

2024.4.1 2025.3.31

2025



3

# 1875



"Tokyo Scenic Views: From Aramebashi to Edo Bridge"

by Hiroshige Utagawa (third generation) (1875)

On the left side of the river is the Daiichi National Bank, where Eiichi Shibusawa served as president, and on the right side is the Ekitei-ryo, where Hisoka Maejima served as stationmaster.

Painted in the year the postal savings business was established, this work symbolizes the transition from the currency of the Edo period, the *ryo* and *mon*, to the yen and sen inherited today.

1875 — 2025 — And beyond

# 150<sup>th</sup>

The postal savings business is celebrating its 150th anniversary.  
We will continue to use customer feedback as our compass  
for tomorrow and aim to be “the most familiar and trusted bank.”

Main concerns  
of shareholders,  
investors, and other  
stakeholders

I would like to know  
the medium- to  
long-term vision of the  
management team.

P.2 Message from  
the President & CEO

I would like to know about  
your efforts to reform your  
organizational culture.

P.2 Message from the President & CEO

P.8 President Kasama's Nationwide Visits

P.58 Co-creating Value with Employees  
(Human Capital Management)

I would like to  
know the strategy  
for improving ROE.

P.38 Message from the  
Executive Officer in  
Charge of Financial  
and Capital Strategy



# 2025



1. Postal Savings Bureau Abacus Competition
2. Tokyo Central Post Office (1917)
3. TEIGAKU deposits poster
4. Postal savings counter (1979)
5. Hisoka Maejima, father of modern postal service in Japan (during his stay in Europe)
6. "Postal Operations Picture Scroll (Fifth Picture: Tokyo Post and Telegraph Office Money Order and Savings Counter Lobby)" by Bensen Kubota (1893)
7. Postal savings passbook from the Ministry of Posts and Telecommunications era
8. Cash dispenser (automatic postal savings machine) (1975)
9. Tokyo Central Post Office/Japan Post Bank Central Branch (present day)

## Contents

### SECTION 1 Message from the President & CEO

- 02 Message from the President & CEO
- 08 President Kasama's Nationwide Visits

### SECTION 2 Value Creation at Japan Post Bank

- 10 Stakeholder Engagement Committee
- 12 What I Think "Yucho-spirit" Is
- 14 Japan Post Bank's Value Creation Story
- 16 Value Creation Process
- 18 Business Model
- 20 Management Capital and Strengths (Competitive Advantages)
- 22 From "Postal Savings" to "Yucho" –150 Years of History–
- 26 Co-creating Value with Stakeholders
- 28 Priority Social Issues (Materiality)
- 30 Advancing Sustainability Management

### SECTION 3 Strategies to Achieve Value Creation

#### Medium-term Management Plan

- 32 Review of the Medium-term Management Plan
- 34 Overview of the Medium-term Management Plan (2021–2025) and Initiatives for the Next Medium-term Management Plan
- 36 Value Proposition (Highlights)

#### Financial and Capital Strategy

- 38 Message from the Executive Officer in Charge of Financial and Capital Strategy

#### Three Business Strategies

- 44 External Environment Awareness
- 45 Retail Business
  - 47 Special Feature: Retail Business × DX
- 48 Market Business
- 52 Σ (Sigma) Business

#### DX Promotion

- 55 DX Strategy

### SECTION 4 Foundations to Support Value Creation

#### Sustainability

- 56 Co-creating Value with Customers
- 57 Co-creating Value with Local Communities
- 58 Co-creating Value with Employees (Human Capital Management)
  - 64 Special Feature: A Year in the Women Leaders' Network
- 66 Co-creating Value through Environmental Initiatives (TCFD and TNFD)
- 70 Respect for Human Rights

#### Governance

- 72 Message from an Outside Member of the Board of Directors
- 74 Messages from the Chairpersons of the Compensation, Audit, and Risk Committees
- 76 Corporate Governance
- 88 Business Risks
- 89 Risk Management
- 91 Internal Audit
- 92 Cybersecurity
- 94 Compliance

### SECTION 5 Corporate Information

- 96 Financial and Non-financial Data
- 98 Company Overview



150th anniversary of postal savings  
Japan Post Bank corporate character Haricho

郵便貯金 150<sup>th</sup> ANNIVERSARY

## Message from the President & CEO



*T. Kasama*

Takayuki Kasama  
President & CEO,  
Representative Executive Officer  
Member of the Board of Directors  
JAPAN POST BANK Co., Ltd.

# Celebrating 150 years of postal savings, we are entering a new stage with the aim of becoming the most familiar and trusted bank.

## A year in which we reaffirmed our responsibilities as a financial institution

One year has passed since I took office as President in April 2024. Looking back over the past year, I recall the system malfunction that occurred immediately after taking office. Then, in April 2025, some services such as Yucho Direct and Yucho Bankbook App were temporarily unavailable. In response, we acted swiftly to gather information and take appropriate action to prevent further disruption. These incidents underscored the critical role we play as part of the financial infrastructure that underpins safe and reliable financial services. With approximately 120 million deposit accounts—roughly equivalent to the population of Japan—our customers rely on us around the clock through a wide range of payment channels. Our system ranks among the largest banking systems in Japan and handles one of the highest volumes of transactions in the world.

I have a deep appreciation for the efforts of my predecessors who helped build such a robust system capable of supporting this scale of operations. At the same time, I feel a profound sense of responsibility in ensuring the continued delivery of dependable financial services to customers across the country.

Turning to the broader environment surrounding Japan Post Bank, we are seeing significant changes. In 2024, the Bank of Japan ended its negative interest rate policy, ushering in a new era for interest rates. At the same time, the global landscape—including U.S. trade policy and rising geopolitical tensions—is shifting rapidly. These developments require close monitoring, as U.S. policies affect dollar-based interest rates and exchange rates, which in turn have a major influence on yen interest rates—one of our most critical indicators.

In March 2025, Japan Post Holdings completed a third public offering of Japan Post Bank's common shares, reducing its voting rights to below 50%. This marks a major milestone, as it gives us greater flexibility and autonomy to pursue new business opportunities and accelerate our medium- to long-term growth.

As I reflect on my first year as President, I am struck by how dramatically the landscape surrounding our operations has evolved. I believe that a president is like the

captain of a great vessel—always at the helm, leading the crew toward a brighter future. Amid these shifting tides, I have come to reaffirm the vital importance of this role.

## Aiming for record profits for the third consecutive term through flexible portfolio management

Net income for fiscal 2024 was 414.3 billion yen, marking a record high for the second consecutive year since our listing. Reflecting this strong performance, the dividend per share (DPS) also rose steadily, increasing by 7 yen year on year to 58 yen per share.

For fiscal 2025, we forecast consolidated net income of 470 billion yen and plan to raise the DPS by a further 8 yen to 66 yen, in line with earnings growth.

Looking at the drivers behind our strong results, I believe our ability to act swiftly and seize opportunities has been key. Notably, we adopted a policy to restructure our yen interest rate portfolio in response to the rising trend in yen interest rates and made proactive investments in Japanese Government Bonds (JGBs). Assuming we continue to purchase approximately 10 trillion yen of medium- to long-term JGBs—such as 10-year bonds—each fiscal year, the investments made in fiscal 2024 and again in fiscal 2025 are expected to generate stable, recurring income going forward. Currently, redeemed JGBs yield close to 0%, so reinvesting in new 10-year JGBs at yields around 1.5% will contribute positively to our earnings.

Of course, markets are constantly evolving. Even when purchasing 10-year JGBs, we take a flexible and cautious approach—adjusting our purchasing strategy when needed, such as reviewing the maturity mix if yield curves become relatively less favorable compared to bonds of other durations. As President, closely monitoring market trends and our portfolio remains one of my essential responsibilities. If I detect any concerns, I immediately consult with the Investment Division and the ALM Planning Department. Together, we continually assess our risk-return profile, funding costs and investment yields, the balance between assets and liabilities, and the level of risk we are taking on.

While rising yen interest rates support earnings growth, they also lead to increased valuation losses on available-for-sale securities, primarily JGBs. However, these losses remain within our expectations. Japan Post Bank is taking various measures to manage and contain such losses, ensuring that our financial soundness remains intact.

## Confirming management direction through dialogue with the market

Since assuming the role of President, I have placed great importance on engaging in dialogue with a broad range of stakeholders. Through these interactions, we have received valuable feedback from capital market participants, including overseas investors, who have shared their expectations regarding Japan Post Bank's stock performance and long-term growth story. In this new era of positive interest rates, I was reassured to find that the direction of our management aligns closely with the vision held by investors—further strengthening my resolve to meet their expectations.

One insight I gained from these discussions is that, in a world of rising interest rates, our distinctive strengths—particularly our vast customer base of approximately 120 million accounts and our stable deposit base of around 190 trillion yen, primarily composed of retail deposits—are seen as highly valuable. I recognize the importance of further developing and leveraging these strengths to enhance our corporate value.

## Endless cultural reform accelerates innovation

To facilitate dialogue with employees, we established the Stakeholder Engagement Committee, a cross-organizational special committee reporting directly to the President & CEO, as an initiative to incorporate employee and customer feedback more directly into management.

As chair of this committee, I have highly valued opportunities for open dialogue through candid discussions with young employees, town hall meetings, one-on-one conversations, and internal communications via our intranet.

I also make it a point to visit our branches across the country personally. As I mentioned in last year's integrated report, I believe Japan Post Bank's strength lies in its corporate culture—a culture cultivated over many years since our days as a state-owned enterprise, rooted in the sincere commitment of every employee to stay close to customers and contribute to society and local communities. My visits to branches nationwide have

reaffirmed my conviction that this culture is one of our greatest assets.

Building on this belief, we are working throughout the organization to create value through product and service improvements, ensure smoother internal communication, and strengthen our organizational capabilities, with a focus on the Stakeholder Engagement Committee. I hope more employees will embrace the spirit of this committee, spreading their enthusiasm like ripples throughout the organization and all our branches, fostering a culture of reform.

The enthusiasm and creativity of employees participating in the Stakeholder Engagement Committee has far exceeded my expectations, and I am genuinely impressed by their efforts. While cultural reform is an ongoing journey, I feel we are making more progress than anticipated and remain confident in our continued improvement.

**Details on page 8** President Kasama's nationwide visits

**Details on page 10** Stakeholder Engagement Committee

## Business Strategy of Medium-term Management Plan

As I mentioned earlier, the external environment surrounding Japan Post Bank is undergoing significant transformation. In addition to domestic and international interest rate fluctuations, we must also respond to rapid advances in digitization—such as cashless payments and generative AI—as well as social changes, including population decline and an increasingly super-aging society, with a long-term perspective spanning the next 10 to 20 years.

In response to these challenges, we revised our Medium-term Management Plan in May 2024, launching a strategy centered on three core businesses: Retail, Market, and Σ (Sigma). Each strategy capitalizes on Japan Post Bank's unique strengths—its customer base of approximately 120 million accounts, a deposit base exceeding 190 trillion yen, and a nationwide network of more than 20,000 post offices—to drive initiatives and services that only Japan Post Bank can deliver.

**Details on page 34** Overview of the Medium-term Management Plan (2021-2025) and Initiatives for the Next Medium-term Management Plan

## Retail Business

### ~Building a One-of-a-Kind Retail Business Model~

In the retail business, we are advancing new business models centered on three key themes: "complementarity between the physical and digital channels," "co-creation

platform,” and “digital transformation (DX).”

The “complementarity between the physical and digital worlds” strategy seeks to develop both physical and digital channels in tandem, rather than choosing one over the other, in response to the accelerating wave of digitization. The number of registered accounts for the Yucho Bankbook App—a cornerstone of our digital initiatives—surpassed our target of 13 million accounts by the end of March 2025, reaching 13.59 million and continuing to grow. Our new goals are to reach 16 million accounts by March 2026 and 25 million by March 2029, aiming for roughly one in every four to five people in Japan to be using the app.

At our branch network, we are strengthening service channels tailored to customer needs by providing friendly, attentive service through our widespread branches, which act like a network of capillaries across the country. Simultaneously, we are upgrading ATMs, introducing teller tablet systems at directly operated branches to enable customers to handle procedures independently, and offering online consultations through remote centers staffed by asset management specialists. We believe our branch network will continue to be a core strength in the digital era. By providing robust support for the Yucho Bankbook App at our branches, we strive to empower customers who might be less familiar with digital technology to access convenient digital services.

The “co-creation platform” concept involves collaborating with partner companies to develop a diverse range of new financial products and services that we could not create alone, delivering them through the most suitable of our two convenient channels—physical or digital.

Regarding “DX,” we are actively promoting improvements to the Yucho Bankbook App, enhancing ATM functionalities, and deploying teller tablet systems—all aimed at improving administrative efficiency. The Administration Service Centers support post offices nationwide in both sales and administrative operations, while the reliable work of employees at Operation Support Centers and call centers forms the foundation of our customers’ trust in Japan Post Bank. To further strengthen this foundation, we are implementing fundamental business process reforms through strategic IT investments, including AI, RPA (software robots automating routine tasks), and BPMS (digital business process management systems) at our Operation Support Centers, as well as AI-powered chatbots at our call centers.

By leveraging the synergies between “complementarity between the physical and digital channels,” the “co-creation platform,” and “DX,” we aim to drive fundamental administrative efficiency while developing and delivering safe, secure, and convenient financial products and services that transcend traditional banking. Our goal is to serve everyone across Japan—regardless of age or nationality, including foreign residents—with the

spirit of “leaving no one behind.” Through these efforts, we are building and advancing a unique retail business model.

**Details on page 45** Retail Business

## Market Business

### ~Aiming for dramatic profit growth through portfolio optimization~

In terms of market management, our investment resources come from our customers’ valuable deposits, and it is essential to manage them by balancing profitability and stability.

In an era of zero or negative interest rates, Japan Post Bank has been shifting its investment portfolio from being heavily focused on JGBs to including a wider range of assets such as foreign securities, private equity funds, real estate funds, and other diverse risk assets, marking a paradigm shift in our market management approach.

As a result, income from yen interest rate assets—which was just under 1 trillion yen at the end of fiscal 2015, right after the Bank of Japan introduced its negative interest rate policy—declined to about one-fifth of that amount by the end of fiscal 2022, while income from risk assets grew to approximately 1 trillion yen.

As I mentioned earlier, we are actively promoting new investments in JGBs by restructuring our yen interest rate portfolio in response to the recent upward trend in yen interest rates. Now that the environment is more favorable for yen interest rate assets, rather than merely expanding the balance of risk assets—which have grown to around 108 trillion yen—we will focus on improving their quality. We place great importance on risk/return balance and on ensuring portfolio stability and resilience.

We will also continue selective investments in high-quality funds within strategic areas such as private equity and real estate funds. Although the market environment remains uncertain due to factors like U.S. trade policy, new investment opportunities could also arise, and we are actively gathering information to further enhance our medium- to long-term portfolio management.

Japan Post Bank has now entered a strategic phase where it can optimize its overall investment portfolio with JGBs and risk assets as its two main pillars. If we can restore earnings from yen interest rate assets to around 1 trillion yen and maintain earnings of 1 trillion yen from risk assets, total earnings will reach 2 trillion yen. Of course, we will not be satisfied with this and will continue aiming to further improve our earnings. As one of Japan’s largest institutional investors with unique characteristics, we intend to proceed steadily toward these goals.

**Details on page 48** Market Business

## Σ Business

### ~Contributing to regional revitalization by accumulating high-quality projects~

In the Σ Business, we established Japan Post Bank Capital Partners Co., Ltd., a wholly owned subsidiary that serves as the core of this business. In fiscal 2024, we launched a full-scale operation aimed at creating a sustainable future for society and local communities through general partnership (GP) activities that leverage Japan Post Bank's unique characteristics. We set a target of approximately 400 billion yen in GP-related investments by the final fiscal year of our Medium-term Management Plan. However, given the nature of investments in unlisted Japanese stocks, we will not focus solely on hitting numerical targets but will proceed carefully, emphasizing the Σ philosophy of "combining strengths" and prioritizing investment quality. As a result, the balance of GP-related investments in fiscal 2024 was 119.1 billion yen.

We believe collaboration with regional financial institutions is crucial to promoting the Σ Business. We have built a track record of partnerships in various forms, such as regional financial institutions providing loans and equity for projects where Japan Post Bank participates with equity in certain regions. Through our 13 regional headquarters nationwide, we are beginning to see results, including the discovery of investment projects sourced based on the unique conditions of each region.

Investments made through JP Investment and Σ Business vehicles, in partnership with joint venture partners, span a wide range of industries including manufacturing, hotels and restaurant services, information and communications, healthcare, business succession, regional ventures, and renewable energy.

As part of our human capital development efforts, we actively support employees who wish to gain experience by seconding them to external fund companies and other organizations, while also strengthening our training programs and related initiatives.

Japan Post Bank intends to continue pursuing long-term investments that contribute to local economic revitalization, including job creation, through close cooperation with regional partners.

**Details on page 52** Σ(Sigma) Business

## Future Grand Design

### ~The financial platform closest to our customers~

As we deepen our three core businesses—Retail, Market, and Σ—the shift from an approval system to a notification system for adding new businesses, enabled by the reduction in Japan Post Holdings' voting rights ratio, is expected to further broaden our business

opportunities and growth potential.

Leveraging our position as the Japanese bank with the largest customer base, we will continue to expand our asset management business by enhancing and utilizing our investment capabilities, while further strengthening our investment advisory and asset management services. We also aim to create new value through collaboration and, to flexibly respond to evolving societal and customer needs, will actively pursue inorganic growth opportunities beyond the principle of self-reliance.

We plan to make greater use of our ATM network—for example, by forming alliances with regional banks that allow their customers to use our ATMs free of charge while generating fee income for us. This win-win model benefits Japan Post Bank, our partner banks, and their customers, and we will continue to advance this approach.

Additionally, in response to an aging society and future generational changes in inheritance, we see opportunities to support customers by enhancing trust and inheritance-related services. More detailed initiatives will be shared in our next Medium-term Management Plan.

**Details on page 34** Overview of the Medium-term Management Plan (2021-2025) and Initiatives for the Next Medium-term Management Plan

## Road map for medium- to long-term corporate value creation and strengthening of management structure

We also recognize that improving our ROE, which is currently low compared to other banks, is a critical management issue. The 5% ROE target we have set is only a stepping stone—we aim to achieve it as soon as possible and then pursue significant further improvements.

As I mentioned earlier, we aim to generate revenues exceeding 2 trillion yen in our market business. We believe a dramatic improvement in ROE is achievable if we can steadily grow revenues in the market business, which accounts for the majority of our income, leveraging our strengths—namely our extensive customer base and stable deposit base.

To ensure steady progress, strong governance of portfolio management is essential. In addition to special committees such as the ALM Committee, the Executive Committee, and the Board of Directors, Japan Post Bank has established a voluntary Risk Committee under the Board of Directors. This committee is chaired by Kenzo Yamamoto, an Independent Outside Member of the Board of Directors with deep expertise in the financial system, and includes external experts who objectively

review the market investment policies developed by management. Through this system, I believe that all stakeholders—not just management—are actively engaged in protecting the soundness and profitability of Japan Post Bank’s portfolio.

**Details on page 38** Message from the Executive Officer in Charge of Financial and Capital Strategy

**Details on page 74** Messages from the Chairpersons of the Compensation, Audit, and Risk Committees

## 150th anniversary of the postal savings business and our vision for the future

The year 2025 marks the 150th anniversary of the postal savings business. The greatest strength of Japan Post Bank, built throughout its long history, is undoubtedly the trust of our customers across Japan.

However, in fiscal 2024, it was confirmed that some post offices inappropriately used customers’ non-public financial information without their prior consent. As the bank entrusted with agency services for Japan Post, we also failed in our supervisory responsibilities and obligations to ensure the security of personal customer information. I take this matter very seriously, and to clarify responsibility, I have decided to reduce my executive compensation.

Thorough compliance is essential. Yet the root cause of this incident was prioritizing sales promotion without sufficiently embedding customer-oriented practices.

The Japan Post Group has approximately 360,000 employees serving customers with roughly 190 trillion yen in deposits through 120 million accounts. It is because our customers entrust us with their deposits that we have been able to develop our Market and Σ businesses. Customer trust is the foundation of everything we do. To continue earning that trust, we will uphold “Compliance First” and customer-oriented sales activities as our highest priorities and move forward with reforms to rebuild the company.

Just recently, on the 15th of this month, I saw a long line of customers in front of an ATM at a rural post office. Many were withdrawing cash on their pension payment dates. Witnessing their needs firsthand, I strongly felt how vital our nationwide network is as part of the infrastructure that supports people’s lives. I also imagine many families come to branches together to deposit New Year’s money for their children or gifts for entrance ceremonies. Being a bank that everyone can easily visit is a tremendous asset.

When I ask employees across the country why they joined the company, many say it is because they want to be close to their local communities and help customers.

We have cherished the words of Hisoka Maejima, who established Japan’s modern postal system, “Be a hidden supporter,” as the backbone of our corporate culture. As the bank closest to our customers, we will continue striving to support their lives quietly and reliably from behind the scenes.

To achieve sustainable management by enhancing corporate value and addressing social issues, Japan Post Bank has identified three material (priority) issues to focus on: providing “safe and secure” financial services to everyone throughout Japan, contributing to regional economic growth, and reducing environmental impact. In addition, we are committed to promoting the active participation of diverse human capital and strengthening governance.

Reflecting on our 150-year history since the founding of the postal savings business, we believe our continued existence has been supported by tackling social challenges through our business activities and delivering value to a wide range of stakeholders.

For our investors and shareholders, we will enhance corporate value by steadily improving ROE. For our customers, we will offer more advanced financial services by improving the quality and convenience of our products and services in both the physical and digital realms, ensuring no one is left behind anywhere in Japan. We will foster innovation by collaborating closely with the employees who drive these efforts.

**Details on page 16** Value Creation Process

We will continue enhancing the value we provide to all our stakeholders and appreciate your ongoing support.



# President Kasama's Nationwide Visits



Since becoming President in April 2024, Representative Executive Officer and President & CEO Kasama has been visiting stores nationwide because he wants to see the company's locations with his own eyes and talk directly with employees. He has visited all 13 areas nationwide and had exchanged opinions with employees at a total of 86 locations as of March 2025.



## → Okinawa Area



## → Kansai Area



## → Chugoku Area

## → Kyushu Area



## → Shikoku Area



## → Hokkaido Area



## → Tohoku Area



## → Hokuriku Area



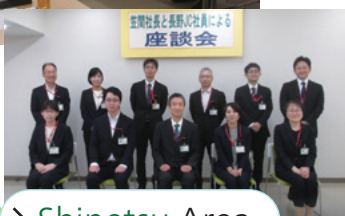
## → Kanto Area



## → Tokyo Area



## → Shinetsu Area



## → South Kanto Area



## → Tokai Area



# Stakeholder Engagement Committee

f o c u s

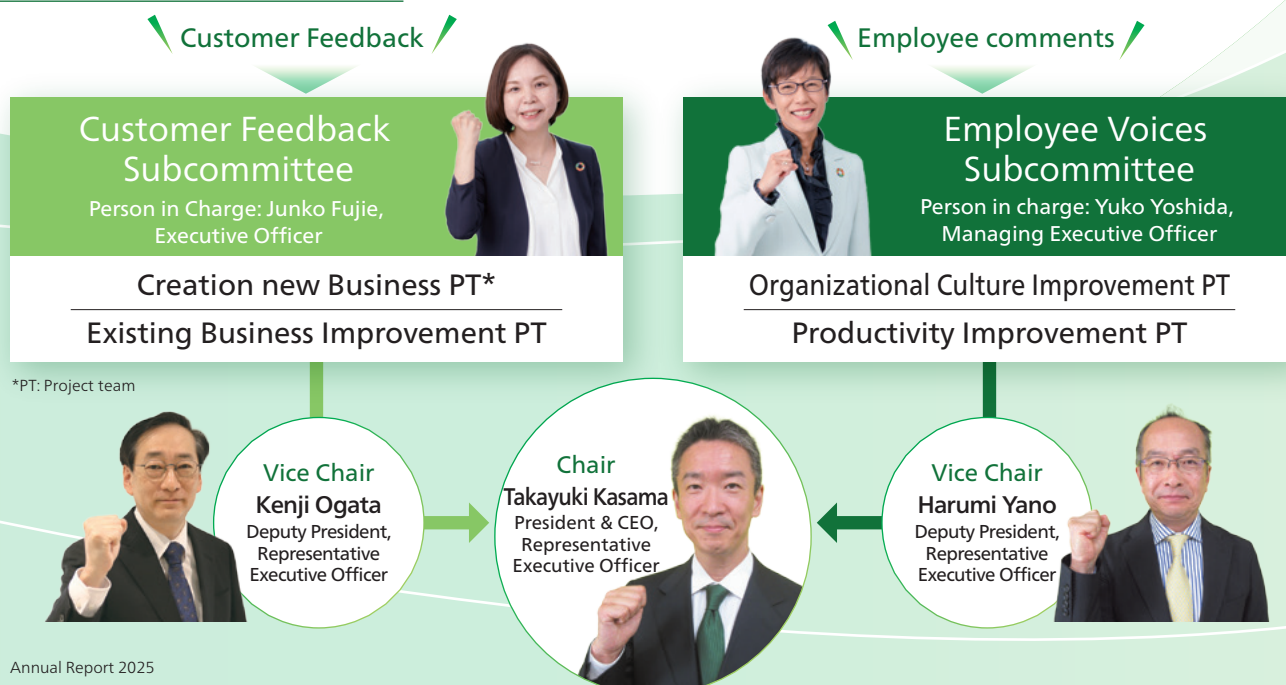


Company-wide Town Hall Meeting "COMPASS 2024"

With the aim of further promoting and implementing customer-oriented business operations, we established a special committee directly under the President & CEO, Representative Executive Officer in 2020 and have built a cycle for directly incorporating **customer** and **employee** feedback into management.

In fiscal 2024, with the aim of becoming a more trusted bank and strengthening the cycle of utilizing **feedback** in management, we relaunched the committee under the name "Stakeholder Engagement Committee" based on suggestions from employees. We are working across the organization to create new value not only through the improvement and enhancement of products and services but also through the facilitation of internal communication and the resulting improvement of organizational capabilities. Members from different sections, positions, and years of experience listen sincerely to the voices of our **customers** and **employees**, make bottom-up proposals to management, and engage in lively discussions.

## Organizational structure



## Introduction to PT activities for fiscal 2024

### Creation new Business PT



**“Thinking about a new  
‘Yucho’”**

Yuki Takata  
Leader, Head  
Digital Strategy Division  
Retail Marketing Office

**We are a project team exploring new business opportunities.**

We aim to create exciting new businesses that will make customers think, “Japan Post Bank is such a great bank,” by combining the voices of our customers with those of our employees. All our members freely share their exciting ideas.

### Existing Business Improvement PT



**“Reviewing the current  
state of Yucho”**

Kotaro Toda  
Leader, Senior Manager  
Corporate Planning Department

**We are not satisfied with the current situation. This is a project team tasked with reviewing existing businesses and improving them.**

We are reviewing our products and services, focusing on those that receive many comments and requests from customers, as well as those for which our employees frequently request improvements in their daily work, and are addressing these issues head-on.

### Organizational Culture Improvement PT



**“Realizing a workplace  
with job satisfaction”**

Kenji Toge  
Leader, Senior Manager  
Global Credit Investment Department

**“Vibrant and exciting” is our motto!  
We are a project team that transforms job satisfaction into organizational strength.**

Team “Yucho” is just getting started. To break down barriers between departments and strengthen the sense of unity across the entire company, Japan Post Bank held its first-ever company-wide town hall meeting, “COMPASS 2024.” We will continue to move Japan Post Bank forward every day, guided by the voices of our employees.

### Productivity Improvement PT



**“Creating a comfortable  
workplace”**

Manabu Takeda  
Leader, Senior Manager  
Corporate Planning Department

**Times are always changing. Our project team is working to create a better working environment through administrative efficiency and decluttering.**

By improving productivity across the entire company, we aim to create “time to think” and “time to generate profits” for every employee, thereby fostering a workplace where high-quality work can be performed. We are engaging in dialogue to determine what employees truly want and are moving forward with a sense of urgency.

Note: Store and department names are as of March 31, 2025.

## Company-wide Town Hall Meeting “COMPASS 2024” Held



# What I Think “Yucho-spirit” Is



Hakodate Branch

**Tomoki Sato**  
Financial Services  
Department\*1

## “Friendliness”

With “customers as our focus” in mind, we will continue to work closely with as many customers as possible.



Head Office

**Rina Togawa**  
Administrative Support  
Department

## “Yucho = Physical×Digital”

While promoting digitization and utilization through technology, we provide live support to ensure that customers unfamiliar with our system and those who only visit our offices receive accurate information.



Tottori Branch

**Hiroaki Nakano**  
Financial Services  
Department

## “The bank closest to you”

We strive to act in ways that benefit our customers so that they feel close to us.



Head Office

**Natsuki Fujita**  
Public Relations  
Department

## “A workplace where you can find job satisfaction by taking on new challenges”

We strive to ensure smooth information dissemination and communication, and to create working environments where all employees can work energetically and take on challenges.



Nagano Branch

**Shiho Takizawa**  
Corporate Services  
Department\*2

## “Sense of security and stability”

We will contribute to the development of society and local communities with the aim of ensuring the happiness of our customers and employees.

## The Purpose of Japan Post Bank

We aim for the happiness of our customers and employees, and to contribute to the development of societies and local communities.

Japan Post Bank's Purpose is to contribute to the development of society and local communities with the aim of bringing happiness to customers and employees throughout Japan.

Here, we introduce how employees across the country imagine and work toward the "Yucho-spirit" embodied in our Purpose.



Tokyo Regional  
Headquarters

Fusanosuke Araya  
General Affairs  
Department

**"Imagine the satisfaction  
of our customers"**

By supporting and training store employees, I want to ensure warm service for our customers—the ultimate beneficiaries of our work.



Nagoya Branch

Yukari Sakashita  
Financial Services  
Department

**"'Thank you' is a  
magical phrase."**

We value creating an atmosphere where customers naturally communicate "thank you" with a smile.



Wakaba Branch

Mayumi Enomote  
Financial Services  
Department

**"Trust"**

We value communication with our customers so that they will say, "It's Yucho, after all."



Otaru Operation  
Support Center\*3

Seita Ishioka  
Deposits Services  
Division

**"A familiar and  
natural presence"**

We will follow up and provide support to ensure that employees can perform accurate administrative tasks without delay.



Aichi Administration  
Service Centers\*4

Takayuki Hiomo  
First Partner Division

**"Peace of mind"  
and "trust"**

We continually strive to improve our skills so that we can respond quickly and accurately to administrative inquiries from post office staff.

\*1 Financial Services Department: Handles financial products at counters, proposes products and services to individual customers at their homes and at counters, and provides consulting services related to asset management, such as investment trusts.

\*2 Corporate Services Department: Proposes and supports various services for corporations and business establishments.

\*3 Operation Support Centers: Handle specialized operations such as inheritance and review various applications received through digital channels and at counters.

\*4 Administration Service Centers: Provide administrative and sales support to post offices and respond to administrative inquiries from post offices.

Note: Branch and department names are as of March 31, 2025.

## Japan Post Bank's Value Creation Story

We will continue to strive to be the bank of choice for our customers for the next 150 years, contributing to the development of society and local communities.

On May 2, 2025, Japan Post Bank celebrated the 150th anniversary of the founding of its postal savings business.

Since its founding, Japan Post Bank has been used by customers of all ages throughout Japan, and the brand, deposits, and customer base built up through long-standing trust from our customers are a major strength and asset that no other bank can match. While carefully protecting these assets, we have worked to enhance corporate value and solve social issues through a variety of businesses. Although the times and environment have changed significantly, and the products and services we offer to our customers have also changed, our starting point has always been the creed established 150 years ago by our founder, Hisoka Maejima: "Never shy away from being a hidden force for good. Always have a heart that wishes for the best for others."

Today, this belief has become our Purpose: "We aim for the happiness of our customers and employees, and to contribute to the development of societies and local communities." To achieve this, we have established the following Management Philosophy: We aim to become "the most accessible and trustworthy bank in Japan," guided by the needs and expectations of our customers.

