

Financial and Non-financial Data

Financial data

Business Performance Summary (consolidated) (millions of yen)	FY2017	FY2018	FY2019
Gross operating profit	1,462,367	1,326,823	1,314,028
Net interest income	1,175,691	1,015,916	976,639
Net fees and commissions	96,448	106,761	128,891
Net other operating income (loss)	190,227	204,145	208,497
Of which, gains (losses) on foreign exchanges	194,930	219,447	202,139
Of which, gains (losses) on bonds	(6,473)	(12,241)	8,097
General and administrative expenses (excluding non-recurring items)	(1,045,156)	(1,038,558)	(1,021,503)
Net operating profit	417,199	288,264	292,509
Net ordinary income	499,654	373,978	379,137
Net income attributable to owners of parent	352,775	266,189	273,435
Comprehensive income (loss)	(80,426)	23,376	(2,177,244)
Net assets	11,521,680	11,362,365	9,003,256
Total assets	210,629,821	208,974,134	210,910,882
Per Share Data (consolidated) (yen)			
Net income per share	94.09	71.00	72.94
Dividend per share	50	50	50
Net assets per share	3,073.20	3,029.61	2,398.98
Key Financial Indicators (consolidated) (%)			
OHR (overhead ratio)	70.55	74.20	73.17
Capital adequacy ratio (domestic standard)	17.43	15.80	15.58
CET1 (Common Equity Tier 1) capital ratio (international standard)	—	—	—
Return on equity (ROE) based on shareholders' equity	4.00	2.97	3.03
Stock Data			
Total dividend payment (consolidated) (millions of yen)	187,473	187,473	187,473
Dividend payout ratio (consolidated) (%)	53.1	70.4	68.5
Year-end share price (yen)	1,428	1,209	997
Price-earnings ratio (PER) (consolidated) (times)	15.17	17.02	13.66
Price-book value ratio (PBR) (consolidated) (times)	0.46	0.40	0.42
Total shareholder return (TSR) (%)	—	—	—

Non-financial data based on strategy (non-consolidated)	FY2017	FY2018	FY2019
CO ₂ emissions Scope 1 (10,000 t-CO ₂)	—	—	0.6
CO ₂ emissions Scope 2 (10,000 t-CO ₂)	—	—	4.2
CO ₂ emissions Scope 1 + 2 (10,000 t-CO ₂)	—	—	4.8
Balance of ESG-themed investments and financing (trillions of yen)	—	—	—
Number of employees (persons)	13,009	12,800	12,477
Number of mid-career hires (total) (persons)	28	9	11
(of which, percentage of females)	[25.0%]	[11.1%]	[45.5%]
Percentage of mid-career hires (percentage of total hires)	10.7	2.2	4.5
Number of market operations professionals (persons)	55	58	56
Number of ̵ Business-related temporary transfers (cumulative) (persons)	—	—	28
Number of Career Challenge applicants (persons)	—	—	—
Rate of male taking childcare leave (%)	78.9	91.2	87.0
Gender wage disparity (all employees) (%)	—	—	—
Average salary (thousands of yen)	6,546	6,699	6,759
Average age (years)	42.5	42.8	43.3
Training expenses per person/training hours (thousands of yen/hour)	—	—	—
Overall employee satisfaction level (satisfaction rate) (%)	54.5	57.0	63.8
Rate of employees with disabilities (%)	2.52	2.56	2.68
Average overtime hours (hours)	11.2	10.6	9.8

	2018	2019	2020
Number of new hires (total) (persons)	404	234	230
(of which, percentage of females)	[64.9%]	[61.1%]	[62.2%]
Rate of female in managerial positions	12.7	14.4	15.3
Rate of female members of the Board of Directors	18.1	23.0	25.0

