

Co-creating Value with Customers



Junko Fujie
Executive Officer

The future is guided by the voices of our customers—Deepening the bond of trust and becoming the bank of choice

Japan Post Bank serves customers of all ages, from children to the elderly, through its nationwide network. We are proud of this broad base, but we also recognize that it carries with it a great responsibility.

Guided by our management philosophy — “We aims to become “the most accessible and trustworthy bank in Japan,” guided by the needs and expectations of our customers.” —we sincerely listen to each customer's voice and cherish their sentiments. We believe our mission is to stand by our customers through life's various stages, sharing their joys and growing together.

We will continue to deepen the trust relationship with customers through “customer-oriented treatment,” “familiar and friendly treatment,” and “kind and courteous treatment,” which were determined based on the opinions of and dialogues with many employees. We will further deepen the relationship of trust with our customers through “customer service that is unique to Japan Post.”

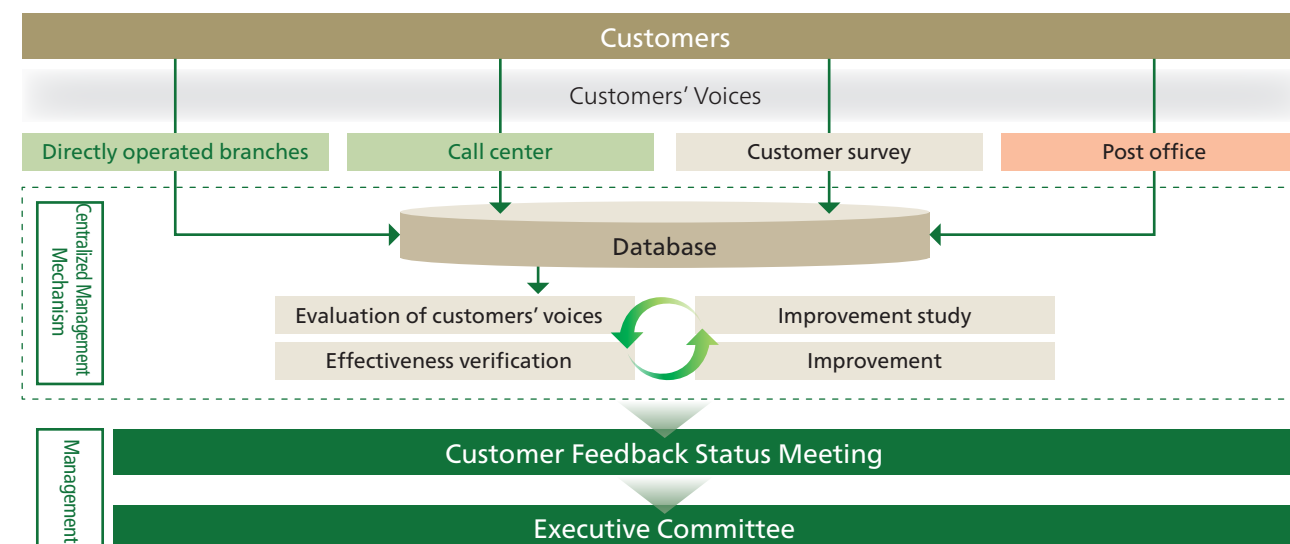
Even in times of rapid change, we will continue to strive to be the “bank of choice” by meeting the diverse needs of our customers and contributing to the development of local communities.

Mechanisms for incorporating customers’ opinions into our corporate activities

Customer feedback received at branches, post offices, call centers, and elsewhere is centrally managed by the Customer Satisfaction Department within the Bank’s head office, as shown in the figure below, and is used to improve products and services, as well as reported to the Customer Feedback Status Meeting chaired by the

President & CEO, Representative Executive Officer, and the Executive Committee.

In a customer satisfaction survey conducted in September 2024, approximately 75% of customers responded that they were satisfied with Japan Post Bank’s services.



Examples of product and service improvements based on customers’ voices

Voice of customers	Improvements
I want the design of the JP BANK card to be cooler.	Change to a simple and stylish design. The card information is integrated on the back of the card for safer and more secure use.
Make the Yucho Direct operation screen easier to understand.	The design of the Yucho Direct screen was partially changed to improve convenience for customers (the layout was altered to facilitate a smooth login).
Please make it easier to understand the store name and account number when transferring funds from other financial institutions to Japan Post Bank.	Post information on the website to convert symbol numbers to store names and account numbers.

Co-creating Value with Local Communities

Japan Post Bank Machiomoi Calendar

Japan Post Bank has teamed up with “My Machiomoi Book,” a nationwide exhibition of photographs of hometowns and towns that are important to the creators, to publish the “Japan Post Bank Machiomoi Calendar,” which depicts scenes and thoughts about various regions of the country.

We have produced this calendar since 2013 in response to such customer feedback as “I can feel the warmth of the local community” and “I have become more familiar with Japan Post Bank.”

In addition to being distributed at Japan Post Bank and post offices nationwide, the calendars are sent to child welfare facilities.



Japan Post Machiomoi Calendar 2025

Supporting artists with disabilities

Japan Post Bank distributes items featuring the works of artists with disabilities at its branches and other locations to help support the independence of people with disabilities, and since fiscal 2017, the Bank has also held an annual exhibition to provide opportunities for artists with great talent to present their works.

In fiscal 2024, an exhibition was held at the basement plaza in front of JP Tower (Marunouchi).



Exhibition at the JP Tower Mae Basement Plaza (Marunouchi)

Financial education

Financial education is becoming increasingly important due to economic globalization, the spread of cashless payments, and the lowering of the legal age of adulthood.

Japan Post Bank holds financial classes for elementary, junior high, and senior high school students, including visiting classes at schools. By using original teaching materials to convey the importance of money and how to deal with money, we help nurture children to acquire a proper sense of money.

In fiscal 2024, The Japan Post Bank Financial Classroom was held for elementary school students at the Postal Museum Japan.



The Japan Post Financial Education Classroom at the Postal Museum Japan

The Yucho Idea Piggy Bank Contest

Since 1975, we have held the Japan Post Idea Piggy Bank Contest to encourage children to develop their creativity and interest in savings through the creation of savings deposits. In fiscal 2024, 240 works were selected from 415,706 entries, and exhibitions were held throughout the country.

For each participating work, 10 yen was donated to the Japan Committee for UNICEF, JICA, and JOICFP, for a total of 4,157,060 yen.



Award-Winning Works of “the Yucho Idea Piggy Bank Contest”

Co-creating Value with Employees (Human Capital Management)



Hirokazu Yamamoto
Executive Officer

This year marks the 150th anniversary of our founding, and we believe that we have been able to continue our business for 150 years because of our predecessors' trustworthy brand of "friendliness" and "safety and security." Japan Post Bank's Purpose—"We aim for the happiness of our customers and employees, and to contribute to the development of society and local communities"—is in line with the management philosophy of the Omi merchants, "Triple win," and we will promote human capital management with greater awareness of our Purpose than ever before. We believe that what is most important in this process is to ensure that every employee, the source of our competitiveness and value creation, is healthy in mind and body, and to create an environment and organizational climate in which they can maximize their abilities.

The basic concept of our human resource strategy is to build a bank that is full of life and excitement together with diverse human capital, and we have been focusing on improving engagement through such initiatives as work-style reforms, DE&I promotion, organizational climate reform, and well-being improvement.

This year marks the third year that we have embarked on full-scale human capital management. Over the past two years, our understanding of human capital management within the company has deepened and diverse work styles have become more prevalent. Our employees are taking on more challenges, and we are experiencing growth.

On the other hand, we have also come to see many challenges. One example is the expansion of areas of activity for senior human capital. To solve this issue, we have assigned eight career advisors to the Diversity and Inclusion Department this fiscal year to provide career counseling and support for career autonomy. We believe that senior human capital playing an active role by utilizing their accumulated knowledge and experience will have a positive impact on mid-career and young employees and contribute to improving the strength of the organization.

We are committed to investing in human capital through HR systems and career support that are linked to our management strategy so that many of our employees can feel comfortable and fulfilled in their work. Together with our employees, we will build a workplace where every employee can be "full of life and excitement" and contribute to the development of our customers and the community.

Purpose/Management Philosophy/Mission

Management strategies

Management strategies and our vision of human capital

Individuals who share Japan Post Bank's Purpose, Management Philosophy, and Mission and who are willing to take on the challenge of financial innovation while learning to understand change and aspire to achieve it

Retail Business innovations

- Individuals who will take on the challenge of transforming services and operations through the use of AI and other digital technologies
- Individuals capable of proposing ideal products and services that meet customer needs

Market Business enhancement

- Individuals with highly specialized skills and knowledge of investment, ALM, and risk management

Full-scale launch of the Σ Business

- Individuals who can support the growth of investee companies and local communities by understanding local issues and providing solutions

Strengthening the management base

- Individuals who are willing to take on the challenge of increasing the sophistication and efficiency of business operations by building on their expertise in various fields

Linking

Human resource strategy

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

Three Pillars		FY2022 (results)	FY2023 (results)	FY2024 (results)	FY2025 (target)	Increase in productivity per worker
Encourage Growth	Number of market operations professionals*1	91 persons	97 persons	90 persons	105 persons	
	Dispatched to other companies (related to the Σ Business)	19 persons	24 persons	29 persons	Approx. 30 persons	
	Dispatched to other companies (other)	68 persons	86 persons	83 persons	Approx. 80 persons	
	IT Passport head office acquisition rate * Including the Information Technology Engineer Examination	10.6%	33.2%	49.4%	100%	
	DX training participation rate (head office)	95.6%	97.4%	99.2%	100%	
	Number of Career Challenge applicants	193 persons	206 persons	196 persons	100 persons or more	
	Percentage of employees obtaining FP Level 2 or higher (branch consultants)	71.2%	73.6%	75.1%	80%	
Discover Abilities	Overall employee satisfaction	67.4%	67.3%	65.5%	70% or more	Increased willingness to take on challenges
	Health Management® (percentage of employees classified as high risk)*2	0.62%	0.90%	0.98%	0.9% or less	
	Health Management® (rate of employees who have completed specific health guidance)*2	25.1%	32.2%	21.0%	24% or more	
Effectively Utilize Diversity	Health Management® event participation rate*2	14.9%	15.8%	23.8%	30%	Provide services from diverse perspectives
	Rate of female in managerial positions*1	17.5%	18.4%	19.8%	20%	
	Rate of employees with disabilities*3	2.72%	2.94%	3.00%	3.0% or more	
	Rate of employees taking childcare leave*4	100%	100%	99.7%	About 100%	
	Rate of male taking childcare leave (four weeks or more)	59.1%	65.0%	78.8%	50% or more	

Realization of the Purpose and Management Philosophy

*1 As of April 1 of the next fiscal year *2 Health Management® is a registered trademark of the Non-Profit Organization Kenkokeiei.

*3 As of June 1 of each fiscal year *4 The ratio of male employees taking childcare leave in FY2024 was 100%.

Column

JAPAN POST GROUP Human Resources Policy

The Group Human Resources Policies have been formulated to set the basic direction for the realization of the management and human resources strategies.

The policy identifies four key elements: "pride and fulfillment" as the Group's aspiration, "mutual recognition of differences," "enhancement of abilities," and "demonstration of strengths," and identifies specific indicators and targets.

Main indicators and goals	Actual results for FY2024*1
Employee Engagement (Pride and Reward) Score*2: score higher than the previous year	3.39 pts
Average number of days of childcare leave for male employees: one month or more	44.9 days
Ratio of females in managerial positions at head office: 30% (target for April 1, 2031)	18.0% (as of April 1, 2025)
Number of internal open positions within the Group*3: more than the previous year	90 persons
Score for the right person in the right place*2: more than the previous year's score	2.51 pts
Average number of annual leave days taken: 18 days or more	19.7 days

*1 Japan Post Group as a whole *2 The survey was launched in fiscal 2023 and rated on a 5-point scale (1–5).

*3 Conducted among head office organizations since fiscal 2022; conducted company-wide, including front-office organizations, since fiscal 2024.

Note: All figures in "Co-creating Value with Employees (Human Capital Management)" are rounded to the nearest unit, except for the "DX training participation rate."

Pillar 1 Encourage Growth

Nurture self-motivated employees and actively recruit professional human capital

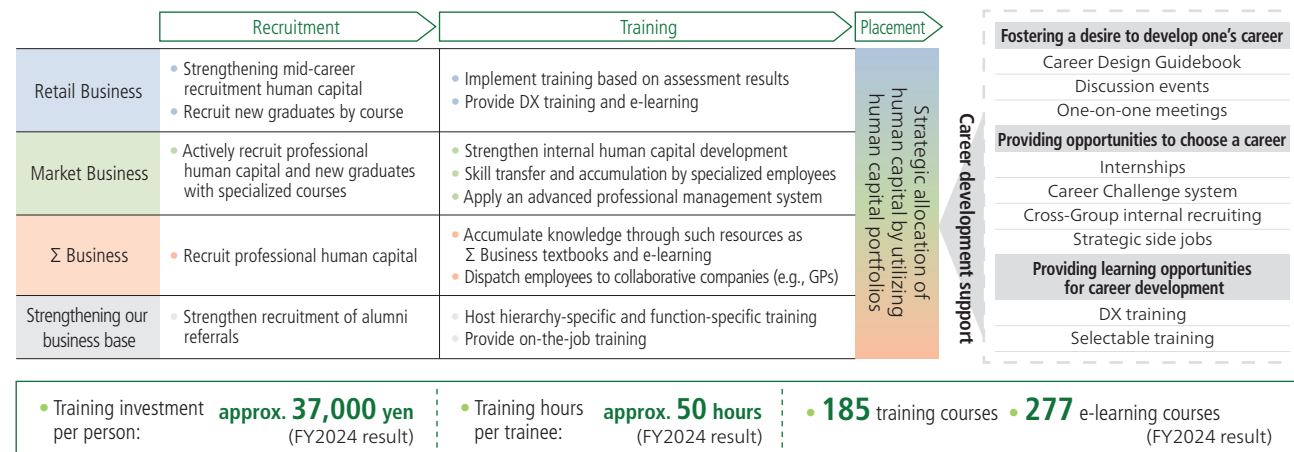
To realize the slogan of our Medium-term Management Plan, “Deepening trust, and taking on the challenge for financial Innovations,” we believe it is essential for each employee to think and act on their own career and for the company to encourage employees to take on challenges.

Based on this belief, we are working to develop and create an environment for autonomous employees by fostering their

- Focus Points**
- Careful career support for each employee
 - Human capital development for the three business strategies, etc.

willingness to explore their careers and providing them with opportunities to choose their careers and learn.

As a result of our efforts, the number of applicants for the Career Challenge system, which was launched in fiscal 2020, has remained at around 200 for the past three years. We will continue to increase the number of autonomous employees and revitalize the organization by expanding the number of departments eligible for the program.



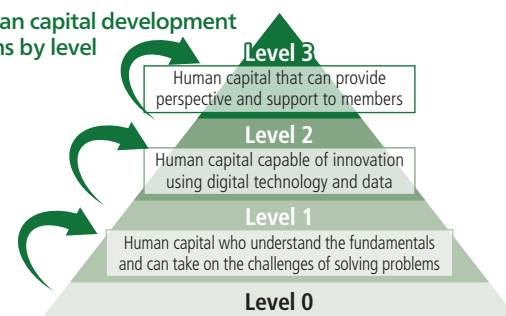
Cultivation of DX human capital

We are working to develop DX human capital to realize a corporate structure with a competitive advantage through the “fusion of physical and digital,” the creation of new businesses, and the improvement of services and operations.

Specifically, we provide training according to the level of employees, from acquisition of basic knowledge to data analysis and digital thinking. For head office employees, we are working toward the goal of having all employees take training up to Level 1 by the end of fiscal 2025.

In addition, the digital-related divisions conduct cross-border training to other companies and overseas visits to gather information and enhance their perspectives on external case studies and cutting-edge technologies and promote the development of DX human capital in each service unit.

DX human capital development programs by level



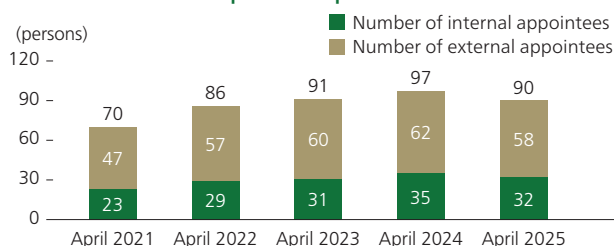
Recruitment and active promotion of professional human capital

To strengthen our market operations structure, we have introduced a professional human capital system and are promoting the hiring of professional human capital. Moreover, we are expanding our internship program for new graduates to provide them with opportunities to gain practical experience in market operations, leading to the recruitment of highly expertise-oriented human capital.

In addition, we are focusing on the development of internal human capital, providing specialized skills through enhanced training programs and desk rotations among related departments.

Furthermore, we are striving to expand human capital with particularly advanced and specialized knowledge by introducing a highly specialized management system in the field of market risk management and ALM from fiscal 2024.

Number of market operations professionals

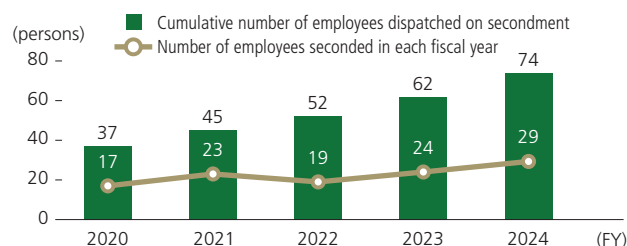


Secondment of Σ Business employees to other companies

To promote the Σ Business, we are cultivating employees who empathize with the business and are willing to take on challenges as core human capital. Specifically, in addition to internal training through the Career Challenge system and on-the-job training, we are working to accumulate new knowledge and practical experience and build a network with diverse human capital by dispatching employees to cooperating companies (e.g., GPs).

Employees who have experienced Σ Business operations through the Career Challenge system are engaged in practical operations as core human resources in their region and are committed to developing human resources within the company.

Number of Σ Business-related secondments



Pillar 2 Discover Abilities

Strategic allocation of human resources

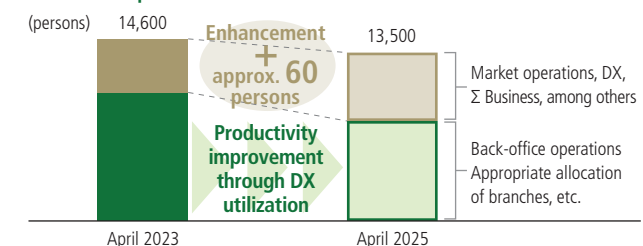
- Focus Points**
- Strategic recruitment, training, and deployment based on our human capital portfolio

Based on our Medium-term Management Plan, we are working to build an optimal human capital portfolio. Specifically, we are shifting human capital to strengthen areas such as market operations, DX, and the Σ Business, while promoting company-wide efficiencies through DX.

In addition, we have defined and organized more than 2,000 skills by identifying the skills required in each field. By putting these skills into our talent management system, we are promoting the visualization of skills and experience.

Utilizing this information, we will continue to recruit, train, and assign employees to fulfill our human capital portfolio in terms of both “quantity” and “quality.”

Personnel plan



Improving engagement

- Focus Points**
- Spread the vision of the future to employees
 - Improve employee satisfaction and job satisfaction

To realize a workplace where employees share the company's philosophy and find their work rewarding, we conduct engagement surveys to measure and understand the awareness of each employee and the issues facing the organization. Regarding issues clarified from the survey results, such as “understanding of the company's vision for the future” and “how to proceed with work based on new ideas,” the President & CEO himself takes the lead in proactively communicating with employees and promoting improvement activities.

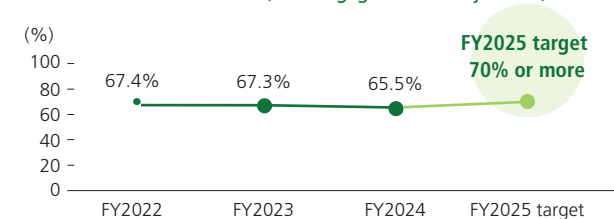
Specifically, the company holds town hall meetings where

management talks specifically about future management strategies and direction and promotes an understanding of the future vision through interactive communication with employees.

Furthermore, we have introduced the Challenge Division and the Idea Division into our awards program and are working to foster employees' willingness to take on new challenges by rewarding initiatives that incorporate new ideas and ingenuity.

We will continue to respond quickly to issues and build an environment in which employees can work with a sense of fulfillment.

