

Human Capital Management



Hirokazu Yamamoto
Executive Officer

With a nationwide network through which it supplies customers with financial services rooted in the community, JAPAN POST BANK sees human resources as the source of its competitiveness and value creation, and therefore as an asset. Under the belief that nurturing human resources and connecting them to growth is above all an engine for enhancing corporate value, the Bank will move ahead with Human Resources Strategies (HR Strategies) that link to its purpose, management philosophy, mission, and management plans.

Specifically, through the combination of the three pillars of boosting motivation, knowledge and experience; fostering an

environment that allows employees to demonstrate their abilities; and respecting diversity, we aim to build an organization filled with vitality and excitement that allows a diverse range of human resources to thrive, thereby enhancing corporate value. To this end, we formulated the new Basic Approach to HR Strategies in FY2024/3, and have worked to promote more effective human capital management.

Centered on the three pillars, we have also defined five priority initiatives: developing autonomous employees, actively recruiting specialized talent, strategically assigning human resources, improving engagement, and managing diversity.

In addition to fostering a corporate culture in which taking advantage of flexible work styles and taking childcare leave are the norm for both men and women, we have worked to create workplaces that instill a sense of safety and peace of mind, which I feel has greatly improved job comfort for our employees. Looking forward, JAPAN POST BANK sees the issue of enhancing employee motivation as its next step.

The Bank will therefore move ahead with initiatives under the HR Strategies, focusing on creating an organization in which employees feel motivated in their jobs and engage in their work with a sense of energy and excitement, seeking to contribute to the happiness of customers and to social and regional development.



HR Strategies

Basic Approach to HR Strategies

We will nurture employees who develop themselves through challenges, and develop an environment in which their abilities can be maximized. Accordingly, we aim to build a bank that is full of life and excitement together with our employees by securing a diverse pool of talent that takes on active roles, and thereby improves the Bank's corporate value.

1st pillar: Encourage growth

Encourage professional development and growth through challenges driven by each employee's passion and energy

Nurture self-motivated employees

Actively recruit professionals

Maximize human capital performance through a human resource strategy built around three pillars

2nd pillar: Discover abilities

Provide opportunities and an environment that brings out the best in each employee to enhance job satisfaction

Strategic allocation of human resources

Improve engagement

3rd pillar: Effectively utilize diversity

Create a corporate culture that respects the diverse values of each employee and treats them as a source of power within the organization

Diversity management

Human resources strategy priority issues and KPIs

	FY2021/3 (Results)	FY2022/3 (Results)	FY2023/3 (Results)	FY2024/3 (Results)	FY2026/3 (Targets)	
Encourage growth	Number of market operations professionals*1	56	70	86	91	105
	Dispatched to other companies (in relation to the Σ Business)*1	17	23	19	24	Approx. 30
	Dispatched to other companies (other)*1	67	64	68	86	Approx. 80
	IT passport acquisition ratio for the head office * Includes the Information Technology Engineer Examination	—	—	10.6%	33.2%	100%
	DX training attendance ratio (head office)	—	—	95.6%	97.4%	100%
	Number of Career Challenge applicants	114	141	193	206	100 or more
	Class FP2 and above acquisition ratio (branch consultant)	—	—	71.2%	73.6%	80%
Discover Abilities	Overall employee satisfaction level	64.9%	68.7%	67.4%	67.3%	70% or more
	Health Management (ratio of high-risk employees)	1.11%	0.94%	0.62%	0.90%	0.9% or less
	Health Management (Rate of employees who no longer require specified health counseling)	23.2%	23.7%	25.1%	32.2%	24% or more
Effectively Utilize Diversity	Health management event participation rate	—	—	14.9%	15.8%	30%
	Ratio of women in managerial positions*2	15.7%	16.6%	17.5%	18.4%	20%
	Ratio of employees with disabilities*3	2.74%	2.71%	2.72%	2.94%	3.0% or more
	Ratio of employees taking childcare leave	99.5%	100%	100%	100%	100%
Ratio of male employees taking childcare leave (4 weeks or longer)	30.1%	33.6%	59.1%	65.0%	50% or more	

*1 As of April 1 of each fiscal year

*2 As of April 1 of the next fiscal year

*3 As of June 1 of each fiscal year

Encourage Growth Improve Motivation, Knowledge and Experience **Pillar 1**

Development of Autonomous Employees

Amid the growing diversity of individual value sets and careers, JAPAN POST BANK recognizes the need to review conventional, standardized Bank-led human resource assignments and approaches to human resource development.