Notes: 1. Net operating profit = Gross operating profit – General and administrative expenses (excluding non-recurring items) – Provision for general reserve for possible loan losses
2. Gains (losses) on bonds = Gains on sales of bonds + Gains on redemption of bonds – Losses on sales of bonds – Losses on redemption of bonds – Losses on devaluation of bonds
3. Numbers in parenthesis indicate the amount of loss or expense.
4. Japan Post Bank has established a stock benefit trust, and the shares of Japan Post Bank held by the trust are recorded as treasury stock in the consolidated financial statements. Accordingly, the Japan Post Bank shares held by the stock benefit trust are included in the number of treasury stock deducted from the number of common stock outstanding at the end of the fiscal year for the purpose of calculating net assets per share, and are included in the number of treasury stock deducted from the average number of common stock outstanding during the fiscal year for the purpose of calculating net income per share.
5. OHR is calculated as General and administrative expenses ÷ (Net interest income, etc. + Fees and commissions income). Net interest income, etc., is calculated as Interest income – Interest expenses (including Gains (losses) on sales). In addition, Japan Post Bank has set OHR as an indicator that includes gains (losses) on money held in trust in the denominator, given that it manages securities on a scale commensurate with its size.
6. The consolidated capital adequacy ratio (domestic standard) is calculated based on the “Standards for Determining the Adequacy of Capital of Banks in Light of the Assets They Hold, etc.” Pursuant to the Provisions of Article 14-2 of the Banking Act/Banking Act of Japan” (Financial Services Agency Notification No. 19 of 2006). The final Basel III standards have been applied from the end of fiscal 2024.
7. The CET1 (Common Equity Tier 1) ratio (international standard) is calculated excluding unrealized gains on available-for-sale securities (some items are calculated using simplified methods), and Basel III final rules have been applied from the end of fiscal 2023. Although Japan Post Bank is a domestic bank (regulatory capital adequacy ratio: 4% or more), it has set a target level of around 10% for its CET1 ratio in normal times based on its policy of aiming for capital management at the same level as large domestic financial institutions due to the size of its overseas credit exposure.
8. Return on equity (based on shareholders' equity) (ROE) is calculated as Consolidated net income attributable to owners of Japan Post Bank ÷ ((Shareholders' equity at the beginning of the period) + (Shareholders' equity at the end of the period) ÷ 2).
9. Price-book value ratio (PBR) is rounded to the nearest whole number.
10. Total shareholder return (TSR) is calculated as (Stock price at the end of each fiscal year + Cumulative dividends per share from the fiscal year four years prior to the current fiscal year) ÷ Stock price at the end of the fiscal year five years prior to the current fiscal year.

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Message from the President & CEO	Value Creation at Japan Post Bank	Strategies to Achieve Value Creation	Foundations to Support Value Creation	Corporate Information

FY2020	FY2021	FY2022	FY2023	FY2024
1,319,136	1,292,028	1,056,329	733,655	1,045,631
961,997	1,147,487	796,383	715,754	956,709
127,942	128,471	147,809	153,015	156,356
229,195	16,069	112,136	(135,115)	(67,433)
254,662	79,059	200,041	(117,445)	(68,801)
(25,980)	(63,245)	(88,083)	(15,676)	1,203
(1,011,444)	(983,240)	(926,309)	(929,183)	(915,699)
307,691	308,777	130,019	(195,542)	129,932
394,221	490,891	455,566	496,059	584,533
280,130	355,070	325,070	356,133	414,324
2,470,383	(910,994)	(364,552)	292,767	(409,164)
11,394,827	10,302,261	9,651,874	9,707,923	9,090,989
223,870,673	232,954,480	229,582,232	233,907,990	233,601,531
74.72	94.71	86.84	98.43	114.60
50	50	50	51	58
3,033.03	2,739.60	2,621.17	2,673.23	2,511.18

72.34	67.52	67.15	65.39	61.38
15.53	15.56	15.53	15.01	15.08
14.09	14.23	14.01	13.23	11.77
3.06	3.80	3.44	3.74	4.28

187,473	187,473	183,483	184,494	208,859
66.9	52.7	57.5	51.8	50.6
1,064	985	1,083	1,626	1,506
14.23	10.39	12.47	16.51	13.14
0.35	0.36	0.41	0.61	0.60
111.73	108.82	123.67	183.24	177.03