Trends in overall satisfaction (from Engagement Survey results)



Japan Post Bank's challenges (based on Engagement Survey results)

	Item	FY2023	FY2024	Change from previous year
Issue	Recognition of the future	Average 3.2	Average 2.9	(0.3)
	Approaches to advancing work	Average 3.1	Average 3.0	(0.1)
	Role models	Average 3.2	Average 3.1	(0.1)

Notes: 1. Bottom three items in the survey 2. Evaluation on a 5-point scale (1–5)

Promotion of Health Management®**

- Focus Points**
- Promote health management appropriate for each age group

Based on the belief that improving the well-being of employees and having them work “vigorously and excitedly” will lead to higher company productivity and organizational growth, we promote health management tailored to the challenges of each age group.

We also promote flexible work styles, such as telecommuting,

interoffice interval, and flextime systems, to improve productivity and add value to the workforce.

As a result of these initiatives, the Bank was certified in 2025 under the Certified Health & Productivity Management Outstanding Organization Recognition Program (Large Enter prise Category “White 500”) for the fourth consecutive year.

* Health Management® is a registered trademark of the NPO Kenko Keiei Kenkyukai.

Physical health	Mental health	Economic health
<ul style="list-style-type: none"> Recommendations for medical examinations and health guidance Walking events Promotion of flexible work styles Smoking cessation support 	<ul style="list-style-type: none"> Assignment of in-house counselors (support staff) Various training programs related to mental healthcare Pulse survey 	<ul style="list-style-type: none"> Financial wellness Enhancement of welfare programs, asset-building seminars

<ul style="list-style-type: none"> Average number of overtime hours worked*: 6.7 hours (FY2024 result) * Average monthly overtime hours worked, aggregated on a fiscal year basis 	<ul style="list-style-type: none"> Average number of paid leave taken per employee: 19.3 days (FY2024 result) Average paid leave utilization rate per employee: 97.5% (FY2024 result)
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TOPICS



Katsushika Nijuku branch

Walking Festival held —The entire staff of the Katsushika Nijuku branch participated—

At the Katsushika Nijuku branch, the store manager encouraged employees to participate in the Walking Festival and all 14 employees participated.

Although the store is a short distance from the closest train station, many employees walk to work, and in summer everyone walks while sweating, which naturally promotes health.

One employee relates that, while walking, he can switch between work and private life, reviewing plans for the day and reflecting on the day's events.

In addition, employees naturally discuss the number of steps they have taken, and this has had a positive impact on collegial communication.

We will continue to do what I can for my health on a daily basis.

Pillar 3 Effectively Utilize Diversity

Promoting DE&I

Focus Points • Continue to foster awareness among leaders



Mikako Saito

General Manager
Diversity and Inclusion Department

We believe that incorporating diverse perspectives into our management and services is essential to meet diversifying customer needs and to continue to grow.

Japan Post Bank established the Diversity and Inclusion Department in 2016 to promote DE&I initiatives. Among these efforts, the activation of the Diversity Committee, whose members

have a wide range of experience, and the enhancement of one-on-one communication have led to the creation of a system that makes the most of the individuality of every employee.

In addition, to further promote understanding of DE&I, we are increasing opportunities for management to think about and share their own ideas on DE&I promotion by holding dialogues between management and outside experts, and by sending messages from management at company-wide events with the theme of well-being.

Furthermore, we have introduced a healthcare service for employees and are creating an environment in which each employee can autonomously learn about diversity and well-being and obtain necessary information.

Promotion of women's activities

To continue to provide services from the consumer's perspective, it is essential that women, who account for more than 40% of our employees, play an active role.

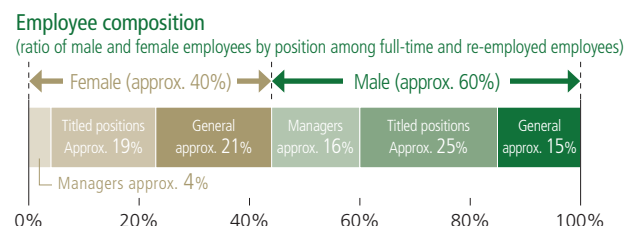
We have set a goal of having 20% females in managerial positions by April 2026 and are proceeding with efforts centered on 1) raising awareness among supervisors and within the company, 2) fostering female leaders, and 3) supporting and creating an environment that encourages women to take an active role.

In 2024, we formed the Women Leaders' Network consisting of female directors and general managers to identify issues and deepen discussions on how to resolve them to develop the next generation of female leaders, thereby enhancing our career support measures.

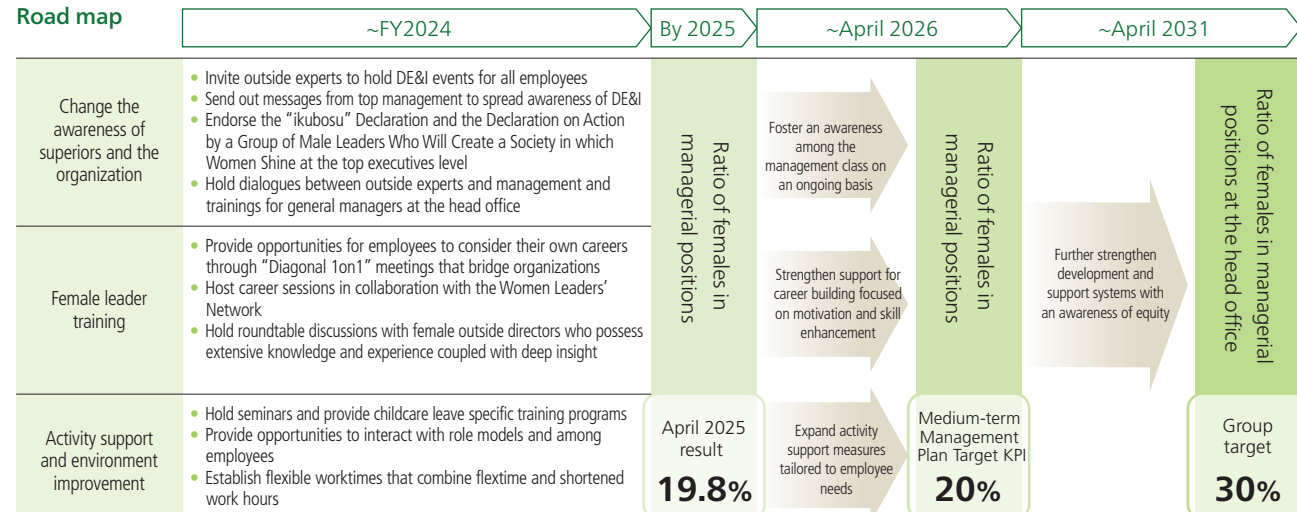
[Details on page 64](#)

In addition, recognizing the need to continuously raise awareness among leaders, we conducted training for leaders. After attending the training, we held dialogues with each of the female employees under our supervision and created individual development plans.

As a result of these efforts, the ratio of females in managerial positions was 19.8% as of April 2025.



Road map



VOICE



Kunie Hamaguchi

Head, Call Center Department,
Customer Satisfaction Department

In fiscal 2024, while engaging in call center operations and other duties, I participated in roundtables for females in managerial positions and in "Diagonal 1on1," a dialogue policy with female general managers of other divisions. In dialogue with knowledgeable female leaders, I realized that valuing communication and increasing connections with others would lead to the realization of an ideal state. While valuing my daily work, I realized that stepping out and

taking on challenges could lead to opportunities for growth.

This year, after assuming the position as head of the Call Center Department, I want to support employees in discovering what they themselves want to achieve and what they can contribute to those around them, so that every one of them can work with vigor and enthusiasm.

Promotion of childcare leave

Focus Points • Promote an environment in which both men and women can easily take childcare leave

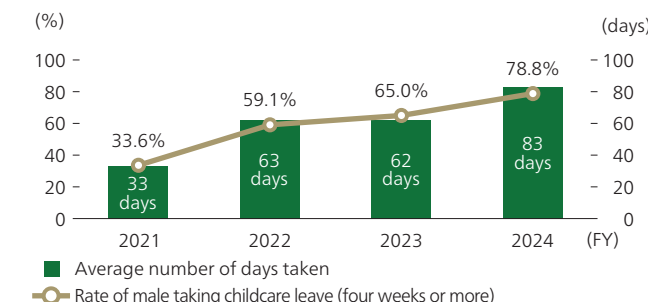
From the perspective of supporting both men and women in balancing work and home life, we actively promote the use of childcare leave so that any employee who wishes to do so can participate in housework and childcare.

Specifically, we are creating a culture in which taking childcare leave is a matter of course by making some childcare leave paid and introducing stories of employees' experiences in the company newsletter. In addition, a lump-sum payment system to support childcare leave will be newly established in October 2025, and the entire working environment is being improved to provide follow-up support.

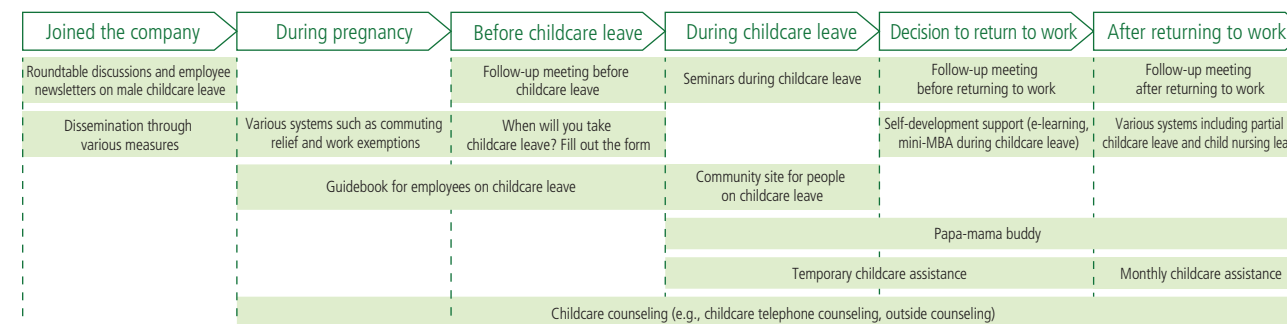
Since fiscal 2021, the rate of male taking childcare leave has been maintained at 100%, with those taking childcare leave of four or more weeks at 78.8% (average number of days taken: 83) in fiscal 2024.

In recognition of these efforts, we have been certified as a Platinum Kurumin company.

Rate of male taking childcare leave (four weeks or more) and average number of days taken



Support for childcare from joining the company until returning after childcare leave



Diverse human capital

Focus Points • Supporting the career development of senior employees and expanding areas of activity for their engagement

Active role of senior human capital

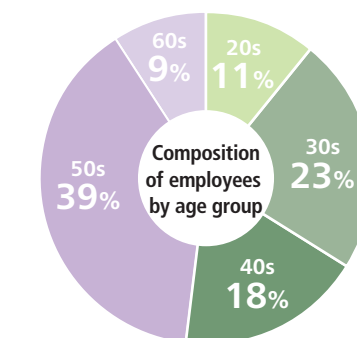
Japan Post Bank believes that senior human capital is indispensable for the sustainable development of the Bank, where approximately half of the employees are age 50 or older.

Specifically, the Bank conducts career design training for pre-seniors aged 55–59 to inform them of the roles expected of senior human capital after the age of 60 and to provide them with opportunities to review their own careers.

As part of our efforts to promote the success of motivated and skilled senior human capital, we are organizing postings and work content in which they can utilize their knowledge and experience and demonstrate their abilities, and assigning them according to their individual skills.

Starting in fiscal 2025, eight new career advisors have been appointed to focus on career counseling and support for career autonomy.

We will continue to support career development and expand areas of activity by introducing a career self-assessment program and establishing a reskilling environment.



Note: Employee composition as of April 2025 (full-time employees and re-employed employees)

Promoting the employment of people with disabilities

We established and have been operating "The Japan Post Bank ARIGATO Center" since 2010 to provide employment opportunities for and retain people with disabilities. The center handles everything from bagging the candy to shipping it out to customers.

In addition, through training programs that deepen exchanges with the center, we are working to promote an understanding of disabilities and raise awareness of normalization. As a result of these efforts, we achieved an employment rate of employees with disabilities of 3.0% as of June 2024.

We will continue to deepen mutual understanding and promote the creation of working environments where employees with diverse backgrounds can work with vigor and enthusiasm.

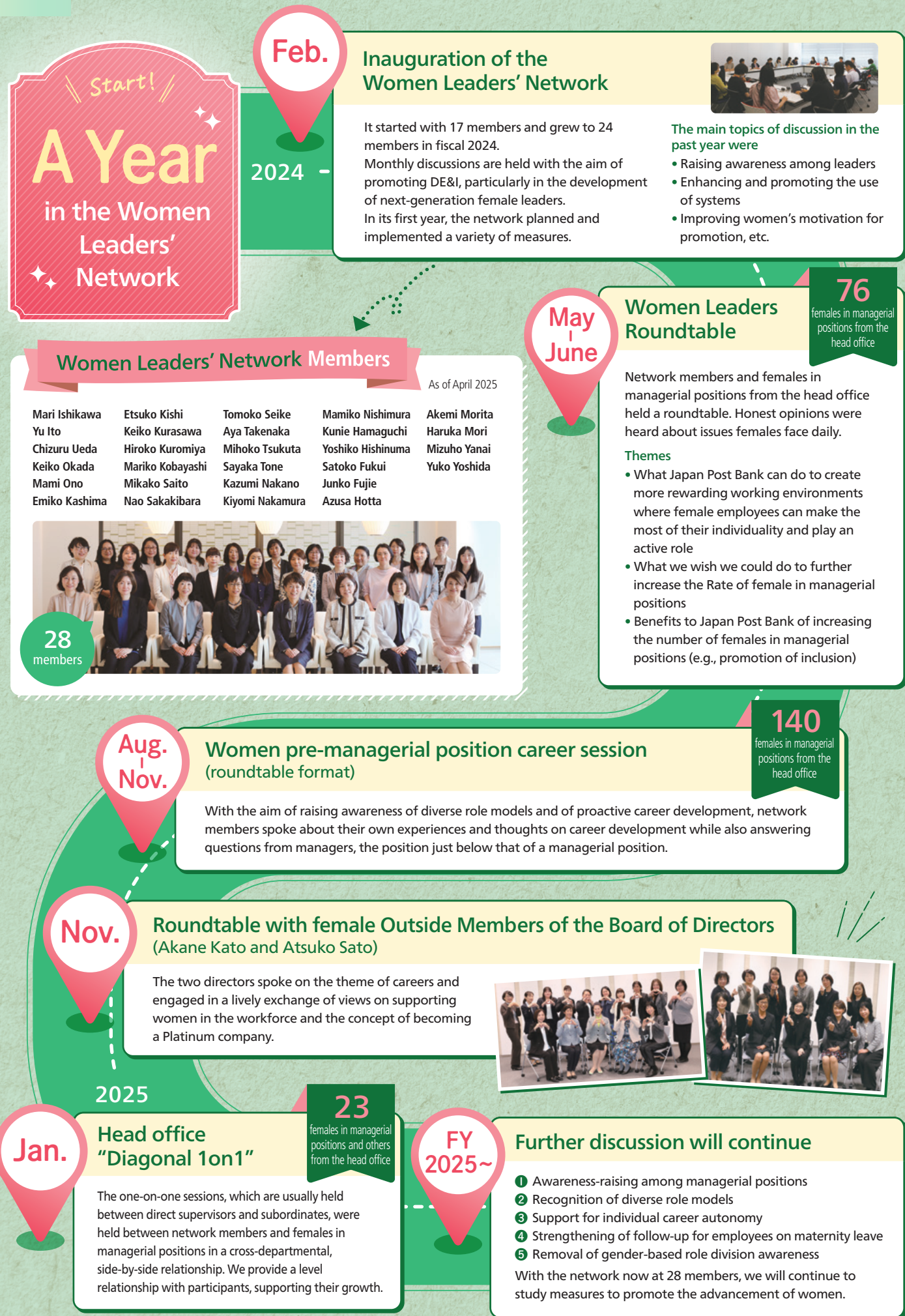
Promoting an understanding of LGBTQ+ issues

As part of our efforts to create a workplace where everyone can work safely and comfortably, we sponsor Tokyo Pride and distribute "ally" stickers.

We also discuss and share diversity initiatives with our Group companies and labor unions and conduct evaluations and reviews.

In addition, same-sex partners are included in the definition of spouse in our HR system, and we have established a system that allows them to use marriage leave, the dependent care allowance, and company housing for the family.

As a result of these efforts, the Bank has received the highest rating of Gold in the PRIDE Index for seven consecutive years.



In-house magazine

With the aim of strengthening inter-organizational cooperation and communication, we are using the internal WEB newsletter Yucho Life. The magazine goes beyond mere personal introductions to share the values and thoughts that individual employees hold dear in their work, as they reflect on what "Yucho's character" means to them. According to an internal survey, approximately 40% of employees responded that they have "deepened their understanding of

other organizations' operations" through the in-house magazine, which has led to improved employee engagement.



President & CEO's Direct-line Opinion Box

In September 2020, we established the President's Direct-line Opinion Box to strengthen inter-organizational cooperation and communication. The candid opinions received in the suggestion box are shared and considered

for improvement by the management team, with the President & CEO himself giving instructions for improvement, and are utilized to improve products and services and to create more open working environments.

Career discussions

Career discussions are held regularly to create opportunities for employees to develop their careers independently and autonomously. We provide opportunities for employees to

think about their careers by sharing their diverse experiences and backgrounds in an interview format.

Examples of past discussions

Date	Summary
November 14, 2023	To support employees' voluntary and autonomous career development, we held a career discussion with a lecture by Kenosuke Tanaka, a professor at Hosei University, on "career ownership."
August 20, 2024	We had a career discussion between employees and alumni. Among employees who have experienced secondment to other companies were held as an opportunity to gain insights and perspectives from their experience at other companies.
November 26, 2024	Career discussions between employees and alumni*. They discussed various aspects of Japan Post Bank, such as the attractiveness of the Bank that they could appreciate only after leaving the company. * Former employees stay connected with the company through an alumni program that fosters mutual benefit between them and current employees.



Career Challenge system

As an opportunity for employees to choose and realize their own career goals, we introduced the Career Challenge system to allow employees to transfer to different departments through in-house recruitment. The number

of employees taking on the challenge of moving to a new department on their own is increasing every year, fostering a willingness to take on new challenges and leading to personal and organizational growth.

VOICE



Mayumi Nabeshima
Kinki Regional Headquarters
Office Administration Department

I wanted to broaden my scope of work and perspective and step up by taking on new tasks that I had not experienced before, while utilizing the experience and knowledge I had gained at directly operated branches. I applied for the Career Challenge system to transfer to the Regional Headquarters.

To become the kind of person that the Regional Headquarters is looking for, I worked hard on self-improvement, acquired

qualifications in a wide range of fields, gathered information for corporate analysis, and considered how I could contribute to the company. It takes courage to take on new challenges, but the insights I gained from taking on new challenges gave me an opportunity to rethink my future career plan and myself. I believe that the experience of taking on this challenge will be a strength in the future.

Co-creating Value through Environmental Initiatives (TCFD and TNFD)

Japan Post Bank assumes that the main risks related to climate change, natural capital, and biodiversity are a decline in social recognition due to insufficient efforts and a decline in the value of securities holdings and that the main opportunities are increased investment opportunities in green bonds and similar securities. To appropriately mitigate these risks and capture opportunities, we have set targets and published a road map for reducing GHG emissions and promoting sustainable finance and are taking various other actions.

Governance Structure

Governance Structure is on p. 31

The Sustainability Management Group of the Corporate Planning Department takes the lead in advancing initiatives related to climate change, natural capital, and biodiversity, and submits reports to the Sustainability Committee, Executive Committee, and the Board of Directors, which oversees the status of the response to risks and opportunities.

ESG indicators reflected in executive compensation

Japan Post Bank has a performance-based compensation system for management (Executive Officers) and introduced a new financial compensation system (annual bonus) linked to business performance in fiscal 2024.

Fifteen percent of the annual bonus is assessed based on ESG-related KPI achievements, and ESG-related indicators are applied to all Executive Officers, including the President & CEO, Representative Executive Officer.