Moreover, toward deepening trust, and taking on the challenge for financial innovations as the slogan for the Bank's Medium-term Management Plan, we believe it is essential for individual employees to consider and achieve their own career goals, and for the Bank to support the challenges of its employees.

Guided by this belief, we are fostering the motivation to develop careers, offering opportunities to choose careers, and providing learning opportunities in an effort to nurture autonomous employees and improve the environment.

As a result of these initiatives, we have seen an annual increase in the number of employees who have utilized the Career Challenge System as they take on the challenge of joining new departments under their own initiative. Among the 206 total applicants in FY2024/3, nearly 60 applied for departments that form the Bank's three business cores.



Active Recruitment, Development, and Retention of Professionals

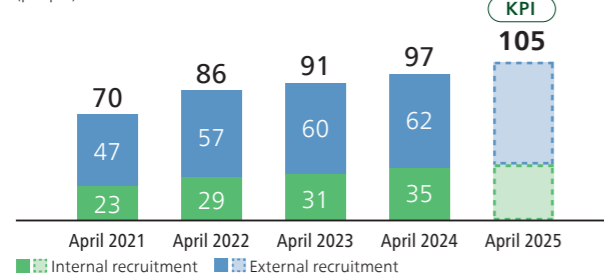
In order to drive forward the three business strategies presented in the Medium-term Management Plan, JAPAN POST BANK is focused on developing its existing human resources by dispatching them to other companies. We are also working to acquire professionals through the establishment of a professional course as part of our new-graduate recruitment endeavors and through recruitment of those referred by alumni.

As far as the enhancement of its Market Business is concerned, the Bank introduced and began administering a professional position system through which it has worked to recruit and secure human resources with diverse work histories and skills in April 2016. At the same time, by accumulating, passing

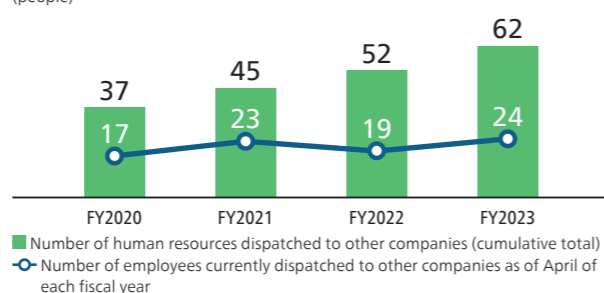
on, and enhancing this know-how among existing human resources, the Bank has seen an increasing number of internal recruitments to professional positions each year.

In addition, with respect to the full-scale launch of the Σ Business, the Bank has nurtured employees who empathize with this business and who are motivated to undertake challenges as core personnel. In specific terms, over and above internal development through the Career Challenge System and on-the-job training, we are working to ensure employees accumulate new knowledge and real-world experience through their dispatch to cooperating companies (GP, etc.), while at the same time creating opportunities to build a network among our diverse human resources.

Number of market operations professionals (people)



Number of human resources dispatched to other companies (Σ Business, etc.) (people)



VOICE



Takuya Oka (Transferred to professional track in April 2022)
Private Equity Investment Department

Having been involved in asset management-related duties at various departments in the Investment Division, I have been blessed with the opportunity to learn directly from externally recruited professionals from diverse backgrounds and with extensive expertise. Through daily training on the job and within the division, I have absorbed a wide range of knowledge and

expertise related to back office, fund management, legal, and front-line operations. Since its privatization, the Bank has worked to enhance its market operations, and as the organization has grown, I personally feel that I have been able to hone my professional skills and work capabilities by embracing the challenge of more difficult tasks together with my superiors.

