域コミュニティづくりに関する事業を行い、地域内を活性化し、地域住民にとって住みやすく生き甲斐のある町づくりの推進に寄与することを目的としています。

「竹林の整備」や「竹と筍の付加価値と商品化事業」などを通して、地域の竹林からできた農産物を活用した商品により街の活性化が図れることを学んでいただきました。』



**西中国山地自然史研究会（広島県北広島町）**

『環境保全・里山文化の継承・生物の多様性の観点から地域の豊かな自然環境を保全し地域社会に貢献することを目的としています。

学校での環境教育、茅場（草原）の整備、野鳥及び植生調査を実施することで、西中国山地に残された草原及び生物多様性の保全を体験する機会を提供することができました。』



**由良野の森（愛媛県上浮穴郡久万高原町）**

『自然の中での体験を通じて、自然と人が互いに影響し合いながら変化していくという関係性を再認識することによって、常に幸せを感じられる、より良い持続可能な社会づくりに寄与することを目的としています。奥山の森復元のため、原生林や社叢林から郷土樹種の種を集め、3年かけて苗を育て、奥山の放置林を伐採し定植の準備が進んでいます。多くの方に参加いただき、参加者の山林の現状把握とそれぞれの自然観拡大が進みました。』



**おおいた環境保全フォーラム（大分県大分市）**

『自然と共生した持続可能な住み良い郷土を次の世代に伝承するため環境保全に関する情報提供及び保全、保護活動を行う。希少動植物の保護や外来生物の対策、地域資源を活用したコミュニティー作り等、幅広い世代に環境教育や啓発活動を行うことを目的としています。  
 海洋環境学習会を開催し、実際に人工ゴミ・流木等の漂着調査やウミガメ等の上陸産卵、漂着の調査を実施することで、河川流域と海岸域の住民と協働でプラスチックによる海洋汚染問題解決に向けた普及啓発活動を実施することができました。』



**おきなわグリーンネットワーク（沖縄県那覇市）**

『地域との協働により、持続的な沖縄の海の保全・再生、営農支援、観光資源の保全、環境学習等に取組むことにより、おきなわの“美ら島・美ら海”を未来へ繋ぎ、地域の発展に寄与することを目的としています。  
 地域と協働した環境学習やグリーンベルト植栽活動を実施し、沖縄県の海・川等の汚染原因のひとつである陸域からの赤土等流出防止対策を普及することができました。』



**✓ 寄付先団体一覧・寄付先活動紹介（2017年度寄付）**

**寄付先団体一覧（寄付実施：2017年12月）**

項番	エリア	所在都道府県	団体名
1	北海道エリア	北海道	<a href="#">特定非営利活動法人 サロベツ・エコ・ネットワーク</a>
2	東北エリア	山形県	<a href="#">認定NPO法人 ひらた里山の会</a>
3	関東エリア	栃木県	<a href="#">特定非営利活動法人 オオタカ保護基金</a>
4	東京エリア	東京都	<a href="#">特定非営利活動法人 自然環境アカデミー</a>
5	南関東エリア	神奈川県	<a href="#">特定非営利活動法人 小網代野外活動調整会議</a>
6	信越エリア	新潟県	<a href="#">特定非営利活動法人 ねっとわーく福島潟</a>
7	北陸エリア	福井県	<a href="#">特定非営利活動法人 中池見ねっと</a>
8	東海エリア	静岡県	<a href="#">特定非営利活動法人 桶ヶ谷沼を考える会</a>
9	近畿エリア	滋賀県	<a href="#">特定非営利活動法人 びわ湖トラスト</a>
10	中国エリア	島根県	<a href="#">特定非営利活動法人 自然再生センター</a>
11	四国エリア	徳島県	<a href="#">特定非営利活動法人 新町川を守る会</a>
12	九州エリア	福岡県	<a href="#">特定非営利活動法人 エコけん</a>
13	沖縄エリア	沖縄県	<a href="#">特定非営利活動法人 夏花</a>

※ 各団体のサイトを別ウィンドウで開きます

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines



寄付先活動紹介

2018年1月～12月に、寄付金を活用していただきました。その活動の一部をご紹介します。

サロベツ・エコ・ネットワーク（北海道天塩郡豊富町）

『サロベツ地域の方々や次世代を担う子ども達を対象に、国立公園の自然の魅力や重要性を知り、保全・交流活動など多様で豊かな自然環境を未来へ引き継ぐ活動を実施することにより、地域内の人材育成の取り組みが一層加速され、今後も継続的な保全活動を行っていくための基盤を作ることを目的としています。』

「市民参加型の調査活動及び観察会」、「市民参加型の渡り鳥生息地保全活動」「活動報告写真展や活動報告会」等を通じて、多くの市民に生態系の営みを感じさせ、さらに、環境が汚れている現状を体感してもらうことができました。』



ひらた里山の会（山形県酒田市）

『放置林化の悠々の杜歴史公園を“人が集い、自然と人が繋がる美しい里山”の「市民の杜」として整備することを目的としています。』

「悠々の杜整備作業」、「間伐材活用の遊具設置」、「竹林整備」等を実施することで、悠々の杜が市民の憩いの場として利用されるようになり、また、活動に参加した小中学生に里山についての理解を深めてもらうことができました。』



オオタカ保護基金（栃木県宇都宮市）

『オオタカやサシバのすむ里山を守る活動を地域住民等とともに行うことによって、豊かな里山生態系を維持するとともに、都市と農村交流・人と自然が共生する地域づくりに寄与することを目的としています。』

「オオタカのすむアカマツの森づくり」、「サシバのすむ里山づくり」等、里山での環境保全作業、農業や自然体験を通じて、多くの市民にオオタカやサシバの重要性、それらが生息する里山の保全や持続可能な利用の必要性を理解してもらうことができました。』



Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

**新町川を守る会（徳島県徳島市）**

『吉野川原流域における森づくりを推進し広葉樹の森を取り戻すとともに、下流域の住民や山林所有者に、間伐等による森の環境保護の必要性を解ってもらうことを目的としています。  
「3001年の森での間伐・下草刈り」、「森の健康診断」を通じて、多くの市民に広葉樹の健康な森のすばらしさ、森の荒廃を体験し、間伐の必要性を感じるとともに森を大切にす気持ちを持ってもらうことができました。』



**エコけん（福岡県古賀市）**

『参加者のエコ実践の継続を推進し、持続可能な社会づくりの一員としての自覚を発揚することを目的としています。  
「小学生・地域住民を対象にした生活体験型環境教室」を実施し、多くの市民に環境に配慮したエコ暮らしの必要性に関する理解を深めてもらうことができました。』



**夏花（沖縄県石垣市）**

『白保集落から海への赤土流出を軽減することにより、白保海域に生息するサンゴを保全することを目的としています。  
「グリーンベルト植栽」、「赤土流出対策に仕様する植物（月桃）畑の確立と整備」、「赤土堆積量調査」等を実施することでグリーンベルトの設置等だけでなく地元の啓発に寄与することができました。』



当行は、「最も身近で信頼される銀行」として、環境保全活動に取り組んでまいります。

## ■ Conserving Biodiversity through Market Investment

JAPAN POST BANK has established its ESG Investment and Financing Policy to appropriately address environmental issues such as climate change and biodiversity. The policy stipulates that we will not invest in or finance business that negatively impacts wetlands designated under the Ramsar Convention or business that violates the Convention on International Trade in Endangered Species of Wild Fauna and Flora (Washington Convention). It also stipulates that we will confirm the environmental considerations of our investees and borrowers that operate in specific sectors that have a substantial environmental impact.

### Related Information

▶ [ESG Investment and Financing Policy](#)

## ■ Yucho Volunteer Savings

JAPAN POST BANK operates Yucho Volunteer Savings to help more people provide support for those in need throughout the world and the protection of nature. An amount (rounded down to the nearest yen) equivalent to 20% after-tax of the interest from ordinary deposits and ordinary savings deposits entrusted to us is used as a donation.

Via the JICA Donation Fund for the People of the World, our donations contribute to the improvement of the lives of people in developing countries and regions as well as the conservation of the environment.

### Related Information

▶ [Yucho Volunteer Savings \(Japanese version only\)](#)

## ■ Environmental Consideration in Procurement (Climate Change and Biodiversity)

In our contract processes, we declare "Consideration for the environment: We shall conduct procurement activities with consideration for conservation of the global and regional environment and effective use of resources," and so conduct environmentally friendly procurement.

For example, we use vegetable-based ink\*<sup>1</sup> to print our Integrated Report (Annual Report) and Environmental Data Book. In addition, we check the materials used in the items we procure, and we are gradually changing item specifications to environmentally friendly materials.\*<sup>2</sup> We also continuously promote green purchasing.

Furthermore, in December 2018, we reviewed Japan Post Group's Approach to Procurement Activity (procurement policy). In addition to showing that the Japan Post Group supports the 10 principles in the four fields (human rights, labor, environment and anti-corruption) defined in the UN Global Compact, we ask our business partners for their cooperation.

\*1: Refers to ink made from recycled oil containing vegetable oil, such as soy oil and palm oil, and / or waste oil.

\*2: An initiative to reduce plastic waste.

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

# Social Contribution Activities for the Environment

## Contributing to developing countries and regional environmental conservation

JAPAN POST BANK donates savings collected on behalf of our customers through JAPAN POST BANK Deposits for International Aid and in exchange for JP BANK Card loyalty points to the Japan International Cooperation Agency (JICA). The donations are used to help improve lives in developing countries and regions and in environmental conservation projects through the JICA Donation Fund for the People of the World.

Donations to JICA  
 ¥44.16million  
 (Total donated between start date of initiative and March 31, 2022)

## Environmental Education

In the fiscal year ended March 31, 2018, we published the environmental information magazine "Let's Try Ecosavings to Protect Our Future World," with the hope of having both children and adults alike enjoy thinking and acting on environmental issues in their daily lives. When publishing this environmental information magazine, we implement procurement in a way that considers the environment, for example by using timber from forest thinning<sup>\*1</sup>, purchasing Green Power Certificates<sup>\*2</sup>, and printing using vegetable oil inks. In addition, the environmental information magazine is posted on the JAPAN POST BANK website.

- \*1: Timber produced during forest thinning, an approach to reducing concentrations of standing trees that form as forests grow.
- \*2: Tradable certificates that represent the environmental added-value of power obtained from natural energy. Purchasers contribute to the spread of natural energy by an equivalent degree to the amount of power listed on the certificate and are deemed to have used green power.



## Environmental Conservation Activities within the Group

### ■ JP SATOYAMA Communication

In collaboration with the NPO Donguri-no-kai (Acorn Association), in October 2018 the JAPAN POST GROUP began improvement activities at Shimizui Ryokuchi (greenway) Park, located in Hachioji City, Tokyo, under the name JP SATOYAMA Communication.

### ■ JP Children’s Forest Building Movement

Since 2008, the JAPAN POST GROUP has endorsed the hands-on forest building program offered by the NPO Kodomo-no-morizukuri Suishin Network (Children’s Forest Building Promotion Network), and has supported hands-on forest building activities among children attending day care centers, kindergartens, and child centers throughout Japan under the name JP Children’s Forest Building Movement.

Since 2012, we have engaged in the Tohoku Recovery Green Wave, which embodies our hope for recovery of greenery damaged during the Great East Japan Earthquake.

#### Related Information

[JP Children's Tree-Planting Campaign](#)

### ■ Exhibiting at environmental events

The JAPAN POST GROUP participated in the SDGs EXPO as part of EcoPro 2019, held at Tokyo Big Sight in December 2019, where we introduced the initiatives of each Group company aimed at achieving the SDGs.

- Index
- Message from the President
- Sustainability Management
- Priority Issues and the SDGs
- Environment
- Social
- Governance
- External Assessments and Endorsement of Initiatives
- Data and Guidelines

# Third-party Assessment

JAPAN POST BANK received independent third-party verification of its greenhouse gas emissions for FY2022/3 (Scopes 1, 2, 3) under the ISO 14064-3 standard.

The Japan Post Group receives verification as a single entity. Branches and other group facilities in properties owned by other companies receive verification through their respective group owners.

## Related Information

[FY2022/3 Greenhouse Gas Emissions Certification Report \(PDF/1,936KB\)](#) 

[FY2021/3 Greenhouse Gas Emissions Certification Report \(PDF/1,779KB\)](#) 

[FY2020/3 Greenhouse Gas Emissions Certification Report \(PDF/864KB\)](#) 



Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

# 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.

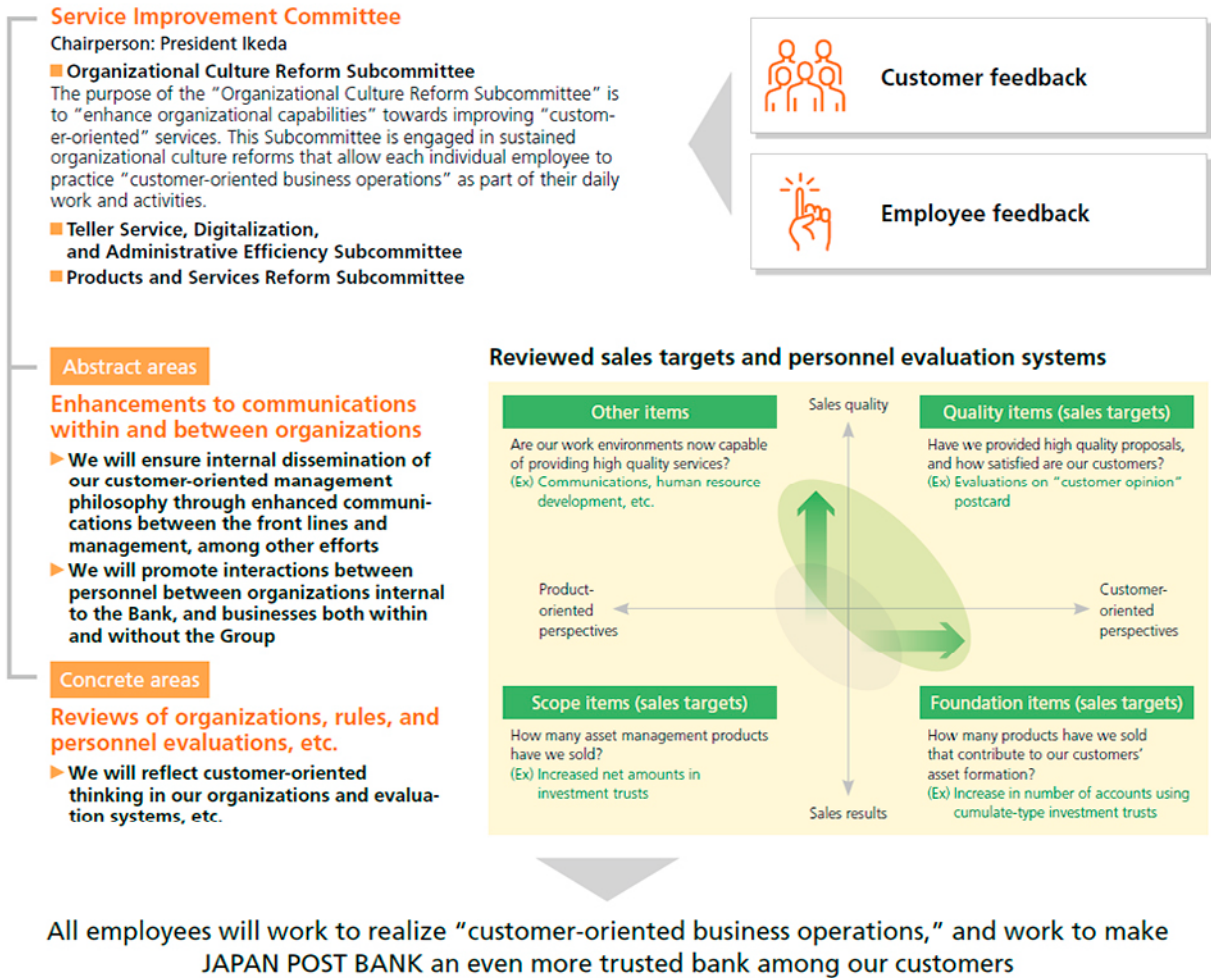
#### Related Information

- ▶ [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.

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

## ■ 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](#)

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

# 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.

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

# Universal Services

## Basic Stance

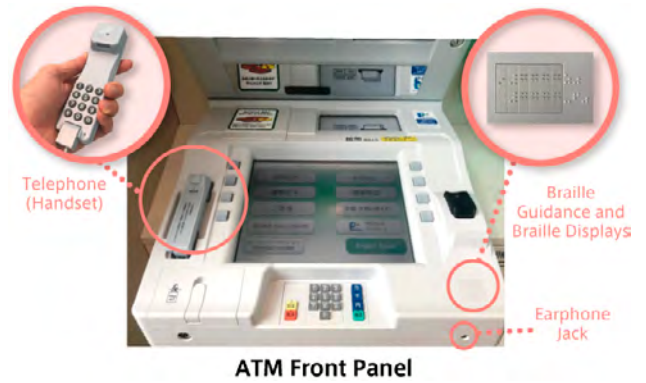
Japan Post Bank strives to create branches with facilities that can be used securely by all customers, continuing its efforts to provide greater convenience for customers with disabilities.

## 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.



## ■ 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.

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

## Service Overview

<b>Target</b>	<p>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.</p>
<b>Eligible Services</b>	<p>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</p>
<b>Participating Branches</b>	<p>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.</p>

### ■ 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](#)

## ■ 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 \(Japanese version only\)](#) 

**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.

- Index
- Message from the President
- Sustainability Management
- Priority Issues and the SDGs
- Environment
- Social
- Governance
- External Assessments and Endorsement of Initiatives
- Data and Guidelines

# 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

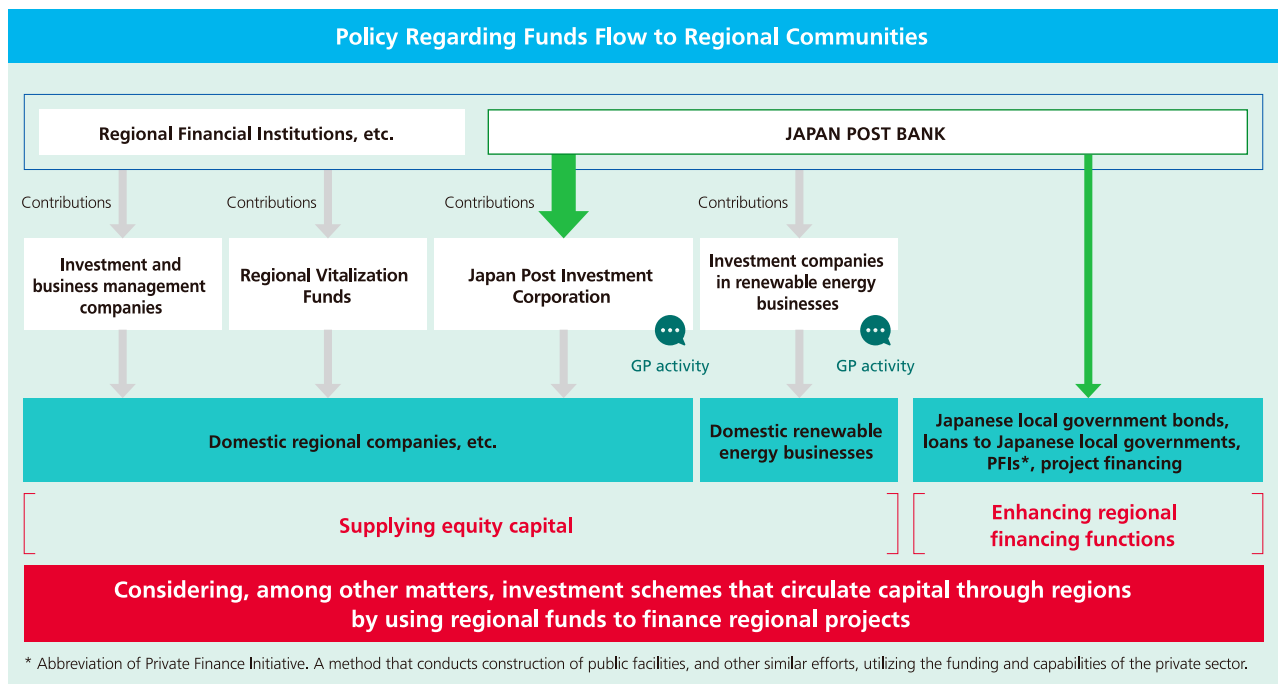
# Vitalization of Regional Economies

## 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.



- Index
- Message from the President
- Sustainability Management
- Priority Issues and the SDGs
- Environment
- Social
- Governance
- External Assessments and Endorsement of Initiatives
- Data and Guidelines

## 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.

Use of JP Bank's ATM Network

Japan's largest ATM network



Total No. of ATMs	Approx. 31,900
Of which are compact ATMs (Installed in FamilyMart convenience stores, etc.)	Approx. 5,400
No. of partner financial institutions	Approx. 1,300

(As of March 31, 2021)

Developing platforms for JAPAN POST BANK ATMs\*

Banks developing platforms

Free of fees across the country	11 banks
Limited to certain regions, conditionally free of fees	5 banks
<b>Total</b>	<b>16 banks</b>