Details on page 85–86

Natural Capital and Biodiversity Conservation Initiatives

<https://www.jp-bank.japanpost.jp/en/sustainability/environment/biodiversity/>

Environmental Contribution Activities

<https://www.jp-bank.japanpost.jp/en/sustainability/environment/social-contributions/>

Strategy

Road map to achieve net zero and nature positive

Road map to achieve net zero and nature positive													
▼ Net Zero Declaration													
[FY]		2019	2020	2021	2022	2023	...	Final year of the Medium-term Management Plan 2025	...	Interim targets 2030	...	Final target 2050	
Net zero GHG emissions				Acceleration of efforts toward net zero								Net zero	
Own emissions (Scope 1 + 2)*1 (10,000 t-CO ₂)		4.8	4.4	4.3	2.4	1.9				Compared with FY2019 -60%			
		Switch to renewable energy for our facilities		EV/HV vehicles, electric power reenergization									
Finance portfolio emissions (Scope 3, Category 15)*1, *2				Boosting reductions through engagement									
All sectors	Absolute*2 (million t-CO ₂)			48	47	39							
	Per unit of investment*2 (t-CO ₂ /million yen)	120	99	85	81	67				Compared with FY2019 -50%			
Financing that encourages decarbonization and nature positivity				Contribute to solving social issues through ESG investments and loans									
Balance of ESG-themed investments and financing (trillion yen)			1.2	2.1	3.2	4.6		7					
Outstanding balance of project finance for construction of coal-fired power plants		Zero balance continues											

*1 In-house emissions and investment portfolio emissions are rounded to the nearest unit.

*2 Investment portfolio emissions might be revised retroactively in the future if the vendor acquiring emissions data is changed or the calculation method is improved. The values in the table above are calculated based on the corporate value of the attribution factor at book value.

Initiatives as an institutional investor

ESG Investment and Financing Policy

Based on the “JAPAN POST BANK Environmental Policy” and the “JAPAN POST BANK Human Rights Policy,” the ESG Investment and Financing Policy has been established to appropriately address environmental issues, such as

climate change and biodiversity, and societal issues such as human rights violations, as well as to secure stable returns and reduce risks/returns over the medium to long term.

SECTION 1	SECTION 2	SECTION 3	SECTION 4	SECTION 5
Message from the President & CEO	Value Creation at Japan Post Bank	Strategies to Achieve Value Creation	Foundations to Support Value Creation	Corporate Information

ESG Investment and Financing Policy (Bold green text indicates that the policy also considers the impact on natural capital)			Target assets
Cross-sector prohibition policy	<ul style="list-style-type: none"> Businesses with illegal or illegitimate purposes Businesses that are offensive to public order and morals Projects with negative impacts on Ramsar Convention-designated wetlands Projects with negative impact on 	<ul style="list-style-type: none"> UNESCO-designated World Heritage sites Businesses that violate the Washington Convention (CITES) Businesses that engage in forced labor, child labor, or human trafficking 	<ul style="list-style-type: none"> Corporate finance Project finance
Policy for specific sectors (prohibited or under careful consideration)	<ul style="list-style-type: none"> Weapons production (cluster munitions) 		<ul style="list-style-type: none"> All investments and loans
	<ul style="list-style-type: none"> Weapons production (other than cluster munitions) Coal-fired power generation Coal mining (general coal) Oil and gas (oil sands, Arctic development, shale oil and gas, pipeline laying) 	<ul style="list-style-type: none"> Palm oil Deforestation Large hydroelectric power generation 	<ul style="list-style-type: none"> Corporate finance Project finance

ESG integration

In Japan Post Bank’s investment and loan process, we check the status of environmental/social/governance initiatives when assessing the creditworthiness of the

investee and consider their potential impact on the creditworthiness as one of the qualitative evaluation factors.

Examples of engagement

Company	Theme	Dialogue
Gas Company A	Climate change	Confirmation of emission reduction issues (technology development, value chain). Requested disclosure related to expected increase in Scope 1 and 2 due to transitions. Exchanged views on the financial impact of climate change and the content that should be expanded and disclosed.
Electric Power Company B		Confirmed the progress of efforts to achieve the goals. Confirmed and exchanged opinions on the capacity for expansion of renewable energy.
Foodstuff Company C	Natural capital	Confirmed the status of identification of categories with significant dependence/impact and analysis of risks/opportunities. Checked the status of initiatives related to recycling. Exchanged opinions on financial (capital expenditure) impact and future R&D.

Initiatives as an operating company

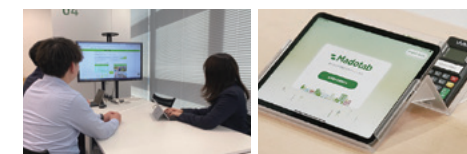
Japan Post Bank switched from electric power for its own facilities to renewable energy as of fiscal 2022. Because Japan Post Bank is located in a facility owned by Japan Post, we will encourage

Japan Post to switch to electric power, and we will reduce our own emissions by switching to environmentally friendly vehicles such as EV/HV vehicles for our sales activities.

Improving productivity and streamlining operations by going paperless

To reduce the amount of copy paper used within the company and improve business productivity, we are promoting various measures, such as paperless operation of major meetings attended by Executive Committee members and deployment of monitors in the meeting spaces in the head office.

In addition, to reduce the amount of forms used at the counter and promote the streamlining of operations, we have introduced self-service branch terminals and offer a no-passbook general account that allows customers to inquire about their current account balance on the Internet without issuing paper passbooks.



Deployment of monitors in meeting spaces

Madotab, a self-service branch terminal

Contributing to the circular economy through the introduction of resource-recycling ATMs

In January 2025, we replaced our ATMs with new environmentally friendly ATMs (resource-recycling ATMs). We collect parts and units from the removed used ATMs and reuse the parts, for which the quality has been ensured through a recycling process. This initiative contributes to reducing the impact on natural capital and realizing a circular economy. In addition, the new ATMs use less electric power than the ATMs they replaced, contributing to a reduction in general and administrative expenses.

Note: The “Contribute to a Recycling-Oriented Society” label is a registered trademark of Hitachi Channel Solutions, Ltd.



Measures to utilize the benefits of cost reduction for environmental protection (Yucho Eco-Communication)

By donating a portion of cost reductions resulting from business activities that reduce environmental impact to NGOs that conduct environmental conservation activities together with local residents, we aim to deepen mutual communication between local communities and their residents and contribute to the sustainable development of local communities.



Satoyama Club (Osaka Prefecture)
Satoyama conservation activities

Risk management

Impact of climate-related and nature-related risks on Japan Post Bank

Climate-related and nature-related risks, which are classified as physical risk and transition risk, respectively, affect Japan Post Bank as credit and market risk, liquidity risk, operational risk, and reputation risk.

(short term: within 1 year, medium term: 1–5 years, long term: more than 5 years)

Financial risk category	Climate-related risks		Nature-related risks	
	Physical risk	Transition risk	Physical risk	Transition risk
Credit risk/ Market risk* ¹	<ul style="list-style-type: none"> Damage to investee's facilities due to typhoons, floods, or other natural disasters, resulting in deterioration of the investee's business performance/creditworthiness and a decline in the value of Japan Post Bank's securities holdings <p>Short to Long term</p>	<ul style="list-style-type: none"> Climate-related business changes*² might cause deterioration in the business performance/creditworthiness of the borrower, resulting in a decline in the value of Japan Post Bank's securities holdings <p>Medium to Long term</p>	<ul style="list-style-type: none"> Damage to portfolio investee's facilities due to floods, forest fires, or other natural disasters could result in deterioration of the business performance/creditworthiness of the portfolio companies and a decline in the value of securities holdings <p>Short to Long term</p>	<ul style="list-style-type: none"> Nature-related changes in the business environment*³ might deteriorate the business performance/creditworthiness of the borrower, resulting in a decline in the value of Japan Post Bank's securities holdings <p>Medium to Long term</p>
Liquidity risk	<ul style="list-style-type: none"> Increased outflow of funds due to higher demand for funds for repairs caused by typhoons, floods, or other natural disasters <p>Short to Long term</p>	<ul style="list-style-type: none"> Delayed response to climate-related changes in the business environment*² could increase funding costs <p>Medium to Long term</p>	<ul style="list-style-type: none"> Floods, forest fires, or other natural disasters could increase demand for funds for repairs and increase cash outflows <p>Short to Long term</p>	<ul style="list-style-type: none"> Delayed response to nature-related changes in the business environment*³ could lead to higher funding costs <p>Medium to Long term</p>
Operational risk	<ul style="list-style-type: none"> Damage to facilities and business interruption due to typhoons, floods, or other natural disasters <p>Short to Long term</p>	<ul style="list-style-type: none"> Climate-related business environment changes*² could increase Japan Post Bank's response costs <p>Medium to Long term</p>	<ul style="list-style-type: none"> Floods, forest fires, or other natural disasters could damage facilities and interrupt business operations <p>Short to Long term</p>	<ul style="list-style-type: none"> Japan Post Bank's response costs could increase due to changes in the nature-related business environment*³ <p>Medium to Long term</p>
Reputational risk	<ul style="list-style-type: none"> Japan Post Bank's public reputation could be damaged due to an inadequate response to climate change <p>Short to Long term</p>		<ul style="list-style-type: none"> Japan Post Bank's public reputation could be damaged due to an inadequate response to natural capital needs <p>Short to Long term</p>	

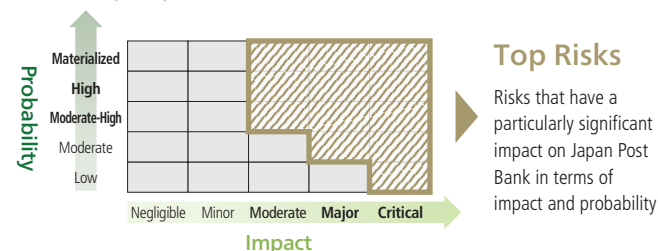
*¹ Japan Post Bank's assets under management are mostly securities, and credit risk and market risk are presented as a single item.

*² Climate-related changes in the business environment: tighter GHG emission regulations, replacement of existing products and services with low-carbon ones, changes in consumer behavior, and increased raw material costs.

*³ Nature-related changes in the business environment: tighter environmental regulations aimed at restoring natural capital, replacement of existing products and services with those that are less dependent on/impactful to nature, changes in consumer behavior, and increased raw material costs.

Integrated risk management within the Risk Appetite Framework (RAF)*

Japan Post Bank has introduced the Risk Appetite Framework (RAF) to clarify and visualize the appropriate types and levels of risks that Japan Post Bank should acquire to maintain financial soundness and maintain stable profits over the medium to long term. Climate change and nature-related risks are also assessed and managed within the framework.



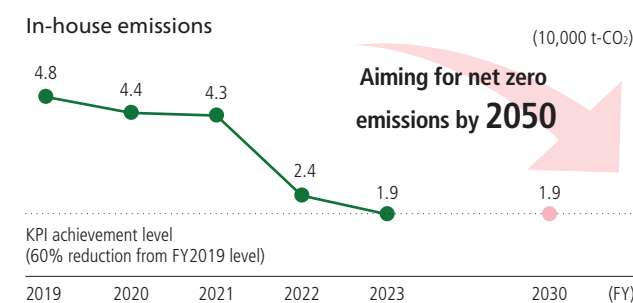
Impact	Probability
<ul style="list-style-type: none"> Quantitative criteria: Evaluated on a 5-point scale based on the impact on our financial position (net income and gains or losses on other securities). Qualitative criteria: Evaluated on a 5-point scale based on degree of impact on business operations and reputation 	<ul style="list-style-type: none"> Evaluated on a 5-point scale based on whether it has already occurred or has not yet occurred but will likely occur within a certain time frame

* Risk appetite (the type and total amount of risk that a bank is willing to accept in order to achieve its business plans, based on the individual nature of its business model) is the management framework used as a common language within the bank for all risk-taking policies, including capital allocation and profit maximization.

Indicators and targets

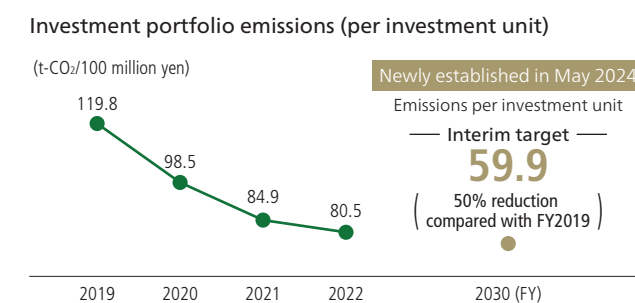
Status of GHG emission reduction

The Bank is steadily reducing its own emissions (Scope 1 + 2) by introducing renewable energy to its facilities and has achieved its interim target level (60% reduction by fiscal 2030 compared with fiscal 2019). As for our investment and loan portfolio emissions (Scope 3, Category 15), we are maintaining our reduction trend toward our interim target (reduction of 50% (per investment unit) by fiscal 2030 compared with fiscal



Note: In-house emissions and investment and financing portfolio emissions are rounded to the nearest unit.

2019) as a result of steady engagement with our investment and loan recipients. We will continue to promote initiatives based on the recognition that supporting the efforts of our investees to decarbonize through engagement will contribute to reducing GHG emissions in the overall society and improve the resilience of our investees (reducing Japan Post Bank's credit/market risk).

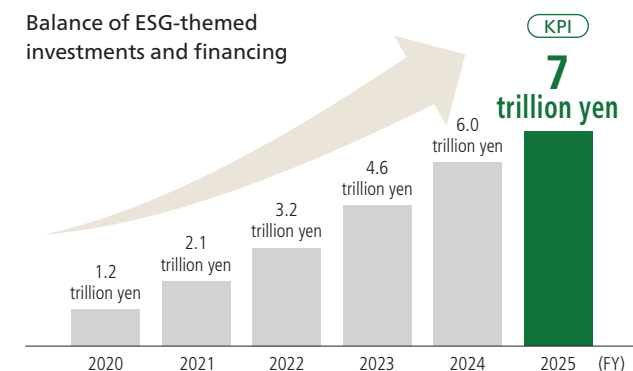


Status of promotion of sustainable finance, measurement of positive impact

Japan Post Bank has set a target for the balance of "ESG-themed investments and financing" in its Medium-term Management Plan starting from fiscal 2021 and is promoting investments and financing in green bonds/loans and transition bonds/loans to support the efforts of its investees to solve social issues through financing while earning stable returns over the medium to long term. As one of Japan's largest institutional investors,

we believe that proactively investing and lending to meet the expected demand for funds for the realization of a carbon-free society and nature positivity will contribute to both enhancing corporate value and resolving social issues. In addition, we will continue to make efforts to enhance the measurement and utilization of impact to realize a virtuous cycle in which the creation of impact is linked to economic growth and sustainability.

Balance of ESG-themed investments and financing



Examples of positive impact created through ESG-themed investments and financing

GHG emission reduction contribution	Approx. 16 million tons/year GHG emission reductions achieved by companies through Japan Post Bank's financing
Amount of water consumption reduced/avoided	Approx. 430,000 tons/year Water consumption reduced/avoided by companies through projects financed by Japan Post Bank
People whose health was improved	Approx. 7,300 persons/year People whose health has been improved because of projects financed by Japan Post Bank
Jobs created	Approx. 10,000 persons/year Jobs created by projects funded by Japan Post Bank

Respect for Human Rights

In pursuing our Management Philosophy of “the most familiar and trusted bank,” we recognize that respect for human rights is an important social responsibility, and we respect the human rights of all people, including customers, Japan Post Bank employees, and business partners.

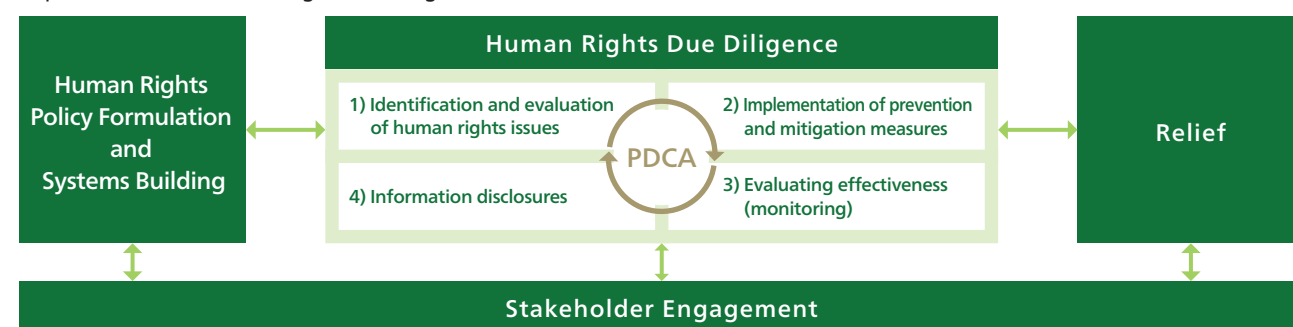
To contribute to the realization of a safe, secure, and prosperous society by promoting respect for human rights through the business and social activities of Japan Post Bank and the Japan Post Group, we have established the Human Rights Policy and are strengthening various initiatives.

Initiatives to respect human rights are discussed by the Sustainability Committee and the Executive Committee, and the status of these initiatives is regularly reported to the Board of Directors.

In April 2025, the JAPAN POST BANK Human Rights Policy was revised to meet internationally required standards and to promote a more integrated approach to the environment and human rights. We will continue to review the policy considering social conditions.

 JAPAN POST BANK Human Rights Policy
<https://www.jp-bank.japanpost.jp/en/sustainability/social/supplychain/policy/>

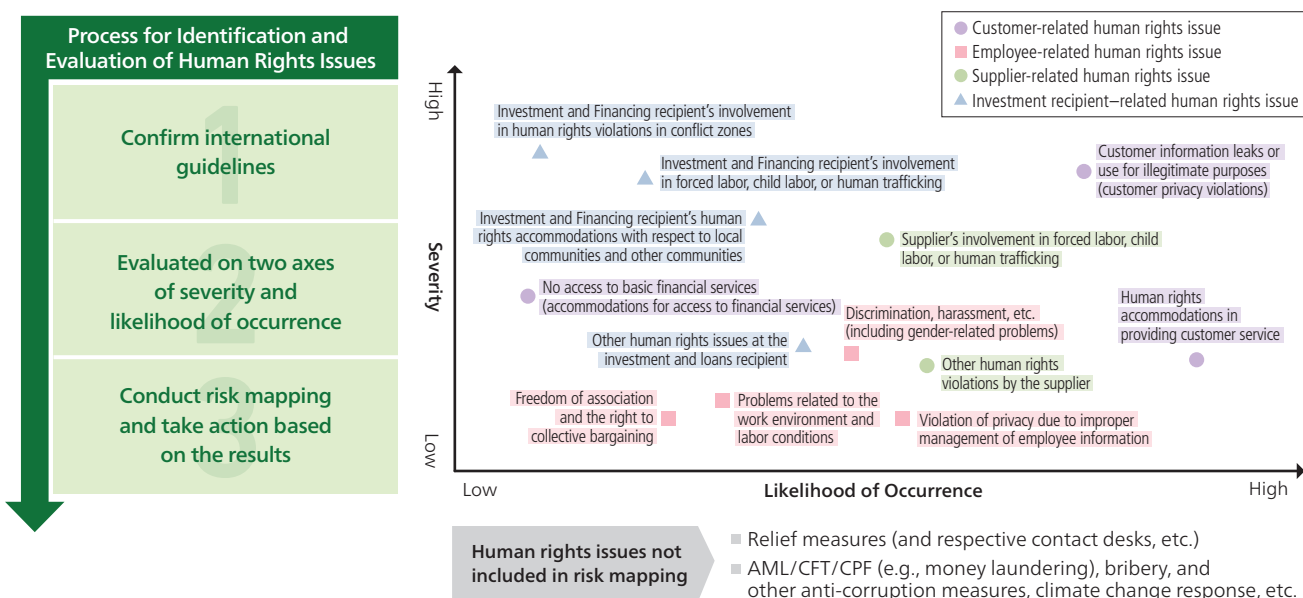
Implementation of human rights due diligence



Identification and evaluation of human rights issues

In April 2019, we established our Human Rights Policy given growing social demands for respect for human rights and the UN Guiding Principles on Business and Human Rights and other concepts. The established Human Rights Policy has been revised considering trends in international guidelines and other relevant issues and will continue to be reviewed in the future.

In fiscal 2023, we identified human rights issues that Japan Post Bank should address based on international guidelines and the roles expected of financial institutions. The identified human rights issues will be evaluated (mapped) in terms of severity and likelihood of occurrence, and the results of the mapping will be reviewed on an ongoing basis considering changes in the external environment.



Initiatives regarding human rights issues

For each human rights issue, we are implementing the various measures (prevention and mitigation strategies) for the human rights issues identified and assessed below

Initiatives targeting customers	<ul style="list-style-type: none"> Provision of financial services to customers throughout Japan Initiatives such as barrier-free accessibility and universal design in terms of both physical and systemic aspects 	<ul style="list-style-type: none"> Consideration of human rights in products, services and advertising materials Multilingual support Customer information management, financial education, etc.
Initiatives targeting suppliers	<ul style="list-style-type: none"> Formulation/publication of the Japan Post Group CSR Procurement Guidelines Inclusion of human rights considerations in contracts 	<ul style="list-style-type: none"> Awareness of the whistleblower hotline Conducting supplier questionnaires
Initiatives targeting employees	<ul style="list-style-type: none"> Implementing various training programs and issuing information newsletters regarding discrimination and harassment 	<ul style="list-style-type: none"> Promotion of health management initiatives Promotion of DE&I Building of work environment, etc.
Initiatives targeting investments and financing	<ul style="list-style-type: none"> Formulation and revision of the ESG Investment and Financing Policy Engagement 	<ul style="list-style-type: none"> ESG-themed investment and loan promotion Preventing involvement in human rights violations in conflict-stricken countries

for each individual stakeholder. We will also monitor the implementation status of human rights due diligence while working continuously on improvements.

