



ANNUAL REPORT
2024

Year ended March 31, 2024

Contents

- 02 PURPOSE/MANAGEMENT PHILOSOPHY/MISSION
- 03 JAPAN POST BANK Machiomoi Calendar
- 04 Employee Initiatives for Realizing the Bank's Purpose

Management Message

- 06 Message from the President
- 12 Financial and Capital Strategies
- 18 Message from an Outside Director
- 20 Messages from the Chairpersons of the Nomination, Compensation, and Audit Committees

JAPAN POST BANK's Value Creation

- 22 A Story of Value Creation
- 24 Value Creation Process
- 26 The Path of Value Creation
- 28 Priority Social Issues (Materiality) to be Addressed
- 30 Value Creation (Highlights)

Business Model and Strategy Progress

- 32 Business Model
- 34 Progress and Review of the Medium-term Management Plan (FY 2022/3 to FY 2026/3)

Three Business Strategies

- 36 1st Engine: Retail Business
- 40 2nd Engine: Market Business
- 46 3rd Engine: Σ Business

Strengthening the Management Base

- 50 Special Feature: Creating a Corporate Culture in Which Women Can Play Even More Active Roles
- 54 Human Capital Management
- 60 IT Investment Plan/Improving Internal Control Systems
- 62 Stakeholder Communication

Sustainability

- 66 Basic Sustainability Policy
- 67 An Effective Sustainability Promotion System
- 68 Addressing Climate Change
- 71 Natural Capital and Biodiversity Conservation Initiatives
- 72 Initiatives Regarding Respect for Human Rights

Corporate Governance

- 74 Corporate Governance

Sound and Robust Management

- 84 Risk Management
- 88 Cybersecurity
- 90 Compliance
- 92 Internal Auditing
- 93 Financial and Non-financial Data
- 94 Editor's Note

PURPOSE

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

ANNUAL REPORT 2024 3 key points

1 Management Message

The Message from the President illustrates the President's thoughts on being appointed to the position and details on sustainability management. The chairs of the Nomination, Compensation, and Audit committees also comment on discussions during meetings of independent outside directors and each committee.

2 Review of Business Strategies

In addition to conditions leading up to the review, a detailed explanation of the three business strategies following revisions to the Medium-term Management Plan.

3 Focus on Human Resources—the Source of JAPAN POST BANK's Competitiveness and Value Creation

Details of employee initiatives geared toward realizing the Bank's purpose along with employees who have excelled in each business. Roundtable discussion special feature between outside directors and employees regarding women's participation and advancement in the workplace.

PURPOSE

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


MANAGEMENT PHILOSOPHY

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

- TRUST** We comply with laws, regulations, and other standards of behavior and value trusted relationships with customers, markets, shareholders, and employees and consistently serve as a responsible corporate citizen.
- INNOVATION** We work sincerely to improve our management and business operations in response to requests from customers and changes in the business environment.
- EFFICIENCY** We pursue improvements in speed and efficiency of our management and business operations in order to provide customer-oriented financial instruments and services.
- EXPERTISE** We continually strive to strengthen our expertise for the aim of services meeting the expectations of our customers.

MISSION

- ▶ 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)