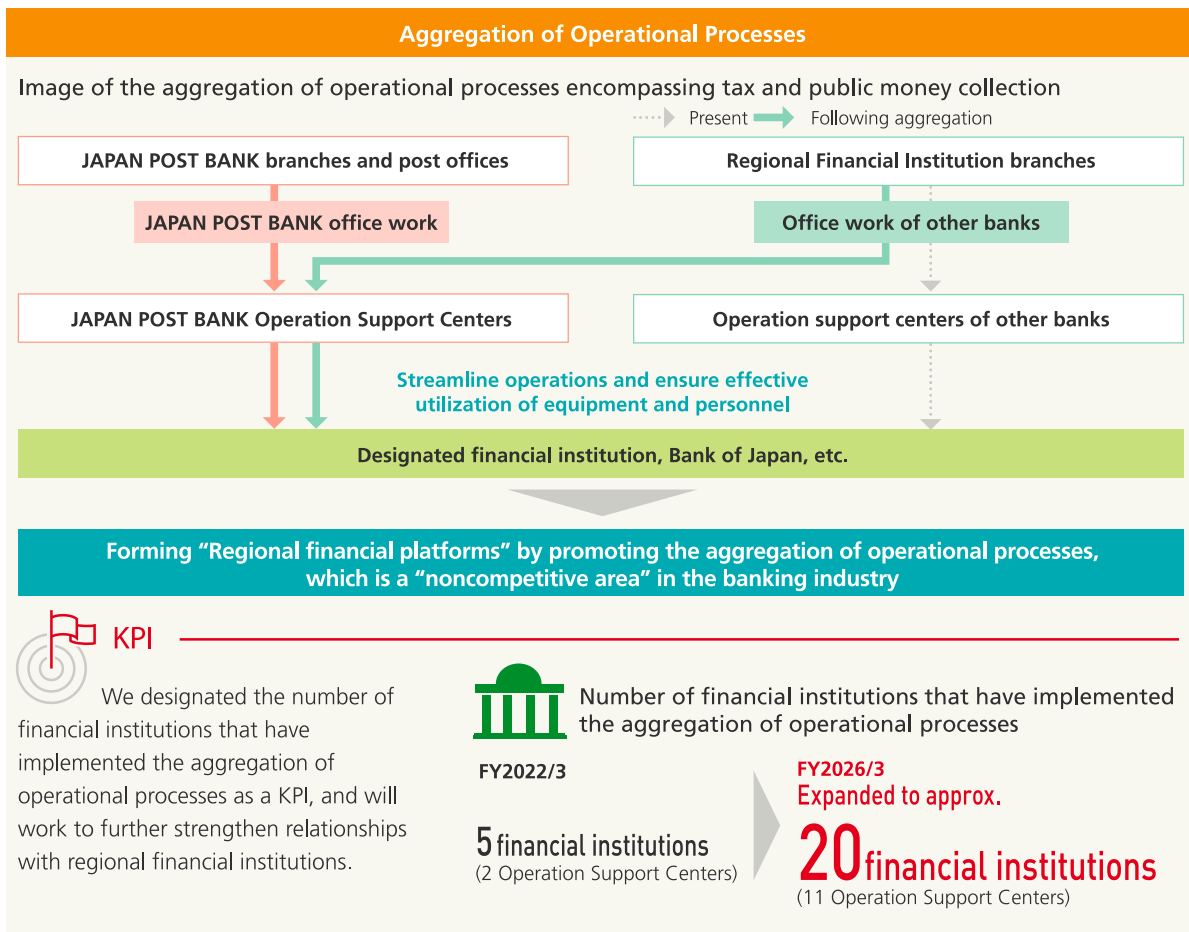
(As of March 31, 2021)

Promotion of additional expansions

\* 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.

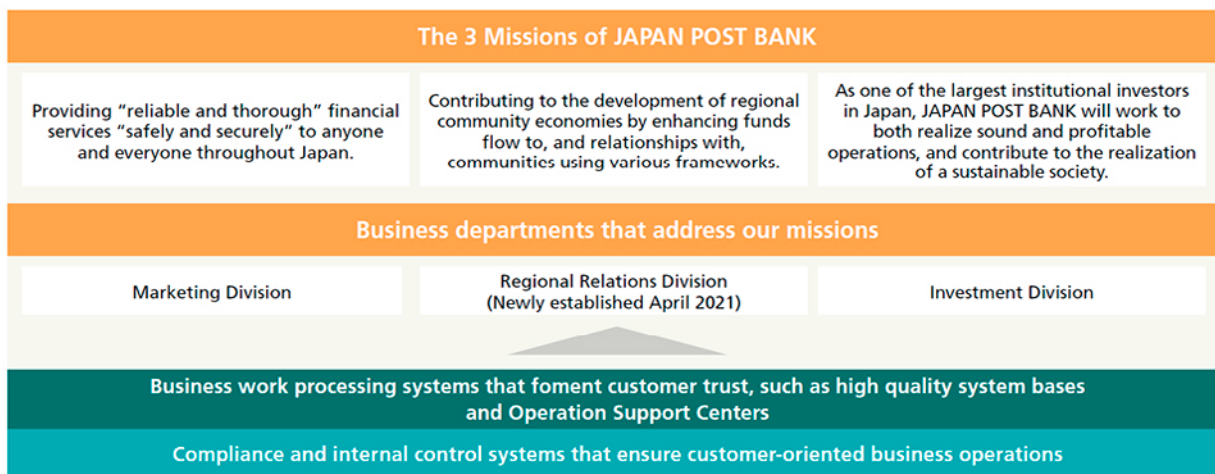


### ■ Enhancing the regional relationship functions

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.





# 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>

- Index
- Message from the President
- Sustainability Management
- Priority Issues and the SDGs
- Environment
- Social
- Governance
- External Assessments and Endorsement of Initiatives
- Data and Guidelines

# 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](#)

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

# 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 Toshi (“Financing and Investment”), which was produced with the assistance of the Japan Sustainability Investment Forum.

Original Textbook Okane no Chishiki



Supplementary textbook Yuushi to Toshi



Supplementary textbook Denshi Money Nado



# 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.



Exhibition

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

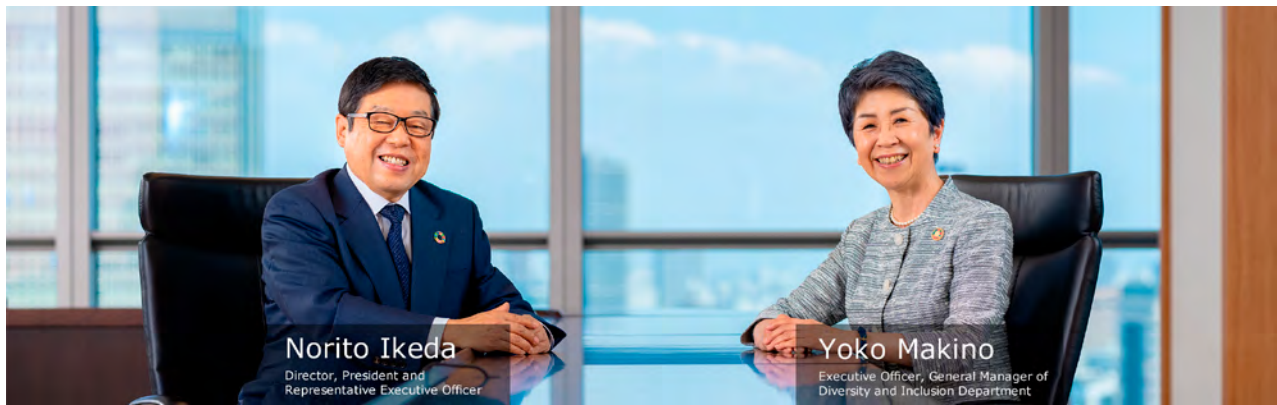
# Basic Stance

## 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.

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines



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.



Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines



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.

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

**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

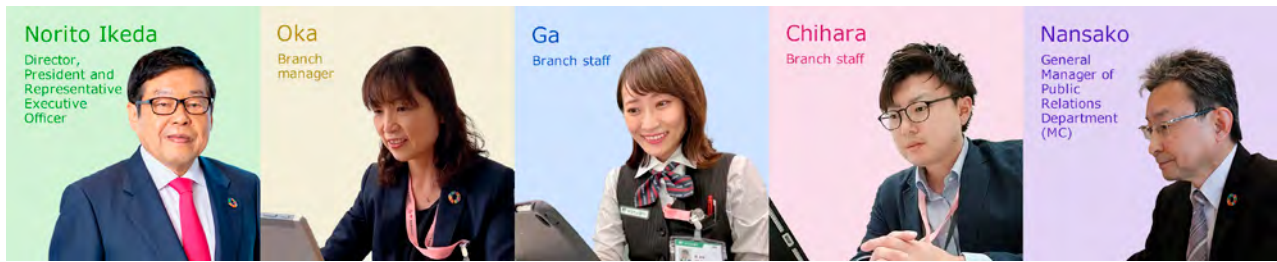
Director, President and Representative Executive Officer

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

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

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.

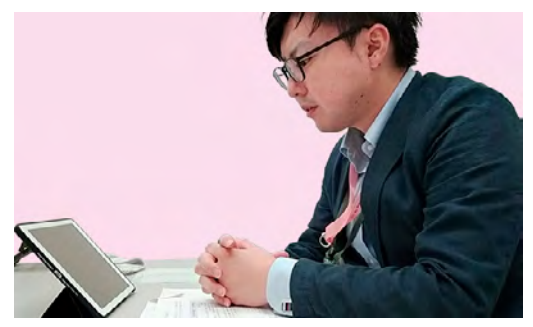
**Moderator** As a branch manager, what are your thoughts about a team member taking childcare leave?



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.



- Index
- Message from the President
- Sustainability Management
- Priority Issues and the SDGs
- Environment
- Social
- Governance
- External Assessments and Endorsement of Initiatives
- Data and Guidelines

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.



President Ikeda

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.

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

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

# 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 \(Japanese version only\)](#)



## ■ 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 \(Japanese version only\)](#) 

- Index
- Message from the President
- Sustainability Management
- Priority Issues and the SDGs
- Environment
- Social
- Governance
- External Assessments and Endorsement of Initiatives
- Data and Guidelines

■ 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.

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

### 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.

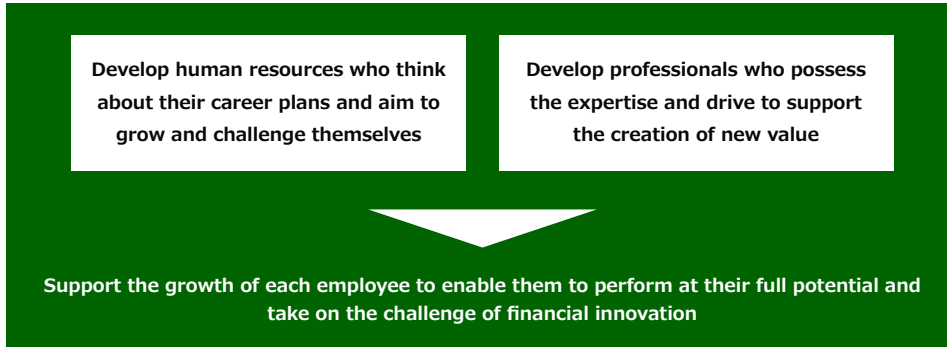
May 13, 2016  
 Norito Ikeda  
 President and Representative Executive Officer  
 JAPAN POST BANK Co., Ltd.

[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.



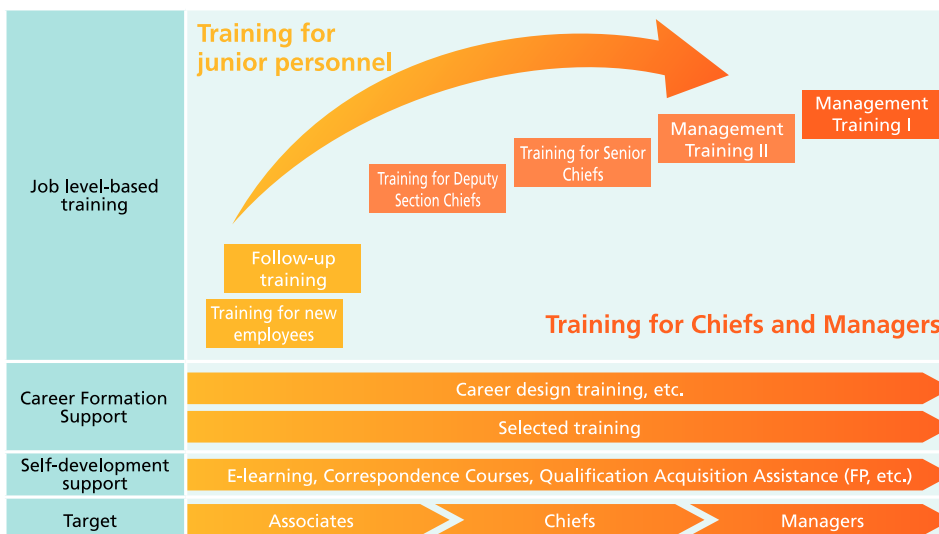
## Human Resources Development System

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.

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

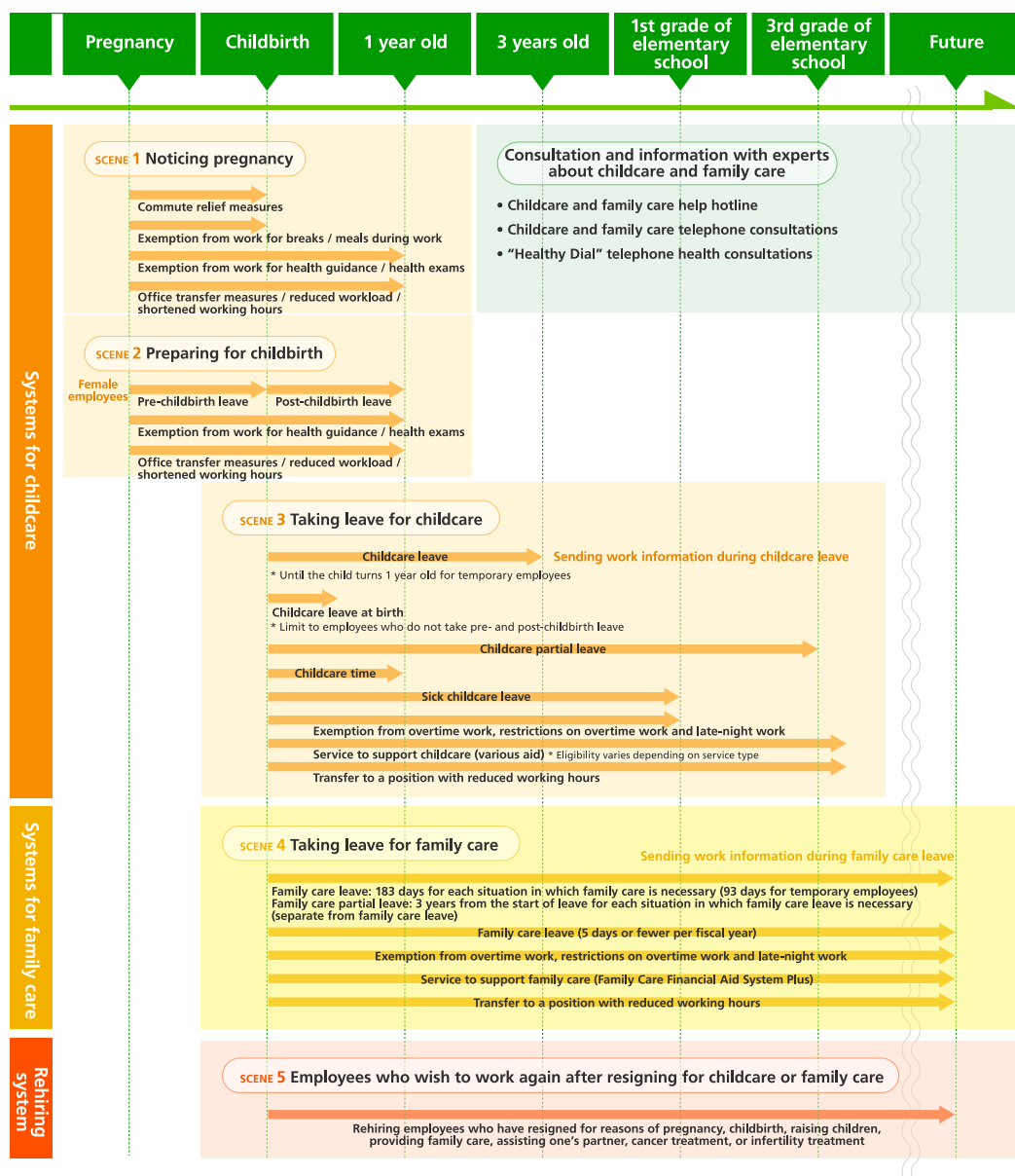
# Work-life Balance Management

## 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



- Index
- Message from the President
- Sustainability Management
- Priority Issues and the SDGs
- Environment
- Social
- Governance
- External Assessments and Endorsement of Initiatives
- Data and Guidelines



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.

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

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.

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

■ 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.

- Index
- Message from the President
- Sustainability Management
- Priority Issues and the SDGs
- Environment
- Social
- Governance
- External Assessments and Endorsement of Initiatives
- Data and Guidelines

## 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"

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

## ■ 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.

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

# 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.

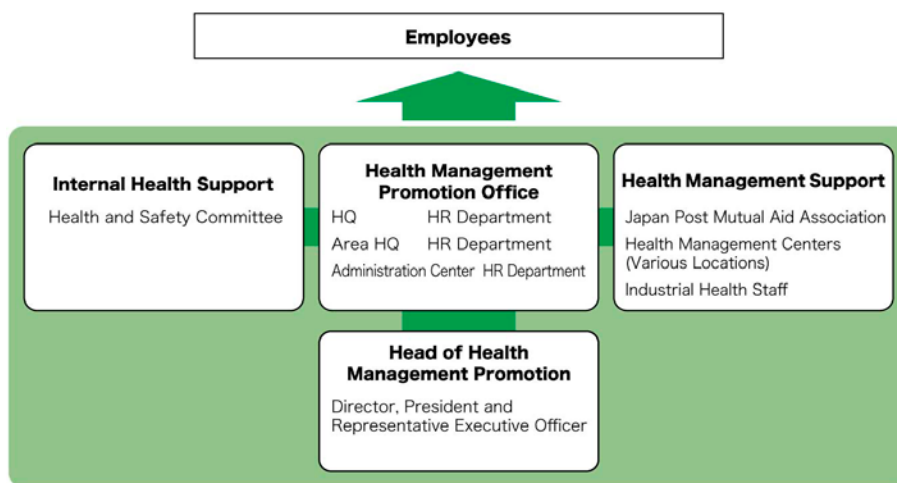
### Related Information

▶ [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.



| 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.



- Index
- Message from the President
- Sustainability Management
- Priority Issues and the SDGs
- Environment
- Social
- Governance
- External Assessments and Endorsement of Initiatives
- Data and Guidelines

# Respect for Human Rights

## Policy and Framework

In light of increasing pressure from society on corporations to respect human rights and based on concepts such as the United Nations Guiding Principles on Business and Human Rights, the Bank formulated the JAPAN POST BANK Human Rights Policy.

Based on this policy, the Bank has established its stance on human rights, and it has formed its "Human Rights Due Diligence" framework. The Bank identifies what may harm human rights and promotes human rights awareness activities to cultivate the awareness of each individual employee. Through reviews by the JAPAN POST BANK Human Rights Awareness Promotion Committee, we regularly revise our human rights awareness activities in light of business operations and changes in the business environment.

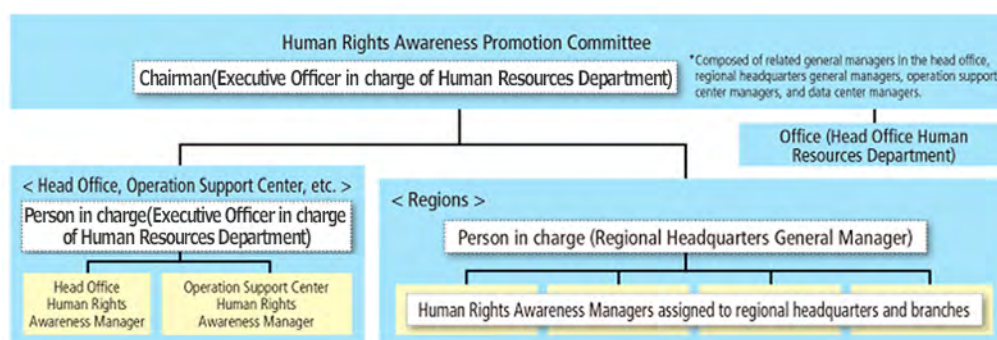
### Related Information

▶ [JAPAN POST BANK Human Rights Policy](#)

## Human Rights Due Diligence

<b>Defining risks</b>	We are examining the potential and apparent human rights risks within the Bank, as well as risks indicated to us by our stakeholders during discussions. Risks are defined as priority risks after assessing them on their frequency and level of impact. The specified risks are being managed through monitoring conducted on a half-yearly basis.
<b>Amendment and discussion</b>	The JAPAN POST BANK Human Rights Awareness Promotion Committee discusses the Bank's response to human rights issues and carries out a review and decision making regarding the JAPAN POST BANK Human Rights Policy. The contents of the policy are revised as necessary based on changes in the business environment and discussions with stakeholders.
<b>Education and training</b>	Human rights awareness training is conducted for 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 publishing a regular newsletter and conducting employee level-based training.