Raise awareness of human rights to prevent harassment

Japan Post Bank has established a human rights awareness promotion system to eliminate human rights violations by employees, and conducts human rights awareness training for all employees, including officers and non-regular employees, on various human rights issues, such as prevention of harassment in the workplace, and issues related to people with disabilities, foreigners, the elderly, gender diversity, and social minorities (outcast discrimination).

In addition, in conjunction with Human Rights Week (December 4–10), which is designated by the Ministry of Justice and other organizations, the company promotes awareness of human rights among employees by sending out messages from top management to provide all employees with opportunities to learn about and think about human rights. These efforts are being improved by conducting employee surveys and verifying the effectiveness of these efforts.

Training program name	Target	Contents
New employee training	All new employees	Basic human rights content
Training for directors and executives	Directors*, head office department heads, etc. *Including outside directors	Human rights measures required of companies
Position-specific and job-specific training	Applicable employees	Human rights that should be taken into consideration in their positions and duties
Human rights awareness e-learning	All employees	In-depth discussion of the human rights responses required of companies at a practical level
Information magazine "Jinken Shinmun"	All employees	Distributed six times a year (every other month)

Whistleblower and harassment consultation system

Japan Post Bank has established a consultation and reporting desk available to employees and suppliers, and consultation is available 24 hours a day, 365 days a year via e-mail and other means.

In addition to providing a one-stop consultation and

reporting platform for employees (a function that guides them to the consultation desk they seek by following the guidance on the website), the Bank is working to enhance the system by establishing the Harassment Investigation Committee, whose members will include external harassment consultation attorneys.

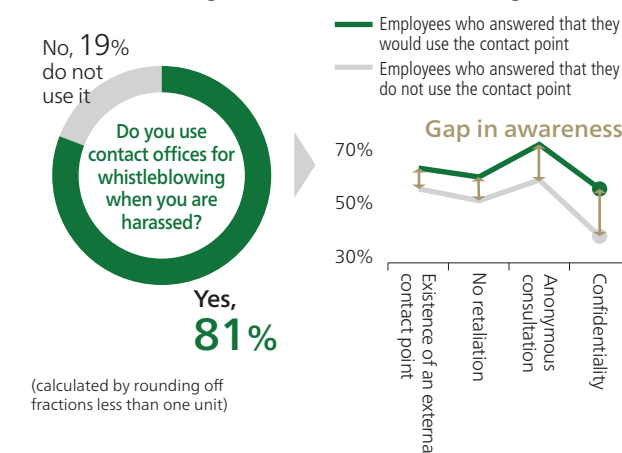
Dialogue with employees (stakeholder engagement)

Employees are important stakeholders as they are potential victims of various human rights violations such as discrimination and harassment. In addition to being users of Japan Post Bank's services, they are in daily contact with customers, and therefore we consider them to be able to represent the voice of customers.

Every year, we conduct a human rights questionnaire for our employees, which helps us improve our human rights due diligence.

In fiscal 2024, we conducted a survey regarding awareness of the internal reporting system. The results showed that there was a difference in awareness of the system between employees who answered that they “use” the contact offices for whistleblowing and those who answered that they “do not use” the system. To improve the difference in awareness, we will make the system more widely known and aim to increase the level of trust in the system.

Trust in contact offices for whistleblowing



Message from an Outside Member of the Board of Directors



Toward sustainable growth and improved governance at Japan Post Bank

Makoto Kaiwa

Chair of the Nomination Committee
Outside Member of the Board of Directors

PROFILE

June 2010 President and Representative Director, Tohoku Electric Power Co., Inc.
June 2015 Chair, Tohoku Electric Power Co., Inc.
June 2019 Outside Member of the Board of Directors, Japan Post Bank (current position)
June 2021 Advisor, Tohoku Electric Power Co., Inc.
June 2022 Special Advisor, Tohoku Electric Power Co., Inc. (current position)

Things to keep in mind in the management of Japan Post Bank

~Crisis management and contribution to the community~

I have worked for Tohoku Electric Power Co., Inc., for many years, serving as President and Chair since 2010. Shortly after becoming President, the Great East Japan Earthquake struck. With the slogan "Reconstruction of the region starts with electric power," we focused on rapid restoration while also promoting business innovation, including the liberalization of electricity retailing and the spin-off of the power transmission and distribution business, which had been part of our operations since our founding.

Since its founding, Tohoku Electric Power has aimed to contribute to the development of the region through its electric power business, which is an essential part of people's lives and industry, based on its management philosophy of "co-prosperity with the local community." This has become part of the company's DNA, and when encountering various changes, such as natural disasters, accidents, and fuel market fluctuations, I have always kept in mind the question, "How can we contribute to the local community?"

Although our business fields and founding histories differ, I feel that there are many similarities with Japan Post Bank, which also has the purpose of "contributing to the development of society and the community." As someone who has experienced leading an electric power company, there are two points I would like to share with the President and the executive team.

The first point is that "crisis management is the most important responsibility of top management."

The key lesson I learned from the management crisis following the Great East Japan Earthquake was that crisis management is the most important thing for a company and that preparedness determines success or failure. There

are countless examples of companies whose very existence was threatened by a failure in crisis management.

It is important to conduct crisis management simulations and training on a regular basis, to prepare through organizational development and human capital development, and for top management to have the determination to stand at the forefront. For Japan Post Bank, not only natural disasters but also market risk and IT system risk are major crisis management issues, and we have established the Risk Committee and a supervisory system that includes external experts. I believe that crisis management should not be left to the executive officers alone, but that Outside Members of the Board of Directors must also pay the utmost attention to this issue.

The second point is to "face local communities with sincerity."

Again, I would like to refer to the Great East Japan Earthquake. The Onagawa Nuclear Power Plant, which was closest to the epicenter, decided to shut down safely on the day of the earthquake and to take in residents from the surrounding area as an emergency measure. Many people lived in the gymnasium of the power plant. I believe that the smooth evacuation was possible because of the trust that had been built up through dialogue during normal times. In addition to the rapid restoration work, I felt a strong sense of mission that "the reconstruction of the community starts with electric power."

Japan Post Bank's strengths are its nationwide post office network and its customer base, which is the largest among Japanese banks. We aim to be "the most familiar and trusted bank." Conversely, this means that our business cannot exist without the support of the local community. That is why it is important to be sincere and attentive to our local customers in all our operations, and our new Σ Business must also contribute to the development of the local economy.

Scandals pose a threat to customer trust

On the other hand, scandals involving the Japan Post Group, including Japan Post Bank, have continued to occur since I became an Outside Member of the Board of Directors in 2019. Unfortunately, there has recently been a case of violation of laws and regulations regarding the handling of non-public financial information on deposits at post offices. In addition, there have been several cases of embezzlement and other scandals at post offices and other locations, and the corporate culture of the Group has been criticized. Japan Post Bank has a supervisory responsibility as the outsourcing client for incidents that occur at post offices. We sincerely apologize for causing anxiety and concern to our customers, shareholders, and many other people who have placed their trust in the Japan Post Group. We are concerned that these incidents might cause the Japan Post Group to lose the trust of its customers, local communities, and society, and ultimately lose its valuable customer base.

Going forward, we believe it is necessary to thoroughly implement measures to prevent recurrence, such as education, training, and monitoring, and to consider fundamental measures, such as reviewing our business structure to position Japan Post as a joint partner rather than a subcontractor.

There is no end to governance reform

Recognizing that corporate culture and governance issues were among the root causes of these scandals, the Board of Directors of Japan Post Bank is working to improve governance.

The Board of Directors has deepened its understanding of business execution through measures such as ensuring diversity on the Board (with at least 60% of directors being independent Outside Members of the Board of Directors and at least 30% being women), establishing the Risk Committee, holding meetings of independent Outside Members of the Board of Directors, participating in executive training, and conducting site visits and dialogues with employees. As a result, the Board of Directors is now able to engage in free and lively discussions on individual proposals as well as business strategies such as the Medium-term Management Plan, drawing on the diverse backgrounds of its members. In addition, to strengthen information sharing and communication among Group companies, Japan Post Holdings has established a group CxO and started holding roundtable meetings with the presidents of each company. We believe that Japan Post Bank's governance is steadily evolving, and we will continue to make constant efforts to further improve its effectiveness.

Taking on new business challenges will bring sustainable growth

Japan Post Bank has secured steady earnings in domestic and overseas markets backed by abundant funds and has achieved earnings levels exceeding its management plans in recent years. However, we recognize that there is still a gap between our performance and market expectations.

We aim to further expand earnings through appropriate portfolio management in the market business, while maintaining our customer base in the retail business by integrating digital channels such as the Yucho Bankbook App with physical channels. We also plan to get the Σ Business, which was launched as a new system for circulating funds to regional communities, on track.

With the sale of Japan Post Bank shares by Japan Post Holdings, Japan Post's shareholding in Japan Post Bank has fallen below 50%. Going forward, the partial relaxation of the "add-on restrictions" under the Postal Service Privatization Act will make it easier to take on new business challenges. Even if Japan Post Holdings proceeds with further disposal of its shares, we believe that Japan Post Bank's role as a member of the Japan Post Group will remain unchanged, but we hope that it will conduct its business in a more autonomous manner and with greater consideration for minority shareholders. We, as Outside Members of the Board of Directors, will continue to make proposals regarding the balance between profitability and social contribution, the ideal form of group management, and other matters.

Expectations for the young new leader

I also serve as Chair of the Nomination Committee and have been actively involved in improving the governance of Japan Post Bank through the formulation of nomination criteria for candidates for Members of the Board of Directors, the determination of proposals to be submitted to the Shareholders' Meeting regarding candidates for Members of the Board of Directors, and the formulation of a succession plan for President & CEO, Representative Executive Officer.

Last year, Takayuki Kasama, who had mainly led the Investment Division, was appointed President. Despite the challenges ahead, including addressing the recent misconduct incident, progress toward full privatization, and the challenge of developing a new business model, we must approach our future with the resolve that "crisis management is the top priority of executive leadership." I expect the new President to demonstrate leadership with his youth and initiative, laying the foundation for future growth and sustainability. I will do my utmost to support him in this endeavor.



Messages from the Chairpersons of the Compensation, Audit, and Risk Committees

Compensation Committee

Contributing to enhancing corporate value through compensation systems

Reiko Amano

Chair of the Compensation Committee
Outside Member of the Board of Directors



The role of the Compensation Committee is to determine the compensation policy for Members of the Board of Directors and Executive Officers and the compensation for each individual Director and Executive Officer in a manner that contributes to the achievement of Japan Post Bank's purpose, management philosophy, mission, Medium-term Management Plan, and other objectives.

The compensation of Executive Officers is determined based on quantitative and qualitative evaluations, with due consideration given to transparency, objectivity, and fairness. Specifically, quantitative evaluation is based on the degree of achievement of KPIs set by financial indicators and other factors, while qualitative evaluation is based on the degree

of achievement of non-financial indicators that contribute to enhancing corporate value.

Japan Post Bank has introduced a performance-based compensation system for Executive Officers. Based on active discussions by the Compensation Committee, a new monetary compensation system (annual bonus) linked to short-term business performance will be introduced in fiscal 2024. In addition, ESG indicators are applied to the compensation of all Executive Officers, including President & CEO, Representative Executive Officer, and 15% of the annual bonus is evaluated based on the achievement of ESG-related KPIs.

Compensation is an important factor for Members of the Board of Directors and Executive Officers to ensure the company's sustainable growth. Furthermore, establishing a compensation system that is reasonable and acceptable to employees is one of the most important issues for securing experienced and talented human capital. As Chair, I will continue to be aware of issues such as what kind of executive compensation system is necessary for Japan Post Bank to continue to grow, what direction compensation should take in the future, whether the current level of compensation is appropriate in light of changes in the environment, and whether compensation is appropriate for enhancing corporate value and growth. I will deepen discussions with the members of the Committee and contribute to the further development of Japan Post Bank.

Risk Committee

We will manage risks appropriately and strive to steadily improve our earning power

Kenzo Yamamoto

Chair of the Risk Committee
Outside Member of the Board of Directors



The Risk Committee is a voluntary committee established under the Board of Directors alongside the three statutory committees (Nomination, Compensation, and Audit) to deliberate on important matters related to risks faced by Japan Post Bank and to report and advise the Board of Directors. Although risk is involved in all of Japan Post Bank's operations, the Risk Committee mainly focuses on market and ALM (asset and liability management) related risks and IT system risks, which are potential major risks for Japan Post Bank, and engages with external experts.

In fiscal 2024, we examined the financial and economic situation from various perspectives, taking into account 1) the return of the domestic financial market to a "world with positive interest rates" following the Bank of Japan's decision to end its unconventional monetary easing in March 2024, and 2) the increasing uncertainty in the global economy and financial markets since the inauguration of the 47th President of the United States, Donald Trump, in January 2025.

In terms of risk management, we have placed particular emphasis on stress tests, developing multiple scenarios for the potential materialization of future risks and verifying the appropriateness of the impact and response plans for each scenario.

In fact, after the start of fiscal 2025, the global economic and financial situation became significantly more uncertain due to the imposition of tariffs by the Trump administration. Although it is difficult to predict specific events such as the imposition of high mutual tariffs in advance, we believe that establishing severe scenario plans, such as the world economy falling into stagflation (a combination of high inflation and economic stagnation), and sharing procedures to limit risks in advance will contribute to our ability to respond flexibly when necessary.

In addition, in the IT system area, Japan Post Bank has been strengthening its systems to defend against cyberattacks, which have become a major social issue, and to prevent damage from unauthorized money transfers. The Risk Committee has confirmed steady progress in this area.

In addition, we have deepened our discussions on the risk management system for the Σ Business. We believe that all these measures have contributed to strengthening the supervisory function of the Board of Directors through active discussions between the Risk Committee and the executive officers.

To continue to protect the important savings entrusted to us by our customers, we will continue to closely monitor the risks faced by Japan Post Bank and fulfill the responsibilities of the Risk Committee so that we can steadily improve our earning power while avoiding excessive risk-taking.

Audit Committee

Enhance audit activities and support governance systems

Hiroshi Kawamura

Chair of the Audit Committee
Outside Member of the Board of Directors



To achieve the purpose of Japan Post Bank, it is important not only to ensure strict compliance but also to supervise whether business strategies for sustainable growth are being properly executed while protecting the interests of our shareholders. As part of the supervisory function of the Board of Directors, the Audit Committee not only audits compliance with rules and important management policies but also provides advice and guidance on future issues and the ideal state of the company based on the knowledge and experience of each member. In addition, each member is also dispatched to regional headquarters, directly operated branches, and post offices in various regions in an effort to better understand the actual circumstances and issues facing branches.

In fiscal 2024, under the purpose and management

philosophy of Japan Post Bank, we will contribute to the realization of our mission and Medium-term Management Plan by strengthening internal control systems, including measures to prevent internal crime and other compliance issues; risk management, including cyberattack prevention; and strengthening crisis management systems. We will also promote human capital management and initiatives to maintain and develop our business, including the retail business, such as digital service strategies, and the Σ Business. We are also focused on auditing "initiatives to realize more effective internal audits." We are working with the Risk Committee to strengthen risk management procedures and other measures, conducting efficient audits while avoiding duplication. Based on the results of visits to the front line, we are also holding discussions on how to create a more rewarding workplace.

Under these circumstances, we regret to report that there was an incident involving the inappropriate use of non-public financial information of Japan Post Bank by a contractor Japan Post. Co., Ltd. We sincerely apologize for any anxiety this might have caused our customers. We take this incident seriously and will work with other Group companies to analyze the causes and verify the effectiveness of preventive measures to ensure that such an incident never happens again.

The Audit Committee will continue to fulfill its important role in supporting Japan Post Bank's governance system by further enhancing its audit activities with a view to achieving the purpose of the Japan Post Bank.

Column

Lectures for its Executive Officers by Outside Members of the Board of Directors

With the aim of ensuring Japan Post Bank's sustainable growth and enhancing corporate value over the medium to long term, as part of its Succession Plan, the Bank regularly holds lectures for its Executive Officers by Outside Members of the Board of Directors.

In fiscal 2024, Member of the Board of Directors Kawamura and Member of the Board of Directors Kaiwa participated in October and January, respectively.



Session with Member of the Board of Directors Kawamura



Session with Member of the Board of Directors Kaiwa

Based on his experience in the legal profession, Member of the Board of Directors Kawamura spoke about the importance of continuous improvement and reform, including "thinking from multiple perspectives," "making efforts to identify the essence of issues," and "learning from failures".

Member of the Board of Directors Kaiwa, based on his experience as the Member of the Board of Directors and President of Japanese stocks, spoke about the lessons learned from the Great East Japan Earthquake and how to be prepared as a top executive, such as "always be prepared for unexpected risks".

The lecture was followed by a lively Q&A session and exchange of opinions, providing a valuable opportunity for participants to gain first-hand knowledge of the wealth of experience and knowledge of the Outside Members of the Board of Directors.

Corporate Governance

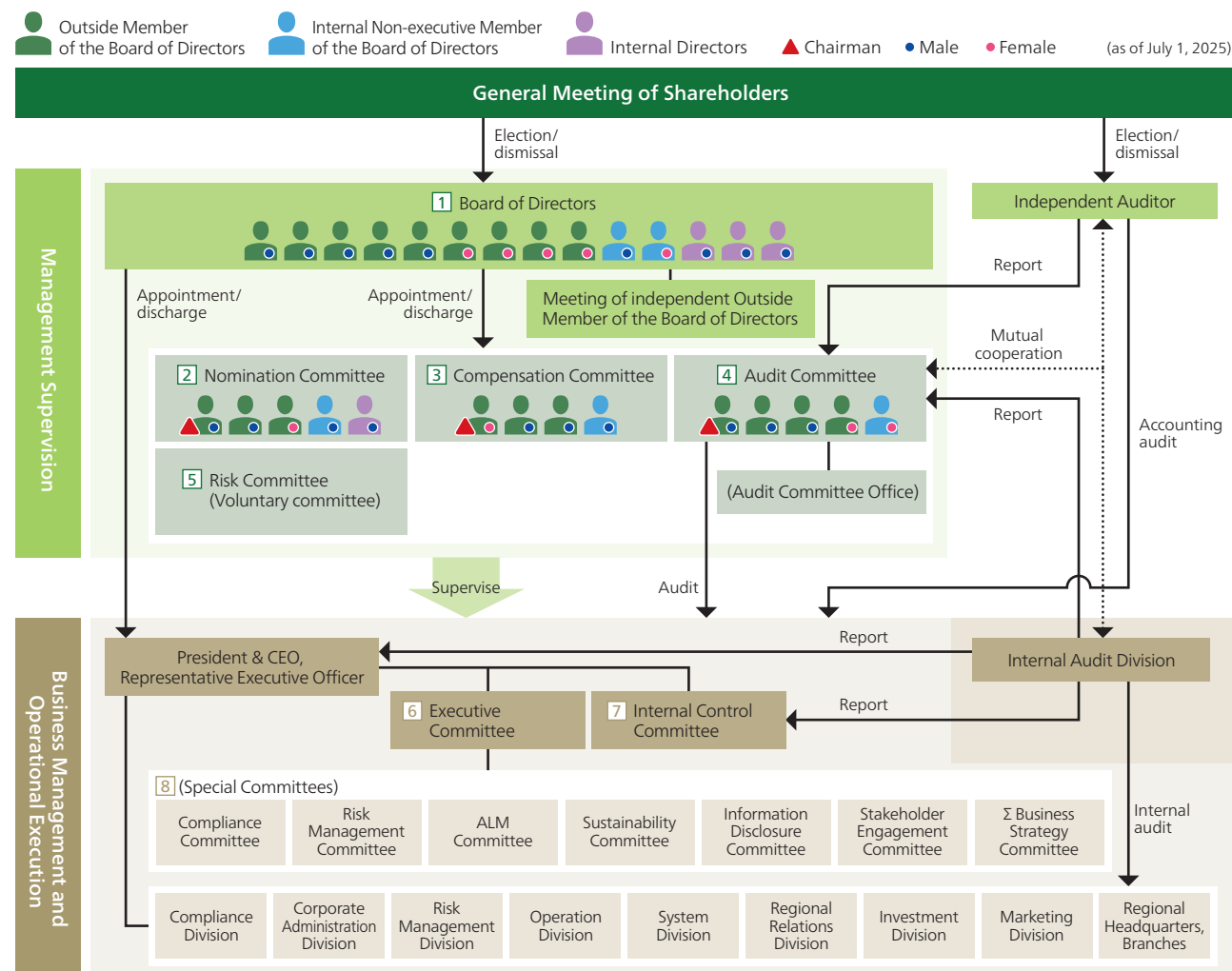
Basic stance on corporate governance

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 expectations 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.