Discover Abilities Development of an Environment for Demonstrating Abilities **Pillar 2**

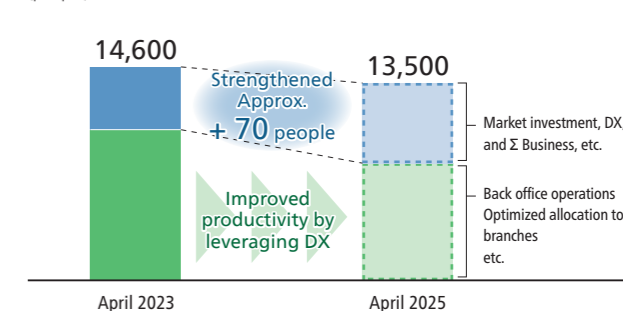
Strategic Human Resources Assignments

Based on the Medium-term Management Plan, JAPAN POST BANK is working to build the ideal human resources portfolio.

In specific terms, the Bank is promoting Group-wide efficiency improvements utilizing AI and other forms of DX in an effort to shift human resources to the enhancement areas of market investment, advancing DX, and Σ Business, all while reducing total employment.

Moreover, we are also working to visualize skills and experience through a talent management system, and are working to optimize the human resources portfolio by shifting from a focus on quantity to an approach that emphasizes the quality of our human resources.

Personnel plan (people)



Improving Engagement

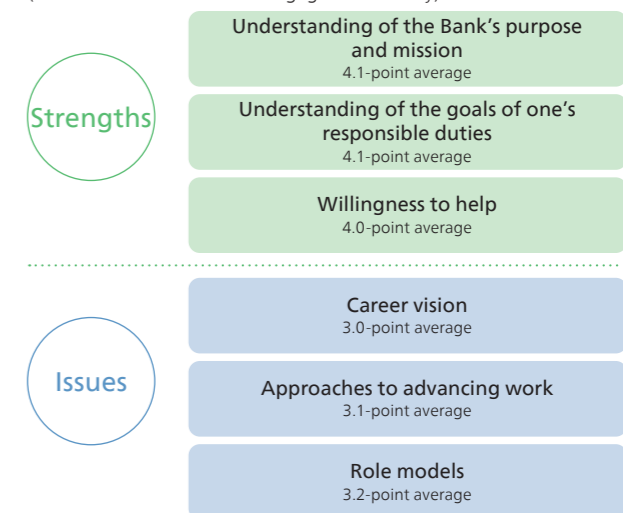
In an effort to realize workplaces where employees can work with a sense of fulfillment, JAPAN POST BANK began conducting a new engagement survey in FY2024/3. This is in addition to the conventional overall employee satisfaction survey. Together, these surveys serve to identify the awareness of our employees and issues faced by organizations.

The Bank's strengths and issues as revealed by the survey results were reported to the management team, after which we began organizing and working on solutions to the common issues the Bank faces as a financial institution and the unique issues faced by each organization. In addition, providing the results to each workplace as feedback in a timely manner has also helped each organization engage in autonomous improvement activities.

These improvement activities increased the overall employee satisfaction level to 67.3% in FY2024/3.

We will continue to engage in efforts to improve engagement with the goal of achieving a score of at least 70% in FY2026/3.

The Bank's Strengths and Issues (based on the results of the Engagement Survey)



* Three highest and lowest ranked items
* Ranked on a five-point scale (1-5)

Promoting Health Management®

JAPAN POST BANK's employee age composition is heavily weighted toward senior employees aged 50 and above, and younger employees up to their early 30s, which is why we are implementing measures tailored to each age group in addition to Group-wide health management initiatives. In particular, we provide physical health-focused wellness support for senior employees, and are focused on mental healthcare and other forms of psychological support, in addition to wellness, for younger employees.