## Human rights awareness promotion system



## 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.

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

# 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 \(external website\)](#) 

# Basic Stance












With a view to its sustainable growth along with improvement of its corporate value over the medium to long term, JAPAN POST BANK attaches great importance to relationships with its all stakeholders, including shareholders, and will maintain its corporate governance system based on the following stance.

1. We will engage in constant value creation by providing banking services through the distribution network based on the post office, while continuously creating new convenience for customers, in pursuit of providing higher quality of service.
2. Fully recognizing fiduciary responsibilities to shareholders, we will give consideration to ensure the rights and equality of shareholders in an appropriate manner.
3. We will value the dialogue with all stakeholders including shareholders, and seek appropriate collaboration and sustainable coexistence therewith. To this end, we will ensure management transparency and strive for disclosure and provision of adequate information.
4. In order to promptly adapt to changes in economic and social environment and meet the expectation of all stakeholders, we will make swift decision-making in a firm attitude and conduct businesses under the effective supervision by the Board of Directors.

## Basic Policy on Corporate Governance

[Basic Policy on Corporate Governance \(PDF/73KB\)](#) 

### Reference Information

- [\(Reference 1\) Articles of Incorporation \(PDF/67KB\)](#) 
- [\(Reference 2\) Status of Concurrent Positions of Directors](#)
- [\(Reference 3\) Regulations of the Board of Directors \(PDF/82KB\)](#) 
- [\(Reference 4\) Management Philosophy](#)
- [\(Reference 5\) Medium-Term Management Plan \(PDF/1,225KB\)](#) 
- [\(Reference 6\) Basic Policies for the Internal Control System \(PDF/40KB\)](#) 
- [\(Reference 7\) Criteria for Election or Dismissal of Executive Officers \(PDF/47KB\)](#) 
- [\(Reference 8\) Reasons for Electing Executive Officers \(PDF/66KB\)](#) 
- [\(Reference 9\) Criteria for Nomination of Director Candidates \(PDF/51KB\)](#) 
- [\(Reference 10\) Reasons for the Nomination as Candidate for Director \(PDF/52KB\)](#) 
- [\(Reference 11\) Independent Director Appointment Standards \(PDF/28KB\)](#) 
- [\(Reference 12\) Policy for Determining the Details of Individual Compensation for Directors and Executive Officers \(PDF/121KB\)](#) 
- [\(Reference 13\) Basic Sustainability Policy \(PDF/307KB\)](#) 

### Related Information

- ▶ [Policy for Determining Amount or Calculation Method of Compensation, etc., for Directors and Executive Officers](#)

## Corporate Governance Report

[Corporate Governance Report \(PDF/498KB\)](#) 

## Compliance with the Corporate Governance Code

The Bank has entirely implemented each principle of the Corporate Governance Code.

### ■ Policies for Cross-Shareholdings

The Bank does not hold listed shares as cross-shareholdings.

### ■ Evaluation of Effectiveness of the Bank's Board of Directors in FY 2022/3

#### Evaluation Method

In regard to the Bank's Board of Directors, we conduct a survey regarding its effectiveness as a whole, including a self-evaluation by each director. The survey for FY2021 was conducted from the perspectives of the composition and management of the Board of Directors, provision of information to and the support system for the outside directors, information gathering by the independent outside directors, and an overall evaluation. We held multiple discussions based on the results of this survey at the Board of Directors, after which we conducted an analysis and evaluation of the effectiveness of the Bank's Board of Directors for FY2021.

#### Summary of evaluation results

##### (1) Status of improvements made in response to the FY2020 effectiveness evaluation results

In order to ensure the independent outside directors are able to better utilize their knowledge, in FY2021 we established the Meetings of independent outside directors, during which the independent outside directors exchange information and share their awareness on issues with each other. In addition, we established the Board of Directors Office to build a system intended to enhance support, and implemented initiatives that help to deepen discussions, including providing information at an early stage, clarifying the issues in the explanatory materials used at Board of Directors' meetings, allocating time in line with the importance of agenda items, and following-up on matters requiring ongoing discussion.

##### (2) Effectiveness evaluation results regarding the FY2021 Board of Directors

The Bank's Board of Directors comprises a majority of independent outside directors with diverse knowledge and experience. In FY2021, the Board of Directors engaged in vigorous discussions on important matters involved in the management strategy, including formulation of the Medium-term Management Plan, capital policy, enhancement of the corporate governance system, and introduction of a shareholder benefits program. In addition, from the perspective of ensuring the propriety of operations, we evaluate that the Board of Directors appropriately supervises business execution, and that the effectiveness of the Board of Directors as a whole has been ensured.

However, from the perspective of further deepening discussion, we recognize that there is room for improvement regarding better clarifying issues in explanatory materials, as well as selecting agenda items and allocating sufficient meeting time based on the degree of importance. In addition, we recognize the need for ongoing efforts to further improve expertise regarding risk management and such among the Board of Directors.



**Initiatives for the future**

Based on the effectiveness evaluation results described in Item 2 above, we will continue working to provide information at an early stage and to further clarify important matters and issues. At the same time, we will implement initiatives intended to ensure the Board can sufficiently conduct meaningful discussions, including organizing Board of Directors agenda items and ensuring sufficient meeting time. In addition, we will work to further improve the supervisory function of the Board of Directors, including investigating the establishment of a Risk Committee comprised in part of outside experts as an advisory body for the Board of Directors. Through these measures, we will work to further revitalize discussions at the Board of Directors' meetings and to further enhance its supervisory function.

**Main Topics of Discussion at Board of Directors' Meetings in FY2022/3**

- Formulation of Medium-term Management Plan (2021-2025)
- Risk Appetite Statement
- Formulation of FY2023/3 management plan
- Promotion of FY2022/3 management plan
- Strengthening of the compliance system
- Customer-oriented service improvements
- Promotion of measures to counter money laundering/the financing of terrorism
- Strengthening of IT governance systems / cyber security management systems
- Formulation of basic policies for sustainability/promotion of sustainability
- Operational status of the "Basic Policies for the Internal Control System"
- Upgrade and expansion of the corporate governance structure and systems
- Introduction of a shareholder benefit program

**Related Information**

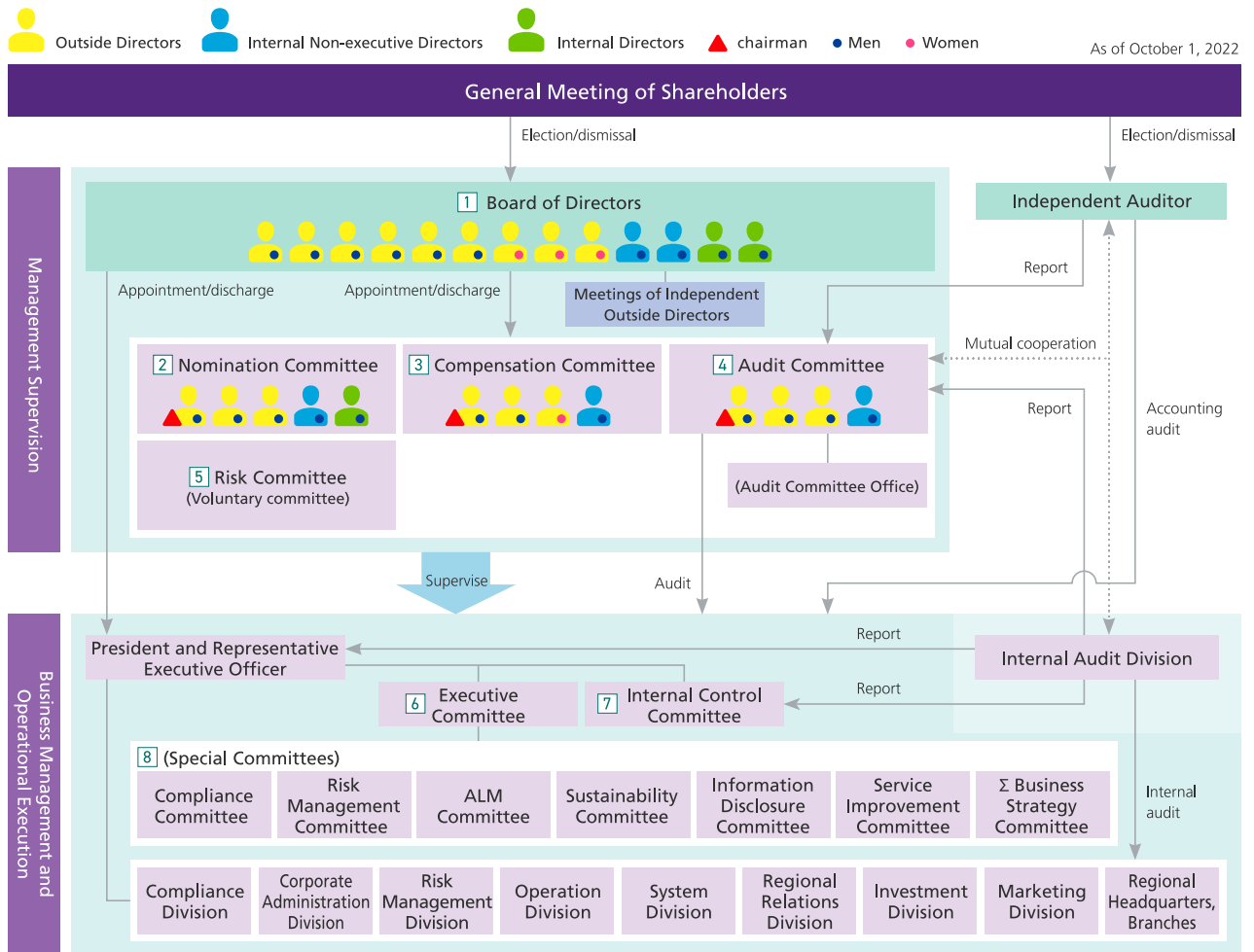
- ▶ [ESG Data](#)
- ▶ [ESG-Related Information Index](#)

- Index
- Message from the President
- Sustainability Management
- Priority Issues and the SDGs
- Environment
- Social
- Governance
- External Assessments and Endorsement of Initiatives
- Data and Guidelines

# Corporate Governance System

## System Overview

JAPAN POST BANK adopted the company with three statutory committees system of corporate governance to implement rapid decision-making and to increase management transparency. This is deemed to be a system under which the Board of Directors and each statutory and voluntarily established committee can provide appropriate oversight of management.



- Index
- Message from the President
- Sustainability Management
- Priority Issues and the SDGs
- Environment
- Social
- Governance
- External Assessments and Endorsement of Initiatives
- Data and Guidelines

## Supervisory Function

As of June 16, 2022

	Role and composition
1 Board of Directors	The JAPAN POST BANK Board of Directors has 13 members (three women and 10 men), and of these nine are Outside Directors. Directors who possess diverse experience and knowledge work to oversee the Bank's operations.
2 Nomination Committee	The Nomination Committee, comprised of five directors (including three outside directors), determines the criteria regarding the election and dismissal of directors. In addition, it determines the content of proposals regarding the election and dismissal of directors that are submitted to the General Meeting of Shareholders.
3 Compensation Committee	The Compensation Committee, comprised of four directors (including three outside directors), decides the policy for determining the details of individual compensation for directors and executive officers. It also decides the content of individual compensation for executive officers and directors.
4 Audit Committee	Comprising four directors (three of whom are outside directors), this committee audits the execution of duties by executive officers and directors and prepares audit reports. The committee also determines the content of proposals regarding the election and dismissal of accounting auditors and the refusal to reelect accounting auditors to be submitted to the General Meetings of Shareholders.
5 Risk Committee (Voluntary Committee)	This Risk Committee serves as an advisory body for the Board of Directors and is comprised of three directors (including two outside directors) and two outside experts. It deliberates on important matters mainly concerning the status of risk management, and reports to and advises the Board of Directors on such matters.
	Role
Meetings of Independent Outside Directors	Based on the independent and objective positions of the independent outside directors, the purpose of the Meetings of Independent Outside Directors is to exchange information and share awareness about important matters relating to issues of importance to the management of the Bank and its governance.

### Related Information

[Main agenda / Operational status \(FY2022/3\) \(PDF/61KB\)](#)

### Composition of Each Committee

#### Board of Directors

##### Composition

Outside Directors: Ryoji Chubachi, Keisuke Takeuchi, Makoto Kaiwa, Risa Aihara, Hiroshi Kawamura, Kenzo Yamamoto, Shihoko Urushi, Keiji Nakazawa, Atsuko Sato  
 Internal Directors: Hiroya Masuda, Toshiyuki Yazaki, Norito Ikeda, Susumu Tanaka

#### Compensation Committee

##### Composition

Chairman: Outside Ryoji Chubachi  
 Committee members: Outside Keisuke Takeuchi, Shihoko Urushi  
 Internal Hiroya Masuda

#### Nomination Committee

##### Composition

Chairman: Outside Makoto Kaiwa  
 Committee members: Outside Ryoji Chubachi, Keisuke Takeuchi  
 Internal Hiroya Masuda, Norito Ikeda

#### Audit Committee

##### Composition

Chairman: Outside Hiroshi Kawamura  
 Committee members: Outside Kenzo Yamamoto, Keiji Nakazawa  
 Internal Toshiyuki Yazaki

#### Risk Committee (Voluntary Committee)

##### Composition

Chairman: Outside Kenzo Yamamoto  
 Committee members: Outside Atsuko Sato  
 Internal Toshiyuki Yazaki  
 External experts Takao Yajima, Hiromi Yamaoka

##### External experts

Takao Yajima Chairman of specified non-profit organization CIO Lounge  
 Hiromi Yamaoka Board Director of Future Corporation

## Business Management and Operational Execution

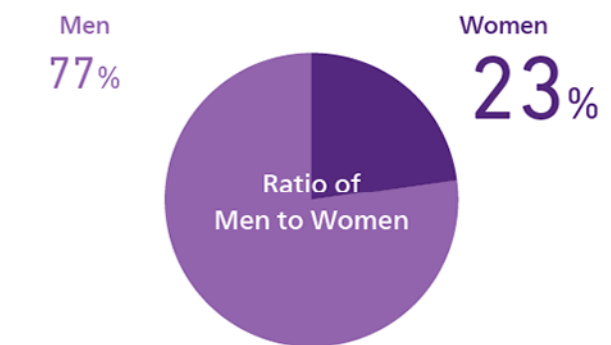
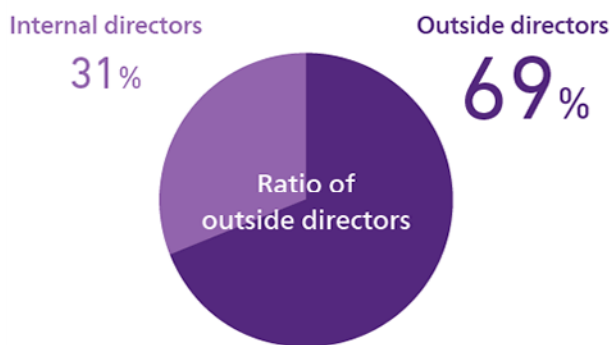
	Role
6 Executive Committee	The Executive Committee has been established as an advisory body to the President and Representative Executive Officer to hold discussions on important business execution matters.
7 Internal Control Committee	The Internal Control Committee has been established as an advisory body to the President and Representative Executive Officer to hold discussions on the legal, regulatory and other compliance-related issues as well as other important internal control matters.
8 Special Committees	The Special Committees assist the Executive Committee in matters requiring specialized discussions.
Compliance Committee	The Compliance Committee formulates compliance systems and programs and holds discussions and provides reports regarding progress in these matters.
Risk Management Committee	The Risk Management Committee formulates risk management systems and operational policies. The committee also holds discussions and provides reports regarding progress in risk management matters.
ALM Committee	The ALM Committee formulates basic ALM plans and operational policies, determines management items, and holds discussions and provides reports regarding progress in these matters.
Sustainability Committee	The Sustainability Committee formulates basic policies and action plans for Sustainability and holds discussions and provides reports regarding progress in these matters.
Information Disclosure Committee	The Information Disclosure Committee formulates basic information disclosure policies, holds discussions, and provides reports on disclosure content and progress in order to ensure the appropriateness and effectiveness of information disclosure.
Service Improvement Committee	This Service Improvement Committee discusses and reports on the content of the policy relating to customer-oriented business operations, the formulation of plans relating to the improvement of customer-oriented products and services and other important items including the status of implementation.
Σ Business Strategy Committee	The Σ Business Strategy Committee deliberates and reports on the strategies and plans for new JPB-appropriate wholesale banking business through investment (we call "Σ business").The Committee also holds discussions and provides reports regarding progress in these matters.

## Features of JAPAN POST BANK Corporate Governance (As of June 16, 2022)

### Adopted a company with three statutory committees system

to accelerate management decision-making and improve transparency

### Gender diversity on its Board of Directors





Composition and Attendance Status for the Board of Directors and the Three Committees

	Name	Board of Directors	Nomination Committee	Compensation Committee	Audit Committee
Outside Directors	Ryoji Chubachi	12 times/ 12 times	8 times/ 8 times	Chair 4 times/ 4 times	
	Keisuke Takeuchi	12 times/ 12 times	8 times/ 8 times	4 times/ 4 times	
	Makoto Kaiwa	12 times/ 12 times	Chair 8 times/ 8 times		
	Risa Aihara	12 times/ 12 times			
	Hiroshi Kawamura	12 times/ 12 times			14 times/ 14 times
	Kenzo Yamamoto	12 times/ 12 times			14 times/ 14 times
	Shihoko Urushi	10 times/ 10 times			
Internal Non-executive Directors	Hiroya Masuda	12 times/ 12 times	8 times/ 8 times	4 times/ 4 times	
Internal Directors	Norito Ikeda	12 times/ 12 times	8 times/ 8 times		
	Susumu Tanaka	12 times/ 12 times			

\*1 FY2022/3 (April 2021 to March 2022) attendance/meeting frequency (following appointment)

\*2 Limited to directors reappointed at the General Meeting of Shareholders in June 2022.

## Board of Directors

The Board of Directors shall comprise diverse directors with extensive knowledge and experience coupled with deep insight. Moreover, the number of directors shall be an appropriate number that does not exceed 20, as prescribed by the Articles of Incorporation, and the majority shall comprise independent directors.

### Skills Matrix

The Board of Directors is comprised of directors with diverse experience and knowledge.

Name		Experience / expertise								
		Management (Corporate Management)	Legal/ Compliance	Financial Accounting	Finance	Market Operation/ Risk Management	Sales/ Digital Marketing	Human Resources Development	ESG	Administration
Ryoji Chubachi	Outside	●							●	
	Independent									
Keisuke Takeuchi	Outside	●							●	
	Independent									
Makoto Kaiwa	Outside	●		●					●	
	Independent									
Risa Aihara	Outside	●					●			
	Independent									
Hiroshi Kawamura	Outside		●							
	Independent									
Kenzo Yamamoto	Outside				●	●				
	Independent									
Shihoko Urushi	Outside	●						●		
	Independent									
Keiji Nakazawa	Outside		●	●						
	Independent									
Atsuko Sato	Outside				●	●		●		
	Independent									
Hiroya Masuda	Outside	●			●				●	●
	Independent									
Toshiyuki Yazaki	Outside				●					●
	Independent									
Norito Ikeda	Outside	●			●		●		●	
	Independent									
Susumu Tanaka	Outside			●	●					●
	Independent									

### Reference Information

[Reasons for the Nomination as Candidate for Director \(PDF/52KB\)](#) 

## Support System for Outside Directors

The Bank shall take the following actions in relation to directors to ensure the effective and smooth operation of meetings of the Board of Directors and enhance the effectiveness of supervision by outside directors, in particular.

1. Coordination of an annual schedule with sufficient time available
2. Timely and appropriate provision of information as necessary
3. Ensuring sufficient prior explanation and time for prior consideration of the content of agenda items
4. Ensuring time for questions at Board of Directors' meetings

In addition, the Bank shall establish the Board of Directors Office and allocate appropriate staff for operational support to effectively and efficiently carry out meetings of the Board of Directors, and for communication and coordination with outside directors.

### ■ Providing Opportunities for Outside Directors to Collect Information

To ensure that the expected roles and responsibilities of outside directors are properly fulfilled, we regularly provide them with opportunities to acquire the necessary knowledge. For example, we provide them with opportunities to deepen their understanding of our business, issues, management strategies, etc., and to acquire the necessary knowledge, such as by conducting inspections of our facilities, and we also provide opportunities for full-time officers to deepen their understanding of their roles and responsibilities so that the roles and responsibilities expected of them can be fulfilled in an appropriate manner.

#### Major lectures given to executives (including outside directors) in FY2022/3

- April 2021 Seminar relating to the General Meeting of Shareholders
- July 2021 Lecture relating to sustainability
- October 2021 Seminar relating to media responses
- November 2021 Lecture relating to cybersecurity

## Elections and Dismissals of Executive Officers, Nominations of Director Candidates

With regard to the policies and procedures for electing or dismissing executive officers and nominating director candidates, the Bank has established the "Criteria for Election or Dismissal of Executive Officers" and the "Criteria for Nomination of Director Candidates."

#### Related Information

[Criteria for Election or Dismissal of Executive Officers \(PDF/46KB\)](#) 

[Criteria for Nomination of Director Candidates \(PDF/51KB\)](#) 

## Policy for Determining Amount or Calculation Method of Compensation, etc., for Directors and Executive Officers

In regard to compensation for the Bank’s directors and executive officers, the Compensation Committee has prescribed the policy for determining the details of individual compensation for directors and executive officers as follows, and it determines the amount of compensation in accordance with this policy.