In the next 150 years, even as the times and environment continue to change rapidly, we will protect and utilize the assets we have cultivated and continue to provide services that all customers can use with peace of mind, safety, and convenience through both physical and digital channels.

Beyond that, we believe that there will be a world where our Purpose, which is to aim for the happiness of our customers and employees and to contribute to the development of societies and local communities, will be realized.

### Medium-term Management Plan 2025

Deepening trust, and taking on the challenge for financial innovations

Details on page 34

### Materiality

( Social issues  
to be prioritized )

Details on page 28

### — Mission of Japan Post Bank —

- ▶ Provide "reliable and thorough" financial services "safely and securely" to anyone and everyone throughout Japan.
- ▶ Contribute to the development of regional economies by enhancing funds flow to, and relationships with, local communities using various frameworks.
- ▶ As one of the largest institutional investors in Japan, Japan Post Bank will work to both realize sound and profitable operations, and contribute to the realization of a sustainable society.

**Balancing the enhancement of corporate value and the resolution of social issues such as SDGs (Sustainability Management)**

## Management Philosophy

JAPAN POST BANK aims to become  
“the most accessible and  
trustworthy bank in Japan,” guided  
by the needs and expectations of  
our customers.

# PURPOSE

We aim for the happiness of our  
customers and employees,  
and to contribute to the  
development of societies and local  
communities.

### Trust

We comply with laws, regulations, and other standards of behavior and value trusted relationships with customers, markets, shareholders, and employees and consistently serve as a responsible corporate citizen.

### Efficiency

We pursue improvements in speed and efficiency of our management and business operations in order to provide customer-oriented financial instruments and services.

### Innovation

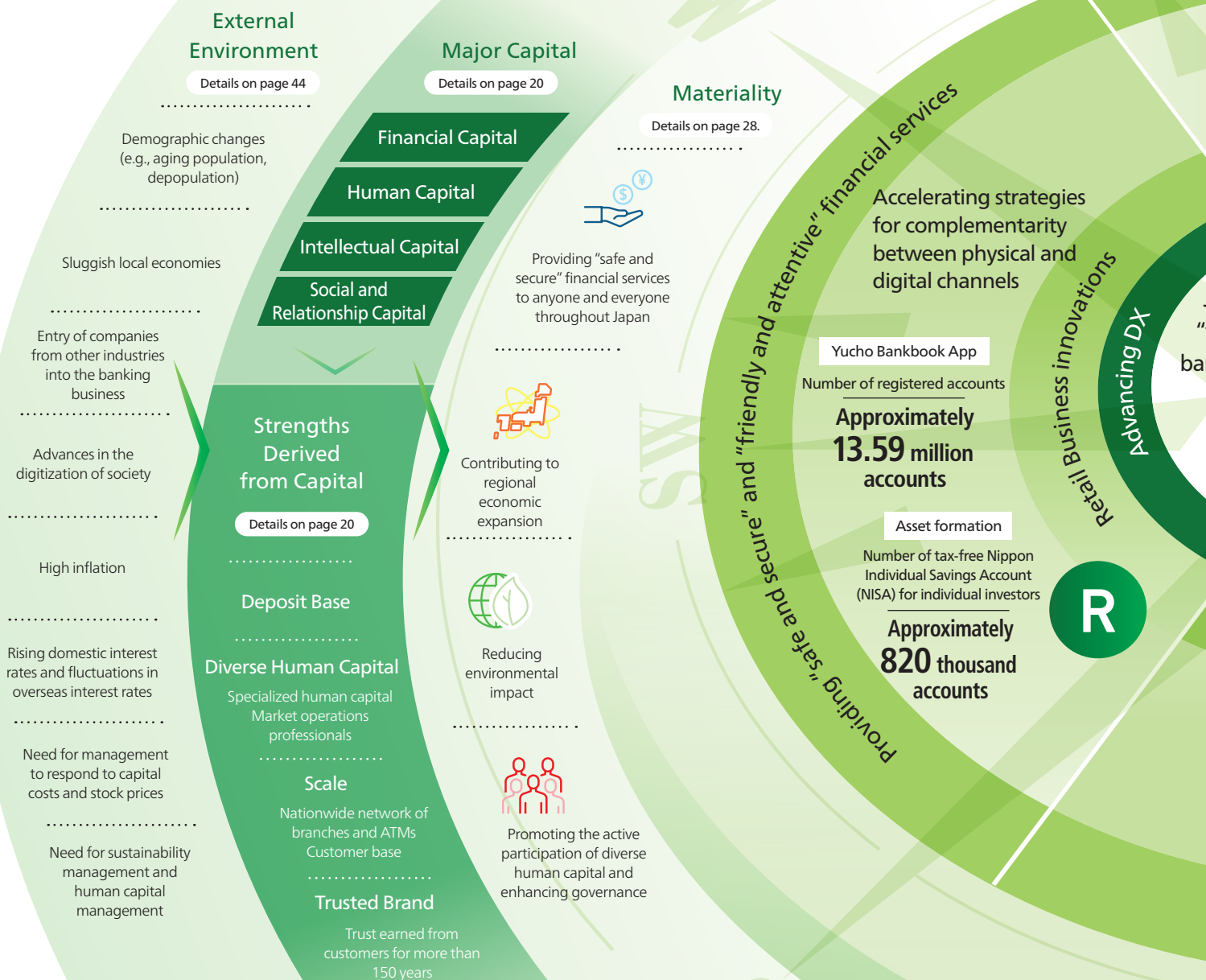
We work sincerely to improve our management and business operations in response to requests from customers and changes in the business environment.

### Expertise

We continually strive to strengthen our expertise for the aim of services meeting the expectations of our customers.

## Value Creation Process

Japan Post Bank will strive to maximize the value it provides to its stakeholders through value creation in its business activities, while aiming to enhance corporate value and contribute to the development of society and local communities.

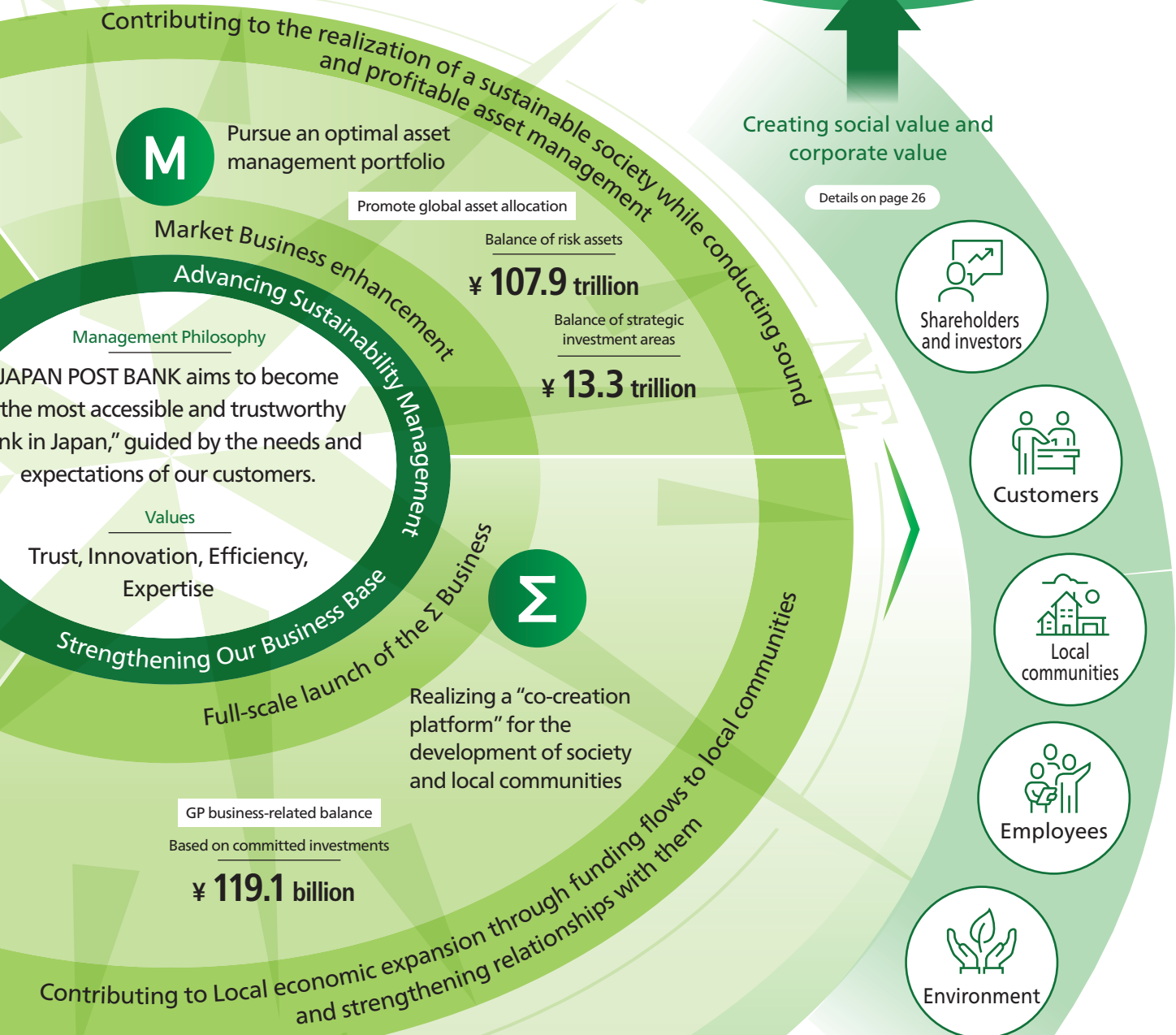


# Realization of Purpose

We aim for the happiness of customers and employees, and to contribute to the development of society and local communities.

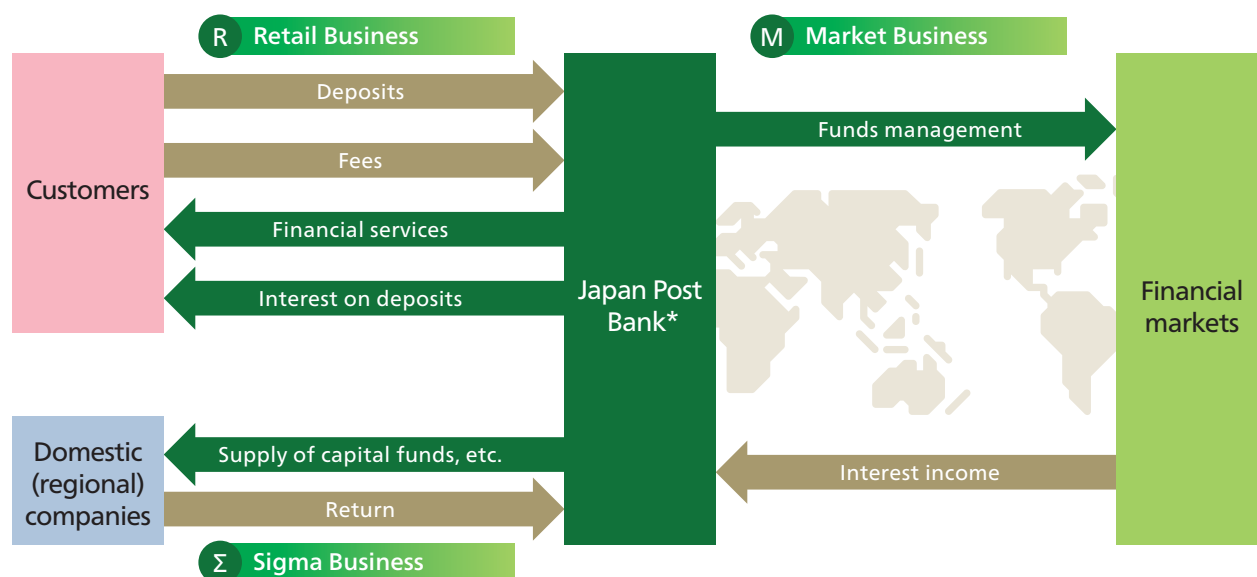
## Medium-term Management Plan

Details on page 34



## Business Model

Japan Post Bank aims to be “the most familiar and trusted bank” while engaging in three businesses: the Retail Business, which provides safe, secure, and convenient products and services to a wide range of customers through the post office network; the Market Business, which maintains stable profits by promoting the diversification and sophistication of investment management as one of the largest institutional investors in Japan; and the  $\Sigma$  Business, which creates the future of society and local communities through investment.



## Features and profit structure of the three businesses

Most of Japan Post Bank’s revenues are derived from net interest income, etc., which is mainly generated by the Market Business. In recent years, however, net fees and commissions income, which is mainly derived from the Retail Business, has also been expanding. We will continue to strive to improve the profitability of the Retail and Market businesses, while aiming to make the  $\Sigma$  Business profitable in the future. We also intend to further increase profits through cost control measures, including business reforms.

### Achievements in fiscal 2024 and earnings forecast for fiscal 2025 (consolidated)

	FY2024 (initial forecast)	FY2024 (revised forecast)	FY2024 (actual results)	FY2025 (forecast)*1
Net interest income, etc.*2	1,312.0	1,343.0	1,335.3	1,476.0
Net fees and commissions	150.0	155.0	156.3	163.0
General and administrative expenses	936.0	926.0	914.7	958.0
Net ordinary income	525.0	575.0	584.5	680.0
Net income attributable to owners of parent	365.0	400.0	414.3	470.0

\*1 FY2025 forecast announced on May 15, 2025.

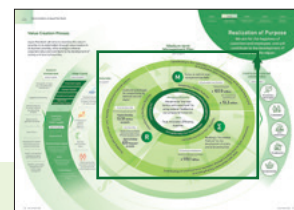
\*2 Net interest income, etc. = Interest income – interest expenses (including gains and losses on sales, etc.)

Future Direction
<ul style="list-style-type: none"> <li>• Improve the profitability of the Market Business</li> <li>• Monetize the <math>\Sigma</math> Business</li> <li>• Improve earning power through complementarity between the physical and digital channels</li> <li>• Control costs through business reform and productivity improvement initiatives</li> <li>• Grow profits through revenue expansion and cost reduction</li> </ul>

### R Retail Business

Financial services such as deposits, remittances, payroll, pension payments, asset management, cashless services, and mortgage brokerage

Leveraging our strengths, namely our solid customer base and network, we are accelerating our strategy of complementarity between the physical and digital channels, thereby promoting innovation in retail banking that goes beyond traditional banking services. We are steadily improving our earning power by expanding our digital and cashless services and strengthening our asset formation support and ATM businesses.

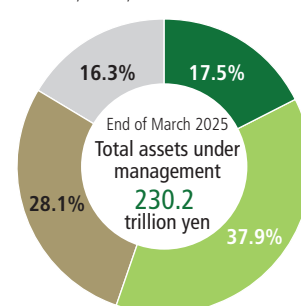
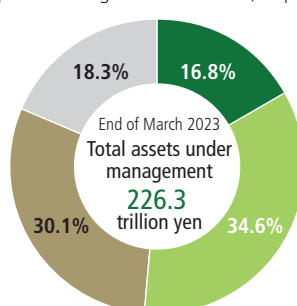
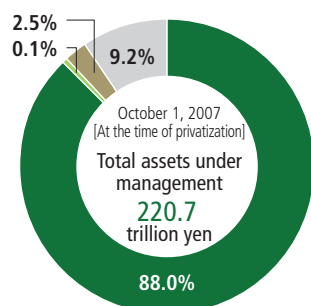


## M Market Business

Management of deposits entrusted to the Bank in securities and other instruments in domestic and overseas financial markets

Before privatization, the company mainly invested in Japanese Government Bonds (JGBs), but since privatization, it has promoted diversification and sophistication of investment management by taking on more risk, mainly in risky assets. From fiscal 2023 onward, the company has promoted a shift in investments from due from banks, etc., to JGBs in response to the reversal of the Japanese interest rate trend and will work on restructuring its Japanese interest rate portfolio.

**Asset portfolio (non-consolidated)** ■ Japanese Government Bonds (JGBs) ■ Foreign securities, etc. ■ Due from banks, etc. ■ Other (e.g., Japanese local government bonds, corporate bonds, money held in trust, loans, short-term investments)



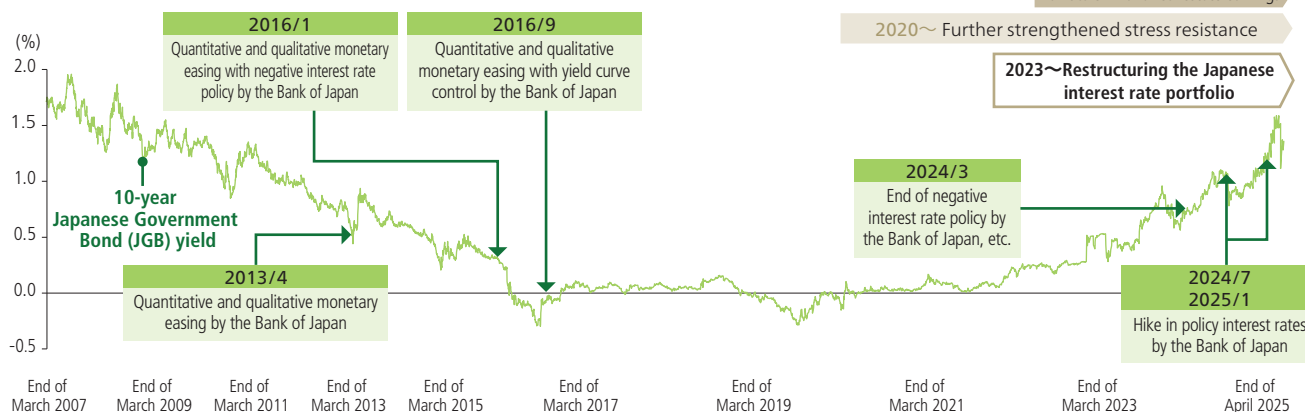
2008~ Started and expanded investments in overseas credit assets

2016~ Started and expanded investments in strategic investment areas

Full-scale PE and real estate earnings

2020~ Further strengthened stress resistance

2023~Restructuring the Japanese interest rate portfolio



## Σ Sigma Business

Corporate business that creates the future of society and local communities through investment

The Σ Business, which is positioned as a corporate business that creates the future of society and local communities through investment, promotes the provision of capital funds to local businesses (investment operations), the discovery of potential investee companies that will become the seeds of new businesses (sourcing operations), and the introduction and mediation of investee companies' products and services (marketing support operations).

### (1) Investment operations

"Co-creation with regional financial institutions," "utilizing our nationwide network to identify detailed funding needs," "supplying capital from a medium- to long-term perspective," and "providing support to investees to help them grow and solve problems." With Japan Post Bank Capital Partners Co., Ltd., a wholly owned subsidiary of Japan Post Bank, at its core, the Σ Business will engage in business succession and revitalization investments, venture investments, ESG investments, and other activities in collaboration with joint venture partners.

### (2) Deal sourcing business

We will utilize our nationwide network and collaborate with regional financial institutions to discover local businesses that have the potential to become investees for the Σ Business.




### (3) Marketing support business for investees

We will introduce and mediate products and services that have the potential to create new markets for products that do not yet have apparent demand and support the growth of investee companies.

## Management Capital and Strengths (Competitive Advantages)

Throughout its 150-year history, Japan Post Bank has consistently strengthened its financial capital based on deposits entrusted by customers, its diverse human capital that responds to the needs of the moment, its intellectual capital cultivated over its long history, and its social and relationship capital centered on its nationwide network of branches to continue to be “the most familiar and trusted bank.”

### Key capital supporting our business

Financial capital	Human capital
<ul style="list-style-type: none"> <li>One of the largest deposit balances in Japan <b>190.4 trillion yen</b> (Retail deposit ratio: approx. 97%)</li> <li>Shareholders' equity <b>9.7 trillion yen</b></li> </ul>	<ul style="list-style-type: none"> <li>Number of employees <b>10,952</b></li> <li>Diverse human capital                             <ul style="list-style-type: none"> <li>Number of market operations professionals <b>90</b> (as of April 1, 2025)</li> <li>Number of employees dispatched to other companies <b>112</b></li> </ul> </li> <li>Training expenses <b>Approximately 400 million yen</b> (FY2024)</li> </ul>
Future initiatives	Future initiatives
<p>We will build a stable deposit base centered on highly sticky retail deposits by maintaining and strengthening our customer base through the provision of a wide range of financial services in the Retail Business.</p> <div>   </div> <p>Providing “safe and secure” financial services to anyone and everyone throughout Japan</p> <p>Contributing to regional economic expansion</p>	<p>By maximizing the performance of our human capital through a human resources strategy based on the three pillars of “encourage growth,” “discover abilities,” and “effectively utilize diversity,” we will build a company full of vitality and excitement together with our employees and enhance corporate value.</p> <div>  </div> <p>Promoting the active participation of diverse human capital and advancing governance</p>

### Strengths derived from capital

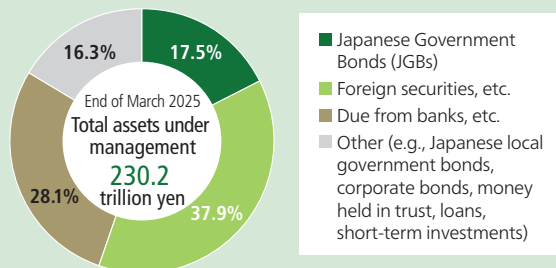
## Funding and capital base

### Stable funding and capital base

Japan Post Bank is one of the world's leading institutional investors, managing a huge amount of funds totaling 230 trillion yen, which is sourced from highly sticky individual deposits.

While maintaining sufficient financial soundness, we have expanded our global asset allocation and promoted the diversification and sophistication of investment management. From fiscal 2023, we have also begun restructuring our Japanese interest rate portfolio.

### Asset portfolio management (non-consolidated)



Category	Percentage
Japanese Government Bonds (JGBs)	17.5%
Foreign securities, etc.	37.9%
Due from banks, etc.	28.1%
Other (e.g., Japanese local government bonds, corporate bonds, money held in trust, loans, short-term investments)	16.3%

End of March 2025  
Total assets under management  
230.2 trillion yen

## Diverse human capital


### Specialized human capital

We have introduced a professional position system to strengthen our market operations structure, and we are focusing not only on recruiting highly specialized human capital but also on developing human capital within the company.

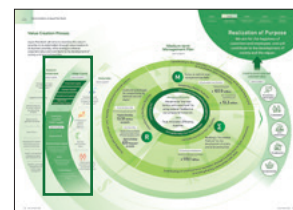
In addition, we have introduced a highly specialized management position system in the areas of market risk management and ALM and are working to expand our pool of human capital with advanced and specialized knowledge.

We are also implementing the Career Challenge system and dispatching employees to business partners in preparation for the full-scale launch of the Σ Business.

### Number of market operations professionals



Month	Internal appointments	External appointments
April 2021	23	47
April 2022	29	57
April 2023	31	60
April 2024	35	62
April 2025	32	58



In the next 150 years, we will continue to enhance corporate value by leveraging these strengths, while providing our stakeholders with a sense of security that will remain unchanged.

### Intellectual capital

- Skills and know-how in each business —
- IT investment **Approximately 525\* billion yen**  
(total for FY2021–FY2024)
- Approximately 135\* billion yen**  
(FY2024)

\* Total amount of “strategic IT investments for new growth” and “IT investments for stable and sustainable business operations”

### Future initiatives

We will promote “strategic IT investments for new growth” and “IT investments for stable and sustainable business operations,” while considering a sustainable future vision for our systems that responds to changes in the social and business environment with a view to the next 10 years.



Providing “safe and secure” financial services to anyone and everyone throughout Japan



Promoting the active participation of diverse human capital and advancing governance

### Social and relationship capital

- The largest customer base among Japanese banks **Approximately 120 million accounts**
- Number of accounts registered with the Yucho Bankbook App **13.59 million**
- Nationwide network **23,494 branches**  
Number of ATMs **Approximately 31,200**
- Number of affiliated financial institutions available through our ATMs **Approximately 1,200**

Note: Figures are as of March 31, 2025.

### Future initiatives

We will accelerate our strategy of complementarity between the physical and digital channels to provide “safe and secure” financial services to anyone and everyone throughout Japan. At the same time, we will build a “co-creation platform” through collaboration with a wide range of businesses to offer products and services that go beyond the scope of banking.



Providing “safe and secure” financial services to anyone and everyone throughout Japan



Contributing to regional economic expansion

### Scale

#### An overwhelming network of branches and ATMs covering the whole of Japan

As one of Japan’s largest financial institutions, we have a nationwide network of branches and ATMs as physical channels and 13.59 million registered accounts for the Yucho Bankbook App as a digital channel, giving us an overwhelming advantage in terms of access for individual customers.

#### Branch network comparison As of March 31, 2025

Japan Post Bank (including post offices) **23,494** Total of the national banks **13,493**

Source: Japanese Bankers Association website, “Analysis of Financial Statements of National Banks (List of Capital Stock, Number of Branches, Number of Bank Agents, and Number of Employees of National Banks)” Total domestic head offices and branch offices (as of September 30, 2024)

#### The largest customer base among Japanese banks

Japan Post Bank **Approximately 120 million accounts** Total population **Approximately 120 million**

Source: Population Estimates, Statistics Bureau, Ministry of Internal Affairs and Communications (as of December 1, 2024)

### Trusted brand

#### The most familiar bank used by people throughout Japan

We have approximately 120 million accounts, equivalent to the entire population of Japan, and deposits of 190.4 trillion yen, accounting for approximately 20% of total individual deposits in Japan. This is a testament to the trust we have earned from our customers since our founding, and to our role as an indispensable financial infrastructure that supports the lives of many people.

We will continue to strive to be “the most familiar and trusted bank” for everyone in Japan.

#### Japan Post Bank’s share of household deposits (estimate)

**Approximately 20%\***

\* Japan Post Bank’s individual deposits divided by total household deposits in the Bank of Japan’s “Money Circulation Statistics” (as of December 31, 2024)

## From “Postal Savings” to “Yucho” — 150 Years of History—

1875

1900

1920

1940

### Social Needs and Expectations, and Japan Post Bank’s Mission

The need for modern financial services  
Providing a real financial network

The need for secure money transfers  
The development of the Japanese economy  
Providing universal services with trust in Japan

### The History of Japan Post Bank and Its Three Businesses

**Contributing to the development of a savings culture among the Japanese people**

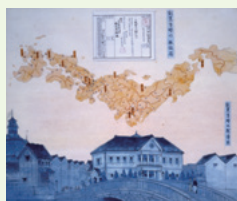
1875 • Start of postal money order and postal savings services



“Never shy away from being a hidden force for good.  
Always have a heart that wishes for the best for others.”  
(Hisoka Maejima)

1885 Ministry of Communications

**R The Origins of the Retail Business**



**Formation of the post office network**

1906 • Started the postal transfer business

1923 • Implemented emergency confirmation payments during the Great Kanto Earthquake



1941 • Started TEIGAKU deposits and savings deposits

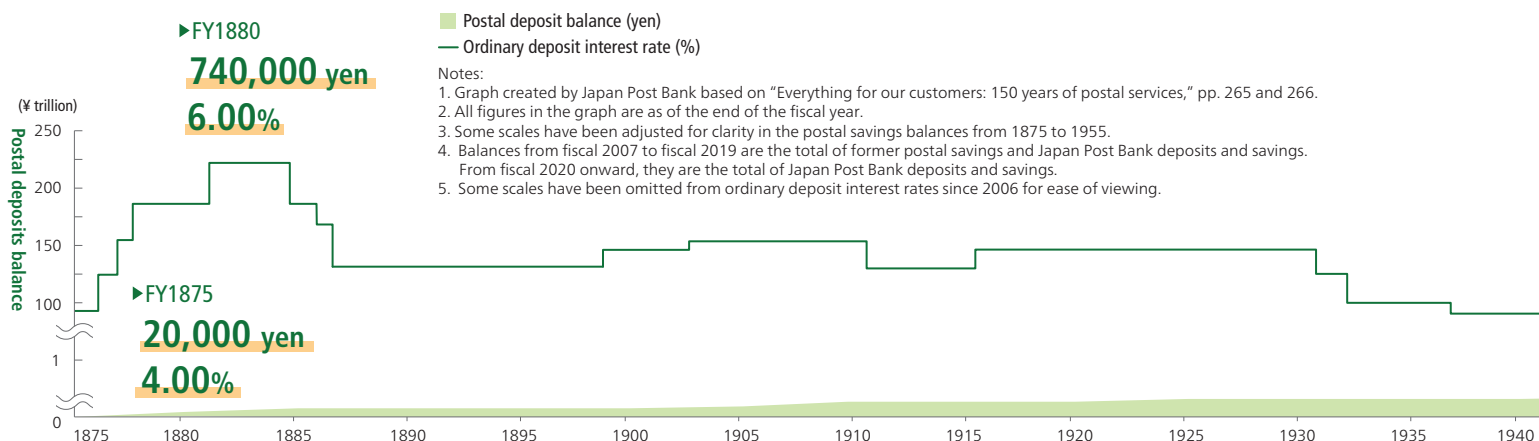
1949 Ministry of Posts and Telecommunications

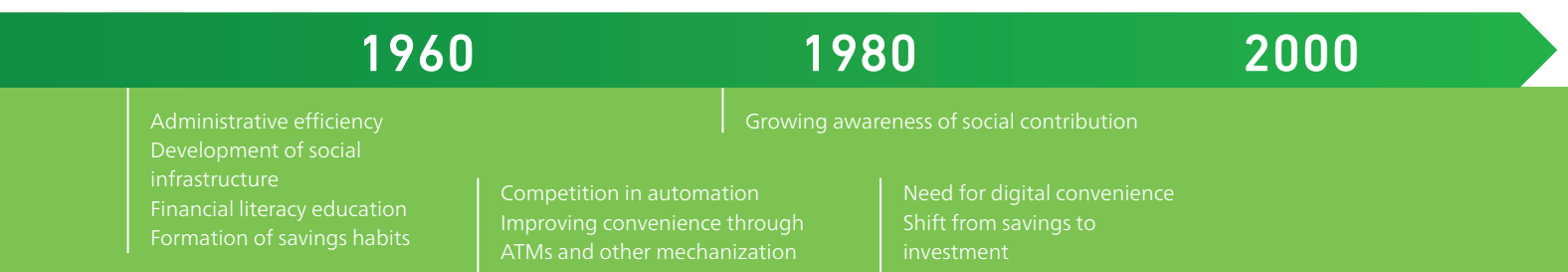


The postal money order and postal savings services, which began in 1875, helped to raise awareness of savings among people who did not have the habit of saving at that time. In 1906, Japan Post began offering money transfers via postal transfers. These services were handled by post offices located throughout the country, forming the post office network (infrastructure).

During the Great Kanto Earthquake of 1923, Japan Post Bank implemented an “emergency confirmation payment” system to enable people who did not have their passbooks or seals to withdraw their deposits. Today, as part of its “emergency handling of deposits,” Japan Post Bank provides a limited range of services, such as refunding deposits, to people who have lost their passbooks, certificates, or seals due to a disaster or other emergency.

