

Overview of the Medium-term Management Plan (FY2022/3 through FY2026/3)

Deepening trust, and taking on the challenge for financial innovations

5 key strategic points

Innovating our business model and enhancing business sustainability

1 — Innovating retail business into a new form by realizing complementarity between the physical and the digital

- In addition to expanding digital services that put safety and security first, and can be readily used by all customers, we will promote the dissemination of digital services by actively utilizing our post-office network.
- We will develop an open, “Co-creation Platform” that actively utilizes our customer base and provides optimized services through collaborations with various business operators, including companies outside of the Group.
- After 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 utilize post-office network to primarily promote cumulate-type investments to our beginner-level investment customers.
- In addition to providing transaction channels and methods that take into account our customers’ needs, we will review and newly establish our fees from the perspective of providing stable services.

Advancing DX

2 — Business reforms and productivity improvement through the active utilization of digital technology

- We will establish self-processing of routine transactions (the teller tablet system, etc.), and, in tandem with our expansion of digital channels, we will advance the expansion of options for customer choices in transaction channels and the optimization of branch teller’s work.
- We will reform work at our operation support centers by automating work operations in a comprehensive manner by combining digital technologies.
- In addition to assertive investments into focal areas such as DX advancement, we will drastically reduce predetermined expenses, including commissions paid to JAPAN POST and drastically reduce expenses overall.

3 — Enhancing funds flow to regional communities and the regional relationship functions through various frameworks

- We will contribute to the vitalization of regional communities by supplying assets (particularly equity funds) via various frameworks.
- We will address financial needs suited to the real conditions of each community as a “regional financial platform.”
- We will work to develop new business opportunities that enhance regional relationship functions and actively utilize regional information.

4 — Deepening market operations and risk management with an awareness of stress tolerance

- While remaining aware of risk-adjusted return, we will expand our risk asset balances and strategic investment area balances.
- In order to prepare for the occurrence of stress events, we will develop stress-resistant portfolios and deepen our risk management systems.
- We will contribute to the realization of a sustainable society via ESG investments.

5 — Strengthening the management base to become a more trusted bank

- In order to become a bank that enjoys even greater trust from customers, we will advance sustainable reforms to our organizational culture and enhancements to our internal control systems.
- While maintaining a high-quality system base that can support trust in our Bank, we will assertively advance strategic investments in IT.

Advancing ESG management