### 1. Compensation system

1. When serving concurrently as a director and executive officer, compensation shall be paid for the position of executive officer.
2. Compensation that directors of the Bank receive shall be paid in the form of a fixed amount of compensation corresponding to duties, in light of the scope and scale of responsibility relating to management, and the like.
3. Compensation that executive officers of the Bank receive shall be paid in the form of a base salary (a fixed amount of compensation) and performance-linked stock compensation, and shall function as a sound incentive for sustainable growth.

### 2. Compensation for directors

Compensation for directors shall be paid as a certain level of a fixed amount of compensation corresponding to duties, in light of the main role of supervision of management, and the level shall be an appropriate one that takes into account the scale of duties as a director and the current situation of the Bank.

### 3. Compensation for executive officers

Compensation for executive officers shall be paid in the form of a certain level of base salary (a fixed amount of compensation), in light of differences in responsibility that varies according to the job position, and performance-linked stock compensation that reflects the state of achievement of management targets, and the like.

The level of base salary shall be an appropriate one that takes into account the scale of duties of the executive officer and the current situation of the Bank.

In regard to stock compensation, based on the viewpoint of a sound incentive for sustainable growth, points that are calculated by multiplying the sum of basic points corresponding to separately prescribed duties and evaluation points based on individual evaluation by a coefficient that varies according to the state of achievement of management targets shall be granted every year, and shares corresponding to the points accumulated at the time of retirement from office shall be provided. However, a certain percentage of this shall be paid in the form of money obtained by converting the shares into cash.

Furthermore, in the case of a person who is an executive officer in charge of an area that requires special knowledge and skills and, based on the compensation corresponding to his/her duties, would receive a significantly lower level of compensation than what an officer in charge of such an area would generally receive at other companies, it shall be permitted to adopt compensation that refers to the level of compensation at other companies instead of compensation corresponding to duties.

Type	Payment standard	Payment method
Base salary (fixed amount)	Appropriate level taking into account scale of duties and the Bank’s current situation	Monthly (cash)
Stock compensation (performance linked)	The points calculated by the following formula are awarded each year, and the stock is paid according to the number of accumulated points. ① Basic points (awards correspond to prescribed duties) ② Evaluation points (award based on individual evaluation) ③ Coefficient (varies according to level of achievement of management plan)* (①+②) × ③	At time of retirement (shares, however a certain portion in cash)

\* The indicators for FY2021/3 include net income for the period, expansion of sales of assets under management as well as of fees and commissions, increased sophistication of asset and risk management



■ Number of persons compensated, compensation, etc., for each officer category (FY2022/3)

(Millions of yen)

Category	Number of persons compensated	Compensation, etc.	Base compensation	Performance-linked stock compensation	Retirement benefit	Other
Directors	10	94	94	-	-	0
Executive Officers	29	762	641	102	15	2
Total	39	857	736	102	15	3

- (Notes) 1. The figures for compensation, etc., are rounded down to the nearest million yen.  
 2. If a person holds concurrent positions as Director and Executive Officer, we do not pay compensation for services as Director to such person.  
 3. Number of Directors compensated excludes one Director without pay.  
 4. Performance-linked stock compensation above represents the amount accounted for as expense during the fiscal year ended March 31, 2022.  
 5. Although the retirement benefits program to Executive Officers was abolished in June 2013, retirement benefits will be paid upon retirement to Executive Officers who have remained in their positions since then, for their terms of office up to the day of the abolishment of the system.

Related Information

- ▶ [ESG Data: "Compensation for Directors \(excluding outside directors\)"](#)
- ▶ [ESG Data](#)
- ▶ [ESG-Related Information Index](#)

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines



## ■ Contact Offices for Whistleblowing

"Contact offices for whistleblowing" have been put in place both within and outside of the Bank to enable direct reports to be made in the event that compliance-related issues, or actions that may lead to such issues, are detected. In this way, the Bank is striving to prevent the occurrence and expansion of problems concerning compliance and quickly solve issues should they occur.

We protect whistleblowers by thoroughly ensuring that they do not receive any disadvantage or unfair treatment, and employees who treat whistleblowers unfairly on the basis that they made a report are subjected to disciplinary action according to our internal rules.

In April 2021, we revised the Bank's internal rules in order to allow more secure whistleblowing by clarifying the limits within which reports received at our contact offices will be shared and stipulating that information will not be provided beyond these limits for sharing without the consent of the whistleblower. We received 194 reports in FY2021/3 and 130 reports in FY2022/3 at the contact offices for whistleblowing within and outside of the Bank.

## ■ Compliance Initiatives

Every year the Bank formulates a Compliance Program, which serves as a detailed action plan for the promotion of compliance. On the basis of this program, the Bank strives to promote compliance through addressing important matters and regularly checking their progress. The Bank also uses methods to strongly encourage compliance such as conducting training sessions for its employees.

Moreover, the Bank formulated a Compliance Manual, which brings together the Bank's approach to compliance and important action items as well as the management of conflict of interest transactions, the prevention of corruption such as bribery of public officials and money laundering, and other laws and regulations to be complied with. The Compliance Handbook, which contains the most important items from the Compliance Manual is distributed to all directors and employees and is used in compliance training sessions to ensure that all employees are thoroughly familiar with its contents and to raise compliance awareness.

### Outline of Main Measures

- Prevention of fraud
- Countering money laundering and financing of terrorism
- Countering antisocial forces
- Customer-oriented business operations and customer protection
- Creating employee-friendly working environments

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

## ■ Initiatives to Counter Money Laundering and Financing of Terrorism

The importance of combating international money laundering, the financing of terrorism and economic sanctions is growing with each passing year. Financial and related institutions are being called upon to enhance the preventive measures toward their money laundering and related management systems in response to changes in money laundering and related risks.

Recognizing that the need to combat international money laundering, the financing of terrorism and economic sanctions is the one of the major priorities for management, JAPAN POST BANK formulated the basic policy to address each of these issues in accordance with the requirements of international organizations such as the Financial Action Task Force (FATF) and the "Guidelines for Anti-Money Laundering and Combating the Financing of Terrorism" set forth by Japan's Financial Services Agency. The Bank has also clarified the roles and responsibilities of all managers and employees involved in addressing international money laundering, the financing of terrorism and economic sanctions including the appointment of the dedicated executive officer in charge of the Compliance Division as the officer in charge of overall oversight for each of these issues. In doing so, JAPAN POST BANK is implementing management-driven measures.

Specifically, from the standpoint of preventing the Bank's products and services from being abused for the purpose of international money laundering, the financing of terrorism and economic sanctions, the Bank identifies the relevant risks and evaluates and takes appropriate measures to effectively mitigate these risks.

In recent years, the incidence of various financial crimes has become increasingly frequent with the methods used more cunning and sophisticated. In order to safeguard customers' savings and assets, JAPAN POST BANK will continue its efforts to prevent financial crimes from occurring and their further proliferation through a variety of measures. This includes analyzing past criminal typologies as well as enhancing the Bank's systems.

JAPAN POST BANK's main preventive measures against money laundering and the financing of terrorism are as follows.

- The roles and responsibilities of officers and employees involved in addressing money laundering and the financing of terrorism have been clarified, including the appointment of the dedicated executive officer in charge of the Compliance Division as the officer in charge of overall oversight for addressing money laundering and related risks.
- An organizational framework and internal rules have been established to appropriately implement countermeasures against money laundering and the financing of terrorism in accordance with relevant laws and regulations.
- Measures are implemented to continuously manage customers, both at the commencement of and following transactions, such as the opening of accounts.
- As customer management measures, the identity of customers, the purpose of their transactions, and other matters such as beneficial owners are verified using reliable information (including identity verification for non-face-to-face transactions). Customers are also checked to verify whether they are subject to economic sanctions such as those determined by the United Nations Security Council.
- Necessary risk mitigation measures are implemented in accordance with the level of risks for money laundering and the financing of terrorism. For the commencement of transactions with high risk customers, such as those suspected of identity theft or foreign PEPs (Politically Exposed Persons), more stringent measures are taken, including upper-management approvals.
- Documents and records related to the prevention of money laundering and the financing of terrorism are preserved in accordance with relevant laws and regulations.
- Training is conducted for officers and employees to thoroughly disseminate information on obligations and requirements concerning money laundering and the financing of terrorism.
- The effectiveness of risk mitigation measures is independently verified periodically and as necessary by the second and third line of defense departments.

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

**Related Information**

- ▶ [Notification of revision of rules for savings, etc., based on the Guidelines for Anti-Money Laundering and Combating the Financing of Terrorism \(Japanese Language Only\)](#)
- ▶ [Request regarding transaction confirmations, etc. \(Japanese Language Only\)](#)
- ▶ [Stricter identification procedures for the opening of bank accounts \(Japanese Language Only\)](#)
- ▶ [Request to customers who use international remittance services \(Japanese Language Only\)](#)
- ▶ [Termination of service for cash remittance to overseas accounts \(Japanese Language Only\)](#)
- ▶ [Lowering of the remittance limit for Yucho Direct \(Japanese Language Only\)](#)
- ▶ [Lowering of maximum limit for ordinary money orders \(Japanese Language Only\)](#)
- ▶ [To all Japan Post Bank customers of non-Japanese Citizenship who wish to open bank accounts \(Japanese Language Only\)](#)

■ **Basic Policy for Combating against Antisocial Forces**

The Bank as an organization combats against Antisocial Forces that threaten the sound social order and corporate activities. The Bank is never involved in any illegal or antisocial behavior associated with antisocial forces. The Bank blocks and excludes relationships with relevant antisocial forces by cooperating with external organizations such as the police, etc.

In order to ensure this, the Bank has established its "Basic Policy for Combating against Antisocial Forces."

**Related Information**

- ▶ [Basic Policy for Combating against Antisocial Forces](#)

**Framework in place for the elimination of antisocial forces**

- (1) Internal Rules
 

The Bank outlines the specific details of its internal rules based on the above Basic Policy.
- (2) Response Management Department and Unreasonable Demands Prevention Officers
 

The Bank has established a Response Management Department responsible for ensuring the Bank is not involved in relationships with antisocial forces. The department carries out planning and management etc., of the Bank's response to antisocial forces. Unreasonable Demands Prevention Officers have also been staffed in locations such as our headquarters and branches, in charge of countering unreasonable demands from antisocial forces.
- (3) Alliances with external specialist organizations
 

The Bank's branches etc., respond to antisocial forces through alliances with external specialist organizations, such as the Center for Removal of Criminal Organizations. As part of normal practice, we also build close relationships with the organizations such as the police, reporting to them in the event of emergencies, and we engage in consultation with lawyers whenever necessary.
- (4) Collection and management of information relating to antisocial forces.
 

The Response Management Department for antisocial forces is responsible for the collection of information relating to antisocial forces and arranging a system for its integrated management.
- (5) The Bank has created a manual outlining a specific framework for responding to antisocial forces in order to facilitate a systematic and integrated response.
- (6) Training activities
 

The Bank recognizes its response to antisocial forces as an important matter concerning compliance, and it is working to properly educate employees through compliance training, etc.

- Index
- Message from the President
- Sustainability Management
- Priority Issues and the SDGs
- Environment
- Social
- Governance
- External Assessments and Endorsement of Initiatives
- Data and Guidelines

- Index
- Message from the President
- Sustainability Management
- Priority Issues and the SDGs
- Environment
- Social
- Governance
- External Assessments and Endorsement of Initiatives
- Data and Guidelines

## ■ Measures Aimed at Managing Conflicts of Interest

The JAPAN POST GROUP has released the Japan Post Group Conflicts of Interest Management Policy. This Policy governs the management of conflicts of interest transactions by our Group as a whole in order to prevent our customers' interests from being unduly harmed.

In line with this Policy, Japan Post Bank has put in place a system for the proper management of transactions that have the potential to create conflicts of interest and to prevent customer interests from being unduly harmed. Among a host of initiatives, the Bank has set up the Compliance Management Department to assume responsibility for managing and controlling conflicts of interest.

### Related Information

- ▶ [Conflicts of Interest Management Policy](#)

## ■ Anti-Bribery Initiatives

To prevent bribery, as well as inappropriate payoffs and their enjoyment, the Bank has established rules for when entertaining or exchanging gifts with business partners or government officials, and it is providing education about these rules through means such as training.

Specifically, the Bank has established rules stipulating that employees must obtain the approval of their supervisor before providing or receiving entertainment or gifts. Additionally, through the Compliance Handbook, directors and employees are made aware that the giving of gifts to government officials and accounting auditors is prohibited by law, and that they must not accept any inappropriate payoffs.

## ■ Initiatives to Raise Director and Employee Awareness Regarding Compliance

Japan Post Bank is implementing compliance training through a range of different methods to raise the awareness of our directors and employees in regard to compliance. These methods include lectures by experts with diverse knowledge, newsletters to help staff fully understand internal rules, DVDs that present real examples, and e-learning to reinforce knowledge about compliance.

We are striving to be the most trustworthy bank in Japan, and we are working to raise awareness of compliance through implementing diverse types of training in light of changes in our social and business environment.

### Training Topics

1. Countering money laundering and financing of terrorism
2. Prevention of insider trading
3. Protection of personal information and information security
4. Harassment prevention



Image of training

# Conflicts of Interest Management Policy

Japan Post Bank manages transactions with potential conflicts of interest between our customers and the bank based on the Japan Post Group Conflicts of Interest Management Policy. We engage in business in an appropriate manner to avoid unfair damage to customer interests.

The Japan Post Group Conflicts of Interest Management Policy is as described below.

## Japan Post Group Conflicts of Interest Management Policy

Japan Post Group (“the Group”) conducts business activities fairly based on laws, ordinances and internal regulations so that the interests of customers are not unduly impaired due to transactions that may give rise to a conflict of interest.

1. The following representative examples of companies in Japan Post Group (“Group companies”) fall within the scope of the Conflicts of Interest Management Policy.
  - Japan Post Bank Co., Ltd.
  - Japan Post Insurance Co., Ltd.
  - Japan Post Co., Ltd.
2. The Group will manage conflicts of interest for the transactions stipulated below.
  - (1) Transactions that may unduly impair the interests of customers among the following transactions:
    - Transaction with a customer that has an interest in one of the Group companies based on an agreement
    - Transaction with a party that has conflicting interests or is competing with a customer that has an interest in one of the Group companies based on an agreement
    - Transaction that makes wrongful use of information gained from a customer with an interest in one of the Group companies based on an agreement
  - (2) Any transaction aside from the aforementioned that may unduly impair the interests of the customer due to a conflict of interest
3. The Group will select one or a combination of the following methods and other measures to manage transactions with a conflict of interest:
  - (1) Separate the business unit conducting the target transaction and the business unit conducting the secondary transaction with the customer
  - (2) Amend the terms and conditions or method of the target transaction or the secondary transaction with the customer
  - (3) Discontinue the target transaction or the secondary transaction with the customer
  - (4) Properly disclose to the customer that the target transaction may unduly impair his or her interests
4. The Group will establish a department that handles conflicts of interest independent from business departments that will specify target transactions and properly manage conflicts of interest. In addition, the Group will educate and train executives and employees so that they comply with laws, ordinances and internal regulations set down regarding the management of conflicts of interest.
5. The Group will continuously review its management stance regarding conflicts of interest and strive to make improvements.

# Basic Policy for Combating against Antisocial Forces

The Bank as an organization combats against Antisocial Forces that threaten the sound social order and corporate activities. The Bank is never involved in any illegal or antisocial behavior associated with antisocial forces. The Bank blocks and excludes relationships with antisocial forces by cooperating with relevant external organizations such as the police, etc. The following details each action.

**1. Response as an organization**

With regard to antisocial forces, the Bank's attitude toward antisocial forces is clearly stated in the JAPAN POST GROUP's charter of corporate conduct and internal rules, etc., and the Bank as a whole from top management to employee level responds to antisocial forces. The Bank protects the safety of management and staff members who respond to antisocial forces.

**2. Alliance with the external organizations**

The Bank always maintains close relationships with the relevant external organizations such as the police, the center for removal of criminal organizations and lawyers.

**3. Cutting off all the relationship including normal banking transactions**

The Bank never establishes relationships with antisocial forces including normal banking transactions. Their undue claims are rejected.

**4. Civil and criminal legal action is taken**

If confronted with undue claims by antisocial forces, legal action is taken from both civil and criminal perspectives.

**5. Prohibition of backroom deal and the provision of funds**

The Bank's actions never take the form of backroom deals. The Bank never provides funds to Antisocial Forces.

- Index
- Message from the President
- Sustainability Management
- Priority Issues and the SDGs
- Environment
- Social
- Governance
- External Assessments and Endorsement of Initiatives
- Data and Guidelines



# Risk Management

## Basic Stance

We place a high priority on risk management and are taking steps to refine our sophisticated framework for risk management, including the identification and control of the risks associated with our operational activities.

Our basic policy is to appropriately manage risks in view of our management strategies and risk characteristics and most effectively utilize our capital. By doing so, we are able to increase enterprise value while maintaining sound finances and appropriate operations.

## Risk Categories and Definitions

We define our risks and classify them into the following categories, and manage these risks based on the unique characteristics of each type of risk.

Risk Category	Risk Definition
Market risk	Market risk is the risk of loss resulting from changes in the value of assets and liabilities (including off-balance sheet assets and liabilities) due to fluctuations in risk factors such as interest rates, foreign exchange rates and stock prices and the risk of loss resulting from changes in earnings generated from assets and liabilities.
Market liquidity risk	Market liquidity risk is the risk that a financial institution will incur losses because it is unable to conduct market transactions or is forced to conduct transactions at far more unfavorable prices than under normal conditions due to a market crisis and the like.
Funding liquidity risk	Funding liquidity risk is the risk that a financial institution will incur losses because it finds it difficult to secure the necessary funds or is forced to obtain funds at far higher interest rates than under normal conditions due to a mismatch between the maturities of assets and liabilities or an unexpected outflow of funds.
Credit risk	Credit risk is the risk that a financial institution will incur losses from the decline or elimination of the value of assets (including off-balance sheet assets) due to deterioration in the financial condition of an entity to which credit is provided.
Operational risk	Operational risk is the risk of loss resulting from inadequate operation processes, inadequate activities by officers and employees and inadequate systems or from external events.

## Risk Management System

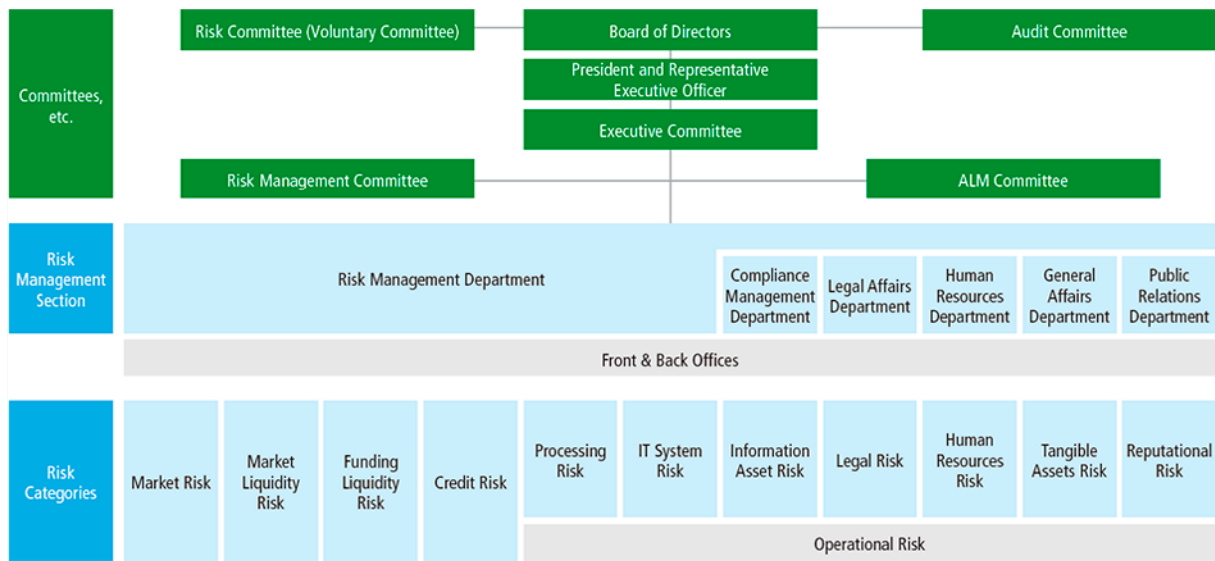
The Bank has identified certain risk categories outlined in the table below. Various entities have been established to manage each risk category. In addition, we have put in place the Risk Management Department, which is responsible for monitoring each risk category in an integrated manner in order to ensure the effectiveness of our comprehensive risk management. The Risk Management Department operates independently from other departments.

We have established special advisory committees to the Executive Committee to handle risk management responsibilities: the Risk Management Committee and the ALM Committee. These advisory committees submit risk management reports based on risk characteristics and hold discussions about risk management policies and systems.

Meanwhile, officers in charge of the Risk Management sections also report on such matters as the status of risk management to the Board of Directors, the Audit Committee and the Risk Committee on a periodic and as-needed basis.

Prior to launching new products, services, or businesses, we assess potential risks and select appropriate methods to measure risks.