FY2020	FY2021	FY2022	FY2023	FY2024
0.5	0.4	0.4	0.4	—
3.9	3.9	1.9	1.5	—
4.4	4.3	2.4	1.9	—
1.2	2.1	3.2	4.6	6.0
12,408	12,169	11,742	11,345	10,952
17	45	17	10	10
[23.5%]	[26.7%]	[41.2%]	[20.0%]	[20.0%]
6.9	23.4	10.8	6.6	8.3
70	86	91	97	90
37	45	52	62	74
114	141	193	206	196
98.8	100	100	100	100
—	—	64.1	66.1	66.8
6,746	6,770	6,845	7,116	7,160
43.8	44.5	44.8	45.2	45.6
—	—	43,000 yen/74 hours	39,000 yen/71 hours	37,000 yen/49 hours
64.9	68.7	67.4	67.3	65.5
2.74	2.71	2.72	2.94	3.00
7.4	6.2	6.6	6.8	6.7

2021	2022	2023	2024	2025
14.7	14.1	14.1	11.0	18.1
[63.9%]	[53.9%]	[50.4%]	[56.4%]	[50.3%]
15.7	16.6	17.5	18.4	19.8
25.0	23.0	35.7	35.7	35.7

Notes: 11. Non-financial data based on strategy, excluding the balance of ESG-themed investments and financing, average salary, average age, training expenses/training hours per employee, and the ratio of female Members of the Board of Directors, are rounded to the nearest whole number. Training expenses/training hours per employee are rounded to the nearest whole number for fiscal 2023 and before, and truncated for fiscal 2024 and after.
12. CO₂ emissions for fiscal 2024 are currently being calculated.
13. The number of employees excludes employees assigned to other companies by the Bank but includes employees assigned to the Bank by other companies.
The figure does not include part-time employees (including the indefinite-term employees (associates) based on the indefinite-term employment conversion system).
14. The rate of male taking childcare leave includes those who took spousal childbirth leave in fiscal 2019.
15. Gender wage disparity is calculated based on the average wages of male employees during the current fiscal year (average annual wages = total wages ÷ number of employees) as recorded in the wage ledger. Retirement benefits are excluded from total wages, and employees on leave are excluded from the number of employees. In addition, employees converted to indefinite employment under the indefinite conversion system (associate employees) are included in regular employees (the wage difference for regular employees excluding such employees is 76.3%). Japan Post Bank does not differentiate between men and women in terms of wage systems, promotion and salary increase practices, or hiring criteria. Currently, there is a gender imbalance in the age composition of our workforce, which results in wage differences. Therefore, we will work to foster an organizational culture that encourages younger employees and female employees to participate more actively, and promote them to senior positions, including management positions, to improve engagement and reduce wage disparities.
16. Training costs and hours per employee are calculated based on the total number of employees (regular employees only). This includes hierarchical training and job-specific training. Due to a revision in the calculation criteria, Group-wide hierarchical training, etc., has been added from fiscal 2023 onward.
17. The average number of overtime hours might differ depending on the fiscal year due to differences in the definition of overtime.
18. The number of market operations professionals is as of April 1 of the following fiscal year. The rate of employees with disabilities is as of June 1 of each fiscal year. The rate of females in managerial positions is as of April 1 of each year. The rate of female members of the Board of Directors is as of July 1 of each year.
19. For details on non-financial data based on our strategy, please refer to Japan Post Bank's sustainability website.
<https://www.jp-bank.japanpost.jp/en/sustainability/esg-index/data/>

Company Overview

Various information disclosures

	Financial information	Financial x non-financial information	Non-financial information
Statutory disclosure	Composition of Capital	Securities Report Annual Report	—
Exchange disclosure	Financial results	Timely disclosure	Corporate Governance Report
Voluntary disclosure	Financial results briefing materials	IR information website	Sustainability website

Overview of Japan Post Bank

Name	JAPAN POST BANK Co., Ltd.
Date of establishment	September 1, 2006*1
President & CEO, Representative Executive Officer, Member of the Board of Directors	Takayuki Kasama
Address of head office	2-3-1, Otemachi, Chiyoda-ku, Tokyo 100-8793, Japan TEL: +81-3-3477-0111 (Representative of Japan Post Group)

Total assets	¥233,547 billion
Net assets	¥9,036 billion
Capital stock	¥3,500 billion
Number of employees*2	10,952
Securities Identification Code	7182 (Tokyo Stock Exchange)

*1 On October 1, 2007, the company name was changed from Japan Post Co., Ltd., to JAPAN POST BANK Co., Ltd.
*2 The number of employees excludes employees assigned to other companies by the Bank but includes employees assigned to the Bank by other companies.
The figure does not include part-time employees (including the indefinite-term employees (associates) based on the indefinite-term employment conversion system).