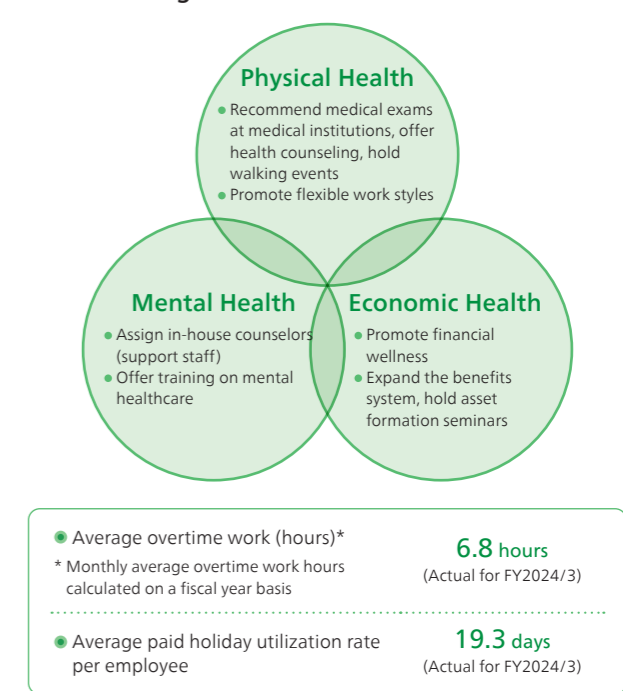
Since FY2019/3, we have also advanced flexible work styles with the introduction and expansion of telework, work interval systems, and flextime work, as examples.

In addition, against the backdrop of discussions over an era of 100-year lifespans, the Bank holds asset formation seminars using the New NISA and iDeCo, and advances other financial wellness initiatives from the perspective of ensuring a firm economic standing in line with today's longer healthy life expectancies.

As a result of these initiatives, the Bank was certified in 2024 under the Certified Health & Productivity Management Outstanding Organization Recognition Program (Large Enterprise Category "White 500") for the third consecutive year.

* Health Management® is a registered trademark of the Non-Profit Organization KenkoKeiei.

Health Management Initiatives



Effectively Utilize Diversity Respect for Diversity

Pillar 3

Promoting DE&I



Mikako Saito
General Manager of the Diversity and Inclusion Department

As a bank that provides intangible financial services, JAPAN POST BANK believes it is essential to incorporate diverse viewpoints into its management and services to address the diversifying needs of customers. In particular, as a bank with a long history, even after

privatization the Bank maintained the tendency to emphasize homogeneity. Building a culture that abounds with diversity has thus been a major challenge.

Thus, in a bid to become a bank that is chosen by a broad range of stakeholders after our stock listing, in 2016 we established a Diversity and Inclusion Department to spearhead our DE&I initiatives. In particular, our efforts both to step up the activities of the Diversity Committee, made up of members with an array of experience and backgrounds, and to expand one-on-one communication, have led to the creation of a framework that capitalizes on the individuality of each employee.

Going forward, we will continue to foster a culture that respects a diverse range of human resources and promote initiatives to connect this diversity with customer service and innovation.

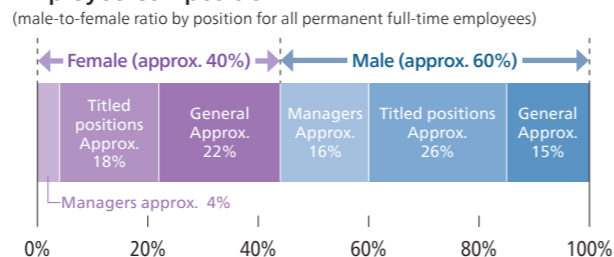
Promotion of Women's Participation and Advancement in the Workplace

JAPAN POST BANK believes that the participation and advancement of women, who account for more than 40% of its employees, is essential for providing services from the standpoint of consumers, and with the aim of becoming the most familiar and trusted bank.