### Risk Management System (As of July 1, 2022)

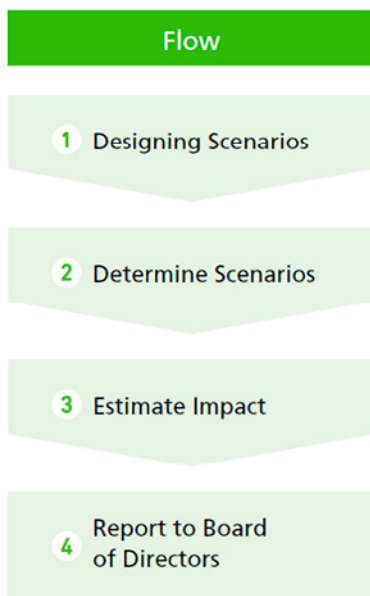


### Integrated Risk Management

We broadly classify and define risks into five categories and manage risk by using both quantitative and qualitative approaches. In our quantitative approach, we have introduced integrated risk management that quantifies and controls risk. Specifically, we establish in advance a total amount of equity capital that is available to take on risk, or risk capital. Risk capital is then allocated to each business (allocation of risk capital) in accordance with the type of expected risk and nature of the business activities. To quantify market risk and credit risk and control risk exposure, we use value at risk (“VaR”) techniques. VaR is a statistical method used to compute the maximum expected loss based on assets and liabilities held at given probabilities and for given periods of time.

In addition, we perform stress tests based on multiple stress scenarios that assume deterioration in macroeconomic conditions to assess the impact on our financial condition and capital adequacy ratio, for the purpose of verifying the appropriateness of business plans from the forward-looking standpoint of business sustainability.

### Performing Stress Tests



### Overview

- Consider stress events that should be reflected in the scenarios, based on risks taken into account by market participants such as international organizations, national authorities and financial institutions and their economic outlooks.
- Draft multiple scenarios based on the probability and impact of stress events.
- Hold preliminary discussion regarding scenarios with the relevant departments.
- Determine the scenarios after consultation in the ALM Committee.
- Estimate the amount of impact on capital adequacy ratio, unrealized gains/losses on securities, net interest income and risk exposure under each scenario.
- Based on these estimates, verify the appropriateness of business plans in terms of business sustainability.
- Report the results of verification to the Board of Directors.

Index  
Message from the President  
Sustainability Management  
Priority Issues and the SDGs  
Environment  
Social  
Governance  
External Assessments and Endorsement of Initiatives  
Data and Guidelines

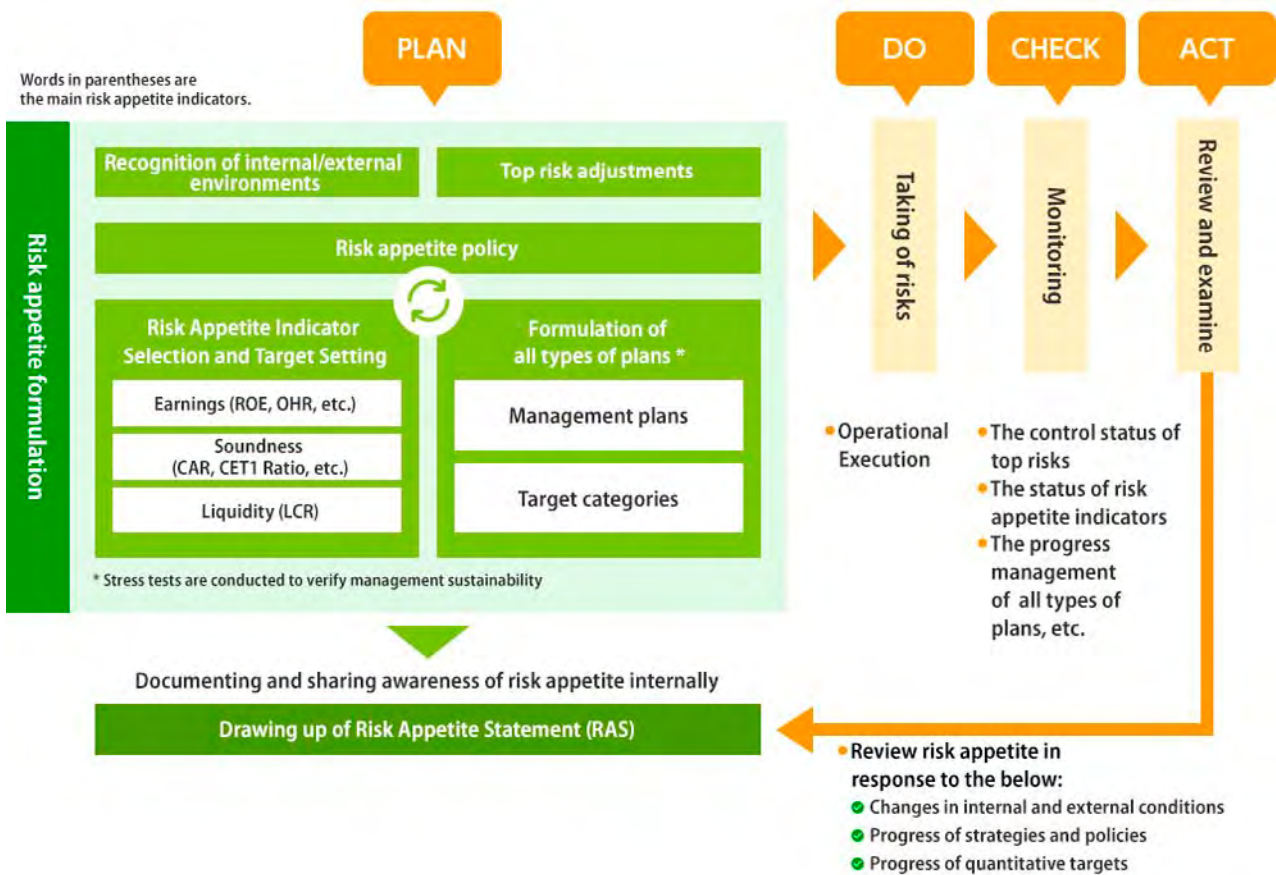
In our qualitative approach, which is used in conjunction with the quantitative methodology, we assess the nature of the risks. For instance, for operational risk we have established a plan, do, check, action (“PDCA”) cycle that recognizes, evaluates, manages, and mitigates risk across our business activities. Subject to the total amount of allocated capital approved by the Board of Directors, the allocation of risk capital is determined by the president and Representative Executive officer following discussions in the ALM Committee and the Executive Committee.

## Risk Appetite Framework

The Bank introduced a Risk Appetite Framework (RAF)<sup>\*1</sup> to ensure profitability over the medium to long term and financial soundness. Based on the RAF, risk appetite policies and indicators as well as top risks are discussed in conjunction with the formulation of management plans.

\*1: A business management framework used as common language between banks pertaining to all aspects of risk-taking policies, including the capital distribution and profit maximization of risk appetites (the type and total quantity of risks a company should willingly take on to fulfil its business plans after taking into account the unique aspects of the company’s own business model).

### Risk Appetite Framework Management Process



- Index
- Message from the President
- Sustainability Management
- Priority Issues and the SDGs
- Environment
- Social
- Governance
- External Assessments and Endorsement of Initiatives
- Data and Guidelines

## ■ Selection of Top Risks

Within the RAF framework, Japan Post Bank selects the top risks that we recognize as potentially having a particularly significant impact on our business, performance, and financial position. These risks are selected following deliberation by the Board of Directors and Executive Committee and in consideration of their degree of impact and probability. Moreover, we reflect the actions we take against the selected risks in our management plans and take additional action as necessary following regular checks of the control status.

### Top risks and measures

Top risk	Main measures
Market/Credit/Liquidity risk, etc., Stronger financial regulations	<ul style="list-style-type: none"> <li>Developing a stress-resistant portfolio</li> <li>Sophistication of stress testing</li> <li>Improve specialized human resources in investing and risk management</li> <li>Improve internal control systems from the standpoint of being an internationally active bank</li> </ul>
Cyber attacks	<ul style="list-style-type: none"> <li>Implement and establish cyber-security action plans, and continue measures against phishing fraud, etc.</li> </ul>
System disruptions	<ul style="list-style-type: none"> <li>Internal verifications of examples from other companies</li> <li>Implementation of contingency plan training</li> <li>Promote steady responses to renewals of core systems</li> </ul>
Major disasters, pandemics	<ul style="list-style-type: none"> <li>Develop emergency response plans</li> <li>Establish remote environments</li> </ul>
Delayed response to DX, etc.	<ul style="list-style-type: none"> <li>Steady advancement of DX as set forth in the Medium-term Management Plan</li> </ul>
Incidence of legal violations	<ul style="list-style-type: none"> <li>Ensure thorough measures to prevent recurrence of scandals and to prevent leaks and losses of personal information, based on past incidents</li> </ul>
Insufficient customer-oriented business operations	<ul style="list-style-type: none"> <li>Quality controls for customer-oriented business operations</li> <li>Improve second-line*2 functions, deeper discussions in Special Committees, double tracking of information transmission, etc.</li> </ul>
Money laundering/Terrorist financing	<ul style="list-style-type: none"> <li>Systematic advancement of various responsive measures that are in accordance with guidelines put out by relevant authorities</li> </ul>
Inhibited execution of strategies due to insufficient personnel shortages	<ul style="list-style-type: none"> <li>Continuous hiring of professional personnel, etc.</li> <li>Training of personnel based on training programs</li> </ul>
Climate change risks, etc.	<ul style="list-style-type: none"> <li>Advanced measures corresponding to changes in the outside environment, implemented monitoring, and provided disclosures as appropriate based on the basic sustainability policy</li> </ul>

\*2: Management divisions such as the Risk Management and Compliance Division, etc.

## ■ Response to Cybersecurity\*3

In addition to our banking-related systems, the communication network systems we use for the performance of business operations play a vital role in our business. While transactions using the internet and smartphones have increased with the remarkable development of digital technology in recent years, the advance in sophistication and skill in methods of cyberattacks has brought increasing risk to financial institutions.

As a result of this, the Bank regards the risk of cyberattacks as one of the top risks in management and works to continuously improve cybersecurity through management leadership.

To reduce cyber risks the Bank has put in place a dedicated department for cybersecurity and assigned a CISO (Chief Information Security Officer). It has also appointed personnel with expertise, and it is collaborating with external specialized organizations to analyze and respond to new methods of attack, while maintaining defense in depth and detection measures. To provide safer and more secure services to our customers, we will continue to advance improvements in our cybersecurity system.

\*3: To make sure that no problems arise, including the leakage of or tampering with electronic data, failure of IT and control systems to perform their expected functions.

## Outline of the Initiative

The Bank works to strengthen its cybersecurity system in accordance with third party assessments and recommendations based on the FFIEC-CAT,<sup>\*4</sup> which is used internationally as a tool to evaluate the cyber threat management systems of financial institutions.

### FFIEC-CAT evaluations

1. Cyber Risk Management and Oversight (governance, risk management, resources, training and culture)
2. Threat Intelligence and Collaboration (threat intelligence, monitoring and analyzing, information sharing)
3. Cybersecurity Controls (preventative controls, detective controls, corrective controls)
4. External Dependency Management (connections, relationship management)
5. Cyber Incident Management and Resilience (incident resilience planning and strategy, detection, response, and mitigation, escalation and reporting).

\*4: A tool designed by the Federal Financial Institutions Examination Council (FFIEC) to assess the maturity of cybersecurity in financial institutions.


## ■ JAPAN POST GROUP Executive Declaration on Cybersecurity

The Japan Post Group recognizes that cybersecurity measures are a priority issue in management and has formulated the JAPAN POST GROUP Executive Declaration on Cybersecurity.

## ■ Group Cyber Security System

Under governance of the holding company Japan Post Holdings, we have been developing a cybersecurity management system for the Japan Post Group.

### Related Information

[Cyber Security Measures \(PDF/109KB\)](#) 

## ■ Strengthening Security for Yucho Direct

We are strengthening the security of Yucho Direct as a measure to protect our customers' important savings from illegal transactions.

## ■ Response to the Fraudulent use of Cashless Settlement Services

Following the announcement on September 9, 2020, regarding the fraudulent use of its cashless settlement services, the Bank has been working to strengthen the security of its cashless services (immediate transfer services).

### Related Information

▶ [Responses to the fraudulent use of cashless payment services](#)

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

## Response to Pandemic Infectious Diseases

### ■ Responses/Systems to Combat Novel Coronavirus (COVID-19)

If COVID-19-like infection occurs that is considered to have a serious impact on life and health due to its rapid nationwide spread, the Bank will endeavor to prevent the infection from spreading to its customers, business partners, and employees. In parallel, we have in place an established Business Continuity Plan (BCP) for new influenza and other viruses.

We have also put in place a system that allows us to establish a Crisis Management Committee and other bodies that, depending on the stage of the occurrence in Japan and overseas, can respond swiftly, such as by collecting and coordinating information, preventing infections, and establishing a business continuity system.

#### Specific Responses to COVID-19

- From the perspective of ensuring the safety of our customers and employees, we have reduced the number of counters and suspended proactive sales activities through visits and at counters, installed plastic sheets to prevent infection from droplets at counters, and requested customers to consider using Yucho Direct Internet banking service as well as to avoid congestion on pension payment dates, etc. For our employees, we have also taken measures to prevent the spread of infection such as staggered working hours, shift work, and teleworking.
- In principle, all post offices, branches, and ATMs of the Bank continue to operate. In addition, a business continuity system has been ensured through flexible staffing and backup from multiple locations for important operations such as cash deposits, withdrawals and settlements, which are necessary for customers' daily lives.
- Alongside cooperating with government policy aimed at accelerating vaccination and reducing the burden on local governments in regard to vaccine administration, we commenced workplace vaccination in June 2021, in order to ensure the health and safety of employees and the stable provision of the Group's services.



# Internal Audit System

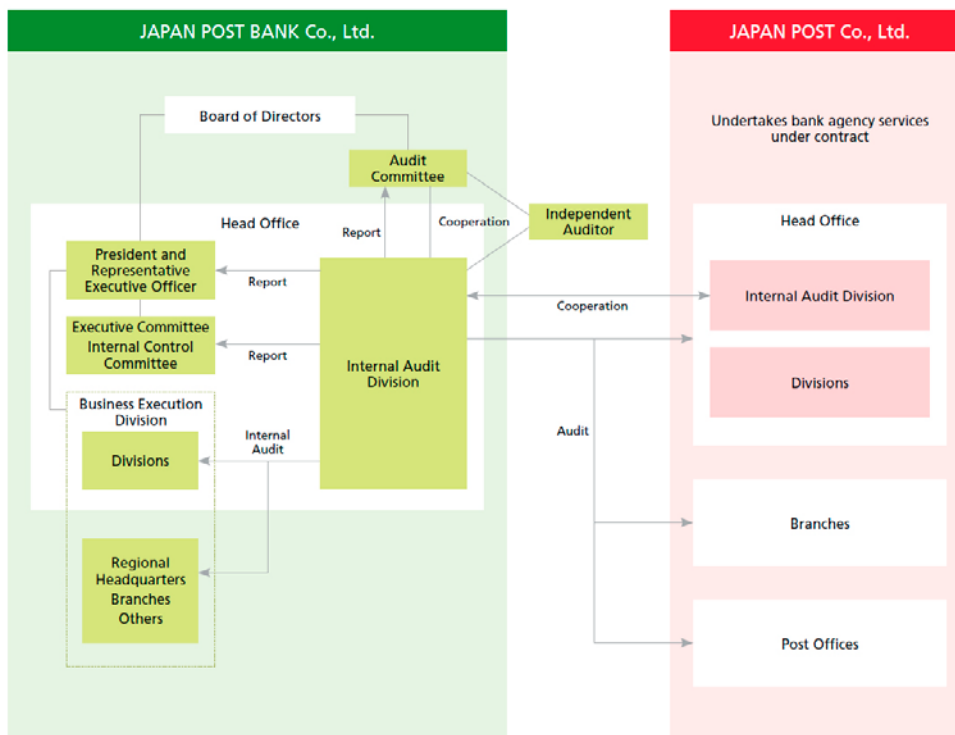
## Internal audit by the independent Internal Audit Division

The Internal Audit Division is independent from operating divisions in the head office. The division contributes to the sound and proper conduct of the Bank's operations by inspecting and assessing the Bank's operational execution and internal control systems. In this way, the Bank collects important information about the operations of audited divisions in a timely and appropriate manner. Moreover, the division works to enhance checks focused on customer-oriented operations and to strengthen its risk assessment abilities when performing audits.

JAPAN POST BANK has established the Basic Policy on Internal Auditing, and in accordance with, for example, the International Standards for the Professional Practice of Internal Audit of the Institute of Internal Auditors (IIA), the Internal Audit Division conducts audits of the head office divisions, Regional Headquarters, Branches, Administration Service Centers, Operation Support Centers, Seal Card Management Center, ATM Management Centers, Data Centers, Credit Card Collection Service Center and other work sites. Through these audits, the division verifies the appropriateness and effectiveness of operational execution and internal control systems, including compliance and risk management. In addition, the Internal Audit Division audits JAPAN POST, which undertakes bank agency services under contract. In these audits, the Internal Audit Division verifies the appropriateness of the internal control systems that are related to bank agency operations, including compliance and risk management.

In regard to major issues that are found in an audit, the division offers recommendations for correction and improvement to each department. It also confirms the progress of these improvements and provides reports to the President and Representative Executive Officer, the Board of Directors, and the Audit Committee.

### Internal Audit System



Furthermore, JAPAN POST GROUP has established and improves the Internal Audit System based on the Japan Post Group Agreement, etc.

- Index
- Message from the President
- Sustainability Management
- Priority Issues and the SDGs
- Environment
- Social
- Governance
- External Assessments and Endorsement of Initiatives
- Data and Guidelines

# Basic Policy on Internal Auditing

JAPAN POST BANK Co., Ltd. (hereafter, the "Bank") establishes this Basic Policy for the purpose of denoting the basic viewpoints regarding internal audits conducted by the Bank.

## 1. Purpose of Internal Auditing

Internal auditing serves the purpose of adding value to, as well as improving upon, the Bank's business operations by making an independent assessment based on an objective investigation and by providing advice that contributes to management.

The Internal Audit Division systematically conducts risk-based assessments of, as well as makes improvements to, the effectiveness of each process involved in risk management, control, and governance with the discipline of a professional internal auditor for the purpose of supporting the Bank in its efforts to achieve its management goals.

## 2. Standards for the Professional Practice of Internal Auditing

The Internal Audit Division follows the basic viewpoints in the "Core Principles for the Profession of Internal Auditing," "Code of Ethics," "International Standards for the Professional Practice of Internal Auditing," and "Definition of Internal Auditing," which form the required structural elements of the "International Professional Practices Framework" provided by the Institute of Internal Auditors.

## 3. Targets of Internal Auditing

Internal auditing covers all operations conducted and all organizations maintained by the Bank, its subsidiaries, and its indirectly owned subsidiaries (including outsourced operations) within a scope that does not conflict with arrangements between companies and other such requirements, or with laws and regulations.

## 4. Authority of the Internal Audit Division

The Internal Audit Division possesses the authority to fully access all divisions, committees, assets, and individuals in regard to the execution of internal auditing duties in a free, unfettered manner. It also possesses the authority to request the submission of, as well as explanations regarding, materials and records.

However, the Internal Audit Division is aware that requesting such coincides with accountability regarding confidentiality and the integrity of information.

## 5. Responsibilities of the Internal Audit Division

The Internal Audit Division maintains the responsibility for conducting the following matters.

### (1) The Division must formulate an Internal Audit Plan at least once per year.

During formulation of the Plan, the Division must first provide an explanation to the Audit Committee regarding the Internal Audit Plan draft, the risk assessment that serves as the basis for this proposal, the core audit items, and the personnel plan. Following this, it must obtain consent for the Internal Audit Plan from the Committee before receiving the approval of the President and Representative Executive Officer and reporting to the Board of Directors.

### (2) The Division must report to the President and Representative Executive Officer, Board of Directors, and Audit Committee (hereafter, the "Board of Directors, etc.") regarding any major changes made midway to the Internal Audit Plan and any impacts on the Plan due to limitations on auditing resources.

### (3) The Division must document the goals, scope setting, appropriate allocation and management of auditing resources, operations programs, and audit results as part of individual internal audit duties, and convey suggestions for making appropriate conclusions from, as well as improvements to, the results thereof, and convey such to the appropriate interested parties.

Further, the Division must report to the Audit Committee, on a regular basis or as needed, regarding the implementation status of internal audits, audit results, communications with the operating divisions, and important matters related to internal audits. When the Audit Committee deems such to be necessary, the Division must provide explanations or make an investigation in accordance with requests from the Committee.