### <Changes in postal deposit balances and ordinary deposit interest rates>





### Provision of new products and services Contributing to regional development through national investment and loan programs

- 1970 • Introduced EDPS (Electronic Data Processing System)



- 1973 • Launched the "Yuyu Loan" deposit loan program

- 1975 • 100th anniversary of the postal savings business  
First Original Piggy Bank Design Contest (now The Japan Post Bank Piggy Bank Design Contest)



### The Origins of Our Online Network

- 1978 • Online system service launched

- 1980 • Cash dispensers that dispense cash using cash cards introduced

- 1981 • Started ATM services  
• Started comprehensive passbook services



### The beginning of fund management

- 1987 • Started independent management of postal savings funds

### R Expansion of the Retail Business

### M The Origins of the Market Business

- 1991 • Established international volunteer savings

### Expansion of ATM services

- 1999 • Started ATM alliance services with general financial institutions

### 2001 Ministry of Internal Affairs and Communications/Postal Services Agency

- 2002 • Launched Yucho Internet Home service

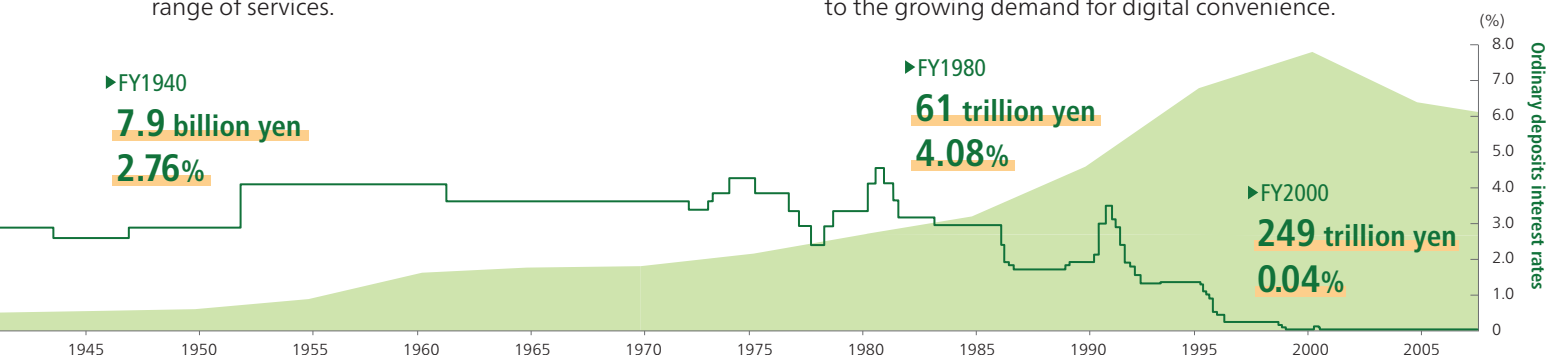
### 2003 Japan Post

- 2005 • Started sales of investment trusts

During the period of rapid economic growth, we worked to provide new products and services to meet the diverse needs of our customers. In addition, deposits collected from across the country were used as national investment and loan programs for public works projects that were essential to society, contributing to the development of local communities.

In 1975, the 100th anniversary of the postal savings business, we launched The Japan Post Bank Piggy Bank Design Contest. We believe that this initiative, which aims to foster children's interest in saving as a first step toward acquiring financial literacy, is an important opportunity for Japan Post Bank to promote its wide range of services.

In 1978, we introduced an online system, and in 1981, we launched ATM services that enabled customers to make deposits and withdrawals. In an era of innovation, from paper slips to automation, Japan Post Bank decided to invest heavily in system development, worked with system development companies to improve its skills, and continues to operate its systems stably today. We have one of the largest numbers of ATMs in Japan and provide various services to people across the country through our ATM network. In 1999, in response to customer requests, we launched an ATM alliance service with other financial institutions, and in 2002, we launched the Yucho Internet Home Service, responding to the growing demand for digital convenience.



2007

Society's needs and expectations,  
and Japan Post Bank's MissionFirst Steps as a commercial bank  
Preparations for listing

2015

Diversification and sophistication of  
investment management  
Capital needs in local communities

2020

Provision of high-quality  
customer-oriented financial services

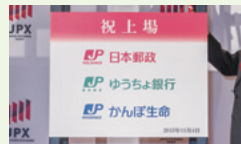
## History of Japan Post Bank and its three businesses

2007 Japan Post Bank Co., Ltd.  
(privatization)

- 2007 • Japan Post Bank Co., Ltd., established
- 2008 • Invested in SDP CENTER Co., Ltd. (currently Yucho Loan Center Co., Ltd.)
- 2009 • Started transfer services with other financial institutions through the Zengin system
- 2013 • Invested in ATM Japan Business Service, Ltd.

2015 Listed on the First Section  
of the Tokyo Stock Exchange

- 2015 • Invested in JP Asset Management Co., Ltd.



### Securing market human resources Start of secondment to companies engaged in GP operations

- 2016 • Introduced professional position system
- Started investment in Regional Vitalization Funds

M Expansion of the Market Business

Σ Initiatives for regional revitalization

## 2017

- Expanded small ATM installation at FamilyMart and other locations



## 2018

- Japan Post Investment Corporation established and investment activities commenced
- Balance of strategic investment areas expanded

## Improving convenience

## 2020

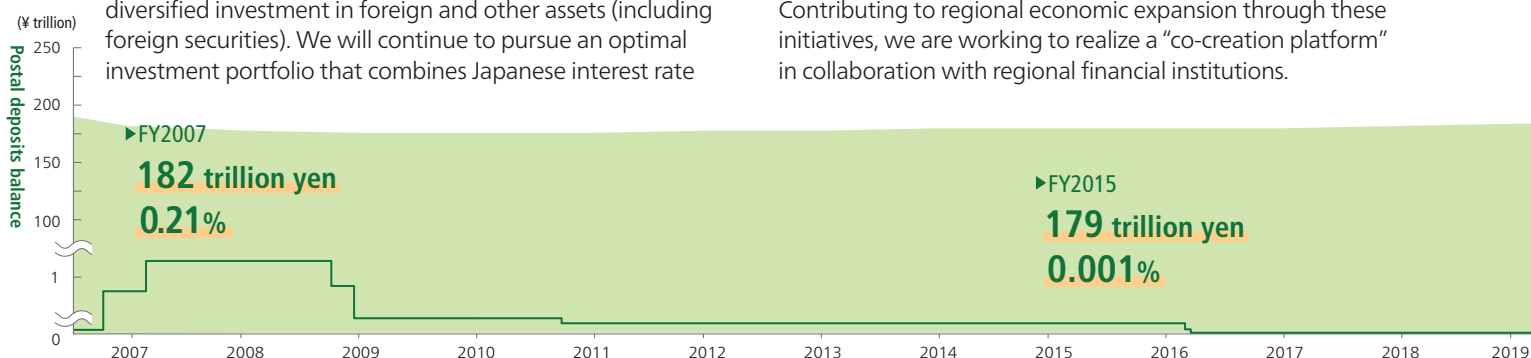
- Yucho Bankbook App service launched



After being privatized in 2007 and becoming JAPAN POST BANK Co., Ltd., the company went public in 2015 and was listed on the First Section of the Tokyo Stock Exchange to enhance its independence and freedom of management in the market. The initial public offering price was 1,680 yen, exceeding the offering price of 1,450 yen. In our Market Business after privatization, we have continued to innovate our investment portfolio in response to changes in the macroeconomic environment. In response to the low interest rate environment in Japan since privatization, we reduced the ratio of Japanese Government Bonds (JGBs) from 88.0% at the time of privatization on October 1, 2007, to 16.8% at the end of fiscal 2022, and promoted diversified investment in foreign and other assets (including foreign securities). We will continue to pursue an optimal investment portfolio that combines Japanese interest rate

assets and risk assets under appropriate risk management. At the same time, we are working to enhance our investment management capabilities through measures such as the introduction of a professional position system and the active recruitment of external human capital.

Our Mission is to contribute to the development of local economies by accurately identifying the needs of society in every era, using the voices of our customers as our compass, and providing "safe and secure" financial services to everyone throughout Japan. In 2016, we began investing in Regional Vitalization Funds. In 2024, we established Japan Post Bank Capital Partners Co., Ltd., a wholly owned subsidiary that provides capital funds to regional businesses. Contributing to regional economic expansion through these initiatives, we are working to realize a "co-creation platform" in collaboration with regional financial institutions.



2025

Advancing sustainability management  
Promotion of human capital management

Contributing to the development of  
society and local communities  
through further financial innovation  
based on strengths cultivated over  
150 years of history

## 2021 Current Medium-term Management Plan

Complementarity between the  
physical and digital channels

## R Innovation in the Retail Business

## 2022

- Transitioned to the Tokyo Stock Exchange Prime Market
- Started discretionary investment services (Yucho Fund wraps)
- Gradually introduced "Maditab" self-service terminals
- Announced the  $\Sigma$  Business

 $\Sigma$  Launch of the  $\Sigma$  Business

## 2023

- Second secondary offering of Japan Post Bank shares by Japan Post Holdings
- Launch of household account book app (Yucho Reco) service

## 2024

- Complied with listing requirements for the Tokyo Stock Exchange Prime Market

2024 Revised the Medium-term  
Management Plan

## 2024

- Started advertising distribution in collaboration with partner companies
- Established Japan Post Bank Capital Partners Co., Ltd.

 $\Sigma$   $\Sigma$  Business officially launched

## 2025

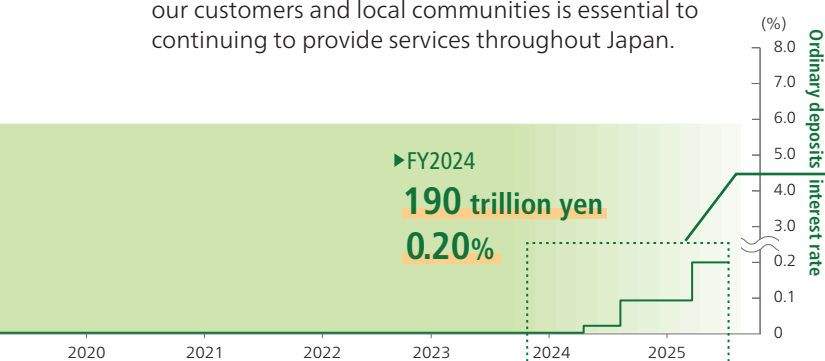
- Third secondary offering of Japan Post Bank shares by Japan Post Holdings
- 150th anniversary of the foundation of the postal savings business
- The birth of the Japan Post Bank corporate character



Japan Post Bank corporate character "Haricho"

In fiscal 2020, we established a specialized organization for promoting sustainability within the Corporate Planning Department and built a system to advance management and sustainability in an integrated manner. We participate in and support initiatives such as the TCFD Recommendations, and we have promoted our efforts while enhancing the transparency of our sustainability-related information disclosure through the expansion of our sustainability website and the publication of various reports. As an institutional investor, we have set a target KPI in our Medium-term Management Plan starting in fiscal 2021 to increase the balance of ESG-themed investments and financing to 7 trillion yen by the end of fiscal 2025.

Our 150-year history has taught us that the trust of our customers and local communities is essential to continuing to provide services throughout Japan.

Strengths cultivated over 150 years  
(as of March 31, 2025)

## Deposit base

Deposit balance: 190.4 trillion yen  
Assets under management: 230.2 trillion yen

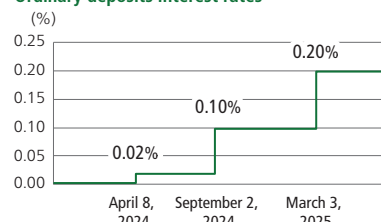
## Diverse human capital

Number of market operations professionals: 90  
Note: As of April 1, 2025  
Number of employees on secondment: 112

## Scale

Number of ordinary deposit accounts: approx. 120 million  
Total number of branches\*: 23,494  
\* including post offices  
Number of ATMs: approx. 31,200  
Number of ATM partner financial institutions: approx. 1,200

## Ordinary deposits interest rates



## Co-creating Value with Stakeholders

To contribute to the creation of a sustainable society and the future, as well as to achieve sustainable growth as a corporation, we must sincerely listen to our stakeholders, meet their expectations, and gain their understanding and support.

As Japan's "most familiar and trusted bank," we will strive to enhance corporate value and solve social issues while maintaining an ongoing dialogue with our stakeholders.

Details on page 66

### Co-creating value through environmental initiatives

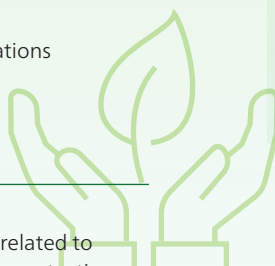
To protect local nature and the environment for future generations, we will strive to reduce the environmental impact of our business and actively work to reduce the environmental impact of society as a whole through financial products and other means.

#### Communication Tools

- Participation in TCFD and TNFD forums, etc.
- Engagement with investee companies
- Donations to environmental conservation organizations ("Yucho Eco-Communication")

#### Examples of Initiatives

**Yucho Eco-Communication**  
Contributing to initiatives and educational activities related to biodiversity conservation such as endangered species protection, environmental conservation activities, and tree planting, conducted by the organizations receiving donations.



Solving social issues through co-creation with stakeholders

Environment

Providing with Stakeholders

Details on page 57

### Co-creating value with local communities

As a regional financial institution, Japan Post Bank's relationship with local communities is important. Inheriting our tradition of working together with local residents, we will not only provide funding to regional communities but also contribute to the future of the region by educating children about money and other topics that leverage the characteristics of regional financial institutions.

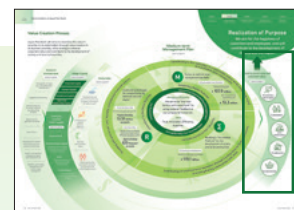
#### Communication Tools

- Financial education
- The Japan Post Bank Piggy Bank Design Contest
- Production of the Japan Post Bank Machiomoi Calendar
- Support for artists with disabilities
- Participation in local festivals, etc.

#### Examples of Initiatives

The Postal Museum Japan held a "Japan Post Bank Financial Classroom" for elementary school students.





Details on page 43

## Co-creating value with shareholders and investors

We are committed to building strong relationships with our shareholders and investors. In addition to deepening their understanding of Japan Post Bank's business, we aim to reflect the opinions and expectations of our shareholders and investors in our management as we strive to achieve sustainable growth investments and enhance corporate value.

### Communication Tools

- Shareholders' meeting
- Shareholder newsletter
- Individual investors meetings
- Briefings for individual investors
- Meetings with institutional investors and analysts
- Conferences for institutional investors sponsored by securities firms

### Examples of Initiatives

Enhancing information disclosure based on the opinions of shareholders and investors

Shareholders  
and investors



Employees

## Co-creating value with employees

We will nurture employees who can grow through challenges and create an environment in which they can maximize their abilities. By doing so, we aim to enhance corporate value by working with our employees to build a company filled with "enthusiasm and excitement" where diverse human capital can play an active role.

### Communication Tools

- Engagement survey
- Yucho Life 🍀, a web-based in-house newsletter
- President's Direct-line Opinion Box
- Career development support (e.g., discussion events, Career Challenge system, DX training, selectable training, one-on-one meetings)
- Japan Post Bank company-wide town hall meetings

### Examples of Initiatives

- Creating open working environments based on employee feedback
- Strengthening inter-organizational cooperation and communication

Details on page 58

Customers



Details on page 56

## Co-creating value with customers

We take the feedback from our customers seriously, and we will further strengthen our "customer-oriented business operations" to become a truly trustworthy company.

### Communication Tools

- Customer feedback postcard
- Publication of initiatives and progress on customer-oriented business operations
- Customer satisfaction survey

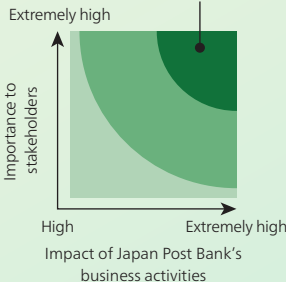








### Examples of Initiatives

Improving products and services based on customers' feedback  
⇒ Review of JP BANK card design, etc.

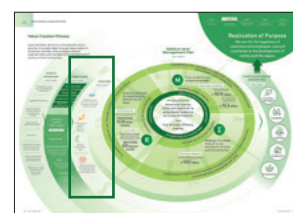
## Priority Social Issues (Materiality)

At Japan Post Bank, we consider the appropriateness of issues at the Management Committee and Board of Directors meetings, link the identified materiality to our management strategy, and work to resolve social issues through our business activities.

In addition, the Sustainability Committee identifies issues that will be considered for materiality in discussions toward the formulation of the next Medium-term Management Plan. Given changes in the

Identification process	Materiality	Risks and opportunities
<p><b>STEP 4</b></p> <p><b>Identification of materiality</b></p> <p>The Management Committee and the Board of Directors review the appropriateness and have identified four materialities.</p> <p><b>STEP 3</b></p> <p><b>Creation of a materiality map</b></p> <p>Japan Post Bank has created a materiality map by organizing the social issues to be addressed by the bank based on the two axes of "importance to stakeholders" and "impact of Japan Post Bank's business activities."</p> <p><b>Social issues (materiality) to be prioritized to realize a sustainable society and create new value</b></p>  <p><b>STEP 2</b></p> <p><b>Narrowing down the social issues to be targeted</b></p> <p>From among the selected social issues, narrow down those to be targeted by Japan Post Bank based on its Purpose, Management Philosophy, and business activities, as well as the results of evaluations by external research organizations and the opinions of external experts.</p> <p><b>STEP 1</b></p> <p><b>Identification of social issues to be considered</b></p> <p>Comprehensively identify social issues based on analysis of the international situation (international frameworks and standards such as the SDGs), analysis of the domestic situation (government agencies and financial industry), and support for international initiatives (e.g., SDGs, TCFD, GRI).</p>	<p><b>Providing "safe and secure" financial services to anyone and everyone throughout Japan</b></p>   <p><b>Contributing to regional economic expansion</b></p>   <p><b>Reducing environmental impact</b></p>   <p><b>Promoting diverse human capital and advanced governance</b></p>  	<p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Decline in transactions due to the declining birth rate and aging population, inadequate response to DX, and changing customers' needs</li> <li>Loss of public trust due to cyberattacks, system failures, etc.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Enhance differentiation from other banks</li> <li>Increase the number of users by providing easy-to-use services for everyone</li> <li>Increase in financial needs through financial literacy education</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Decline in the market due to a decline in the local population</li> <li>Decreased opportunities due to insufficient engagement with local communities</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Market expansion due to revitalization of the local economy</li> <li>Expansion of opportunities through collaboration with diverse partners and addressing local capital funding needs</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Damage to Japan Post Bank's assets such as ATMs and increased credit risk of investee companies due to natural disasters, etc.</li> <li>Decrease in the value of securities management holdings of companies that have been severely impacted by stricter environmental regulations</li> <li>Decrease in corporate value if the Bank's response to environmental issues is assessed as inadequate</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Improve Japan Post Bank's reputation in the capital markets and society through appropriate initiatives and the disclosure of environmental issues</li> <li>Increased opportunities to invest in renewable energy projects and green bonds</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Insufficient human capital and other factors hindering the execution of management strategies</li> <li>Decline in morale due to low employee engagement</li> <li>Loss of public confidence due to misconduct, compliance violations, and lack of preparedness for money laundering/terrorist financing, etc.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Create innovation through diverse human capital</li> <li>Revitalize the organization and enhance corporate value through human capital management strategies and human capital investment linked to management strategies</li> <li>Increased productivity through diverse work styles</li> </ul>

\*1 Actual results for fiscal 2023; target for fiscal 2030 \*2 Actual results as of April 1, 2025; target for April 2026  
 \*3 The Japan Post Group target is a 30% ratio of female managers at the Head Office by April 1, 2031.



internal and external environment, we will continue to review the materiality that should be prioritized over the medium to long term for our sustainable growth and the development of customers, shareholders, and other stakeholders, as well as of society and the economy.

Specific initiatives	KPI	Results (FY2024)	Target (FY2025)
<b>R Retail Business</b> <ul style="list-style-type: none"> <li>Providing services through the post office network and supporting digital services (addressing the digital divide)</li> <li>Expanding digital and remote services that are accessible to all customers, with the highest priority on safety and security</li> <li>Supporting asset building, including the new tax-free Nippon Individual Savings Account (NISA), for individual investors, with a focus on small-lot trading customers</li> </ul> <a href="#">Details on page 45</a>	Yucho Bankbook App Number of registered accounts  Number of tax-free Nippon Individual Savings Account (NISA) for individual investors	13.59 million accounts  820,000 accounts	16 million accounts  940,000 accounts
<b>R Retail Business</b> <b>M Market Business</b> <b>Σ Sigma Business</b> <ul style="list-style-type: none"> <li>Realize a "co-creation platform" with regional financial institutions, etc.</li> <li>Revitalize regional economies and create new corporate value through Japan Post's unique GP business</li> <li>Fund regional communities through various frameworks</li> </ul> <a href="#">Details on pages 45, 48, and 52</a>	Balance related to the GP business (based on the amount of investment commitments)	119.1 billion yen	Approx. 400 billion yen
<b>R Retail Business</b> <b>M Market Business</b> <b>Σ Sigma Business</b> <ul style="list-style-type: none"> <li>Strengthen initiatives in line with the TCFD Recommendations</li> <li>Reduce GHG emissions, promote paperless operations</li> <li>Promote ESG investments and loans</li> </ul> <a href="#">Details on pages 45, 48, and 52</a>	GHG emission reduction rate*1, *2, *6 (compared with FY2019, Scope 1 and 2)  Business forms usage reduction (compared with FY2020)  Balance of ESG-themed investments and financing	-60%  -20%*7  6 trillion yen	-60%  -20%  7 trillion yen
<b>Strengthening our business base</b> <ul style="list-style-type: none"> <li>Promote human capital management based on the principles of "promoting growth," "drawing out the best of employees' abilities," and "making the most of diversity"</li> <li>Further improve the effectiveness of the Board of Directors</li> </ul> <a href="#">Details on pages 58 and 82</a>	Overall employee satisfaction*6  Rate of female in managerial positions*2, *6  Rate of eligible employees taking childcare leave*4, *6 (regardless of gender)  Rate of employees with disabilities*5, *6	65.5%  19.8%  99.7%  3.0%	70% or more  20%*3  About 100%  3.0% or more

\*4 Of eligible male employees, 100% took maternity leave in fiscal 2024. \*5 Actual results as of June 1, 2024; target for June 2025. \*6 Fractions less than a unit are rounded off.

## Advancing Sustainability Management



**Harumi Yano**

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

### Sustainability Committee

### Message from the Chair

Japan Post Bank, which has the largest customer base of any Japanese bank, recognizes that its *raison d'être* (purpose) is to contribute to the development of society and local communities by aiming for the happiness of its customers and employees throughout Japan, and is developing its business to provide "safe and secure" financial services to everyone, in the same spirit that it has maintained since its establishment. Based on this basic philosophy, we will promote sustainability by recognizing Japan's social issues, such as the declining birth rate and aging population, as well as global social issues, such as climate change, natural capital, and human rights, and by continually discussing what we can do through our business activities.

- Sustainability Progress Report and Human Rights Report published
  - Set a reduction target for the investment and financing portfolio (down 50% from fiscal 2019 per investment unit)
  - Raised the target for the balance of ESG-themed investments and financing from 4 trillion yen to 7 trillion yen
  - Partial revision of materiality
- 
- Revised the Human Rights Policy
  - Raised the in-house emission reduction target from 46% to 60% (compared with FY2019; target for FY2030)
- 
- Declaration of net-zero GHG emissions
  - Raised the balance of ESG-themed investments and financing from 2 trillion yen to 4 trillion yen
  - Revised the ESG Investment and Financing Policy
  - TCFD report published
- 
- Basic Sustainability Policy established

2024

2023

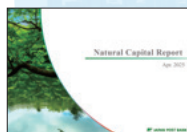
2022

2021

### Basic Sustainability Policy

- 1 The Bank will work to develop and provide "safe and secure" financial services that can be used by anyone and everyone throughout Japan.
- 2 As a community-based financial institution, the Bank will contribute to the development of the regional economies and society.
- 3 To protect nature and the environment and pass them on to future generations, the Bank will engage in environmentally friendly activities and work to resolve environmental issues.
- 4 The Bank will conduct its business activities in a manner that respects human rights and will ensure a work environment where employees can work in a healthy and safe manner and where diverse personalities and work styles are respected. In addition, the Bank will strive to develop human resources who can think and act on their own, and to improve their work-life balance and job satisfaction.

- Revision of the Human Rights Policy and the Environmental Policy
- Publication of the Natural Capital Report and the Human Rights Report



[https://www.jp-bank.jp/post.jp/en/sustainability/environment/biodiversity/pdf/natural-capital\\_report2025\\_en.pdf](https://www.jp-bank.jp/post.jp/en/sustainability/environment/biodiversity/pdf/natural-capital_report2025_en.pdf)

[https://www.jp-bank.jp/post.jp/en/sustainability/social/supplychain/human-rights/pdf/human-rights\\_report2025\\_en.pdf](https://www.jp-bank.jp/post.jp/en/sustainability/social/supplychain/human-rights/pdf/human-rights_report2025_en.pdf)

# Realization of Purpose

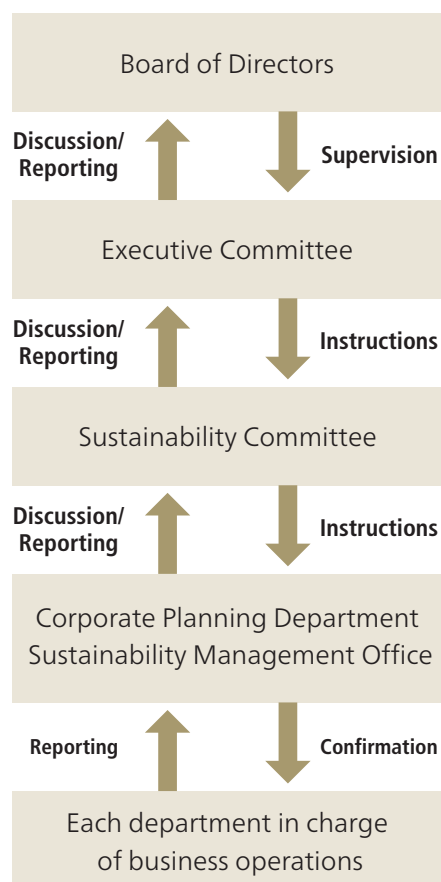
Create sustainable social value and enhance corporate value over the medium to long term

# 2025

## System for Promoting Sustainability Management

Japan Post Bank integrates sustainability initiatives into its Medium-term Management Plan and annual management plans, thereby promoting sustainability management in an integrated manner with its business strategy. In addition, the Bank has established a company-wide system to promote sustainability by incorporating sustainability-related evaluation items into the business performance compensation of all Executive Officers.

## Governance Structure



## <Discussion status in Fiscal 2024>

		Items to be resolved/ discussed	Matters to be reported
Supervision	Board of Directors	Formulation of the Medium-term Management Plan and annual management plans (setting sustainability-related KPIs)	Progress of sustainability management (reported quarterly along with the progress of the annual management plans)
		Formulation of the Risk Appetite Statement (selecting the most significant sustainability-related risks such as climate change, natural capital, and human rights)	Status of the Risk Appetite Statement (quarterly reassessment of the most significant risks)
		Determination of executive compensation systems, including sustainability evaluation items (Compensation Committee)	Progress of sustainability management (Audit Committee, approximately once a year)
Execution	Executive Committee	Discussion of proposed revisions to the Human Rights Policy and the Environmental Policy	Matters to be discussed and reported by the Sustainability Committee (twice a year)
	Sustainability Committee	Sustainability initiatives and plans for FY2025 Review of materiality	Status of the implementation of human rights due diligence Disclosure based on the TNFD Recommendations

## Review of the Medium-term Management Plan

~2017

### Medium-term Management Plan 2018–2020

~Have more people say "JP Bank, of course"~

#### Goals

- Be "the most familiar and trusted bank" in Japan providing the No. 1 service in customer satisfaction through our fine-tuned network centering on post offices
- Maintain stable profits by promoting the diversification and sophistication of investment management under appropriate risk management as one of the largest institutional investors in Japan
- Through the post office network, continue to provide solid support for the long lives of diverse individual customers throughout Japan, from small children to the elderly

#### Business Environment

- Continued low interest rates resulting in shrinking interest margins
- Diversification of households' financial needs ("shift from savings to investment" and the expanding financial needs of the elderly)
- Declining population and super-aging society
- The shrinking regional economy, the downward spiral of concentration in the Tokyo area, and freedom from time and physical constraints
- Diversification and change in customers' needs, such as the elimination of uncertainty about future finances

#### Specific Strategies

##### Promoting retail services that contribute to the lifestyles and asset building of 100 million customers

- Expand total assets under management by building a stable customer base
- Expand fees and commissions in growth areas such as investment products, ATMs, and credit cards
- Reorganize the business infrastructure
- Establish a customer-oriented service delivery system (branch and ATM network, direct channel enhancement)

##### Enhancing the fund management strategy

- Accelerate global asset allocation
- Develop new investment areas such as alternative investments
- Prepare for advanced operational strategies

##### Establishing a robust management structure

- Strengthen governance as a listed company
- Further enhance the risk management system
- Promote human resource development, achieve strategic human resource allocation, and promote women's participation in the workplace
- Establish a prompt and accurate administrative processing system
- Strengthen security, and formulate plans for next-generation systems
- Continue efforts to improve cost efficiency, including system expenses

##### Providing high-quality customer-oriented financial services

###### Sales strategy

- Expand assets under management (asset formation from savings)
- Provide customer-oriented support for asset building
- Provide new services such as account overdrafts

##### Diversifying and sophistication of investment management

###### Diversifying and improving investment management

- Promote global asset allocation
- Expand alternative investments
- Strengthen risk management

##### Providing funding flows to local communities

###### Regional vitalization funds

- Identify customers' needs
- Expand investment in LPs, and enter the GP business
- Cooperate with regional financial institutions

		FY2020 actual	FY2020 target
Profit net income target	Net ordinary income (consolidated basis)	394.2 billion yen	390 billion yen
	Net income (attributable to owners of parent consolidated basis)	280.1 billion yen	280 billion yen
Retail	Total assets under management	+9.0 trillion yen in 3 years	Approx. +1.8 trillion yen in 3 years
	Balance of investment trusts	+0.9 trillion yen in 3 years	Approx. +1.7 trillion yen in 3 years
	Net fees and commissions (compared with FY2017)	+32%	+30%
Investment management	Balance of risk assets	91.1 trillion yen	About 90 trillion yen*
	Balance of strategic investment areas	4.2 trillion yen	About 4 trillion yen–5 trillion yen*
General and administrative expenses	General and administrative expenses (compared with FY2017)	-58.2 billion yen	-30 billion yen
	Administrative efficiency (compared with FY2017)	Equivalent to -2,533 persons	-2,000 persons
Shareholder return	Dividend per share	50 yen	50 yen
Soundness indicators	Total capital adequacy ratio	15.53%	About 10% (target level)

\* Values after revisions announced in May 2019

## Medium-term Management Plan 2021–2025

~Deepening trust, and taking on the challenge for financial innovations~

- “Deepening trust, and taking on the challenge for financial innovations” to accelerate our transformation to a sustainable business model, focusing on three business strategies (Retail Business, Market Business, and  $\Sigma$  Business) that leverage Japan Post Bank’s unique strengths

- Declining population and super-aging society
- Local economic downturn
- Advancement of the digital revolution
- Changes in lifestyles in the wake of the COVID-19 pandemic
- Prolonged ultra-low interest rate environment



- Shift in monetary policy by the Bank of Japan, rising inflation overseas, etc.
- Rapid evolution of digital technologies such as generative AI
- Promotion of the “Asset Management Nation Realization Plan” and launch of the new tax-free Nippon individual saving accounts (NISAs) for individual investors
- Growing demand for management responses that are conscious of the cost of capital and stock prices

### Specific strategies (after review)

#### Retail Business innovations

Enhance strategy for complementarity between the physical and digital channels to transform into a new form of retail business that goes beyond traditional banking

- Maintain and cultivate the customer base and develop new revenue opportunities by increasing the number of Yucho Bankbook App users
- Shift to sales centered on digital/remote transaction channels linked with teller channel for the asset-building support business
- Reduce costs through drastic operational reforms by utilizing digital technology, and improve profit or loss by reviewing fees and products

#### Market Business enhancement

Pursue an optimal investment portfolio that combines the yen interest rate assets with risk assets, while strengthening risk management

- Seize the reversal of the trend in yen interest rates, and promote an investments from due from banks, etc. to JGBs (zero risk weighting)
- Expand balance of risk assets with remaining conscious of risk-adjusted returns, and continue selective investment in strategic investment areas
- Ensure sufficient financial soundness (maintain a capital adequacy ratio and CET1 ratio of approximately 10% in normal times)

#### Full-scale launch of the $\Sigma$ Business

Revitalization of regional economies and creation of new corporate value through Japan Post Bank’s unique GP business

- Promote new corporate businesses that create futures for society and local communities through investment
- Realization of a “co-creation platform” for collaboration and cooperation in partnerships with regional financial institutions and other diverse businesses
- Build a sustainable revenue base going forward as the “third engine”

#### Strengthening the management base

Enhance human resources, system infrastructure, and internal control systems, etc. to support the three businesses

- Promote human capital management
- To realize new growth, make strategic IT investments and improve company-wide work efficiency with the use of AI and other technologies
- Promote reform of the corporate culture, strengthen internal control systems, and enhance information disclosure and investor relations activities

		FY2024 results	Target for FY2025 (after revision)
Financial targets (consolidated basis)	Net income (attributable to owners of parent)	414.3 billion yen	400 billion yen or more <sup>*2</sup>
	ROE (based on shareholders’ equity)	4.28%	4.0% or more <sup>*2</sup>
	OHR (overhead ratio) (including Gains on money held in trust, etc.) <sup>*1</sup>	61.38%	62% or less <sup>*2</sup>
Retail Business	Number of accounts registered for the Yucho Bankbook App	13.59 million accounts	16 million accounts
	Number of tax-free Nippon Individual Savings Account (NISA) for individual investors	820,000 accounts	940,000 accounts
Market Business	Balance of risk assets	107.9 trillion yen	About 114 trillion yen
	Balance of strategic investment areas	13.3 trillion yen	About 14 trillion yen
$\Sigma$ Business	Balance related to the GP business (based on the amount of investment commitments)	119.1 billion yen	About 400 billion yen

<sup>\*1</sup> Given that Japan Post Bank conducts securities management, etc., using money held in trust on a reasonable scale, OHR is used as an indicator, including Gains (losses) on money held in trust—net in the denominator. Calculated as General and administrative expenses ÷ (Net interest income, etc. + Net fees and commissions). Net interest income, etc. = Net interest income – Net interest expenses (including gains/losses on sales, etc.)