Corporate governance system

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.



SECTION 1	SECTION 2	SECTION 3	SECTION 4	SECTION 5
Message from the President & CEO	Value Creation at Japan Post Bank	Strategies to Achieve Value Creation	Foundations to Support Value Creation	Corporate Information

	Roles and composition (as of July 1, 2025)	Main agenda and operational status (FY2024)	Number of meetings (FY2024)
1 Board of Directors	The Board of Directors consists of 14 Members of the Directors (five women and nine men), 9 of whom are Outside Members of the Board of Directors. Members of the Board of Directors is responsible for supervising management, drawing on the diverse experience and knowledge of its Members.	In FY2024, the Board of Directors discussed important management strategy issues, including the formulation of the annual management plan, revision of the Medium-term Management Plan, compliance systems, human capital strategy, and capital policy, such as the offering of the Bank's common stock held by Japan Post Holdings Co., Ltd., and the repurchase and cancellation of the Bank's shares. The Board also discussed the improper use of non-public financial information at post offices. In addition, the Board of Directors exercised appropriate supervision over business execution from the perspective of ensuring the proper conduct of business.	13
2 Nomination Committee	The Nomination Committee consists of five Members of the Board of Directors (including three Outside Members of the Board of Directors) and determines the criteria for the appointment and dismissal of Members of the Board of Directors. It also determines the content of proposals to be submitted to the Shareholders' Meeting regarding the appointment or dismissal of Members of the Board of Directors.	In FY2024, we decided on candidates for Members of the Board of Directors and held ongoing discussions on the appointment of candidates for the next term of office. We also held ongoing discussions on the succession plan for the President & CEO.	7
3 Compensation Committee	The Compensation Committee, consisting of four Members of the Board of Directors (including three Outside Members of the Board of Directors), determines the policy on the compensation of Executive Officers and Members of the Board of Directors. It also determines the compensation of Executive Officers and individual Members of the Board of Directors.	In FY2024, we determined the individual compensation for Executive Officers and Members of the Board of Directors, as well as the performance-based compensation for Executive Officers. We also discussed the level of compensation for officers.	6
4 Audit Committee	The Audit Committee, consisting of five Members of the Board of Directors (including four Outside Members of the Board of Directors), audits the execution of duties by Executive Officers and the Members of the Board of Directors and prepares audit reports. It also determines the content of proposals to be submitted to the Shareholders' Meeting regarding the appointment and dismissal of Independent Auditors and the non-re-election of Independent Auditors.	In FY2024, we focused our audits on improving internal control systems and initiatives to maintain and develop our business. In response to cases of inappropriate use of non-public financial information at post offices, we are working with other Group companies to strengthen the management and supervision system of Japan Post Co., Ltd., to prevent recurrence, and are closely monitoring the status of initiatives to improve internal control systems, including the prevention of internal crimes.	14
5 Risk Committee (Voluntary committee)	Comprising three Members of the Board of Directors (including two Outside Members of the Board of Directors) and two external experts, the Risk Committee is an advisory body to the Board of Directors. It deliberates on important matters related to risk management.	In FY2024, we deliberated on market and ALM-related matters and IT system-related matters based on the risk characteristics of Japan Post Bank. We deliberated on the investment plan and the results of its review, the cybersecurity posture, and the status of system renewal, and reported to or advised the Board of Directors on important matters.	6

	Role
Meetings of Independent Outside Members of the Board of Directors	The purpose of this meeting is for Independent Outside Members of the Board of Directors to exchange information and share their views on important issues related to the management and governance of Japan Post Bank from an independent and objective standpoint. All Outside Members of the Board of Directors of Japan Post Bank are designated as independent officers as defined by the Tokyo Stock Exchange.
	Role
⑥ Executive Committee	The Executive Committee has been established as an advisory body to the President & CEO, 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 & CEO, Representative Executive Officer, to hold discussions on 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 action plans with regard to 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.
Stakeholder Engagement Committee	This committee discusses and reports on the content of the policy and the formulation of plans relating to customer-oriented business operations based on "customer feedback" and "employee feedback," and other important items including the status of implementation.
Σ Business Strategy Committee	This committee deliberates and reports on the formulation and progress of strategies and plans for the Σ Business, which is a corporate business for creating the future for society and local communities through investment.

Skills matrix of Members of the Board of Directors

Detailed list of skills and reasons for selection

Skills	Details	Reasons for selection
Management (corporate management)	Extensive experience and insight as a corporate executive	High level of knowledge of management is required from the perspective of management strategies based on Japan Post Bank's Purpose and enhancing corporate value.
Legal, compliance, and risk management	Legal expertise contributing to strengthening governance, or equivalent professional experience and insight	To become the most trusted financial institution that provides customers with safe and secure services through compliance with laws and regulations and appropriate risk management.
Finance and accounting	Experience and knowledge as a certified public accountant or in corporate accounting	To plan, promote, and supervise financial strategies, including appropriate growth investments and shareholder returns, from the perspective of maximizing corporate value.
Finance and market operations	Extensive experience and broad expertise at banks, securities firms, insurance companies, etc.	To grasp financial market trends and develop business as one of the largest institutional investors in Japan.
IT/DX	Insight into the IT and DX necessary for business reform and productivity improvement	To promote innovation in the Retail Business, operational reforms, and productivity improvements while deepening the trust of our customers.
Sales/Marketing	Experience and insight in financial sales, corporate lending, and corporate relations, as well as insight into marketing	To provide safe and secure services to everyone in Japan and to strengthen relationships with other financial institutions and local communities, which is necessary from the perspective of social and regional development.
Human resource development	Management experience and insight in human capital development and education management	To nurture and develop human capital, which is the source of competitiveness and value creation and a valuable asset, is essential for enhancing corporate value.
Sustainability	Management experience that takes into consideration environmental and social issues, or equivalent experience and insight, with a view to realizing a sustainable society	To promote initiatives that balance the resolution of social issues and the enhancement of corporate value, and to achieve priority issues (materiality).

	Name	Experience and expertise								Committee staffing status			
		Management (Corporate Management)	Legal, Compliance, and Risk Management	Finance and Accounting	Finance and Market Operations	IT/DX	Sales/Marketing	Human Resource Development	Sustainability	Nomination Committee	Compensation Committee	Audit Committee	Risk Committee (Voluntary Committee)
Outside Members of the Board of Directors	Makoto Kaiwa	●		●					●	★			
	Hiroshi Kawamura		●									★	
	Kenzo Yamamoto		●		●							●	★
	Keiji Nakazawa		●	●		●	●				●	●	
	Atsuko Sato		●		●		●	●					●
	Reiko Amano		●						●		★		
	Akane Kato	●					●	●				●	
	Shigeki Mori	●	●					●	●	●	●		
	Junko Moro						●	●	●	●			
Internal non-executive Members of the Board of Directors	Kazuyuki Negishi		●		●		●		●	●	●		
	Miho Ichiki		●				●	●				●	●
	Takayuki Kasama	●	●		●				●	●			
	Harumi Yano				●	●		●	●				
Internal Members of the Board of Directors	Kenji Ogata		●	●	●				●				
External Experts	Takao Yajima	Chairman of specified non-profit organization CIO Lounge											●
	Hiromi Yamaoka	Board Director of Future Corporation, Director Group CSO & CLO											●

Note: ★ indicates chairperson

Status of discussions in FY2024

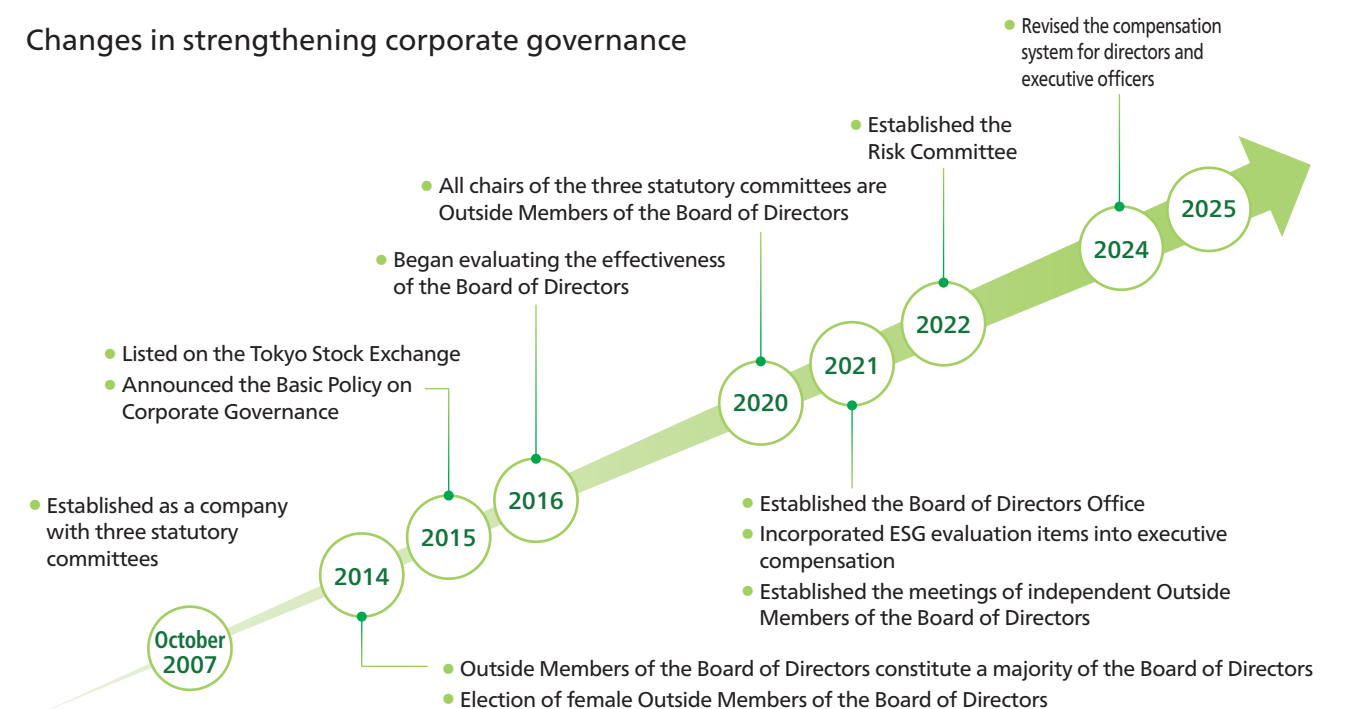
Main topics discussed by the Board of Directors in FY2024

- Revision of the Medium-term Management Plan (FY2021–FY2025)
- Understanding of the internal and external environment with a view to formulating the next Medium-term Management Plan
- Risk Appetite Statement
- Formulation of the FY2025 Management Plan
- Promotion of the three business strategies (Retail Business innovations, Market Business enhancement, full-scale launch of the Σ Business)
- Promotion of human capital management
- Promotion of sustainability management
- Capital and dividend policy (e.g., improving ROE/PBR)
- Offering shares of the Bank's common stock held by Japan Post Holdings and the repurchase and cancellation of the Bank's shares
- Improper use of non-public financial information at post offices
- Enhancement of the corporate governance system
- Strengthening of the compliance system
- Customer-oriented service improvements
- Promotion of measures against money laundering, the financing of terrorism, and proliferation financing
- Strengthening of the IT governance system/cybersecurity management system
- Operational status of the "Basic Policies for the Internal Control System"
- Development of systems to ensure operational resilience

Status of deliberation of priority issues

Item	Apr. 2024	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan. 2025	Feb.	Mar.
Management plan, etc.	Revision of the Medium-term Management Plan (FY2021–FY2025)									Understanding of the internal and external environment with a view to formulating the next Medium-term Management Plan		
	FY2025 Management Plan											
Improper use of non-public financial information at post offices												
Evaluation of the effectiveness of the Board of Directors	FY2023 Evaluation of the effectiveness of the Board of Directors				● Status of implementation of the Basic Policy on Corporate Governance				FY2024 Evaluation of the effectiveness of the Board of Directors			

Changes in strengthening corporate governance



List of Officers (as of July 1, 2025)

Outside Members of the Board of Directors*

**Makoto Kaiwa**

Outside Member of the Board of Directors
Chair of the Nomination Committee

Significant concurrent position
Special Advisor of Tohoku Electric Power Co., Inc.

Status of attendance at the meetings of: Board of Directors 100% (13/13 meetings)
Nomination Committee 100% (7/7 meetings)

Career

April 1973 Joined Tohoku Electric Power Co., Inc.
June 2010 Representative Director & President of Tohoku Electric Power Co., Inc.
June 2015 Representative Director & Chairman of the Board of Tohoku Electric Power Co., Inc.
June 2019 Member of the Board of Directors, Japan Post Bank Co., Ltd. (current position)
April 2021 Director & Chairman Emeritus of Tohoku Electric Power Co., Inc.
June 2021 Chairman Emeritus of Tohoku Electric Power Co., Inc.
June 2022 Special Advisor of Tohoku Electric Power Co., Inc. (current position)

Reason for appointment

Mr. KAIWA Makoto has been involved in corporate management of a publicly traded company for a long time, and Japan Post Bank expects him to sufficiently fulfill his role in enhancing the decision-making function and supervision function of an Outside Member of the Board of Directors, based on his abundant experience and insights as a specialist of corporate management gained through his career.

**Hiroshi Kawamura**

Outside Member of the Board of Directors
Chair of the Audit Committee

Significant concurrent positions
Attorney-at-law
Outside Director, ISHII IRON WORKS CO., LTD.

Status of attendance at the meetings of: Board of Directors 100% (13/13 meetings)
Audit Committee 100% (14/14 meetings)

Career

April 1977 Appointed as Public Prosecutor of Tokyo District Prosecutors Office
January 2014 Superintending Prosecutor of Nagoya High Prosecutors Office
March 2015 Outside Corporate Auditor of Asahi Glass, Limited. (current AGC Inc.)
April 2015 Professor, Faculty of Law, Doshisha University
June 2015 Outside Auditor, ISHII IRON WORKS CO., LTD. (current position)
June 2016 Outside Director, ISHII IRON WORKS CO., LTD. (current position)
June 2020 Outside Member of the Board of Directors, Japan Post Bank Co., Ltd. (current position)
April 2022 Registered as Attorney-at-law (current position)

Reason for appointment

Mr. KAWAMURA Hiroshi has been in the legal profession for a long time, and Japan Post Bank expects him to sufficiently fulfill his role in enhancing the decision-making function and supervision function of an Outside Member of the Board of Directors, based on his abundant experience and insights gained through his career as a legal professional.

**Kenzo Yamamoto**

Outside Member of the Board of Directors
Chair of the Risk Committee
Member of the Audit Committee

Significant concurrent positions
Representative of Office KY Initiative
Member of the Board as Outside Director of Bridgestone Corporation
Outside Director of SUMITOMO LIFE INSURANCE COMPANY

Status of attendance at the meetings of: Board of Directors 100% (13/13 meetings)
Audit Committee 100% (14/14 meetings)
Risk Committee 100% (6/6 meetings)

Career

April 1976 Joined the Bank of Japan
February 2002 Director-General, Financial Markets Department of the Bank of Japan
May 2008 Executive Director of the Bank of Japan
June 2012 Chairman of NTT Data Institute of Management Consulting, Inc.
March 2016 Member of the Board as Outside Director of Bridgestone Corporation (current position)
June 2018 Representative, Office KY Initiative (current position)
July 2019 Outside Director, SUMITOMO LIFE INSURANCE COMPANY (current position)
June 2020 Member of the Board of Directors of JAPAN POST BANK Co., Ltd. (current position)

Reason for appointment

Mr. YAMAMOTO Kenzo successively held various important posts at the Bank of Japan, and Japan Post Bank expects him to sufficiently fulfill his role in enhancing the decision-making function and supervision function of an Outside Member of the Board of Directors, based on his abundant experience and insights in the financial market and financial system gained through his career.

**Keiji Nakazawa**

Outside Member of the Board of Directors
Member of the Audit Committee
Member of the Compensation Committee

Significant concurrent positions
None

Status of attendance at the meetings of: Board of Directors 100% (13/13 meetings)
Audit Committee 100% (14/14 meetings)
Compensation Committee 100% (6/6 meetings)

Career

April 1978 Joined Sony Corporation
February 2002 Group Executive Officer of Sony Corporation, and Representative Director and Chief Financial Officer of S-LCD Corporation
June 2010 Executive Officer, Senior Vice President of Sony Corporation
April 2015 Executive Officer of Sun Frontier Fudousan Co., Ltd.
October 2015 Senior Adviser of McDonald's Company (Japan), Ltd.
August 2017 Vice President of McDonald's Company (Japan), Ltd.
June 2022 Member of the Board of Directors of JAPAN POST BANK Co., Ltd. (current position)

Reason for appointment

Ms. NAKAZAWA Keiji successively held various important posts at publicly traded companies for a long time, and Japan Post Bank expects him to sufficiently fulfill his role in enhancing the decision-making function and supervision function of Outside Member of the Board of Directors, based on his abundant experience and insights in finance and accounting gained through his career.

**Atsuko Sato**

Outside Member of the Board of Directors
Member of the Risk Committee

Significant concurrent positions
Associate Professor, Department of International Studies, Faculty of Economics of Takasaki City University of Economics
Outside Corporate Auditor of DeNA Co., Ltd.
Outside Director of YOMEISHU SEIZO Co., Ltd.

Status of attendance at the meetings of: Board of Directors 100% (13/13 meetings)
Risk Committee 100% (6/6 meetings)

Career

April 1989 Joined Goldman Sachs (Japan) Ltd.
April 2011 General Manager, Intellectual Property and License Department of KAJIMA CORPORATION
July 2005 Founded Ciel Bleu Co., Ltd., and became Representative Director and President
April 2017 Associate Professor, Department of International Studies, Faculty of Economics of Takasaki City University of Economics (current position)
June 2019 Outside Corporate Auditor, of DeNA Co., Ltd. (current position)
February 2022 Member of the Board of Directors of Japan Management Succession Support Co. Ltd.
June 2022 Member of the Board of Directors of JAPAN POST BANK Co., Ltd. (current position)
June 2024 Outside Director, YOMEISHU SEIZO CO., LTD. (current position)

Reason for appointment

Ms. SATO Atsuko successively held various important posts at Goldman Sachs (Japan) Ltd. and positions as a university professor, and Japan Post Bank expects her to sufficiently fulfill her role in enhancing the decision-making function and supervision function of an Outside Member of the Board of Directors, based on her abundant experience and insights in market operations, risk management, and human resource development gained through her career.

**Reiko Amano**

Outside Member of the Board of Directors
Chair of the Compensation Committee

Significant concurrent position
Outside Director of Yokogawa Bridge Holdings Corp.

Status of attendance at the meetings of: Board of Directors 100% (13/13 meetings)
Nomination Committee 100% (7/7 meetings)

Career

April 1980 Joined KAJIMA CORPORATION
April 2011 General Manager, Intellectual Property and License Department of KAJIMA CORPORATION
October 2014 Executive Director, Research Center for Reinforcement of Resilience Function, Independent Administrative Agency National Research Institute for Earth Science and Disaster Resilience (current National Research Institute for Earth Science and Disaster Resilience)
April 2016 Executive Director of the National Research Institute for Earth Science and Disaster Resilience

June 2016 Outside Director, East Japan Railway Company
September 2019 Auditor, Japan Atomic Energy Agency
June 2021 Outside Director, Yokogawa Bridge Holdings Corp. (current position)
June 2023 Member of the Board of Directors of JAPAN POST BANK Co., Ltd. (current position)

Reason for appointment

Ms. AMANO Reiko successively held various important posts at publicly traded companies and national research and development agencies for a long time, and Japan Post Bank expects her to sufficiently fulfill her role in enhancing the decision-making function and supervision function of an Outside Member of the Board of Directors, based on her abundant experience and insights in risk management gained through her career.