- (4) The Division must follow up on matters discovered during, as well as on improvement measures taken as part of, individual internal audit duties. When effective improvement matters have not been taken, the Division must report such to the President and Representative Executive Officer and the Board of Directors, etc., on a regular basis.
  - (5) The Division must pay attention to changes in the environment and new issues that may potentially affect the Bank, as well as to internal audit trends and best practices from within and outside the Bank. As necessary, the Division must report on such to the President and Representative Executive Officer and the Board of Directors, etc.
  - (6) The Internal Auditor must fully comply with rules regarding honesty, objectivity, and confidentiality, and must, on an ongoing basis, strive to acquire and improve upon knowledge, skills, and other abilities required to fulfill its own responsibilities.
  - (7) The Division must develop human resources in order to expand upon the knowledge, skills, and other abilities required to fulfill the Division's responsibilities as a whole, and must, in an ongoing manner, strive to improve upon the quality of internal audit duties.
  - (8) The Internal Auditor must possess a level of professional skepticism and, as professionals, pay proper attention to the target, scope, methods, resource allocation (cost-effectiveness), and other aspects of audits for the purpose of achieving the goals of internal audit duties.
6. Internal Audit Independence and Objectivity
- (1) The Internal Audit Division must be ensured to have organizational independence, and the Internal Auditor must ensure objectivity when executing internal audit duties.
  - (2) Organizational independence is effectively secured by having the officer in charge of the Internal Audit Division report directly to, as well as communicate directly with, the President and Representative Executive Officer and the Board of Directors, etc.
  - (3) The Internal Audit Division must not be subject to any manner of limitation or pressure when fulfilling its responsibilities for internal audits, including, but not limited to, decisions on the scope of internal audits, execution of duties, and results reporting.
  - (4) Changes to the executive officer in charge of the Internal Audit Division and the head of the Internal Audit Planning Department must only be made upon obtaining the consent of the Audit Committee or an Audit Committee member selected by the Audit Committee.
  - (5) The Internal Auditor must maintain a fair and unbiased attitude, and must avoid any situations in which interests as a professional and interests as an individual conflict in a way that causes difficulties in carrying out duties in a fair manner.
7. Assessment and Improvement of Internal Audit Quality
- (1) The executive officer in charge of the Internal Audit Division must construct a process designed to assess and improve upon the quality of internal audits in order to reliably achieve the goals of internal audits, and to ensure that the internal audit duties have earned the trust of related parties, including the Board of Directors, etc., and the audited divisions.
  - (2) Internal audit quality assessments are made through internal and external evaluations.  
Internal evaluations are made through ongoing monitoring incorporated into the practices of the regular work of the Internal Audit Division and through regular self-assessments.  
External evaluations are conducted at least once every five years by an eligible independent evaluator that is not an employee of the Bank.
  - (3) The Internal Audit Division reports to the Audit Committee regarding the execution status of duties and responsibilities, audit methods and human resources development, the details of measures to continuously enhance and strengthen internal audits, and the implementation status thereof. The status of improvements to, as well as operation of, internal audit abilities is reviewed and assessed by the Audit Committee.

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

# Tax Initiatives

## Appropriate Tax Payment

Japan Post Bank believes that tax payments are one of the social responsibilities of a corporation. Japan Post Bank complies with tax-related laws and pay taxes appropriately. In addition, Japan Post Bank endeavors to enhance corporate governance related to taxes, and strives to raise awareness of tax compliance through education and training programs.

Financial statements, including tax expenses, etc., are approved by the Board of Directors and disclosed appropriate in disclosure documents.

Japan Post Bank operates solely in Japan, and any income taxes are paid only within Japan.

# Initiatives to Prevent Corruption

## Endorsement of the UN Global Compact

The Japan Post Group, of which we are a member, has endorsed the UN Global Compact, and Japan Post Holdings Co., Ltd. participates as the Group's representative. We are working to uphold the 10th Principle of the UN Global Compact, which states that "businesses should work against corruption in all its forms, including extortion and bribery." To thoroughly prevent corruption, the Japan Post Group has established the Japan Post Group Anti-Bribery Policy and is implementing various initiatives.

Please refer to the related information below for details on our initiatives concerning anti-corruption.

### Related Information

- ▶ [Compliance Initiatives](#)
- ▶ [Initiatives to Counter Money Laundering and Financing of Terrorism](#)
- ▶ [Measures Aimed at Managing Conflicts of Interest](#)
- ▶ [Anti-Bribery Initiatives](#)
- ▶ [Basic Policy for Combating against Antisocial Forces](#)
- ▶ [Initiatives to Raise Director and Employee Awareness Regarding Compliance](#)
- ▶ [Contact Offices for Whistleblowing](#)

### Initiatives in the Supply Chain

Japan Post Bank requests in its contracts that business partners comply with the Japan Post Group CSR Procurement Guidelines,\* which define specific action items relating to the UN Global Compact's 10 principles in the four areas of human rights, labor, environment, and anti-corruption.

We also take steps such as monitoring the status of our business partners' efforts based on the UN Global Compact during contract periods, thereby maintaining due diligence to prevent corruption in the supply chain.

\*: The Japan Post Group CSR Procurement Guidelines call for business partners to make comprehensive anti-corruption efforts and includes stipulations on the "prohibition of corruption, bribery, etc.," the "prohibition of offering and receiving improper advantages," and the "elimination of relations with anti-social forces" based on the 10th Principle of the UN Global Compact which states that "businesses should work against corruption in all its forms, including extortion and bribery."

### Related Information

- ▶ [Initiatives in the Supply Chain](#)

### Supervision by the Board of Directors

The Board of Directors has established Basic Policies for the Internal Control System and the Basic Policy on Corporate Governance.

The Basic Policies for the Internal Control System outline the "System for Ensuring That the Execution of Duties by Executive Officers and Employees Complies with Laws and Regulations and Our Articles of Incorporation." Under this system, it specifies that we ensure compliance through such actions as (i) formulating a compliance manual that states specific guidelines of the matters with which Executive Officers and employees must comply and the explanations for laws and regulations relating to our corporate activities and (ii) conducting training regarding laws and regulations as well as internal rules with which Executive Officers and employees must comply. In addition, we have set forth that we will block and eliminate relationships with antisocial forces and maintain a system to counter money laundering and the financing of terrorism as an entire organization.

The Basic Policy on Corporate Governance stipulates that if transactions involving a conflict of interest arise between the Bank and the Bank's directors and Executive Officers, the Board of Directors shall respond appropriately in accordance with the Companies Act. Moreover, with regard to important transactions between the Bank and Group companies as well as atypical transactions between the Bank and the Bank's major shareholders, the Board of Directors shall conduct surveillance to ensure that the interests of the Bank or the common interests of shareholders are not harmed by approving such transactions based on careful discussion at a meeting of the Board of Directors.

Through the frameworks outlined above, Japan Post Bank maintains a structure that ensures the Board of Directors can supervise the execution of duties related to the anti-corruption.

**Related Information**

[Basic Policies for the Internal Control System](#) 

[Basic Policy on Corporate Governance](#) 

## | Japan Post Group Anti-Bribery Policy

As a member of the Japan Post Group, we comply with the Japan Post Group Anti-Bribery Policy.

**Related Information**

[Japan Post Group Anti-Bribery Policy \(Japanese version only\)](#) 

## | Political Contributions and Lobbying Activities

Japan Post Bank complies with all laws and regulations when making political contributions or engaging in lobbying activities. Figures concerning political contribution amounts are as below.

FY2020/3 ¥0

FY2021/3 ¥0

FY2022/3 ¥0

Total amounts of fines and settlements exceeding \$100 million are as below.

FY2020/3 ¥0

FY2021/3 ¥0


FY2022/3 ¥0

- Index
- Message from the President
- Sustainability Management
- Priority Issues and the SDGs
- Environment
- Social
- Governance
- External Assessments and Endorsement of Initiatives
- Data and Guidelines

# External Assessments and Endorsement of Initiatives

## ESG Indices

We have been selected for inclusion in several ESG indices in recognition of our past ESG initiatives.




MSCI JAPAN  
EMPOWERING WOMEN INDEX (WIN)

**「MSCI Japan Empowering Women Index」**  
An index composed of companies that are leading in promoting and maintaining gender diversity, created by MSCI. For more details, please see the following page.

[MSCI Japan Empowering Women Select Index \(WIN\)](#)


THE INCLUSION OF JAPAN POST BANK Co., Ltd. IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF JAPAN POST BANK Co., Ltd. BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.



EURONEXT  
POWERED BY  
V.E  
INDICES WORLD 120

**Euronext Vigeo World 120 Index**  
An index developed by Netherlands-based Euronext and France-based Vigeo Eiris. It is composed of the world's top 120 companies from the standpoint of ESG. For more details, please see the following page.

[EURONEXT Vigeo Eiris World 120 Index](#)



FTSE Blossom  
Japan Sector  
Relative Index

**FTSE Blossom Japan Sector Relative Index**  
The FTSE Blossom Japan Sector Relative Index is constructed by FTSE Russell. The Index reflects the relative performance of Japanese companies that demonstrate outstanding environmental, social, and governance (ESG) practices in their respective sectors.  
The index is designed to be sector neutral. To promote the transition to a low-carbon economy, companies with particularly high greenhouse gas (GHG) emissions are included in the Index only if their improvement efforts are evaluated with the Transition Pathway Initiative (TPI) Management Quality Score.\* For more details, please see the page below.

\*: Transition Pathway Initiative: An index that assesses the quality of management of risks and opportunities associated with companies' greenhouse gas emissions and their transition to low carbon.

[FTSE Blossom Japan Sector Relative Index](#)

- Index
- Message from the President
- Sustainability Management
- Priority Issues and the SDGs
- Environment
- Social
- Governance
- External Assessments and Endorsement of Initiatives
- Data and Guidelines

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines



**S&P/JPX Carbon Efficient Index**

Japan Post Bank has been included as a constituent of the S&P/JPX Carbon Efficient Index selected by S&P. The index focuses on the disclosure of environmental data and the level of carbon efficiency (carbon emissions per unit of revenue). For more details, please see the following page.

[S&P Carbon Efficient Index](#) 目

**Other External Assessments**

We have received recognition from various outside organizations for our positive workplace environment, consideration toward human rights, and environmental initiatives.



**Platinum Kurumin**

In February 2019 we received the Platinum Kurumin certification from the Ministry of Health Labour and Welfare for providing a higher standard of childcare support. For more details, please see the following page.

[About the Kurumin Mark / Platinum Kurumin \(Japanese version only\)](#) 目



**Tomonin Mark**

Japan Post Bank was accredited by the Ministry of Health, Labour and Welfare for its activities as a company promoting the development of work environments that enable the balancing of work and nursing care. For more details, please see the following page.

[Tomonin Mark for the promotion of efforts toward balancing work and nursing care \(Japanese version only\)](#) 目



**Eruboshi (3stars)**

Certified by the Ministry of Health, Labor and Welfare as "a company with excellent implementation status of efforts related to women's participation and advancement". For more details, please see the following page.

[Eruboshi / Eruboshi Platinum certification for companies promoting women's advancement \(Japanese version only\)](#) 目

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines



**Nadeshiko Brand**

Received the Nadeshiko Brand designation, a recognition under a joint initiative between the Tokyo Stock Exchange and Japan’s Ministry of Economy, Trade and Industry for listed company with excellent "promotion of women's advancement". For more details, please see the following page.

[Nadeshiko Brand for companies excelling in the promotion of women’s advancement \(Japanese version only\)](#)



**“White 500”, 2022 Certified Health & Productivity Management Outstanding Organizations Recognition (Large Enterprise Category) Program**

Ministry of Economy Trade and Industry / Nippon Kenko Kaigi: Certification for corporations and other organizations that provide health management for employees. For more details, please see the following page.

[Certified Health & Productivity Management Outstanding Organizations Recognition Program \(Japanese version only\)](#)



**PRIDE Index Gold**

We received the highest ranking from work with Pride (private organization) in its assessment index for initiatives targeted at LGBT and other sexual minorities in the workplace. For more details, please see the following page.

[PRIDE Index \(Japanese version only\)](#)



**NIKKEI Smart Work Management Survey 3.5 Stars**

During the 6th NIKKEI Smart Work Management Survey, which selects companies leading advances in productivity innovation through work style reforms, Japan Post Bank received 3.5 stars. For more details, please see the following page.

[NIKKEI Smart Work Management Survey \(Japanese version only\)](#)



**NIKKEI SDGs Management Survey 3.5 Stars**

Japan Post Bank has been recognized as a 3.5 star entity under the 4th NIKKEI SDGs Management Survey. The survey is a comprehensive examination of corporate attitudes towards solutions to environmental, social, and economic issues (contributions to the SDGs), as well as the details of SDGs-related businesses. For more details, please see the following page.

[NIKKEI SDGs Management Survey \(Japanese version only\)](#)

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

**No. 1 in the 2022 NIKKEI Top Companies Supporting Dual-Income Parents with Childcare needs**  
 Japan Post Bank ranked first in the NIKKEI x woman DUAL survey "NIKKEI Top Companies Supporting Dual-income Parents with Childcare Needs." For more details, please see the page below.

Note: Nikkei x woman membership registration is required (free of charge) for those who wish to view the full article.

[Top 32 Companies Announced! Nikkei x woman Top Companies Supporting Dual-income Parents with Childcare Needs \(nikkei.com\)](#)  
[\(Japanese version only\)](#)

**9th in the Best 100 Companies for Women's Empowerment and 5th in the Human Resource Diversity Sector**

We ranked 9th in the Best 100 Companies for Women's Empowerment and 5th in the Human Resource Diversity sector in the survey on companies' utilization of women in the workplace conducted by Nikkei Woman magazine. For more details, please see the following page.

[Nikkei Woman June 2022 Issue 100 Best Companies Where Women Actively Take Part \(Japanese version only\)](#)



**Building-Housing Energy-efficiency Labeling System (BELS) 3 Star Rating**

Some of Japan Post Bank's facilities have received a three-star rating under the Building-Housing Energy-efficiency Labeling System (BELS). For more details, please see the following page.

[BELS \(Japanese version only\)](#)

**Granted the Commendation Award for Internet IR and the Excellence Award for the Sustainability Category in the 2021 Internet IR Awards by Daiwa Investor Relations**

In the 2021 Internet IR Awards hosted by Daiwa Investor Relations Co. Ltd., Japan Post Bank has been recognized for providing an outstanding IR website that serves as an effective platform for the disclosure of information and communication.

For more details, please see the following page.

[Daiwa Investor Relations | Daiwa IR \(Japanese version only\)](#)

Daiwa Investor Relations  
 2021 Internet IR  
 Commendation Award



Daiwa Investor Relations  
 2021 Internet IR Sustainability Category  
 Excellence Award





## Endorsement of Initiatives

We participate in and endorse various initiatives to respond to the needs of the international community and contribute to the realization of a sustainable society.



未来の  
ために、  
いま選ぼう。

### Endorsement of COOL CHOICE

Japan Post Bank endorses COOL CHOICE, a national movement being promoted by the Japanese Government (Ministry of the Environment) to reduce GHGs, such as CO<sub>2</sub>. It encourages people to make smart choices that assist measures to counter global warming, such as making lifestyle changes, replacing products, and using services that contribute to the creation of a carbon-free society. For more details, please see the following page.

[COOL CHOICE \(Japanese version only\)](#)



### Endorsement of the TCFD's Recommendations and Participation in the TCFD Consortium

Japan Post Bank announced its endorsement of the TCFD Recommendations in April 2019. It also participates in the TCFD Consortium, a group of companies and financial institutions that endorse the TCFD Recommendations working on initiatives together. For more details, please see the following page.

[TCFD](#)

[TCFD Consortium](#)



### Cooperation with Capital as a Force For Good

Japan Post Holdings Co., Ltd. and Japan Post Bank cooperate in Capital as a Force For Good, a project run by the United Nations. For more details, please see the following page.

[Capital as a Force For Good](#)



### Joining the PCAF

In January 2022, Japan Post Bank joined the Partnership for Carbon Accounting Financials (PCAF), which was established in 2015 to standardize the GHG emissions measurements and disclosures of investees and borrowers. For more details, please see the following page.

[PCAF](#)



### Signing the CDP

Japan Post Bank signed the CDP in February 2022. The CDP is an international initiative that collaborates with major global institutional investors to promote corporate disclosures relating to climate change response and GHG emissions. For more details, please see the following page.

[CDP](#)

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines



**GRESB Investor Member**

Japan Post Bank became a GRESB Investor Member in 2022. The GRESB is an organization that provides annual benchmarks to measure the ESG efforts of real estate companies and funds. For more details, please see the following page.

[GRESB](#)



**Participation in the TNFD Forum**

Japan Post Bank joined the Taskforce on Nature-related Financial Disclosures (TNFD) Forum in September 2022. For more details, please see the following page.

[TNFD](#)

**Status of Our Consolidated Subsidiary**

**Japan Post Investment Corporation**



**Signing the PRI**

Japan Post Investment Corporation signed the UN-supported Principles for Responsible Investment (PRI) in February 2022.

[Japan Post Investment Corporation \(Japanese version only\)](#)



**Signing the Impact-driven Financing Initiative**

Japan Post Investment Corporation signed the Japan Impact-driven Financing Initiative in October 2022. Japan Impact-driven Financing Initiative is an initiative to promote impact investment through cooperation and collaboration between diverse and multiple financial institutions that believe that the purpose of financial institutions is to actively address social and environmental issues, holistically understanding impact.

[Japan Post Investment Corporation \(Japanese version only\)](#)

# ESG Data

## Environment

### Energy consumption data

		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3	
Scope 1 (direct energy consumption)	Facilities	Fuel oil (GJ)	1,982	1,513	1,197	1,752	1,549
		Light oil (GJ)	0	27	3	7	7
		Heavy oil (GJ)	14,858	13,401	11,968	12,199	10,839
		Cogas (GJ)	152	414	231	386	354
		City gas (GJ)	49,248	50,415	49,624*	51,981	48,863
	Vehicles	Gasoline (GJ)	33,435	34,148	32,491	19,307	16,334
		Light oil (GJ)	-	72	89	46	34
Total (GJ)		99,675	99,990	95,603*	85,679*	77,980	
Scope 2 (indirect energy consumption)	Steam (GJ)	7,850	8,490	9,305	10,514	11,040	
	Hot water (GJ)	8,059	11,131	12,896	14,559*	13,451	
	Cold water (GJ)	60,992	72,000	72,320	74,833*	71,458	
	Electric power (GJ)	859,570	850,879	792,096	804,540*	775,143	
	Total (GJ)	936,471	942,500	886,616*	904,446*	871,093	
Scope 1 and scope 2 energy consumption total (GJ)		1,036,146	1,042,490	982,219*	990,125*	949,073	

\*: On August 31, 2022, the figures for FY2020/3 and FY2021/3 were corrected.

### Energy usage per unit

	FY2018/3	FY2019/3	FY2020/3	FY2021/3*4	FY2022/3
Total facility energy consumption (GJ)	1,002,710	1,008,270	949,638*3	970,771	932,705
Oil equivalent of energy used (total)*1 (kl)	25,870	26,013	24,501	25,046	24,064
Total floor area (m <sup>2</sup> )	510,783	520,706	524,541	553,964	530,549
Energy usage per unit*2 (kl/m <sup>2</sup> )	0.05065	0.04996	0.04671	0.04521	0.04536

\*1: The oil equivalent of energy used (total) is calculated by multiplying total facility energy consumption by the crude oil conversion coefficient.

\*2: Energy usage per unit is the total crude oil equivalent of energy used divided by the total floor area utilized by Japan Post Bank.

\*3: On August 31, 2022, the figure for FY2020/3 was corrected.

\*4: On August 31, 2022, the figures for FY2021/3 were corrected.

### Greenhouse gas emissions

		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3	
Scope 1 (direct CO <sub>2</sub> emissions)*1	Facilities	Fuel oil (t-CO <sub>2</sub> )	134	103	81	119	105
		Light oil (t-CO <sub>2</sub> )	0	2	0	0	1
		Heavy oil (t-CO <sub>2</sub> )	1,030	929	830*6	846*6	751
		Cogas (t-CO <sub>2</sub> )	9	24	14	23	21
		City gas (t-CO <sub>2</sub> )	2,456	2,514	2,475	2,592	2,437
	Vehicles	Gasoline (t-CO <sub>2</sub> )	2,242	2,290	2,179	1,295	1,095
		Light oil (t-CO <sub>2</sub> )	-	5	6	3	2
		Total (t-CO <sub>2</sub> )	5,871	5,867	5,584	4,877	4,412

		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3
Scope 2 (indirect CO <sub>2</sub> emissions) <sup>*1</sup>	Steam (t-CO <sub>2</sub> )	329	356	390	441	463
	Hot water (t-CO <sub>2</sub> )	347	490	580	578 <sup>*6</sup>	509
	Cold water (t-CO <sub>2</sub> )	2,688	3,385	3,563	2,706 <sup>*6</sup>	2,378
	Electric power (t-CO <sub>2</sub> ) <sup>*4</sup>	44,033	43,635	37,814	35,399 <sup>*6</sup>	35,433
	Total (t-CO <sub>2</sub> )	47,397	47,866	42,347	39,124 <sup>*6</sup>	38,783
Scope 1 and scope 2 CO <sub>2</sub> emission total <sup>*1</sup>	(t-CO <sub>2</sub> )	53,268	53,733	47,931	44,002 <sup>*6</sup>	43,195
CO <sub>2</sub> emission per unit	(tCO <sub>2</sub> /m <sup>2</sup> ) <sup>*2</sup>	0.09990	0.09879	0.08721	0.07709 <sup>*6</sup>	0.07935
	(t-CO <sub>2</sub> /million yen) <sup>*3</sup>	0.02605	0.02912	0.02664	0.02261 <sup>*6</sup>	0.02185

- \*: The Bank's greenhouse gas emissions refer only to CO<sub>2</sub> from the consumption of energy.
- \*1: CO<sub>2</sub> emissions are the total sum of energy consumption multiplied by a pre-determined emission index for each class of energy.
- \*2: The CO<sub>2</sub> emission total(excluding vehicle data) divided by the total floor area utilized by JAPAN POST BANK.
- \*3: The target is facilities and vehicles. The CO<sub>2</sub> emissions are divided by Japan Post Bank's ordinary income (unit: millions of yen).
- \*4: The adjusted emissions coefficient<sup>\*5</sup> has been used for the electric power emissions coefficient since FY2020/3.
- \*5: The adjusted emissions coefficient is calculated by adjusting the basic emissions, which are calculated using the basic emissions coefficient, with the CO<sub>2</sub> emissions adjusted in relation to the feed-in tariff scheme for renewable energy, and the CO<sub>2</sub> emissions (t-CO<sub>2</sub>) offset through GHG reduction credit, etc.
- \*6: On August 31, 2022, the figures for FY2020/3 and FY2021/3 were corrected.