<sup>\*2</sup> Plans as announced on May 15, 2024. Net income (attributable to Japan Post Bank): 470 billion yen, ROE (based on shareholders’ equity): 4.7% or more, OHR (including Gains on money held in trust, etc.): 59% or less, as announced on May 15, 2025

## Overview of the Medium-term Management Plan (2021–2025) and Initiatives for the Next Medium-term Management Plan

Japan Post Bank has positioned the period of its current Medium-term Management Plan (2021–2025) as the five years of “Deepening trust, and taking on the challenge for financial innovations,” and is promoting five key strategic points. In May 2024, we revised the plan for the remaining two years given changes in the business environment facing Japan Post Bank, including rising interest rates in Japan and abroad; greater-than-expected progress in the digitization of society, including the penetration of generative AI; and growing interest in realizing management with an awareness of the cost of capital and the stock price.

### Basic Policies of the Revised Medium-Term Management Plan

- Accelerate the transformation to a sustainable business model with appropriate allocation of management resources in light of changes in the business environment, including rising yen interest rates and faster-than-expected advancements in the digitalization of society.
- Promote growth strategies that leverage the Bank’s unique strengths through the three business engines, aiming to continuously improve ROE and PBR.

Retail Business innovations	Promotion of sustainability management Advancing DX	<ul style="list-style-type: none"> <li>■ Enhance strategy for complementarity between the physical and digital channels to transform into a new form of retail business that goes beyond traditional banking</li> <li>● Maintain and cultivate the customer base and develop new revenue opportunities by increasing the number of Yucho Bankbook App users</li> <li>● Shift to sales centered on digital/remote transaction channels linked with teller channel for the asset-building support business</li> <li>● Reduce costs through drastic operational reforms by utilizing digital technology, and improve profit or loss by reviewing fees and products</li> </ul>
Market Business enhancement		<ul style="list-style-type: none"> <li>■ Pursue an optimal investment portfolio that combines the yen interest rate assets with risk assets, while strengthening risk management</li> <li>● Seize the reversal of the trend in yen interest rates, and promote an investments from due from banks, etc. to JGBs (zero risk weighting)</li> <li>● Expand balance of risk assets with remaining conscious of risk-adjusted returns, and continue selective investment in strategic investment areas</li> <li>● Ensure sufficient financial soundness (maintain a capital adequacy ratio and CET1 ratio of approximately 10% in normal times)</li> </ul>
Full-scale launch of the $\Sigma$ Business		<ul style="list-style-type: none"> <li>■ Revitalization of regional economies and creation of new corporate value through Japan Post Bank’s unique GP business</li> <li>● Promote new corporate businesses that create futures for society and local communities through investment</li> <li>● Realization of a “co-creation platform” for collaboration and cooperation in partnerships with regional financial institutions and other diverse businesses</li> <li>● Build a sustainable revenue base going forward as the “third engine”</li> </ul>
Strengthening the management base		<ul style="list-style-type: none"> <li>■ Enhance human resources, system infrastructure, and internal control systems, etc. to support the three businesses</li> <li>● Promote human capital management</li> <li>● To realize new growth, make strategic IT investments and improve company-wide work efficiency with the use of AI and other technologies</li> <li>● Promote reform of the corporate culture, strengthen internal control systems, and enhance information disclosure and investor relations activities</li> </ul>
Bolstering shareholder returns		<ul style="list-style-type: none"> <li>■ Aim to increase dividends in line with profit growth, in accordance with a basic policy for a dividend payout ratio of approximately 50%</li> </ul>

Continuously increase ROE and improve corporate value (to a PBR of over 1x) while controlling the cost of shareholders’ equity

### Strengths unique to Japan Post Bank

The largest customer base of any Japanese bank

**Approx. 120 million**  
ordinary deposit accounts



Most extensive and stable deposit base in Japan

**Approx. ¥190 trillion in deposits**,  
centered on retail banking customers



Nationwide network covering every corner of the country

**Network of 23,494**  
post offices

### Outline of each business strategy for FY2024 and targets in the Medium-term Management Plan

#### [Innovation of the Retail Business]

- The number of registered accounts exceeded 13 million thanks to improving convenience of the Yucho Bankbook App and promotional activities.
- We improved administrative efficiency and customers’ convenience by upgrading the functions of the Madotab self-service branch terminal and developing and expanding remote channels in the asset formation support business.

#### [Deepening the Market Business]

- We took advantage of rising domestic interest rates to promote investment in Japanese Government Bonds (JGBs).
- Amid lingering uncertainty over policy rate cuts by the U.S. and European central banks and the economic policies of the new U.S. administration, we promoted global asset allocation in foreign and other assets with an eye on risk-adjusted return.

#### [Full-scale launch of the $\Sigma$ Business]

- We provided capital funds to local businesses, identified potential investee companies, and promoted the introduction of products and services of investee companies and others.
- In May 2024, we established Japan Post Bank Capital Partners Co., Ltd., as a wholly owned subsidiary of Japan Post Bank, which will play a central role in our investment business.

#### [Strengthening our business base]

- In addition to promoting human capital management, the Bank worked to strengthen its internal control procedures and organizational culture to enhance the human capital that supports its three business strategies.
- We implemented multifaceted measures, including the development of autonomous employees, diversity management, system infrastructure improvement, and the strengthening of cybersecurity.

		FY2024 results	Target for FY2025 (after revision)
Retail Business innovations	Number of accounts registered in the Yucho Bankbook App	13.59 million accounts	16 million accounts
	Number of NISA accounts	820,000 accounts	940,000 accounts
Market Business enhancement	Balance of risk assets	107.9 trillion yen	Approx. 114 trillion yen
	Balance in strategic investment areas	13.3 trillion yen	Approx. 14 trillion yen
Full-scale launch of the Σ Business	GP business-related investments (based on investment commitments)	119.1 billion yen	Approx. 400 billion yen
Strengthening the management base	Number of expert market operations professionals	90 persons* <sup>1</sup>	105 persons
	DX training attendance ratio (head office)	99.2%	100%
	Number of Career Challenge applicants	196 persons	100 persons or more
	Overall employee satisfaction rate* <sup>2</sup>	65.5%	70% or more
	Ratio of females in managerial positions* <sup>2</sup>	19.8%* <sup>1</sup>	20% (target by April 2026)
	Rate of employees taking childcare leave (regardless of gender)* <sup>2</sup>	99.7%* <sup>3</sup>	About 100%
	Rates of employee with disabilities* <sup>2</sup>	3.0%* <sup>4</sup>	3.0% or more
	Reduction in personnel (compared to FY2021/3)	-2,500 persons* <sup>5</sup>	-3,000 persons
Promotion of sustainability management	GHG emissions reduction rate (compared to FY2020/3)* <sup>2,6</sup>	-60%* <sup>7</sup>	-60% (target by FY2030)
	Business forms usage reduction rate (compared to FY2021/3)* <sup>2</sup>	-20%	-20%
	Balance of ESG-themed investments and loans	6.0 trillion yen	7 trillion yen

\*1 As of April 1, 2025

\*2 Figures are rounded to the nearest unit.

\*3 The ratio of male employees taking childcare leave in FY2024 was 100%.

\*4 As of June 1, 2024

\*5 As of April 1, 2024

\*6 In-house emissions (Scope 1 + 2)

\*7 Results for FY2023. GHG emissions in FY2024 are being compiled as of the date of this report.

## Toward the Next Medium-term Management Plan

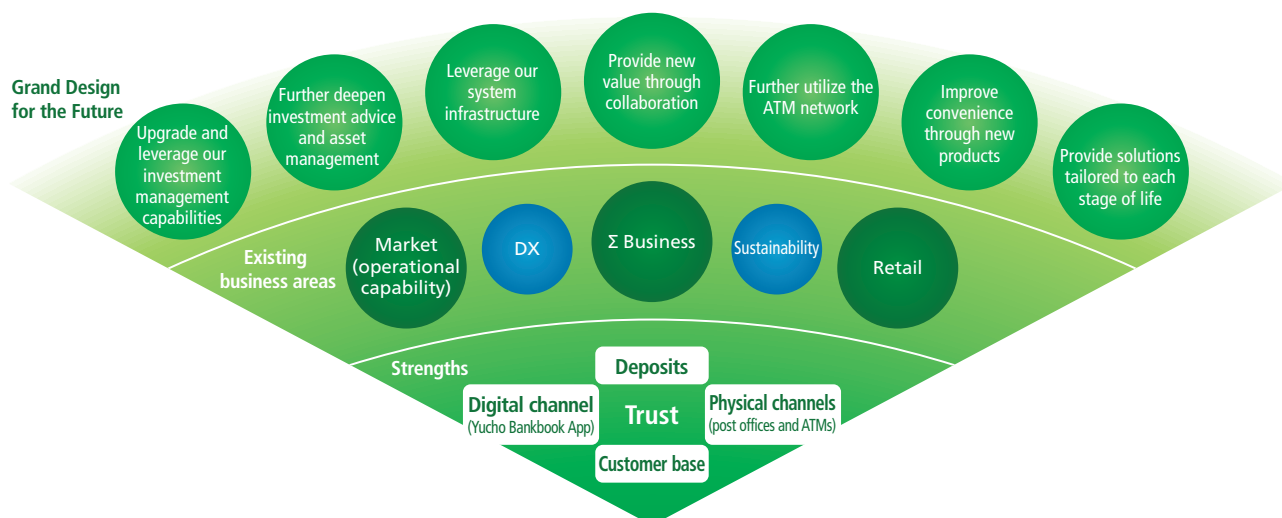
The landscape of the financial industry, including Japan Post Bank, is changing drastically on a daily basis, with such social issues as a declining population, a declining birth rate, an aging population, and widening income disparity, as well as the progress of digitization, an increase in the number of foreign residents, and diversification of Japanese people's lifestyles.

In addition, as an event unique to Japan Post Bank, the deregulation of new business operations following the third secondary offering of Japan Post Bank stock by Japan Post Holdings has created an environment in which further

expansion of business opportunities can be expected.

In this environment, we are working to formulate our next Medium-term Management Plan and are considering specific strategies to achieve sustainable growth, while keeping an eye on future changes in the internal and external environment. We aim to become "the financial platform closest to customers" by providing customers with products and services of even higher quality and convenience through physical channels such as the post office network and digital channels such as the Yucho Bankbook App.

Become "the financial platform closest to customers" by providing high-quality, highly convenient financial instruments and services through physical channels such as the post office network and digital/remote channels



## Value Proposition (Highlights)

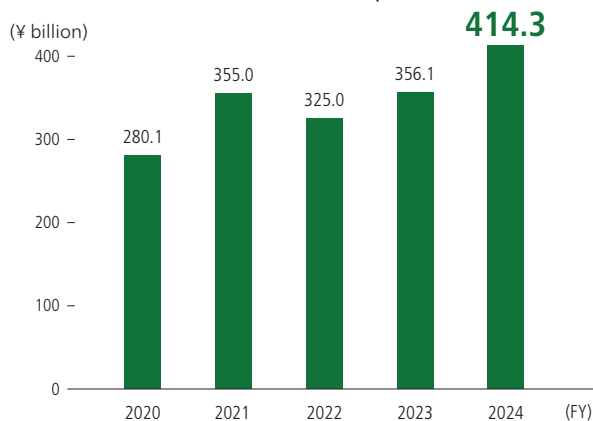
### Financial Highlights

#### Profitability

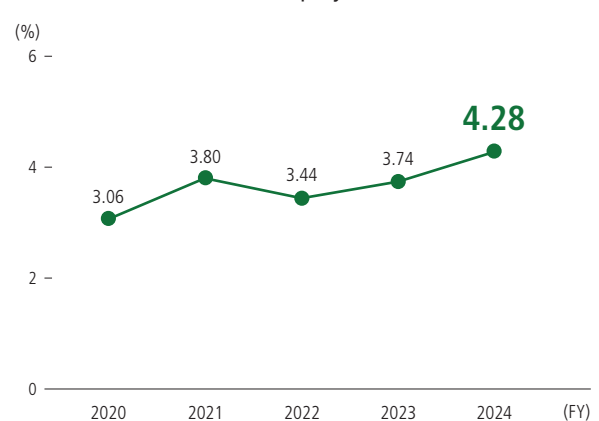
Net income attributable to owners of parent for fiscal 2024 was 414.3 billion yen, reaching the highest level since the company was listed on the stock exchange for the second consecutive year.

Net income attributable to owners of parent increased by 58.1 billion yen from the previous year, mainly due to an increase in net interest income from foreign bond investment trusts and an increase in interest on Japanese Government Bonds and interest on deposits with the Bank of Japan due to higher interest rates in Japan.

#### Net income attributable to owners of parent (consolidated)



#### ROE based on shareholders' equity (consolidated)

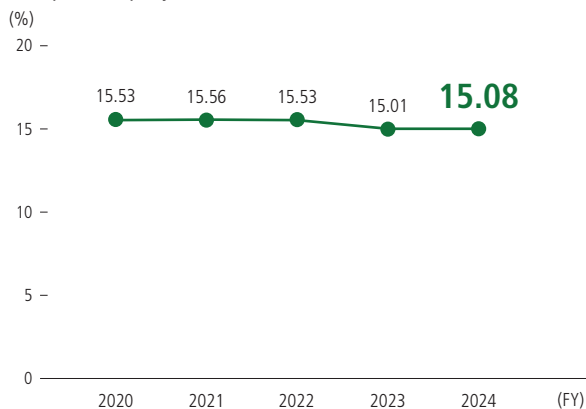


#### Soundness

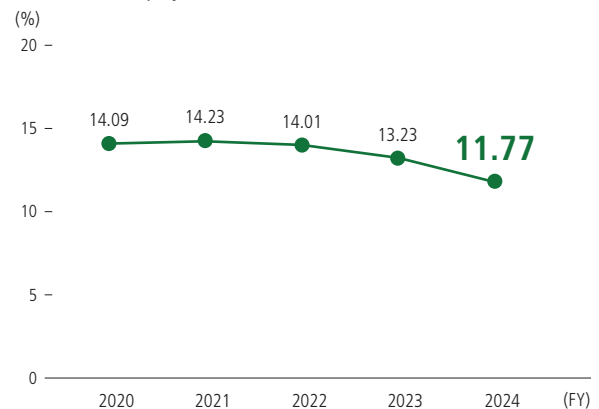
The Bank's capital adequacy ratio has remained stable, maintaining adequate financial soundness (Total capital adequacy ratio required by regulatory standards: above 4%).

At the same time, Japan Post Bank has set a CET1 ratio of approximately 10% as its normal target level, aiming for the same level of capital management as large domestic financial institutions due to the size of its overseas credit exposure.

#### Total capital adequacy ratio (domestic standard)\*1 (consolidated)



#### CET1 (Common Equity Tier 1) ratio (international standard)\*2 (consolidated)



#### Efficiency

OHR (basis including gains (losses) on money held in trust)\*3 (consolidated)

FY2024 **61.38%**

General and administrative expenses (compared with FY2020) (consolidated)

FY2024 **-94.6 billion yen**

#### Shareholder Returns

Dividend payout ratio (consolidated)

FY2024 **50.6%**

Total shareholder yield\*4

FY2024 **177.03%**

\*1 Reflects the finalization of Basel III from the end of FY2024.

\*2 Based on excluding unrealized gains on available-for-sale securities (some calculation items are simplified), reflecting the finalization of Basel III from the end of FY2023.

\*3 Given that Japan Post Bank conducts securities management using money held in trust on a reasonable scale, OHR is used as an indicator, including gains (losses) on money held in trust—net in the denominator.

Calculated as General and administrative expenses ÷ (Net interest income, etc. + Net fees and commissions). Net interest income, etc. = Net interest income – Net interest expenses (including gains/losses on sales, etc.).

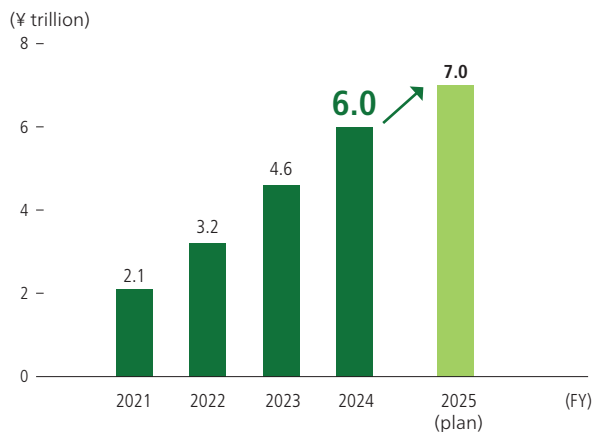
\*4 Calculated as (Share price at the end of the current fiscal year + Accumulated amount of dividends per share from four fiscal years prior to the current fiscal year to each fiscal year) ÷ Share price at the end of five fiscal years prior to the current fiscal year.

## Non-financial Highlights

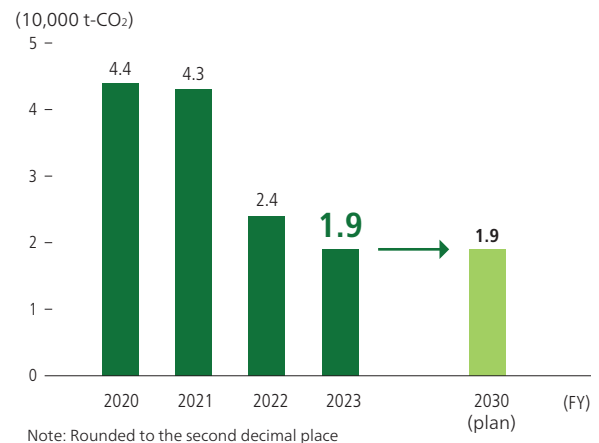
### Environment and climate change related

We are promoting initiatives in line with the road map for decarbonization to achieve net zero GHG emissions by 2050 by setting a target for the balance of ESG-themed investments and financing to support decarbonization efforts through financing.

#### Balance of ESG-themed investments and financing



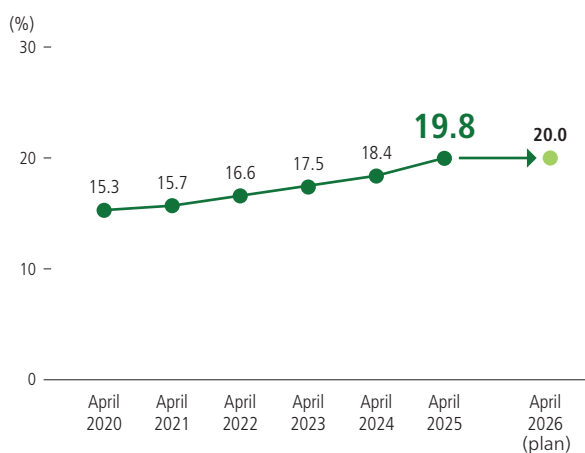
#### In-house GHG emissions (Scope 1 + 2)



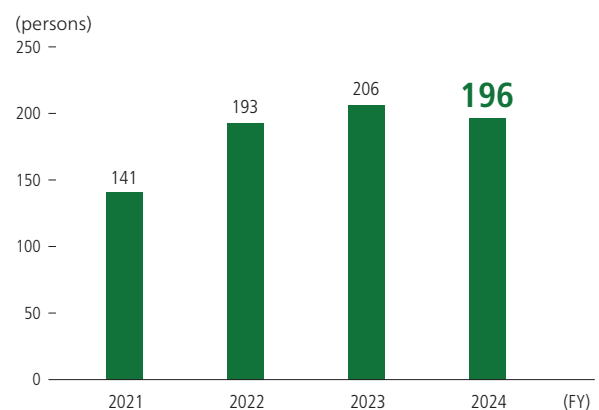
### Human capital\*

The company aims to enhance corporate value by promoting a human resource strategy based on the three pillars of “encouraging growth,” “drawing out the best from people’s abilities,” and “making the most of diversity,” and by encouraging diverse human capital to play an active role in the company.

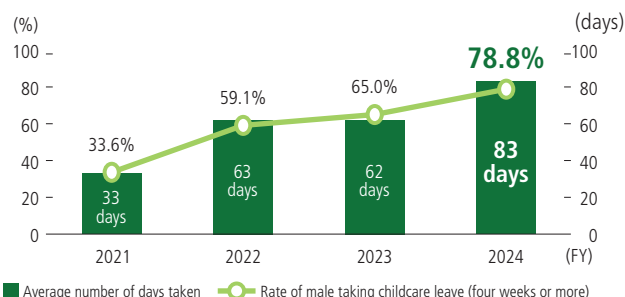
#### Rate of female in managerial positions



#### Number of Career Challenge applicants



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



#### Rate of employees taking childcare leave (regardless of gender)

FY2024 **99.7%**

Note: 100% for male employees taking childcare leave

#### Average number of days of paid leave taken

FY2024 **19.3 days**

\* Figures listed under human capital are rounded to the nearest unit.

## Message from the Executive Officer in Charge of Financial and Capital Strategy



We aim to enhance corporate value through sustained improvement in ROE

**Makoto Shinmura**

Senior Managing Executive Officer

Corporate Planning Department, ALM Planning Department, Research Department, Investor Relations Department, IT Strategy Department

### Entering the final year of the Medium-term Management Plan (FY2021–FY2025)

In FY2024, amid ongoing geopolitical tensions around the world, some regions, such as Europe and China, experienced an economic slowdown, whereas the United States maintained a robust economy. However, the United States is also showing signs of major change following the presidential election.

In Japan, amid the continued depreciation of the yen and rising prices, the Bank of Japan changed its interest rate policy, which led to an increase in deposit interest rates, making the transition to a “world with positive interest rates” more tangible.

Japan Post Bank steadily advanced the restructuring of its yen interest rate portfolio, which had been planned for some time, promoting a shift from deposits to investments in Japanese Government Bonds (JGBs). At the same time, we hedged foreign exchange and interest rate fluctuations in advance and invested in risk assets while flexibly controlling risk in response to changes in the financial markets. As a result, we were able to secure profits that exceeded our initial plan.

Consolidated net income for FY2024 reached 414.3 billion yen, achieving record profits for the second consecutive fiscal year and enabling us to achieve the financial targets of “net income of 400 billion yen or more” and “ROE of 4% or more” set out in our Medium-term Management Plan one year ahead of schedule.

We also increased the dividend by 6 yen from the initial forecast for the fiscal year to 58 yen per share. Since listing in

2015, we have maintained a dividend of 50 yen, and we believe that the successive dividend increases in line with profit growth, to 51 yen in FY2023 and 58 yen in FY2024, represent a major step forward for Japan Post Bank.

In addition, Japan Post Holdings, the parent company of Japan Post Bank, conducted a secondary offering of its shares in the Bank in March 2025, following its March 2023 offering, based on the policy of reducing its shareholding in Japan Post Bank to 50% or less by FY2025. Japan Post Holdings voting rights in Japan Post Bank fell below 50%, and restrictions under the Postal Service Privatization Act were partially relaxed (the approval system for new business regulations was replaced by a notification system). This will give Japan Post Bank greater freedom in its management and, together with the various measures it has been promoting, such as maintaining and improving the regional financial infrastructure through cooperation with other financial institutions, will create an environment in which it can move forward with greater speed.

FY2025 will be the final year of the Medium-term Management Plan that started in FY2021. Recognizing the changes in the domestic and overseas business environment as a tailwind, we will steadily promote three businesses strategies (Retail Business, Market Business, and Σ Business) that leverage our unique strengths, achieve record profits for the third consecutive fiscal year, and make this a year of preparation for taking Japan Post Bank to the next stage.

### Achievements and Review of Financial Targets

	FY2024 Target		FY2024 Actual	FY2025 Target (Announced in May 2025)	FY2025 Medium-term Management Target (Announced in May 2024)
	Initial Target (Announced in May 2024)	Revised Target (Announced in November 2024)			
Net income for the period*1	365 billion yen or more	400 billion yen	414.3 billion yen	470 billion yen	400 billion yen or more
ROE*1	3.77% or more	4.0% or more	4.28%	4.7% or more	4.0% or more
OHR*1	65% or less	62% or less	61.38%	59% or less	62% or less
CET1 (Common Equity Tier 1) Ratio (International Standard)*1*2	Approximately 10% (Target level in normal times)	— (No change)	11.77%	Approximately 10%*3 (Target level in normal times)	Approximately 10%*3 (Target level in normal times)

\*1 Consolidated basis; ROE is based on shareholders' equity, and OHR includes profits (losses) on money held in trust, etc.

\*2 Excluding unrealized gains on available-for-sale securities.

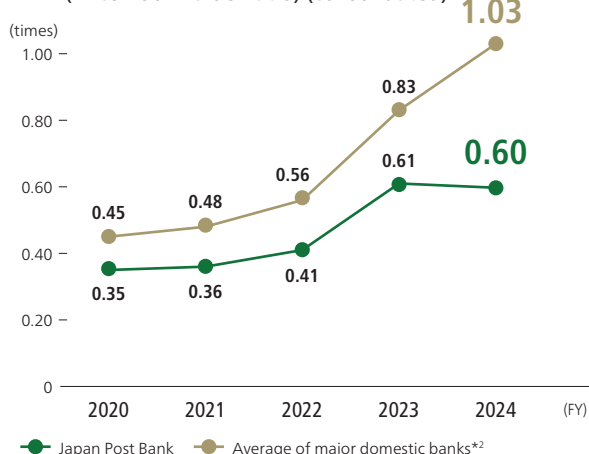
\*3 Based on the final and fully implemented Basel III.

## Sustainable enhancement of corporate value

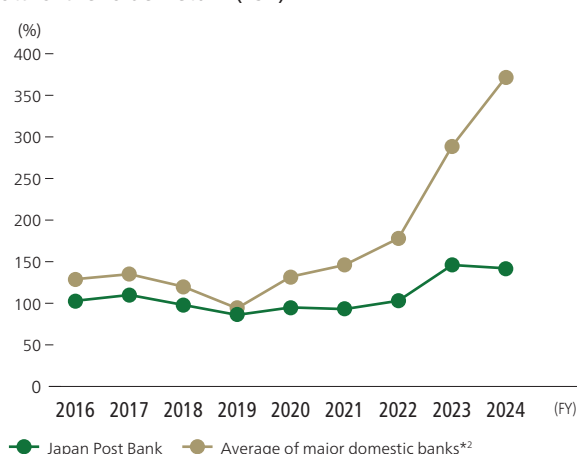
Although we achieved an increase in profits for the second consecutive fiscal year in FY2024, our price-to-book ratio (PBR) remained at 0.60 (as of March 31, 2025), almost unchanged from the previous fiscal year and still below 1. We recognize that we still have a

long way to go in improving our management to enhance Japan Post Bank's corporate value, and we consider this to be a major management issue. In addition, our total shareholder return (TSR) is lower than that of major banks.

PBR\*<sup>1</sup> (Price Book-value Ratio) (consolidated)



Total shareholder return (TSR)\*<sup>3</sup>



\*1 Calculated based on the stock price and net asset value per share at the end of each fiscal year. Fractions less than one unit are rounded to the nearest whole number.

\*2 Simple average of Mitsubishi UFJ Financial Group, Mizuho Financial Group, and Sumitomo Mitsui Financial Group.

\*3 Total shareholder return (TSR) is calculated as (stock price at the end of each fiscal year + cumulative dividends per share (DPS) for the eight fiscal years prior to the current fiscal year) ÷ stock price at the end of the fiscal year nine years prior to the current fiscal year.

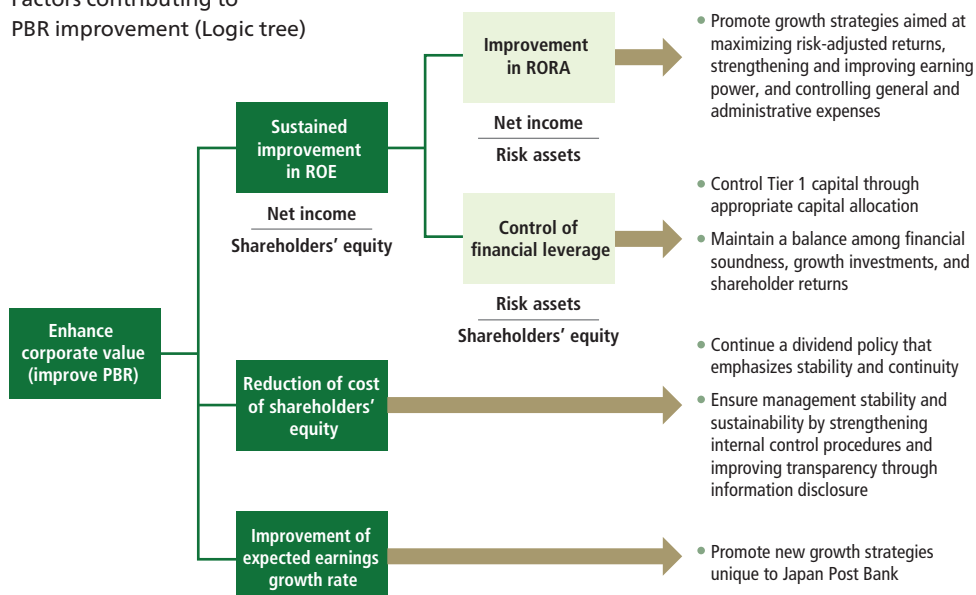
Japan Post Bank considers three drivers for improving PBR: "sustained improvement in ROE," "control of the cost of shareholders' equity," and "improvement in the expected earnings growth rate." Among these, we consider improving ROE (return on equity) to be the most important. We believe that improving ROE will lead directly to enhancing corporate value (improving PBR).

In FY2024, we achieved our final target for the

Medium-term Management Plan of 4% ROE one year ahead of schedule, and our ROE has been steadily improving, but we are not satisfied with the current level.

In FY2025, we aim for ROE of 4.7% or higher, and from FY2026, when the next Medium-term Management Plan begins, we will promptly achieve 5%, which we consider to be the first step toward the target, and then continue to improve the ROE dramatically.

