## The Path of Value Creation

**From 1875** From 2007 From 2015 From 2021 From 2024 From 2018 Contributing to the stabilization of people's lives since establishment **Establishing our position** Bank management in Sustainability management The first step as a private bank Expanding the Bank's nationwide network in Japan as a listed company adverse conditions Challenge for financial innovation Shares listed on the First Section of Review of the Medium-term
Management Plan Previous Medium-term Manageme Plan (FY2019/3 through FY2021/3) linistry of Communication APAN POST BANK (Privatized) he Tokyo Stock Exchange 2007 JAPAN POST BANK Co., Ltd. established 2015 Investment in JP Asset Management 2018 Established Japan Post Investment 2022 Transitioned to the Prime Market of 1875 Postal money order and postal savings business established 2024 Met the level of continued listing 1906 Money Transfer service established 2008 Investment in SDP CENTER Co., Ltd. the Tokyo Stock Exchange Co., Ltd. Corporation requirements for the Tokyo Stock 2023 Offer and sale of JAPAN POST BANK 1981 Automatic teller machines (ATMs) for postal savings introduced (Currently JAPAN POST BANK LOAN CENTER Co., Ltd.) Exchange Prime Market stock by JAPAN POST HOLDINGS 1987 In-house postal savings investment management commenced 2013 Investment in ATM Japan Business Service., Ltd. Established JAPAN POST BANK CAPITAL PARTNERS Co., Ltd. Establishing banking retail business **Network expansion** Improve convenience Complementarity between Accelerate complementarity the physical and the digital between the physical and digital 1875 Sales of investment trusts • Strengthen asset management Expand installation of compact Launch intermediation of personal loans • Expand the number of Yucho Bankbook • Issue Japan Post Bank Debit cards ATMs at FamilyMart convenience Start issuing credit cards Postal money order and postal Installation of Madotab self-system App users using the post office network stores and other locations Internet banking services Handling of variable annuities insurance commenced Strengthen payment services savings business established terminals and introduce diverse services through commenced in earnest Connect with the Zengin Net Launch smartphone payment • Handling of the discretionary investthe Yucho Bankbook App service (Yucho Pav) Support asset building by linking Culture of deposits and remittances Net fees and commissions ment service (Yucho Fund Wraps) Launch Yucho Bankbook App Retail Business digital/remote transaction channels takes root FY2016/3 results Over 23,000 · Launch PFM app (Yucho Reco) service with nationwide teller channels ¥91.1 billion I Establish Co-creation Platfor FY2024/3 results The credo of the founder. • Development of financial consultants • Fostering financial human resources that are capable of Develop human resources who will ¥151.5 billion Hisoka Maejima, passed down upgrading and expanding the product lineup (credit cards, take on the challenge of transforming loans, etc.) as a privatized bank services and operations through the • Hiring of digital specialists to JAPAN POST BANK use of AI and other digital technologies • DX training (basic) Develop human resources who are "Do not hesitate to work behind the DX training attendance rat capable of proposing ideal products and services that meet customer needs scenes. Always aspire yourself to FY2024/3 bring others good." 97.4% Job skills-based training, other (Photo courtesy of Postal Museum Japan) 1987 Paradigm shift in market operations due to lower domestic interest rates Complementarity between Pursue an optimal the physical and the digital investment portfolio In-house postal savings investment A shift from a portfolio focused on Japanese government bonds to one Expand balance of strategic Diversify credit investments. Expand balances of risk assets and Maintain a financially sound and management commenced centered more on foreign government bonds and corporate bonds Start of strategic investment areas investment areas stress-resistant investment portfolio strategic investment areas
• PE and real estate fund gains in full (PE. real estate, etc.) Start investments at Japan Post Pursue an optimal investment portfo-Management largely focused on Japanese Investment Corporation lio that combines the yen interest rate Introduce Risk Appetite Framework government bonds Market operations considering credit assets with risk assets Market Business quality designed to strengthen stress tolerance Secure opportunities for bond investment revenue in response to domestic and foreign interest rates Introduction of performance-linked Secure and develop human resources Developing human resources that are capable of Ongoing development of Start investment advisory business at with highly specialized skills and compensation plan Japan Post Investment Corporation implementing the in-house postal savings human resources to improve Secure human resources in the knowledge of investment, ALM, and FY2024/3 results investment management system (from 1987) operational practices investment division (active promotion risk management of external human resources, etc.) ¥231.0 trillion Dispatch to domestic and overseas financial and other institutions • Dispatch to overseas financial institutions, think tanks, and other entities (short- and long-term dispatch of trainees) (short- and long-term trainee training) • Participation in training, seminars, and other initiatives organized by financial Participation in training, seminars, and other initiatives organized ¥1,267.8 billion Market human resources by financial institutions As of June 1, 2015 As of April 1, 2024 • Subsidies for the acquisition of securities analyst and other qualifications • Subsidies for the acquisition of securities analyst and other Approx. 400 Approx. 240 Regional Vitalization Undertake the full-scale launch of the Σ Business Postal savings contribute to regional Regional finance (syndicated loan, PFI, project finance, Collaborations with regional • Establish "Japan Post Investment Regional financial institutions in earnest loans for local governments, etc.) (a corporate business for creating futures for soci-Development and Impact Fund I, ILP" development as part of the government's • Start to invest in regional Initiatives in the renewable energy business eties and local communities through investment) investment and loan programs during vitalization funds Start secondment to companies Realize a "co-creation platform" with regional financial Japan's period of high economic growth engaging in GP operations institutions, etc. (promote the "JAPAN POST BANK's (development of young human unique GP business" with a subsidiary as the core) resources) • Track record of accepting Career Challenge employees Cumulative total: 35 (as of April 1, 2024)

\* Interest income – Interest expenses (including gains (losses) on sales etc.); consolidated data

26 JAPAN POST BANK Co., Ltd.
Annual Report 2024 27