### Scope 3 (other greenhouse gas emissions)

		FY2019/3	FY2020/3	FY2021/3	FY2022/3
Category 1 (purchased goods and services)	Emissions relating to the manufacture of purchased goods and other items (uniforms, copy paper, passbooks, cards, forms) used in the provision of principal services (t-CO <sub>2</sub> )	39,095	42,174	41,704	45,947
Category 2 (capital goods)	Emissions relating to the manufacture of vehicles and ATMs required in the provision of principal services (t-CO <sub>2</sub> )	12,471	1,912	11,861	10,469
Category 3 (fuel- and energy-related activities not included in scope 1 or scope 2)	Emissions relating to the generation of heat and electric power consumed in the course of the Bank's business activities (t-CO <sub>2</sub> )	3,371	6,334	6,366	6,000
Category 6 (business travel)	Emissions relating to the consumption of fuel and electric power by various modes of transportation used by employees during business travel (t-CO <sub>2</sub> )	1,664	1,622	658	1,379
Category 7 (employee commuting)	Emissions relating to the consumption of fuel and electric power by various modes of transportation used by employees during their commute to and from work (t-CO <sub>2</sub> )	4,869	4,746	4,520	4,246
Category 12 (end-of-life treatment of sold products)	Emissions relating to the end-of-life treatment of passbooks and cards used in the provision of principal services (t-CO <sub>2</sub> )	81	60	64	57
Category 16 (other)	Emissions relating to the consumption of electric power consumption by ATMs installed outside the Bank's branch network (t-CO <sub>2</sub> )	7,089	5,360	4,633	4,278
Total CO <sub>2</sub> emissions		68,639	62,208	69,806	72,376

- Note: 1. Japan Post Bank is undergoing independent third-party ISO 14064-3 certification in connection with its greenhouse gas emissions (scope 1, 2 and 3).  
 Certifications are conducted at the JAPAN POST Group as a whole. Certifications of facilities that are tenanted by other companies in the Group (such as directly managed branches) are undertaken by the owner company. The scope of certification includes all of the Bank's branches, including that portion.
2. Category 16 (Other) emissions relating to the consumption electric power by ATMs installed outside the Bank's branch network is a re-statement of those included in scope 2.

[FY2022/3 Greenhouse Gas Emissions Certification Report \(PDF/1,936 KB\)](#) 

[FY2021/3 Greenhouse Gas Emissions Certification Report \(PDF/1,073 KB\)](#) 

[FY2020/3 Greenhouse Gas Emissions Certification Report \(PDF/864 KB\)](#) 

## Water consumption (main facilities)

		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3
Water consumption	Clean water (m <sup>3</sup> )	120,685	115,099	104,706	110,901	108,680
	Sewage (m <sup>3</sup> )	105,727	94,837	88,161	91,933	105,054

## Waste (head office)

		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3
General waste	(t)	13.4	153.3	98.8	102.4	87.9
	Recycled general waste	(t)	0.0	145.1	89.5	87.9
Industrial waste	(t)	24.0	24.2	30.3	31.8	23.7
	Recycled industrial waste	(t)	24.0	23.0	28.9	30.8
Copying paper purchase amount	(t)	76.2	70.6	112.3	63.6	54.1
	Regenerated paper purchase rate	100%	100%	100%	100%	100%

Note: The amount of document disposal has been included in the amount of general waste, and the amount of large-sized refuse in the amount of industrial waste from fiscal 2019.

## Society

### Employee Management

#### Employee Data (excluding short-term contract and part-time employees)

(As of March 31)

		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3	
Number of employees (people)*	Men	7,869	7,575	7,302	7,174	6,963	
	Women	5,140	5,225	5,175	5,234	5,206	
	Total	13,009	12,800	12,477	12,408	12,169	
Number of employees by age group (people)	Under 30	Men	856	812	750	728	684
		Women	1,437	1,450	1,290	1,222	1,096
		Total	2,293	2,262	2,040	1,950	1,780
	30s	Men	1,130	1,083	1,045	1,045	1,036
		Women	986	1,036	1,144	1,232	1,348
		Total	2,116	2,119	2,189	2,277	2,384
	40s	Men	3,334	3,045	2,816	2,518	2,207
		Women	1,673	1,552	1,465	1,393	1,277
		Total	5,007	4,597	4,281	3,911	3,484
	Over 50	Men	2,549	2,635	2,691	2,883	3,036
		Women	1,044	1,187	1,276	1,387	1,485
		Total	3,593	3,822	3,967	4,270	4,521
	Total	Men	7,869	7,575	7,302	7,174	6,963
		Women	5,140	5,225	5,175	5,234	5,206
		Total	13,009	12,800	12,477	12,408	12,169
Average Age	Men	44.6	45.0	45.4	45.9	46.6	
	Women	39.4	39.6	40.3	40.9	41.5	
	Overall	42.5	42.8	43.3	43.8	44.5	
Average years of employment	Men	21.3	21.6	22.0	22.5	23.1	
	Women	15.7	15.8	16.0	16.4	16.7	
	Overall	19.0	19.2	19.5	19.9	20.4	
Average salary (excluding short-term contract and part-time employees) (million yen)		Approx. 6.55	Approx. 6.69	Approx. 6.76	Approx. 6.75	Approx. 6.77	

\*: The number of employees excludes employees assigned to other companies by the Bank but includes employees assigned to the Bank by other companies.

The figure does not include part-time employees (including the indefinite-term employees (associates) based on the indefinite-term employment conversion system).

**New hires**

(As of April 1)

		FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3
Major career track (people)	Men	50	43	47	32	46
	Women	52	40	41	26	35
	Total	102	83	88	58	81
	Ratio of women	51.0%	48.2%	46.6%	44.8%	43.2%
Area key position track (people)	Men	92	48	40	21	19
	Women	210	103	102	68	41
	Total	302	151	142	89	60
	Ratio of women	69.5%	68.2%	71.8%	76.4%	68.3%
New hires (people)	Men	142	91	87	53	65
	Women	262	143	143	94	76
	Total	404	234	230	147	141
	Ratio of women	64.9%	61.1%	62.2%	63.9%	53.9%
Retention rate of new graduate employee* (As of the end of March)		83.7%	78.6%	83.7%	94.0%	-

\*: Rate of new graduate employees with three years of continuous service as of the end of each fiscal year.

**New hires (mid-career hires)**

(As of March 31)

		FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3
Number of mid-career hires (people)	Men	8	6	13	34	-
	Women	1	5	4	11	-
	Total	9	11	17	45	-
	Ratio of women	11.1%	45.5%	23.5%	24.4%	-
Percentage of mid-career hires	Percentage of mid-career hires compared to new hires	2.2%	4.5%	6.9%	23.4%	-

**Number and percentage of women in Corporate officer**

(As of July 1)

		CY2018	CY2019	CY2020	CY2021	CY2022
Number and percentage of women in Corporate officer	People	5	6	5	5	6
	Percentage	13.8%	16.6%	14.2%	13.8%	16.2%

**Number and percentage of women in managerial positions**

(As of April 1)

		CY2018	CY2019	CY2020	CY2021	CY2022	
Number and percentage of women in managerial positions (total)	People	277	318	345	358	381	
	Percentage	12.7%	14.4%	15.3%	15.7%	16.6%	
Number and percentage of women in managerial positions	Director to corporate officer	People	57	57	59	65	72
		Percentage	8.6%	8.5%	8.7%	8.9%	9.8%
	Section manager to director	People	220	261	286	293	309
		Percentage	14.5%	16.9%	18.1%	18.9%	19.7%
	Section chief to section manager	People	555	593	612	645	628
		Percentage	23.8%	25.6%	26.6%	28.0%	29.2%

## Number and percentage of mid-career hires in managerial positions

(As of April 1)

		CY2018	CY2019	CY2020	CY2021	CY2022	
Number and percentage of mid-career hires in managerial positions	People	242	254	246	254	266	
	Percentage	Percentage compared to total employees in managerial positions	11.1%	11.5%	10.9%	11.2%	11.6%
		Percentage compared to total mid-career hires	35.8%	38.4%	38.0%	39.0%	39.4%

## Number of contract workers

(As of March 31)

		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3
Fixed-term contract worker	Men	647	628	627	613	496
	Women	1,727	1,589	1,307	1,135	414
	Total	2,374	2,217	1,934	1,748	910
Permanent contract worker	Men	140	133	137	132	161
	Women	2,136	1,990	1,896	1,852	2,242
	Total	2,276	2,123	2,033	1,984	2,403
Contract worker total	Men	787	761	764	745	657
	Women	3,863	3,579	3,203	2,987	2,656
	Total	4,650	4,340	3,967	3,732	3,313
Contract worker ratio		26.3%	25.3%	24.1%	20.6%	21.4%
	Men	9.1%	9.1%	9.5%	9.1%	8.6%
	Women	42.9%	40.7%	38.2%	32.2%	33.8%

## Appointments from contract worker to full-time employee

(As of April 1)

		CY2018	CY2019	CY2020	CY2021	CY2022
Number of appointed full-time employees (people)	Men	29	18	24	9	7
	Women	92	86	78	70	62
	Total	121	104	102	79	69

## Employees with Disabilities

(As of June 1)

		CY2018	CY2019	CY2020	CY2021	CY2022
Employees with Disabilities	People	380	379	367	354	338
	Ratio	2.56%	2.68%	2.74%	2.71%	2.72%

Note: The number of persons employed and employment rate include those contracted to JAPAN POST CHALLENGED Co., Ltd.

## Other indexes

		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3
Number of re-employment system users (people)* <sup>1, 4</sup>		154	168	198	82	95
Number of displaced workers (people)* <sup>2</sup>		370	478	423	406	441
Job level-based training* <sup>3</sup>	Total participants	4,012	3,251	2,399	1,401	854
	Total training hours	106,953	90,627	66,508	20,643	20,112
Training costs (millions of yen)* <sup>5</sup>		1,000	1,100	720	280	149
Employee satisfaction (percentage of satisfied employees)		54.5%	57.0%	63.8%	64.9%	68.7%

\*1: A system that advocates continued employment after retirement in line with spirit of the Act on Stabilization of Employment of Elderly Persons.

\*2: Retirees are not included in the number of displaced workers.

\*3: The number of job level-based training participants and the number of training hours have been calculated from fiscal 2017.

\*4: Due to the extension of the retirement age in FY2021/3, employees with continuous full-time employment have been excluded. (Only the number of employees who have resigned and been reemployed are counted.)

\*5: Training costs include transportation expenses. Since FY2021/3, we have been transitioning to online training in response to the COVID-19 pandemic.

## Work-life Balance Management

### Paid Holiday Utilization Rate

		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3
Paid Holiday Utilization Rate	Average (days)	18.0	18.1	18.7	18.4	19.2
	Percentage*	89.8%	90.7%	94.3%	93.1%	97.1%

\*: The paid holiday utilization rate is presented as a ratio of the number of paid holiday utilization to the number of days granted each year.

### Child care leave/Family care leave

		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3
Child care leave takers (people)* <sup>1</sup>	Men	160	136	139	156	176
	Women	155	155	192	205	184
	Total	315	291	331	361	360
Ratio of Employees Taking Childcare Leave* <sup>2</sup>	Men	78.9%	91.2%	87.0%	98.8%	100.0%
	Women	100.0%	100.0%	100.0%	100.0%	100.0%
	Total	88.1%	95.8%	94.2%	99.5%	100.0%
Partial child care leave takers (people)	Men	16	12	13	8	12
	Women	362	388	456	473	498
	Total	378	400	469	481	510
Child care leave return rate		97.6%	96.2%	98.9%	100.0%	97.4%
Retention rate after child care leave* <sup>3</sup>		96.4%	96.6%	96.2%	96.8%	97.0%
Family care leave takers (people)		16	18	28	17	16
	Men	7	7	8	5	3
	Women	9	11	20	12	13
Partial family care leave takers (people)		4	9	8	8	13
	Men	2	3	2	3	3
	Women	2	6	6	5	10

\*1: The number of childcare leave takers is the total number of employees who took leave in that fiscal year. This includes spouses who take paternity leave.

\*2: Rate of employees taking childcare leave = [No. of employees who had commenced a period of childcare leave by the time of the survey (including employees who submitted a leave application) / No. of employees who had given birth or had a partner that had given birth] x 100

\*3: Retention rate = (Employees who are still with the Bank 12 months after returning from childcare leave / Total number of employees who returned from childcare leave in that fiscal year) x 100

### Overtime Working Hours

	FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3
Average overtime work (hours)*	11.2	10.6	9.8	7.4	6.2

\*: Monthly average number of overtime working hours calculated on a fiscal year basis.

### Work-related accidents

	FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3
Accident rate per 1,000 people*	0.33%	0.56%	0.35%	0.78%	0.38%

\*: Ratio of occupational accidents for each fiscal year per 1,000 employees.



## Corporate Governance

### Directors

(As of July 1)

	2018	2019	2020	2021	2022
Directors (people)	11	13	12	12	13
Outside directors (people)	7	9	8	8	9
Female directors (people)	2	3	3	3	3

### Board of Directors

Chair* <sup>1</sup>	Percentage of outside directors* <sup>1</sup>	No. of meetings held/average attendance rate* <sup>2</sup>				
		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3
Norito Ikeda	69.2%	12	12	12	13	12
		98.7%	98.6%	97.3%	99.4%	100.0%

\*1: As of July 1, 2022.

\*2: Fiscal year: From April 1 to March 31 of the following year

The average attendance rate is determined by calculating the attendance rate for each meeting, then calculating the sum for the full fiscal year and dividing the sum by the number of meetings held (rounded to one decimal place).

### Nomination Committee

Chair* <sup>1</sup>	Percentage of outside directors* <sup>1</sup>	No. of meetings held/average attendance rate* <sup>2</sup>				
		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3
Makoto Kaiwa	60.0%	2	3	3	2	8
		100.0%	100.0%	92.0%	100.0%	100.0%

\*1: As of July 1, 2022.

\*2: Fiscal year: From April 1 to March 31 of the following year

The average attendance rate is determined by calculating the attendance rate for each meeting, then calculating the sum for the full fiscal year and dividing the sum by the number of meetings held (rounded to one decimal place).

### Audit Committee

Chair* <sup>1</sup>	Percentage of outside directors* <sup>1</sup>	No. of meetings held/average attendance rate* <sup>2</sup>				
		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3
Hiroshi Kawamura	75.0%	14	15	15	18	14
		98.6%	97.6%	98.7%	100.0%	100.0%

\*1: As of July 1, 2022.

\*2: Fiscal year: From April 1 to March 31 of the following year

The average attendance rate is determined by calculating the attendance rate for each meeting, then calculating the sum for the full fiscal year and dividing the sum by the number of meetings held (rounded to one decimal place).

### Compensation Committee

Chair* <sup>1</sup>	Percentage of outside directors* <sup>1</sup>	No. of meetings held/average attendance rate* <sup>2</sup>				
		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3
Ryoji Chubachi	75.0%	2	3	2	4	4
		100.0%	100.0%	88.0%	100.0%	100.0%

\*1: As of July 1, 2022.

\*2: Fiscal year: From April 1 to March 31 of the following year

The average attendance rate is determined by calculating the attendance rate for each meeting, then calculating the sum for the full fiscal year and dividing the sum by the number of meetings held (rounded to one decimal place).

### Risk Committee (voluntary committee)\*1

Chair*2	Percentage of outside directors, etc.*2, 3	No. of meetings held / Average attendance rate*4				
		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3
Kenzo Yamamoto	80.0%	-	-	-	-	-
		-	-	-	-	-

\*1: Established in FY2023/3

\*2: As of July 1, 2022

\*3: Outside directors and outside experts

\*4: Fiscal year: From April 1 to March 31 of the following year

The average attendance rate is determined by calculating the attendance rate for each meeting, then calculating the sum for the full fiscal year and dividing the sum by the number of meetings held (rounded to one decimal place).

### <Reference> Composition and Attendance Status for the Board of Directors and the Three Committees(FY2022/3)

	Name	Board of Directors	Nomination Committee	Compensation Committee	Audit Committee
Outside Directors	Nobuko Akashi	2 times/2 times			4 times/4 times
	Katsuaki Ikeda	12 times/12 times		4 times/4 times	Chair 14 times/14 times
	Ryoji Chubachi	12 times/12 times	8 times/8 times	Chair 4 times/4 times	
	Keisuke Takeuchi	12 times/12 times	8 times/8 times	4 times/4 times	
	Makoto Kaiwa	12 times/12 times	Chair 8 times/8 times		
	Risa Aihara	12 times/12 times			
	Hiroshi Kawamura	12 times/12 times			14 times/14 times
	Kenzo Yamamoto	12 times/12 times			14 times/14 times
	Shihoko Urushi	10 times/10 times			
Internal Non-executive Directors	Hiroya Masuda	12 times/12 times	8 times/8 times	4 times/4 times	
	Atsuko Onodera	12 times/12 times			14 times/14 times
Internal Directors	Norito Ikeda	12 times/12 times	8 times/8 times		
	Susumu Tanaka	12 times/12 times			

Note: 1. Nobuko Akashi retired in June 2021. Katsuaki Ikeda and Atsuko Onodera retired in June 2022.

2. Shihoko Urushi was appointed in June 2021. Keiji Nakazawa, Atsuko Sato, and Toshiyuki Yazaki were appointed in June 2022.

### Compensation for Directors (excluding outside directors)

	FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3
Number of persons (people)	31	31	30	30	30
Amount of compensation (million yen)	783	815	760	750	790
Amount of fixed compensation (million yen)	650	681	647	645	669
Amount of variable compensation (million yen)	116	127	100	90	102
Retirement bonus for directors* (million yen)	13	2	9	11	15
Others (million yen)	3	3	2	2	3

\*: Despite abolishing its director and executive officer retirement benefits system in June 2013, JAPAN POST BANK pays a retirement bonus to directors and executive officers who continue to serve for the term of their office from the date of assumption to the date the director and executive officer retirement benefits system was abolished at the date of retirement.

### No. of whistleblower reports

	FY2020/3	FY2021/3	FY2022/3
No. of whistleblower reports*	212	194	130

\*: Total number of reports received at internal and external contact offices for whistleblowing.

## Others

### Initiatives to improve customer satisfaction

	FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3
Customer satisfaction level (satisfaction rate)*	81.3%	76.8%	71.1%	68.5%	71.1%
Total participants in the Dementia Supporter Training program as of the fiscal year-end (people).	Approx. 14,000	Approx. 15,000	Approx. 15,600	Approx. 15,800	Approx. 15,900

\*: Source : "Customer Satisfaction Investigation" by Japan Post Group (Total of "extremely satisfied," "satisfied" and "slightly satisfied" respondents)

### Piggy Bank Design Contest for Children

	FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3	
Piggy Bank Design Contest for Children	Applicant schools	11,026	10,834	10,704	8,536	9,837
	Applicant school ratio (To total number of elementary schools)	54.9%	54.5%	54.2%	43.7%	50.9%
	Participating students (people)	770,084	758,820	718,593	298,593	580,471
	Donation (yen)*	7,700,840	7,588,200	7,185,930	7,000,000	5,804,710

\*: The donation amount is ¥10 per design entered, however, in FY2021/3 ¥7 million was donated, including 20,000 stationary items, due to a reduction in participants because of the impact of COVID-19.

# GRI Content Index

This chart compares Japan Post Bank initiatives with the Sustainability Reporting Guidelines (GRI Standards) of the Global Reporting Initiative (GRI).