Factors contributing to  
PBR improvement (Logic tree)

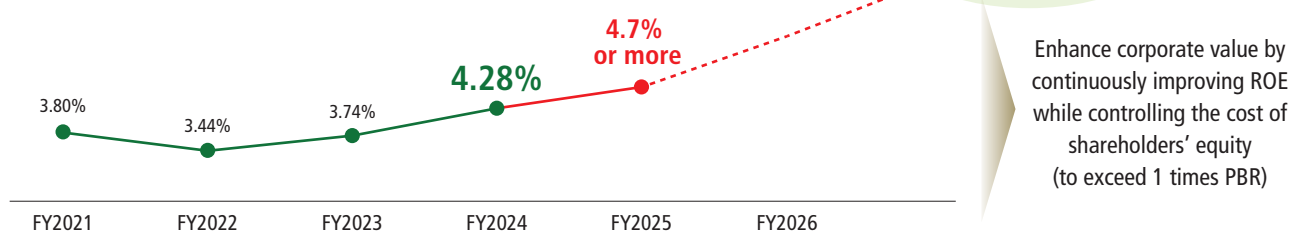


Main targets (FY2025)

Net income: 470 billion yen  
ROE: 4.7% or more  
OHR: 59% or less  
CET1 ratio  
(Target level in normal times): around 10%  
Dividend payout ratio: around 50%  
Balance of ESG-themed investments and financing: 7 trillion yen

## Toward sustainable improvement in ROE

With the aim of improving ROE, Japan Post Bank has divided its specific strategies into two categories: “improving risk-adjusted returns” and “controlling financial leverage” through the integrated promotion of the three businesses mentioned above.



Notes:1 The dotted lines indicate a simplified image of the results if market assumptions (implied forward rates as of early April 2025) are realized.

Notes:2 The cost of shareholders' equity and the medium- to long-term ROE targets for the next Medium-term Management Plan are currently under discussion.

### 1. Improve risk-adjusted returns

#### - Promote growth strategies, strengthen and improve earning power -

In the Market Business, which supports Japan Post Bank's earnings, we will continue to steadily promote the restructuring of yen interest rate portfolios through a shift in investments toward Japanese Government Bonds (JGBs), riding the tailwind of rising domestic interest rates, in addition to risk assets (alternative assets such as private

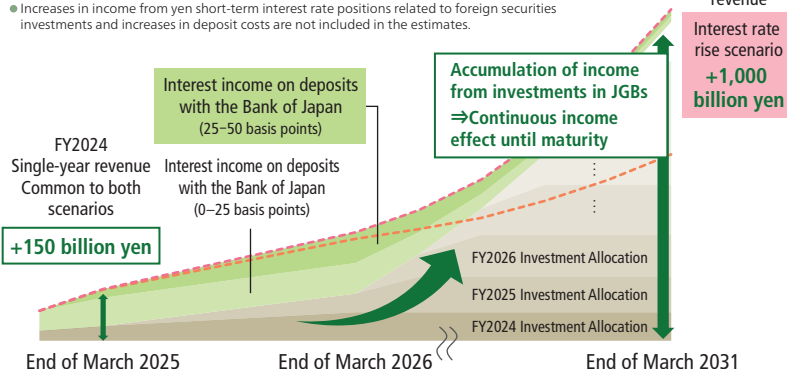
equity in addition to corporate bonds), which we have traditionally focused on. We aim to achieve significant growth in total earnings while maintaining a balance between the two.

Japan Post Bank mainly invests in 10-year JGBs and other long-term bonds, and compared to financial institutions that provide medium-term loans with floating interest rates the effects of profit growth will accumulate over time and appear in subsequent fiscal years.

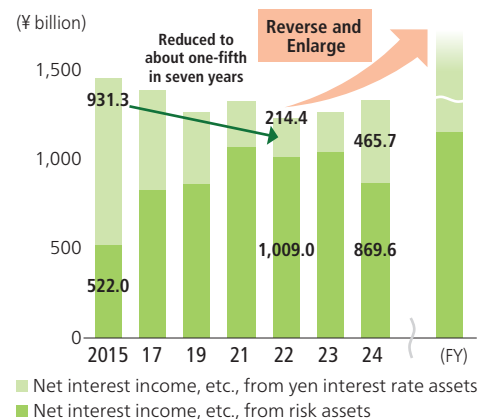
#### <Increase in income from the yen interest rate portfolio>

##### Assumptions

- Assumes that JGBs with a 10-year maturity will be purchased at a constant amount every month at a pace of 10 trillion yen per year. The applied interest rate assumes a scenario of rising interest rates (implied forward rates as of the end of September 2024).
- The interest rate is assumed to be raised by 50 basis points in January 2025, with no further rate hikes thereafter.
- Increases in income from yen short-term interest rate positions related to foreign securities investments and increases in deposit costs are not included in the estimates.



#### <Net interest income, etc.>



The source of funds for our market business is deposits exceeding 190 trillion yen entrusted to us by approximately 120 million customers through our nationwide network of post offices and branches. To further improve the convenience of our retail business, which is centered on deposits from long-standing customers, Japan Post Bank is focusing on the digitization of various services. For example, the Yucho Bankbook App, which was being used by more than 13 million customers as of March 31, 2025, has grown into one of our main customer channels as a digital channel, in addition to physical channels such as bank counters and remote channels such as financial contact centers.

We intend to utilize these channels as a financial platform to provide not only our own products but also those of partner companies, thereby enhancing convenience for our customers while increasing our fee income.

Furthermore, in our domestic private equity investment (Σ Business), which began full-scale operations in FY2024, we are steadily moving toward future profitability by establishing our core subsidiary, Yucho Capital Partners, and launching multiple funds with partner companies.

As described above, we aim to expand earnings through growth strategies that are unique to Japan Post Bank in each business area.

### - General and administrative expenses -

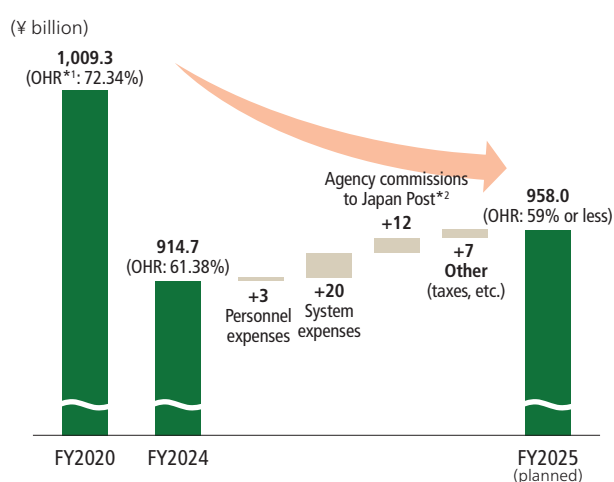
In addition to strengthening earning power, controlling expenses is an important factor in achieving sustainable improvement in ROE. While promoting DX, AML/CFT/CPF\*, and cybersecurity, and investing in priority areas such as improving employee treatment and increasing the number of employees in key areas, we will continue to reduce regular expenses through

administrative efficiency. Our financial target for efficiency (OHR) is 61.38% for FY2024, and we have been steadily reducing it during the Medium-term Management Plan period.

We will continue to control expenses in a focused manner, including by taking on the challenge of fundamentally transforming our operations through the active use of AI.

\* Prevention of money laundering and terrorist financing.

### Expense control (changes in general and administrative expenses) (consolidated)



### Comparison of expenses and OHR before and after review (consolidated)

	2025 Plan (Announced on May 15, 2024)	2025 Plan (Announced on May 15, 2025)
OHR (overhead ratio) includes gains (losses) on money held in trust*1	62% or less	59% or less
General and administrative expenses (compared with FY2020)	-69 billion yen	-51 billion yen

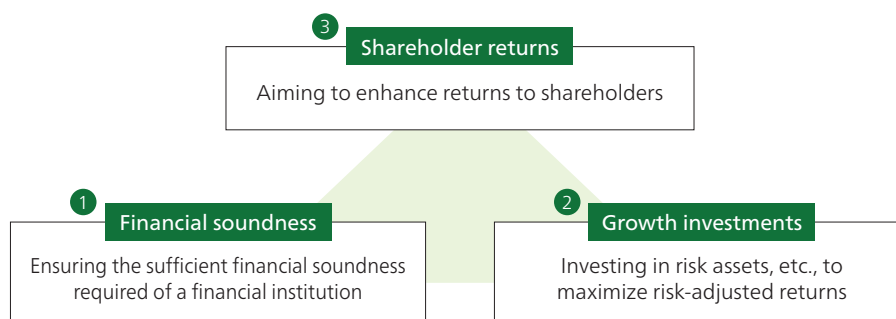
\*1 Japan Post Bank has set OHR as an indicator that includes gains (losses) on money held in trust in the denominator, given that it manages securities on a scale commensurate with its size. Calculated as general and administrative expenses divided by (Net interest income, etc. + Fees and commissions income). Net interest income, etc., is calculated as interest income minus interest expenses (including gains (losses) on sales).

\*2 Includes contributions to the Organization for Postal Savings, Postal Life Insurance and Post Office Network.

Note: The totals for the increases and decreases in FY2024 (actual results) do not match the figures for FY2025 (plan) due to rounding and other factors.

## 2. Control of financial leverage (control of Tier 1 capital through appropriate capital allocation)

Japan Post Bank's capital policy is based on the following three principles: ① maintaining sufficient capital and ensuring financial soundness, ② strengthening earning power through growth investments utilizing capital, and ③ aiming to return profits to shareholders.

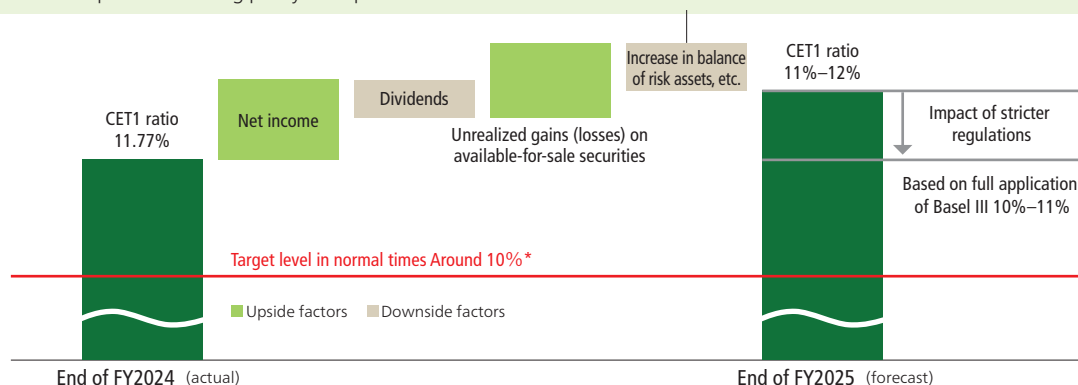


### - Financial soundness -

Although Japan Post Bank is a domestic bank (regulatory capital adequacy ratio: 4% or more), it aims to manage capital at the same level as major domestic financial institutions due to the size of its overseas credit exposure. For internal management purposes, it has set a target level of around 10% for its CET1 ratio, which is the

international standard for banks with international operations. As of March 31, 2025, the CET1 ratio was 11.77%, indicating that the Bank has a certain amount of leeway. We will strive to ensure financial soundness by enhancing and upgrading our monitoring systems to quickly identify changes in the domestic and overseas environment and by conducting stress tests.

- Aim to improve ROE by utilizing capital for the expansion of risk assets and growth investments while being mindful of risk and return.
- Consider share buybacks based on market conditions, business performance, internal reserves, growth investment opportunities, and the Japan Post Group's shareholding policy for Japan Post Bank.



※ Excluding unrealized gains on available-for-sale securities. Based on the full application of Basel III regulations at the end of FY2028, the Bank aims to achieve full compliance from the end of FY2025 onward. If the ratio temporarily falls below the target level due to an increase in unrealized losses on available-for-sale securities, the Bank will strive to restore the ratio to the target level through adjustments to investment assets. Although Japan Post Bank is a domestic bank (regulatory capital adequacy ratio: 4% or more), based on its large overseas credit exposure, it aims to maintain capital management at the same level as large domestic financial institutions and has set a target level of around 10% for the CET1 ratio in normal times.

### - Growth investments (investments that offer high risk-adjusted returns) -

To improve ROE, we will make investments that lead to improved return on risk assets (RORA) while considering

strategic investments that contribute to the medium- to long-term growth of Japan Post Bank and improvement of ROE.

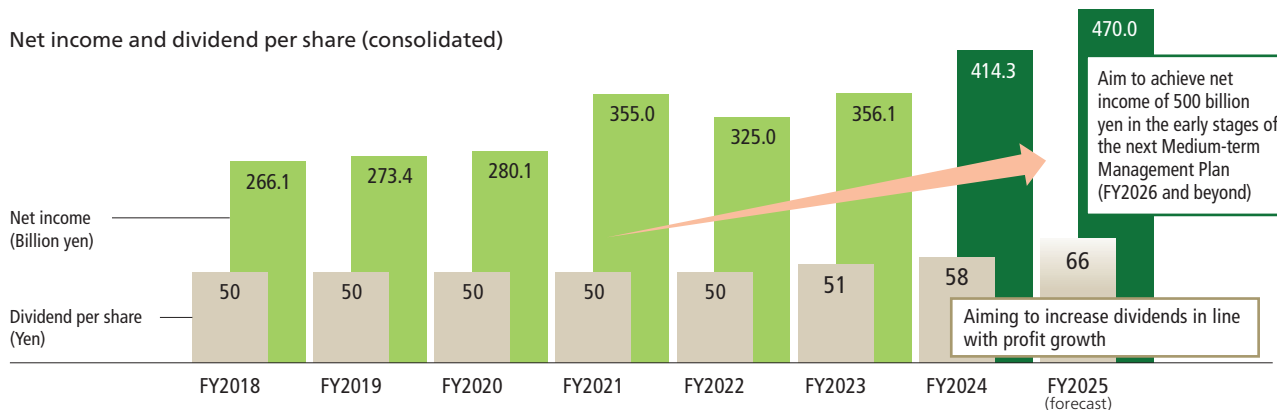
### - Strengthening shareholder returns -

Shareholder returns are one of the most important themes in our capital policy. Considering the balance between financial soundness and growth investments, our basic policy is to maintain a dividend payout ratio of around 50% during the current Medium-term Management Plan period. We have set the dividend per share for FY2024 at 58 yen, an increase of 7 yen from the

previous fiscal year, with the aim of increasing the initial dividend forecast for FY2024 (52 yen). We also plan to increase the dividend per share for FY2025 by 8 yen from FY2024 to 66 yen and will continue to increase dividends in line with profit growth.

From March to May 2025, when Japan Post Holdings, Inc., sold its shares in Japan Post Bank, we repurchased treasury stock totaling approximately 60 billion yen.

### Net income and dividend per share (consolidated)



### Control of cost of shareholders' equity

According to the capital asset pricing model (CAPM), the cost of shareholders' equity for Japan Post Bank is calculated to be approximately 5%. However, we consider this to be a reference value calculated using a single method and under certain conditions (when using the dividend yield, the figure is approximately 6%–8%). Taking into full consideration the expectations of our stakeholders, we will hold discussions on viewing the cost of shareholders' equity from a more comprehensive perspective, together with the direction of our management strategy, for the next Medium-term

Management Plan, and will engage in dialogue with investors.

At the same time, regardless of the level of the cost of shareholders' equity, we will continue to pursue a dividend policy that takes into consideration stability, continuity, and growth, while strengthening our business base by enhancing internal control procedures and promoting human capital management. We will also strive to disclose information appropriately, including through investor relations activities.

## Improvement in the expected earnings growth rate

### - Enhancing corporate value through ongoing dialogue with stakeholders -

As the financial institution with the largest retail network in Japan and as one of the world's leading institutional investors, Japan Post Bank aims to be "the most familiar and trusted bank" and has been working to enhance corporate value by promoting three business strategies (Retail Business, Market Business, and  $\Sigma$  Business) that go beyond traditional banking.

We hope that the sale of our stocks in March 2025 will greatly expand our business opportunities and potential, but our long-term goals remain unchanged.

We want to continue to be "the most familiar and trusted bank," and we believe that this can be achieved not by competing with other companies but rather by providing a platform that enables us to co-create with other partners to deliver the services that our customers demand.

We receive many questions from our stakeholders, including shareholders and investors asking how Japan Post Bank will change and what our specific outlook is,

reflecting their expectations for our new businesses. At this stage, we can only say that details are forthcoming, but I am currently engaged in lively discussions with our motivated employees about the future and our growth story as a financial platform provider. We will continue to communicate the direction indicated by our compass and the specific path we will take through integrated reports and investor relations activities, so we ask for your continued support and look forward to walking this new path together with you.

FY2025 is the year in which our Medium-term Management Plan comes to fruition. We will continue to ensure financial soundness while enhancing profits and corporate value and strive to maximize the cycle of returning profits to our shareholders. We will also take the evaluations and opinions of our stakeholders seriously and reflect them in our next Medium-term Management Plan. We look forward to your continued understanding and support.

#### IR Activities (FY2024)

Activities	Details
18th Ordinary General Meeting of Shareholders (FY2024)	Held on June 18, 2024
Briefings for individual investors	The Bank holds briefing sessions for individual investors led by the managements. Number of sessions: 5, Number of participants: 1,043
Investors Meeting	President & CEO, Representative Executive Officer, Member of the Board of Directors holds half-yearly meetings mainly for institutional investors and analysts. Number of sessions: 2, Number of participants: 248
Interviews with institutional investors and analysts	The Managing Executive Officer in charge of the IR department, together with other members of the management team, including President & CEO, Representative Executive Officer, Member of the Board of Directors, holds individual meetings with institutional investors and analysts in Japan and overseas. Companies met with: 522 (including 284 overseas institutional investors)
Conferences for institutional investors hosted by securities firms	The Bank participates in conferences hosted by securities firms, and the Managing Executive Officer in charge of the IR Department holds individual interviews with overseas institutional investors. Number of attended conferences: 5
Other IR events	The Bank holds briefing sessions for small groups of analysts and institutional investors regarding revision of the Medium-term Management Plan and revision of the earnings forecasts led by the management team, including President & CEO, Representative Executive Officer, Member of the Board of Directors.
19th Ordinary General Meeting of Shareholders (FY2025)	Held on June 24, 2025

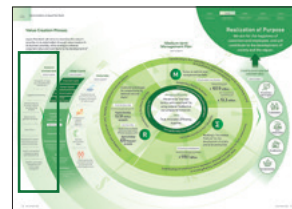
#### Main concerns of shareholders and investors

- Overview of the revision of the Medium-term Management Plan
- Overview of upward revisions to the fiscal 2024 earnings forecast and dividend forecast for fiscal 2024
- Progress of the restructuring of yen interest rate portfolios
- Outlook for business expansion through deregulation
- Future growth strategies and dividend policy

#### Examples of disclosure based on shareholder and investor feedback

- In response to requests for clarification of key messages, executive summary pages were added to Investors Meeting materials
- Disclosure of earnings simulations based on yen interest rate increases
- Continued disclosure of progress in restructuring yen interest rate portfolios
- Disclosure of future business plans after the Offering

## External Environment Awareness



### Financial and economic environment

Looking back at the economic conditions in fiscal 2024, the global economy varied from region to region. In the United States, the Federal Reserve cut interest rates in September, November, and December as inflation fell and the economy maintained positive growth. Meanwhile, the Eurozone economy remained sluggish with no significant recovery despite six interest rate cuts by the European Central Bank since June 2024. The Japanese economy remained firm as wages rose and domestic demand picked up. The Bank of Japan raised interest rates in July and in January 2025 amid a continuing trend of yen depreciation and rising prices.

In the financial and capital markets, U.S. long-term market interest rates were on a downward trend, reflecting the trend of declining inflation. Although there was a temporary upturn due to the results of the U.S. presidential election and other factors, they fell sharply toward the end of the period due to concerns about the economic downturn caused by the U.S. tariff policy and other factors. In addition, Japanese long-term market interest rates were on an upward trend with a view to continued interest rate hikes by the Bank of Japan, temporarily rising to around 1.6%.

The dollar-yen exchange rate did not change significantly from the high 151-yen range at the beginning of April to the 149-yen range at the end of the fiscal year. However, the yen depreciated to the high 161-yen range in early July and subsequently appreciated to the 140-yen range triggered by foreign exchange intervention, and other significant fluctuations were seen throughout the fiscal year.

Although the S&P 500 Index fell due to concerns about the economic downturn that arose in August, it subsequently trended upward due in part to strong earnings announcements by U.S. companies and policy expectations for the new administration and reached an all-time high in February 2025. Subsequently, however, the index fell sharply due to concerns about economic deterioration caused by the U.S. tariff policy and other factors.

The Nikkei Stock Average rose to the 42,000-yen level in July, reaching an all-time high due to strong earnings announcements by Japanese companies, but like U.S. stocks, it plunged to the 31,000-yen level at one point. Although subsequently recovering to around 40,000 yen, it turned downward with the softening of U.S. equities amid growing uncertainty over U.S. tariff policy and other issues.

### Social environment

Japan Post Bank's business operations generate earnings primarily by investing deposits from customers in Japan in securities management and other investments in domestic and overseas financial markets. Therefore, it is necessary to develop a business model that considers not only the financial and economic environment in Japan and abroad but also changes in the environment of society, such as demographic changes.

The biggest change in the environment of society is the accelerating decline of the domestic population, and as a result, the concentration of the population in urban areas is expected to make depopulation in regional areas even more serious. Currently, deposits are still increasing nationwide against the backdrop of regional depopulation, with the regional growth rate sluggish and the rate for urban areas increasing. In the future, the outflow of deposits outside the region due to inheritance and other factors will also accelerate, and deposits could begin to decline in

regions with a poor industrial base. These changes in the environment will have a significant impact on Japan Post Bank, which receives deposits from customers, mainly individuals, through its nationwide post office network.

In addition to the impact of a declining population, there are concerns that the aging of the population will make it more difficult to take over their businesses and cause local economic downturns, such as the decline of local companies.

Moreover, the declining birth rate and aging population, the progress of digitization of society, the return to a "world with positive interest rates," and the launch of the new tax-free Nippon individual saving accounts (NISAs) for individual investors are all changing the landscape, and individual lifestyles and customers' needs are changing and diversifying significantly. To ensure that customers choose Japan Post Bank, we recognize the need to respond to each customer's individual needs.

Based on our recognition of this financial, economic, and social environment, Japan Post Bank will promote three business strategies—"Retail Business," "Market Business," and "Σ Business"—with the aim of becoming "the most familiar and trusted bank."

## TOPICS



Research Department

The Research Department, designated as the "think tank" of Japan Post Bank, conducts research and analysis on the domestic and international economies and the social environment and provides information internally, mainly to the management team. In recent years, the department has also strengthened its external communications, participating in the ESP Forecast survey, a compilation of economic forecasts by leading

private-sector economists in Japan, and providing the department's forecasts monthly. In addition, the views of our employees have been published in the "Personal Opinion" section of the *Nihon Keizai Shimbun*\*, and we believe that the results of our efforts have been well received outside the company. We will continue to study hard to demonstrate our capabilities both inside and outside the company and strive to disseminate information with high added value.

\* January 11, 2022, "Regional revitalization: Foster diversity rather than competition"; October 30, 2024, "Focus on investing in local areas"

## Three Business Strategies ①

# Retail Business



**Hideki Nakao**  
Managing Executive Officer



**Akihiro Den**  
Managing Executive Officer

**Providing “safe and secure” and “kind and courteous” financial services to anyone and everyone throughout Japan.**

We provide financial services such as deposits, remittances/payments, payroll or pension payment transfers, asset management, cashless services, and mortgage loans (intermediary) to customers, mainly individuals in Japan, through our directly operated branches, post office and ATM network, and digital channels nationwide.

### Retail business strengths and resources

#### Strengths

- Unparalleled number of real networks
- The largest customer base and deposit balance of any Japanese bank
- Number of accounts registered for the Yucho Bankbook App
- Accumulated know-how and expert human capital in the Retail Business
- Trust and brand power built up with the community since its establishment

#### Value provided to customers



##### Customers

- Providing safe, secure, and useful services and universal services for all customers
- Providing new service opportunities through complementarity between physical and digital channels, which also encourages a shift from savings to investment



##### Shareholders and Investors

- Create a new Retail Business model
- Reduce costs through administrative efficiency by leveraging digital technology



##### Environment

- Reduce the environmental impact through paperless operations

### Achievements in the fiscal year under review and future initiatives

#### Business performance in fiscal 2024

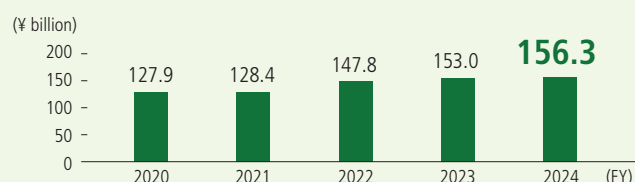
Net fees and commissions income for fiscal 2024, which mainly corresponds to fees and commissions income from retail businesses, increased by 3.3 billion yen from the previous fiscal year to 156.3 billion yen, mainly due to an increase in ATM-related commissions.

#### Asset formation support business strategy

Given changes in the business environment of society's progress in digitization and the launch of the new tax-free Nippon individual saving accounts (NISAs) for individual investors, the company aims to shift from a sales focus on the face-to-face channel to a sales focus on the digital/remote channel in conjunction with the teller channel.

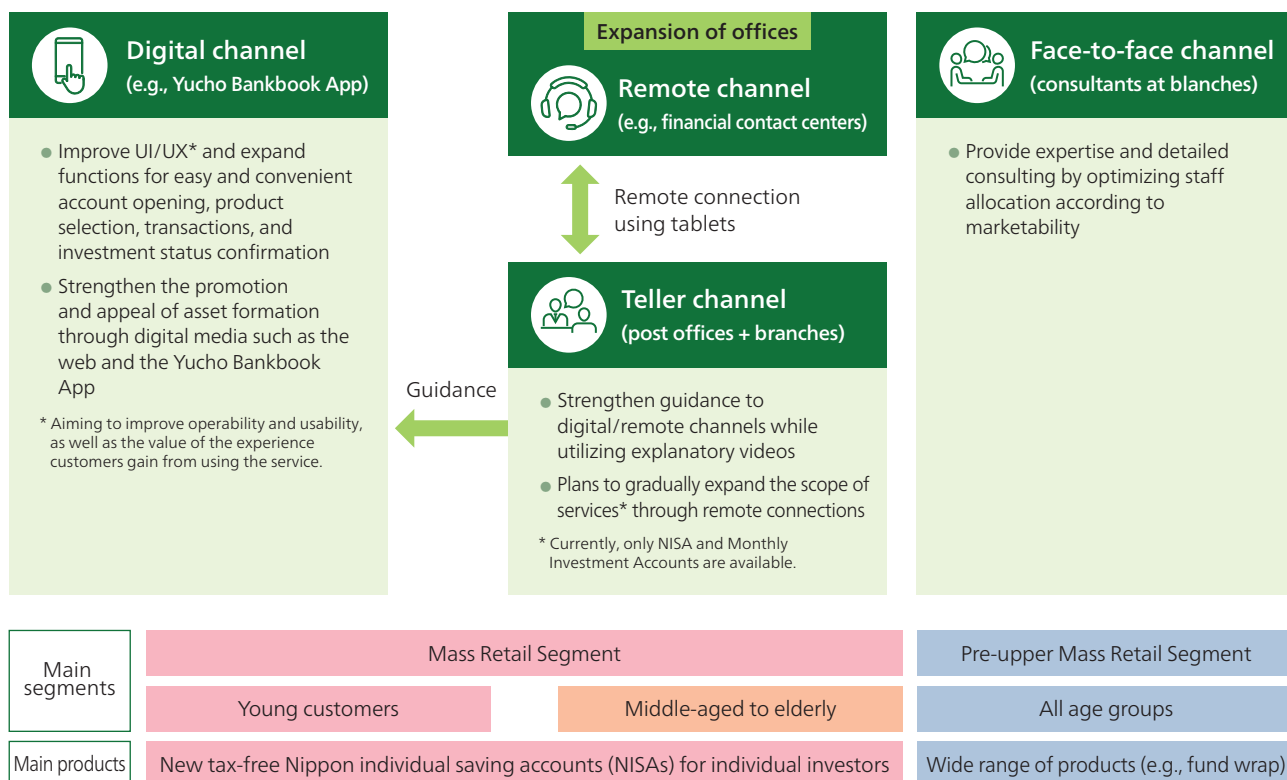
In the face-to-face channel, our consultants will provide detailed support, and we will connect post offices

#### Net fees and commissions (consolidated)



nationwide with financial contact centers and other facilities remotely to enable investment trusts (NISAs) for individual investors at approximately 20,000 locations close to customers. We will build a sales system that leverages the strengths of the Japan Post Group, which integrates physical and digital operations.

## Three Business Strategies ① Retail Business



### Digital channel support for Japanese Government Bonds (JGBs) for retail customers

Given the progress of the digitization of society and the diversifying needs of customers, we launched services enabling customers to open accounts, make purchases, and check balances of individual Japanese Government

Bonds via the Yucho Bankbook App and Yucho Direct from May 2025, and strived to expand digital services that are easy to use for all customers.

### Improvement of investment trust products lineup

Given that many customers who use Japan Post Bank's teller windows are new to investing, we have developed a lineup of "simple and easy-to-understand products" and carefully explain the basics of investing to all customers, such as "long-term, diversified, and savings."

On the other hand, the digital channel offers a wide variety of products to meet the needs of customers with a certain level of experience and knowledge in investing. We will continue to review our product lineup to meet the needs of more customers in the future.

**Yucho  
MyJob**

**Kazuki Kirita**  
Financial Services  
Department,  
Kyoto Branch



I currently work as a financial consultant in the Kyoto Branch Financial Services Department. To protect the important financial assets entrusted to me by customers, I propose investment products that meet the life plans and needs of each individual customer.

When we consulted with a customer who was anxious about his financial preparations for retirement, we recommended measures that take advantage of the mortgage deduction, iDeCo, tax-free Nippon individual saving accounts (NISAs) for individual investors, and other taxation systems. I was impressed by the joy he expressed when he said, "Thanks Mr. Kirita, I can look forward to my retirement."

To respond to the ever-changing financial situation and needs of our customers, we will continue to improve ourselves not only in the financial instruments and services offered by Japan Post Bank but also in our efforts to acquire qualifications so that we can provide customer-oriented proposals that integrate face-to-face and digital channels.



## Retail Business × DX

### Digital service strategy

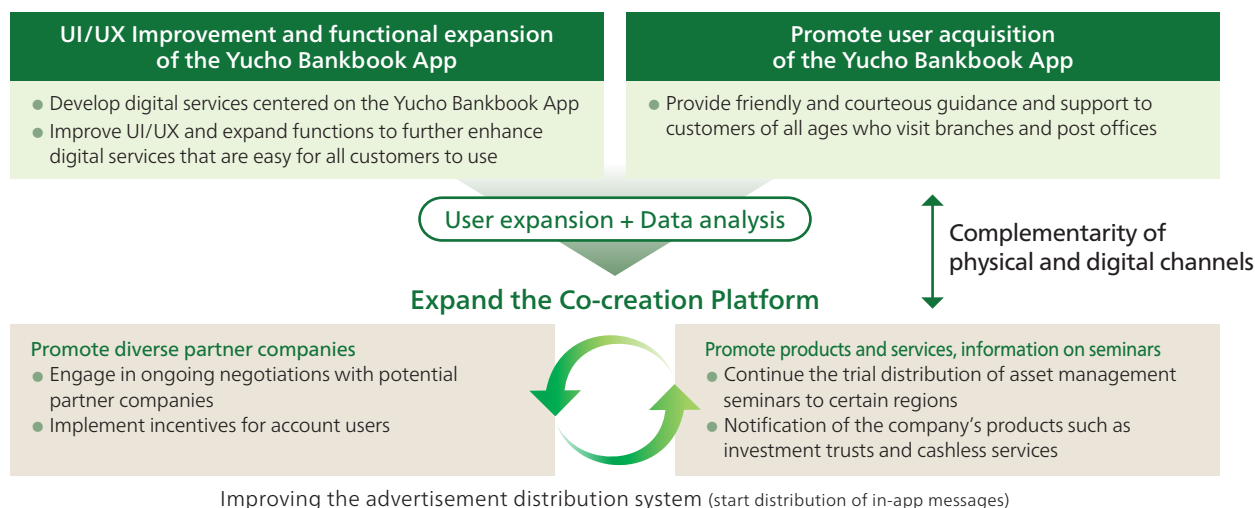
Based on the basic policy of “expanding digital services that are easy for all customers to use,” we have further improved convenience by adding various payment and ATM deposit and withdrawal functions to the Yucho Bankbook App. Since its release in February 2020, the use of the Yucho Bankbook App has steadily expanded thanks to the effectiveness of the friendly and courteous guidance provided by the branch network, and the number of registered accounts exceeded 10 million in February 2024, achieving the target set in the Medium-term Management Plan two years ahead of schedule.