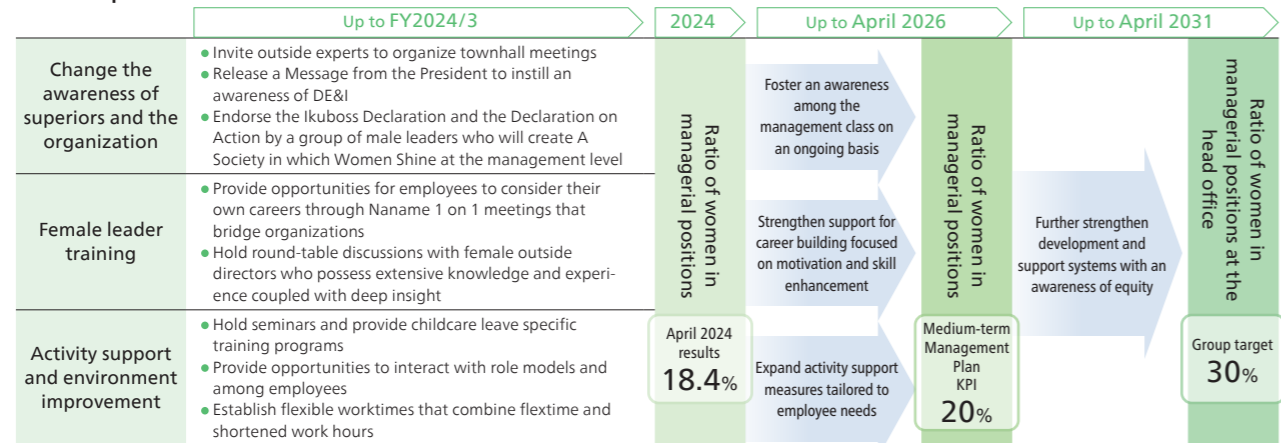
For this reason, the Bank identified a target of 20% for the ratio of women in managerial positions by April 2026, and is advancing initiatives focused on changing the awareness of superiors and the organization, developing female leaders, and supporting activities and improving the workplace environment. In addition, we are working to improve the environment by introducing services for employees that provide seminars and healthcare support centered on wellness support for women.

As a result of these initiatives, by April 2024 the Bank had achieved a ratio of women in managerial positions of 18.4%, and has received high honors as a bank at which women can flourish. Among the many honors received, JAPAN POST BANK was chosen as a Nadeshiko Brand in FY2024/3.

Employee Composition



Roadmap



VOICE



Ran Yamashiro, Supervisor, Marketing Promotion Department
(assigned as Block Support Staff to the Matsuyama Branch)

After returning to work from seventeen months of leave, I have been able to balance work with childcare by taking advantage of the shortened work hours system. I am currently in charge of branch operations support work in the Shikoku area, and through prior arrangements and collaboration with those involved, I find ways to make the most of my capabilities within the limited time available.

Right after returning to work, I took part in the Bank's in-house Naname 1-on-1 program. In this program, conversations with female managers from other organizations helped me realize that a desire to improve is important for having confidence, which gave me a more positive outlook. In addition, by giving expression to my thoughts, I was able to clarify my personal vision for both work and childcare, as well as identify the actions necessary for achieving this.

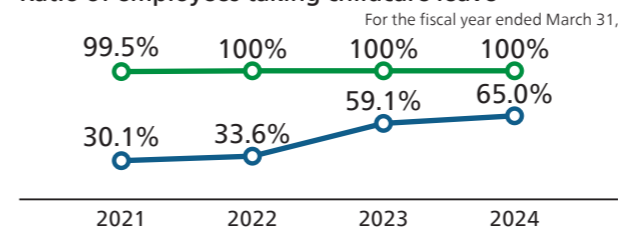
Promoting Use of Childcare Leave

From the standpoint of supporting a balance of work and households among both men and women, JAPAN POST BANK is actively promoting the use of childcare leave in a way that allows any employee who desires to participate in housework and childcare.

In specific terms, along with converting some childcare leave to paid leave, the Bank is working to create a culture in which taking childcare leave is the norm, for example by broadly introducing the experience of those who have taken leave through the corporate newsletter. Similarly, we are improving the environment for providing follow-up across the entire workplace, through such means as preparing a guidebook for those taking childcare leave and their managers.