## General Disclosures

Disclosure	Content of Indicators (excerpt)	References
<b>1. Organizational profile</b>		
102-1	Name of the organization	▶ <a href="#">Profile</a>
102-2	Activities, brands, products, and services	▶ <a href="#">Profile</a>
102-3	Location of headquarters	▶ <a href="#">Profile</a>
102-4	Location of operations	▶ <a href="#">Profile</a>
102-5	Ownership and legal form	▶ <a href="#">Profile</a>
102-6	Markets served	▶ <a href="#">Annual Report</a> The Path of Value Creation Features for Creating Value
102-7	Scale of the organization	▶ <a href="#">Profile</a> ▶ <a href="#">Annual Report</a> Features for Creating Value Financial Highlights (Non-Consolidated) Financial Section Consolidated Financial Statements Non-Consolidated Financial Statements
102-8	Information on employees and other workers	▶ <a href="#">ESG Data</a> Section: "Society" "Employee Management"
102-9	Supply Chain	▶ <a href="#">Initiatives in the Supply Chain</a>
102-10	Significant changes to the organization and its supply chain	▶ <a href="#">Management Strategy</a> (Medium-Term Management Plan) ▶ <a href="#">Annual Report</a> Value Creation
102-11	Precautionary Principle or approach	▶ <a href="#">Risk Management</a>
102-12	External initiatives	▶ <a href="#">Relationship with International Frameworks (SDGs)</a> ▶ <a href="#">External Assessments and Endorsement of Initiatives</a> Miscellaneous Initiatives
102-13	Membership of associations	▶ <a href="#">External Assessments and Endorsement of Initiatives</a> Miscellaneous Initiatives
<b>2. Strategy</b>		
102-14	Statement from senior decision-maker	▶ <a href="#">Message from the President</a> ▶ <a href="#">Annual Report</a> Top Message
102-15	Key impacts, risks, and opportunities	▶ <a href="#">Risk Management</a>
<b>3. Ethics and integrity</b>		
102-16	Mechanisms for advice and concerns about ethics	▶ <a href="#">Management Philosophy</a> ▶ <a href="#">Group Management Philosophy &amp; Group Management Policy</a> ▶ <a href="#">Basic Policy for Fiduciary Duties</a> ▶ <a href="#">Basic Policy for Combating against Antisocial Forces</a> ▶ <a href="#">Compliance System</a>

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

Disclosure	Content of Indicators (excerpt)	References
102-17	Mechanisms for advice and concerns about ethics	▶ <a href="#">Basic Policies for the Internal Control System</a>
		▶ <a href="#">Compliance System</a>
		▶ <a href="#">Basic Policy on Corporate Governance</a>
<b>4. Governance</b>		
102-18	Governance structure	▶ <a href="#">Corporate Governance System</a>
102-19	Delegating authority	▶ <a href="#">Sustainability Approach and Promotion Framework</a>
		▶ <a href="#">Corporate Governance System</a>
102-20	Executive-level responsibility for economic, environmental, and social topics	▶ <a href="#">Sustainability Approach and Promotion Framework</a>
		▶ <a href="#">Corporate Governance System</a>
102-21	Consulting stakeholders on economic, environmental,	▶ <a href="#">Sustainability Approach and Promotion Framework</a>
		▶ <a href="#">Corporate Governance Report</a>
		▶ <a href="#">Stakeholder Engagement</a>
102-22	Composition of the highest governance body and its committees	▶ <a href="#">Corporate Governance Report</a>
		▶ <a href="#">Corporate Governance System</a>
102-23	Chair of the highest governance body	▶ <a href="#">Corporate Governance Report</a>
102-24	Nominating and selecting the highest governance body	▶ <a href="#">Criteria for Nomination of Director Candidates</a>
		▶ <a href="#">Independent Director Appointment Standards</a>
		▶ <a href="#">Corporate Governance Report</a>
102-25	Conflicts of interest	▶ <a href="#">Corporate Governance Report</a>
		▶ <a href="#">Conflicts of Interest Management Policy</a>
		▶ <a href="#">Basic Stock Information</a>
102-26	Role of highest governance body in setting purpose, values, and strategy	▶ <a href="#">Sustainability Approach and Promotion Framework</a>
		▶ <a href="#">Basic Policy on Corporate Governance</a>
		▶ <a href="#">Corporate Governance System</a>
102-27	Collective knowledge of highest governance body	▶ <a href="#">Corporate Governance Report</a>
		▶ <a href="#">Basic Stance</a> Evaluation of Effectiveness of the Bank's Board of Directors
102-28	Evaluating the highest governance body's performance	▶ <a href="#">Basic Stance</a> Evaluation of Effectiveness of the Bank's Board of Directors
102-29	Identifying and managing economic, environmental, and social impacts	▶ <a href="#">JAPAN POST BANK Priority Issues</a>
		▶ <a href="#">Stakeholder Engagement</a>
102-30	Effectiveness of risk management processes	▶ <a href="#">Corporate Governance Report</a>
		▶ <a href="#">Basic Policy on Corporate Governance</a>
102-31	Review of economic, environmental, and social topics	▶ <a href="#">Corporate Governance Report</a>
102-32	Highest governance body's role in sustainability reporting	
102-33	Communicating critical concerns	▶ <a href="#">Corporate Governance Report</a>
		▶ <a href="#">Compliance System</a>
		▶ <a href="#">Risk Management</a>
		▶ <a href="#">Annual Report</a> Risk Management
102-34	Nature and total number of critical concerns	▶ <a href="#">Risk Management</a>
		▶ <a href="#">Annual Report</a> Risk Management
102-35	Remuneration policies	▶ <a href="#">Corporate Governance System</a>
		▶ <a href="#">Annual Report</a>
		▶ <a href="#">Basic Stance</a>
102-36	Process for determining remuneration	▶ <a href="#">Corporate Governance System</a>

Disclosure	Content of Indicators (excerpt)	References
102-37	Stakeholders' involvement in remuneration	<ul style="list-style-type: none"> <li>▶ <a href="#">Corporate Governance System</a></li> <li>▶ <a href="#">Policy for Determining the Details of Individual Compensation for Directors and Executive Officers</a></li> </ul>
102-38	Annual total compensation ratio	
102-39	Percentage increase in annual total compensation ratio	
<b>5. Stakeholder engagement</b>		
102-40	List of stakeholder groups	▶ <a href="#">Stakeholder Engagement</a>
102-41	Collective bargaining agreements	
102-42	Identifying and selecting stakeholders	▶ <a href="#">Stakeholder Engagement</a>
102-43	Approach to stakeholder engagement	▶ <a href="#">Stakeholder Engagement</a>
102-44	Key topics and concerns raised	▶ <a href="#">Stakeholder Engagement</a>
<b>6. Reporting practice</b>		
102-45	Entities included in the consolidated financial statements	<ul style="list-style-type: none"> <li>▶ <a href="#">Annual Report</a></li> <li>Corporate Data</li> <li>Shareholder Information</li> </ul>
102-46	Defining report content and topic Boundaries	▶ <a href="#">Sustainability Approach and Promotion Framework</a>
102-47	List of material topics	▶ <a href="#">JAPAN POST BANK Priority Issues</a>
102-50	Reporting period	▶ <a href="#">Sustainability Report</a>
102-52	Reporting cycle	▶ <a href="#">Sustainability Report</a>
102-53	Contact point for questions regarding the report	Public Relations Department, Corporate administration Division 2-3-1 Otemachi, Chiyoda-ku, Tokyo 100-8793, Japan
102-54	Claims of reporting in accordance with the GRI Standards	
102-55	GRI content index	This content index
102-56	External assurance	

## Management Approach

Disclosure	Content of Indicators (excerpt)	References
103-1	Explanation of the material topic and its Boundary	▶ <a href="#">JAPAN POST BANK Priority Issues</a>
103-2	The management approach and its components	▶ <a href="#">Sustainability Approach and Promotion Framework</a>
		▶ <a href="#">Relationship with International Frameworks (SDGs)</a>
		▶ <a href="#">ESG Policies</a>
103-3	Evaluation of the management approach	▶ <a href="#">Stakeholder Engagement</a>

## Economic

Disclosure	Content of Indicators (excerpt)	References
<b>Index</b>		
<b>Economic Performance</b>		
201-1	Direct economic value generated and distributed	<ul style="list-style-type: none"> <li>▶ <a href="#">Annual Report</a></li> <li>Financial Highlights (Consolidated) / Non-financial Highlights Message from the President</li> <li>Overview of the Medium-term Management Plan(FY2022/3 through FY2026/3)</li> </ul>
201-2	Financial implications and other risks and opportunities due to	▶ <a href="#">Complying with the TCFD Recommendations</a>
		▶ <a href="#">Annual Report</a> Environment

Disclosure	Content of Indicators (excerpt)	References
201-3	Defined benefit plan obligations and other retirement plans	▶ <a href="#">Annual Report</a> Financial Section NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
201-4	Financial assistance received from government	
<b>Market Presence</b>		
202-1	Ratios of standard entry level wage by gender compared to local	
202-2	Proportion of senior management hired from the local community	
<b>Indirect Economic Impacts</b>		
203-1	Infrastructure investments and services supported	▶ <a href="#">Vitalization of Regional Economies</a> ▶ <a href="#">ESG Investments and Environmentally Friendly Business</a>
203-2	Significant indirect economic impacts	▶ <a href="#">Provision of High-quality, Customer-oriented Financial Services</a> ▶ <a href="#">Complying with the TCFD Recommendations</a>
<b>Procurement impacts</b>		
204-1	Proportion of spending on local suppliers	
<b>Anti-corruption</b>		
205-1	Operations assessed for risks related to corruption	
205-2	Communication and training about anti-corruption policies and procedures	▶ <a href="#">Compliance System</a>
205-3	Confirmed incidents of corruption and actions taken	
<b>Anti-Competitive Behavior</b>		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	

## Environmental

Disclosure	Content of Indicators (excerpt)	References
<b>Index</b>		
<b>Materials</b>		
301-1	Materials used by weight or volume	
301-2	Recycled input materials used	
301-3	Reclaimed products and their packaging materials	
<b>Energy</b>		
302-1	Energy consumption within the organization	▶ <a href="#">ESG Data</a> Section: "Environment" "Energy consumption data"
302-2	Energy consumption outside of the organization	▶ <a href="#">ESG Data</a> Section: "Environment" "Energy consumption data"
302-3	Energy intensity	▶ <a href="#">ESG Data</a> Section: "Environment" "Energy usage per unit"
302-4	Reduction of energy consumption	
302-5	Reductions in energy requirements of products and services	
<b>Water</b>		
303-1	Water withdrawal by source	
303-2	Water sources significantly affected by withdrawal of water	
303-3	Water recycled and reused	
303-4	Water discharge	
303-5	Water consumption	▶ <a href="#">ESG Data</a> Section: "Environment" "Water consumption (main facilities)"

Disclosure	Content of Indicators (excerpt)	References
<b>Biodiversity</b>		
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	
304-2	Significant impacts of activities, products, and services	
304-3	Habitats protected or restored	
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	
<b>Emissions</b>		
305-1	Direct (Scope 1) GHG emissions	▶ <a href="#">ESG Data</a> Section: "Environment" "Greenhouse gas emissions"
305-2	Energy indirect (Scope 2) GHG emissions	▶ <a href="#">ESG Data</a> Section: "Environment" "Greenhouse gas emissions"
305-3	Other indirect (Scope 3) GHG emissions	▶ <a href="#">ESG Data</a> Section: "Environment" "Scope 3 (other greenhouse gas emissions)"
305-4	GHG emissions intensity	▶ <a href="#">ESG Data</a> Section: "Environment" "Greenhouse gas emissions"
305-5	Reduction of GHG emissions	▶ <a href="#">Climate Change Initiatives</a> ▶ <a href="#">ESG Data</a> Section: "Environment" "Greenhouse gas emissions"
305-6	Emissions of ozone-depleting substances (ODS)	
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	
<b>Effluents and waste</b>		
306-1	Water discharge by quality and destination	
306-2	Waste by type and disposal method	▶ <a href="#">ESG Data</a> Section: "Environment" "Waste (head office)"
306-3	Significant spills	
306-4	Transport of hazardous waste	
306-5	Water bodies affected by water discharges and/or runoff	
<b>Environmental Compliance</b>		
307-1	Non-compliance with environmental laws and regulations	
<b>Supplier Environmental Assessment</b>		
308-1	New suppliers that were screened using environmental criteria	
308-2	Negative environmental impacts in the supply chain and actions taken	

## Social

Disclosure	Content of Indicators (excerpt)	References
<b>Index</b>		
<b>Employment</b>		
401-1	New employee hires and employee turnover	▶ <a href="#">ESG Data</a> Section: "Society" "Employee Management"
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	
401-3	Parental leave	▶ <a href="#">ESG Data</a> Section: "Society" "Employee Management"
<b>Labor/management relations</b>		
402-1	Minimum notice periods regarding operational changes	



Disclosure	Content of Indicators (excerpt)	References
<b>Occupational health and safety</b>		
403-1	Workers representation in formal joint management worker health and safety committees	
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	
403-3	Workers with high incidence or high risk of diseases related to their occupation	
403-4	Health and safety topics covered in formal agreements with trade unions	
403-5	Worker training on occupational health and safety	▶ <a href="#">Initiatives on Health Management</a>
403-6	Promotion of worker health	▶ <a href="#">Initiatives on Health Management</a>
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	
403-8	Workers covered by an occupational health and safety management system	
403-9	Work-related injuries	▶ <a href="#">ESG Data</a> Section: "Society" "Work-life Balance Management"
403-10	Work-related ill health	▶ <a href="#">ESG Data</a> Section: "Society" "Work-life Balance Management"
<b>Training and education</b>		
404-1	Average hours of training per year per employee	▶ <a href="#">ESG Data</a> Section: "Society" "Employee Management"
404-2	Programs for upgrading employee skills and transition assistance programs	▶ <a href="#">Diversity Management</a>
404-3	Percentage of employees receiving regular performance and career development reviews	
<b>Diversity and equal opportunity</b>		
405-1	Diversity of governance bodies and employees	▶ <a href="#">ESG Data</a> Section: "Society" "Employee Management" ▶ <a href="#">Officer Dialogue Session</a>
405-2	Ratio of basic salary and remuneration of women to men	
<b>Non-discrimination</b>		
406-1	Incidents of discrimination and corrective actions taken	
<b>Freedom of Association and Collective Bargaining</b>		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	
<b>Child Labor</b>		
408-1	Operations and suppliers at significant risk for incidents of child labor	
<b>Forced or Compulsory Labor</b>		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	
<b>Security Practices</b>		
410-1	Security personnel trained in human rights policies or procedures	
<b>Rights of Indigenous Peoples</b>		
411-1	Incidents of violations involving rights of indigenous peoples	
<b>Human Rights Assessment</b>		
412-1	Operations that have been subject to human rights reviews or impact assessments	
412-2	Employee training on human rights policies or procedures	▶ <a href="#">Respect for Human Rights</a>
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	

Disclosure	Content of Indicators (excerpt)	References
<b>Local Communities</b>		
413-1	Operations with local community engagement, impact assessments, and development programs	<ul style="list-style-type: none"> <li>▶ <a href="#">Vitalization of Regional Economies</a></li> <li>▶ <a href="#">Relationship with Regional Communities</a></li> </ul>
413-2	Operations with significant actual and potential negative impacts on local communities	
<b>Supplier Social Assessment</b>		
414-1	New suppliers that were screened using social criteria	
414-2	Negative social impacts in the supply chain and actions taken	▶ <a href="#">Initiatives in the Supply Chain</a>
<b>Public Policy</b>		
415-1	Political contributions	
<b>Customer Health and Safety</b>		
416-1	Assessment of the health and safety impacts of product and service categories	▶ <a href="#">ESG Data</a> Section: "Others"
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	
<b>Marketing and Labeling</b>		
417-1	Requirements for product and service information and labeling	
417-2	Incidents of non-compliance concerning product and service information and labeling	
417-3	Incidents of non-compliance concerning marketing communications	▶ <a href="#">Customer Protection</a>
<b>Customer Privacy</b>		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	▶ <a href="#">Privacy Policy</a>
<b>Socioeconomic Compliance</b>		
419-1	Non-compliance with laws and regulations in the social and economic area	

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

# SASB Standards Index

The table shows the standards of the US-based Sustainability Accounting Standards Board (SASB) and Japan Post Bank’s corresponding disclosures.

Data Security		
FN-CB-230a.2	Description of approach to identifying and addressing data security risks	<ul style="list-style-type: none"> <li>▶ <b>Risk Management</b> Response to Cybersecurity</li> <li>▶ <b>Privacy Policy</b></li> </ul>
Financial Inclusion & Capacity Building		
FN-CB-240a.1	(1) Number and (2) amount of loans outstanding qualified to programs designed to promote small business and community development	<ul style="list-style-type: none"> <li>▶ <b>Vitalization of Regional Economies</b> Funds Flow to Regional Communities</li> </ul>
FN-CB-240a.4	Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers	<ul style="list-style-type: none"> <li>▶ <b>Financial Education</b> Financial Education Initiatives</li> </ul>
Incorporation of Environmental, Social, and Governance Factors in Credit Analysis		
FN-CB-410a.1	Commercial and industrial credit exposure, by industry	<ul style="list-style-type: none"> <li>▶ <b>JAPAN POST BANK Annual Report 2021</b> JAPAN POST BANK Annual Report 2021 Exposure by Region and Industry, Past Due Loans for Three Months or More</li> </ul>
FN-CB-410a.2	Description of approach to incorporation of environmental, social, and governance (ESG) factors in credit analysis	<ul style="list-style-type: none"> <li>▶ <b>ESG Investment and Financing Policy</b></li> </ul>
Business Ethics		
FN-CB-510a.2	Description of whistleblower policies and procedures	<ul style="list-style-type: none"> <li>▶ <b>Compliance System</b> Contact Offices for Whistleblowing</li> </ul>
Systemic Risk Management		
FN-CB-550a.2	Description of approach to incorporation of results of mandatory and voluntary stress tests into capital adequacy planning, long-term corporate strategy, and other business activities	<ul style="list-style-type: none"> <li>▶ <b>Risk Management</b> Risk Appetite Framework</li> </ul>

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines

# ESG-Related Information Index

## Management

Message from the President	▶ <a href="#">Message from the President</a>
Management Philosophy	▶ <a href="#">Management Philosophy</a>
CSR Management	▶ <a href="#">Sustainability Approach and Promotion Framework</a>
	▶ <a href="#">JAPAN POST BANK Priority Issues</a>
	▶ <a href="#">Relationship with International Frameworks (SDGs)</a>
ESG Policies	▶ <a href="#">JAPAN POST BANK Environmental Policy</a>
	▶ <a href="#">ESG Investment and Financing Policy</a>
	▶ <a href="#">Basic Policy for Fiduciary Duties</a>
	▶ <a href="#">JAPAN POST BANK Human Rights Policy</a>
	▶ <a href="#">Conflicts of Interest Management Policy</a>
	▶ <a href="#">Basic Policy for Combating against Antisocial Forces</a>
	<a href="#">Japan Post Group's Approach to Procurement Activity</a> 

## Environment

Environmental Reporting	▶ <a href="#">Environmental management</a>
	▶ <a href="#">Complying with the TCFD Recommendations</a>
	▶ <a href="#">Climate Change Initiatives</a>
	▶ <a href="#">ESG Investments and Environmentally Friendly Businesses</a>
	▶ <a href="#">ESG Data</a>
Environmental Conservation	▶ <a href="#">Social Contribution Activities for the Environment</a>
Environmental Education	▶ <a href="#">Social Contribution Activities for the Environment</a>

## Society

Labor Practices Health and Safety	▶ <a href="#">Diversity Management</a>
	▶ <a href="#">Work-life Balance Management</a>
	▶ <a href="#">ESG Data</a>
Human Resources Education and Skills Development	▶ <a href="#">Human Resources Development</a>
Social Contribution Activities	▶ <a href="#">Relationship with Regional Communities</a>
	▶ <a href="#">Fostering the Next Generation Human Resources</a>
	▶ <a href="#">JAPAN POST BANK Deposits for International Aid (Japanese only)</a>
	▶ <a href="#">Braille support (Japanese only)</a>
	▶ <a href="#">Discounting money transfer fees at the counter (Japanese only)</a>
	▶ <a href="#">Pension Deposit Service (Japanese only)</a>
	▶ <a href="#">New Welfare Time Deposits (Japanese only)</a>
▶ <a href="#">Benefits Payments (Japanese only)</a>	
Financial Education	▶ <a href="#">Financial Education</a>
	▶ <a href="#">Piggy Bank Design Contest for children</a>

## Governance

Corporate Governance	▶ Basic Stance
	▶ Corporate Governance System
Risk Management	▶ Risk Management
Compliance	▶ Compliance System
	▶ Conflicts of Interest Management Policy
	▶ Basic Policy for Combating against Antisocial Forces
Consumer Issues	▶ Customer Protection
	▶ Basic Policy for Fiduciary Duties
	▶ Initiatives to Improve Customer Satisfaction (Japanese only)
	▶ Initiatives to prevent specific fraud cases including bank transfer scams (Japanese only)
	▶ Efforts to Facilitate Financing (Japanese only)
	▶ Conflicts of Interest Management Policy
Information Security	▶ Risk Management
	▶ Personal Information Protection
	▶ Privacy Policy
	▶ Reliable security (Japanese only)
Information Disclosure	▶ Disclosure Policy
	▶ ESG Data
Communication with Shareholders and Investors	▶ IR Presentations
	▶ Annual Report
	▶ Shareholder newsletter(Japanese only)
	▶ General Meeting of Shareholders
	▶ Briefing session for individual investors(Japanese only)

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance












External Assessments and Endorsement of Initiatives

Data and Guidelines

# ESG Policies

JAPAN POST BANK supports the Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), which were established by the Financial Stability Board (FSB).

In line with the purpose of this proposal, we devise and disclose the following policies against the backdrop of increased international interest in ESG.

Title	SDGs
<a href="#">Basic Sustainability Policy</a> 	
<a href="#">Basic Policies for the Internal Control System</a> 	-
<a href="#">Basic Stance</a>	-
<a href="#">JAPAN POST BANK Human Rights Policy</a>	
<a href="#">Basic Policy for Fiduciary Duties</a>	
<a href="#">JAPAN POST BANK Environmental Policy</a>	
<a href="#">ESG Investment and Financing Policy</a>	
<a href="#">Japan Post Group's Approach to Procurement Activity</a> 	
<a href="#">Conflicts of Interest Management Policy</a>	
<a href="#">Basic Policy for Combating against Antisocial Forces</a>	

## Related Information

[Japan Post Group Basic Sustainability Policy](#) 

Index

Message from the President

Sustainability Management

Priority Issues and the SDGs

Environment

Social

Governance

External Assessments and Endorsement of Initiatives

Data and Guidelines