In addition, to meet the diversifying needs of customers, we are building a “co-creation platform” to

introduce co-created products and services that transcend the borders of banks through push notifications on the Yucho Bankbook App and via e-mail. We are already distributing advertising content such as fixed yield investment of “Funds” and the “Post Office Internet Shop.”

Furthermore, Japan Post Bank is providing its financial functions to a variety of businesses, including non-financial companies, through immediate transfer services and the API collaboration scheme launched in April 2024.

We will continue to work toward the realization of a “co-creation platform” through collaborations with a wide variety of businesses.

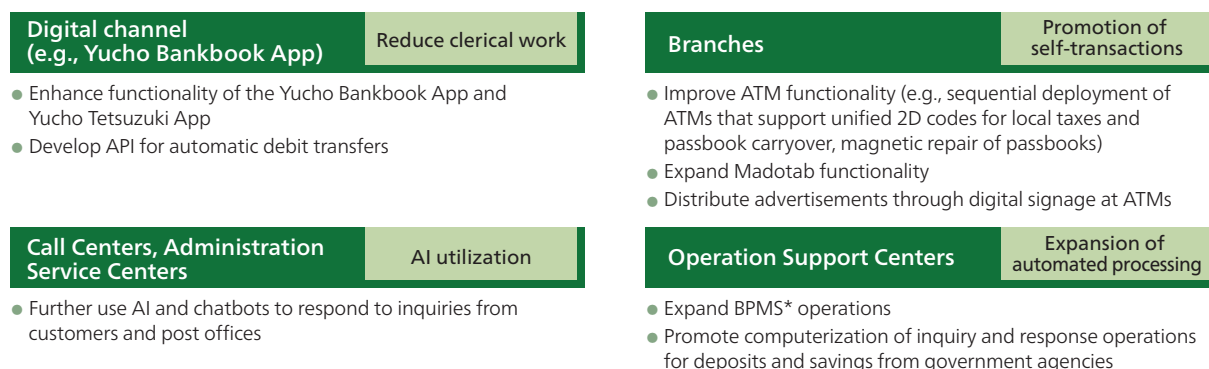


### Business reform: Productivity improvement

Further expansion of services is planned for the “Yucho Tetsuzuki App” released in March 2024, which enables account opening and PIN re-registration in multiple languages via a smartphone, by adding functions for opening accounts in the name of children and updating information such as the period of stay. In the Madotab self-service sales branch terminal, which allows customers to perform various operations such as account opening at directly operated branches, a function to omit

employee confirmation for account opening using eKYC\* authentication was added in May 2025, thereby promoting administrative efficiency. In addition, a function has been added to ATMs with a passbook carryover function to enable customers to switch from no-transaction book-type general accounts opened with the Yucho Tetsuzuki App or Madotab to a wired account, thereby improving convenience for customers.

\*eKYC: electronic Know Your Customer



\*BPMS: Business Process Management System

## Three Business Strategies 2

# Market

## Market Business



**Yuko Yoshida**  
Managing Executive Officer



**Masato Tamaki**  
Senior Managing Executive Officer

As one of the largest institutional investors in Japan, we are committed to sound and profitable investment, while contributing to the realization of a sustainable society.

### Main Businesses

We invest in domestic and foreign bonds, real estate, and private equity (investment in private companies), etc., using customers' deposits as the source of funds.

### Market business strengths and value we provide

#### Strengths

- One of the largest deposit bases in Japan, based on highly sticky personal savings and other assets
- Sound financial base
- In-house training and external appointment of professional human capital with extensive knowledge and experience

#### Value provided to customers



#### Customers

- Peace of mind through stable management of deposits and interest on deposits



#### Shareholders and investors

- Maintain stable profits



#### Local communities

- Contribution to local communities through ESG investments and loans



#### Environment

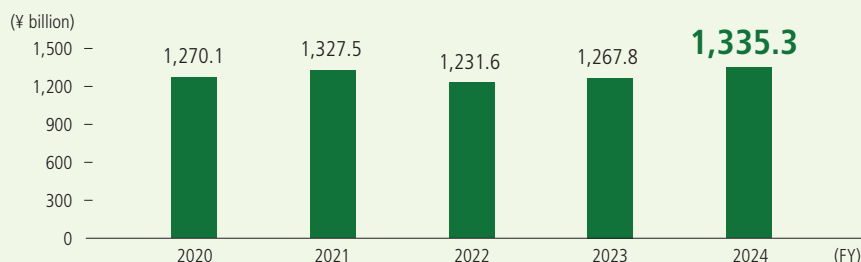
- Contribution to the global environment through ESG investments and loans

### Achievements in the fiscal year under review and future initiatives

#### Business performance in fiscal 2024

Net interest income, etc., which mainly corresponds to income from the Market Business, amounted to 1,335.3 billion yen in fiscal 2024. Although there was a decrease in gains on sales of Japanese stocks in connection with operations for risk controls, the increase in income from private equity funds and the increase in interest on Japanese Government Bonds (JGBs) and interest on deposits with the Bank of Japan increased by 67.5 billion yen from the previous fiscal year.

#### Net interest income, etc. (consolidated)



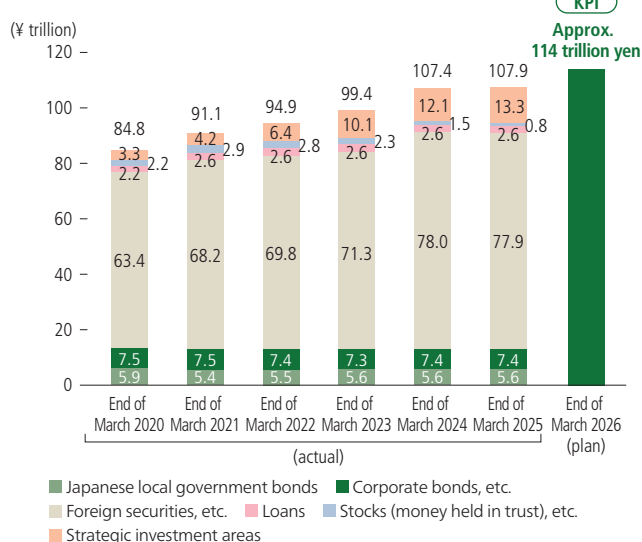
## Promotion of global asset allocation

Toward the end of fiscal 2025, we will continue to utilize our capital and invest in risk assets/strategic investment areas with an awareness of risk-adjusted return. We will invest mainly in IG (Investment Grade Area) which are

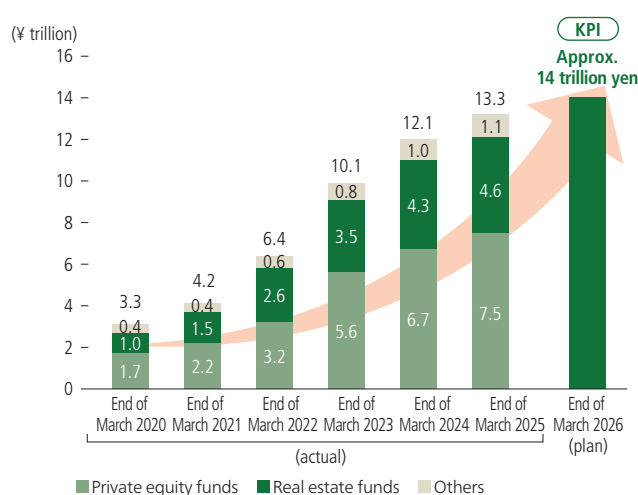
the core of our risk-worthy assets.

In strategic investment areas such as private equity and real estate, we will selectively invest in prime funds.

Balance of risk assets\*1 (non-consolidated)



Balance of strategic investment areas\*2 (non-consolidated)



Note: The balances of private equity funds and real estate funds are based on fair value from the end of March 2023, except for some assets.

\*1 Assets other than yen interest-bearing assets (e.g., Japanese Government Bonds (JGBs))

\*2 Private equity funds, real estate funds (equity and debt), direct lending funds, infrastructure debt funds, etc.

Yucho  
MyJob

Kana Arisuda

Global Credit  
Investment Department

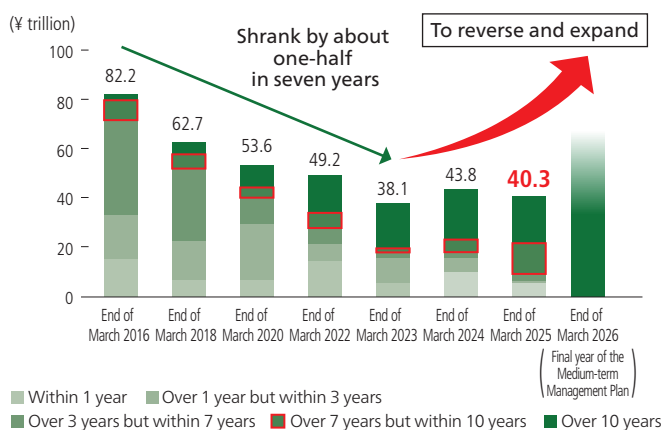


I joined the company as a new graduate in 2010 as a career-track employee and have been engaged in global credit investments since 2013. After gaining experience in investing in overseas corporate bonds and securitized products, I currently invest in domestic corporate bonds. Specifically, I monitor investee companies, analyzing their financial conditions and making and executing investment decisions considering market conditions and other factors. I would like to continue to closely monitor the ever-changing market trends, improve my information-gathering skills, and make further studies to build an optimal portfolio. I am also a member of the Women's Activity Promotion Group within the division, and I would like to contribute to creating a comfortable working environment.

## Restructuring of the yen interest rate portfolio

In response to the reversal of the upward trend in interest rates in Japan, we are promoting the restructuring of the yen interest rate portfolio by shifting investments from due from banks, etc., to Japanese Government Bonds (JGBs). As a result, the balance of JGBs, which had been declining in the low interest rate environment, reversed in fiscal 2023.

Outstanding amount of Japanese Government Bonds (JGBs)\*



\* Japanese Government Bonds (JGBs) held in money trust are not included.

## Three Business Strategies ② Market Business

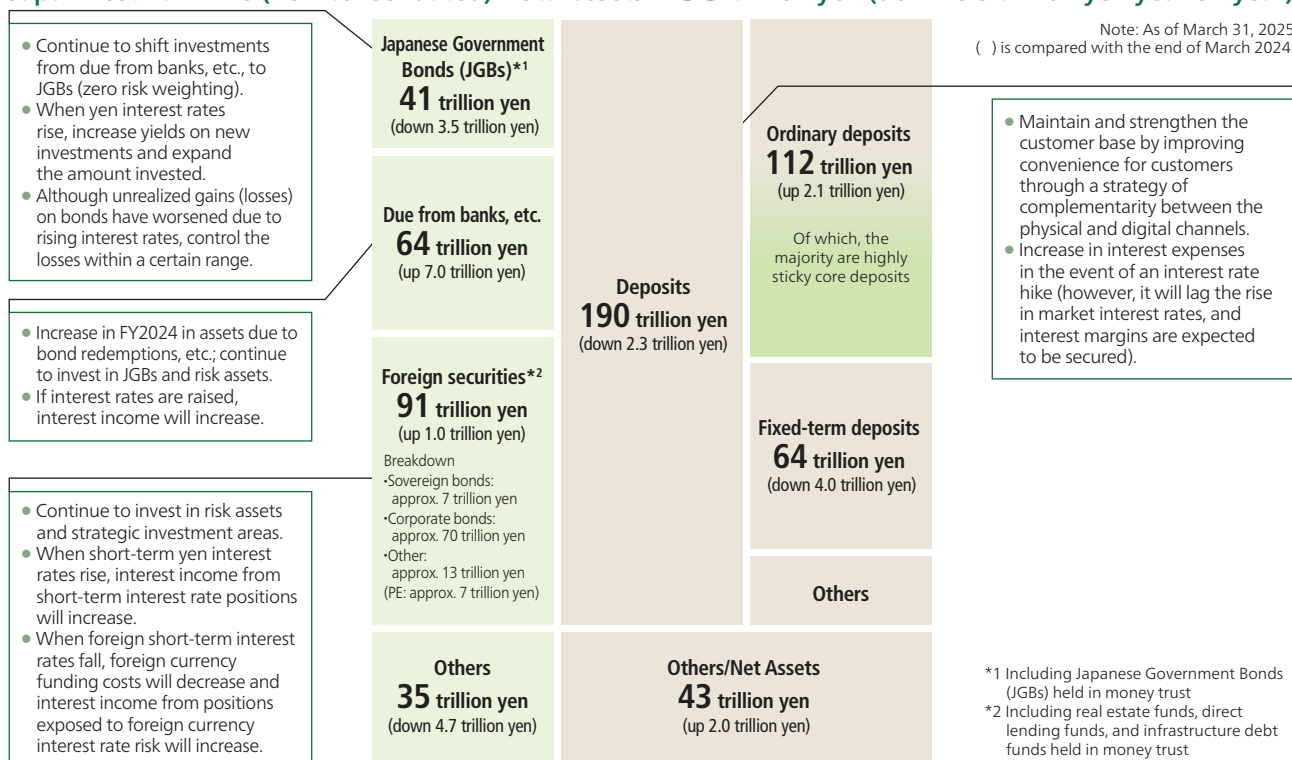
### Pursuit of optimal portfolio management (ALM management direction)

Regarding deposits, which account for the majority of the funding (liabilities) side, we will continue to build a stable deposit base centered on highly sticky personal savings by strengthening our customer base through the provision of a variety of financial services in the Retail Business.

On the fund management (assets) side, the Bank has been

pursuing diversification and sophistication of investment management, focusing on foreign securities, to cope with the low interest rate environment in Japan. We will pursue an optimal portfolio that combines yen interest rate assets such as Japanese Government Bonds (JGBs) and risk assets such as foreign securities under appropriate risk management.

### Japan Post Bank B/S (non-consolidated) Total assets: 233 trillion yen (down 0.3 trillion yen year on year)



### Further deepening risk management

In addition to the capital adequacy ratio (domestic standard), we set and manage the CET1 ratio (based on the Uniform International Standards, excluding unrealized gains on available-for-sale securities) at a normal target level (around 10%), in the Medium-term Management Plan. In addition, the company is steadily enhancing its stress testing and monitoring to further deepen risk management. As of March 31, 2025, the total capital adequacy ratio (domestic standard) was 15.08% and the CET1 ratio was 11.77%, exceeding the normal target level (approximately 10%).

### Efforts to deepen risk management

- Enhance and upgrade monitoring systems to support portfolio management (e.g., strategic investment areas, credit portfolio, foreign currency liquidity)
- Maintain sufficient financial soundness and strengthen risk management (e.g., conducting stress tests given changes in the internal and external environment)
- Respond appropriately to the revisions and strengthening of international financial regulations

**Yucho MyJob**

**Hinano Nakata**  
Risk Management  
Department



I joined the company as a new graduate in 2019 as a career-track employee and have been engaged in market risk management since 2021. I quantitatively calculate the impact that floating interest rates, exchange rates, stock prices, and other market fluctuations have on Japan Post Bank using statistical methods and scenario analysis. I conduct monitoring to assess total capital adequacy with an awareness of capturing essential changes in the market, rather than merely analyzing numerical data.

In addition, as a response to Basel III, the international financial regulations, we began calculating market risk equivalent from the end of March 2025. We will continue to strengthen our calculation framework by reviewing our measurement methods and developing systems.

I will continue to respond flexibly to changes in market conditions and contribute to the advancement of risk management from multiple perspectives.

## Establishing a robust operational structure



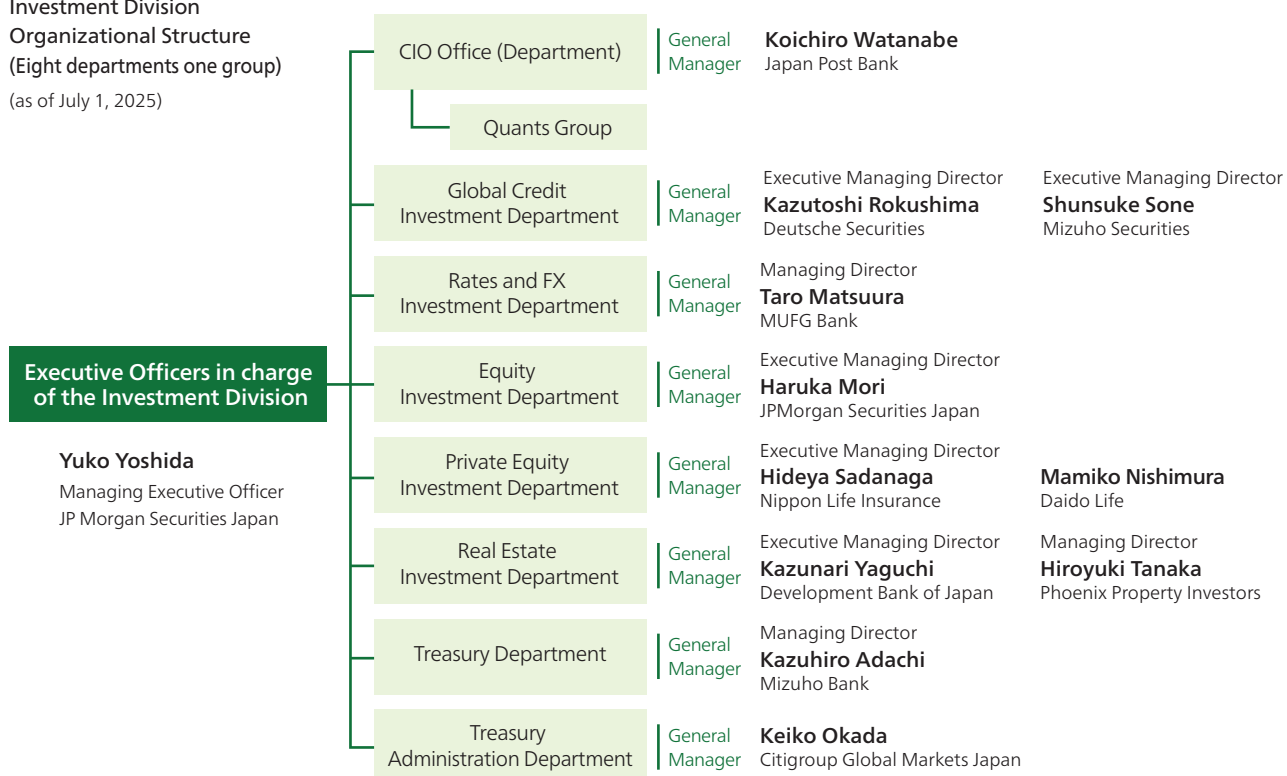
Under the supervision of the Executive Officers in charge of the Investment Division, Japan Post Bank's Investment Division consists of eight departments and one group, each specialized in its field, and the senior-level management include human resources with diverse experience. In addition, to strengthen the structure and infrastructure, including risk management, we are expanding the number of staff in market-related departments and actively

recruiting and training market-related human resources.

Specifically, in addition to the appointment of investment management executives from outside the company and the ongoing recruitment of market-related human resources including those in the Risk Management Division, we continue to provide young human resources with basic and advanced training by professionals and other personnel.

## Operational structure

Investment Division  
Organizational Structure  
(Eight departments one group)  
(as of July 1, 2025)



Note: Main former appointment listed below name.

## Three Business Strategies ③

# Σ (Sigma) Business



**Koji Hasukawa**  
Managing Executive Officer

**Contributing to regional economic expansions through funding flows to local communities and strengthening relationships through a diverse framework.**

### Main Businesses

The Σ Business aims to realize a “co-creation platform” for the development of society and the region together with regional financial institutions and others. By promoting new businesses through the provision of capital-based financing to regional businesses, we will contribute to regional economic expansion by supporting the growth of local companies and solving issues of local communities.

### Σ Business strengths and the value we provide

#### Strengths

- Management resources built up through the Retail Business
- Management resources built up through the Market Business
- A trusted brand
- Co-creation relationship with local communities

#### Value provided to customers



#### Shareholders and investors

- Continued growth of Japan Post Bank through sustainability management
- Secure new sources of revenue through the domestic GP business, etc.



#### Local communities

- Revitalize local economies through the provision of capital funds to local communities



#### Environment

- Contribute to the realization of a sustainable society through ESG investments and loans

### Achievements in the current fiscal year and future initiatives

In fiscal 2024, the year of the full-scale launch of the Σ Business, we established Japan Post Bank Capital Partners Co., Ltd., as a subsidiary that will serve as the core of the GP business typical of Japan Post Bank, and established joint funds with J-WILL Co., Ltd., and a subsidiary of MITSUI & Co., Ltd.

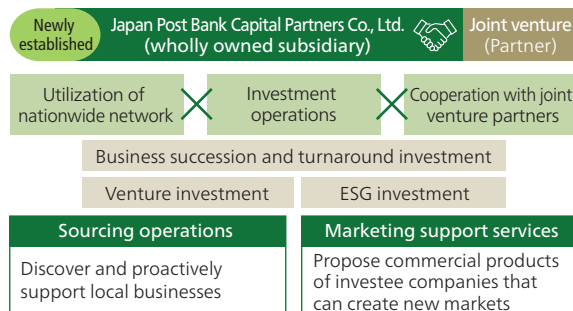
In addition, Japan Post Bank’s Regional Headquarters has started a deal sourcing business that uses its own network to find businesses.

We will continue to contribute to the revitalization of local economies by promoting investment operations while paying careful attention to the quality of investments and actively promoting deal sourcing business.

Regarding marketing support business, we will take a step forward from the introduction and intermediary services we have provided so far. We will consider establishing a system to support the growth of investee companies and helping them to solve their problems.

#### What are the features of GP operations that are unique to Japan Post Bank?

- Co-creation with regional financial institutions
- Utilizing a nationwide network to identify financing needs in detail
- Providing capital funds from a medium- to long-term perspective
- Supporting the growth of investee companies and helping them to solve their problems.



## Investment operations

In fiscal 2024, as a “GP” in private equity investment, Japan Post Bank is promoting GP operations that take advantage of its unique characteristics by sequentially launching investment vehicles with joint ventures (partners).

May 2024	Established Japan Post Bank Capital Partners Co., Ltd., as a core subsidiary for the GP business.
August 2024	Established J-Σ Investment Limited Partnership, a fund jointly managed with J-WILL Co., Ltd.
January 2025	Established M-Σ Investment Limited Partnership, a fund jointly managed with a subsidiary of Mitsui & Co., Ltd.

While steadily advancing initiatives through these funds, the Bank will further promote Japan Post’s unique GP business, which is to identify local capital needs and provide capital funds from a medium- to long-term perspective through co-creation with regional financial institutions, and to accompany and support investees in their growth investments and problem-solving efforts. We will also promote Japan Post Bank’s unique GP business more strongly.

### Example of co-creation with regional financial institutions (business succession)

In the Σ Business, our basic policy is to build a “co-creation platform” through collaboration and cooperation with regional financial institutions and to promote business together. As one example, the Japan Post Bank Group provides capital-based

funds to a company operating a business in the region, and regional financial institutions provide loans to support the succession of the business in the region.

## Deal sourcing business and marketing support business for investee companies

Japan Post Bank identifies potential investment candidates for the Σ Business (sourcing) and introduces and mediates the commercial products of the investee companies that could create new markets (marketing support).

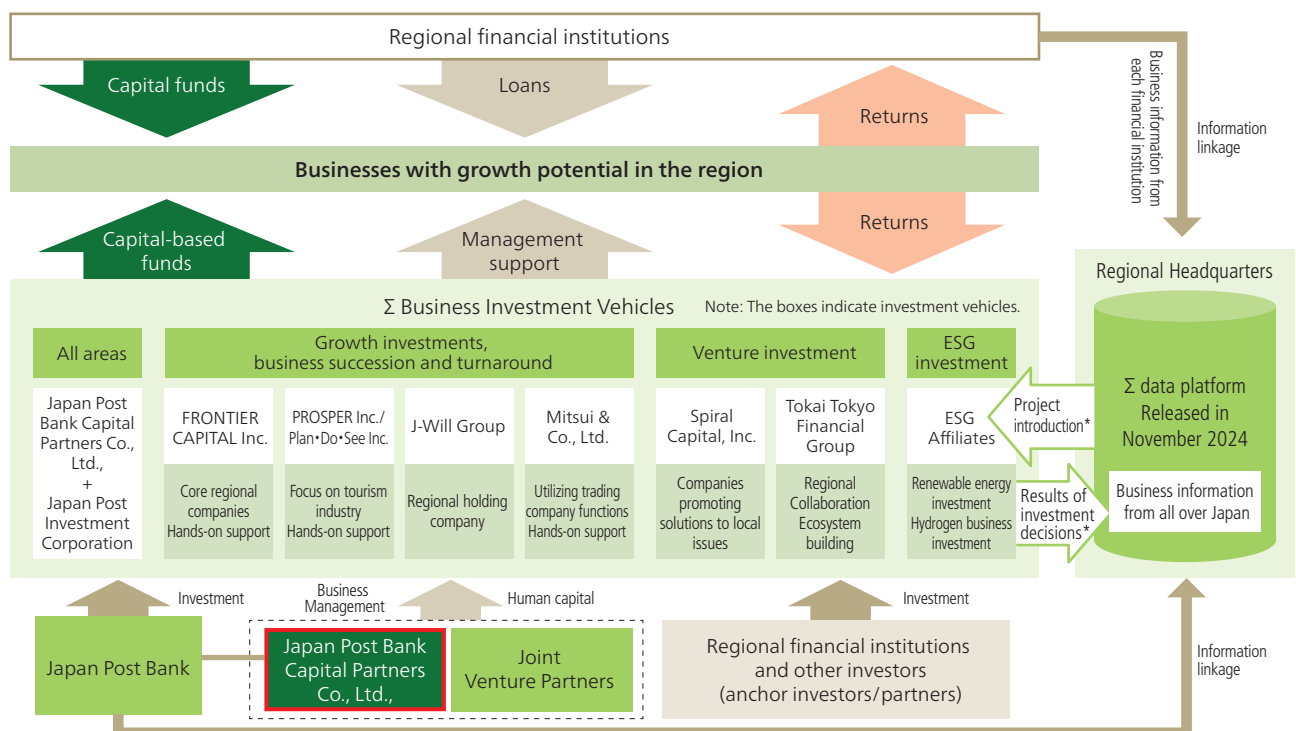
In fiscal 2024, sourcing operations were launched at a Regional Headquarters, an important regional base, and have produced positive results, including the decision to invest in the first project in July 2024.

In fiscal 2025, to further strengthen the identification (sourcing) of potential investee companies, we are reviewing our

promotion system based on the experience gained in fiscal 2024.

Specifically, head office employees with expertise will be stationed at Regional Headquarters, and collaboration between the head office and Regional Headquarters will be strengthened by utilizing the Σ data platform system to promote sourcing activities that are even closer to the local community.

In the area of the marketing support business for investee companies, we will consider establishing a system to support the growth of the investee companies and help them resolve their issues.



\* Through Japan Post Bank Head Office

## Three Business Strategies ③ Σ Business

### Column

### Σ Business Locations Spread Across the Nation

Thirteen Regional Headquarters across Japan began deal sourcing business in fiscal 2024, and as important regional hubs they have promoted the building of relationships with regional financial institutions, local governments, economic organizations, and others. We will continue to collaborate with regional financial institutions to identify detailed regional financial needs and provide solutions to the various needs of regional companies and other entities.

#### Heads of Regional Headquarters



**Osamu Kobayashi**  
Hokkaido Regional Headquarters



**Koichiro Yoshida**  
Tokyo Regional Headquarters



**Mitsunori Yamamoto**  
Kanto Regional Headquarters



**Hiroshi Imai**  
Tohoku Regional Headquarters



**Shuji Takahashi**  
Kinki Regional Headquarters



**Hironobu Shiranaga**  
Tokai Regional Headquarters



**Kunimitsu Hori**  
Hokuriku Regional Headquarters



**Yuji Shinohara**  
Shinetsu Regional Headquarters



**Masaya Touma**  
South Kanto Area Headquarters



**Terumi Ota**  
Okinawa Regional Headquarters



**Yoshiteru Kojima**  
Kyushu Regional Headquarters



**Kazuhiko Tashiro**  
Shikoku Regional Headquarters



**Kazuyoshi Katsuragi**  
Chugoku Regional Headquarters

### Yucho MyJob

#### Kazuki Goto

Regional Revitalization and New-Growth Business Development Department (seconded to PROSPER Inc.)



After working at the Hokkaido Regional Headquarters, where I was involved in the Σ Business in building relationships with regional financial institutions and economic organizations, I was transferred to an investment fund management company through the Career Challenge system in 2024, where I am engaged in back-office operations and marketing support for the company's investee companies.

I have been engaged in hands-on support for restaurants and hotels invested in by the business succession fund, and have been working with them to improve their labor operations and sales and marketing operations through the development of company regulations and the introduction of various systems.

I have always put myself in their shoes and have been thinking and practicing what I can do to resolve the management issues with corporate managers.

I will continue to be proactive, taking on various challenges in the future so that I can apply this valuable experience to Japan Post Bank's Σ Business.

## TOPICS

### Regional revitalization × Equity investment Initiatives for Impact Investments

In addition to the core investments made by Japan Post Bank Capital Partners Co., Ltd., and through the Japan Post Investment Regional Development and Impact Fund I, ILP, established by Japan Post Investment Corporation, the Bank is investing in companies and businesses that contribute to revitalizing regional economies and creating social impact to achieve the goals of the SDGs.

Specifically, by investing in small and medium-sized enterprises that have needs and business succession, venture companies, and regional development projects in Japan, we will contribute to the achievement of the SDGs goals by revitalizing regional economies and creating a positive impact on society through funding flows to regional communities.

## DX Promotion DX Strategy

### Strengthening IT investments to accelerate DX promotion

We believe that a high-quality system infrastructure is indispensable to promote strategies such as Retail Business innovation, operational reform, and productivity improvement, while promoting DX and deepening customer trust. Under the Medium-term Management Plan, plans are in place to invest approximately ¥540 billion over five years for IT investments previously undertaken in core systems to realize stable and sustainable business operations. In addition, we plan to invest approximately 135 billion yen over five years in

strategic IT investments for new growth investments. In fiscal year 2024, to improve the efficiency of head office operations, we enhanced the environment for utilizing generative AI and other new technologies by introducing a generative AI chat system capable of referencing internal information to generate responses, while implementing appropriate safety measures. And we built a system (Σ data platform) to accumulate business information and other information and utilize it for business operations.