Rating information

(as of March 31, 2025)		
	Long-term	Short-term
Moody's	A1	P-1
S&P	A	A-1

External evaluation

ESG index

FTSE4Good Developed Index
FTSE Blossom Japan Index
FTSE Blossom Japan Sector Relative Index
MSCI NIHONKABU ESG SELECT LEADERS INDEX
MSCI Japan Empowering Women Index
Euronext Sustainable World 120 Index
S&P/JPX Carbon Efficient Index
Morningstar Japan ex-REIT Gender
Diversity Tilt Index (GenDi J)
SOMPO Sustainability Index

Other external assessments

Platinum Kurumin
Tomonin Mark
Eruboshi (3 stars)
“White 500,” 2025 Certified Health & Productivity Management Outstanding Organizations Recognition (Large Enterprise Category) Program
Sports Yell Company 2025
Certified as a company actively promoting measures to improve employees’ health through sport by the Tokyo Metropolitan Government
PRIDE Index Gold (2024)
NIKKEI Sustainable Management Survey, Smart Work Edition 3.5 Stars (November 2024)
NIKKEI Sustainable Management Survey, NIKKEI SDGs Management Survey, SDGs Edition 3.5 Stars (November 2024)
Building-Housing Energy-efficiency Labeling System (BELS) 3 Star Rating
Gomez IR Site Ranking 2024 Silver Prize
Gomez ESG Site Ranking 2024 Web Awards
The Grand Prize for Internet IR in the 2024 Internet IR Awards by Daiwa Investor Relations
The Grand Prize for the Sustainability Category in the 2024 Internet IR Awards by Daiwa Investor Relations

Reference guidelines

IFRS Foundation, “International Integrated Reporting Framework”
Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation, Ministry of Economy

Editorial policy

To provide shareholders, investors, and other stakeholders with a deeper understanding of Japan Post Bank’s corporate value, this disclosure report provides integrated reporting that includes not only financial information but also management strategies and ESG (environmental, social, and governance) information.

Target period

Results for fiscal 2024 (April 1, 2024, to March 31, 2025). Some activities after this period are included.

This Report (main section and reference materials) includes disclosure material (explanatory materials concerning the state of operations and assets) prepared in accordance with Article 21 of the Banking Act/Banking Act of Japan and does not constitute a solicitation to purchase Japanese stocks or other securities of Japan Post Bank. This Report contains forward-looking statements regarding the future business performance of Japan Post Bank, including its forecasts and targets. These statements are based on information available at the time of preparation, and forecasts and assumptions made by Japan Post Bank at the time of preparation, and therefore do not guarantee future business performance and involve risks and uncertainties. Therefore, please note that actual results might differ from those described in this Report due to changes in assumptions regarding the business environment, economic conditions, economic trends, changes in laws and regulations, the occurrence of large-scale disasters, fluctuations in the value of assets held, rumors, and other risks and factors. Numerical figures and percentages related to finance in this Report are rounded down to the nearest unit. As a result, total figures might not add up. Unless otherwise specified, figures and percentages in this Report are as of March 31, 2025.
This Report contains non-consolidated figures, except for items noted separately and the financial data (consolidated) and Capital Adequacy Data sections in the Reference Data section.

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“Yokohama Post Office Opening” by Hiroshige Utagawa III (1875)
In 1875, the same year that the postal savings business was established, a commemorative ceremony was held at the Yokohama Post Office to celebrate Japan’s accession to the international postal treaty. The emblem above the chrysanthemum crest is the postal flag of the time (a single character in a red circle).

Annual report 2025 Editorial Committee members

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Note: Affiliations are as of the time of participation in the editorial meeting. In addition to the above, many other employees were involved in the preparation of the 2025 Annual Report.

TOPICS

The Postal Museum Japan provided the images used in this magazine and cooperated in the preparation of the manuscript.

Special Exhibition Commemorating the 150th Anniversary of Yucho
“Yucho” 150 Years: From the Beginning to the App
April 26 to June 22, 2025

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