**Akane Kato**

Outside Member of the Board of Directors
Member of the Audit Committee

Significant concurrent positions
Representative Director of AKANE IDENTITIES INC.
Outside Director of SUMCO CORPORATION

Status of attendance at the meetings of: Board of Directors 100% (13/13 meetings)
Audit Committee 100% (14/14 meetings)

Career

November 1984 Joined ALL NIPPON AIRWAYS Co., LTD.
April 2012 Manager, VIP Services Department, Tokyo Airport Branch, ALL NIPPON AIRWAYS Co., LTD. (currently ANA AIRPORT SERVICES Co., LTD.)
July 2014 Representative Director, AKANE IDENTITIES INC. (current position)
June 2016 Outside Director, SAN-EI Corporation
August 2019 Registered as a Career Consultant
March 2020 Outside Director, SUMCO CORPORATION (current position)
June 2023 Member of the Board of Directors of JAPAN POST BANK Co., Ltd. (current position)

Reason for appointment

Ms. KATO Akane worked as a human resources development consultant for a long time, and Japan Post Bank expects her to sufficiently fulfill her role in enhancing the decision-making function and supervision function of an Outside Member of the Board of Directors, based on her abundant experience and insights in human resources development gained through her career.

**Shigeki Mori**

Outside Member of the Board of Directors
Member of the Nomination Committee
Member of the Compensation Committee

Significant concurrent position
Executive Officer, Chairperson of Nippon Sheet Glass Co., Ltd.

Career

April 1981 Joined Nippon Sheet Glass Co., Ltd.
May 2012 Senior Corporate Officer, Head of Architectural Glass Japan of Nippon Sheet Glass Co., Ltd.
April 2015 Representative Executive Officer, President and CEO of Nippon Sheet Glass Co., Ltd.
June 2015 Director, Representative Executive Officer, President and CEO of Nippon Sheet Glass Co., Ltd.
April 2023 Director, Representative Executive Officer, Chairperson of Nippon Sheet Glass Co., Ltd.
June 2023 Executive Officer, Chairperson of Nippon Sheet Glass Co., Ltd. (current position)
June 2025 Member of the Board of Directors of JAPAN POST BANK Co., Ltd. (current position)

Reason for appointment

Mr. MORI Shigeki has long been involved in the management of a publicly traded company and has experience in corporate management and risk management. Japan Post Bank judges that, with his abundant experience and insights as a specialist in corporate management gained through his career, he will sufficiently fulfill his role in enhancing the decision-making function and supervision function of the Board of Directors.

**Junko Moro**

Outside Member of the Board of Directors
Member of the Nomination Committee

Significant concurrent position
Director of Mitsui O.S.K. Lines, Ltd.

Career

April 1986 Joined Mitsui O.S.K. Lines, Ltd.
April 2019 Executive Officer, Mitsui O.S.K. Lines, Ltd.
April 2021 Managing Executive Officer of Mitsui O.S.K. Lines, Ltd.
April 2023 Advisor, Mitsui O.S.K. Lines, Ltd.
June 2023 Director, Mitsui O.S.K. Lines, Ltd. (current position)
June 2025 Member of the Board of Directors of JAPAN POST BANK Co., Ltd. (current position)

Reason for appointment

Ms. MORO Junko successively held various important posts including Chief Human Resources Officer (CHRO) at a publicly traded company and has experience in human resources development and marketing. Japan Post Bank judges that, with her abundant experience and insights gained through her career, she will sufficiently fulfill her role in enhancing the decision-making function and supervision function of the Board of Directors.

Members of the Board of Directors

**Takayuki Kasama**

President & CEO,
Representative Executive Officer,
Member of the Board of Directors
Member of the Nomination Committee

Significant concurrent position
Director of JAPAN POST HOLDINGS Co., Ltd.

Status of attendance at the meetings of: Board of Directors 100% (13/13 meetings)
Nomination Committee 100% (7/7 meetings)

Career

April 1996 Joined The Long-Term Credit Bank of Japan, Limited (current SBI Shinsai Bank, Limited)
December 1998 Joined IBI Securities Co., Ltd. (currently Mizuho Securities Co., Ltd.)
October 2000 Joined Goldman Sachs (Japan) Ltd.
January 2011 Managing Director, Head of Credit Trading, Goldman Sachs (Japan) Ltd.
July 2013 CEO, Senior Portfolio Manager, GOLVIS INVESTMENT PTE. LTD.
November 2015 Managing Director (in charge of credit investments), Investment Division of JAPAN POST BANK Co., Ltd.
May 2018 Senior Managing Director, General Manager of Global Credit Investment Department, Investment Division of JAPAN POST BANK Co., Ltd.
June 2020 Senior Managing Executive Officer of JAPAN POST BANK Co., Ltd.
June 2023 Director and Representative Executive Vice President of JAPAN POST BANK Co., Ltd.
April 2024 President & CEO, Representative Executive Officer, Member of the Board of Directors, JAPAN POST BANK Co., Ltd. (current position)
June 2024 Director of JAPAN POST HOLDINGS Co., Ltd. (current position)

**Harumi Yano**

Deputy President,
Representative Executive Officer,
Member of the Board of Directors

Significant concurrent positions
None

Status of attendance at the meetings of: Board of Directors 100% (11/11 meetings)

Career

April 1984 Joined The Industrial Bank of Japan, Ltd.
February 2008 Senior Manager, Administration Department, Mizuho Corporate Bank, Ltd.
April 2010 General Manager, Strategic Research Department, Mizuho Securities Co., Ltd.
April 2011 General Manager, Research Department, Corporate Administration Division, JAPAN POST BANK Co., Ltd.
October 2011 Executive Officer, JAPAN POST BANK Co., Ltd.
June 2016 Managing Executive Officer, JAPAN POST BANK Co., Ltd.
June 2019 Senior Managing Executive Officer, JAPAN POST BANK Co., Ltd.
June 2023 Deputy President, JAPAN POST BANK Co., Ltd.
April 2024 Deputy President, Representative Executive Officer, JAPAN POST BANK Co., Ltd.
June 2024 Deputy President, Representative Executive Officer, Member of the Board of Directors, JAPAN POST BANK Co., Ltd. (current position)

**Kenji Ogata**

Deputy President,
Representative Executive Officer,
Member of the Board of Directors

Significant concurrent position
Managing Executive Officer, JAPAN POST HOLDINGS Co., Ltd.

Career

April 1990 Joined the Ministry of Posts and Telecommunications
February 2012 Deputy Senior General Manager of Corporate Planning Department, Corporate Planning Division of JAPAN POST HOLDINGS Co., Ltd.
September 2013 Senior General Manager of Corporate Planning Department, Corporate Planning Division of JAPAN POST HOLDINGS Co., Ltd.
April 2015 Senior General Manager of Corporate Planning Department and Head of IR Office, Corporate Planning Division of JAPAN POST HOLDINGS Co., Ltd.
June 2016 Executive Officer and Senior General Manager of Corporate Planning Department of JAPAN POST HOLDINGS Co., Ltd.
September 2017 Executive Officer and Head of Secretaries Office of JAPAN POST HOLDINGS Co., Ltd.
April 2018 Managing Executive Officer and Head of Secretaries Office of JAPAN POST HOLDINGS Co., Ltd.
April 2019 Managing Executive Officer, JAPAN POST HOLDINGS Co., Ltd.
April 2021 Senior Executive Officer and Director of Kinki Regional Office of JAPAN POST Co., Ltd.
June 2023 Executive Vice President, JAPAN POST BANK Co., Ltd.
June 2025 Deputy President, Representative Executive Officer, Member of the Board of Directors, JAPAN POST BANK Co., LTD (current position), and Managing Executive Officer, JAPAN POST HOLDINGS Co., Ltd. (current position)

**Kazuyuki Negishi**

Member of the Board of Directors
Member of the Nomination Committee
Member of the Compensation Committee

Significant concurrent positions
Managing Executive Officer of JAPAN POST HOLDINGS Co., Ltd.
Director of JAPAN POST Co., Ltd.
Director of JAPAN POST INSURANCE Co., Ltd.

Career

April 1994 Joined the Ministry of Posts and Telecommunications
August 2008 General Manager of Sales Promotion Department of JAPAN POST INSURANCE Co., Ltd.
April 2011 General Manager of Investment Planning Department of JAPAN POST INSURANCE Co., Ltd.
April 2012 General Manager of Corporate Planning Division of Japan Post Network Co., Ltd. (currently JAPAN POST Co., Ltd.)
October 2012 General Manager of Corporate Planning Division of JAPAN POST Co., Ltd.
January 2014 Executive Manager for Planning of Corporate Planning Division of JAPAN POST Co., Ltd.
December 2015 Senior General Manager of Corporate Planning Division of JAPAN POST Co., Ltd.
April 2017 Executive Officer of JAPAN POST Co., Ltd.
April 2019 Senior Executive Officer of JAPAN POST Co., Ltd., Managing Executive Officer of JAPAN POST HOLDINGS Co., Ltd.
April 2023 Senior Executive Officer and Director of Tokai Regional Office of JAPAN POST Co., Ltd.
April 2025 Managing Executive Officer of JAPAN POST HOLDINGS Co., Ltd. (current position)
June 2025 Member of the Board of Directors, JAPAN POST BANK Co., Ltd. (current position); Director and Representative Executive Officer, President & CEO, JAPAN POST HOLDINGS Co., Ltd.; Director, JAPAN POST Co., Ltd. (current position); and Director, JAPAN POST INSURANCE Co., Ltd. (current position)

**Miho Ichiki**

Member of the Board of Directors
Member of the Audit Committee
Member of the Risk Committee

Significant concurrent positions
None

Career

April 1992 Joined the Ministry of Posts and Telecommunications
August 2008 General Manager of Corporate Planning Division of Japan Post Network Co., Ltd. (currently JAPAN POST Co., Ltd.)
April 2012 Head of Reform Promotion Office of Japan Post Network Co., Ltd.
October 2012 Head of Reform Promotion Office, Corporate Management Division, Postal Network Headquarters of JAPAN POST Co., Ltd.
April 2013 Head of Reform Promotion Office, Corporate Planning Division of JAPAN POST Co., Ltd.
September 2014 Head of Women's Workforce Participation Promotion Office, General Affairs and Personnel Division of JAPAN POST Co., Ltd.
April 2015 Head of Women's Workforce Participation Promotion Office, Personnel Affairs Division of JAPAN POST Co., Ltd.
April 2017 Head of Human Resource Development Office, Personnel Affairs Division of JAPAN POST Co., Ltd.
April 2019 Head of Liaison Office, Corporate Planning Division of JAPAN POST Co., Ltd.
April 2020 Senior General Manager of Procurement Division of JAPAN POST Co., Ltd.
October 2020 Senior General Manager of Financial Services Sales Promotion Division, JAPAN POST Co., Ltd.
April 2021 Executive Officer and Director of Minami-Kanto Regional Office of JAPAN POST Co., Ltd.
April 2023 Managing Executive Officer, JAPAN POST HOLDINGS Co., Ltd., Senior Executive Officer of JAPAN POST Co., Ltd.
June 2025 Member of the Board of Directors, JAPAN POST BANK Co., Ltd. (current position)

Notes: 1. Attendance at Board of Directors and committee meetings is based on actual attendance in fiscal 2024.
2. Makoto Kaiwa, Hiroshi Kawamura, Kenzo Yamamoto, Keiji Nakazawa, Atsuko Sato, Reiko Amano, Akane Kato, Shigeki Mori, and Junko Moro are Outside Members of the Board of Directors as defined in Article 2, Item 15 of the Companies Act.

For details on the biographical information of the members of the Board of Directors, please refer to the Japan Post Bank website.
https://www.jp-bank.japanpost.jp/en/aboutus/company/en_abt_cmp_exc_profile.html#anc01

Evaluation of effectiveness of Japan Post Bank's Board of Directors

Every year, Japan Post Bank's Board of Directors analyzes and evaluates the effectiveness of the Members of the Board of Directors and each committee based on the self-evaluation of each director and discloses a summary of the results.

1. Evaluation method

1) Review of the evaluation method

At the meeting of independent Outside Members of the Board of Directors, the members reviewed the evaluation method and considered the approach of using a third-party evaluation organization. However, the members determined that, at this point in time, the existing method of self-evaluation conducted through a survey and discussions among the Members is appropriate. Therefore, the Bank has conducted the evaluation based on the following procedures.

Timing	Procedure
December 2024	Exchanged opinions regarding survey items (at the Meetings of independent Outside Members of the Board of Directors).
January 2025	Surveyed all Members of the Board of Directors.
February	Shared the results of the survey and Members of the Board of Directors' awareness of issues with all the Members.
March	Sought executives' opinions and expectations on the Board of Directors. Discussed the issues faced by the Board of Directors and the related improvement proposals, based on the results of the survey and awareness of issues (at the meeting of the Board of Directors).
April	Resolved the evaluation of effectiveness of the Board of Directors for FY2024 (at the meeting of the Board of Directors).

2) Survey items

The survey items fall under the following categories. A five-step scale is used for answering each question, with an optional comment field included for the relevant items.

- Composition of the Board of Directors and each committee (number of members, composition ratio, diversity of knowledge and experience, etc.)
- Information provided to and support system for Outside Members of the Board of Directors
- Collaboration between the Board of Directors and each committee
- Management of the Board of Directors (appropriateness of matters to be resolved and reported on, materials, establishment of an environment that emphasizes free and easy discussion, etc.)
- Overall evaluation

2. Overview of the results of the evaluation of effectiveness

1) Results of the evaluation of effectiveness of the fiscal 2024 Board of Directors

The results of the analysis and evaluation confirmed that the Members of the Board of Directors, whose experience is diverse, expressed their opinions based on their respective expertise and engaged in strategic discussions at the Board of Directors meetings, and that they are making ongoing efforts to address the issues identified in last fiscal year's evaluation. Based on this, the Bank determines that the effectiveness of the fiscal 2024 Board of Directors as a whole has been ensured. On the other hand, in light of the discovery of the improper use of non-public financial information at post offices,* we recognize that there is room for improvement in the provision of important information to the Board of Directors pertaining to the execution status of services at post offices.

* A case in which post offices used non-public financial information on customers' savings, without obtaining prior consent from the customers, and invited customers to the post office for the purpose of soliciting sales of Japan Post Insurance products as well as Japanese government bonds, investment trusts, etc.

2) Response to issues identified in the fiscal 2023 evaluation

- Further enhancing strategic discussions
 - We held several discussions on the direction of the management strategy, based on an analysis of the internal and external environment over the long term.
 - In regard to ongoing agenda items, we detailed the status of responses to the opinions and recommendations of the Board of Directors in particular, and regularly checked on progress.
- Further strengthening collaboration with the respective committees
 - In regard to reports from committees to the Board of Directors, in light of the opinion that some committees should make more extensive reports to the Board of Directors, we first clarified the matters for which each committee is responsible, then revised the regulations and enhanced reports.
- Further enhancing the specialized knowledge by Independent Outside Member of the Board of Directors in relation to the Bank's business operations
 - To further deepen knowledge of the Bank's business operations, we enhanced opportunities for Independent Outside Members of the Board of Directors to participate in training programs and seminars, and to observe the operations of each organization.

3. Initiatives for the future

Based on the results of this evaluation, the Bank's Board of Directors will engage in the following initiatives to further improve effectiveness.

- Further enhance strategic discussions for the purposes of monitoring the progress of the current Medium-term Management Plan and identifying policies for important issues with a view to formulating the next Medium-term Management Plan.
 - Further enhance the governance system in response to changes in the internal and external environment.
 - Establish an environment that facilitates the gathering of information on management environment surrounding the Bank and the status of its operations, so as to enable independent Outside Members of the Board of Directors to fulfill their expected roles. Furthermore, we recognize the importance of strengthening the Bank's management system to better oversee post offices, to which the Bank has outsourced its bank agency services, and we will monitor its status appropriately within the Board of Directors as well.
- The Bank's Board of Directors aims for sustainable corporate value growth by engaging in efforts to further vitalize discussions at the Board of Directors and further enhance the supervisory function through these initiatives.

Support system for Outside Members of the Board of Directors

To ensure the effective and smooth operation of the Board of Directors, and to enhance the effectiveness of supervision by Outside Members of the Board of Directors, the following measures are taken with respect to the Board of Directors. In addition, the Board of Directors' Office has been established and appropriately staffed to provide operational support for the effective and efficient conduct of Board of Directors' meetings and to facilitate communication and coordination with Outside Member of the Board of Directors.

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

Provision of information to Outside Member of the Board of Directors

1. Implementation of training and study sessions

We provide training to executives, including Outside Member of the Board of Directors, to deepen their understanding of Japan Post Bank's business, challenges, management strategies, and other matters, and to acquire the knowledge necessary to fulfill their expected roles and responsibilities.

In addition, we hold study sessions on Japan Post Bank's operations for Independent Outside Member of the Board of Directors at meetings of Independent Outside Member of the Board of Directors and other opportunities to support them in supervising Japan Post Bank's management more effectively.

Main training topics

- Shareholders' meetings, IR
- Media relations
- Cybersecurity
- Anti-money laundering, terrorist financing, and proliferation finance
- International financial regulations related to risk management
- Operational resilience



Meetings of Independent Outside Member of the Board of Directors

2. Visits to business sites

The Outside Members of the Board Directors conduct visits to Japan Post Bank facilities with the aim of deepening participants' understanding of our business and providing them with a more concrete and practical perspective.

In fiscal 2024, they visited several areas and observed the automation and digitization of operations at directly operated branches and post office counters, as well as the use of generative AI at Operation Support Centers, which provide sales and administrative support to post offices.

They also exchanged opinions with employees on the ground about actual business operations and challenges.



Site visit to an Operation Support Center by the Outside Member of the Board of Directors

Succession plan

At JAPAN POST BANK, the Nomination Committee deliberates on succession plans for executives, including the President and Representative Executive Officer, with the aim of achieving sustainable corporate growth and enhancing corporate value over the medium to long term. The Nomination Committee clarifies the ideal image of the President and Representative Executive Officer in terms of values, qualities, and abilities based on

JAPAN POST BANK’s vision. The Nomination Committee then establishes objective evaluation criteria and holds discussions based on them, referring to individual and multifaceted evaluations by external organizations. In addition, we are working to develop human resources based on evaluation criteria for the ideal President and Representative Executive Officer in order to facilitate succession planning.

Election and dismissal of Executive Officers, nomination of candidates for the Board of Directors

With regard to the policies and procedures for electing or dismissing Executive Officers and nominating candidates for the Board of Directors, the Bank has established the “Criteria for Election or Dismissal of Executive Officers” and the “Criteria for Nomination of Candidates for the Board of Directors.”

- Criteria for Election or Dismissal of Executive Officers
<https://www.jp-bank.japanpost.jp/en/sustainability/governance/system/pdf/criteriaelection.pdf>
- Criteria for Nomination of Director Candidates
https://www.jp-bank.japanpost.jp/en/sustainability/governance/system/pdf/Criteria_for_Nomination_of_Director_Candidates.pdf

Compensation for Directors and Executive Officers

Policy on Determining Remuneration Amounts for Directors and Executive Officers, and the Calculation Methods Thereof

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

- When serving concurrently as a director and executive officer, compensation shall be paid for the position of executive officer.
- 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.
- Compensation that executive officers of the Bank receive shall be paid in the form of a base salary (a fixed amount of compensation), a short-term incentive in the form of a bonus, and a medium- to long-term incentive in the form of stock compensation (both non-performance-linked and performance-linked), and shall function as a sound incentive for the achievement of performance goals and sustainable growth.

2. Compensation of 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, the role in each committee, 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, a short-term incentive in the form of a bonus, and a medium- to long-term incentive in the form of stock compensation (both non-performance-linked and performance-linked).

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.

The bonus shall function as an incentive to steadily achieve the performance targets for a single fiscal year. It shall be calculated by multiplying the standard amount according to the responsibilities by a coefficient based on the individual evaluation and a coefficient that varies according to the achievement status of the management plan, and the cash will be paid every year.

In regard to stock compensation, based on the viewpoint of a sound incentive for improving medium- to long-term corporate value and sustainable growth, a fixed amount of points according to the responsibilities shall be granted every year, and points that are calculated by multiplying the sum of basic points corresponding to duties by a coefficient that varies according to the state of achievement of the management plan shall be granted after the end of the final fiscal year of the medium-term management plan, 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.

Incorporation of ESG evaluation items into executive compensation

In promoting overall management and the operations of each division, from the viewpoint of providing sound incentives not only from the short-term perspective of single fiscal year performance, etc., but also for efforts toward the Bank’s long-term, sustainable growth, the

Bank will reflect the status of promotion of sustainability management in the compensation of executive officers. The evaluation items will be reviewed each fiscal year as necessary in response to changes in the external environment and the Bank’s internal environment.