### IT Investment Plan

#### Basic Policy 1

#### Strategic IT investments for new growth

##### Innovation of the Retail Business

- Expand digital services that are easy for all customers to use with top priority on safety and security (e.g., enhancement of the functionality of the Yucho Bankbook App and Yucho Tetsuzuki App)
- Strengthen infrastructure and improve trust to accommodate the increased use of digital services
- Implement fundamental business reforms and improve productivity through the active utilization of digital technology at the counter and back office

##### Full-scale launch of the Σ Business

- Introduce a system that accumulates business information and utilizes it for sourcing and marketing support operations (Σ data platform)

##### Strengthening the AML/CFT/CPF\*<sup>1</sup> framework

- Respond to stricter customer management and tighter regulations, comply with stricter regulations, and enhance data analysis

Proactively utilize new technologies such as generative AI

##### Deepening of the Market Business

- Enhance functions and administrative efficiency, such as risk measurement

##### Reinforcing our security posture

- Establish a robust security posture in response to changes in the environment

Plan to strategically invest about **135 billion yen** in IT over five years

#### Basic Policy 2

#### IT investments for stable and sustainable business operations

##### Steady implementation of system upgrades

##### Renewal and improvement of counter terminals/ATMs at post offices nationwide

Plan to invest about **540 billion yen** in IT over five years

#### Basic Policy 3

Looking 10 years into the future, consider a sustainable future vision of the system that responds to changes in the environment of society and management

**Total: Approx. 675 billion yen\*<sup>2</sup>**

Actively promote strategic IT investments while maintaining a high-quality system infrastructure that supports trust

\*<sup>1</sup> Prevention of money laundering and financing of terrorism and proliferation

\*<sup>2</sup> Capital investment + General and administrative expenses on a cash flow basis

## 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 aim 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.”

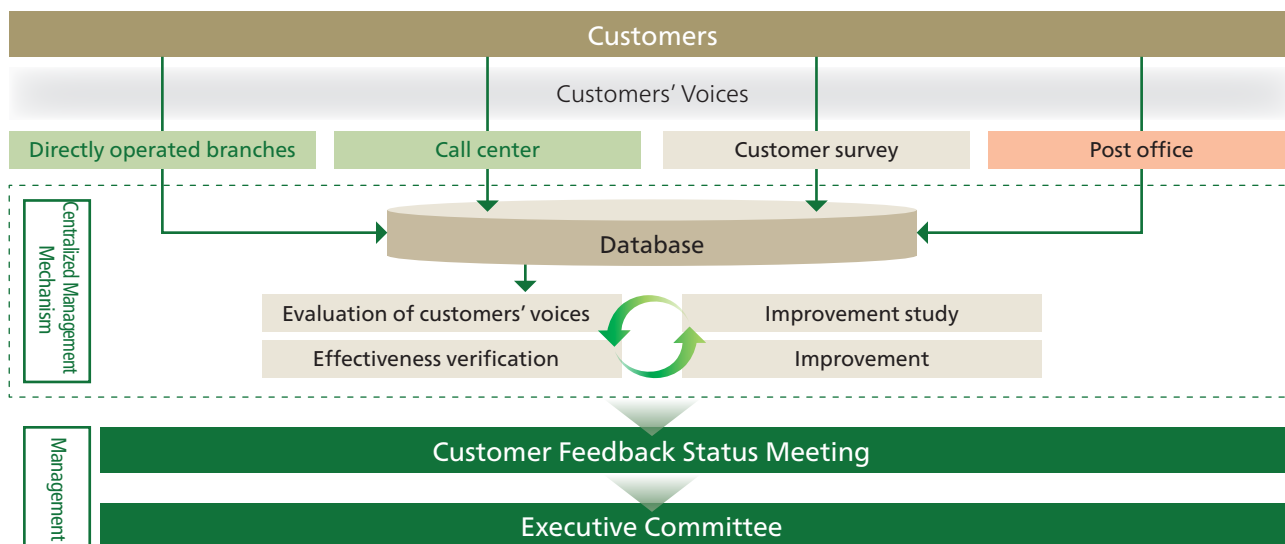
Even in times of rapid change, we will continue to strive to be the “bank of choice” by meeting the diverse needs of our customers and contributing to the development of local communities.

### 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.

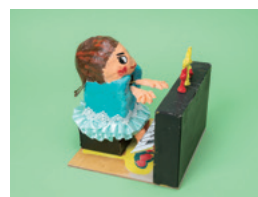


The Japan Post Financial Education Classroom at the Postal Museum Japan

### 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



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)	
Encourage Growth	Number of market operations professionals* <sup>1</sup>	91 persons	97 persons	90 persons	105 persons	Increase in productivity per worker
	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)* <sup>2</sup>	0.62%	0.90%	0.98%	0.9% or less	
	Health Management® (rate of employees who have completed specific health guidance)* <sup>2</sup>	25.1%	32.2%	21.0%	24% or more	
	Health Management® event participation rate* <sup>2</sup>	14.9%	15.8%	23.8%	30%	
Effectively Utilize Diversity	Rate of female in managerial positions* <sup>1</sup>	17.5%	18.4%	19.8%	20%	Provide services from diverse perspectives
	Rate of employees with disabilities* <sup>3</sup>	2.72%	2.94%	3.00%	3.0% or more	
	Rate of employees taking childcare leave* <sup>4</sup>	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 Kenkokeyei.

\*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* <sup>1</sup>
Employee Engagement (Pride and Reward) Score* <sup>2</sup> : 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* <sup>3</sup> : more than the previous year	90 persons
Score for the right person in the right place* <sup>2</sup> : 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.

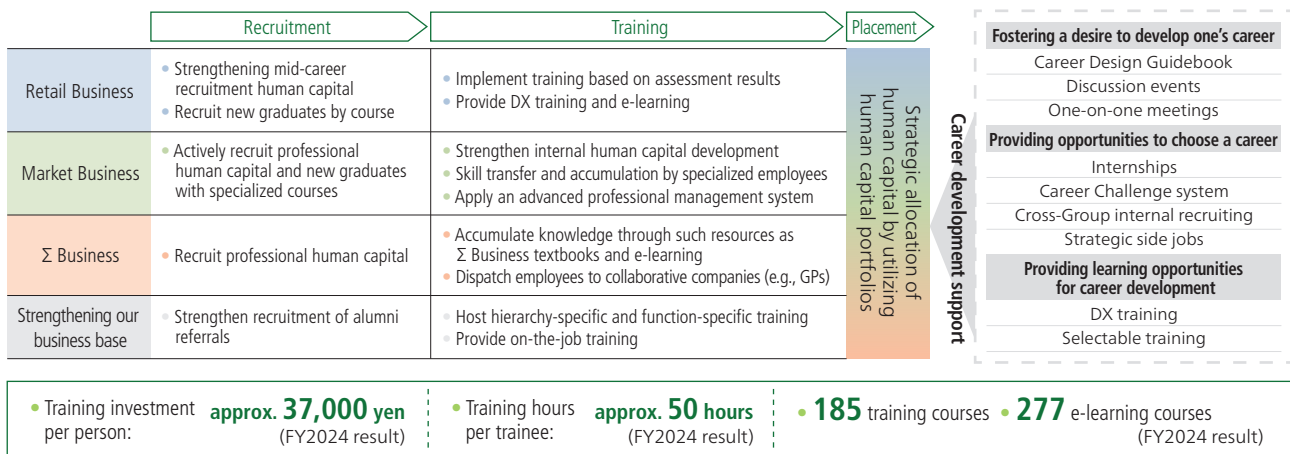
Based on this belief, we are working to develop and create an environment for autonomous employees by fostering their

#### 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.



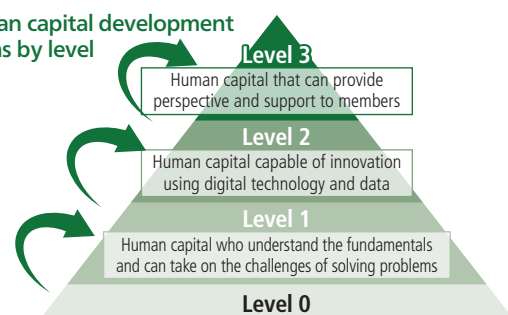
### Cultivation of DX human capital

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.

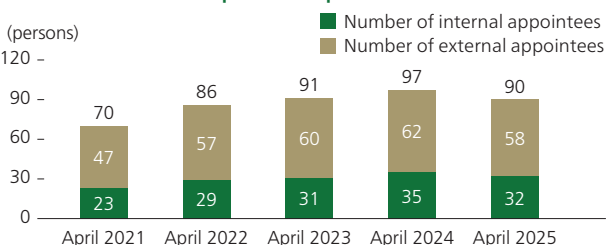
Furthermore, we are striving to expand human capital with particularly advanced and specialized knowledge by introducing a highly specialized management system in the field of market risk management and ALM from fiscal 2024.

### Secondment of Σ Business employees to other companies

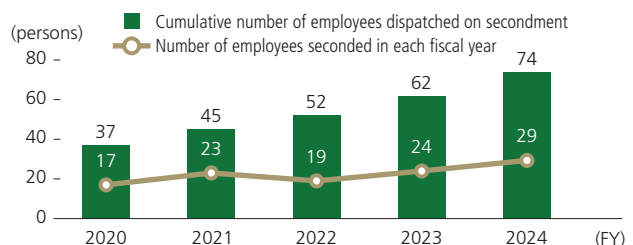
To promote the Σ Business, we are cultivating employees who empathize with the business and are willing to take on challenges as core human capital. Specifically, in addition to internal training through the Career Challenge system and on-the-job training, we are working to accumulate new knowledge and 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 market operations professionals



### Number of Σ Business-related secondments



## Pillar 2 Discover Abilities

### Strategic allocation of human resources

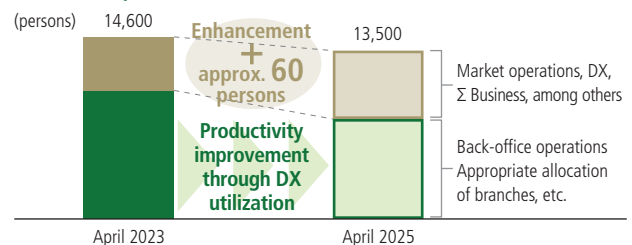
**Focus Points** • Strategic recruitment, training, and deployment based on our human capital portfolio

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.

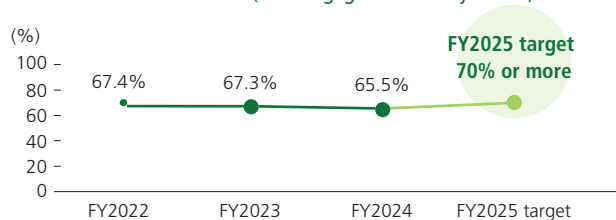
Specifically, the company holds town hall meetings where

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 Enterprise Category “White 500”) for the fourth consecutive year.

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

#### Physical health

- Recommendations for medical examinations and health guidance
- Walking events
- Promotion of flexible work styles
- Smoking cessation support

#### Mental health

- Assignment of in-house counselors (support staff)
- Various training programs related to mental healthcare
- Pulse survey

#### Economic health

- Financial wellness
- Enhancement of welfare programs, asset-building seminars

- Average number of overtime hours worked\*: **6.7 hours** (FY2024 result)
- \* Average monthly overtime hours worked, aggregated on a fiscal year basis

- Average number of paid leave taken per employee: **19.3 days** (FY2024 result)
- Average paid leave utilization rate per employee: **97.5%** (FY2024 result)

## TOPICS



Katsushika Niijuku branch

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

At the Katsushika Niijuku 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.

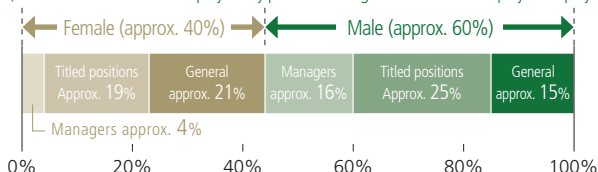
[Details on page 64](#)

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.

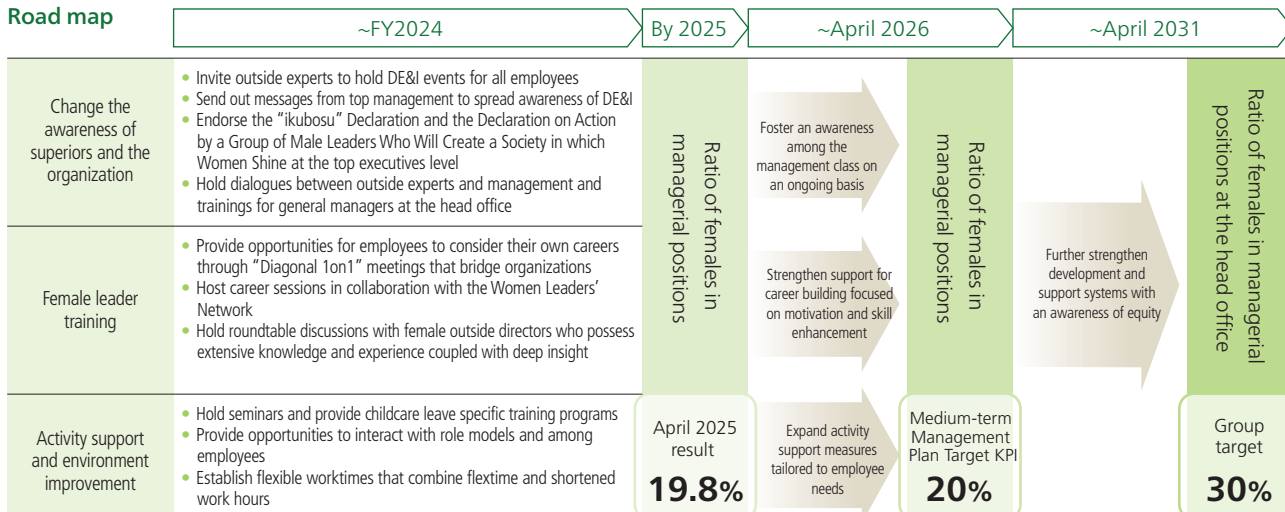
As a result of these efforts, the ratio of females in managerial positions was 19.8% as of April 2025.

#### Employee composition

(ratio of male and female employees by position among full-time and re-employed employees)



### 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

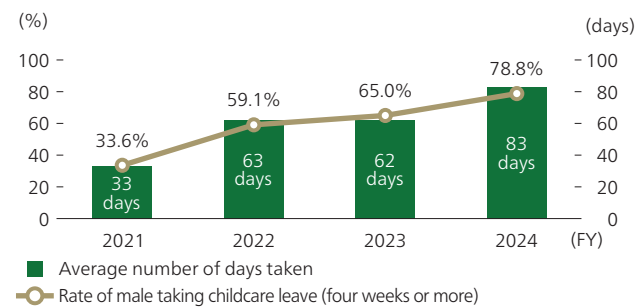
From the perspective of supporting both men and women in balancing work and home life, we actively promote the use of childcare leave so that any employee who wishes to do so can participate in housework and childcare.

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

Joined the company	During pregnancy	Before childcare leave	During childcare leave	Decision to return to work	After returning to work
Roundtable discussions and employee newsletters on male childcare leave		Follow-up meeting before childcare leave	Seminars during childcare leave	Follow-up meeting before returning to work	Follow-up meeting after returning to work
Dissemination through various measures	Various systems such as commuting relief and work exemptions	When will you take childcare leave? Fill out the form		Self-development support (e-learning, mini-MBA during childcare leave)	Various systems including partial childcare leave and child nursing leave
	Guidebook for employees on childcare leave		Community site for people on childcare leave		
			Papa-mama buddy		
			Temporary childcare assistance		Monthly childcare assistance
			Childcare counseling (e.g., childcare telephone counseling, outside counseling)		

## 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

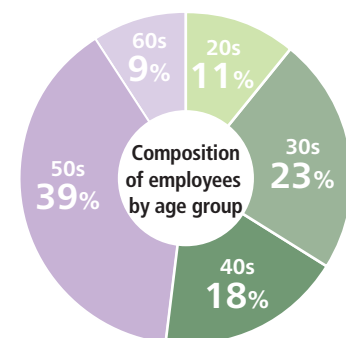
Japan Post Bank believes that senior human capital is indispensable for the sustainable development of the Bank, where approximately half of the employees are age 50 or older.

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.

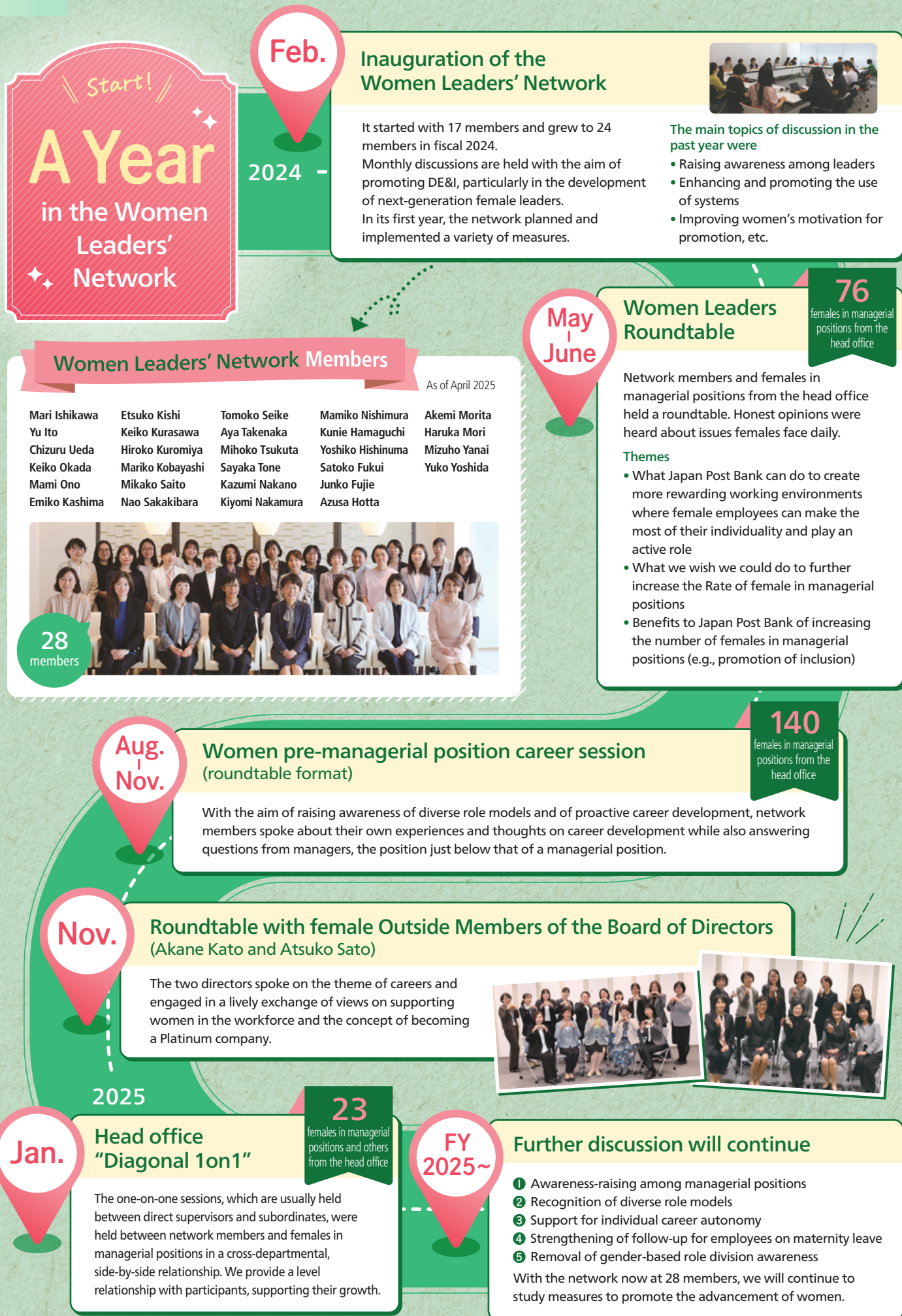
### Promoting an understanding of LGBTQ+ issues

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 Kennosuke 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												
		Final year of the Medium-term Management Plan						Interim targets		Final target		
[FY]		2019	2020	2021	2022	2023	...	2025	...	2030	...	2050
Net zero GHG emissions		Acceleration of efforts toward net zero										Net zero
Own emissions (Scope 1 + 2)* <sup>1</sup> (10,000 t-CO <sub>2</sub> )		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)* <sup>1, *2</sup>		Boosting reductions through engagement										
All sectors	Absolute* <sup>2</sup> (million t-CO <sub>2</sub> )			48	47	39						
	Per unit of investment* <sup>2</sup> (t-CO <sub>2</sub> /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				
		Investments and loans using green bonds										
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.

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

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

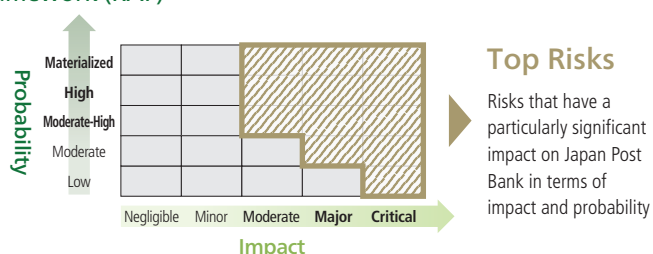
<sup>\*1</sup> Japan Post Bank's assets under management are mostly securities, and credit risk and market risk are presented as a single item.

<sup>\*2</sup> 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.

<sup>\*3</sup> 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"> <li>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).</li> <li>Qualitative criteria: Evaluated on a 5-point scale based on degree of impact on business operations and reputation</li> </ul>	<ul style="list-style-type: none"> <li>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</li> </ul>

\* 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.

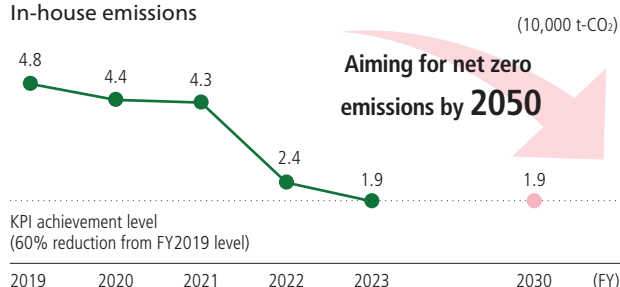
## Indicators and targets

### 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

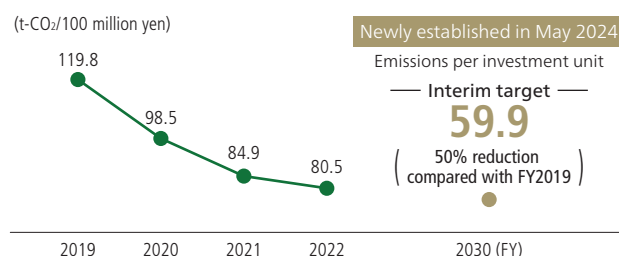
2019) as a result of steady engagement with our investment and loan recipients. We will continue to promote initiatives based on the recognition that supporting the efforts of our investees to decarbonize through engagement will contribute to reducing GHG emissions in the overall society and improve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

#### In-house emissions



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

#### Investment portfolio emissions (per investment unit)

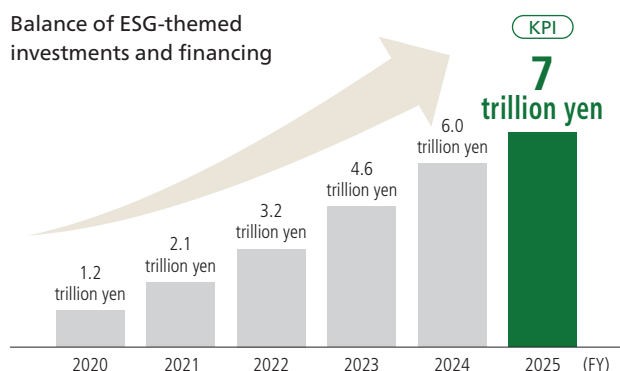


### Status of promotion of sustainable finance, measurement of positive impact

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

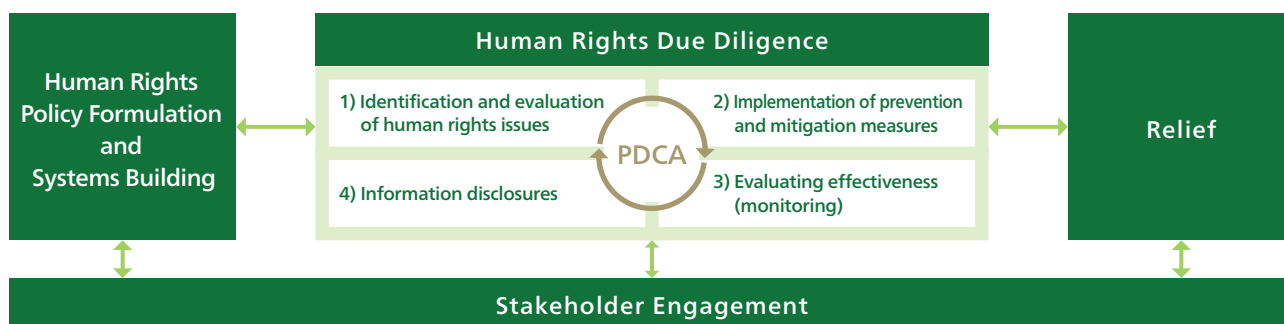
To contribute to the realization of a safe, secure, and prosperous society by promoting respect for human rights through the business and social activities of Japan Post Bank and the Japan Post Group, we have established the Human Rights Policy and are strengthening various initiatives.

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/>

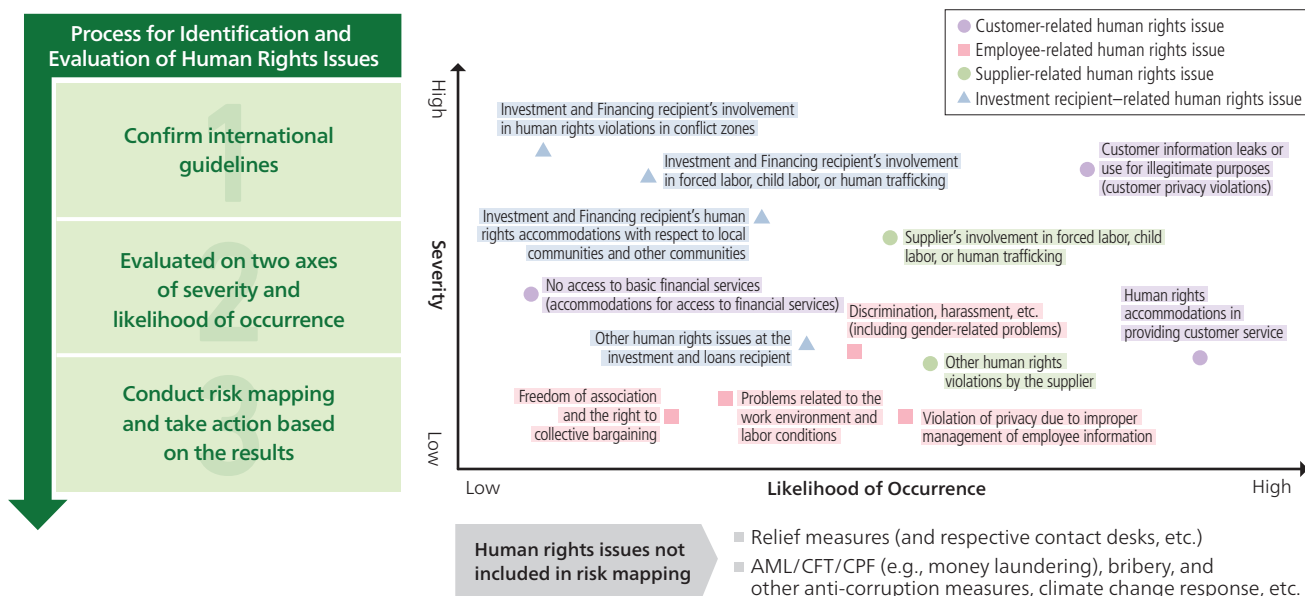
Implementation of human rights due diligence



### 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

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

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

## 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.

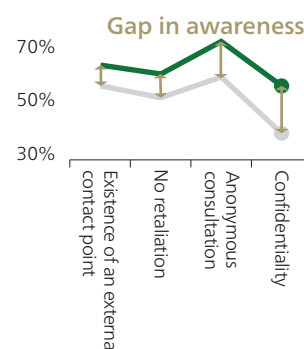
### Trust in contact offices for whistleblowing



(calculated by rounding off fractions less than one unit)

### Awareness of contact offices for whistleblowing

— Employees who answered that they would use the contact point  
— Employees who answered that they do not use the contact point



## 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.

### 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  $\Sigma$  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.

## 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.

## 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

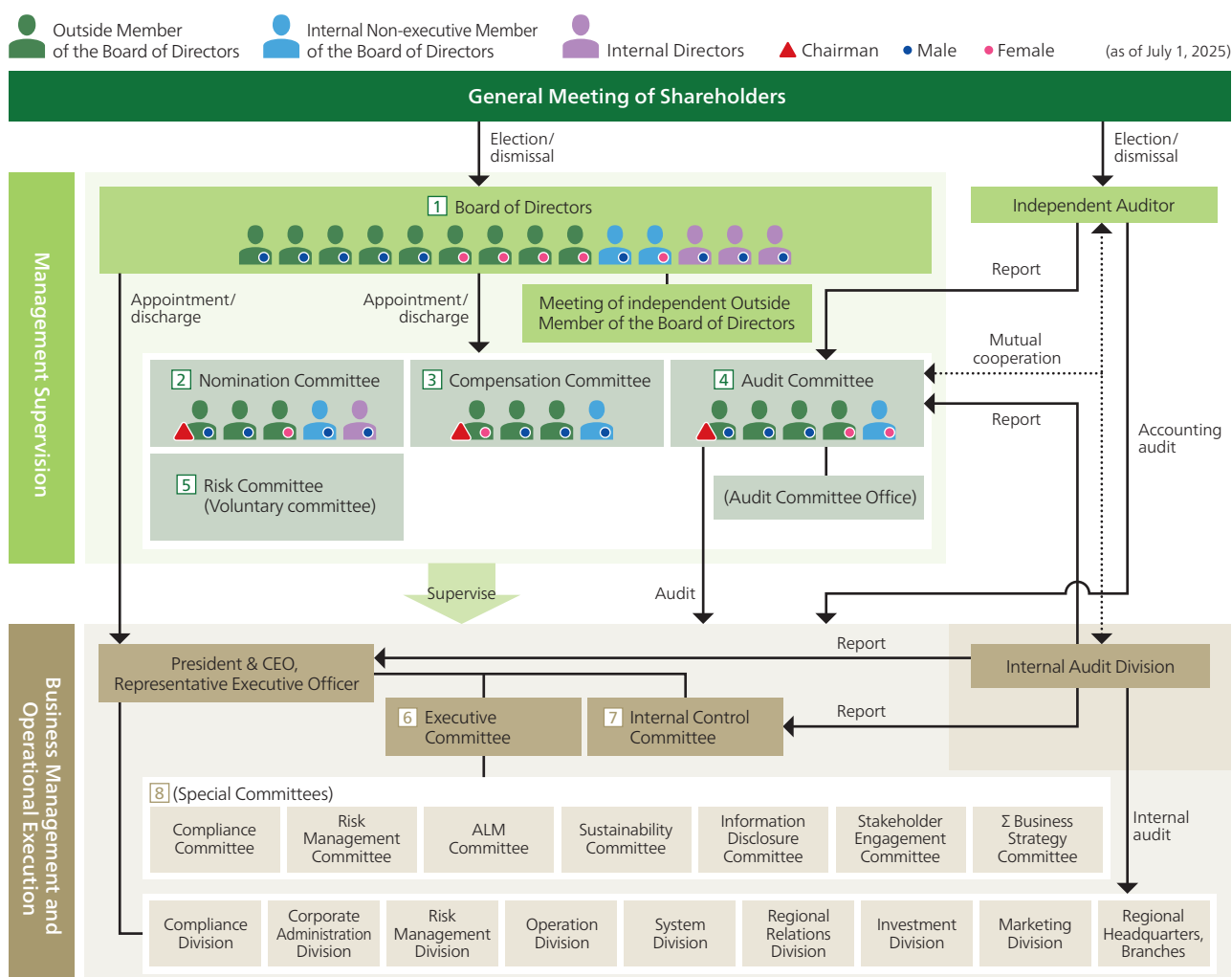
### Basic stance on corporate governance

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.