In FY2024/3, JAPAN POST BANK once again achieved 100% for the ratio of employees taking childcare leave, and has seen an increasing number of days taken by men as well. In recognition of these initiatives, the Bank was also certified as Platinum Kurumin.

Ratio of employees taking childcare leave



Ratio of employees taking childcare leave (regardless of gender)
Ratio of men taking childcare leave for at least four weeks

Promoting an understanding of LGBTQ+

As a means of creating workplace environments in which everyone can thrive with peace of mind, JAPAN POST BANK sponsors Tokyo Rainbow Pride and distributes the Ally sticker as a symbol of understanding and support for the LGBTQ+ community.

The Bank also established the Diversity Awareness Month, holds workplace study meetings, and shares, evaluates, and reflects upon the status of initiatives with Group companies and the labor union. In addition, we hold online seminars during which interested parties take the stage for the entire Group and specifically for the Committee, and share the details of these with members throughout Japan.

Moreover, the Bank now includes same sex partners in our definition of spouse in the human resources system. For example, this allows all employees to take advantage of marriage leave, bereavement leave, dependent allowances, and Bank family housing.

As a result of these initiatives, the Bank has received the highest gold evaluation on the PRIDE Index for six years running.

Participation of a diverse range of employees Promoting the hiring of employees with disabilities

In 2010, JAPAN POST BANK established and began operating the JAPAN POST BANK ARIGATO Center for the purpose of providing people with disabilities who desire to work opportunities for new and continued employment so that they can live independent lives. Employees at the Center handle everything from bagging to shipping the candies handed out to customers at branches.

Moreover, we employ these individuals as in-house physiotherapists (Health Keepers) at the head office and several Operation Support Centers in order to engage in welfare services and health management together with employees with disabilities in a unified manner.

Through these initiatives, we will continue to help expand the areas in which those with disabilities can play an active role.



General view of the ARIGATO Center operation

Employing senior human resources

In light of Japan's shrinking working-age population due to a declining birthrate and aging population, the Bank recognizes the need to begin reskilling its employees at an early stage with an eye five and ten years to the future, and is engaged in efforts for this purpose.

In FY2024/3, we visualized the posts, work details, and required skills and qualifications that will allow senior human resources to leverage their knowledge and experience, and to exercise their capabilities. This effort ensures that employees can consider their career advancement and skill improvements with an eye to the future.

To ensure that our employees can address digitalization and other changes in the social environment going forward, the Bank is organizing the required reskilling items and working on effective awareness and skill enhancements in a way that supports the active participation of senior human resources.

JAPAN POST GROUP Human Resources Policy

JAPAN POST GROUP formulated the Group Human Resources Policy to lay down the basic direction for realizing the management strategies and human resources strategies.

The Vision identifies four elements as the items on which the Group must focus, including Pride and Motivation as the Group vision, along with the three pillars for achieving this, namely Accept Our Respective Differences, Enhance Capabilities, and Demonstrate Strengths. The Vision also organizes specific indicators and targets.

COLUMN

Major indicators and targets	FY2024/3 results*1
Employee engagement (Pride and Motivation) score*2: Exceed the score from the previous fiscal year	3.31 pts
Average number of childcare leave days taken by male employees: At least 1 month	35.0 days
Ratio of women in managerial positions at the head office: 30% (As of April 1, 2031)	16.2% (As of April 1, 2024)
Number of personnel applied for open recruitment within the Group*3: At least the figure in the previous fiscal year	—
Right person to the right job score*2: At least the score in the previous fiscal year	2.70 pts
Average number of paid leave days taken: At least 18	19.5 days

*1 Results for the entire JAPAN POST GROUP
*2 Survey first conducted in FY2024/3. Rated on a five-point scale (1-5)
*3 Implemented between head office organizations starting in FY2023/3. Implemented Group-wide, including front-end organizations, starting in FY2025/3