Type	Performance linked	Payment standard	Payment period	Payment method																
Base salary	Non-linked	Fixed level of compensation based on job responsibilities	Monthly	Cash																
Stock compensation Revised in FY2024	Non-linked	Points for each position according to job responsibilities	At the time of retirement	Stock 70% Cash 30%																
	Linked	<div>Linked to medium- to long-term performance (0–120%)</div> <div><div><div>Basic points</div><div>Points for each position according to job responsibilities</div></div><div>×</div><div><div>Performance-linked index (Evaluation of Medium-term Management Plan Achievement)</div><table><tr><th colspan="2">Item</th><th>Evaluation weight</th></tr><tr><td rowspan="2">Quantitative evaluation</td><td>Net income attributable to parent company shareholders</td><td>50%</td></tr><tr><td>ROE (based on shareholders' equity)</td><td>50%</td></tr></table></div></div>			Item		Evaluation weight	Quantitative evaluation	Net income attributable to parent company shareholders	50%	ROE (based on shareholders' equity)	50%								
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Bonus New setting in FY2024	Linked	<div>Linked to short-term performance (0–130%)</div> <div><div><div>Standard amount by position</div><div>Standard amount for each position according to job responsibilities</div></div><div>×</div><div><div>Coefficient based on individual evaluation</div><div></div></div><div>×</div><div><div>Performance-linked index</div><table><tr><th colspan="2">Item</th><th>Evaluation weight</th></tr><tr><td rowspan="5">Quantitative evaluation</td><td>Financial targets</td><td rowspan="2">40%</td></tr><tr><td>Net income attributable to parent company shareholders</td></tr><tr><td>OHR/Reduction of operating expenses</td></tr><tr><td>Target KPIs</td><td rowspan="3">60%</td></tr><tr><td>Retail Business*1</td></tr><tr><td>Market Business*2</td></tr><tr><td>Σ(Sigma) Business*3 (Corporate business that creates the future of society and local communities through investments that reduce operating expenses)</td></tr><tr><td>ESG*4</td></tr><tr><td rowspan="2">Qualitative evaluation</td><td>Initiatives that contribute to enhancing corporate value*5</td><td rowspan="2">±20%</td></tr><tr><td>System trouble, etc.*6</td></tr></table></div></div>	Item		Evaluation weight	Quantitative evaluation	Financial targets	40%	Net income attributable to parent company shareholders	OHR/Reduction of operating expenses	Target KPIs	60%	Retail Business*1	Market Business*2	Σ(Sigma) Business*3 (Corporate business that creates the future of society and local communities through investments that reduce operating expenses)	ESG*4	Qualitative evaluation	Initiatives that contribute to enhancing corporate value*5	±20%	System trouble, etc.*6
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	System trouble, etc.*6																			
			Yearly	Cash																

Stock compensation : Subject of Malus clause
 Bonus : Subject of Clawback clause

*1 Evaluation based on number of accounts registered in the Yucho Bankbook app, number of Tsumitate NISA operation accounts.
 *2 Evaluation based on balance of risk assets, balance of strategic investment areas, RORA(Return on Risk-Weighted Assets).
 *3 Evaluation based on domestic General Partner(GP)-related investment commitments.
 *4 Evaluation based on balance of ESG-themed investments and financings, ESG ratings from major ESG rating agencies(FTSE, MSCI, CDP, DJSI), ratio of women in managerial positions, ratio of employees with disabilities, childcare leave rate for male employees(more than 4 weeks), evaluation based on employee engagement index. ESG’s valuation weighting in the short-term performance linkage is 15%.
 ESG-related indicators are applied to all executive officers, including the President and Representative Executive Officer.
 *5 Only particularly noteworthy initiatives that enhance corporate value, such as customer-oriented business operations, Advancing DX, and human capital management, will be added.
 *6 Points are deducted based on system trouble, noncompliance status, etc.

ESG indicators	Climate change	Evaluation weight
Balance of ESG-themed investments and financing	○	3%
Ratings by major ESG rating agencies (FTSE, MSCI, CDP, DJSI)	○	3%
Rate of female managerial positions		3%
Rate of employees with disabilities		2%
Rate of male employees taking childcare leave (four weeks or more)		2%
Employee engagement indicators		2%
Total		15%

Note: Climate change-related indicators are “balance of ESG-themed investments and financing” and “ratings from major ESG rating agencies.”
The balance of ESG-themed investments and financing is a target for the balance of investments and financing in ESG bonds and other instruments for which the use of proceeds is for climate change mitigation and adaptation.
Ratings from major ESG rating agencies include climate change-related ratings and provide an objective assessment of Japan Post Bank’s climate change initiatives.

Members of officers and remuneration for each officer category (FY2024)

(¥ million)

Category	Number of recipients	Compensation, etc.	Basic compensation	Stock compensation		Bonuses Performance-based	Retirement gratuity	Other
				Non-performance-linked	Performance-based			
Members of the Board of Directors	10	149	149	—	—	—	—	0
Executive Officers	29	1,096	645	76	188	183	—	2
Total	39	1,245	794	76	188	183	—	2

Notes: 1. Amounts are rounded down to the nearest unit.
2. Compensation for Members of the Board of Directors who also serve as Executive Officers is not included in the compensation for executive officers.
3. The number of Members of the Board of Directors does not include one Member of the Board of Directors who does not receive compensation.
4. Compensation for three Executive Officers who retired during the current fiscal year is included.
5. Performance-linked stock compensation and bonuses are recorded at the amount expended during the current fiscal year.
6. The retirement benefits program for Executive Officers was abolished in June 2013, but retirement benefits for the period of service prior to the abolition of the program will be paid to Executive Officers who remain in office at the time of retirement.

Strategic shareholdings

Japan Post Bank has prescribed the policy on strategic shareholdings as follows in the “Strategic Shareholdings” in the “Basic Policy on Corporate Governance.”

1. The Bank may hold strategic shareholdings when it recognizes the significance of such holdings, for example, it is deemed to contribute to the medium-to long-term improvement of the Bank’s corporate value.
2. The Bank’s Board of Directors shall annually assess the appropriateness of holding listed shares, which are strategic shareholdings, from the perspective of economic rationality, such as return on capital requirements, and the purpose for holding such shares, such as the contribution to regional development and strengthening of long-term and stable business relationships. Furthermore, the Bank shall disclose results of the assessment.

3. The Bank shall comprehensively decide whether to approve or disapprove of the exercise of voting rights for strategic shareholdings from the perspective of improving the medium- to long-term corporate value of the strategic shareholding company and the Bank. Of these, the Bank shall decide whether to approve or disapprove proposals that it believes will have a significant impact on their corporate value, etc., through means such as dialogue with the strategic shareholding company, as required.

As of March 31, 2025, Japan Post Bank does not hold any listed shares as strategic shareholdings.

Protection of minority shareholders

1. Policy on Group management

Japan Post Holdings Co., Ltd., is the parent company of Japan Post Bank, and Japan Post Bank is the only bank in the Japan Post Group.

Japan Post Holdings Co., Ltd., Japan Post Co., Ltd., Japan Post Bank, and Japan Post Insurance Co., Ltd., have entered into the Japan Post Group agreement and other

agreements, and have agreed on the Group’s common philosophy, policies, and other basic matters related to Group operations. Through these agreements, each Group company cooperates and collaborates with one another to create synergies.

2. Approach to ensuring independence from the parent company

Japan Post Bank has close relationships with Japan Post Holdings, including human and capital relationships, but makes decisions on its own responsibility and conducts its management and business operations independently.

In accordance with the Japan Post Group agreement, Japan Post Bank has entered into a contract concerning the operation of the Japan Post Group with Japan Post Holdings, and important matters concerning Group operations are subject to prior consultation with Japan Post Holdings or reporting to Japan Post Holdings. In addition, from the perspective of strengthening Group governance, the same individuals serve as Members of the Board Directors of both Japan Post Bank and Japan Post.

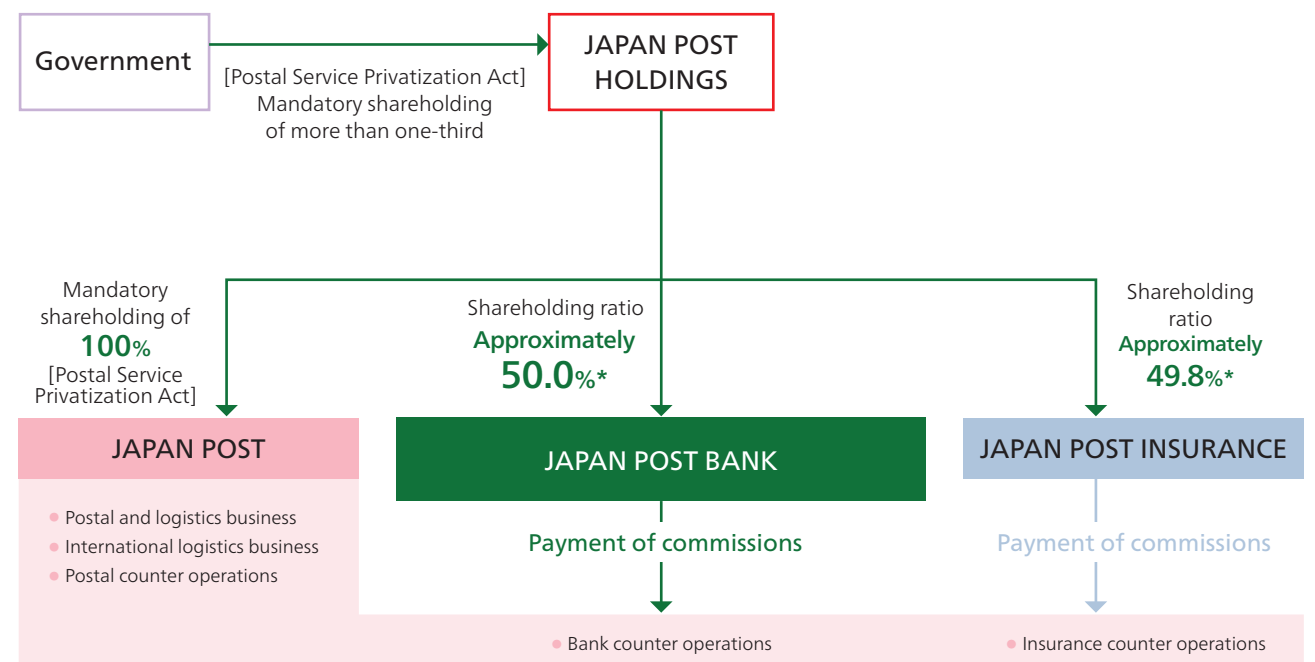
On the other hand, Japan Post Bank has adopted a system of corporations with a Nomination Committee and other committees in place to improve management transparency and speed up decision-making. The Board of

Directors and each of the statutory and voluntary committees are composed of a majority of Independent Outside Member of the Board of Directors, and a system is in place to ensure that management is properly monitored from the perspective of protecting minority shareholders.

In addition, the Japan Post Group agreement clearly stipulates that Japan Post Holdings will not interfere with or restrict the decision-making of Japan Post Bank, and that Japan Post Holdings and its operating subsidiaries, including Japan Post Bank, will conduct independent and autonomous management by utilizing the interests belonging to the Japan Post Group.

JAPAN POST GROUP Agreement
Home » English Home » Japan Post Group » Group Governance

Japan Post Group Organization Chart (as of March 31, 2025)



* Percentage of outstanding shares excluding treasury stocks

Business Risks

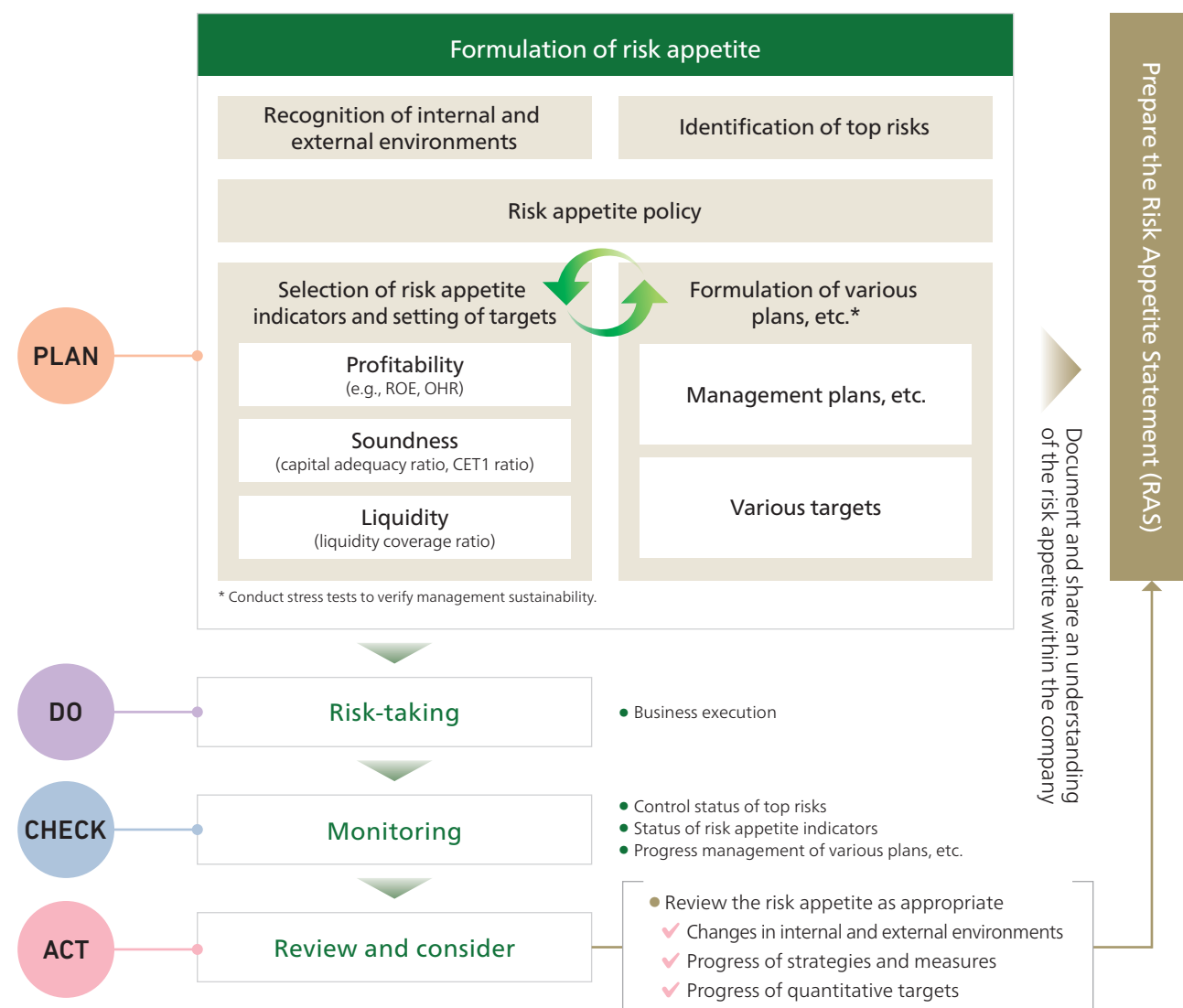
Risk Appetite Framework (RAF)*

Japan Post Bank has introduced RAF to secure stable medium- to long-term earnings while maintaining financial soundness. Based on this framework, risk appetite policies and indicators, as well as top risks, are discussed and set in an integrated manner with management plans.

* Risk appetite (the types and total amount of risk that should be willingly accepted to achieve business plans, based on the uniqueness of the Bank's business model) is used as a common term within the Bank for risk-taking policies in general, including capital allocation and profit maximization.

Risk appetite framework management process

() indicates main risk appetite indicators



Top risk selection

Risks that are recognized as having a significant impact on the Japan Post Bank Group's business, business performance, financial position, and the like are discussed by the Board of Directors and the Executive Committee within the framework of the risk appetite framework and are selected as top risks based on their impact and likelihood.

Responses to the selected top risks are reflected in Japan Post Bank's management plans, and the status of controls is regularly reviewed, with additional measures taken as necessary. From fiscal 2024, we will clarify the responsibilities for cross-organizational prevention and response to each top risk event, and from fiscal 2025, we will review the monitoring framework to further enhance top risk management.

SECTION 1	SECTION 2	SECTION 3	SECTION 4	SECTION 5
Message from the President & CEO	Value Creation at Japan Post Bank	Strategies to Achieve Value Creation	Foundations to Support Value Creation	Corporate Information

Top risks for fiscal 2025

Top risks	Main measures
Rapid changes in market conditions, such as a sharp widening of overseas credit spreads and a sharp rise in interest rates Downward deviation from the assumed investment multiples and exit timing of private equity funds	<ul style="list-style-type: none"> Continue to strengthen the risk tolerance of the portfolio Continue to manage the portfolio in a risk-averse manner and make selective investments Strengthen human capital specializing in asset management, risk management, and ALM
Cyberattacks	<ul style="list-style-type: none"> Strengthen systems based on third-party assessments in accordance with international standards Confirm security measures when introducing new systems, adding new functions, and after the launch of new services
System failures	<ul style="list-style-type: none"> Improve availability through redundancy of equipment and lines Implement redundancy measures by establishing disaster countermeasure data centers Select and inspect priority inspection systems
Large-scale disasters	<ul style="list-style-type: none"> Strengthen earthquake resistance of facilities Deploy disaster supplies Develop remote work environments
Insufficient promotion of digital transformation, administrative efficiency, and other measures, and insufficient response to the competitive environment (changes in the banking industry)	<ul style="list-style-type: none"> Steadily promote strategies and measures in the Medium-term Management Plan and annual management plans
Occurrence of scandals, compliance violations such as leakage or loss of personal information, and inappropriate conduct by officers and employees	<ul style="list-style-type: none"> Consider and implement systematic and institutional measures to prevent recurrence based on past incidents and examples from other companies Implement regular training Strengthen the monitoring of post offices
Risks of customers suffering disadvantages due to failure to thoroughly implement customer-oriented business operations	<ul style="list-style-type: none"> Establish a system for the centralized management of customer feedback Implement various training programs
Impediments to strategy execution due to human capital shortages	<ul style="list-style-type: none"> Promote human capital strategies and human capital investment in line with the Medium-term Management Plan and annual management plans, and optimize the human capital portfolio Strengthen training through recruitment of specialized human capital and training and the Career Challenge system
Inadequate measures against money laundering, terrorist financing, and proliferation financing	<ul style="list-style-type: none"> Identify and evaluate risks, and formulate and implement measures to reduce them Verify the effectiveness of measures and implement continuous improvement activities Enhance measures based on cooperation with authorities and knowledge of external organizations
Inadequate measures to maintain and strengthen the customer base	<ul style="list-style-type: none"> Steadily promote strategies and measures in the Medium-term Management Plan and annual management plans
Risks arising from issues related to sustainability, such as climate change, natural capital, biodiversity, and human rights	<ul style="list-style-type: none"> Strengthen and manage progress of "Sustainability Management" that promotes sustainability initiatives in an integrated manner with management strategies Regularly enhance and revise the ESG Investment and Financing Policy and the Human Rights Policy

Risk Management

Japan Post Bank recognizes risk management as a key management issue and is working to enhance its risk management capabilities by identifying and controlling the risks that it faces.

The basic principle of Japan Post Bank's risk management is to "manage risk appropriately in accordance with management strategies and risk characteristics, and to utilize capital effectively in order to enhance corporate value while ensuring financial soundness and the appropriateness of operations."

Risk management system

In addition to establishing departments to manage each risk category, Japan Post Bank has established the Risk Management Department, which integrates and manages each risk category to ensure the effectiveness of functions that manage overall risk in an integrated manner. The Risk Management Department is independent from the business divisions.