	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		●			●	●				●	●
Internal Members of the Board of Directors	Takayuki Kasama	●	●	●				●	●			
	Harumi Yano			●	●		●	●				
	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

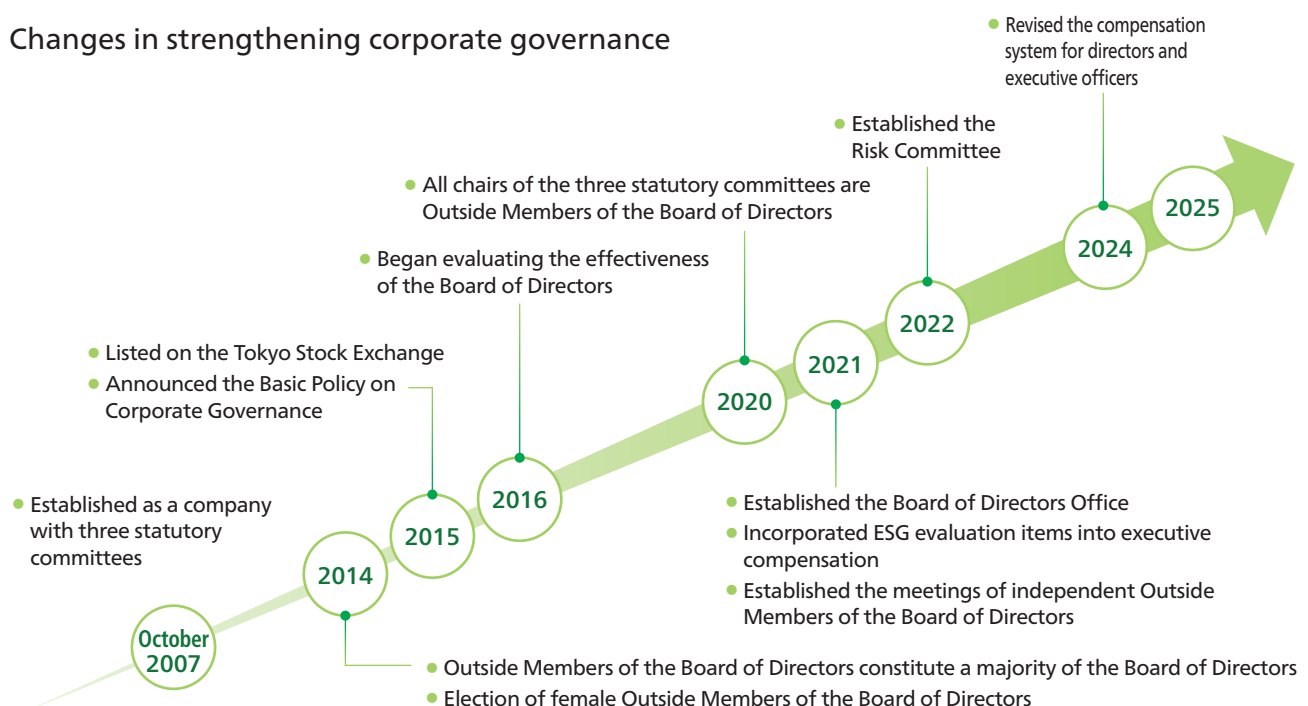
### Main topics discussed by the Board of Directors in FY2024

- 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.  
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  
June 2004 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 Fudouso 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**  
Mr. 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 an 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.  
February 2002 Managing Director and Head of Capital Market Division, Goldman Sachs (Japan) Ltd.  
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 Outside Director 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.  
June 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.

Message from the  
President & CEO

Value Creation  
at Japan Post Bank

Strategies to Achieve  
Value Creation

Foundations to  
Support Value Creation

Corporate  
Information

## 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** Board of Directors 100% (13/13 meetings)  
at the meetings of: 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 IBJ 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** Board of Directors 100% (11/11 meetings)  
at the meetings of:

#### 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, Representative Executive Officer, JAPAN POST BANK Co., Ltd.  
**April 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  
**April 2010** 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](https://www.jp-bank.japanpost.jp/en/aboutus/company/en_abt_cmp_exc_profile.html#anc01)

## Executive Officers

President & CEO,  
Representative Executive Officer  
**Takayuki Kasama**

Deputy President,  
Representative Executive Officer  
**Harumi Yano**

Senior Managing  
Executive Officer  
**Kenji Ogata**

Senior Managing  
Executive Officer  
**Masato Tamaki**

Senior Managing  
Executive Officer  
**Hisashi Matsunaga**

Senior Managing  
Executive Officer  
**Makoto Shinmura**

Managing Executive Officer  
**Shinobu Nagura**

Managing Executive Officer  
**Satoru Ogata**

Managing Executive Officer  
**Hideki Nakao**

Managing Executive Officer  
**Koji Iimura**

Managing Executive Officer  
**Etsuko Kishi**

Managing Executive Officer  
**Akihiro Den**

Managing Executive Officer  
**Koji Hasukawa**

Managing Executive Officer  
**Yuko Yoshida**

Executive Officer  
**Ryotaro Yamada**

Executive Officer  
**Masaya Toma**

Executive Officer  
**Katsuya Fukushima**

Executive Officer  
**Koichiro Yoshida**

Executive Officer  
**Hisanoori Kato**

Executive Officer  
**Yasumitsu Toyoda**

Executive Officer  
**Junko Fujiie**

Executive Officer  
**Hiroshi Ueda**

Executive Officer  
**Kenji Aono**

Executive Officer  
**Hirokazu Yamamoto**

Executive Officer  
**Tomotake Yano**

Executive Officer  
**Kenichi Imai**

## 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.)
- 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.)
- Information provided to and support system for Outside Members of the Board of Directors
- Collaboration between the Board of Directors and each committee
- 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

##### ① 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.

##### ② 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.

##### ③ 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.

- 1) 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.
- 2) Further enhance the governance system in response to changes in the internal and external environment.
- 3) 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.

- ① Coordination of an annual schedule with sufficient time available
- ② Timely and appropriate provision of information as necessary
- ③ Ensuring sufficient prior explanation and time for prior consideration of the content of agenda items
- ④ 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](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

- 1) When serving concurrently as a director and executive officer, compensation shall be paid for the position of executive officer.
- 2) 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.
- 3) 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>Performance-linked index (Evaluation of Medium-term Management Plan Achievement)</div><div><div>Basic points</div><div>Points for each position according to job responsibilities</div><div>×</div><div><div>Quantitative evaluation</div><table><tr><th>Item</th><th>Evaluation weight</th></tr><tr><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></div>			Item	Evaluation weight	Net income attributable to parent company shareholders	50%	ROE (based on shareholders' equity)	50%								
Item	Evaluation weight																	
Net income attributable to parent company shareholders	50%																	
ROE (based on shareholders' equity)	50%																	
Bonus  New setting in FY2024	Linked	<div>Linked to short-term performance (0–130%)</div> <div><div>Performance-linked index</div><div><div>Standard amount by position</div><div>Standard amount for each position according to job responsibilities</div><div>×</div><div>Coefficient based on individual evaluation</div><div>×</div><div><div>Quantitative evaluation</div><table><tr><th>Item</th><th>Evaluation weight</th></tr><tr><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><td rowspan="5">60%</td></tr><tr><td>Target KPIs</td></tr><tr><td>Retail Business*<sup>1</sup></td></tr><tr><td>Market Business*<sup>2</sup></td></tr><tr><td>Σ(Sigma) Business*<sup>3</sup> (Corporate business that creates the future of society and local communities through investments that reduce operating expenses)</td></tr><tr><td>ESG*<sup>4</sup></td><td rowspan="2">±20%</td></tr><tr><td>Qualitative evaluation</td></tr><tr><td>Initiatives that contribute to enhancing corporate value*<sup>5</sup></td></tr><tr><td>System trouble, etc.*<sup>6</sup></td></tr></table></div></div></div>	Item	Evaluation weight	Financial targets	40%	Net income attributable to parent company shareholders	OHR/Reduction of operating expenses	60%	Target KPIs	Retail Business* <sup>1</sup>	Market Business* <sup>2</sup>	Σ(Sigma) Business* <sup>3</sup> (Corporate business that creates the future of society and local communities through investments that reduce operating expenses)	ESG* <sup>4</sup>	±20%	Qualitative evaluation	Initiatives that contribute to enhancing corporate value* <sup>5</sup>	System trouble, etc.* <sup>6</sup>
Item	Evaluation weight																	
Financial targets	40%																	
Net income attributable to parent company shareholders																		
OHR/Reduction of operating expenses	60%																	
Target KPIs																		
Retail Business* <sup>1</sup>																		
Market Business* <sup>2</sup>																		
Σ(Sigma) Business* <sup>3</sup> (Corporate business that creates the future of society and local communities through investments that reduce operating expenses)																		
ESG* <sup>4</sup>	±20%																	
Qualitative evaluation																		
Initiatives that contribute to enhancing corporate value* <sup>5</sup>																		
System trouble, etc.* <sup>6</sup>																		

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	Retirement gratuity	Other
				Non-performance-linked	Performance-based	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 expensed 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.

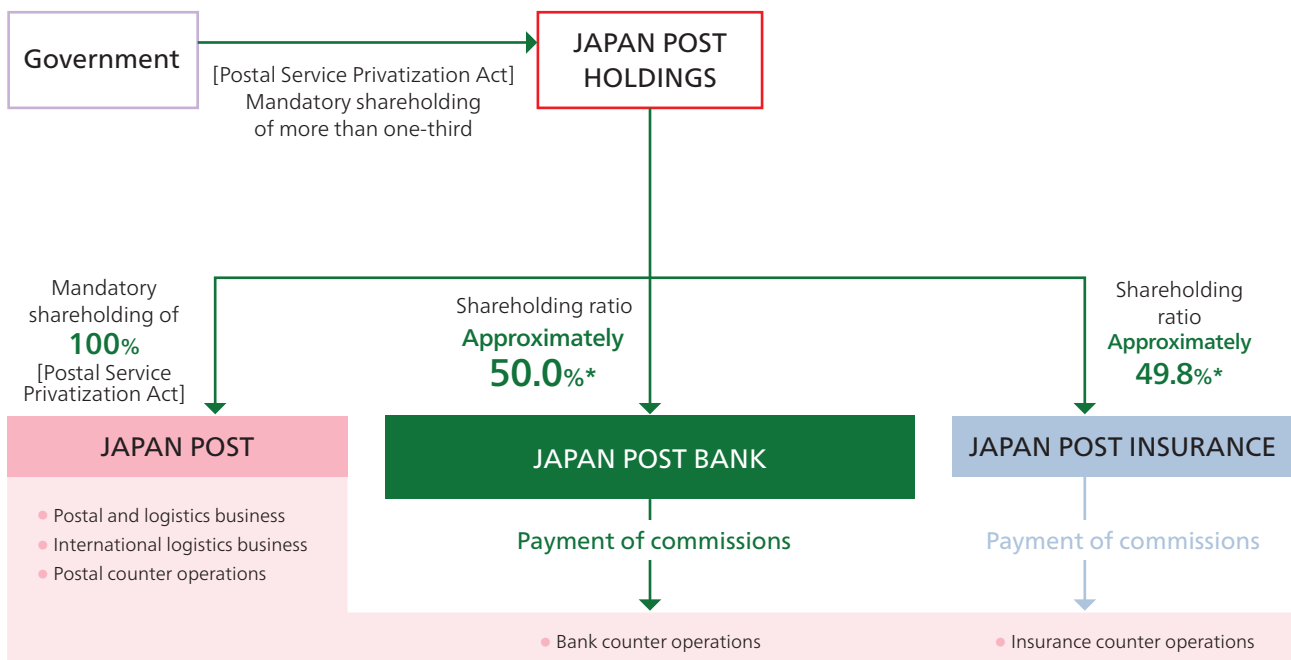
In addition, the Japan Post Group agreement clearly stipulates that Japan Post Holdings will not interfere with or restrict the decision-making of Japan Post Bank, and that Japan Post Holdings and its operating subsidiaries, including Japan Post Bank, will conduct independent and autonomous management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

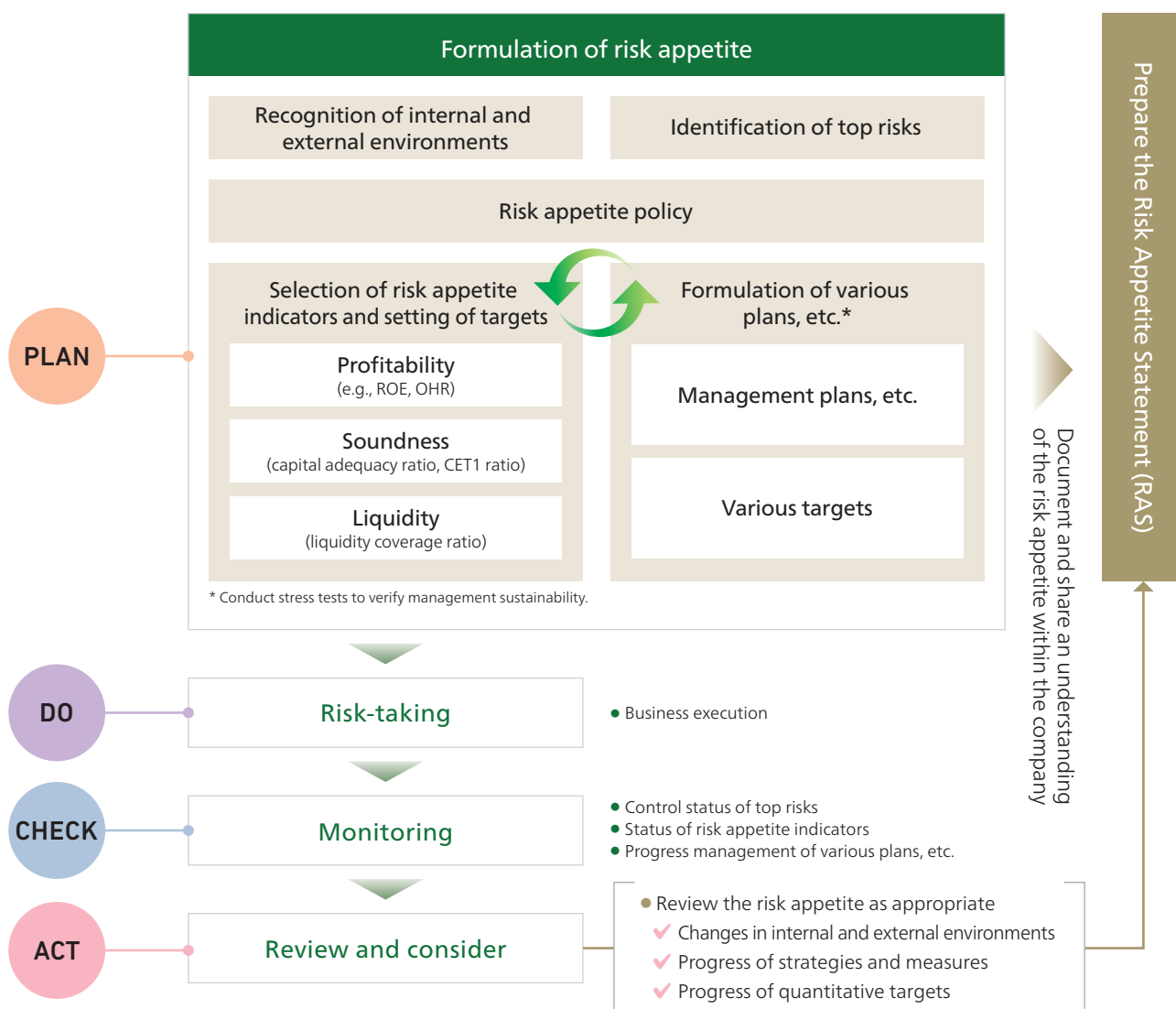
### Risk Appetite Framework (RAF)\*

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.

## 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"> <li>Continue to strengthen the risk tolerance of the portfolio</li> <li>Continue to manage the portfolio in a risk-averse manner and make selective investments</li> <li>Strengthen human capital specializing in asset management, risk management, and ALM</li> </ul>
Cyberattacks	<ul style="list-style-type: none"> <li>Strengthen systems based on third-party assessments in accordance with international standards</li> <li>Confirm security measures when introducing new systems, adding new functions, and after the launch of new services</li> </ul>
System failures	<ul style="list-style-type: none"> <li>Improve availability through redundancy of equipment and lines</li> <li>Implement redundancy measures by establishing disaster countermeasure data centers</li> <li>Select and inspect priority inspection systems</li> </ul>
Large-scale disasters	<ul style="list-style-type: none"> <li>Strengthen earthquake resistance of facilities</li> <li>Deploy disaster supplies</li> <li>Develop remote work environments</li> </ul>
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"> <li>Steadily promote strategies and measures in the Medium-term Management Plan and annual management plans</li> </ul>
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"> <li>Consider and implement systematic and institutional measures to prevent recurrence based on past incidents and examples from other companies</li> <li>Implement regular training</li> <li>Strengthen the monitoring of post offices</li> </ul>
Risks of customers suffering disadvantages due to failure to thoroughly implement customer-oriented business operations	<ul style="list-style-type: none"> <li>Establish a system for the centralized management of customer feedback</li> <li>Implement various training programs</li> </ul>
Impediments to strategy execution due to human capital shortages	<ul style="list-style-type: none"> <li>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</li> <li>Strengthen training through recruitment of specialized human capital and training and the Career Challenge system</li> </ul>
Inadequate measures against money laundering, terrorist financing, and proliferation financing	<ul style="list-style-type: none"> <li>Identify and evaluate risks, and formulate and implement measures to reduce them</li> <li>Verify the effectiveness of measures and implement continuous improvement activities</li> <li>Enhance measures based on cooperation with authorities and knowledge of external organizations</li> </ul>
Inadequate measures to maintain and strengthen the customer base	<ul style="list-style-type: none"> <li>Steadily promote strategies and measures in the Medium-term Management Plan and annual management plans</li> </ul>
Risks arising from issues related to sustainability, such as climate change, natural capital, biodiversity, and human rights	<ul style="list-style-type: none"> <li>Strengthen and manage progress of "Sustainability Management" that promotes sustainability initiatives in an integrated manner with management strategies</li> <li>Regularly enhance and revise the ESG Investment and Financing Policy and the Human Rights Policy</li> </ul>

## 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.

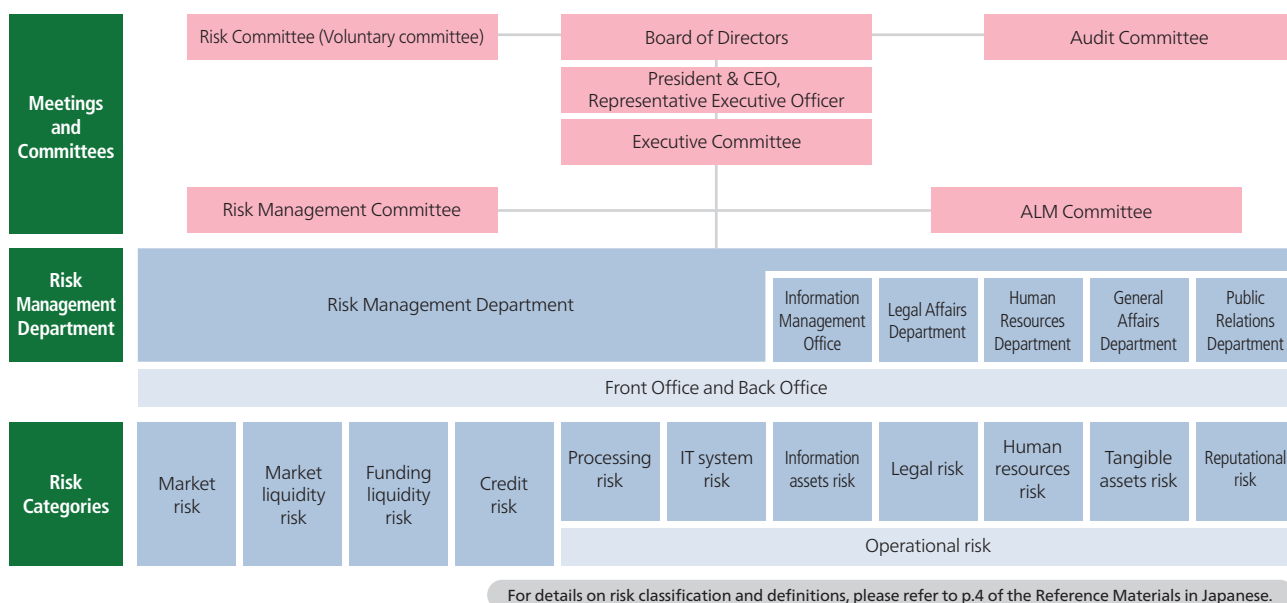
For risk management and operations, we have established Special Committees (Risk Management Committee and ALM Committee) as advisory bodies to the Executive Committee. These committees report on

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)



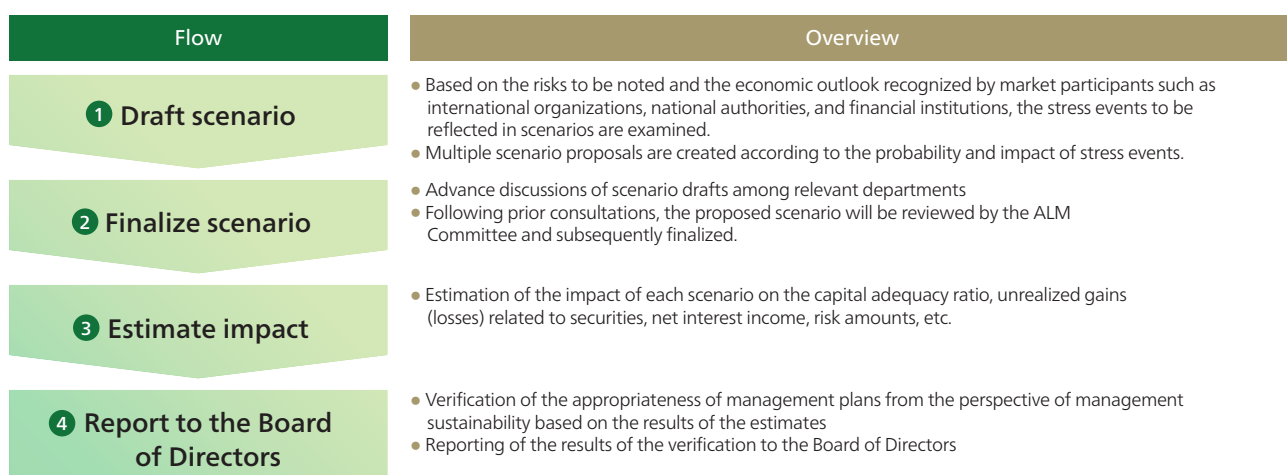
## Integrated risk management

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



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.

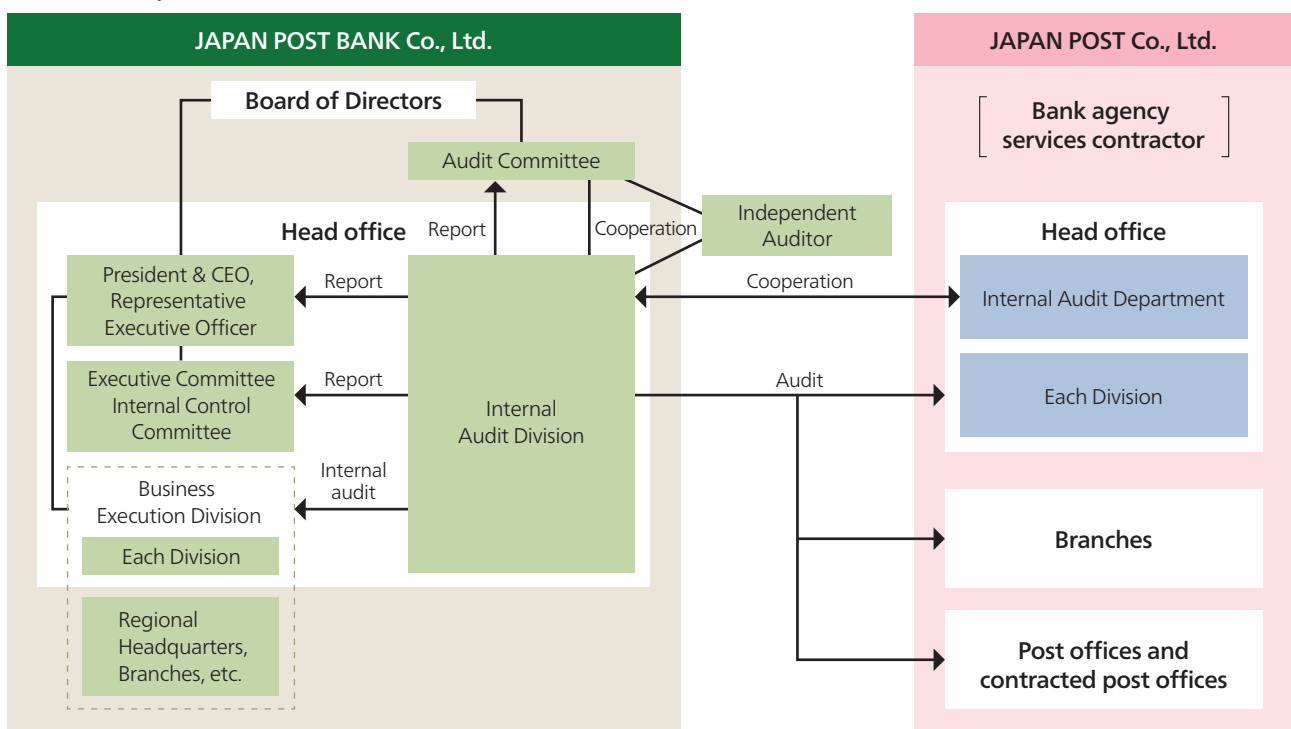
Furthermore, the Internal Audit Division audits Japan Post Co., Ltd., which is entrusted with bank agency services, to verify the appropriateness of its internal control procedures, including compliance and risk management related to bank agency services.

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<sup>\*2</sup>, a specialized cybersecurity organization that prevents cyber incidents and responds to them when they occur, and the Yucho SOC<sup>\*3</sup>, 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<sup>\*4</sup> framework. Starting in fiscal 2025, we will implement advanced countermeasures reflecting the latest security trends based on the internationally recognized CRI Profile<sup>\*5</sup>.

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.

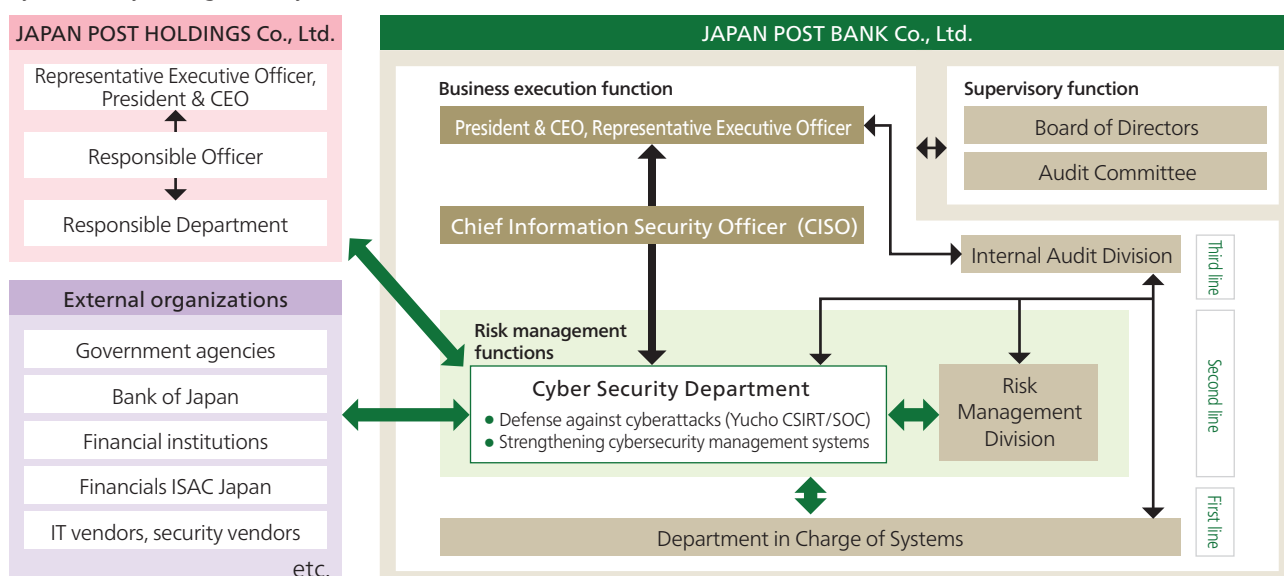
<sup>\*2</sup> CSIRT: Computer Security Incident Response Team

<sup>\*3</sup> SOC: Security Operation Center

<sup>\*4</sup> FFIEC-CAT: Federal Financial Institutions Examination Council–Cybersecurity Assessment Tool

<sup>\*5</sup> 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.

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

implementation of compliance measures and have designated “Compliance Managers” in each department to promote and guide compliance within their respective departments.

In addition, if an employee discovers a compliance issue or behavior that might lead to a compliance issue, they are required to report it to their supervisor, the compliance line, or the internal contact offices for whistleblowing, which have been established both inside and outside the company. In this way, we strive to prevent the occurrence and spread of compliance issues and to resolve them quickly.



Compliance System

[Home](#) ▶ [Sustainability Site](#) ▶ [Governance](#) ▶ [Compliance System](#)

### 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  
Home ▶ Privacy Policy

## 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/TF are one of its most important management issues, has clarified the roles and responsibilities of executives and employees involved in ML/TF measures, including appointing the Executive Officer in charge of the Compliance Division as the person responsible for the supervision of ML/TF 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  
Home ▶ Sustainability Site ▶ Governance ▶ Compliance System ▶ Basic Policy for Combating against Antisocial Forces

## 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  
Home ▶ Sustainability Site ▶ Governance ▶ Compliance System ▶ Conflict of Interest Management Policy

## 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
<b>Per Share Data (consolidated) (yen)</b>			
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
<b>Key Financial Indicators (consolidated) (%)</b>			
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
<b>Stock Data</b>			
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 <sub>2</sub> emissions Scope 1 (10,000 t-CO <sub>2</sub> )	—	—	0.6
CO <sub>2</sub> emissions Scope 2 (10,000 t-CO <sub>2</sub> )	—	—	4.2
CO <sub>2</sub> emissions Scope 1 + 2 (10,000 t-CO <sub>2</sub> )	—	—	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 Σ 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.

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

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
147	141	141	110	181
[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. CO<sub>2</sub> 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 × 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.



"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

### Editorial Committee Secretariat (Public Relations Department)

Keiko Kurasawa, Satoko Fukui,  
Kaori Yoshihara, Hayato Takeuchi,  
Kie Takeshita, Ayako Ogasawara,  
Kumi Ogino, Yuria Imamura,  
Natsuki Fujita, Yuta Nakazato

### Planning Officer, Corporate Planning Department, Corporate Planning Division

Koichiro Watanabe

### Corporate Planning Department

Yu Ito  
Ikumi Endo  
Yuki Minamino  
Takayuki Kigami  
Yoshimi Kuwana  
Taichi Kato

Yukari Serizawa

### Sustainability Management Group

Sayaka Tone  
Yohei Arima  
Yumika Morota  
Yosuke Yamashita  
Mami Sakurai  
Shinta Hasegawa  
Kyosuke Hironaka

### Board of Directors Office

Akemi Morita  
Taiga Harigai  
Maiko Takayama  
Mayu Otsubo

### IT Strategy Department, Digitization Promotion Office

Yuki Nakamura

### Research Department

Toshio Mikami  
Masanobu Yoshikawa

### Financial Accounting Department

Mariko Kobayashi

### IR Department

Tomonori Katakami  
Masatoshi Ishii

### Human Resources Department

Yuta Okuda  
Kei Masaga  
Itaru Shinoda  
Anna Ueno  
Masahiro Yamane  
Naoaki Kajii  
Norika Matsugami

### Risk Management Department

Yusuke Satoyama

### Community Relations Department

Kenzo Nakajima  
Kazumi Nakano

### Digital Strategy Department

Takashi Torii  
Fumio Yoshioka

### Public Relations Department

Rika Hoshino  
Kana Takahashi

### (Production cooperation) WILLs Inc.

Intprofy Corporation  
Kenji Suzuki

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



POSTAL MUSEUM JAPAN  
郵政博物館

1-1-2, Oshiage, Sumida-ku, Tokyo 131-8139  
9F, Tokyo Skytree Town Solamachi  
TEL: +81-3-6240-4311

July 2025

**JAPAN POST BANK Co., Ltd.**

2-3-1, Otemachi, Chiyoda-ku, Tokyo 100-8793, Japan  
TEL: +81-3-3477-0111 (main)  
URL [https://www.jp-bank.japanpost.jp/en\\_index.html](https://www.jp-bank.japanpost.jp/en_index.html)