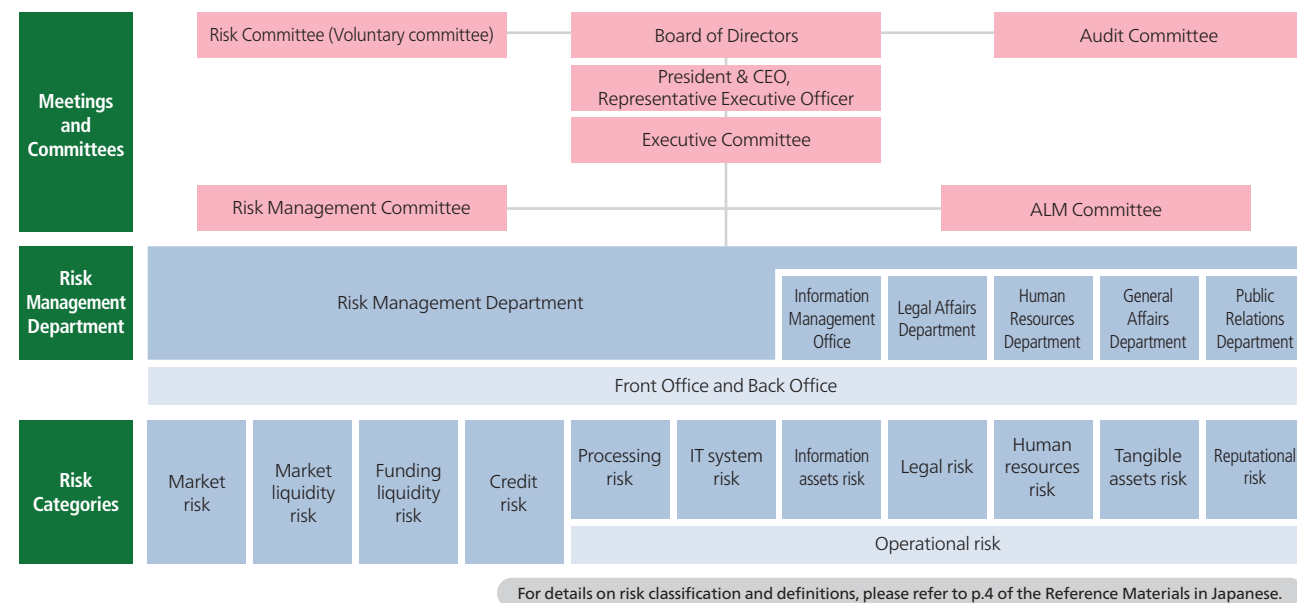
For risk management and operations, we have established Special Committees (Risk Management Committee and ALM Committee) as advisory bodies to the Executive Committee. These committees report on

the status of risk management, considering the characteristics of various risks, and discuss risk management policies and risk management systems. The Executive Officer in charge of the Risk Management Division reports on the status of risk management to the Board of Directors, the Audit Committee, and the Risk Committee on a regular basis and as necessary.

We have established a system to appropriately manage risks associated with new products and services by conducting risk assessments in advance of their introduction.

Risk management system

(as of July 1, 2025)



Integrated risk management

Japan Post Bank manages risks in five categories using both quantitative and qualitative methods.

For quantitative management, we have introduced integrated risk management to quantify and control risks. Specifically, we set in advance the total amount of risk-taking that can be covered by total capital, allocate risk to risk-taking operations according to the type of risk and the characteristics of the business (risk capital allocation), and use value-at-risk (VaR)—a statistical

method for estimating the maximum loss that might occur with a certain probability on assets and liabilities held—as a uniform measure to quantify market and credit risk and to control the risks taken. In addition, we conduct stress tests based on multiple stress scenarios that assume a deteriorating macroeconomic environment to verify the appropriateness of management plans from a forward-looking perspective and from the standpoint of management sustainability.

How stress tests are conducted

Flow	Overview
1 Draft scenario	<ul style="list-style-type: none"> Based on the risks to be noted and the economic outlook recognized by market participants such as international organizations, national authorities, and financial institutions, the stress events to be reflected in scenarios are examined. Multiple scenario proposals are created according to the probability and impact of stress events.
2 Finalize scenario	<ul style="list-style-type: none"> Advance discussions of scenario drafts among relevant departments Following prior consultations, the proposed scenario will be reviewed by the ALM Committee and subsequently finalized.
3 Estimate impact	<ul style="list-style-type: none"> Estimation of the impact of each scenario on the capital adequacy ratio, unrealized gains (losses) related to securities, net interest income, risk amounts, etc.
4 Report to the Board of Directors	<ul style="list-style-type: none"> Verification of the appropriateness of management plans from the perspective of management sustainability based on the results of the estimates Reporting of the results of the verification to the Board of Directors

Qualitative management is conducted in conjunction with quantitative management in accordance with the characteristics of each type of risk. For example, regarding operational risk, we have established a PDCA cycle that includes a unified process for risk identification, assessment, management, and reduction.

The allocation of risk capital is determined by the President & CEO, Representative Executive Officer based on the total amount of allocated capital approved by the Board of Directors, following consultation with the ALM Committee and the Executive Committee.

For details on the risk capital allocation chart, please refer to p. 5 of the Reference Materials in Japanese.

Internal Audit

Internal audit system

The Japan Post Bank has established the Internal Audit Division that is independent from the business execution departments at its head office for the purpose of verifying the status of the Bank's management activities and internal control procedures, thereby contributing to sound and appropriate business operations. The Internal Audit Division has established a system for collecting important information on the business status of audited departments in a timely and appropriate manner.

The Internal Audit Division formulates the internal audit plan based on Japan Post Bank's Basic Policy on Internal Auditing*, etc. In formulating the plan, the division explains the draft internal audit plan including audit resources, the underlying risk assessment, priority audit items, personnel plan, and operational targets, etc. to the Audit Committee and obtains its agreement. The internal audit plan is approved by the President & CEO, Representative Executive Officer and reported to the Members of the Board of Directors.

In addition, in accordance with the internal audit plan, the Internal Audit Division audits all operations of the head office divisions, Regional Headquarters, branches, Administration Service Centers, Operation Support Centers, Seal Card Management, ATM Management Centers, Data Centers, and Credit Card Collection Service Centers, etc., to verify the appropriateness and effectiveness of internal control procedures, including

the execution of management activities, compliance, and risk management.

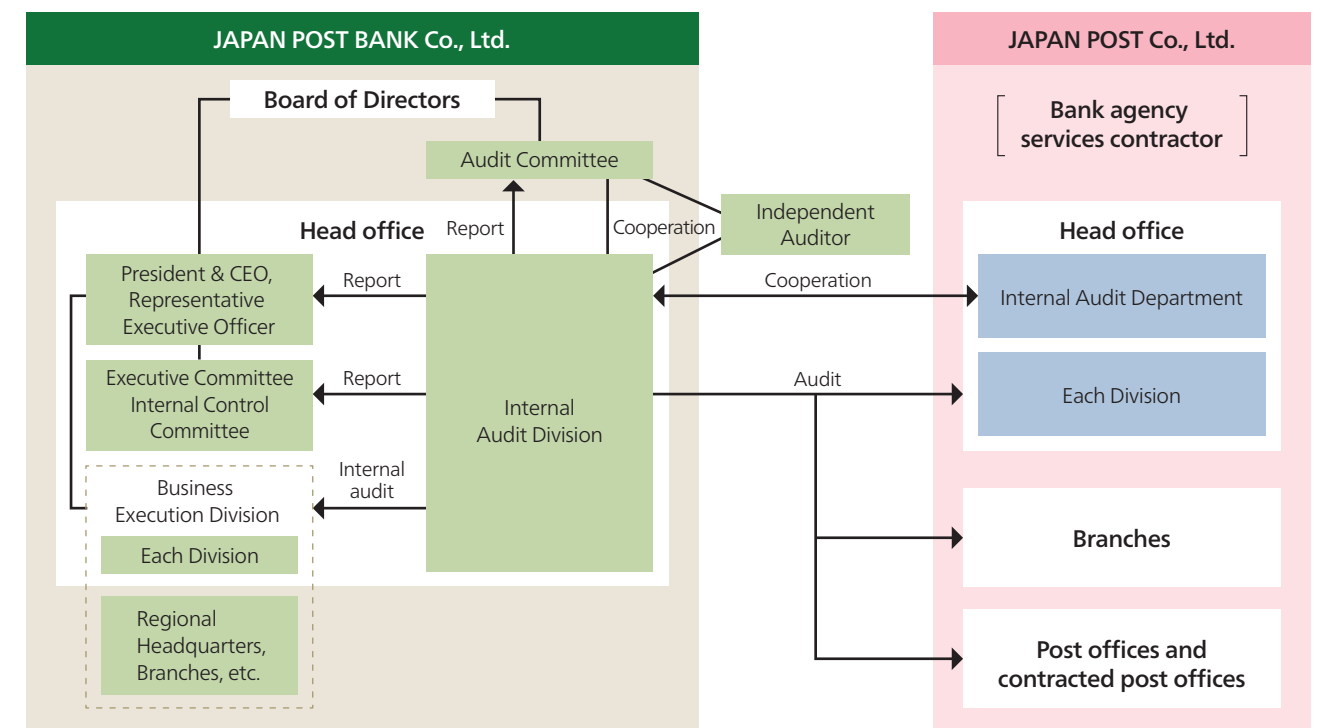
Furthermore, the Internal Audit Division audits Japan Post Co., Ltd., which is entrusted with bank agency services, to verify the appropriateness of its internal control procedures, including compliance and risk management related to bank agency services.

The division reports directly to the President & CEO, Representative Executive Officer, Member of the Board of Directors, and the Audit Committee, and receives instructions regarding the status and results of internal audits and corrective or remedial measures taken by the audited departments, including recommendations for correction or improvement of any significant problems identified during the audit.

To enhance the independence and objectivity of the Internal Audit Division, the Audit Committee approves significant personnel changes in the Audit Department and reviews and evaluates the status of the Internal Audit Division internal audit functions, including the performance of duties and responsibilities, audit methods, human capital development, and the content and implementation of measures to continuously improve and strengthen internal audits.

* Japan Post Bank's Basic Policy on Internal Auditing complies with the basic principles of the Global Internal Audit Standards, which are the mandatory requirements of the International Professional Practices Framework of the Institute of Internal Auditors (IIA).

Internal audit system



Cybersecurity

With the remarkable development of digital technology in recent years, transactions using the Internet and smartphones are increasing, and Japan Post Bank is promoting the expansion of services through digital channels. On the other hand, cyberattack methods are becoming increasingly sophisticated and ingenious, and cyber risks surrounding financial institutions are increasing.

Japan Post Bank has announced its Cyber Security Management Declaration as part of the Japan Post Group, positioning the risk of cyberattacks as one of its top management risks. We will continue to strengthen our cybersecurity systems under management-led initiatives to provide our customers with safer and more secure services.

Governance system

To strengthen our cybersecurity posture under management leadership, Japan Post Bank has established a specialized organization (Cyber Security Department) under the President & CEO, Representative Executive Officer and the Chief Information Security Officer (CISO). This organization reports to the Board of Directors and the Executive Committee on a regular basis

and as necessary, thereby enabling the Bank to make timely and appropriate management decisions in response to changes in the environment.

Through this framework, we are committed to advancing the strengthening of our cybersecurity posture and defending against cyberattacks.

Management system

Japan Post Bank has established the Yucho CSIRT^{*2}, a specialized cybersecurity organization that prevents cyber incidents and responds to them when they occur, and the Yucho SOC^{*3}, which monitors logs from security and network equipment and detects and analyzes signs of cyber incidents. These organizations work daily to defend against cyberattacks.

In the event of an incident, we conduct regular training and exercises to ensure that information sharing, decision-making, public relations, and countermeasures are carried out accurately and promptly.

In addition, we have strengthened our cybersecurity posture based on evaluations and recommendations from

third parties in accordance with the FFIEC-CAT^{*4} framework. Starting in fiscal 2025, we will implement advanced countermeasures reflecting the latest security trends based on the internationally recognized CRI Profile^{*5}.

Furthermore, through collaboration with government agencies, industry peers, and related organizations, we are developing multilayered detection and defense measures, including the analysis of new attack methods and the development of countermeasures.

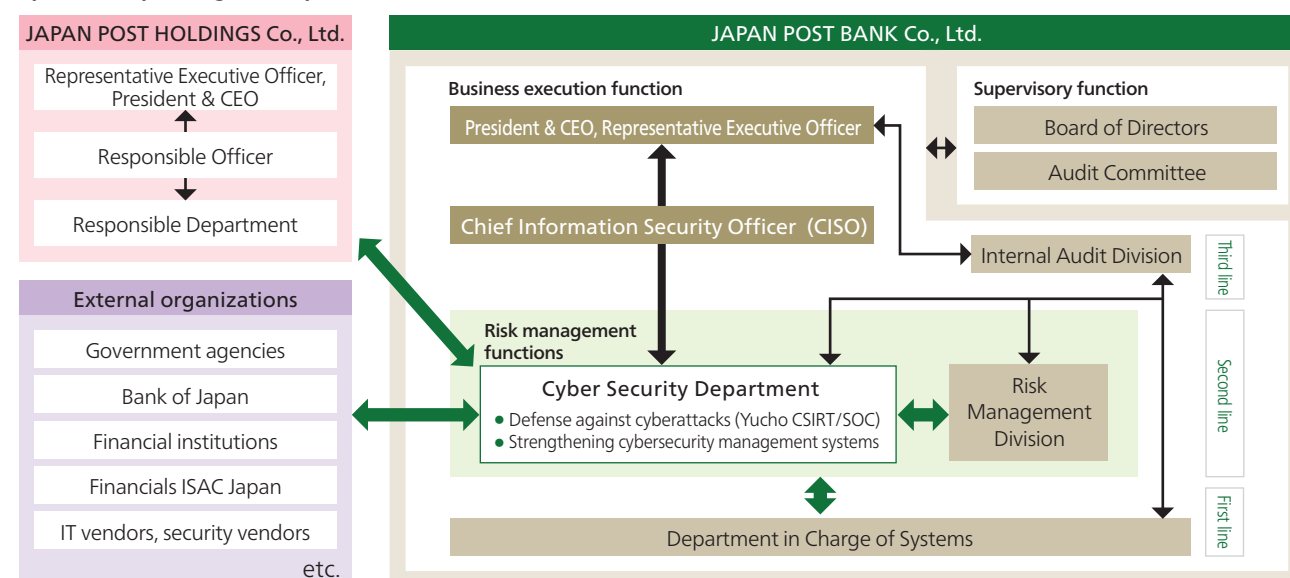
^{*2} CSIRT: Computer Security Incident Response Team

^{*3} SOC: Security Operation Center

^{*4} FFIEC-CAT: Federal Financial Institutions Examination Council–Cybersecurity Assessment Tool

^{*5} CRI Profile: Cyber Risk Institute Profile

Cybersecurity management system



Key initiatives in cybersecurity

Digital channel security measures

Japan Post Bank is working to enhance identity verification and authentication, implement virus countermeasures and vulnerability measures, analyze threat trends, detect cyberattacks, and monitor

fraudulent transactions so that customers can use the services provided through digital channels with greater peace of mind and security.

Strengthening identity verification	Introduction of eKYC ^{*1} to prevent fraudulent registration by impersonating customers
Strengthening identity authentication	To further strengthen ensure identity authentication during important transactions such as money transfers, we have introduced the Yucho authentication app compliant with FIDO ^{*2} and a device called "Token" that generates a one-time password that can only be used once.
Virus countermeasures	Free distribution of PhishWall Premium, software that detects attacks that attempt to steal customers' PIN numbers and other information
Vulnerability countermeasures	Collect and implement countermeasures against daily cyberattack threats and vulnerability information
Monitoring of fraudulent transactions	Monitoring of unauthorized access to Internet banking systems and prevention of fraudulent transfers and other damages
Measures against spoofed e-mails	Implementation of measures against suspicious e-mails by introducing sending domain authentication technology such as DMARC ^{*3} and displaying brand logos in e-mails

^{*1} eKYC: electronic Know Your Customer. Technology that completes identity verification online by comparing IC information on identity verification documents with facial information photographed at the time of registration.

^{*2} FIDO: Fast Identity Online. International standard for online authentication.

^{*3} DMARC: Domain-based Message Authentication, Reporting and Conformance. A mechanism that allows the sender to determine whether to deliver an e-mail to the recipient when it is determined to be spoofed or tampered with.

Developing human capital to support cybersecurity

In today's world, where the use of digital technologies such as cloud services and AI is advancing, it is essential to take measures to address cybersecurity risks in all aspects of business activities.

To strengthen the management base to become a more trusted bank, Japan Post Bank is assigning cybersecurity experts, systematically organizing the necessary skills, and promoting systematic human capital development tailored to job responsibilities and skills to improve expertise.

In addition, every employee, including management, is raising awareness of cybersecurity and actively acquiring the basic knowledge required to implement measures.

Development of cybersecurity specialists

To promote the strengthening of cybersecurity measures and defend against cyberattacks, we have established training plans based on the necessary expertise and experience and provide skill improvement lectures and programs to help employees obtain qualifications.

In addition, we actively participate in external initiatives such as the Financial ISAC, an information-sharing organization for the financial industry, and various training programs sponsored by the Financial Services Agency of Japan and the Metropolitan Police Department, to accumulate expertise and experience and strengthen our operational capabilities.

Cybersecurity education

To raise awareness and basic knowledge of cybersecurity, Japan Post Bank conduct cybersecurity training for management and targeted e-mail attack training for all employees.

In addition, we publish an internal newsletter to raise awareness of cyberattacks and share countermeasures and provide e-learning content covering everything from basic knowledge to the latest specialized knowledge to educate our employees.



Work scene at Yucho SOC

Compliance

Basic approach

At Japan Post Bank, we believe that compliance means that all executives and employees must comply not only with laws and regulations but also with internal rules, social norms, and corporate ethics. Aiming to be the

financial institution most trusted by our customers, we have positioned compliance as an important management issue and are working to ensure thorough compliance.

Compliance system

Japan Post Bank has established the Compliance Committee, which is composed of relevant officers, to discuss important matters related to compliance and report on the status of compliance promotion once a month, and to report to the Internal Control Committee, the Board of Directors, and the Audit Committee.

In addition, the Compliance Management Department has been established under the supervision of the officer in charge of compliance to plan and manage compliance promotion.

Furthermore, we have assigned “Compliance Officers” to departments such as sales to monitor the



Compliance System
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Compliance promotion initiatives

Each year, Japan Post Bank establishes a compliance program as a specific action plan for promoting compliance. Based on this program, we are working to promote compliance by addressing important issues and regularly reviewing the status of implementation. We also conduct training for executives and employees to ensure thorough compliance.

Furthermore, as a specific guide for achieving compliance, we have established the Compliance Manual, which summarizes our compliance system and important initiatives, as well as the management of conflicts of interest, the prevention of corruption such as bribery and money laundering involving public officials, and other laws and regulations that must be observed. Moreover, we distribute the Compliance Handbook, which explains the main points of the Compliance

Manual, to all officers and employees (including non-regular employees), and strive to raise awareness of compliance through compliance training and other measures.

Main initiatives

- Prevention of misconduct
- Measures against money laundering, terrorist financing, and proliferation financing
- Response to antisocial forces
- Customer-oriented business operations and customer protection
- Development of working environments that are comfortable to work in

Personal information protection

Japan Post Bank recognizes that the appropriate protection and handling of personal information, including specific personal information and personal identification numbers (hereinafter “personal

information”), is an important issue in providing high-quality services to its customers. Therefore, Japan Post Bank has established and implemented a policy on the protection of personal information (Privacy Policy).



Privacy Policy
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Efforts to combat money laundering, terrorist financing, and proliferation financing

The importance of addressing international money laundering, terrorist financing, and proliferation financing (hereinafter “ML/TF”) has been increasing year by year, and financial institutions and other entities are required to continuously enhance their ML/TF management systems in response to changes in ML/TF risks. Japan Post Bank has established basic policies in accordance with the Financial Services Agency’s “Guidelines for Anti-Money Laundering and Counter-Terrorist Financing Measures” and, recognizing that measures against ML/FT are one of its most important management issues, has clarified the roles and responsibilities of executives and employees involved in ML/FT measures, including appointing the Executive Officer in charge of the Compliance Division as the person responsible for the supervision of ML/FT measures, and is promoting the establishment of a management-led system.

Specifically, from the perspective of preventing the

products and services provided by Japan Post Bank from being misused for money laundering or other malfeasance, we identify and assess risks and take appropriate measures commensurate with those risks to effectively mitigate them.

In recent years, various financial crimes have occurred, and the methods used to commit them have become increasingly sophisticated. To protect our customers’ deposits and assets, we are working to prevent and suppress financial crimes through customer management measures, detection and reporting of suspicious transactions, review of products and services, response to economic sanctions, analysis of past crime patterns, and upgrading of systems and data management. In addition, we have established a system to share information with the police when we detect accounts that are at high risk of investment fraud to prevent damage.

Dealing with antisocial forces

Japan Post Bank, as an organization as a whole, is committed to blocking and eliminating any relationship with antisocial forces that threatens social order and sound corporate activities, regardless of any illegal or

antisocial activities, and in cooperation with external specialized agencies such as the police, on a routine basis.




Basic Policy on Antisocial Forces
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Conflict of interest management

Japan Post Group has announced its “Japan Post Group Policy on Management of Conflicts of Interest” and, based on this policy, manages transactions involving conflicts of interest throughout the Group to ensure that the interests of customers are not unfairly harmed by transactions that might involve conflicts of interest.

Based on this policy, Japan Post Bank has established a department that manages conflicts of interest (Compliance Management Department) and other systems to appropriately manage transactions that could involve conflicts of interest so that the interests of customers are not unfairly harmed.



Conflict of Interest Management Policy
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